



# Sport Management Digest



Volume 2, Issue 1, March 2022

[digestsm.com](http://digestsm.com)

State of Sport Management Research in 2021: An Overview

Theoretical Developments in Sport Management

Research Methodologies in Sport Management

Sport Governance and Policy

Sport Leadership

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## State of Sport Management Research in 2021: An Overview

*Vassil Girginov*

The aim of this introductory article of the Sport Management Digest (SMD) is to provide an overview of the research published in the ten specialised journals during 2021. Individual sections of the SMD cover in sufficient detail the main topics and key findings of different subject areas. Even a cursory view of the published works suggests that sport management scholarship has been growing in scope, geography and appeal. The present overview of research in the field focuses on three interrelated areas including a bibliometric analysis, theoretical and practical appeal, as measured by the funding received by different studies, and the democratization of knowledge, as exemplified by the number of studies published under the Open Access (OA) regime.

The second issue of the SMD includes an innovation in the form of an analysis of the geography of sport management research. This is an important aspect of the research conducted in the field because it provides a temporal map of the geographical distribution of sport management studies as well as their context in terms of sports and settings where research was conducted. The analysis was conducted by Professor Xiaoyan Xing from the Capital University of Physical Education and Sports, the Beijing Institute for International Olympic Studies. One of the main conclusions to be drawn from her analysis is that, unsurprisingly, sport management remains a highly contextual activity, and our research has been shaped by established cultural preferences and sport structures.

In 2021, the ten sport management journals published a total of 47 issues with 444 articles (excluding book reviews and commentaries). Table 1 shows the number of articles by journal including those published under OA, which is discussed below. These articles were written by 975 authors affiliated with 557 institutions which is a testimony to the scale of sport management research internationally. The number of articles in different journals is determined by several factors including page budgets allowances from publishers and special issues. The latter have become a regular feature for most journals and serve to advance knowledge on specific topics such as those addressed in 2021 including sustainability, Covid and big data and analytics.

**Table 1: Total number of articles and Open Access ones published in 10 sport management journals in 2021**

Journal	Founded	Publication frequency/year	Impact factor 2021	Articles No	Open Access No/%
<i>Journal of Sport Management</i> <a href="https://journals.humankinetics.com/view/journals/ism/ism-overview.xml">https://journals.humankinetics.com/view/journals/ism/ism-overview.xml</a>	1987	5	3.69	56	9/16
<i>Sport Management Review</i> <a href="https://www.tandfonline.com/loi/rsmr20">https://www.tandfonline.com/loi/rsmr20</a>	1998	5	6.57	69	15/22
<i>International Journal of Sports Marketing and Sponsorship</i> <a href="https://www.emerald.com/insight/publication/issn/1464-6668">https://www.emerald.com/insight/publication/issn/1464-6668</a>	1999	4	2.93	63	4/6
<i>European Sport Management Quarterly</i> <a href="https://www.tandfonline.com/loi/resm20">https://www.tandfonline.com/loi/resm20</a>	2001	5	4.00	70	22/31
<i>International Journal of Sport Finance</i> <a href="https://fitpublishing.com/journals/ijsf">https://fitpublishing.com/journals/ijsf</a>	2006	4	0.94	15	2/13
<i>International Journal of Sport Communications</i> <a href="https://journals.humankinetics.com/view/journals/ijsc/ijsc-overview.xml">https://journals.humankinetics.com/view/journals/ijsc/ijsc-overview.xml</a>	2008	4	N/A	30	3/10
<i>International Journal of Sport Policy and Politics</i> <a href="https://www.tandfonline.com/loi/risp20">https://www.tandfonline.com/loi/risp20</a>	2009	4	0.69	54	16/30
<i>Journal of Sports Economics</i> <a href="https://journals.sagepub.com/home/jse">https://journals.sagepub.com/home/jse</a>	2011	6	2.22	52	15/29
<i>Communication and Sport</i> <a href="https://journals.sagepub.com/home/com">https://journals.sagepub.com/home/com</a>	2013	6	3.17	54	18/33
<i>Journal of Global Sport Management</i> <a href="https://www.tandfonline.com/loi/rgsm20">https://www.tandfonline.com/loi/rgsm20</a>	2016	4	N/A	46	12/26

Table 2 illustrates the top 10 publishing countries by authors' institutional affiliation and the number of outputs. As might be expected, USA-based scholars (33 or 9%) have been responsible for most of all published studies in 2021 (195 or 51%). The contribution of American scholars is followed by those from England (scholars based in Scotland, Wales and Northern Ireland are counted separately), Canada, Germany and other countries. Encouragingly, there has been research from traditionally less-represented parts of the world including Indonesia, Serbia, Uzbekistan and Turkey, among others. The above publication metrics are also indicative for the presence of a critical mass of scholars, doctoral and undergraduate students enrolled in various SM programmes.

**Table 2: Top 10 publishing countries and institutions by authors' affiliation (2021)**

Country	No articles (%)	Authors' affiliation institutions	No authors (%)
USA	195 (51)	State University System of Florida	33 (9)
England	55 (14)	University System of Georgia	19 (5)
Australia	45 (12)	University of Florida	17 (4)
Canada	41 (11)	Pennsylvania Commonwealth System Higher Education	16 (4)
Germany	37 (9)	Temple University	15 (4)
Belgium	14 (4)	Texas AM University System	14 (4)
South Korea	13 (3)	Loughborough University	11 (3)
Japan	12 (3)	Texas AM University College System	11 (3)
Norway	11 (2)	University of Massachusetts Amherst	10 (3)
Spain	11 (2)	University of Massachusetts Systems	
China	9 (2)	University of Michigan University of Michigan System West Virginia University	

Ninety-seven agencies including research councils, governments, charities and commercial companies funded research published in the ten journals. The greatest number of studies were funded by the Social Sciences and Humanities Research Council of Canada which provided grants for 6 projects on which these were based. The spectrum of funding sources also includes major sport organisations such as the International Olympic Committee, UEFA, Sport Australia, UK Sport and Sasakawa Foundation and speaks to the appeal and potential impact of the sport management research conducted.

The introductory article to the first issue of the SMD (2021) discussed the democratisation of knowledge as promoted by the Open Access (OA) approach to publication. The rationale and main principles of the OA approach were laid out in the document Plan S that was launched in September 2018. It represents a drive for an instant and free access to research and can be found at this link (<https://www.coalition-s.org/guidance-on-the-implementation-of-plan-s/>). The main principle of *Plan S* stipulates that “with effect from 2021, all scholarly publications on the results from research funded by public or private grants provided by national, regional and international research councils and funding bodies, must be published in Open Access Journals, on Open Access Platforms, or made immediately available through Open Access Repositories without embargo.”

Leaving the challenges of implementing Plan S aside, this approach will significantly change the publishing landscape and the rate and scope of future research. Out of the 444 published articles analysed in the SMD, 97 (20%) were OA (see Table 1). Without exception, all journals published OA articles and some of them are faring better than others with a rate of OA articles between 20-33%. Nonetheless, regardless of the OA funding model, those countries and institutions who do not have access to resources will be in a disadvantaged position compared to those who can afford to pay the publication fee. This is a serious concern given that the cost of publishing a single article could be up to \$6,000 and more. This is a significant amount of money that will allow any institution to subscribe for all ten journals included in the SMD for a year. Readers can check out the OA policy of their targeted journal by using the ‘Journal checker tool’ (<https://journalcheckertool.org/>).

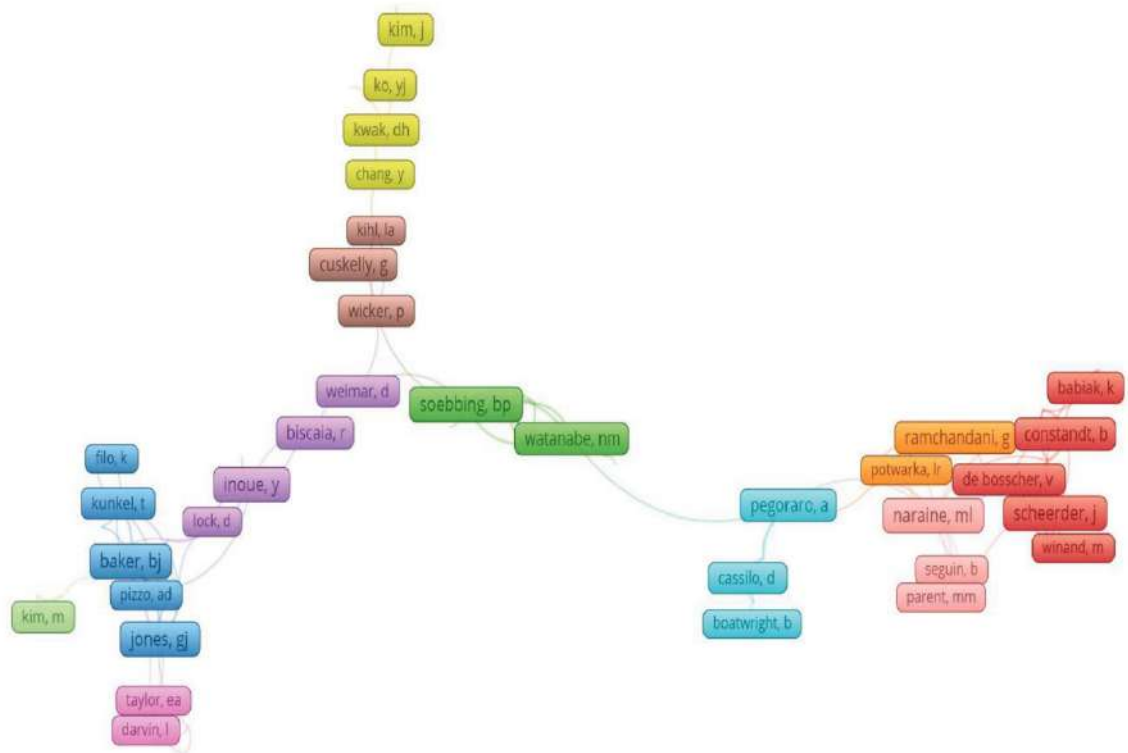
The remainder of the bibliometric analysis examines the strength of the links between sport management research by looking into the co-authorship links (i.e., the number of publications two researchers have co-authored), co-occurrence links (i.e., the number of publications in which two terms occur together), and the bibliographic coupling links (i.e., the number of cited references two publications have in common). The strength of the link is represented by a positive numerical value where the higher the value the stronger the link. The analysis and the visualisation of the results were produced using the VOSviewer software (van Eck & Waltman, 2020). It ought to be noted though that due to the limited time subject to analysis (12 months), the co-authorship and co-occurrence links reported cannot be representative of the sport management field as a whole, rather they ought to be viewed as a snapshot. Nonetheless, it is expected that as more data becomes available over time, the analysis will become more comprehensive.

Figure 1 depicts the co-authorship links where two authors had worked together on a publication. In total 73 authors collaborated with each other, and the different colours in figure 1 help see those collaborations. Figure 2 shows the co-occurrence links, where in total 112 key words were selected which occurred more than 5 times. The size of the word indicates its weight. Figure 2 also helps to see the distance between two words where the higher the distance the lesser the connectedness. For example, the word ‘impact’ dominated in the research published. The study of ‘impact’ is closely related to ‘events’, the ‘Olympics’ and ‘success’ and less to ‘host cities’. Similarly, the word ‘football’ is closely related to ‘organisations’ and ‘governance’, whereas ‘economics’ is related to ‘demand’, ‘pay’ and ‘players’.

Both the different types of networks and the author co-citation (ACC) analysis have the power to reveal the intellectual structure of the sport management discipline. The Sport Management Digest will

continue to analyse the intellectual structure of the discipline which will help researchers and practitioners to readily understand who and where conducts what kind of research. This information is also valuable for devising research strategies of different centres, departments, and universities as well as academic publishers. It is hoped that readers will find this analysis useful.

**Figure 1. Co-authorship network visualization across ten SM journals in 2021**





# Theoretical Developments in Sport Management

*Lisa M. Kikulis*

## **1. Introduction**

In the first review of this section of the Digest, Dr. Girginov provided a thorough review of theoretical developments in the field of sport management. Leaving aside the debate of whether sport management requires its own theory(ies), what we have seen develop in this still nascent field is a diverse area of theoretical applications with sociological, psychological, and political science traditions to name a few. All articles in the journals reviewed provided a rich review of concepts and/or theoretical frameworks—grounding the empirical work with carefully constructed theoretical foundations. Yet, we must be cautious of developing an echo chamber where we constantly rely on familiar theoretical frameworks. As such in this second review I explicitly identified articles that aimed to apply or develop new theoretical frameworks or concepts. Seven papers were included in this review that were published in *Communication & Sport* (1), *International Journal of Sport Policy & Politics* (2), *Journal of Sport Management* (2), and *Sport Management Review* (2).

## **2. Advances in theoretical developments in sport management**

Brown-Devlin et al. (2021) adopt presence theory—a sense you are with others while interacting through virtual and social media; and social identity theory—the self-categorization and membership individuals seek and recognize; in their survey design study of global social TV usage during the 2018 Winter Olympic Games in PyeongChang South Korea. These theoretical frameworks are applied to test the hypothesis that increased social TV usage predicts increased social presence outcomes which increase levels of fandom and identification. Brown-Devlin et al found a significant relationship between social TV use, social outcomes, and social identity. The social outcomes of sociability, social capital, and social presence were all influenced by social TV use. However, perceived social presence did not influence the level of an individual's national team identification or Winter Olympic fandom. That is, identity as a fan of a national team or the Winter Olympics was not shaped by the feeling of being with others—the authors suggest social presence may not be critical to fan identity formation. The authors highlight the importance of considering motivational and psychological aspects of consumers of social TV and recognizing the diversity and complexity of the changing social media landscape when examining the importance of social networks and fandom.

Harris et al. (2021) adopts a governance theory perspective of network governance in international sport by adopting Bergsgard's (2018) analytical framework to examine power and governance in international sport. Harris et al argue it is Bergsgard's emphasis of the political and institutional nature of power relations within policy networks that provides a new lens to examine governance and sport considering historical and contemporary circumstances. They adopt this framework to examine the Russian Doping scandal (RDS) the state sponsored doping program exposed after the 2014 Olympic Games in Sochi. Data collected from organizational reports, press releases, interview transcripts, whistleblower testimony, and newspaper reports were analyzed Using Bergsgard's framework to explore the power dynamics between various stakeholders to uncover why the RDS happened, how events occurred, and what conditions underpinned these events. Findings support arguments presented in the governance literature that suggest within networks there are asymmetrical power relations—in this case the IOC can influence the World Anti-doping Association and International Federations to achieve its own policy objectives and interests. For Harris et al (2021) the usefulness of Bergsgard's



framework is in its multidimensional approach to unpacking the exercise of power by the IOC relative to other stakeholders in response to the RDS.

Lucas and O'Connor (2021) adopted a critical analytic lens to examine Sport for Development (SFD) policy implementation and impact for Indigenous Australians. In this paper the authors analyzed the content of three critical policy documents aimed at 'closing the gap' for Indigenous Australians. Using six guiding questions in Bacchi's (2009) *What's the problem represented to be?* (WPR): What's the problem represented to be in a particular policy? What presuppositions or assumptions underlie this representation of the problem? How has this representation of the problem come about? What is left unproblematic in this problem representation? What effects are produced by this representation of the problem? How/where has this representation of the problem been produced, disseminated, and defended? Lucas and O'Connor found that sport policy documents articulated a policy narrative aligning with public policy objective supporting the positive discourses of sport for Indigenous Australians yet neglecting the representation of Indigenous voices and community interests. Using Bacchi's (2009) framework the authors' critical examination of "the 'power of sport' narrative" supports previous research that highlights neo-colonial policy objectives and the need to examine further the role of power and resistance from the perspective of Indigenous Australians.

MacCharles and Melton (2021) frame their qualitative study of gay men working in the sport industry using life course theory to understand how the stigma associated with being gay shaped their career in the sport industry. Building on the work of Elder (1975), Giele and Elder (1998) and Edler, Johnson, and Crosnoe (2003) the authors examine the context of the social pathways taken and the importance of life-span development, agency/choice, the context of time and place, timing of events, and linked lives—or interactions and relationships. They argue life course theory will help explain the circumstances that shape the career paths of gay men in the sport industry. In their application of life course theory, MacCharles and Melton (2021) explore how sexual stigma shapes the career trajectories of gay men in the sport industry and in particular the importance of interactions with others and the meaning given to identity in sport shapes career and self-identity. The authors highlight the importance of the narratives of marginalized groups in the sport industry and apply a valuable framework to enhance understanding and practice.

In their examination of the relationship between stakeholder representation on governing boards, McLeod et al. (2021) examine supporter representation using social exchange theory (SET) to interrogate how board-level interaction shapes the performance of supporter directors on the board. SET suggests social environments are relational and involve an exchange of rewards and resources and judgement of costs and benefits; of give and take; which may relate to board performance—in this case of supporter (or fan) representation on the board. This research contributes to the governance literature and advances SET by focusing on a particular type of board member—the supporter representation—a common board member role in European football clubs, yet a role rife with challenges in establishing trust and confidence in abilities as a board member. The authors extend the SET literature through their finding of the concept of "buy-in" as a critical component of the social exchange process. Their work highlights how SET helps understand the relational nature of board governance and indeed any type of stakeholder interactions.

In their examination of the gender structure of national sport governing bodies (England Golf and Lawn Tennis Association) in England, Piggott and Matthews (2021) draw on Bourdieu's theory of practice and his concept of "field" to explore the ways culture—both material and process—and institutions and their taken for granted practices—shape actions and interactions in organizations in a way that maintains gendered structures of domination. In their application of Bourdieu's theory of practice Piggott and Matthews (2021) are able to examine the complex nature of specific changes adopted by two NSGBs in

their efforts to address gender equity and the ways in which this is done such that the taken for granted practices that support male dominance in leadership positions is maintained and unquestioned.

Svensson et al. (2021) contributes to the theoretical development of human resource management in their examination of employee engagement as a concept that may help explain the link between employee motivation and outcomes in the sport for development (SFD) context. Engagement theory—the consideration of an employee’s psychological state in terms of cognitive, emotional, and behavioral engagement dimensions provided the foundation to examine the relationship between employee engagement motivation, turnover intention, innovative work behaviour, and nonprofit performance for SFD workers in the United States. An electronic survey was sent to over 1,000 employees in various national agencies in the SFD field. A response rate of 18% or 199 completed surveys indicated that respondents indicated engaged SFD employees reported higher levels of psychological wellbeing, innovative work behavior, and perceived organizational performance. In addition, these employees reported lower levels of turnover intention. The authors’ highlight that these findings are important for the SFD context where employees face intense work environments, are overworked and poorly compensated. As such, understanding the investment of mental and emotional energy as well as the willingness to act in ways that defines a positive employee experience extends the literature on employee wellbeing and contributes to understanding employee retention in fields that are demanding on employees.

### 3. Conclusions

In this section, the aim is to assess the state of the art of theoretical development—the articles presented above give us a sense that there are many opportunities to broaden the theoretical foundations of research in sport management. It is important to recognize the contributions and limitations of the theoretical advancements being made in sport management. Theory driven research is the foundation of each of the articles, with a particular interest in advancing the practice of sport management and its various sub-disciplines—consumer behaviour, governance, and critical management studies. However, it will be important to follow through with more testing and exploration of new theoretical arguments to continue to advance knowledge in sport management and its various sub-disciplines.

### 4. Annotated Bibliography

**Brown-Devlin, N., Devlin, M.B., Billings, A.C., & Brown, K.A. (2021). Five rings, five screens? A global examination of social TV influence on social presence and social identification during the 2018 Winter Olympic Games. *Communication & Sport*, 9(6), 865-887. <https://doi.org/10.1177/2167479519899142>**

In this study the researchers applied social presence theory and social identity theory to examine if social TV engagement impacted social presence and social identity. Data was collected using an online survey of participants (n = 2,245) in six countries: Canada, China, Germany, Japan, Sweden, and the United States. Participants were asked about their social TV usage and scales assessing social capital, sociability, social presence, and fandom were also included on the questionnaire. Quantitative analysis on the survey results revealed little support for the hypothesis that social presence—the feeling of being with others—did not influence identification with the national team or with the Winter Olympics. The authors conclude that a feeling of being with others is not critical for fandom or identity—they surmise that perhaps fandom is already at play when social presence is perceived by entering into virtual sporting environments with others. The study highlights the importance of social TV and technological advances for consuming events and the need for organizations to recognize and invest in understanding

the impact of this technology on their consumers. However, the study whilst framed using new theoretical understandings, does not advance our theoretical understanding.

**Harris, S., Dowling, M., & Houlihan, B. (2021). An analysis of governance failure and power dynamics in international sport: The Russian doping scandal. *International Journal of Sport Policy and Politics*, 13(3), 359-378. <https://doi.org/10.1080/19406940.2021.1898443>**

Using Bergsgard's framework which incorporates Lukes' three faces of power and Bourdieu's symbolic power, the authors conduct a document analysis of the Russian Doping Scandal (RDS). Adopting this framework, the authors are able to examine three levels of power—direct/formal; institutionalized/informal; symbolic/discursive providing an account of the structural, political, and institutional processes that underpin governance and policy networks. The study provides a comprehensive analysis of the RDS as articulated in official and media documents. Whilst the sources of data are a limitation of the study—the theoretical contribution of bridging governance theory with an analytical tool such as Bergsgard's (2018) framework the authors are able to illuminate how power was exercised in the policy network. While the authors' articulate the practical value of applying the framework—they do not delve into the theoretical developments offered through their empirical investigation.

**Lucas, R., & O'Connor, J. (2021). The representation of Indigenous Australians in sport for development policy: What's the problem? *International Journal of Sport Policy and Politics*, 14(4), 587-603, <https://doi.org/10.1080/19406940.2021.1947346>**

Adopting discourse analysis and Bacchi's (2009) *What's the problem represented to be?* (WPR) theoretical framework, the authors examine Sport for Development (SFD) policies aimed at Indigenous Australians. Their aim, to uncover the motivations for policy and the discourses influencing policy are explored from this critical lens to uncovering the unquestioned assumptions that underpin problem representation and policy solutions or options. Data were collected from three key public policy documents that articulated public policy concerns and targets for improving sport opportunities for Indigenous Australians. Not surprisingly the authors found a lack of Indigenous involvement coupled with a public policy narrative that touts the success of SFD policy for Indigenous Australians. The authors' however go beyond this description to highlight public policy motives and the power of a 'power of sport' narrative that shapes SFD policy that is unquestioned by policy makers yet makes little inroads into substantial social change.

**MacCharles, J.D. & Melton, E.N. (2021). Charting their own path: Using life course theory to explore the careers of gay men working in sport. *Journal of Sport Management*, 35, 407-425. <https://doi.org/10.1123/jsm.2019-0415>**

In this qualitative interview study of 12 gay men working in the sport industry, the authors draw on life course theory to understand the relationship between sexual stigma, identity, and career trajectories. Whilst the authors are able to describe how the framework's concepts of time and place; linked lives, and agency help us understand how this sample of gay men navigated their sport industry careers, they do not explore the possibilities for theoretical development of "self" and life trajectory for those who experience sexual stigma. A strong application of a new theoretical lens in the sport management literature that would be worthy of further nuanced theoretical development.

**McLeod, J., Jenkin, A., Walters, G., & Irving, R. (2021). The role and performance of supporter directors: A social exchange theory perspective. *Sport Management Review*, 24(5), 862-885.**  
<https://doi.org/10.1080/14413523.2021.1880744>

Interviews with “supporter directors” on governing boards in Scottish football clubs were conducted to understand the role of “fans” as board members contributes to board governance and how social interaction shapes the performance of this particular type of board member. In conducting 17 interviews with supporter board members the researchers found that these board members were able to clearly define their role as promoting supporter interests, providing information, and ensuring fiduciary responsibility. They also reported opportunities and challenges in being able to perform their role and the importance of developing and maintain reciprocal social exchanges with other board colleagues. Their research supports other work applying SET and also extends this work by illuminating the concept of “buy in” as a critical element to ensuring supporter directors are able to make valuable contributions as board members. The authors provide a novel perspective of board dynamics however they do not develop the theoretical possibilities for expanding SET or the place of “buy in” as a critical concept to the board governance process. Which may be of particular importance as more organizations broaden the stakeholders that sit around the governance table.

**Piggot, L.V. & Matthews, J.J.K. (2021). Gender, leadership, and governance in English national governing bodies of sport: Formal structures, rules, and processes. *Journal of Sport Management*, 35, 338-351.** <https://doi.org/10.1123/jsom.2020-0173>

This comparative case study of two English national governing bodies of sport—England Golf and the Lawn Tennis Association (LTA) explored the gendered nature of the administrative and governance structures framed by Bourdieu’s theory of practice. Data collected from interviews and documents were thematically analyzed and showed the organizations have maintained gender segregation in their respective governance structures—where males dominated in top level volunteer and paid positions and yet these organizations are sites of contested gender power relations. The authors articulate the strengths and weaknesses of Bourdieu’s theory of practice—highlighting the need for further exploration of transformative change. Whilst Bourdieu’s theory is helpful for understanding and comparing the cases—the author’s pay little attention to feminist research and scholarship that might enrich the understanding of power imbalances and gender equality

## Research Methodologies in Sport Management

*James Skinner*

### 1. Introduction

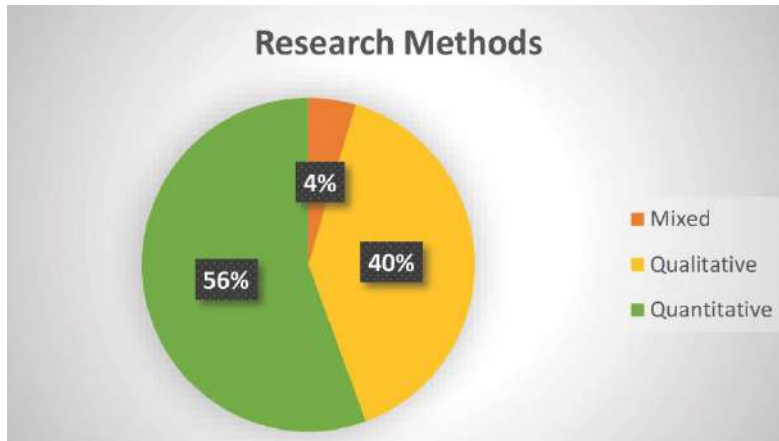
This section provides a summary the 10 journals consistent with the first volume of sport management digest. The manuscripts were published were published between July and 2021 and January 2022. The Table 1 summarises the methodological approaches used in the ten journals.

**Table 1: Summary of Methodological Approaches**

Journals	Mixed	Qualitative	Quantitative	Total
<b>Communication &amp; Sport</b>	2	9 (incl. one editorial essay)	12	23
<b>European Sport Management Quarterly</b> (excl. one Obituary)	2	8 (incl. one editorial essay)	14	24
<b>International Journal of Sport Finance</b>			8	8
<b>International Journal of Sport Marketing and Sponsorship</b>	1	6	25	32
<b>International Journal of Sport Communication</b>		4	6	10
<b>International Journal of Sport Communication</b> (two case studies, one industry interview, one scholarly commentary, one student research)		3	2	5
<b>International Journal of Sport Policy and Politics</b>		21 (incl. one critical commentary)	1	22
<b>Journal of Global Sport Management</b>		6 (incl. one introductory essay)	4	10
<b>Journal of Sport Economics</b> (excl. one Obituary)		1	21	22
<b>Journal of Sport Management</b> (excl. one Lecture)	2	14	10	26
<b>Sport Management Review</b>	2	6	6	14
<b>Overall Total</b>	9	78	109	196

In contrast to the first issue of SMD, the use of qualitative and quantitative approaches is weighted in favour of quantitative approaches apparent in the second issue. Figure 1 identifies this distribution.

**Figure 1: Distribution of Methodological Approaches**



While quantitative approaches were predominant there was still a high number of qualitative approaches and the continued applications of mixed method. These methodological approaches employed a variety of data collection and analysis techniques. These approaches are shown in Table 2.

**Table 2: Data Collect and Analysis Techniques**

Quantitative Approaches	Qualitative Approaches
Survey	(Semi-Structured) Interviews
Structural Equation Modelling	Content Analysis
Regression Analysis	Case Study
Experimental Study	Focus Group
Event Study	Thematic Analysis
Content Analysis	Documentary Analysis
	Comparative Analysis

From 10 journals identified in Table 1, eight papers were selected for discussion. The purpose of each article is summarised and attention given to the methodological approach employed and the findings gleaned from the approach taken.

## 2. Selected Method Papers

### **European Sport Management Quarterly. Antecedents and consequences of perceived fan participation in the decision making of professional European football clubs, by Sebastian Uhrich.**

In his paper "Antecedents and consequences of perceived fan participation in the decision making of professional European football clubs" (2021), Sebastian Uhrich presents a comprehensive methodological design. He suggests that fan involvement in the running of football clubs is a contemporary issue that requires consideration. Uhrich defines the construct of perceived fan participation in decision making and explores the construct's antecedents and consequences. He applies exploratory and confirmatory methods within the German Bundesliga.

In his first study, he investigated the construct of perceived fan participation by conducting 33 in-depth interviews with fans of different German Bundesliga football clubs. He reached out to potential interview participants through fan liaison officers and personal contacts. For the interviews, he has developed a rough interview guide that explored three different topics: 1) Fan participation and their experience, 2) Antecedents of fan participation, and lastly 3) Consequences of fan participation. Uhrich stopped conducting interviews when theoretical saturation was reached and an inductive approach was used to organise data into labelled categories. The derived findings suggest that perceived fan recognition, perceived transparency in managerial decisions, and perceived goal congruence between fans and managers positively influence fans' participation perceptions. The consequences of these include acceptance of management decisions, reduced feelings of estrangement from the club and positive extra-role behaviour.

According to Uhrich, the study did not allow conclusions as to how the findings generalise to a broader collective of fans, as with any exploratory research (Uhrich, 2021). He thus conducted a second study that tested the antecedents and consequences of perceived fan participation from study 1. In his second study, he aimed to validate his findings and to examine the relationship among them.

The interview participants' descriptions and expressions indicated which terms and phrases football fans use to refer to the respective phenomena and were therefore used as a basis to phrase the items that were considered relevant to the second study. The process of generating and refining items included a series of non-standardised pre-tests. First, all measures were presented to 25 undergraduate sport management students who participated in a research class related to the topic of fan participation; the students discussed the applicability and clarity of the items. Next, three marketing scholars with extensive experience in scale development tasks evaluated the items. The measures for all constructs were then presented to five members of the target population (fans of football clubs), along with short definitions of the constructs. The participants were asked whether the respective items are good representations of the findings of study 1 and if they are comprehensible and unambiguous. The items were again refined based on the participants' comments and subsequently presented to another sample of five football fans for further evaluation.

The second study aimed to quantitatively evaluate all scales' measurement properties. As a first step, a pilot study was conducted that included 237 fans of seven German Bundesliga football clubs (Bayern Munich, Borussia Dortmund, FC Schalke, FC Cologne, Bayer Leverkusen, Eintracht Frankfurt, Borussia Mönchengladbach). The measures for perceived fan participation were included in the first section of the questionnaire along with several questions relating to consumer behaviour. The measures of the three antecedent variables followed in the latter section of the questionnaire. The pilot study provided evidence that the measures of perceived fan participation and its antecedents and consequences have good psychometric properties. Thus, the scales were considered appropriate measures to test the structural relationships of the initial findings in a larger quantitative study. For this, another online-survey in the context of the German Bundesliga was distributed to fans of nine German Bundesliga football clubs (the same as in the pilot study plus Arminia Bielefeld and HSV Hamburg). IP addresses were recorded in the pilot study and in the main study to eliminate any potential duplicate responses. The convenience sample consisted of 965 football fans. Of these, 109 cases were removed due to excessive missing data. Another 22 cases were eliminated because they did not pass an attention check (the same was used for the pilot study).

The analysis of the data (confirmatory factor analyses and structural equation modelling) confirmed the findings of study 1. As anticipated, participation perceptions are driven by three perceptions of the fans: they receive recognition from their club, the management decisions are transparent, and there is goal congruence between fans and club management. Further, the study found that participation

perceptions lead to higher acceptance of management decisions and a reduction in estrangement from the club.

**Journal of Sport Management. “No Idea is a Bad Idea”: Exploring the Nature of Design Thinking Alignment in an Australian Sport Organization, by Greg Joachim, Nico Schlenker, Katie Schlenker, Stephen Frawley, & Adam Cohen.**

In their article “No Idea is a Bad Idea”: Exploring the Nature of Design Thinking Alignment in an Australian Sport Organization (2021), Joachim, Schlenker, Schlenker, Frawley and Cohen employed a qualitative case study approach to investigate the nature of design thinking alignment between the practice of a sport organization and the themes of design thinking practices. As research in sport innovation management continues to evolve as a coherent body of research (Ratten, 2016), it is argued that sport practitioners and researchers alike are ever on the lookout for ways of enhancing innovation in the sport context (Funk, 2019). In proposing a research agenda for sport innovation management Joachim et al., point to Ratten (2016) who outlined the following three broad types of sport innovation: service, disruptive, and technological. Although these innovation types are drawn from other fields, the unique characteristics of the sport field require them to be assessed anew within the sport context.

Joachim et al., suggest that although design thinking is mainly applied in the business setting, scholarly and practitioner literature have both described the potential benefits of using methods associated with this approach to develop new innovations (Seidel & Fixon, 2013). The purpose of the paper was therefore to investigate the presence and applicability of design thinking in a sport organization. To achieve this, a qualitative case study of the Sydney Sixers, a sport organization that fields teams in both of Australia’s top-flight domestic cricket competitions: The Women’s and Men’s Big Bash Leagues (WBBL and BBL, respectively), was employed.

In line with the authors’ social constructivist approach, data were collected through multiple methods: semi-structured interviews, observation, and shadowing. According to the authors, the gathering of multiple and complementary types of data is consistent with other sport management research (Edwards & Skinner, 2009) and with case studies in particular (Creswell, 2018; Flick, 2014). All data were collected at the Cricket New South Wales (CNSW) offices (within which the Sixers offices are also located), at relevant match venues (Sydney Cricket Ground, Hurstville Oval, and Drummoyne Oval), or over the phone. Data collection began in the months preceding the 2018–2019 WBBL and MBBL season and continued through the season and into the weeks immediately following the conclusion of the season.

As a first step, a total of 18 in-depth interviews were conducted, including eight with the core Sydney Sixers staff. The core interviews ranged in length from 70 to 110 min, while the interview with the general manager (who has the most experience with the organization) was 150 minutes in length. Interviews with stakeholders were of a reduced duration and ranged from 10 to 30 min. Interview questions were designed to uncover both the practical techniques used by the Sixers to pursue innovation, as well as individual and organizational attitudes toward such practice. The second data collection element, observations, were conducted by the first author. Joachim engaged in the direct observation of nine work-in-progress (WIP) meetings. The WIP meetings are regularly occurring planning and strategy sessions for the Sixers and thus always include at least the core Sixers staff, but also other key stakeholders from various CNSW departments who assist the Sixers to attend when required. Each observed WIP meeting was audio recorded, allowing for those recordings to be reviewed by all authors. These audio recordings were transcribed for analysis. In total, nine WIP meetings produced 8.20 hr of observations and recordings. As a third step, data were also collected through four shadowing events. The lead author shadowed four Sixers staff members as they went through their match day operational



practice. The staff members who were shadowed worked in the areas of membership, ticketing, and hospitality (MT&H); digital content and social media; fan engagement; and event operations. Four shadowing events spanned a total of 26 hr.

Following the data collection, Joachim digitised the collected documents and transcribed all interview transcripts and field notes from observations and shadowing into text form, allowing for the use of NVivo for data analysis. Interestingly the coding process utilised a priori codes that were derived from thematic design thinking (Carlgren et al., 2016) and has been similarly employed in previous sport research (Joachim et al., 2020). In total, 47 codes were used that helped to derive conclusion in regard to the manner in which the performative aspects of design thinking practice might already be present within the Sixers' practice. The insightful findings from this innovation case study design suggested that design thinking practices are already present within the Sixers' practice and that furthermore, design thinking is suitable—and indeed desirable—for adoption into sport management practice, particularly as a means of enhancing innovation efforts, designing holistic sport experiences, and/or overcoming competing institutional demands.

**Journal of Sport Management. Understanding the Global–Local Nexus in the Context of the Olympic Games: Implications for Managing Community Development Through Sport Megaevents, by NaRi Shin and Jon Welty Peachey.**

In their article (2022), Shin and Peachey, sought to understand the influence of the Olympic Games on a host community's globalisation and development using world-systems theory and theories of globalisation (i.e., globalisation and glocalisation). The host community for the 2018 PyeongChang Winter Olympics (Daegwallyeong-myeon in South Korea) was the focus of this investigation. The authors employed a novel global ethnographic (GE) approach and collected diverse data through interviews, observations, archival and media documents, as well as field notes.

The research responds to a recent call by scholars like Thorpe and Olive (2016) who have urged for more broad-based research strategies in the study of sport and for the incorporation of the fundamental transformations of space, place, and time. According Shin and Peachey, GE enables researchers to take into account the increasing mobility of people, objects, and ideas across local, national, transnational, and global scales. As their research considered the global–local nexus as central to community development, using GE as a methodological tool, coupled with its epistemological foundation, the approach was deemed to appropriate.

The data for this paper were sourced from 4 months of fieldwork in the broader Daegwallyeong-myeon community during the summer of 2017 and the winter and spring of 2018. Semi-structured in-depth interviews, each lasting approximately 2 hours, were conducted with 40 local residents, government officials, and employees of the PyeongChang Organizing Committee for the Olympic Games (POCOG). Participants were selected through non-probability purposive and snowball sampling techniques to achieve broad representation. Additional data collection included archival research (e.g., International Olympic Committee (IOC)- and POCOG-published documents, news reports, and government documents) as well as direct observation in and around Daegwallyeong-myeon. Instances of insightful observations included (a) the community, local businesses, and the Olympic venues (everyday); (b) community meetings; (c) public meetings led by local governments; and (d) informal gatherings in the community. Shin wrote field notes in Korean. In addition, Shin observed and initially interviewed three groups: members of the Organizing Committee, government officials, and local Daegwallyeong-myeon residents — the three major stakeholder groups that resided in Daegwallyeong-myeon. The authors endeavoured to recruit interviewees according to pertinent social labels such as gender, age, role in the community, length of time living in the community, and occupation.

Interview questions differed for each group and at each stage of the fieldwork. Sample interview questions included: “What is the difference between the IOC’s and POCOG’s priorities and the priorities of local residents regarding Olympic-driven community development?” and “Within the Olympic management processes, how do you map power relations (the issue of power was enlightening) ? Who do you think has held influence/power in initiating the community development of Daegwallyeong-myeon?” Some interviewees agreed to have their interviews audio recorded, while others declined due to confidentiality concerns. Unrecorded interviews were recorded in detailed field notes. All interviews were conducted in Korean, because every participant was a native Korean speaker. Shin, a trained Korean–English interpreter, transcribed interviews and translated relevant Korean quotes into English after the analysis was completed in Korean. Importantly, the translated data and narratives were then cross-checked by an external reviewer also bilingual in Korean and English.

Throughout the analysis phase, the authors aimed to make sense of the data and narratives. With an appreciation for the complexity and richness of the data and narratives, they used open coding (Strauss & Corbin, 1990) to sort, synthesise, and thematise the large volume of data by adopting initial themes that frequently appeared. Selected themes, coupled with the theoretical frameworks, guided a priori coding and interpretation process (Saldaña, 2016). The final step was a selective coding process to highlight key quotations, followed by an interpretation of the themes and quotations. As Shin conducted these analytic processes, she continuously discussed the results with Peachey to alleviate any discrepancies. This robust analysis culminated in the identification of five key themes being presented in their findings: (a) perception of underdevelopment, (b) the Organizing Committee’s institutional management of the global standard, (c) the Organizing Committee’s role as a negotiator between the global standard and the locality, (d) resident perspectives on global standards and regulations, and (e) aspirations to globalize Daegwallyeong-myeon.

**Sport Management Review. Lingering effects of sponsor transgression against a national fan base: the importance of respect in relationship management, by Fabrice Desmarais, Kayleigh Boobyer & Toni Bruce.**

In their article “Lingering effects of sponsor transgression against a national fan base: the importance of respect in relationship management” (2021), Desmarais, Boobyer and Bruce explored the longevity of public responses to a sponsor transgression crisis.

In the context of the 2011 Rugby World Cup held in New Zealand, global sportswear company Adidas, which sponsors the New Zealand men’s rugby team (the All Blacks) faced a potentially significant crisis after its new All Blacks supporters’ shirt was released in New Zealand retail outlets at twice the price that consumers could buy it from overseas retailers’ websites. Dubbed “Adidasgate”, the inflated price of this new All Blacks jersey led to public outrage that was relayed widely by the media. As frustrated New Zealanders started ordering the jersey from cheaper overseas websites, Adidas exacerbated the situation by preventing some websites from selling it to customers in New Zealand. The situation quickly turned into a major crisis for Adidas; triggering further significant media and public backlash that included Facebook pages calling for boycotts of the sponsor’s products, public burnings of Adidas All Blacks’ jerseys and the defacing of Adidas advertising posters (Bruce, 2014; Desmarais & Wallace, 2018; Jackson & Scherer, 2013). Subsequently, Adidas then lifted the website restrictions, apologised but refused to reduce the jersey cost in New Zealand.

The authors therefore aimed to understand whether damage to a global sponsor’s reputation can linger when its actions significantly contradict the concept of “respect” that underpins its relationship with a sponsored team’s national fan base. Desmarais et al., employed a two-part, anonymous, qualitative online survey with a non-probability convenience sample of New Zealanders (aged 16 years and over)

one year after the crisis. Hosted on the Qualtrics platform, the survey was live for two months from 1 August to 1 October 2012. Using an email snowball method, the survey link was distributed to potential participants via email. It was limited to New Zealand citizens and permanent residents because Adidas's price discrepancy was applied only to the New Zealand market. Initial participants were recruited via a sample of the second author's friends, family, colleagues, and acquaintances, selected to be as diverse as possible. Initial participants were asked to circulate the survey widely through their own networks and were specifically asked not to limit their selection to those who had strong opinions on the topic or an interest in rugby. The message inviting people to participate and the introduction to the survey simply advised that the study was in the field of sport communication and on the New Zealand All Blacks rugby jersey. No mention of the crisis was made in order not to bias the participants' responses. The survey attracted 222 participants, however, not all respondents completed every question so numbers for individual questions may vary. Qualitative questions about the sponsor were answered by 203 participants.

At the end of the questionnaire, respondents were asked to rate themselves out of 10 on six different constructs including interest in sport and rugby, and pride in New Zealand and the All Blacks. The majority of respondents rated themselves highly on all dimensions, especially on national pride ( $M = 9.40$ ,  $SD = 1.21$ ,  $V = 1.48$ ). Therefore, the respondents were described as proud New Zealanders and fans of the All Blacks who take pride in the All Blacks' success and see rugby as an important part of New Zealand identity.

Data analysis was completed in two phases. As a first step, respondents' comments were classified into broad categories that emerged from the data: (1) negative comments towards the sponsor's behaviour, (2) comments that conveyed understanding or support for the sponsor's behaviour, (3) comments that expressed a balanced view, including arguments supportive of and against Adidas's behaviour, and (4) comments that conveyed a lack of interest in the issue. This detailed process of classifying answers provided a gauge of the overall attitude of respondents towards the sponsor. As a second step, Desmarais et al., conducted a forensic analysis of respondents' answers to uncover specific feelings towards the sponsor and their assessment of the sponsor's behaviour and handling of the crisis. The responses were analysed by two coders using the qualitative processes of thematic analysis (Braun & Clarke, 2006; Owen, 1984). Coding involved repeated line-by-line readings and scanning of the comments to identify "repetition of key words, phrases or sentences", and "recurrence of the same thread of meaning" (Owen, 1984, p. 275). While the focus was on individual terms expressing feelings, their context within complete sentences, including the use of intensifiers, was also analysed.

The findings indicated that national team sponsors who explicitly galvanise intense feelings of patriotism need to understand and respect the national public's emotional stake in their national team rather than narrowly pursuing sales or the economic bottom line. The findings used also highlighted the importance of implementing respectful crisis management strategies during a crisis involving patriotic feelings.

**International Journal of Sport Policy and Politics. The impact of (mega)sporting events? Comparative study of the institutionalisation of ‘women’s’ football, by Audrey Gozillon & Oumaya Hidri Neys.**

In their paper (2021), Gozillon and Neys highlight the differences in women’s football federations. They point to the feminisation plan for France promoted by the national federation. The plan aims to reduce inequalities between women and men in the game across four priorities: (1) to promote the place of women in football; (2) to become a reference nation in terms of the number of female licence holders; (3) to play a leading role at European and world level and (4) to innovate in terms of training. While the plan is commendable they note that in 2018–2019, there were 142,237 female footballers for 2,160,788 French licence holders, suggesting a feminisation rate in France of 6.6%. They suggest this is extremely low as compared to some other football nations: Germany (15.5%), England (24.6%), the United States (55%). In order to explain these differences, the article looked at the role played by (mega)sporting events in the process of institutionalisation of ‘women’s’ football.

This interesting comparative study employed two articulated methodologies. First, they identified twenty articles and books by French, English, German and American historians and sociologists, providing information on the institutionalisation of women’s football. Their corpus chosen for its scientific validity and the cross-referencing of the sources used (mainly written and iconographic, institutional and journalistic), was subjected to the comparative method, understood as a ‘technique for administering proof in that each element compared is conceived as an “analyser” of the other’ (Gasparini and Koebel 2015). Second, the authors mobilised and compared the data with other materials such as quantitative data (number of licensees, teams, championships, etc.) produced and distributed by the National Federation themselves. In addition, they conducted semi-directive interviews (n = 4) with English, German, American and French women football officials who were contacted directly due to their function.

The comparative analysis revealed the differentiated impact of football events, from ‘local events’ to ‘mega-events’, on the process of institutionalisation of women’s football in England, Germany, the USA and France. More precisely, the articulation of three factors – namely the sports policies developed by institutions, the media, and (mega)events – weigh on the process of institutionalisation of women’s football. The authors argued that the success of women’s football in England, Germany and the United States is because since the end of the 1990s, the hosting of large-scale competitions, the television broadcasts of these (inter)national matches, and the impetus of federal feminisation plans supporting their organisation have enabled the practice, in a convergent manner and in close collaboration, to become anchored in the sports culture of the populations studied. In addition, they argue that the late impetus of the feminisation plan by the French football federation (FFF) did not allow French football to be structured within the same timeframe. The authors stated that it was not until 2011 that the FFF set up a ‘Women’s grassroots women’s football federal working group’ to encourage the broadcasting of international competitions involving a particularly high-performing French team.

**International Journal of Sport Marketing and Sponsorship. Transdisciplinary sport and physical activity development in urban real-world labs, by Hagen Wäsche, Richard Beecroft, Helena Trenks, Andreas Seebacher & Oliver Parodi.**

In their article “Transdisciplinary sport and physical activity development in urban real-world lab” (2021), Wäsche, Beecroft, Trenks, Seebacher & Parodi employed an urban real-world lab. Their aim was to present a research approach that can contribute to a sustainable development of urban spaces for sports and physical activity, comprising theoretical reflections and directions for more applied research.

The real-world lab was established in 2012 in Karlsruhe, a city in southwestern Germany with about 310,000 inhabitants, and was comprised of a number of projects that were built around it. Within

Karlsruhe, the real-world focusses on the East of the city (Oststadt), a district of Karlsruhe with about 21,000 inhabitants. The overarching goal was to contribute to a transition of a typical European urban district towards a culture of sustainability.

The underlying methodology of the real-world lab is transdisciplinary, building on participatory, transformation-oriented research integrating numerous partners from civil society, city administration and also (disciplinary) sciences. Within the real-world lab, one of the projects was the “Real-world Lab 131” (Parodi et al., 2016) which included the development of sport and physical activity in the urban district. The “Real-world Lab 131” was part of the research program “Science for Sustainability” of the German federal state Baden-Württemberg.

The starting point of the project was an open process of participatory agenda setting. Milestones in this iterative exchange between citizens, local actors, scientists, students and city officials were a Citizen Conference (i.e., a town hall meeting) to identify core fields for the sustainable development of the district and to decide on project proposals that were developed by various scientists from the university at the Karlsruhe Institute of Technology (KIT). To coordinate this process, a combination of meetings, workshops and online discussions were utilised. The ideas identified and initiatives generated in this process formed the core of the project. Consistent with participatory designs, the integration of citizens and stakeholders at an early stage was paramount to ensure a problem and transition-oriented approach, and to ensure numerous stakeholders were involved throughout the project (Meyer-Soylu et al., 2016).

Through this process four overarching thematic fields were developed: (1) the city as a social space, (2) climate and energy, (3) mobility and quality of life, and (4) circular and sustainable economy. The thematic fields developed were taken up quickly by the city officials of Karlsruhe and included to its integrated development plan, which is considered a first result of the participatory process. In the next step, project concepts for the four thematic fields were developed and designed in a co-productive process between citizens and involved scientists. In this process, scientists from 13 departments of the KIT were involved, including the department of sports and sports science. Next to the projects, a real-world lab infrastructure was developed that provided administrative support, facilities in the district, support in data aggregation of different projects, an embedding of university classes in real-lab research, a process of formative evaluation, and consultation. The aim was to identify, analyse and develop spaces of social interaction and physical activity in the district, based on the proposals made in the citizen program.

The first subproject with regard to spaces was called Mapping Space. This project focused on the design of urban spaces and was based on various seminars of the Faculty of Architecture. It aimed to foster learning and exchange among students, citizens of the district and policy makers. The students visited central places of the district and developed various designs for these places that inspire social interaction and activities in public space.

The second subproject was Linear Square and dealt with “linear places” such as streets and pathways in the district and their quality with regard to aspects of social interaction and physical activity. Students of architecture conducted field research and participant observation. Their findings resulted in a map displaying various thematic walks in the district that can be used by citizens and visitors. A third project dealt with active transport in the district by analysing its walkability. This project was again conducted as a student-based project which aimed at learning, but also to provide an impetus for processes of transformation. Students at the Institute of Sports and Sports Science developed a walkability checklist for urban residents (Wäsche et al., 2019). A fourth project focused on the development of a circuit for exercise in a Public Park. This project was initiated by a group of senior citizens and developed and implemented by researchers of the KIT in cooperation with city officials responsible for public parks. The

circuit was comprised of 8 stations with various exercises for warming-up and motor fitness (strength, coordination, agility) and a looping footpath for walking or jogging (endurance).

The fifth and final project was called Network for Physical Activity. This was the largest of the five projects and focused on the provision of opportunities for sport, play and physical activity in the district. Through document analysis and interviews, all providers of sport and physical activity in the district were identified. Next to sport clubs, commercial sport providers, schools, kindergartens, Church communities, homes for the elderly, social welfare, youth clubs and other organizations from the public, private and non-profit sector were invited to take part in a survey (N = 563). When analysed the data revealed opportunities for formal and informal sport, play and physical activities sport facilities that were available in the district, and which of these were accessible and open for the public.

Through this innovative transdisciplinary participatory design authors concluded that all five projects followed the principle that problem-oriented action was taken to initiate and support processes of transformation with regard to sport and physical activity of the district's population. In this way, the authors yielded various results that support the developmental processes concerning sport and physical activity in this research setting. They note that urban real-world labs can be used as a new methodological approach for sport and physical activity development as it fosters a bottom-up process in which affected citizens and stakeholders are able to contribute to urban transformations.

### **Communication & Sport. "Yay, Another Lady Starting a Log!": Women's Fitness Doping and the Gendered Space of an Online Doping Forum, by April Henning & Jesper Andreasson.**

The authors of the study (2021), April Henning and Jesper Andreasson, investigate and dissect the meanings attached to women's use of performance and image enhancing drugs (PIEDs), how fitness doping can be understood in terms of gender and spatiality, and what implications this has for women's communicative engagement with one another within an online forum. To do so, they employed a qualitative case study and netnographic research design. Netnography, often described as online ethnography (Hine, 2000), has been used previously in doping research and has surfaced interesting understandings of doping practices. The approach was deemed appropriate to understand how community members on ThinkSteroids discuss fitness doping and the meanings attached to this practice.

The authors decided to concentrate on the Women and Steroids forum as it was the one explicitly directed at steroid use specifically rather than other forums that speak to "training" or "supplements".. It is included under the forum group "Anabolic Steroids," and discussion threads focused on a wide range of topics related to women's use of these substances. At the time of data collection, the forum included 340 discussion topics and more than 16,000 individual posts. The pseudo-anonymity in the forum meant that the authors were unable to gather demographic data beyond sex.

Henning and Andreasson predominantly utilised posts from members identifying themselves as women. In order to contextualise the discussions around women's fitness doping experiences, the authors had to include a limited number of posts from male-identified members. According Henning and Andreasson, this was necessary in the third part of the results to discuss the gendering of the forum. Such posts have were not analysed in detail but instead used as a means to exemplify the kind of gendered perspectives and discussions that women found and responded to on the forum.

The data analysis was based on verbatim transcript translation and readings of the posts presented on the Women and Steroids forum. The transcripts were re-read and coded into themes that related to the theoretical aim of the study while at the same time describing/explaining the subjective meanings being expressed in relation to women's fitness doping. The coding process was conducted manually and

inductively. The themes that emerged in the coding process concerned (1) descriptions of triggers and motivation to engage in doping use, (2) thoughts about experimentation with doping (including possible side effects), and (3) the gendered dimensions of women's doping.

The results suggest that although the women's doping forum provided a space for women to share their own unique experiences, there was a limit to the extent to which the discussions mirror the experiences and experimentations of women. Instead and interestingly, discussions were often dominated by men's voices/experiences. According to Henning and Andreasson women seeking out advice or the experiences of other women had to navigate through and around men's contributions.

### **International Journal of Sport Marketing and Sponsorship. The brand persona of a football manager – the case of Arsene Wenger, by Adele Berndt.**

The author Adele Berndt from the Jönköping University, in her 2022 article explores the brand persona of football managers, using Arsène Wenger as a case.

Berndt argues that sport is an important economic activity, and understanding the role of teams and managers is necessary, yet managers – specifically their brand personas – have been the subject of limited research. She employed an exploratory design of her study and used qualitative methods to explore the brand-building activity. Berndt conducted a case study analysis to uncover unique insights in the context of Arsène Wenger (AW).

The reason for the selection of former Arsenal FC manager Wenger was due to him being one of the longest serving managers in the English Premier League (EPL). He initially played football for amateur clubs and then went on to play for Strasbourg in the French league. In 1981, he completed his coaching qualifications and initially managed a number of French clubs including Monaco. AW was recruited to Arsenal while coaching in Japan and arrived as a relatively unknown manager in 1996, bringing a scientific approach to training. During his time at Arsenal, the club won three EPL titles and seven Football Association (FA) Cups. In 2004, the team (nicknamed "The Invincibles") was unbeaten throughout the season. AW left Arsenal at the end of the 2017/2018 season (Associated Press, 2018; Daily Mail, 2018).

Berndt collected media articles and materials on AW from leading online newspapers (e.g. Daily Mail, The Independent) using the name "Arsène Wenger" as the search term, enabling content analysis (Bowie, 2019). Media articles analysed were authored by press agencies (e.g. Associated Press, Reuters) and independent sports journalists (e.g. Mokbel, Mann-Bryans). Rich data was collected from articles from the last three years of AW's EPL career (1 August 2015 to 30 June 2018) to explore how AW described himself as a brand owner through his own words.

To begin, 17,383 results covering three EPL seasons (2015–2018) were downloaded analysed. Duplicate articles and match reports or articles not containing quotes (or the words) of AW (the brand owner) were removed, resulting in 1,364 unique documents and 23 images. The images included AW at training sessions, pre- and post-match press conferences, and pitchside during matches. All media pages were analysed using NVivo as PDF documents or images. Coding involved compiling defined codes and then "judging a segment of text whether a specific code is present" (Hruschka et al., 2004, p. 308). Two a priori codes (strategic choices and expression) were created initially based on the literature review, but the author decided to expand these codes and developed emergent codes. An independent coder was used to verify the coherency and accuracy of the coding (Marquardt et al., 2017). Berndt briefed the coder on the purpose of the study, discussed the draft coding sheet, and a pilot coding of ten articles was completed after which the coder verified a random sample of 10% of the articles (Lombard et al., 2002). Berndt suggests this was done to ensure the credibility and trustworthiness of the coding

process. Inter-rating agreement of 85% was achieved, and disagreements were resolved through discussion (Campbell et al., 2013).

The findings showed the construction of the brand persona in three main dimensions pertinent to Wenger's role as a manager. The first is the performance in the managerial role in which he was appointed, the second was associated with the person (including emotions and self-expression) and the third was the context (i.e. football) in which the manager operated.

### 3. Conclusion

Overall, the methodological approaches used in these papers highlight the scope of a methods (and associated techniques and practices) being used within sport management research. They display a response to the current and emerging issues that sport management researchers are addressing and in doing so enhance the methodological contribution to the discipline. The selected papers discussed have shown the eclectic methodological designs being used: Participatory designs, case studies, transdisciplinary studies, comparative designs, netography, global ethnographic approaches, content analysis, in-depth interviews, mixed methods designs and questionnaires have been used to glean insights into a phenomena worthy of investigation. This application of a variety of research approaches contributes to the increasing evidence of the methodological sophistication occurring in the sport management discipline.

### 4. Annotated Bibliography

**Pehkonen, S. (2021). Coaches' Self-Initiated Complaints About Referees in Ice Hockey Postgame Press Conferences. *Communication & Sport, 9*(4), 670-692.**

The author, a researcher at Tampere University, investigated how ice hockey coaches raise complaints against referees in postgame press conferences (PGPCs). Utilising conversation analysis of video recordings from Finnish and Swedish men's (semi)professional ice hockey leagues, this article posited that complaints are formulated within assessment sequences and are made hearable as complaints through implicit and explicit verbal and bodily cues. The findings also suggest that while referees are the non-present third party in the PGPC, the design of the complaints provides opportunities and places obligations on the participants present in the PGPC (media representatives, game officials, and the opposing coach) to (dis)align with the complainer. Finally, this article revealed a tension between the normative expectations of the coaches to stand by their team, which may include criticising referees, while respecting referees as guardians of sporting ethics and acknowledging the increased demands for media attention.

**Toffoletti, K., Pegoraro, A., & Comeau, G. S. (2021). Self-representations of women's sport fandom on Instagram at the 2015 FIFA Women's World Cup. *Communication & Sport, 9*(5), 695-717.**

The researchers investigated how fans of women's sport are using Instagram to self-represent their fandom. They used the 2015 FIFA Women's World Cup (WWC) as a case study to examine the ways in which fans at a women's sport event express their fandom through images and to consider the social and political dimensions of using Instagram for promoting women's sport. Instagram pictures containing the event-related hashtags #FIFAWWC, #LiveYourGoals, #SheBelieves, and #CanadaRed were collected over the tournament duration. From a content analysis of 3,605 images, the authors argued that visual networked platforms are facilitating online communication conventions within sport fan communities that function as forms of social presence to legitimate women's participation as fans and generate visibility for women's sport.



**Oshiro, K. F., Weems, A. J., & Singer, J. N. (2021). Cyber Racism Toward Black Athletes: A Critical Race Analysis of TexAgs. com Online Brand Community. *Communication & Sport*, 9(6), 911-933.**

In this study, the authors drew from critical race theory (CRT) to interrogate cyber racism against Black male athletes in the TexAgs.com OBC. The primary purpose of this study was to conduct an exploratory collective case study of fan-generated discourse about Michael Bennett, Mike Evans, Myles Garrett, and Von Miller. Content analysis was used to examine and uncover the racially charged language directed toward these athletes. Three salient, interrelated themes were discovered: (1) good Aggie versus bad Aggie dichotomy, (2) dumb/misguided, and (3) thug.

**Feddersen, N. B., Morris, R., Storm, L. K., Littlewood, M. A., & Richardson, D. J. (2021). A longitudinal study of power relations in a British olympic sport organization. *Journal of Sport Management*, 35(4), 312-324.**

The purpose of this study was to examine the power relations during a change of culture in an Olympic sports organisation in the United Kingdom. The authors conducted a 16-month longitudinal study design combining Action Research and Grounded Theory. Data collection included ethnography and focus group discussion (n=10) with athletes, coaches, parents, and the national governing body. The core concept found was power relations further divided into systemic power and informational power. Systemic power (e.g. formal authority to reward or punish) denotes how the national governing bodies sought to implement change from the top-down and impose new strategies on the organisation. The informational power (e.g. tacit feeling of oneness and belonging) represented how individuals and subunits mobilised coalitions to support or obstruct the sports organisation's agenda.

**Ramon, X., & Tulloch, C. D. (2021). Life beyond clickbait journalism: A transnational study of the independent football magazine market. *Communication & Sport*, 9(4), 603-624.**

The authors, researchers at Pompeu Fabra University, investigated the expansion of the independent football magazine market. They suggest a constellation of quality football print magazines has emerged as an alternative destination in sports journalism. They conducted in-depth interviews with the editors of eight prestigious projects from seven countries: Howler (United States), Panenka and Libero (Spain), Mundial (United Kingdom), So Foot (France), 11 Freunde (Germany), Offside (Sweden), and Ballesterer (Austria). Their findings suggested that the editorial philosophy of the interviewed editors is built on three core axes aimed at developing cultural capital: (1) a diverse and multifaceted football agenda that embraces unheard voices and far-reaching issues of a sociocultural, geopolitical, and economic nature; (2) the importance of dedicating time and resources to create a visually distinctive output; and (3) a deliberate emphasis on nostalgia and resistance to the seemingly endless commodification of football.

**MacCharles, J. D., & Melton, E. N. (2021). Charting their own path: Using life course theory to explore the careers of gay men working in sport. *Journal of Sport Management*, 35(5), 407-425.**

Drawing from life course theory, the purpose of this study was to qualitatively explore the experiences of 12 gay men working in the sport industry and understand how their awareness (or lack thereof) of the stigma associated with being gay shaped their career decisions. The authors' findings suggested that historical/social context, organizational practices, personal and professional relationships, and the interplay between these factors inform how gay men navigate their stigmatised identities while working in sport.

Lee, J. W. (2021). Olympic ceremony and diplomacy: South Korean, North Korean, and British media coverage of the 2018 Olympic Winter Games' opening and closing ceremonies. *Communication & Sport*, 9(5), 761-784.

The author, a researcher from the University of Edinburgh, examined South Korean, North Korean, and British newspaper coverage of the opening and closing ceremonies of the 2018 Winter Olympics in order to identify the diplomatic gestures and conduct presented during these ceremonial events. This study looked at three diplomatically important components of the opening and closing ceremonies: artistic performance, a parade of nations, and the presence of world leaders. The media coverage of these components revealed that (1) the dissemination of a message of peace and unity, (2) the representation of unified Korean identity and Korean cultural heritage, and (3) the communication and negotiation between the high-level state officials were the three most visible acts of diplomacy at these celebrational occasions.

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## **Sport Governance and Policy**

*Shushu Chen*

### **1. Introduction**

Sport policy and governance-related articles published in the nine major journals relevant to the discipline in the second half of 2021 were reviewed for this second issue of the Sport Management Digest. The Sport Governance and Policy section features five articles produced by a group of scholars from North America, Europe, Asia, and Australia.

These articles are selected for the second issue because of their relatively strong theoretical contribution to, or the conceptual advances made for, the development of policy and/or governance disciplines, compared to other sport policy/governance-related studies published in the nine journals. Research, addressing policy/governance concerns in passing, is not included in this review. In addition, articles related to several topics (e.g., governance and leadership) are not highlighted here but presented in another section to avoid duplications.

The reviewed articles covered timely and novel topics, including the analysis of transgender athletes-related policies, the assessment of a policy intervention adopted by English Football Leagues for enhancing ethnic minority coaches recruitment, the analysis of trust within the boards of sport national governing bodies, the identification of policy development (as a legacy aspect) as a result of hosting the Olympics, and the investigation of the reasons for opposition to implementing gender balance in sports national and international governing bodies.

All the showcased articles conducted theoretically grounded investigations, and four out of the five papers collected empirical data. Single-method research design and qualitative approaches (semi-structured interviews) were commonly used in studies relevant to sport governance and policy. A broad range of theories was used to guide the research investigation and to interpret the results including critical race theory, power, capital, habitus and field, trust, legacy identification, and policy implementation tools.

A term that appears most frequently in the reviewed articles in this issue is diversity. Diversity is reflected in the areas of gender diversity, ethnic diversity and special identity inclusion. Researchers analysed relevant policies and practices that were in place to support and promote diversity in different settings. They conducted in-depth interviews to further assess the effectiveness of these policies/interventions, identify associated issues, barriers and challenges, as well as to make suggestions for future improvements.

The following section highlights the key messages of each reviewed paper in turn.

### **2. Papers in this section review**

Relevant to the topic of policy, Stewart et al.'s (2021) study examined the policies and procedures that Australian national sport organisations implemented to support trans athletes' participation in sport. Trans athletes is a fairly new topic that we know little about, concerning the management and inclusion of trans athletes at both elite and non-elite levels globally. Stewart et al. (2021) examined the nine selected sport organisations and reported that only two out of the nine national sport organisations have set up specific policies to support trans athlete's participation. A general sense shared by the interviewees was that the underfunded and under resources situation has caused the slow progress being made to support trans athletes. In addition, a lack of understanding of trans athletes' engagement in sport amongst both their employees and the public was another reported challenge to effective policymaking. These created barriers and reduced opportunities for trans athletes to engage in sport.

Drawing on policy enactment theory, the research team echoed that local and national contexts were influential in shaping policy, and acknowledged the values of the administrators within those organisations (who were tasked with the creation of the policies), whereby, as policy actors, they have played a key role in the policy formation on trans inclusion; but not many policy actors were found from the those interviewed organisations.

To enhance racial diversity, the English Football League recently introduced a Voluntary Recruitment Code (VRC) that was designed to establish inclusive practices of coach recruitment and increase the representation of minoritized coaches in first-team coaching operations at men's professional football clubs in England. Bradbury and Conricode (2021) examined this racial equality measure and reported the limited effectiveness of the VRC at English football clubs. They suggest that, from a critical race theory perspective (Hylton, 2009), to gain effectively change, adopted measures should be interventionist and transformative enough, to challenge and disrupt policy intentions and the normativity of whiteness in professional football coaching contexts.

In relation to gender diversity, Knoppers, Spaaij and Claringbould (2021) expanded our understanding of the development of gender equity in the context of sport. Focusing on the implications of sport governance, they explored how sport governing bodies (including national Olympic committees, national and international sport federations) valued diversity and address gender balance. Informed by Foucault's (1972) conceptualisation of discourse and techniques of power, as well as Bourdieu's (1984) notions of capital, field and habitus, the authors suggest that resistance to having more women on boards has roots in the sport as a field. Such resistance might be linked to challenges to organisational habitus, particularly in the field of sport (where the masculine identity of men might be perceived as more closely aligned with sport, compared to women), and often comes from those who are in governance positions and endorse the status quo.

Chen et al. (2021) carried out a policy documents analysis, intending to explore whether there was a policy legacy – in addition to other commonly known legacy aspects (e.g., economic, social, environmental legacies) – associated with the staging of the Olympics. They argued that China was an interesting case, in the sense that China was the first country to host all versions of the Olympics within a 15-year period (Beijing 2008 Summer Games, Nanjing 2014 Youth Olympics, and Beijing-Zhangjiakou Winter Olympics). This unique feature provided one wave after another of Olympic impetus for policy change. They examined changes in policy patterns occurring between the two Olympic Games events; importantly, they teased out Olympic-led policy changes and confirmed the existence of policy legacies of the Olympics, reporting that policy learning occurred as a result of hosting the two Olympic Games; the two Games enhanced the state and sporting governing bodies' policy making capability in the overall planning of the event hosting and legacy leveraging (by integrating the Games with other state priorities, rather than treating the event hosting as a stand-alone mission).

In the context of sport governance, previous research has identified trust as a critical mechanism for cooperation in board governance (Hoye & Cuskelly, 2003), yet a more coherent and conceptual understanding of trust in the governance of non-profit sport organisations was lacking. The key contribution of Fahrner and Harris' (2021) work, with German national sport governing bodies, has its theoretical and empirical value for analysing trust in a sport governance context. Whilst confirming the relationships between trust and the boards' structural features and individual characteristics of the board members, this work validated the 21-item measure of trust developed by Costa and Anderson (2011). The authors call for more empirical studies to be done at the international level and to explore the processes and mechanisms that can influence trust within the sport context.

### 3. Conclusion

In conclusion, this range of articles helped broaden our understanding of policy and governance as contemporary paradigms for sport management research. Particularly, concerning policy/intervention effectiveness, a consensus view is that creating changes by merely amending policy/intervention in the operational process, without challenging or changing the underpinned structure and operational culture, bears little fundamental influence. Collectively, these papers seem to call for a higher level of change (i.e. the third-order change, Bartunek & Moch, 1987) to the means used to deal with various diversity issues in the field, rather than implementing first or/and second-order change.

Moreover, it is critical to acknowledge that individual behaviours/actions can have an impact on the effectiveness of policies/practices. Whilst we appreciate that (1) the dynamic social context, (2) existing organisational resources, and (3) the knowledge and skills of stakeholders who respond and implement policies/practices can influence and shape policy at a micro level, a key noteworthy point is that there is a clear distinction, in terms of individual behaviours, between rational actions (reply on prior knowledge and belief), intentional actions (characterised by moral and ethical principles), and no-actions (for example, as Knoppers, Spaaij and Claringbould (2021) revealed that being silent about implementing diversity has discursive power). From the perspective of middle-range theory (Merton, 1968), this awareness helps to identify mechanism-based explanations.

### 4. Annotated bibliography

**Stewart, L., O'Halloran, P., Oates, J., Sherry, E., & Storr, R. (2021). Developing trans-athlete policy in Australian National Sport Organizations. *International Journal of Sport Policy and Politics*, 13(4), 565-585. <https://doi.org/10.1080/19406940.2021.1955727>**

The authors, researchers at La Trobe University and Swinburne University, use interviews to explore why Australian national sport organisations create, develop and implement their policies relevant to trans-athletes. Representatives of nine national sport organisations, serving as senior-level employees, are interviewed. Guided by Ball's (2003) policy implementation framework, data were subject to thematic analysis. The findings reveal that only two out of the interviewed nine national sport organisations have had specific policies that assist trans athletes to participate in sport. Trans athlete policy-making and procedures are managed differently in different sport organisations because their related community and elite level of sport are associated with different policy issues. Restricted by the underfunded and under-resourced situation, slow and little progress is made for trans athletes inclusion. In addition, it is noted that the context and nature of community-level sport are different from that of elite level sport in Australia and therefore different policies should be adopted to support trans athletes inclusion.

**Bradbury, S., & Conricode, D. (2021). Meaningful change or 'more of the same': the voluntary recruitment code in men's professional football coaching in England. *International Journal of Sport Policy and Politics*, 13(4), 661-678. <https://doi.org/10.1080/19406940.2021.1915849>**

The authors, researchers at Loughborough University, examine stakeholders perceptions and reflections on the implementation and effectiveness of the Voluntary Recruitment Code (VRC), adopted by the English Football League, on stimulating the conditions through which equality of opportunities, experiences and outcomes for minoritised coaches might be realised. Informed by critical race theory, the research team conduct 45 semi-structured interviews with chief executive officers at clubs, football stakeholder representatives, and minorities coaches. They reveal that there is a clear resistance towards the implementation of the VRC at clubs and some key principles and guidance of the VRC (such as

operating a full recruitment process and shortlisting candidates from minoritized backgrounds) are not engaged or implemented. To improve, a more consultative process of policy formation, which requires a mandatory formalised obligation for all English Football League clubs to adhere to the key principles of VRC, is recommended.

**Knoppers, A., Spaaij, R., & Claringbould, I. (2021). Discursive resistance to gender diversity in sport governance: sport as a unique field? *International Journal of Sport Policy and Politics*, 13(3), 517-529.** <https://doi.org/10.1080/19406940.2021.1915848>

The authors, researchers at Utrecht University of School of Governance, Victoria University, and the University of Amsterdam, use semi-structured interviews with 60 board members drawn from national Olympic committees, national and international sport federations from Australia and Netherlands, to identify practices that may prevent or limit the implementation of measures to increase gender balance in sport governance and to explore the reasons for discursive opposition to implementing gender balance. The research reveals that board members use excuses such as meritocracy and neoliberalism to maintain male privilege and resist gender balance.

**Chen, S., Preuss, H., Hu, X., Kenyon, J., & Liang, X. (2021). Sport Policy Development in China: Legacies of Beijing's 2008 Summer Olympic Games and 2022 Winter Olympic Games. *Journal of Global Sport Management*, 6(3), 234-263.** <https://doi.org/10.1080/24704067.2019.1566756>

The authors, researchers at the University of Birmingham, the Johannes Gutenberg-University, Tsinghua University and Loughborough University, analyse sport policy changes that occurred as a result of the hosting of the 2008 and 2022 Olympic Games in China. Guided by Preuss's (2015) event legacy identification framework, they analyse policy documents (sourcing from 115 policy and strategical documents published between 2001 and 2016 and performing an in-depth analysis of the 35 documents in the final review) and report that China's two bidding experiences help to streamline the legacy planning processes for sporting mega-events. Policy improvements are evidenced in (1) designing legacy-focused, rather than impact-focused, policies and strategies; (2) strategically linking the hosting mission with other state priorities; and (3) using the Games to drive and influence a wide range of economic and social development that is beyond sport. The authors suggest that the findings might be useful for future host countries such as Italy which have Olympic hosting missions that are close to each other (such as Turin 2006 and Milano/Cortina 2026). The paper ends with a discussion of the implications associated with strategic policy planning for future Olympics hosts.

**Fahrner, M., & Harris, S. (2021). Trust within sport NGB boards: association with board structure and board member characteristics. *European Sport Management Quarterly*, 21(4), 524-543.** <https://doi.org/10.1080/16184742.2020.1757735>

The authors, researchers at the University of Tübingen and the University of Colorado, examine the association of trust and structural features within national governing bodies' boards, and put forward a conceptual framework for understanding trust in the governance of sport organisations drawing from previous work (Mayer et al., 1995; McKnight et al., 1998; Luhmann, 2000; Costa & Anderson, 2011; De Jong et al., 2016). They collect online surveys completed by 242 boards members from 65 German national governing bodies. Results from performing probit models confirm that trust is associated with the board structural features (e.g. board size and type) and individual characteristics of the board members (e.g., board members' skill differentiation).



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## Sport Leadership

Steve Swanson

### 1. Introduction

This edition of the Sport Leadership section for Sport Management Digest covers a total of eight articles. The collection includes two studies each from *European Sport Management Quarterly (ESMQ)*, the *Journal of Sport Management (JSM)*, and *Sport Management Review (SMR)*, and one study from both the *International Journal of Sport Policy and Politics (IJSPP)* and the *International Journal of Sport Communication (IJSC)*.

The first article from *ESMQ* is entitled “Exploring the coach–administrator relationship within the SA cricket development environment” and was written by Cedric English (Edinburgh Napier University), Christine Nash (University of Edinburgh), and Russell Martindale (Edinburgh Napier University). The title of the second *ESMQ* article is “Moral disengagement and sport integrity: identifying and mitigating integrity breaches in sport management” by Jonathan Robertson (Deakin University) and Bram Constandt (Ghent University).

The first *JSM* article covered in this edition is called “Leading Culture Change in Public Recreation” written by Florian Hemme (High Point University), Dominic Morais (Trinity University), Matthew Bowers (University of Texas at Austin), and Janice Todd (University of Texas at Austin). Next, the *JSM* article entitled “Gender, Leadership, and Governance in English National Governing Bodies of Sport: Formal Structures, Rules, and Processes” written by Lucy Piggott (Norwegian University of Science and Technology) and Jordan Matthews (University of Chichester) is also considered.

Two *SMR* articles are also included in the current edition. First, “Breaking the glass monitor: examining the underrepresentation of women in esports environments” was written by Lindsey Darvin (State University of New York at Cortland), John Holden (Oklahoma State University), Janelle Wells (University of South Florida), and Thomas Baker (University of Georgia). Second, the article entitled “Commercial sport organisations and community capacity building: a case study of two surf parks” by Danny O’Brien (Bond University) is also discussed.

Finally, the first of the two remaining studies covered in this section is the *IJSPP* article entitled “Discursive resistance to gender diversity in sport governance: sport as a unique field?” written by Annelies Knoppers (Utrecht University), Ramon Spaaj (Victoria University/University of Amsterdam), and Inge Claringbould (Utrecht University). The final study discussed below is the *IJSC* paper called “Statements Versus Reality: How Multiple Stakeholders Perpetuate Racial Inequality in Intercollegiate Athletic Leadership” written by Carter Rockhill (Northern State University), Jonathan Howe (The Ohio State University), and Kwame Agyemang (The Ohio State University).

In the following discussion, a summary of each of the aforementioned articles will be provided covering the main issues addressed, theoretical bases and contexts employed by the authors, and new insights generated by their investigations.

### 2. Advances in Sport Leadership

Examining a large North American public recreation organisation, Hemme et al. (2021) provided an in-depth account of culture change in the sport environment. The authors rightly acknowledge the importance of public recreation programmes for youth and adults as integral components of the modern sport landscape, and argue a basic need for their scholarly inquiry due to the scarcity of investigations in this specific context. They also provide a convincing argument for potentially distinct phenomena present in this setting stemming from the intersection between sport and public service,

where changing consumer preferences necessitate business principles which are sometimes not welcomed by public recreation officials. The study is distinctive due to the investigation following the organisational change process from the planning stages through to a concluding stage of the initiative. Another real strength of the design is its holistic approach, which is in contrast to more typical studies that focus on outcomes of specific changes without consideration of process. From a leader perspective, a notable finding was the absence of a heroic change agent with profound leadership capabilities that lead to successful transformation and success. Instead, the results provide an empirical account of the leader's consistent and intentional willingness to address, reinforce, and recommunicate culture change in relation to organisational identity. While the article was situated within the organisational change literature and had a change management orientation, an opportunity was missed to consider the change process in relation to leadership. That is, while the focal agent was a leader by position, the "leading" terminology in the title of the article was effectively a misnomer which would have been more appropriately referred to as "managing" culture change. Whilst perhaps not flamboyant or charismatic, it would appear the "pattern of productive engagement" (p. 493) by the change agent was indeed consistent with several leadership approaches (e.g., authentic, servant, strategic, transformational, etc). Moving forward with organisational change research in the sport environment, it would be advisable to also consider theoretical lenses that include leadership as a driver of culture and organisational change (e.g., Samimi et al., in press; Schein, 2010).

Capturing the views of stakeholders from two different surf parks in the United Kingdom, O'Brien (2021) investigated community capacity building from the perspective of sport for development (SFD). The study addressed a call for scholars to look beyond international organisations and consider local community-based initiatives. Another novel aspect of this research was the consideration of commercial sport organisations, which are not typically located in challenged communities where SFD initiatives traditionally exist, but have a vested interest in facilitating sustainable local communities. Extending previous perspectives that sport organisations play a role in community capacity building, this study argued the commercial sector also has a role to play in the SFD landscape. Relevance to the sport leadership literature stems from leadership being outlined as a core dimension of community capacity. In the sport context, the authors outlined that leadership development among sports participants and volunteers, along with the credibility and symbolic power of athletes and coaches, are examples of how sport may facilitate community capacity. Several powerful quotations from participants signal the ability for this type of sport organization to develop individual leadership capacity which in turn may bolster the overall capacity of the community. Of particular importance, the findings indicated that these organisations provided pathways for women and young girls that empower and break down gender barriers that may otherwise not exist. An important contribution made by this study was that commercial sport actors can make a distinct contribution to community capacity building through their supply of human resources, leadership development, and business acumen. Surfacing leadership as an important asset and attribute that sport organisations can facilitate for communities to draw upon to elevate quality of life is a significant consideration. A limitation of the dimensions of community capacity framework utilised in the study is that the relationship between components is generally not addressed. For example, it could be that leadership facilitates other multidimensional components of community capacity such as social relations, structures for community dialogue, value systems, civic participation, and learning cultures (Edwards, 2015; Swanson et al., in press). Future leadership should look to explore the direction of influence amongst these components of community capacity and consider leadership's catalytic potential.

Recognising the increased demands placed on coaches as sports shift from an amateur to professional environment, English et al. (2021) highlight tensions with administrators as an area warranting attention. This exploration of relationships between leaders represents a novel and fascinating line of inquiry. The authors contend that divergent views from various stakeholders (e.g., employers,

executives, coaches, sponsors, etc) lead to increased ambiguity and challenges for goal alignment. These differing perspectives stem from a separate set of ideas, values, and beliefs referred to as institutional logics, and lay the foundation for tensions between coaches and administrators. The authors highlight interpersonal trust and power dynamics as important factors for better understanding the nuances of coach-administrator relationships. For example, trust is a key ingredient for success due to the interdependence, level of flexibility, and close cooperation required in team sports environments, yet the limited tenure of many coaches and administrators is often not a recipe for reaching the high-trust phase relationships. The researchers also note the complexities of power relations in these types of relationships, and describe power as often being shaped by policies and problems within the organisation. Their findings indicate the main areas of conflict between coaches and administrators to be clarity of rules and decision-making, disconnected agendas, allocation of resources, and distancing the coach in terms of job security and communication. The authors rightly note that risk and job security is not unique to this environment, however they do suggest that improvements can be made with regard to determining the true meaning of performance (i.e., subjectively and objectively) in the sport context. A limitation of the study design was only hearing one perspective of coach-administrator relationship, so it would be useful to gain insight on areas of conflict perceived by administrators as well. There is also more work to be done on power relations with regard to contract salary, duration, and end date. That is, bases of power will naturally flow from each of these factors when comparing relational dynamics, and will likely be interrelated with other perceived conflict areas like disconnected agendas. The coach-administrator relationship is in effect a vertical yet shared leadership scenario (Ensley et al., 2006) of the most reduced form, and a leader-leader exchange dyad (e.g., Lorinkova & Perry, 2017), providing multiple avenues for further inquiry.

Robertson and Constandt (2021) venture into the important leadership space of ethics and integrity by exploring immoral behaviours in sport through the lens of moral disengagement. As the authors explain, moral disengagement refers to a set of cognitive mechanisms that disengage one's moral self-regulation processes, and therefore help to explain why people make unethical decisions (without the appearance of feeling guilty or censuring themselves). To better understand integrity in the sporting environment the authors apply Bandura's (1999, 2016) framework of moral disengagement that consists of the following categories: behavioral (e.g., economic justification), agency (e.g., displacement of responsibility), effects (e.g., denial of consequences), and victim (e.g., attribution of blame). The authors then overlay this framework of moral disengagement to better understand a fascinating array of sport integrity issues. For example, there are various accounts of economic justifications for taking performance enhancing drugs, which allow for the individuals to convince themselves they are doing the right thing and justify these behaviours to themselves. An integral component of this conceptual study is the pivot toward what sport managers can do to mitigate moral disengagement, and specifically, how they might be able to lead sport actors towards integrity. The authors highlight ethical leadership as an obvious approach for guiding sport participants and personnel to engage in moral decision making and become more aware of instances and tools they (can often unconsciously) use to turn off their morals in particular decision-making settings. However, it should be noted that there are a number of moral-based forms of leadership with overlap and usefulness in this domain, such as authentic and servant (Banks et al., 2021). Conversely, the authors also note that avoiding negative forms of leadership related to narcissism and controlling interpersonal styles should also be avoided as these approaches have been positively associated with moral disengagement. Another important consideration is the (dis)placement of agency by sports actors within the leader-follower relationship. For example, it could be argued that the need for leadership is exacerbated in situations where followers face pressure to deviate from their own beliefs in order to conform to those of their leader (e.g., player-coach or CEO-board relationships). In such instances followers could displace their responsibility to act morally and shift responsibility for their unethical actions to those in leadership positions (Hinrichs et al., 2012). In sum, future inquiry on

leadership approaches best positioned to combat moral disengagement in sport settings is a critical pathway of future inquiry.

In an examination of leadership positions in intercollegiate athletics, Rockhill et al. (2021) investigated the statements of universities and athletic departments versus the reality of their diversity in these roles within Power 5 conferences. In broad terms, the researchers sought insight on the degree to which 1) mission, vision, and diversity, equity, and inclusion (DEI) statements are actually inclusive of DEI language, 2) the degree of reality achieved through these statements as demonstrated through the leadership positions, and 3) the alignment of racial DEI objectives between institutions and their athletic departments. Detailed and comprehensive analyses are provided for each of the conferences in relation to the objectives of the study. While variance existed across conferences, broadly speaking the results indicated that 1) roughly only half of the universities and athletic departments had mission or vision statements that included reference to DEI, 2) roughly only 20% of institutions had a success rate for achieving a DEI reality in its leadership positions, and 3) roughly only three institutions for each conference (approx.. 23%) demonstrated alignment of DEI objectives between the academic institution and their athletic department. The threshold for meeting racially diverse hiring practices was 40% non-white individuals in leadership positions, which was consistent with the average student-athlete population. Further, 18% percent of institutions did not include aspects of DEI within any statements (academic or athletic), and only 25% of the schools explicitly valued racial DEI or considered it part of their purpose. The study design and discussion were rooted within both critical race theory (CRT) and institutional theory, and the authors make several important points for consideration. For example, from CRT perspective, the authors argue that institutions abstaining from including aspects of racial DEI statements perpetuate the ordinariness of racism and the expectation they will hire racially diverse candidates. Another critical finding was that of the few schools with DEI statements from both institution and athletic department, nearly 80% failed to meet the threshold for achieving racial DEI. From these results, the authors therefore maintain that these particular DEI statements hold little significance as they are not reflected in the reality of their sport leadership positions. Furthermore, the researchers note that this circumstance appears to support the CRT tenet of interest convergence, where actions taken to alleviate racism can be more symbolic than substantive (Bell, 1992). In addition, the authors argue that institutionalisation has allowed these organisations to be legitimised without being challenged to act on their stated beliefs. Isomorphic forces (DiMaggio & Powell, 1983), such as modeling their statements after others (i.e., mimetic), pressures to appease dominant stakeholders (i.e., coercive), and pressure to honour cultural expectations are also discussed as potential determinants. This revealing study invokes several pathways for future inquiry, including authentic and shared leadership considerations at the organisational level.

The final three articles covered in this section relate to gender imbalance and the underrepresentation of women in sport leadership positions. Exploring administrative and governance hierarchies, Piggot et al. (2021) examined gender power relations within the national governing body context of England Golf and the Lawn Tennis Association. The authors begin by noting the documented gender imbalance evident in sport organisations across a wide range of nations and regions. The aim of the researchers was to consider the extent to which hierarchies, rules, and processes reproduce or resist male dominance and gender segregation within their leadership. On a baseline level, their findings indicated three forms of gender segregation were present in the current study context: vertical (i.e., dominance of one gender in senior positions), exclusion (i.e., a glass ceiling), and distribution of tasks (i.e., issues assigned to one gender). Further, examples of gendered administrative structures, rules, and processes were also categorised into voluntary hierarchies (e.g., unique rules such specific numbers of leadership positions according to gender) and paid hierarchies (e.g., lack of open positions and opportunities). This study extended the literature by revealing that gender power relations favouring men were simultaneously protected and resisted in the current context, while highlighting limitations of policy-

based approaches. Much of this research was shaped by the work of Bourdieu (1993) who introduced the concept of a “field of struggles” to describe when forces are either conserved or transformed depending on the success of groups or individuals seeking power. From this perspective, the following three strategies are put forth for actors to either preserve or change their positions: conservation, succession, and subversion. Broadly speaking, the results of this study suggest the presence of several conversation strategies employed by men, limited opportunities for succession strategies by women, and no apparent acts of subversion in these sport organisations. Fruitful future research pathways may therefore include practical considerations for the underrepresented group to employ subversion strategies by dominant agents to transform the system (Bourdieu, 1993). For example, female athletes with high levels of experience and success in sports or other arenas could potentially be harnessed for positive disruption (Thomas et al., 2019) within sport organisations.

Knoppers et al. (2021) examined the presence of discursive practices in sport organisation boards that could limit or prevent gender balancing strategies in these leadership roles. The authors noted various previous attributions of limited female leadership in sport (e.g., shortage of role models, skewed work-life balance requirements, male homosociality and established networks, negative stereotypes of strong women leaders, etc), and argue that little scholarly inquiry has looked specifically for reasons why attempts for gender balance have failed. With this goal in mind, the researchers sought to consider discourses that board members draw upon and use to resist gender balance, find out why they engage in this resistance, and how these ways of thinking might be specific to sport. The findings indicated four forms of discursive resources to resist gender balance. First, discourse on meritocracy relates to the sentiment that females selected by a quota system would be assumed to be not as qualified. This in turn could impact motivation, as the narrative suggests, if some feel they are being overlooked for someone potentially less qualified. However, the findings also noted a lack of clarity about merit (i.e., what is specifically is being considered as good or qualified) which could serve as an exclusionary tool. Second, discourse of neoliberalism relates to the perceived curtailment of sport organisations to act freely. Further, no one being excluded from applying for a board position, and changes coming from within rather than a top-down mandate, conform to a neoliberal argument. Third, discourse of silence/passivity relates to legitimising inaction or passive resistance. Examples include board members characterising themselves as passive victims of sport structures and society at large. Finally, discourse of diversity relates to rationales for gender imbalance based on demonstrating diversity in other ways (e.g., age, ethnicity, etc). Drawing from their data and the literature in this area, the authors also speculate on reasons for discursive practice in this environment. These include increased competition for prestigious positions, zero sum game, and desire for status, power, or symbolic status. A key aspect of Knoppers et al.’s (2021) paper related to the role of board members to demonstrate leadership on this diversity issue. The role of leadership in creating gender balance could perhaps require an extension of the traditional boundary of known group members. That is, some approaches such as identity leadership (Inoue et al., 2021) incorporate leadership considerations for potential members as well. In addition, it may be time to extend the definition of strategic diversity leadership (e.g., Martins, 2020) to include the promotion of diversity balance within groups. While such an approach may introduce tensions for leading current group members, it might also pave the way for growth and opportunity.

Examining a relatively new field of esports, Darvin et al. (2021) investigated the underrepresentation of women in leadership positions in this context. The authors note that while esports is now a global phenomenon, challenges with male-driven toxicity appear to be a major threat to the industry. As such, it is therefore important to develop a baseline of understanding for the career experiences and barriers that female leaders in this space have experienced thus far. Utilising inductive thematic analysis from interviews with high-level executives and professional players working in this sector, the researchers uncovered four categories of challenges. Breaking the “glass monitor” incorporated challenges experienced via family disapproval, negative stigmas, and lack of support. A barrier of toxic “geek”

masculinity was also identified where participants experienced discrimination, tokenism, and hegemonic masculinity. Hostile sport environments was also identified as a challenge, where women were subject to stereotyping and harassment, while also experiencing imposter syndrome and gender zoning (i.e., preventing female access). Finally, a “mental” grit category incorporated the utility of professional maturity, overcoming adversity, and previous success in a male-oriented arena. Another novel finding in this final category was the recognition that females in this industry perceive the need to resemble “tanks” in video games that primarily exist to absorb damage (i.e., dealing with substantial amounts of harassment). The authors note the need for systemic change in the esports industry to create a merit-based playing field that is inclusive for all. Future research should therefore consider leadership styles that can most effectively address this needed change and move the industry forward in this critical area. Similar to the above commentary relating to diversity leadership, this esportsing context could serve as a catalyst for a modified form of inclusive leadership (e.g., Cameli et al., 2010); one which extends beyond openness and availability toward the promotion of inclusivity amongst institutional members.

### 3. Conclusion

Overall, the new studies published in the latter half of 2021 have made several contributions and provided meaning future research pathways in the sport leadership space. These studies collectively covered a broad range of topics related to leadership, including: coach-administrator relationships, power, trust, moral disengagement, integrity, gender, diversity, underrepresentation, meritocracy, community capacity building, and cultural, institutional, and sustainable change. This new body of research also examined leadership across several different contexts and countries, including: cricket development (South Africa), national governing bodies of golf and tennis (United Kingdom), public recreation (United States), esports (United States), commercial surfing organisations (United Kingdom), National Olympic Committees and Sports Federations (Netherlands), and collegiate athletics (United States). In addition, these papers demonstrated synergistic opportunities on various approaches to leading in the sport environment (e.g., authentic, servant, ethical, inclusive, and diversity) and will hopefully serve as a platform for future research in the months and years ahead.

### 4. Annotated Bibliography

**Darvin, L., Holden, J., Wells, J., & Baker, T. (2021). Breaking the glass monitor: examining the underrepresentation of women in esports environments. *Sport Management Review*, 24(3), 475-499.**

A consortium of researchers from the State University of New York at Cortland, Oklahoma State University, University of South Florida, and the University of Georgia, all in the United States, analysed data from 10 semi-structured interviews with female esports players, content creators, and executives to explore the underrepresentation of women throughout the industry. Utilising inductive thematic analysis, four themes emerged from their analysis: 1) breaking the “glass monitor”, 2) toxic “geek” masculinity, 3) a hostile sport environment, and 4) “mental” grit. The study provides an initial step toward understanding the career experiences of women in this sport sector and identifying obstacles experienced in their pursuit of elite level careers.

**English, C., Nash, C., & Martindale, R. (2021). Exploring the coach–administrator relationship within the SA cricket development environment. *European Sport Management Quarterly*, 21(4), 466-483.**

A research group from Edinburgh Napier University and the University of Edinburgh used data from interviews with 13 cricket coaches operating in the South African development environment. Through the lens of institutional logics, trust, and power, the study explored the coaches’ perspectives of their relationship with administrators, focusing on interactions and negotiations within competitive

environments. Challenges identified by coaches included administrators lacked understanding of the developmental environment and differences in priorities relating to collaboration, priorities, financial decisions, resource allocation, and results-driven agendas. The authors conclude that the establishment and communication of organisational and managerial-level performance parameters to allow for coaches' fulfilment of duties with minimised administrative interference. Implications include the importance of implementing more effective coach performance management systems.

**Hemme, F., Morais, D. G., Bowers, M. T., & Todd, J. S. (2021). Leading Culture Change in Public Recreation. *Journal of Sport Management*, *Journal of Sport Management*, 35(6), 485-498.**

A United States-based research group with representation from High Point University, Trinity University, and the University of Texas at Austin used data from 67 interviews with members of a public recreation organisation located in the United States providing sport and leisure programmes to its community stakeholders. A focus of the investigation was to understand perspectives on the institutional change agent in charge of a culture change initiative. The findings revealed an intentional willingness of the change agent to consistently recommunicate and reinforce changes in conjunction with a ritualistic expression of organisational identity. Implications suggest a counter view to technocratic ideas of culture change as a programmed and stepwise exercise, which highlights supporting change efforts through local, continuous, and heterogeneous reframing exercises.

**Knoppers, A., Spaaij, R., & Claringbould, I. (2021). Discursive resistance to gender diversity in sport governance: sport as a unique field? *International Journal of Sport Policy and Politics*, 13(3), 517-529.**

Researchers from Utrecht University and the University of Amsterdam, in the Netherlands, and Victory University, in Australia, investigated the presence of discursive practices in sport organisation boards which may limit or prevent gender balancing initiatives. Data across two projects included 60 interviews with female and male board members from various sport organisations at the national and international levels (e.g., National Olympic Committees and National/International Sport Federations). The findings revealed that board members justify resistance to gender balance through discourses of neoliberalism, meritocracy, diversity, and silence/passivity, which may have roots in the sport capital and early life experiences of actors. The authors contend that incorrectly assumed meritocracy and gender blindness may be especially salient in the field of sport.

**O'Brien, D. (2021). Commercial sport organisations and community capacity building: a case study of two surf parks. *Sport Management Review*, 24(5), 723-746.**

A researcher from Bond University in Australia utilised a dual case study approach to investigate community capacity building at two surf park locations in the United Kingdom. 25 semi-structured interviews were conducted in person across both organisations to explore ways that commercial sport organisations can facilitate community capacity building. The findings revealed how partnerships between commercial, public, and third sector organisations can encourage mutual capacity building and facilitate diverse inter-community connections in the wider landscape. The author argues that the results suggest that sport actors should align with less-traditional partners outside recognised sports systems to facilitate more effective community capacity building.

**Piggot, L., & Matthews, J. (2021). Gender, Leadership, and Governance in English National Governing Bodies of Sport: Formal Structures, Rules, and Processes. *Journal of Sport Management*, 35(4), 338-351.**

A research team from the Norwegian University of Science and Technology and the University of Chichester conducted 33 interviews with males and females in leadership positions within England Golf and the Lawn Tennis Association. Drawing from Bourdieu's theory of practice, the researchers extended the literature for increased understanding of mechanisms relating to gender power relations at the



structural level of practice within these sport organisations. The findings indicated a gender power relations favouring men were simultaneously protected and resisted within both organisations, and highlighted the limitations of policy-based approaches driven from the top down. Recommendations are developed emphasising the significance of combined approaches at the structural, individual, and cultural levels to enable transformation and sustainable change.

**Robertson, J., & Constandt, B. (2021). Moral disengagement and sport integrity: identifying and mitigating integrity breaches in sport management. *European Sport Management Quarterly*, 21(5), 714-730.**

Researchers from Deakin University in Australia and Ghent University in Belgium partnered to develop a conceptual article focused on immoral behavior in elite sport. The study aimed to demonstrate the utility of Bandura's mechanisms of moral disengagement to explain integrity breaches, and to conceptualise four functions of integrity management to facilitate morally engaged sport managers. Utilising social cognitive theory of moral thought and interdisciplinary perspectives (i.e., psychological, managerial, and ethical) of moral disengagement both in and out of sport, the results provide a rationale for how sports managers use various strategies to switch off their moral compass when engaging in immoral behavior. Implications include the need to discuss moral disengagement within the sport environment and the implementation of strategies and management tools to maintain moral engagement in this context.

**Rockhill, C. A., Howe, J. E., & Agyemang, K. J. (2021). Statements Versus Reality: How Multiple Stakeholders Perpetuate Racial Inequality in Intercollegiate Athletic Leadership. *International Journal of Sport Communication*, 14(3), 398-427.**

A research team from Northern State University and The Ohio State University investigated the lack of equity, racial diversity, and inclusion in leadership positions in the intercollegiate athletic context. Through the intersection of Critical Race Theory and Institutional Theory, the researchers examined the alignment between athletic department mission, vision, and diversity, equity, and inclusion statements and the reality of leadership position demographics. Utilising a variety of secondary databases and online sources, their analyses revealed that institutions from the Power 5 Conferences generally maintain a lack of racial diversity through their mission statements or cultures with symbolic declarations that exclude diverse values and lack meaning for creating a diverse reality.

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## Sport Marketing and Sponsorship

*Dongfeng Liu*

### 1. Introduction

In total 23 articles are identified for the section of sport marketing and sponsorship with seven of them devoted to the theme of sport sponsorship, and the rest to sport marketing related topics. Written by 65 authors, the majority of these articles (15) come from IJSMS, a journal exclusively dedicated to research of sport marketing and sponsorship. In addition, 4 other studies come from SMR, 3 from ESMQ, and one from JGSM. In this section of the Sport Management Digest, an overview of these publications will be offered with five of them being reviewed in more details.

### 2. Advances in Sport Marketing and Sponsorship

A breakdown of the articles identified regarding themes and topics can be found in table 1 below, and it can be seen that just over two thirds of them (16 papers) are about sport marketing related topics with brand equity and consumer behaviour as the main focus areas of study (12 papers). In addition, sport sponsorship is another critical area of research with sponsorship effects and determinants as the main focus. Next, five articles will be reviewed in more detail with 2 of them coming from SMR and the other 3 from IJSMS.

**Table 1: Selected Publication in Sport Marketing and Sponsorship**

Themes	Topics	Authors	No	
Sport marketing	Sport brand equity and consumer behaviors	Melton & MacCharles (2021) Behnam, Sato & Baker (2021)* Yim, Byon, Baker & Zhang (2021) McCullough & Trail (2021) Joo, Koo & Nichols (2021) Papadimitriou, Apostolopoulou, Branvold & Gargalianos (2021) Mayer & Hungenberg (2021) Yu, Robinson & Lee (2021) Kose, Argan & Hedlund (2021) Paek, Morse, Kim & Jung (2021)* Yim & Byon (2021) Uhrich (2021)	12	
		Sport product advertising	Siani, Mohammadi, Hosseini & Dickson (2021)	1
		Social media marketing	Balliauw, Onghena & Mulken (2021)*	1
		Stakeholders' attachment	Takamatsu (2021)	1
		Sport event tourism marketing	Hallmann, Zehrer & Rietz (2021)	1
Sport sponsorship	Sponsorship effects and determinants	Desmarais, Boobyer & Bruce (2021)* Felbert & Breuer (2021) Angell, Bottomley, Brečić, Filipović, Gorton, Logkizidou & White (2021) Kamath, Ganguli & George (2021) Alonso Dos Santos, Sánchez-Franco & Prado Gascó (2021)* Kang & Matsuoka (2021) Shoffner, Slavich & Koo (2021)	7	
Total			23	

\* Note: \* refers to articles reviewed in detail.

The first two articles on sport consumer behaviour come from SMR and IJMS respectively. Using service-dominant logic as the theoretical framework, Behnam, Sato, & Baker (2021) seek to examine the relationship between consumer engagement and value co-creation and whether they could predict behavioral loyalty in the context of fitness clubs. In addition, the moderating role of psychological involvement between consumer engagement and behavioral loyalty is also examined. With data collected from 559 participants from fitness clubs in Urmia, Iran, structural equation modelling is used to test the hypothesis and the results confirm positive associations between consumer engagement, value co-creation, and behavioural loyalty. More specifically, value co-creation is measured as a two-dimension construct and it is revealed that consumer engagement has a positive indirect effect on behavioural loyalty through co-production, although not through value-in-use. Furthermore, the moderating effect of psychological involvement on the relationship between consumer engagement and behavioural loyalty is also confirmed, where the relationship would be stronger for individuals with higher psychological involvement. The study extends the literature by not only empirically testing the relationships between consumer engagement, value co-creation, and behavioural loyalty, as suggested by extant literature, but also confirming their applicability in a fitness club context.

In the second paper on sport consumer behaviour, Paek, Morse, Kim & Jung (2021) turn their attention to online consumers of licensed sports products, reflecting the changing landscape of industry with the rapid growth of online retailing. Based on a survey study with data collected via Qualtrics from 331 sport fans who recently had online shopping experiences over the official online shops of the four major leagues of North America, the authors examine relationships among perceived website quality, flow, web satisfaction, and shopping well-being by using structural equation modeling. Results of this study show that flow plays a mediating role between perceived website quality and web satisfaction, which in turn is positively associated with consumers' shopping well-being. This study contributes to knowledge by considering the various situational cues of the websites as the preconditions of flow state in the context of sports merchandising, and thus offers implications for managers of sport commerce websites regarding the function of flow as an essential factor via the optimization of website services and sport consumers' attitudes.

With the rise of social media marketing, Balliauw, Onghena & Mulken (2021) seek to identify the factors or attributes that influence the value of advertisement posts on social media of football players or clubs by using a discrete choice model. Based on a survey study with data collected from 40 sponsorship managers of active football sponsors and their advisers, it is revealed that size of followers, on-field performance and price are some of the key factors that would affect the advertising company's utility. In addition, the used social media channel would also make a difference, as Facebook and Instagram are preferred over Twitter, due to the latter's limited degrees of freedom for advertisers. This is one of the first studies identifying which factors significantly affect companies' utility derived from advertising on football clubs' or players' social media, and the results could help clubs' and players' managers create better sports social media advertisements by better accommodating those factors valued most by the advertising companies.

The final two papers are about the sponsorship effects and their determining factors. Through a survey study with open-ended questions with data collected from 203 New Zealand citizens or permanent residents, Desmarais, Boobyer & Bruce (2021) investigate the opinions of New Zealanders about a sport transgression and ensuing crisis management approaches of multinational sportswear manufacturer Adidas, one year after its decision, initiated an image crisis. While researchers have examined how sport fans react to sponsorship-linked scandals, sponsors are normally considered as victims of someone else's actions (e.g. athletes) (Kwak et al., 2018). This study extends literature by redirecting the focus onto the effects of a sponsor-initiated transgression. It also adds to knowledge by exploring the lingering effects of poor relationship and crisis management by a sponsor, which contrasts with the overwhelming focus on effects during or in the immediate aftermath of a sport crisis or scandal. The

results demonstrate how perceived disrespect can cause enduring damage to a sponsor's reputation and relationships with national public and national sport fans, which provides valuable lessons for sponsorship practice.

In the last paper, Alonso-Dos-Santos et al (2021) examine the influence of articulation on the effectiveness of sports sponsorship by using an experimental design,. In contrast to existing literature suggesting that articulation would improve visual attention, perceived congruence and memory of sponsor brands, this study shows that articulation in sports posters does not make any difference in perceived congruence or recall, and even worse, it would actually divert visual attention from the brand to the text, diminishing recall. The study extends knowledge by shedding new light on the role of articulation in sponsorship activation, and offered implications for practice. In addition, the authors are commended for employing neurophysiological techniques through the use of Eye tracking technology in their study to produce objective evidence and thus reduce possible behavioral biases.

### **3. Conclusions**

The sheer volume of publications indicate that sport marketing and sponsorship remains a robust and dynamic area of study. While brand equity and consumer behaviour as well as sponsorship effectiveness and its determining factors are still the main focus areas of research, the publications reviewed here also highlight that scholars are increasingly embracing a multidisciplinary and/or interdisciplinary approach featuring research methods and techniques coming from other disciplines such as neurophysiology. The works also reflect the changing landscape and ecosystem of the sport industry with growing scholarly attention paid to the emerging social media and online retailing.

### **4. Annotated bibliography**

**Behnam, M., Sato, M., & Baker, B. J. (2021). The Role of Consumer Engagement in Behavioral Loyalty through Value Co-Creation in Fitness Clubs. *Sport Management Review*, 24(4), 567-593. DOI: 10.1080/14413523.2021.1880772.**

The authors aim to explore the associations between consumer engagement, two dimensions of value co-creation (co-production and value-in use), and behavioral loyalty while considering the moderating role of psychological involvement using service dominant logic as the theoretical framework. It's an empirical study that valid data of 559 are collected from fitness clubs in Urmia, Iran. The results show positive associations between consumer engagement, value co-creation, and behavioral loyalty. Co-production plays a mediating role between consumer engagement and behavioral loyalty while value-in use not. Psychological involvement has a moderating effect on the relationship between consumer engagement and behavioral loyalty. These findings contribute to sport marketing on co-create value and provide managerial suggestions for fitness club managers to create positive interactions with customers for improving behavioral loyalty. However, the limits of generalization of the research model should be considered as well.

**Desmarais, F., Boobyer, K., & Bruce, T. (2021). Lingering effects of sponsor transgression against a national fan base: the importance of respect in relationship management. *Sport Management Review*, 24(4), 642-672. DOI:10.1080/14413523.2021.1880743.**

The authors aim to explore the longevity of public responses to a sponsor transgression crisis. They conduct an anonymous, qualitative online survey after one year of Adidas All Blacks jersey pricing crisis in New Zealand. The post-event results show the damage caused by a sponsor's transgression and unsatisfactory crisis response is not transitory. The sponsor ignoring or underestimating the depth of

national feelings in the relationship of the public with national teams has caused negative consequences. It's suggested that national team sponsors who explicitly galvanize intense feelings of patriotism need to understand and respect the national public's emotional stake in their national team rather than narrowly pursuing sales or the bottom line. This article makes contributions to crisis management and relationship marketing. However, not all respondents complete every question, which may influence the internal consistence of the survey.

**Alonso Dos Santos, M., Sánchez-Franco, M.J., & Prado Gascó, V. (2021). The effect of articulated sports sponsorship on recall and visual attention to the brand. *International Journal of Sports Marketing and Sponsorship*, 22 (3), 493-506. DOI: 10.1108/IJSMS-11-2019-0129.**

The authors aim to examine the influence of articulation on the effectiveness of sports sponsorship. It's an experimental design with factors of articulation (articulated vs unarticulated), congruence (congruent and incongruent) and sporting discipline (tennis, F1 and sailing) using neurophysiological measures and eye tracking technology. The results show that the articulation does not influence the perceived congruence on recall of the sponsor, nor on visual attention toward the sponsor's brand. The articulation does not exert a moderating effect on the influence of perceived congruence on recall, but does exert a moderating effect on the mediation of visual attention on influence of the perceived congruence on recall. It's suggested that articulation would not be suitable for sponsorship in the sports poster environment but comparing the results with different types of articulation in future studies would be necessary.

**Balliauw, M., Onghena, E. and Mulkens, S. (2021). Identifying factors affecting the value of advertisements on football clubs' and players' social media: a discrete choice analysis. *International Journal of Sports Marketing and Sponsorship*, 22 (4), 652-676. DOI: 10.1108/IJSMS-12-2019-0138.**

The authors aim to identify which factors significantly affect the companies' utility derived from advertising on football clubs' and players' social media and estimate prices for their social media advertisements. Five attributes including social media channel, number of followers, price per post, performance and visibility are decided by an expert panel with a discrete choice modelling approach employed to calculate the price of willing to pay in club model and player model respectively. The results show that more followers, better on-field performance and a lower price significantly increase the advertising company's utility. Moreover, the used social media channel has a significant influence since Facebook and Instagram are preferred over Twitter. These findings contribute to the pricing decision when social media posts are sold or included in sponsorship packages. However, the large price differences involved in survey may lead to potential overestimation of price that need to be paid attention to.

**Paek, B., Morse, A., Kim, M., & Jung, H. (2021). Sport consumer flow and shopping well-being in online shopping. *International Journal of Sports Marketing and Sponsorship*, 22 (4), 721-736. DOI: 10.1108/IJSMS-06-2020-0116.**

The authors aim to investigate the impact and complexity of sport commerce websites by providing the precondition of flow as well as the consequences of flow. Relationships among perceived website quality, flow, web satisfaction, and shopping well-being are examined by using structural equation modeling. The results show that flow state plays a mediating role of sport consumer perceptions of website quality and satisfaction, which in turn is positively associated with consumers' shopping well-being. These findings contribute to the function of flow as an essential factor on e-consumers' behaviors while machine learning are suggested as a beneficial approach for prediction of behaviors in future studies.

## 5. References

Kwak, D. H., Lee, J. S., & Chan-Olmsted, S. (2018). Athlete scandals and endorsement marketing: Research trends and introduction to topics. *Journal of Global Sport Management*, 3(2), 99–106. <https://doi.org/10.1080/24704067.2018.1457972>

## Sport Communication

*Gashaw Abeza*

### 1. Introduction

The sport management research community has published over 34 sport communication (and related) articles in the field's various journals since the first issue of SMD. During this period, sport communication research has been published in journals such as the European Sport Management Quarterly (1), International Journal of Sports Marketing and Sponsorship (1), and in two of the field's communication-focused journals, Communication & Sport (22 articles) and International Journal of Sport Communication (10 articles). The research covers a total of nine different, but inter-related topic areas, such as women sport and sport media, mental health and sport media, mega-events and media coverage, race and sport media, forms of communications in sport, COVID-19 and sport through media, sport and politics, the profession of sport journalism, and sporting success and coping with tragedy. The specific topic areas under each theme are listed below:

- Women sport and sport media: self-representation of women's sport fandom on Instagram, espnW (website) and presentation of female athletes, bias in sport journalism in women's tennis, media framing of women ice hockey Olympic team, the meanings attached to women's use of performance and image enhancing drugs, Olympic broadcasters framing of gender on Instagram, and male and female athletes' representation on men's magazine covers.
- Mental health and sport media: Kevin Love in NBA, and DeMar DeRozan and Royce White in NBA.
- Mega-events and media coverage (the Olympics and FIFA World Cup): TV and the 2018 Winter Games, 2014 FIFA World Cup and the 2016 Summer Olympics, and usage of social TV (a second screen) during the 2018 Winter Olympic Games.
- Race and sport media: racial inequality in college sport leadership, sport media and racial bias towards athlete transgressors, cyber racism toward Black athletes, sports talk radio hosts discussion of racism, Colin Kaepernick and the measures taken by the National Football League, and national anthem protests and indigenous rugby league players in Australia.
- Forms of communications in sport: in-game communication (players and referee judgments), small group communication (deaf college basketball players), and nonverbal communication (coach's nonverbal communication and coach-athlete relationship).
- COVID-19 and sport through media: fan interest towards smaller leagues around COVID-19 lockdown through social media, and sportswriters' content production during COVID-19.
- Sport and politics: sport in the age of Trump, and the politicization of the 2018 FIFA World Cup.
- Profession of sport journalism: local TV sports departments in digital landscape.
- Sporting success and coping with tragedy: Houston Astros' first World Series win and Hurricane Harvey.

In the first issue, the sport communication section of SMD focused on media representation of disability, mental illness, and women in sport; and media coverage and consumption of sport (TV and social media). Since that time, studies on these topic areas continued to be published (the first three themes listed above), and extended the findings of the previous studies covered in Issue I.



## 2. Advances in sport management communications

For this current issue, new and different topic areas have been selected. These topic areas are (also listed above): race and sport media (6 articles), and forms of communications in sport (3 articles). The nine articles on these three research topics have been published in *Communication and Sport* (6 articles) and *International Journal of Sport Communication* (4 articles), representing the work of 21 authors from 17 different universities, and are summarized in this issue. The nine studies under consideration did research in different contexts of sport such as professional sport (e.g., NFL, Rugby), college sport (Division II, Division III, Power 5), and high school sport. The studies used various methodological approaches, including: a quantitative study using a survey method, experimental method, quasi-experimental method, and secondary statistical data; and a qualitative study employing a semi-structured interview, and content analysis of online data (e.g., message board, news reports). The authors used different theories and conceptual frameworks such as – for race and sport studies - Bonilla-Silva’s concept of color-blind racism, critical race theory, and institutional theory; and, for forms of communication studies - social judgment theory and cultural identity theory.

Six of the nine articles considered in this section focused on race and sport. These studies were done by 17 authors from three different countries: UK, Australia and predominantly from USA. The authors uncovered six new insights: (a) while radio hosts lecture their audiences about racism, they fail to challenge institutional racism, (b) while some fans express support for athletes’ activism, the majority of the athletes’ fans comments on message boards have been racially charged, (c) counterintuitively, minority athletes accused of criminal allegations are perceived more positively than their White counterparts, (d) professional players’ symbolic action has a profound power to regenerate issues of social justice such as regarding a national anthem that ignored the historical and contemporary significance of its people, (e) the importance of developing consistent and comprehensive communication strategies by sport organizations to maximize a positive synergy between an organization’s different approaches to crisis communication, which otherwise would be counterproductive as the approaches may create skepticism about the organization’s genuine commitment, and (f) including DEI statements do not necessarily reflect that a given institution is determined to improve the representation of non-White individuals within its organization. It is worth noticing that these studies may have a different geographic focus but investigated similar research topics. For instance, in the study conducted in Australia, which centered on the First Nations rugby players remaining determinedly silent when the anthem was sung, is similar to a study that focused on an American footballer Colin Kaepernick who protested regarding violence against African Americans by kneeling during the American anthem.

The three studies that reported on different forms of communication uncovered insightful findings. The central focus of the three studies were: nonverbal communication (coach’s nonverbal communication and coach–athlete relationship), in-game communication (players, race, and referee judgments), and small group communication (deaf college basketball players). These studies were done by four researchers from two different countries (USA and Japan). The authors reported three new insights: (1) data from seven seasons revealed that Division II referees called more penalties against historically Black colleges and universities (HBCUs) in comparison with their counterparts, predominantly white institutions (PWI), (2) deaf basketball players are perceived to share messages of acceptance with one another, and resolve conflict in a positive manner, and, (3) female athletes may be more influenced by nonverbal communication in terms of perceived communication ability and coaching evaluation than male athletes. Negative nonverbal communication is directly associated with high school athletes, which may be due to the insufficient development of achievement motivation.

### 3. Annotated bibliography

**Spearman, L. (2021). Low Hanging Fruit: How Sports Talk Radio Hosts Discuss Racism. *Communication & Sport, 9(6)*, 934-953.**

With the exponential growth of talk radio in the United States, the above researcher from St. John's University (USA) indicated that sports talk radio hosts discuss obvious acts of racism by team owners, media members, and radio callers (the low hanging fruit). However, while the airwaves can either reproduce or contest existing ideologies, the author contends that the hosts rarely interrogate institutional racism. With that argument, the researcher examined how sports talk radio hosts discuss racism on their airwaves. To accomplish the research objective, guided by Bonilla-Silva's concept of color-blind racism, the author employed an interpretive qualitative research approach using a semi-structured interview with 15 sports talk radio hosts over the phone. The author indicated that the interview guide was constructed based the literature on colorblind racism and media studies. The author reported three emergent themes from their data. These are: we can smell it (i.e., easily identifiable racist discourse within a caller's argument), race is not always about race (i.e., a topic becoming a talking point because of their incidental relation with Black athletes), and Black/White binary (i.e., discussion of racism being presented as White oppression and Black resistance). Having uncovered the themes, the author argued that the hosts lecture their audiences about racism, but fail to challenge institutional racism.

**Oshiro, K. F., Weems, A. J., & Singer, J. N. (2021). Cyber Racism Toward Black Athletes: A Critical Race Analysis of TexAgs.com Online Brand Community. *Communication & Sport, 9(6)*, 911-933**

Having pointed out that Black athletes have long used sport as a platform to voice social injustices, these researchers from Texas A&M University and Western Carolina University investigated cyber racism against Black male athletes. The researchers drew from critical race theory and examined Internet message board posts of users in the online brand community (TexAgs.com). According to the authors, TexAgs is an independently owned media platform that focused on the fandom of Texas A&M University athletics and has over 10,000 subscribers. Users commented on the message board about the activism of Black professional American football players who played in the National Football League and have been former athletes at the university associated with the TexAgs platform. Employing a content analysis approach, the authors examined comments about athlete activists. They reported that while a few users expressed support for the athletes, the majority of the comments were racially charged comments about the athletes' activism. The three emergent themes are: good/true Aggie vs. bad Aggie dichotomy (i.e., those who refrained from challenging the status quo were viewed in a more favorable light as good/true Aggie – a Texas A&M team); dumb/misguided sheep (i.e., considered as those who lack the understanding or the explanation for their involvement), and thug (i.e., associating them with the racialized term, "thug").

**Brown, K. A., Dickhaus, J., Harrison, R., & Rush, S. (2021). Explaining the "racial contradiction": An experimental examination of the impact of sports media use and response strategy on racial bias towards athlete transgressors. *Communication & Sport, 9(5)*, 833-855.**

Four researchers (from The University of Alabama, Bradley University, and Jefferson State Community College) investigated if the level of exposure to sport news differently influences the perception of athletes who commit a crime based on the race of the athlete. The authors employed an experimental research design of 464 participants to study the perception of athletes accused of criminal allegations. Specifically, the authors focused on the research participants' consumption level of sport news, the athlete's race, and the response strategy of the athletes to criminal allegations; and how these impact the perception of athletes. The study showed that the level of sport news consumption (low or high) impacts the perception of Black or White athletes. While high sport news consumers perceived Black

athletes more positively than White athletes, the low sport news consumers did not differentiate between the two races. Similarly, while the White athlete's use of denial has been accepted more than that of the Black athlete among low sport news consumers, a Black athlete's use of denial was more accepted than that of the White athlete among high sport news consumers. According to the authors, their findings support the "racial contradiction" reflected in previous research, which reported that minority athletes accused of criminal allegations are perceived more positively than their White counterparts.

**Cleland, J., Parry, K., & Adair, D. (2020). Fair go? Indigenous rugby league players and the racial exclusion of the Australian national anthem. *Communication and Sport*, 10(1), 74–96**

Three authors from the University of South Australia (AU), University of Technology Sydney (AU), and University of Winchester (UK) explored the implications of a social justice issue that had drawn wide attention, namely the national anthem protests by Indigenous rugby league players in Australia. Guided by a critical race theory, the researchers examined data from a total of 74 online media reports. The reports included mainly players and rugby league officials' perspective and prominent journalists and politicians' responses to the protests. Using a textual analysis approach, the authors examined the reports to uncover the role of Aboriginal voices in influencing symbols of identity, representation, and nationality. The authors reported that the symbolic actions of First Nations rugby players in remaining silent when the anthem was sung was instrumental in renewing public discourse about the national anthem (associated with the lyrics), which, according to the authors, take no notice of the historical and contemporary significance of Indigenous communities to Australia.

**Asada, A., Inoue, Y., & Chang, Y. (2021). The Effects of Athlete Activism on League Credibility, Event Legacy, and Event Involvement: A Crisis Communication Perspective. *International Journal of Sport Communication*, 14(4), 507-529.**

Three researchers from Texas Tech University (USA), Manchester Metropolitan University (UK), and University of Florida (USA) investigated public mixed reactions to Colin Kaepernick's kneeling and the measures taken by the National Football League to handle the situation. Beginning in August 2006, Colin Kaepernick, an American football player, initially sat on the bench and then knelt during the playing of the national anthem to voice his concern about violence against African Americans. His action, #TakeAKnee movement, spread to other professional, college, and high school teams in the country. The controversy over the movement created a serious reputational crisis for the league and its brand image. The authors conducted a survey after the league took measures to cope with the controversy and right before its mega-event, Super Bowl LII in Minneapolis. Survey data was collected from 698 residents of the Minneapolis–St. Paul metropolitan area from January to February of 2018. The authors found a positive relationship between attitudes toward the movement and attitudes toward the league's responses, which in turn influenced league credibility. However, attitudes toward the movement had a direct negative relationship with league credibility, when people received the league's messages stating that it was actively working with its players to promote social equality and justice. In doing so, for some, the league was free riding and directing the burden of carrying the criticism to the protesting players.

**Rockhill, C. A., Howe, J. E., & Agyemang, K. J. (2021). Statements Versus Reality: How Multiple Stakeholders Perpetuate Racial Inequality in Intercollegiate Athletic Leadership. *International Journal of Sport Communication*, 14(3), 398-427.**

Three researchers from Northern State University and The Ohio State University studied how athletic departments and their affiliated universities work in unison or isolation to create racially diverse environments. Specifically, the authors employed a content analysis approach to examine the mission, vision, and diversity, equity, and inclusion statements of Power 5 athletic departments and their academic institutions. The authors questioned why there is a lack of racial diversity, equity, and

inclusion (DEI) in leadership positions in intercollegiate athletics, and merged critical race theory with institutional theory to evaluate how the two stakeholders managed DEI. The authors investigated if the academic institutions and athletic departments have a mission, vision, and inclusive DEI language and statements. They asked if the two institution types achieve a reality when creating racial DEI environments through leadership positions, and identified institutions that aligned their statements to reality. The leadership group, according to the study, refers to the university president, athletic director, and head coaches of three sports (football head coach, men's basketball head coach, and women's basketball head coach).

The study found 12 of the 65 P5 universities abstained from including aspects of DEI within any statements, both from the athletic department and institution. In addition, the authors found that 79% of schools with DEI mentioned from both the institution and athletic department fail to meet the threshold for achieving racial DEI. According to the authors, their study indicates that DEI statements do not reflect that the institutions are determined to improve the representation of non-White individuals within their organization.

**Shimazaki, T., Taniguchi, H., & Kikkawa, M. (2021). Gender-and Age-Group Differences in the Effect of Perceived Nonverbal Communication on Communication Ability and Coaching Evaluation in Japanese Student Athletes. *International Journal of Sport Communication*, 14(3), 379-397.**

Three researchers from Japan's Sophia University and Tokai University investigated the impact of perceived nonverbal communication on coaching evaluation and overall communication among different genders and age groups. The authors interpreting nonverbal communication (NC) in its simplest form as communication without words including expressive body movement, such as physical appearance, posture, gesture, body position, touching, and facial expression. They acknowledged that nonverbal communication is a complex mechanism that reflects both the unconscious and intentional level. Similarly, the researchers interpreted coaching evaluation as comprised of four competencies such as increasing motivation, making game strategies, developing skills, and building character. With this working definition of coaching evaluation, the authors used data from a survey of 233 individual and team sport athletes from five high schools and seven university teams in Japan. The NC scale for coaches was composed of four factors with 20 items indicating negative NC and four factors with 22 items referring to positive NC. The perceived frequency of negative and positive nonverbal expression from coaches were rated on a 5-point Likert-type scale (1 = infrequently to 5 = frequently). They found that female athletes may be more influenced by NC in terms of perceived communication ability and coaching evaluation than male athletes. Negative NC is directly associated with high school athletes, which may be due to the insufficient development of achievement motivation. Positive NC is associated with communication ability regardless of demographic characteristics.

**Dix, A. (2021). Referee Judgments of Communication in the Field of Play: A Study on Historically Black Colleges and Universities in Division II College Football. *International Journal of Sport Communication*, 1(aop), 1-20.**

This researcher from Middle Tennessee State University studied referee judgments toward in-game communicative behaviors of historically Black colleges and universities (HBCUs) student athletes, and whether communicative behaviors are excessively penalized. As the author indicated, previous literature has found that referees socially judge the communicative behaviors of HBCU student athletes differently than the communicative behaviors of student athletes from predominantly White institutions. Guided by social judgment theory (which looks at how a message receiver evaluates a communicated message), the author conducted a quantitative study based on a secondary data source of "NCAA Statistics." The study assessed penalties given to Division II football players from HBCUs and predominantly white institution (PWI) over seven seasons, and reported that Division II referees called more total penalty yards per game, more total penalties per game, more total penalties per season, and

more total penalty yards per season against HBCUs in comparison with their PWI counterparts from the 2013 through to the 2020 season. While this is an interesting finding and the operationalization of 'referee judgment' could have been refined further. In sum, the researchers claimed that their finding implies referees have disproportionately punished the in-game communicative behaviors of HBCUs relative to PWIs.

**Dix, A. (2021). Their Hands Communicate and Their Eyes Listen: Perceptions of Small Group Messages Amongst Deaf College Basketball Players. *Communication & Sport*, 9(6), 972-987.**

This author, who also conducted the above study on in-game communication, explored outsiders' perception of small group messages amongst deaf college basketball players, who communicate via American Sign Language (ASL). Guided by cultural identity theory, the author used 96 hearing participants who were enrolled at a university in the United States to address the research objective. A modified version of the scale for effective communication in team sports (SECTS-2) of Sullivan and Short (2011) was adopted. The study looked at four procedures: identification of a photograph, a pre-test using the photographs, a distraction exercise, and a post-test using labeled photographs indicating that the players in this photograph communicate via ASL and were basketball players for a private university for the deaf. The findings uncovered that deaf basketball players were perceived as sharing messages of acceptance with one another, and perceived to resolve conflict in a positive manner and to have less likely engaged in negative conflict while communicating with each other.

## **Ethics and Sport Integrity**

*Lisa Khil*

### **1. Introduction**

Seven papers were included in this review that were published in *Communication & Sport*, *International Journal of Sport Policy and Politics*, *Journal of Sport Management*, and *Journal of Global Sport Management*. Three topics were examined under the umbrella topic of Ethics and Sport Integrity including corporate social responsibility (CSR), corruption, and racism.

Fourteen different authors (one authored three different papers) from three different countries (Belgium, Portugal, and United States of America) and from seven affiliations (Ghent University, Lisbon University Institute, University of Florida, University of Michigan, Texas A&M University, The Citadel, and West Virginia University) were included in the review.

### **2. Advances in CSR**

Four papers on CSR examined themes related to entrepreneurship and strategy management, factors that influence philanthropy and/or charity, and media framing of philanthropy. A range of theoretical lenses were used to either examine CSR (i.e., entrepreneurship theory and framing theory) or test associations (e.g., institutional theory, self-determination theory, personal investment theory, and green mind theory). Despite the main contexts (i.e., United States, professional sports) and methods (i.e., case study, online survey, regress analysis) in which CSR was investigated were not unique the theoretical approaches of three of the papers were mostly novel within the sport management literature. Entrepreneurship theory was used to examine strategic CSR management decision making and implementation. A model of social entrepreneurship drivers in strategic CSR was generated to theoretically explain and practically explain how sport organizations can achieve shared value through aligning social and economic responsibilities. Institutional theory was used to perform a replication study of Marquis and Tilcsik (2016) investigation of how industry peers influence Fortune 500 companies philanthropic giving and apply it to the professional US sport industry. In contrast to Marquis and Tilcsik (2016) findings, Yang and Babiak (2021) showed industry peers had more influence on professional teams' charity giving than local team peers. Whilst framing theory is not a unique lens to examine media content, using a qualitative framing approach is novel to better understand how the media represents professional athlete philanthropy and the three types of narrow frames used. Last, another contribution of two of the CSR papers (Babiak & Sant, 2022; Yang & Babiak, 2022) was using longitudinal analysis to investigate multiple philanthropic observation points over time to detect influencers, activities, and seek various meanings for professional sport charity.

### **3. Advances in Corruption**

The two papers published on sports corruption focused on the causes and consequences of malfeasance. First, Moriconi and De Cima (2021) drew from structural constraints theory to unpack reasons why referees manipulate football matches. Causes of sports match-fixing literature has tended to focus on individual motivations to manipulate. An important contribution to broadening our understanding of the causes of corruption was to map the specific cultural and relational organizational structures that demonstrate unique types of sports match-fixing, which administrators and academics must consider in devising counter-corruption policies. Second, Lawson's (2021) synthetic control method to analyze the impact of severe sanctions in the context of college athletics while was methodologically interesting nonetheless the study was atheoretical and thus was limited in its contribution.

### **4. Advances in racism in sport**

The one paper included in this review exposed the timely and dangerous issue of cyber racism of Black activist athletes. There are several theoretical, empirical, and practical contributions of this work. First, using critical race theory to examine various forms of online racist discourses shows how racist terms are normalized by using humor and colorblind discourse. As noted by Oshiro et al. (2021) online community discourses are racialized and in particular sport online message boards display hate because

thoughts are articulated anonymously. Second, investigating structural racism in online brand communities is important context to expose the dangerous practice of cyber racism towards Black activist athletes. Much more research is needed to extend our understanding of cyber racism toward athletes and how dominant online cultures resist oppressive practices.

## 5. Conclusion

The published works in this review, highlight a) CSR research themes including entrepreneurship and strategy management, motivations for professional athlete philanthropy and media's framing of philanthropy; b) causes and consequences of sports corruption; and c) online racism in sport were the main focus areas of study under the broader umbrella of ethics and sport integrity in sport management. A range of theoretical perspectives were used to frame the research including critical race theory, entrepreneurship theory, framing theory, institutional theory, structural constraints theory, and self-determination theory. The main methodologies used were case studies, basic qualitative approaches (e.g., interviews, content analysis) and quantitative approaches (e.g., survey) that used longitudinal analysis, regression analysis and synthetic control method.

## 6. Annotated bibliography

**Babiak, K., & Sant, S. L. (2020). All the news that's fit to print? How the media frames professional athlete philanthropy. *Journal of Sport Management*, 35(1), 55-68.**

A qualitative framing analysis was conducted to examine how United States media frame professional athlete philanthropy. 107 news articles between 2005-2017 where the findings showed a growth in media coverage of high-profile athletes' charitable activities between 2014-2017; additionally, an adapted frame matrix showed that athlete philanthropy media coverage was based on human interest stories, moral and/or social responsibility, and negative economical outcomes. The study has important practical implications for athlete foundations in how they can portray their charity work so it is not pigeon holed into three narrow frames.

**Lawson, K. (2021). The Lasting Impact of NCAA Sanctions: SMU and the Death Penalty. *Journal of Sports Economics*, 22(8), 946-981.**

This study examined the long-term impact of a severe sanction (i.e., "death penalty") in the context of corruption in intercollegiate sports. A synthetic control analysis was carried out on longitudinal data (1980-2019) of team performance and university finances. The findings showed that team performance was negatively affected recruiting and on field performance, while the University had decreased revenue earnings. An unintended consequence of the severe sanction was the demise of the conference (i.e., league). This study supports previous literature of the impact of corruption on teams and organizations.

**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(4), 545-563.**

The authors examined flaws in sport governance that influenced Portuguese football referees to engage in sport related match fixing. Framed from social theory of structural constraints, interview and document data were analyzed using grounded theory techniques. The findings showed that cultural and relational structural constraints influenced referee match fixing. Cultural constraints involved normalizing the application of informal rules through manipulating written rules. Relational constraints involved direct (referees who do not fix are intimidated and unprotected) and indirect (referees fix to receive promotions and career longevity) asymmetric relationships. They also engaged in symmetric relationships where fixing was normalized and institutionalized and whistleblowers were censored. Using structural constraints provides an important extension of our understanding of the failures of sport governance that can influence sports match fixing.

**Schynvinck, C., Babiak, K., Constandt, B., & Willem, A. (2021). What does entrepreneurship add to the understanding of corporate social responsibility management in sport? *Journal of Sport Management*, 35(5), 452-464.**

Drawing from the concept of entrepreneurship, this study aimed to explore understanding corporate social responsibility management in professional sport. A qualitative case study of a Belgium football (soccer) club was conducted where 22 internal and external stakeholders were asked about their perceptions of the team's corporate social entrepreneurship. The findings showed the importance of the presence of an intrapreneur to champion CSR initiatives, an enabling organization, and key stakeholder alliances. However, managing organizational culture and realizing shared value are crucial for successful strategic CSR. Incorporating entrepreneurship theory to CSR management is an important theoretical extension to understanding drivers and levels of influence in strategic CSR processes.

**Triantafyllidis, S., & Kaplanidou, K. (2021). Marathon runners: a fertile market for "Green" donations? *Journal of Global Sport Management*, 6(4), 359-372.**

The authors studied the association between marathon runners' motivation to participate in events for self-esteem and health benefits and their concerns for the environment and donation intentions toward green initiatives using self-determination theory. Web-survey data of 910 marathon runners at a small-scale event where they found that self-esteem and health benefits did not affect environmental concerns; however, intention to donate to green initiatives was associated with self-esteem, health benefits and environmental concerns. This study reinforces the notion that people who care about themselves and the environment will donate to green initiatives to continue to sustain physical activity.

**Oshiro, K. F., Weems, A. J., & Singer, J. N. (2021). Cyber Racism Toward Black Athletes: A Critical Race Analysis of TexAgs.com Online Brand Community. *Communication & Sport*, 9(6), 911-933.**

This study drew from critical race theory (CRT) to examine cyber racism against Black male athletes on an online brand community. A content analysis was conducted on a collective case study of fan-generated discourse of four activist athletes to examine racial language used in posts. The findings showed racial discourse included using dehumanizing language including a dichotomy where white athletes were depicted as Good/true and Black athletes were deemed Bad, and Black activist athletes were perceived as unintelligent and labeled "thugs". This study is an important contribution to the literature as it provides empirical evidence of the racist structures that exist online, in particular within online brand communities.

**Yang, D., & Babiak, K. (2021). How league and community affect corporate philanthropy in professional sport: A multiple field embeddedness perspective. *Journal of Sport Management*, 35(5), 395-406.**

Using institutional theory, this study tested how United States professional sports' philanthropic giving is influenced by multiple peers. A longitudinal analysis using regression analysis of professional team philanthropic data collected between 2005-2017 showed that teams were influenced more by league peers than local team peers. The main theoretical implication is the importance of collecting longitudinal data to examine simultaneous institutional pressures in philanthropic giving.

## **7. References**

Marquis, C., & Tilcsik, A. (2016). Institutional equivalence: How industry and community peers influence corporate philanthropy. *Organization Science*, 27(5), 1325–1341. doi:10.1287/orsc.2016.1083



# The Geography of Sport Management Research

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## 1. Introduction

Sport management (SM) research does not occur in vacuum but in the context of a specific sport domain (e.g., professional sport, community sport, collegiate athletics), a specific country (or several countries), and, often, a specific sport (or several sports). It is produced by an authorship whose approach to and interpretation of SM research are underpinned by the socio-cultural milieu in which they work. As such, SM research requires a contextualized understanding of reality (Henry, 2007). An analysis of the geography of SM research offers both an additional lens to appreciate the status of knowledge production in the field and an opportunity to critically reflect on how relevant our research is to other studies within the growing academic field of SM. Furthermore, it alerts us of the potential for eurocentrism when, as is all too common, social science theories generated in the West are applied directly to other cultures (Henry, 2007).

We embarked on the analysis of the geography of SM research by coding each of the 149 empirical studies that the 10 top SM journals published in the second half of 2021, and not covered in issue 1 (2021). We categorized studies according to (1) the continent of the study context, (2) the continent of authorship affiliation, (3) the sport domain of the study context, and (4) the specific sport involved, if applicable. Two examples are presented to illustrate the coding protocol.

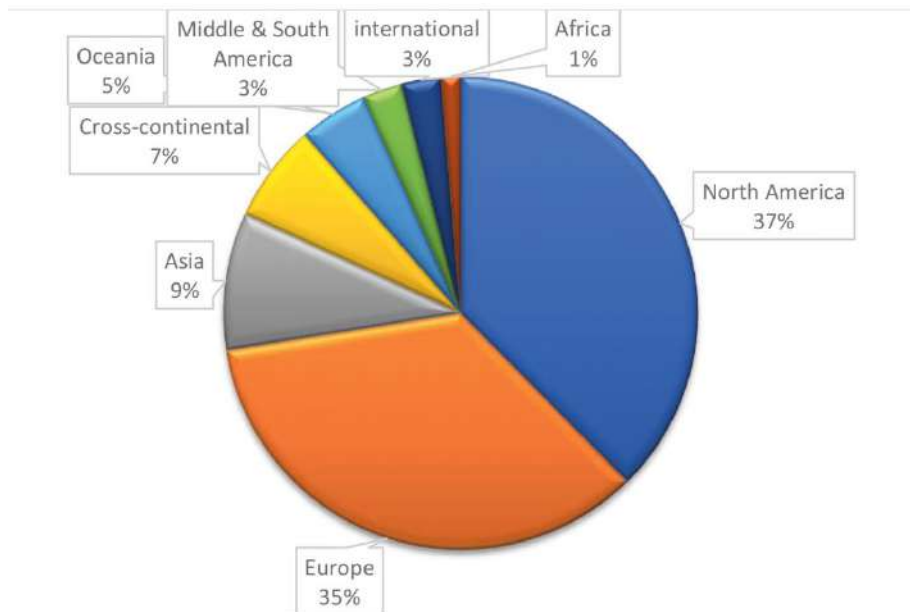
The first example is Toffoletti, Pegoraro, and Comeau's study (2021) examining support for women's sport as demonstrated by fans posting relevant images on Instagram during the 2015 FIFA Women's World Cup in Canada. We coded the study as North America and as relating to the domain of sport events and the sport of soccer. The location of the authorship affiliation was coded as cross-continental: The three authors were affiliated with institutions in Australia (Oceania) and Canada (North America). We also created an additional code to denote the additional layer of the research context; we did this because the study examined media content situated in a sport domain as opposed to being a general sport media/communication study like many of those published by the two sport communication journals (i.e., *Communication & Sport*, *International Journal of Sport Communication*) we examined in this analysis.

The second example is a study by McSweeney, Hayhurst, Wilson, Bandoles, and Leung (2021) probing how bicycles-for-development social enterprises around the world foster gender equality. We coded the study as relating to the domain of sport-for-development programs in multiple continents (as the bicycles-for-development organizations examined were located in Uganda, Canada, Nicaragua, India, and South Africa) and specifically to cycling. Since the five authors were all from Canadian universities, the authorship affiliation was coded as North American.

## 2. The main findings

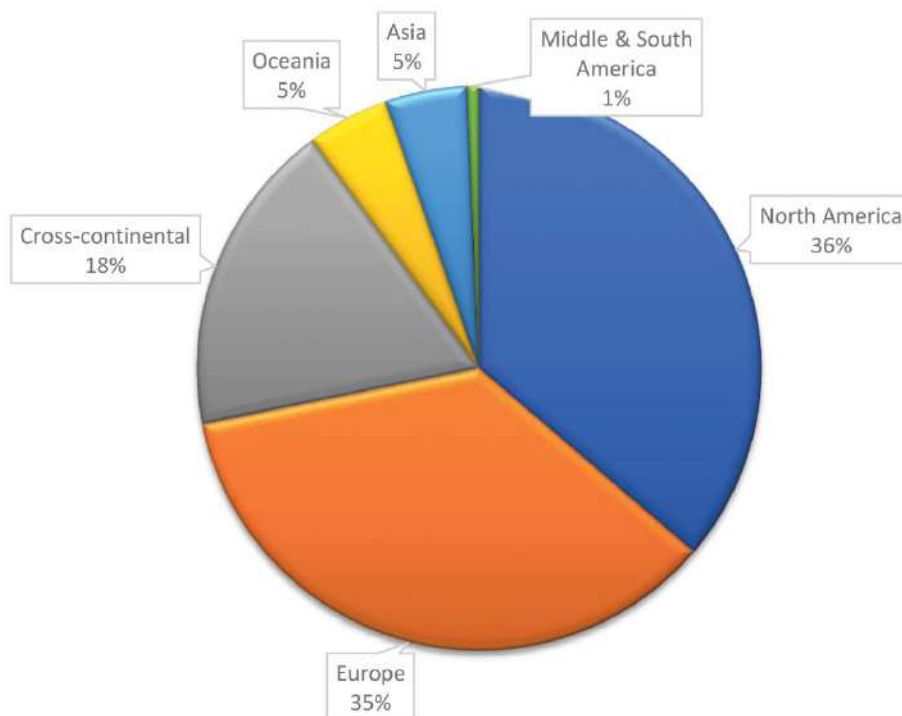
Overall, 149 empirical studies were covered in 39 countries across 6 continents (in addition to 4 articles with an international context mentioning no specific countries). These studies were produced by authors affiliated with institutions in 38 countries in 6 continents. As shown in Figure 1, the studies were set mainly in North American (37%) and European countries (35%); Asian countries were the next most prevalent (9%), followed by Oceanian countries (5%), Central and South American countries (3%), and African countries (1%). Notably, among the 10 studies (7%) in cross-continental settings, at least one European or North American country featured in each study; at least one Asian country featured in 5 of the 10 studies, with South Korea featuring in 3 studies and with India and Turkey featuring in 1 study each. Only one study featured countries in Africa and Central and South America.

**Figure 1. Study context by continent**



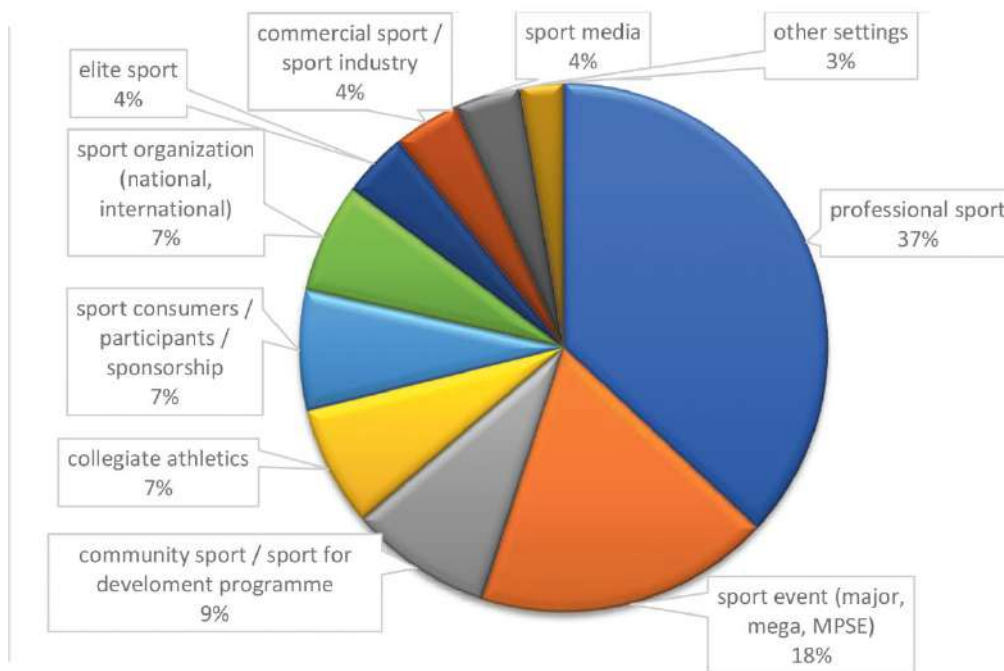
As shown in Figure 2, the results for authorship affiliation were similar to those for the studies' geographical contexts in that the majority of the studies were produced by authors affiliated with institutions in North America (36%) and Europe (35%), and fewer authors were affiliated with Oceania (5%) and Asia (5%) (Figure 2). Notably, among the 27 studies (18%) with a cross-continental authorship affiliation, 20 studies had at least one researcher from a North American institution, and the corresponding numbers for European, Oceanian, Asian, Central and South American, and African institutions were 17, 10, 8, 2, and 1. Hence, although substantial cross-continental collaborative scholarship was achieved—an indication of somewhat diversified perspectives—researchers from Africa and Central and South America were mostly absent, reflecting the paucity of studies conducted in these two continents.

**Figure 2. Author institution affiliations by continent**



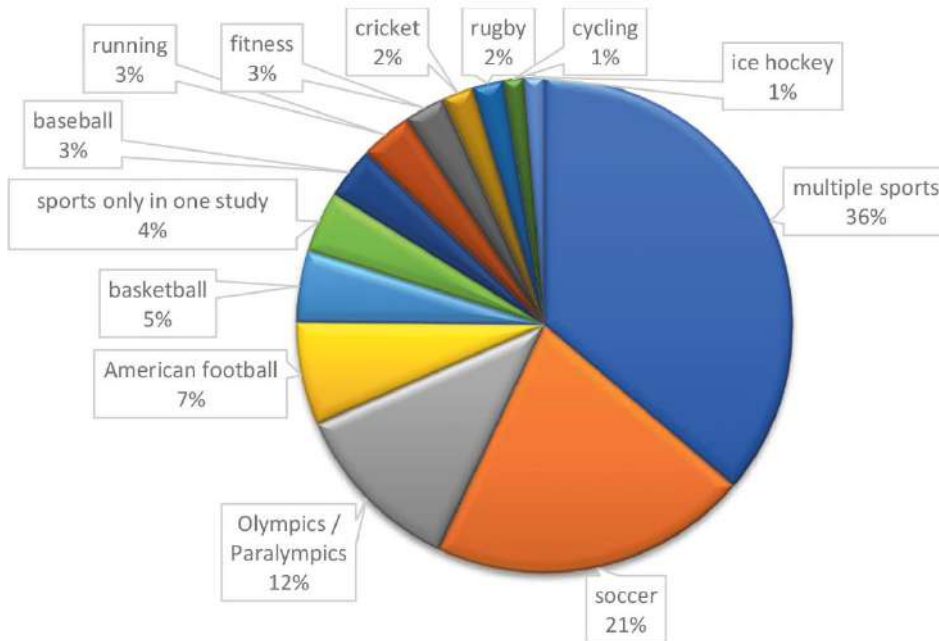
As shown in Figure 3, the 149 studies we examined related to various domains of study within sport. Professional sport topped the list, accounting for 37% of the studies; sport events (including sporting mega-events, major sporting events, and mass participatory sport events) accounted for 18%; community sport or sport for development programs accounted for 9%; and collegiate athletics, sport consumers/participants/sponsorship, and sport organizations (national and international organizations) accounted for 7% each. Notably, while 4% of the studies (6 out of 149) addressed sport media and communication directly, 11 studies examined media content (particularly social media) in a sport domain (mainly sporting mega-events, professional sport, and collegiate athletics) as shown in the study by Toffoletti et al., for example (2021).

**Figure 3. Study context by sport domain**



Of the specific sports associated with the studies, soccer accounted for the largest number of studies (21%), followed by the Olympics/Paralympics (12%), American football (7%), and basketball (5%). Furthermore, 36% of the studies involved multiple sports or referred to no specific sports (Figure 4).

**Figure 4. Study context by sport**



Finally, we plotted the 149 studies on a world map according to their geographical settings (Figure 5), and the same information is presented in Table 1. As shown in Figure 5 and Table 1, North America and Europe clearly spawned the largest number of SM studies with the greatest variety of sport domains, followed by Asia and Oceania. Certain sport domains were more likely to appear in certain continents. For the 55 studies in a professional sport setting, 22 each were located in North America and Europe. Similarly, most of the studies (9 out of 11) in collegiate athletics happened in North America. By contrast, studies on sport events were relatively evenly distributed owing to the fact that the 2016 Olympic Games in Brazil and the 2018 Olympic Winter Games in South Korea provided the context for a number of these studies. 7

**Figure 5. Map of sport management research by sport domain**



Notes. The fraction next to each icon indicates the number of studies in the continent in relation to the total number of studies in a given sport domain. Cross-continent (CC) studies were marked in blue; and international (IN) studies were marked in red.

**Table 1. Sport Domains of Sport Management Research by Continent**

Sport domains	NA	EU	OC	AS	AF	MSA	CC	IN	TOTAL
Professional sport	22	22	2	5	1	0	2	1	55
Sport event (major, mega, mass participatory)	6	9	3	3	0	2	4	0	27
Community sport/sport for development programme	6	4	1	0	0	0	2	0	13
Sport consumers/participants/sponsorship	4	4	0	2	0	1	0	0	11
Collegiate athletics	9	1	0	1	0	0	0	0	11
Sport organization (national, international)	0	4	1	2	0	1	1	1	10
Sport media	5	0	0	0	0	0	1	0	6
Commercial sport/sport industry	3	1	0	1	0	0	0	1	6
Elite sport	0	5	0	0	1	0	0	0	6
Other (advocacy, betting, stadium, or urban development)	1	2	0	0	0	0	0	1	4
Total	56	52	7	14	2	4	10	4	149

Note: NA = North American; Europe = EU; OC = Oceania; AS = Asia; AF = Africa; MSA = Middle and South America; CC = Cross-continent; IN = international.

### 3. Concluding thoughts

SM is a hybrid discipline combining sport and management, which also draws from multiple theories and scientific disciplines. In his Ziegler Lecture, Chalip (2006) outlined two models (or streams) of SM research: a derivative model that tests the boundary conditions of the mainstream management theories in sport and a sport-focused model that generates new theories grounded in sport phenomena. Whether for theory testing or theory generation, study context matters because it provides the site where SM theories are tested and the empirical materials through which they are developed. Although a sample of 149 SM studies from a six-month publication period is too limited to yield valid conclusions, ongoing scrutiny of the geography of SM research helps researchers to embrace diversity and sharpen cultural sensitivity in the testing and generation of SM theories, and this is imperative to the building of a distinctive SM discipline (Chalip, 2006; Henry, 2007).

### 4. References

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