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Relationship Marketing Sport: A Qualitative Investigation of Professionals' Attitudes, Opinions, and Use

Rebecca Achen, University of Kansas

In a competitive industry, traditional professional sport leagues can no longer assume consumers will continue to be fans as other sport and non-sport entertainment options are constantly vying for their attention and dollars (Rein, Kotler, & Shields, 2006). Coupled with the decline in sport participation in young people, traditional sport leagues face losing market share and revenue.

Relationship marketing can be defined as a customer-focused strategy including all marketing activities directed towards establishing, developing, enhancing, and maintaining successful relational exchanges with consumers (Kim, Trail, & Ko, 2011; Williams & Chinn, 2010). For sport organizations, relationship marketing provides an avenue for building and maintaining a loyal customer base that is less likely to defect in a saturated marketplace.

An important question as to whether the sport industry values relationship marketing and intends to employ the strategy remains unanswered. The purpose of this study was to gather insights and learn from experiences of professionals in major professional sport leagues.

The qualitative, exploratory study sought current professionals' viewpoints related to relationship marketing through interviews with five individuals representing the National Basketball Association, Major League Soccer, National Hockey League, Major League Baseball, and Women's National Basketball Association. Professionals were asked about their familiarity with and opinion of relationship marketing, specific tactics used in their organization, and assessment and evaluation of the strategy. Responses indicated relationship marketing is a relevant and important topic for sport marketers. Social media, customer relationship management systems, events, communication, and interaction were identified as relationship marketing tactics. Results have implications for sport marketers and focus future research in relationship marketing strategy and evaluation.

A Survey of Relationship Marketing Tactics in the National Basketball Association

Rebecca Achen, University of Kansas

Sport is a highly developed business and must adopt cutting-edge business philosophies to be successful (Ferrand and McCarthy, 2009). Relationships between customers, sponsors, suppliers, employees, and any other group are important and provide a competitive advantage for organizations that can learn to successfully manage them (Bühler and Nufer, 2010). Relationship marketing is shifting to a focus on tools and guidelines for practice (Ferrand and McCarthy, 2009), as little has been provided in way of practical application or implementation of strategy to date (Egan, 2004). In an attempt to aid marketers in this area of relationship marketing, Ferrand and McCarthy suggested the following as best practices for market-based relationship marketing in sport; managing the personal relationship with fans (CRM, loyalty programs), offering personalization and increasing perceived quality, using the internet and mobile platforms to develop e-relationships, and monitoring and evaluating relationship strategy (p. 120).

After completing an exploratory study on relationship marketing in the sport industry, this research project was designed to review the use of specific relationship marketing strategies used in the National Basketball Association (NBA) as identified in the literature and through the exploratory interviews. An online survey was sent to all teams in the NBA. The study is currently in data collection stage with an expected completion date of June 15. After data collection is complete, the frequency of relationship marketing tactics used in the sample, the respondents' identification of most effective strategies, and the respondents' identification of the most and least expensive and resource intensive strategies will be reported. The results will be used to inform future research on relationship marketing tactics in professional sport. Practitioners can use the information to inform their own organization's use of relationship marketing tactics by assessing the reported effectiveness and cost of such strategies.

Rugby: How Does A Competition Model Influence International Success?

José Pestana Alpuim, Instituto Federal de Brasília

This study tried to focus on how Morgan's (2002) "hierarchical governance" of the southern hemisphere Rugby unions' competitions helped those national teams win six out of seven World Cups.

The method used in this research was a revision on South Africa, Australia and NZ (SANZAR) competition models, at all levels, crossed with late literature and sample interviews on some stakeholders from those nations.

The major problems founded were labor restrictions that lead to emigration of several SANZAR players on signing contracts for France and United Kingdom clubs. Minor provincial unions also claimed that their provincial "leader" sometimes is unfair on player's selection to play on the professional level. Some racial problems were raised, but the general idea is that rugby is a professional career open to all. Perhaps South Africa's *blacks* are a little bit behind than Australia's *aboriginal* and New Zealand *maoris*, on this subject.

Apart from the above problems related, it was interesting to verify that power/dependency relationships between the major stakeholders in the network flow with ease, due to the cultural nature of this Game around there.

Rugby: Who Are The Women That Play It, In Brazil?

José Pestana Alpuim, Instituto Federal de Brasília

This study tried to understand who are the girls/women that play rugby in Brazil. What were their motivations to start playing a relative unknown sport in this country?

The method used in this research was a revision on all data recorded by the author, during all trainings and matches that he coached in four cities, from four different states, on all teams he started from point zero, from 2006 till 2012. There were also interviews on some of those girls, to understand why did they started playing rugby in the first place.

Some girls of those teams started due to their boyfriend players, others for the only opportunity they had been presented to play a group sport, some for curiosity, a few for the travelling chances, etc.

But they stayed in this “manly” sport for the love they developed for all values that came with it: integrity, passion, solidarity, discipline and respect.

All these teams continue to play today, although in some of them, the actual girls weren't the original ones, due to the fact that there was an improvement on fitness, and from there was a natural selection.

It was notorious that for a relative unknown sport in Brazil, rugby is showing up since its re-introduction in the Olympic program, precisely in Rio 2016. The author suggests that another gender studies could take place, as Brazil women's rugby is a case-study for its competitiveness and higher international success than the Brazil men's.

Where government and sport management unite: Students as consultants

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Chickering and Gamson (1987) found that traditional lecture was not sufficient; students must do more than just listen to truly learn. Many have identified various options to engage students from utilizing in-class discussions, group work and case studies and even gamesmanship, yet nothing is more rewarding or challenging than engaging students in real-world activities that lead to discussions, critical thinking, problem solving and writing (Bussell, 2012; Eisner, 2006; Simon, 2004; Talcott, 2004; Bonwell & Eison, 1991). Active learning prepares students to apply learned concepts and ultimately be a contributor to society while earning their degree. If, according to Bonwell and Eison (1991), active learning involves students “doing” and “thinking” about what they are doing then collaboration with external partners make sense. For many sport management majors this is not a new concept, as most programs require an internship experience prior to graduation. This project took students outside their comfort zone of the classroom and placed them in a consulting role with a local government agency (a local parks and recreation department). Utilizing not only local students, but including graduate students from a distant sport management program allowed for professor-professor collaboration, peer-peer collaboration and mentoring to evolve. This was more than a class assignment; it was an avenue for real-world issues to be addressed through a consultancy role. This was a student led, faculty advised project that provided a local parks and recreation department with a needs assessment of community desires and expectations so that decisions can be made and priorities established.

This presentation will demonstrate how active learning and collaborations with unlikely partners leads to success inside and outside the classroom. Discussion of how this project was conceived, the process of collaborating with government officials and with long-distance graduate students resulted in a win-win-win partnership. Specifically, we will demonstrate how sport management students can be utilized to form a consulting group that may have local, regional, national or international implications for willing companies or organizations.

Social Media and Elite Global Sport Brands: Messages and Methods

Galen Clavio & Katie Metz, Indiana University

Brand valuation in global football (or soccer to American audiences) continues to increase at a considerable rate. The overall valuation of primary football brands has reached staggering proportions. The two football teams with the top estimated brand values, Bayern Munich and Manchester United, have a combined brand value of \$1.7 billion (Brand Finance, 2013), which eclipses the combined brand value of the entire National Football League in the United States, currently at \$1.5 billion (Inside Indiana Business, 2012).

The utilization of social media by global football brands is an area that requires further study. These brands are able to leverage massive international interest in their teams in order to generate advertising revenue, merchandise sales, and other business elements. Both Twitter and Facebook have allowed the brands to reach worldwide audiences, bypassing traditional media gatekeepers who may not feel compelled to pass along news and information regarding their brands. These accounts cross borders and cultural boundaries, and it is of scholarly interest to evaluate how the most successful of brands are utilizing these unique media tools to communicate their brand messages to various publics.

This study examines the implications of Twitter and Facebook usage on a global sport scale, by evaluating the social media communication tactics of the top ten football brands as named by Brand Finance, a brand valuation company, in 2013. These ten brands (Bayern Munich, Manchester United, Real Madrid, Barcelona, Chelsea, Arsenal, Liverpool, Manchester City, AC Milan, Borussia Dortmund) span four of the largest economies in Europe, and possess global fanbases numbering in the hundreds of millions.

Using grounded theory as a framework, a textual analysis will be conducted on the official Twitter feeds and Facebook pages of these ten teams during a one month period of time at the start of the 2013-14 football season. Tweets and Facebook posts for all teams will be gathered, then evaluated for categories and recurrences. These themes will then be reduced into overarching themes, which will then be analyzed and evaluated, with comparisons and contrasts made to existing business communication and media communication theory.

Twitter Usage Among Race Car Drivers In A Major Auto Racing League

Galen Clavio, Patrick Walsh, & Ryan Vooris, Indiana University

The IndyCar racing series has maintained a presence in American auto racing for the past 15 years, and its predecessors date back to the mid-1950s. As the only major open-wheel racing circuit in the United States, IndyCar has struggled against the competition from NASCAR, as well as the fallout from an organizational split that left the series in the media shadows. Currently the series receives minimal national media coverage, and its television broadcasts are split across multiple television networks. As a result, the series and its drivers must make an effort to market the sport and communicate with fans through non-traditional means. One of these means is Twitter, a social medium which every driver on the circuit uses regularly.

The utilization of Twitter in sports for communication and marketing purposes has continued to grow over the past five years, and now exists as an integral part of sport entities' strategies for interaction and information sharing with key publics (Clavio, 2013). Twitter has become an active outlet for a variety of sport entities, and scholarly investigations have been conducted on many of these areas, including college athletic departments (Clavio, 2011; Clavio & Walsh, 2013) and athletes (Browning & Sanderson, 2012; Sanderson, 2011), professional franchises and athletes (Clavio & Kian, 2010; Hambrick et al., 2010; Kassing & Sanderson, 2010), and even sports journalists (Schultz & Sheffer, 2010; Sheffer & Schultz, 2010). However, the vast majority of studies of sport Twitter usage have been conducted from a consumer perspective, which has left a gap in the literature regarding current practices from the perspective of athletes and social media workers in sport.

Therefore, the purpose of this study is to investigate the uses of Twitter as a communication and marketing medium among IndyCar drivers ($N = 7$), using grounded theory. A qualitative approach will be utilized, consisting of a structured interview format. A series of questions relating to driver usage of Twitter, including fan and sponsor interactions, will be conducted. Codes will be derived from responses, which will then be assembled into categories, allowing for insights into the theoretical underpinnings of driver utilization of this medium.

Evaluating Importance and Satisfaction with the Event Experience of Consumers of an FBS Football Program

Windy Dees, Jesse Kasser, & Taewoong Kyung, University of Miami

The purpose of this study was to evaluate the importance of and satisfaction with the event experience components of consumers of a Division I Football Bowl Series (FBS) program. From an intercollegiate athletics marketing perspective, the event experience is the main aspect of the sport product that the athletic department can directly control, so it is critical to examine whether or not the services provided at football games are meeting the wants and needs of sport consumers. Previous research has suggested that examining the importance of and satisfaction with a sport facility and the fans' event experience within that facility could assist sport managers in better meeting consumer wants and needs (Crompton & Duray, 1985; Greenwell, Fink, & Pastore, 2002; Martilla & James, 1977; Trail et al., 2002; Wakefield, Blodgett, & Sloan, 1996). The current study seeks to evaluate the importance of and satisfaction with activity-related aspects of the fans' event experience to determine how an intercollegiate athletic department could better serve its constituents. Additionally, the study examined whether or not there were differences among fans' event experience based upon age, gender, and ticket holder status. The data collected in this study ($n = 422$) consisted of ticket holders to a Division I FBS football game in the Southeastern United States. Respondents were selected to participate in the study using a stratified random sampling technique. Stratification of the population was based upon ticket holder parking location. Parking lots at the stadium are labeled by color: Orange, blue, green, purple, and maroon. Data collectors visited each colored parking area and sampled respondents from every 10th car tailgating in the designated lot. Data collectors were graduate students enrolled in Sport Marketing and Research Methods classes at the program's University. Results from the study, along with discussion, implications for sport managers, and future research will be discussed in the presentation.

In the Words of Our Own: Female Undergraduate Sport Management Student's Perceptions' of Their Degree and Future Careers in Sport

Kristin Fowler-Harris & Heidi Grappendorf, University of Cincinnati

Colleges and universities in the United States have seen a considerable increase in female enrollment, due in part to Title IX legislation passed in 1972 which prohibited sex discrimination in education. Women have made in-roads into traditionally male-dominated academic post-graduate programs; however, gender disparity still exists in many undergraduate college majors (Hagedorn, Nora, & Pascarella, 1996; King, 2006; Leslie & Oaxaca, 1998).

Since the 1960s when the first sport management programs were created at colleges and universities, the number of colleges offering sport management programs has grown rapidly (Parkhouse & Pitts, 2001). Although women have experienced increased access to male-dominated academic fields, their advancement has not translated to undergraduate sport management programs. Jones and Brooks (2008) found that 81% of sport management programs nationwide reported a female student population of less than 40%. Furthermore, 40% of sport management programs reported a female student population of 20% or less (Jones & Brooks).

According to the National Federation of State High School Association (2010) and the National Collegiate Athletic Association (2009) female athletic participation at the high school and college levels has increased. While female athletic participation has increased, the underrepresentation of females employed within the sport industry mirrors that of female sport management students (Acosta & Carpenter, 2012; Lapchick, 2012).

Considering the underrepresentation of women within sport management undergraduate programs mirrors that of women employed within the sport industry, a qualitative study utilizing focus groups was conducted to examine female students' perceptions toward their sport management degree as well as their future career in sport. Major themes that emerged regarding perceptions of sport management degree included: (a) lack of knowledge of degree existence, (b) awareness of the major being male dominated, (c) concern regarding others perceptions of their degree, (d) a lack of information about obtaining a sport management graduate degree. Major themes that emerged regarding female sport management student's perceptions' regarding their careers included: (a) concerns over potential job discrimination, (b) concerns over issues related specifically to working in sport (e.g., long hours, low salary), (c) excitement about entering the field.

These findings have implications for both sport management academicians, as well as sport management practitioners. Implications will be provided and discussed.

A Proposal For the Creation of a Ranking System In Sport Administration Programs

Michael Fraina, Ohio State University
Gina Palazzi & Susan P Mullane, University of Miami

Currently there is no standardized ranking system in sport administration (undergraduate, Master's or doctoral) programs across the country. The purpose of this study was to gauge interest in creating such a ranking system and to discern what might be included in ranking the various levels of study. This is a preliminary attempt to begin the process of ranking sport administration programs. If and when a ranking system can be developed, the implementation process could be considered.

A survey was developed and sent via email to a convenient sample. The sample included past GSBA attendees, members of the GSBA Editorial Board, and faculty identified as program directors who were thought to have an interest in this topic of sport administration faculty (N=40). Respondents were asked to rank order variables that were identified as relevant to sport administration programs for three different levels of study: undergraduate programs, Master's programs, and doctoral programs. The survey also included a question dealing with the self-reporting of ranking data by institutions, and an open ended question seeking additional thoughts about ranking systems and their implementation. A 47.5% response rate was achieved. Results indicated different variables ranked highest at the specific levels (i.e., curriculum for undergraduate programs, job placement for master's programs and faculty productivity for doctoral programs). Nine respondents completed the open ended question and offered specific suggestions, and there was overall support for creating a ranking system with self reported results. The next step would be creating a model for implementation.

Examining the Idea Space of Sport Sponsorship Literature: A Five-Year Review and Update

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Global spending on sponsorship-linked marketing activities continues to rise (IEG, 2013). For 2013, the International Event Group projects an increase of 4.2% in global spending, resulting in expenditures of approximately \$53.3 million. IEG (2013) also reports that sponsorship expenditures continue to outpace the growth of advertising and sales promotions – a trend that has endured more than 25 years.

Similarly, academic interest in sponsorship-related activities appears to be increasing. Cornwell and Maignan (1998) conducted the initial investigation into the internal structure of sponsorship-linked literature. In this study, the authors developed five categories in which to classify all sponsorship-related articles that had been published to that point in time. Several years later, Walliser (2003) updated the study and expanded it slightly to include articles published in several languages, to which he had access. In 2007, Hall accumulated more than 100 additional sponsorship-related articles published during the five-year period from 2002 to the summer of 2007. In that analysis, Hall (2007) categorized the articles following the methods described by Cornwell and Maignan (1998). Additionally, he performed a bibliometric map analysis to discover that branding, cause-related, and event sponsorship were the three most common topics of inquiry among those articles. Lastly, he conducted a social network analysis of the authors of those articles. From this analysis, he concluded that relatively few authors collaborated with an extended network.

Given the relative youth of sponsorship-related research, the few attempts to critically evaluate this area, and the five-year period that has passed since the most recent evaluation, it seemed prudent to provide a review and update to this growing body of research. As such, the purpose of this study was to analyze the idea space (i.e. content and knowledge circulation) of sponsorship literature. This study endeavors to compare trends in sponsorship-related research of more than 200 manuscripts published from the 2008 to 2012 time frame to those of the three previously analyzed time periods. A continuation of the bibliometric mapping and social network analyses is included in the current study. The results of these analyses will shed light on the current landscape of sponsorship literature, and are valuable in evaluating progress that has been made, and in identifying areas requiring further attention and exploration.

Organizational Factors in Building Brand Equity: A Case Study of The Tampa Bay Lightning

Jay Jisha & Michael Smucker, The University of Tampa

This paper is designed as a teaching case study for a sport marketing class when discussing the concept of branding. It will help students understand that winning and star power are only parts of the equation of a successful franchise and that these factors are cyclical and not controllable by the organization. This case study will examine how the Tampa Bay Lightning professional hockey team has developed and maintained brand loyalty despite facing major obstacles such as a losing season, the loss of their star player, two work stoppages and being based in a community with many entertainment options and a lack of hockey tradition. Utilizing the Gladden, Irwin and Sutton (2001) model of brand equity, this paper will focus on the organization related antecedents of reputation and entertainment package /product delivery. We will illustrate key ownership decisions that have enhanced the reputation of the organization and distinguished the team from other sports franchises in the region. We will also discuss many of the innovative programs developed by the team to impact the community and enhance the game experience.

The Public vs. Private Debate in Scholastic Sport: A Case Study of the Indiana High School Athletic Association Tournament Success Factor

James Johnson, David Pierce, & Gabe Haworth, Ball State University

Concern exists within North American interscholastic sport that private schools possess an unfair competitive advantage over public schools based on their ability to admit students from outside their school districts. Critics have suggested this type of behavior is akin to athletic recruiting, and ultimately leads to a competitive disadvantage for public schools who cannot engage in such activities (Monaghan, 2012). Several sources have confirmed these criticisms by noting the large percentage of state championships won by private schools relative to the number of private schools in those states (Epstein, 2008; Monaghan, 2012; Popke, 2012). When state athletic associations have acted on this perceived disadvantage, they have generally employed one of two measures: 1) the creation of separate state tournaments for public and private schools; and 2) Implementation of an enrollment multiplier for private schools. A multiplier is used to aid state athletic associations in the classification of private schools by multiplying the school's enrollment by a designated number that typically ranges from 1.5 to 1.85 (Epstein, 2008). Multipliers and separate tournaments have had limited success, leaving critics and reformers searching for a more viable and fair solution. This presentation will highlight a case study of the most contemporary approach aimed at solving the competitive advantage enjoyed by private schools - The Indiana High School Athletic Association Tournament Success Factor (TSF). The TSF was designed to classify teams into levels (i.e., 1A through 5A) based on enrollment and previous success in the post-season tournament. Regardless of whether the school is public or private, schools that have repeatedly experienced a high level of success in the post-season tournament are reclassified to a higher level of competition every two years. Methodologically, researchers investigated all Indiana team-sport state championships ($n = 582$) between 1997 and 2012. Data were divided by year, sport, and district to contextualize how the TSF would impact these categories. Discussion will include triangulation of the data relative to the TSF, implications of the TSF in the larger scholastic sport governance framework, and theoretical implications of the TSF relative to the public versus private debate.

March Tweetness: College Basketball Coaches' Twitter Activity during the 2012-2013 Season

James Johnson, Matthew H. Zimmerman, & Megan Ridley, Ball State University

Many college coaches have gained attention on Twitter (Myerberg, 2012), with some amassing more than 100,000 followers (Twitter, 2013). The microblogging site's popularity has increased greatly since its inception in 2006 (Clavio & Kian, 2010), with a potentially worldwide audience that can be reached in an instantaneous and inexpensive way. Sport entities have taken advantage of this popular medium by disseminating messages directly to target publics, avoiding the traditional media filters (Bradley, 2012; Hambrick, Simmons, Greenhalgh, & Greenwell, 2010; Pegoraro, 2010; Zimmerman, Clavio, & Lim, 2012).

This study examined the Twitter feeds of NCAA Division I men's basketball head coaches from seven conferences which participated in the 2013 NCAA Tournament. Of the 87 coaches, 49 had Twitter accounts that posted during the 2012-13 men's college basketball season. The remaining 38 either did not Tweet during the season, or did not have active accounts. Every Tweet by those 49 accounts was collected during the 2012-13 regular season and postseason tournaments ($n = 5,699$). Each Tweet was coded for the type of content (e.g., Informative, Promotional, Inspiration, Non-Sports) as well as the use of visual elements and Hashtags (i.e., use of the # symbol to join discussion of a certain topic), if any.

Results indicated that Tweets containing information about the coach's team were most common, with 1,411. Tweets specifically promoting the team or coaches were second in frequency with 851. Appreciation for fans and similar support was featured in 478 Tweets, with 446 including kudos for other programs. Inspirational quotes or statements (426 Tweets), non-sports related Tweets (413), and coach or team whereabouts (e.g., out recruiting, arriving at the next opponent's campus; 382) were moderately tweeted. Messages promoting the coach himself were included in 363 Tweets, with the remaining tweets categorized as "other." These results and their implications will be the focus of this presentation. Overall, the researchers believe this study helps to contextualize the ways individual coaches – or those who run their accounts – attempt to engage fans on Twitter, while adding to the body of knowledge regarding sport-related social media use.

The Stakeholders of the Youth Olympic Games: A Cross Cultural Analysis

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David Bellar, University of Louisiana Lafayette

Jeffrey Petersen, Baylor University

Karin Surber, Cisco Systems

Elizabeth Wanless, Ball State University

The International Olympic Committee (IOC) established the Youth Summer and Winter Olympic Games (YOG) in 2010 in an effort to address the physical and moral education of the next generation of adolescents. When the event was proposed, IOC President J. Rogge cited growth in childhood obesity and the increasing dropout rates of children in organized sport worldwide as the primary reasons for the inauguration of the YOG. Given the significant implications of the YOG on today's youth and the international sport community, this research team ventured to explore the YOG's sustainability (survival and success) through an analysis of how the network of stakeholders exert various forms of pressure on the YOG. Using network and institutional theories as a theoretical framework, the purpose of this study was to assess attitudes and collect awareness and opinion data from the sports community in South Korea regarding the then upcoming 2012 YOG Winter Games. A brief six-question survey was formulated to assess preliminary awareness and opinion data on the upcoming YOG. The instrument included two questions to assess personal and public awareness of the YOG, each of which was ranked on a seven point Likert scale. Open-ended questions regarding the objectives, benefits, and drawbacks of the YOG, as well as stakeholders for the 2012 Winter YOG in Innsbruck, elicited detailed responses from the participants. First, both of the means gauging personal and public awareness for the total sample were relatively low on the corresponding 7-point Likert scale. Second significant differences existed among the different demographic segments of Korean participants describing the nature of certain roles in sport in the Korean society, even though the event is relatively new. Three critical stakeholders for the YOG's sustainability were identified: the International Olympic Committee, the media (press and broadcast), and the athletes' parents. The YOG's survival ultimately depends on satisficing (satisfy + suffice) these stakeholders, demonstrating flexibility in dealing with pressures related to stability as well as change. There is not yet enough evidence to view the true impact.

Sponsorship Network As a Strategic Network: Social Network Analyses of Sponsorship and Strategic Alliance Portfolios of Corporate Partners in the National Basketball Association

Amy Chan Hyung Kim, The Florida State University
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Sport sponsorship consists of roughly 70% of the North American sponsorship market, which had been projected to be \$19.9 billion in 2013 (IEG, 2013). This massive amount of investments on sport-related sponsorships has attracted various lines of studies examining the dynamics of sponsoring behaviors. In particular, most sponsorship studies have focused on consumer-oriented research assessing the characteristics of consumer perceptions of a certain sponsoring behavior such as brand awareness and image (e.g., Ferrier, Waite, & Harrison, 2013). Yet, the industrial-oriented interaction/networks and relationship context of corporations related to sponsoring behaviors have not been disclosed fully so far (e.g., Cobbs, 2011). To fill this gap, this study generates and analyzes the sponsorship network portfolio of the National Basketball Association (NBA) to investigate – from an industrial-oriented network enhancement approach – the dynamics and effectiveness of sponsoring relationships among corporate partners. To be specific, through social network analysis, a sponsorship network portfolio of the NBA teams is computationally visualized and mathematical social network indices are calculated to examine the structural patterns and positional advantages within a sponsorship network.

Corporate entities, through a determination of the congruency between sponsorship networks and strategic networks, can utilize analyzed network portfolios strategically to boost their networks with potential partners. Thus, this study – by employing social network analysis – assesses the congruency of sponsorship and strategic networks of each NBA corporate partner (i.e., Under Armour, Sears, Taco Bell, American Express). This network assessment is done by examining the level of “structural equivalence” through UCINET software (Borgatti & Halgin, 2011). Structural equivalence evaluates the direct connections of a certain actor to other actors in the network (Borgatti, Everett, & Johnson, 2013). Examining the level of structural equivalence between an entity’s sponsorship and strategic networks provides managerial implications for the evaluation of the effectiveness of sponsorship investments and for assessing business scenarios (e.g., deciding whether or not to expand sponsoring investments to other entities to establish more connections with targeted potential partners). These and other practical and scholarly implications will be discussed in more detail at the presentation.

The Impact of Concussions on High School Football

Victoria A. King, Joseph P. Divver, & Warren Whisenant, University of Miami

According to data collected by the NFHS (2012), for the 17th consecutive year participation in high school football continued to increase. During the 2005-2006 and 2009-2010 academic years, 2.7 million injuries were reported by high school football players; with knee and ankle strains or sprains, contusions, and concussions being the most frequent. With studies having revealed the long term consequences of suffering repeated concussions, and the increased media attention on concussions at all levels of football, high school athletic directors have seen greater safety concerns by parents and players.

The purpose of the study was to assess the impact of concussions on high school participation rates at elite high school football programs.

Tennis Anyone?: A Content Analysis of the Written And Pictorial Coverage of *Tennis Magazine*

Tywan G. Martin, Paul Resnick, Kelli Carroll, Gregoire Narcisse, & Stavros Triantafyllidis, University of Miami

In 2007, the Women's Tennis Association (WTA) Board of Directors decided to approve various changes to the Tour that went into effect in 2009. Since the enactment of the Tour's policies, top-ten players are now required to play all four Premier Mandatory Tournaments. This includes the BNP Paribas Open, Sony Open Tennis, Mutua Madrileña Open, and China Open, which are also played by top male professional tennis players. Besides the Grand Slams and the WTA Championships, the rest of the tournaments are divided into three categories: Premier Mandatory, Premier Five, and Premier 700. In addition, the new policies require the top-ten players to play four out of the Premier Five tournaments and two Premier 700 tournaments (*Women's Tennis Association*, 2013).

Therefore, a study will be conducted that examines six years of a general interest tennis publication to determine whether or not the coverage afforded to women's professional tennis differed in the amount of photographic and written content in comparison to men's professional tennis. The current study will utilize a content analysis to investigate one of the sport's most popular magazines, *Tennis Magazine*, from 2007 to 2012. Given the changes to the women's Tour in 2009, it is important to develop a better understanding of the role gender plays in the amount of feature article and pictorial coverage for a sport-specific publication. Tennis is considered to be one of the few sports where female athletes receive similar coverage to their male counterparts (Lumpkin, 2007). Therefore, by including the year 2007 in the study, it allows for a more in-depth analysis of the content to ascertain if any changes occurred in the coverage before and after the WTA's Board of Directors instituted new policy. This inquiry seeks to determine if *Tennis Magazine* allocates gender equitable coverage or follows the trend of most media platforms that provide more coverage to male athletes than female athletes. The results of the study will be reported at the conference.

Implementation Status of Automated External Defibrillators in South Korean Health/Fitness Facilities

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Annie Clement, University of New Mexico
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Sudden cardiac arrest (SCA), a medical emergency, signifies the cessation of a heartbeat and breathing, and loss of consciousness (LifeBeat, 2011). SCA has become a global health issue in aging societies (Bahr et al., 2010; Lippert et al., 2010). In the United States, more than 300,000 persons suffer SCA each year (American Heart Association [AHA], 2011). In particular, health/fitness facilities are one of the most likely public places for SCA to occur (Maron et al., 2009). The use of automated external defibrillators (AED), which deliver an electrical shock to victims of SCA, has contributed to increased survival rates of SCA victims (AHA, 2011). Therefore, the AHA and the American College of Sports Medicine strongly encourage placement of AEDs, as permitted by law, in all health/fitness clubs in the United States.

The purpose of this study was to investigate the status of AED implementation and constraints in South Korean health/fitness facilities. A questionnaire measuring the status of AED implementation and constraints was developed and administered to 436 health/fitness facility managers in South Korea. The participants were selected by using random sampling within stratified populations (provinces).

Results suggest that the status of AED implementation in South Korean health/fitness facilities was low (8.7%). The distribution of AEDs by facility location and ownership was uneven. The level of manager's knowledge regarding relevant AED laws was also low. With regard to constraints, management and financial issues were significant constraints for AED implementation. The detailed results will be discussed at the conference. Overall, the health/fitness facility managers tend to diminish the likelihood of SCA incidents and the need for AED implementation in their facilities.

The findings contribute to the body of knowledge on AED implementation in South Korean sport health/fitness facilities specifically. It may contribute to health/fitness facility managers' increased attention to AEDs and the potential for SCA. In the future, the enactment of additional AED regulatory laws for sport venues will also contribute to an increase in AED implementation in the global sport facilities industry.

Effect of a Field Experience Assignment in an Introductory Sport Management Course

David Pierce, Indian University Purdue University Indianapolis
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An introductory sport management course is well positioned to offer a realistic major preview to students that may be selecting the major based purely on their love of sports and perception that the sport industry is prestigious (Todd & Andrew, 2008). Positioned at the first stage of *volunteer exploration* in Foster and Dollar's (2010) Five-Step Experiential Learning Model, this paper examined the effect of a field experience assignment (FEA) on four factors: (1) commitment to the major (Cunningham et al., 2005), (2) intent to pursue the major (Cunningham & Sagas, 2004), (3) perception of a career working in sports (Pierce et al., 2011), and (4) perceived preparation for a career in sports (Pierce et al., 2011). A quasi-experimental nonequivalent control group research design was employed ($n = 125$). Students in the treatment group completed ten hours of field experience in the sport industry, written assignments asking students to reflect on their field experience, and two in-class mentoring sessions where upper-level students mentored introductory students through prompted questions by the faculty member. The control group did not complete the FEA. To compare the treatment group to the control group, data was analyzed using 2 X 2 repeated measures MANOVA. The *Group X Time* interaction was not significant, $\Lambda = .945$, $F(4, 97) = 1.42$, $p = .234$, indicating there were no significant differences in student perceptions between the control and experimental groups over time. However, the main effects for *Group* and *Time* were significant. Students scored lower on the posttest than the pretest on all four factors. Offering realistic major and job previews early and often in a sport management curriculum, before a culminating senior-year internship, will establish realistic expectations for a sport management career with enough time for students to identify whether the sport industry is appropriate for them and/or the most appropriate work environment for a sport industry career. This paper contributes to the sport management education literature by examining outcomes of a FEA in the first stage of Foster's model (Foster & Dollar, 2010). Implications for sport management, faculty, administrators, and students are explored.

Where Might I find Information about Disability Sport? A Search for Disability Sport Information in the Sport Management Literature

Brenda G. Pitts & Deborah R. Shapiro, Georgia State University

Sport Management as a field of study continues to develop and grow. The field of disability sport, similarly, is growing in popularity as both a participant and spectatorial product (Shapiro & Pitts, 2013; Shapiro, Pitts, Hums, & Calloway, 2012). Indeed, the increasing visibility and acceptance of people with disabilities in society along with the expansion and globalization of sport, recreation, leisure and physical activity opportunities for people with disabilities has been an encouraging development in terms of social justice, equity, fairness and universal human rights for people with disabilities (Fay, 2011). It is important, then, that the literature in sport management be sufficiently inclusive of disability sport so that sport management professionals are appropriately informed and trained (Pitts & Pedersen, 2005).

The purpose of this study was to examine the sport management literature in regard to disability sport. A content analysis methodology was used to examine peer reviewed empirical research articles in 34 sport management journals, as selected by a 4-person expert panel, between 2002-2012. Findings reveal of 5,443 papers studied, merely .016% (89) of the papers were about disability sport. Results also revealed that only 26, or 76%, of the 34 journals had articles about disability sport; there are 197 authors of these 89 papers, of which 61% are male and 33% are female; authors are from 16 different countries with a slight majority, 53%, from the USA. In regard to what is studied in the 89 papers, findings show that 76% were about participants/athletes, 29% about non-athletes, and 21% did not use human subjects; 69% of the studies do not specify the disability of participants, 74% do not specify the type of sports or activity in which participants/athletes were engaged, and 9% combined participants with various disabilities. (Full results will be revealed in the presentation.)

Discussion: Examination of the state of the literature in sport management revealed information insufficiency pertaining to disability sport across all sport management curriculum domains. As disability sport organizations and events continue to rise in participation and popularity, the need for educated disability sport management professionals is critical. This study reveals the vast gap in the sport management related literature about disability sport, but offers a base of information from which sport management academics and others may develop research strategies and ideas needed to address this gap and make significant contributions to the literature.

Consumer Perceptions of Effective Sponsor Activation Strategies: A Photo-Elicitation of NASCAR Events

Stephen D. Ross, University of Minnesota

Beyond simple association of a name to a sport event, sponsors seek to enhance connections towards their brand with activities imbedded within the event. Sponsors often host exhibits, free entertainment, interactive displays, and promotional gifts as ways to enhance the experience. The evaluation of sponsor activation strategies has been an important topic in sport marketing research (Wakefield, 2002), yet consumer perceptions of what is considered to be effective strategies must be taken into consideration. As such, methods that give voice to the consumer are warranted.

One such method for incorporating the perceptions of consumers is that of photo-elicitation (PE). PE is a technique in which photographs are used to guide a discussion between the interviewer and the respondent (Curry, 1986). While there is a plethora of literature on promotional activities in the sport setting, the use of PE methods in which the consumer provides an image of what he or she considers effective promotions has yet to be examined. As such, the purpose of this research is to examine NASCAR fan perceptions of effective sponsorship activation strategies using a PE method. To accomplish this task, a photovoice technique will be used, as the photographs discussed during interviews will be produced by respondents at the NASCAR.

A small convenience sample of NASCAR spectators attending a NASCAR race will be approached to participate in the study. The respondents will be asked to take photos of "effective and high-quality sponsorship activation", and then follow-up interviews of the respondents will be conducted. This technique follows Boyd and Krehbiel's (2003) recommendation for using qualitative interviews to examine attitudes of consumers with respect to sport promotions. Once the data has been coded, the researcher will find themes and patterns within the data. The meanings of the themes and descriptions will then be interpreted, leading to summaries from each question. As this study is currently in progress, the results of the study will be discussed during the presentation. In addition, the managerial implications of the results, study limitations, and suggestions for future research will also be provided.

The Reciprocal and Influential Connection between Sport Business, International Tourism and Hospitality Management

Eric C. Schwarz, Saint Leo University
Brenda G. Pitts, Georgia State University
Dene J. Williamson, Saint Leo University

The sport, tourism, and hospitality industries have always had a reciprocal and influential connection to each other. The continued growth and relationship between the sport business industry and the fields of hospitality and tourism is substantial, no matter the type of sport enterprise. In terms of tourism, which is the largest industry in the world, those engaged in sport activities often need each of the four operational sectors of tourism: 1) transportation - because people need to go somewhere for a sport event; 2) accommodations – because those that attend sport events need a place to sleep; 3) food service – because sport fans need a place to eat; and 4) attractions – because sport fans often engage in other activities beyond the core sport product they are involved with. In terms of hospitality, and beyond hotels, restaurants, theme parks, attractions, night clubs, food service facilities, private clubs, and cruise ships, the emergence in the sport business industry of corporate hospitality efforts utilized to ensure sponsorship activation, exclusive client and stakeholder relationship building, and developing networks for future business is significant.

The purpose of this presentation is to articulate the necessary relationship between sport business, international tourism, and hospitality management. In addition to articulating this influential affiliation, areas of synergistic congruency will be investigated including guest services management, meeting and event planning, event tourism, economic impact, and convention and visitor bureau management in hospitality - and travel, ecotourism, heritage tourism, and management of global destinations in tourism. The presentation will conclude with how numerous universities – including Saint Leo University, Temple University, George Washington University, New York University, University of South Carolina, and recently Troy University incorporate sport, tourism, and hospitality into one academic department to produce well-rounded students who can work in these industries that have needed collaboration. Included in this discussion will be examples of students who have successfully incorporated a multi-faceted education in these areas to be successful in secure internships and employment in a multitude of professions not often connected with sport management.

The Integration of Customer Relationship Management Technology in an Undergraduate Sales Class Through Experiential Learning

Michael Smucker, University of Tampa

According to Pierce & Petersen (2010), sport management educators have struggled to offer students client based experiential learning opportunities. A pedagogical method that is experiential in nature requires educators move from a teaching mentality to a learning mentality. The purpose of this presentation is to guide sport management faculty and sport sales classes specifically toward this all important link between sport organizations and students. Thirty four percent of University of Tampa Sport Management Graduates within the last four years that are employed in the sport business industry work in the field of sales (Bartow, 2012). Providing an experiential experience is key to maintaining or increasing this percentage. This presentaiton will build upon what is referred to as the Pentagon of Sports Sales Training conceived by Irwin, Southall, and Sutton (2007) by integrating Customer Relationship Management (CRM) technology into this teaching framework and provide a blueprint for other sport sales classes. If ticket sales are the life-blood of revenue generation for sport organizations, CRM is the performance enhancement needed to amplify selling opportunities. CRM software helps organize and manage customer relationships from the prospecting to closing stage of selling. It also allows the sharing and integration of information to sales teams and other parts of the organization while servicing the client before, during, and after the sale.

The current Professional Selling in Sport (SPM 425) class at the University of Tampa has experiential projects with Bay Area sport teams that are enhanced by providing in class CRM training and usage as part of this process. All major professional sport teams in the Tampa Bay area utilize CRM software and consider it a valuable skill needed for entry level employees (R. Niemeyer & M. Sarage, personal communication, August 22, 2012). This presentation will explain how CRM enhances the sales learning process, how the University of Tampa integrates CRM into a semester based sales class, and provide information on CRM software choices and price in the hope that other programs will adopt CRM into the curriculum.

Examining And Classifying Rebranding Strategies In Professional Sport

Patrick Walsh & Galen Clavio, Indiana University
Stephen D. Ross, University of Minnesota

When an organization creates a new name, term, symbol, design or any combination of these changes they have engaged in some aspect of *rebranding* (Muzellec & Lambkin, 2006). Organizations will generally make these changes in order to develop a new brand position, differentiate themselves, and/or reflect major organizational changes. While these outcomes can be positive, rebranding can also be counterintuitive to years of work in developing brand awareness and brand associations. In addition, rebranding can be time consuming and costly. For instance, the development of the Miami Marlins logo took 28 months (Lefton, 2012), and the rebranding aspects of the Charlotte Bobcats to Charlotte Hornets name change will cost approximately \$4 million (Muret, 2013).

Despite the potential positive and negative outcomes associated with rebranding little research has been conducted on the topic. Outside of sport, research has focused on defining and examining rebranding strategies (e.g., Kaikati, 2003; Muzellec & Lambkin, 2006; Stuart & Muzellec, 2004). In general, it has been suggested that rebranding ranges from *evolutionary* changes to logos and colors to *revolutionary* changes to brand names (Muzellec & Lambkin, 2006). In sport, only one known study exists which developed a case study on team name changes in a collegiate athletic department (Easter, Leoni, & Wiles, 2008).

The purpose of this study is to determine the nature of rebranding strategies in sport and the driving forces behind these initiatives. Utilizing the website sportslogos.net, which catalogs logo changes of sport organizations, each team from the NBA, NFL, NHL, and MLB will first be examined to determine the frequency and type of rebranding strategies (i.e, logo, color, and name changes) from the past decade. Similar to the method of Muzellec and Lambkin (2006), a sample of teams which have engaged in rebranding will then be chosen and secondary data from press releases, trade publications, newspapers, etc. will be reviewed to examine the team's communicated reasons for rebranding their organizations. As this will be the first known study to examine rebranding strategies in professional sport, it is anticipated that the results will provide a foundation for future research on rebranding.

STUDENT STAKEHOLDER PERCEPTION OF ATHLETIC DEPARTMENT FISCAL RESPONSIBILITY

D. Scott Waltemyer & Gwendolyn M. Weatherford, Texas A&M - Commerce

Intercollegiate athletic programs play an important, and influential, role within their universities and communities (Fulks, 2012; Trail & Chelladurai, 2000); and therefore, bring considerable concern to the various stakeholder groups associated with institutions across the country. As the popularity of, and revenues from, college athletics continues to increase, so do the costs and expenses associated with operating college athletic programs. Because of this, athletic departments face increasing pressure to be financially self-sufficient in today's challenging economy and state budget cuts. The concept of financial responsibility is nothing new, as it has been a controversial issue since the beginning of college athletics.

A recent study by The Knight Commission (2010) suggested the current growth in athletic spending is outpacing the growth of academic spending and expenses are exceeding revenues at an unsustainable rate. With the majority of NCAA institution athletic departments losing money each year, funding and resource distribution has become a topic of concern (Hums & Chelladurai, 1994; Mahony, Hums, & Riemer, 2002; Mahony, Riemer, Breeding, & Hums, 2006). However, the stakeholder group to which one belongs can play an important role in whether or not one perceives college athletics to have a positive, or negative, effect on institutions of higher education (Putler & Wolfe, 1999). To date, however, the majority of academic research has focused on two stakeholder groups: athletic administrators and coaches, and university faculty (Engstrom, Sedlacek, & McEwen, 1996; Hums & Chelladurai, 1994; Mahony et al., 2002). Although financial spending in college athletic departments currently makes up only a small percentage of the overall fiscal budget of most colleges and universities, the majority of college athletic departments rely heavily on their institution to subsidize athletic department spending (Fulks, 2012).

In today's challenging economy, many states are reducing the allocation of financial resources to institutions, and universities may look to increase student fees in an effort to help subsidize athletic programs. The purpose of this research is to examine current college student perceptions of athletic department resource distribution, fiscal responsibility, and contribution to the overall mission of institutions of higher education. This research will advance the understanding of the perceptions of one of the most important stakeholder groups in college athletics, the students.

The Status of Women in Interscholastic Athletics: 40 Years Since The Passage of Title IX

Warren Whisenant, Caitlin Iverson, Alexandra Wakefield, & Kate Girardi
University of Miami

The purpose of this study currently in process is to assess if women are proportionately represented as high school athletic directors and coaches of girl's and boy's teams. The study will also explore the organizational structure of high school athletic departments to determine if signs of homologous continue to exist (Knoppers, 1987; Lovett & Lowry, 1994; Stangl & Kane, 1991). If men have continued to be the dominant leaders in interscholastic athletics (Whisenant, 2003) the study may support the ongoing notion of male hegemony. Demographic data regarding the sex of each high school's Principal, Athletic Director, and coaches for girl's and boy's basketball, softball/baseball, and volleyball is being collected from departmental data provided to *The National Directory of High School Coaches*. A stratified random sample is being collected from schools in each state (N=1400). A Chi-Square test with an alpha level of .05 will be used to compare group frequencies between men and women within each position. If the differences are significant, the long term potential effects of the lack of women in leadership roles will also be discussed.

Creating Brand Extensions for Female Fans in Professional Football

Antonio Williams & Isabell Rhenwick, Indiana University
Kwame Agyemang, Louisiana State University
Alexandria Pantaleoni, Indiana University

The purpose of this study was to qualitatively explore the creation of brand extensions exclusively for female professional football consumers. For the National Football League (NFL) creating such a brand extension (i.e., a women's only fan club) for this segment is important because more women watch the NFL than any other team sport (<http://blog.nielsen.com>). According to NFL reports, women account for approximately 44% of the league's fan base (Dosh, 2012).

In response to their growing female market, the NFL has made a concerted effort to develop more products and services for their female fans (Clark *et al.*, 2009). However, limited research exists on female fans' evaluations of these products and services. As the NFL's marketability increases due to its emergent female fan base, practitioners must become more knowledgeable of how to use brand extensions to leverage their team brand. The current study adds to this body of knowledge by utilizing an inductive approach in order to assess female fan's evaluations towards being a member of a professional sport brand extension. The issues of creating successful brand extensions and how to appeal to a growing market are addressed for one NFL franchise.

The study draws from qualitative data gathered using members of an NFL franchise's women only fan club. A semi-structured focus group interview was conducted and analyzed using margin coding. Purposeful-criterion sampling (Patton, 2002) was utilized for the current study as the case involved a women's only fan club, which represented a unique sample (Merriam, 2009). A total of nine members (n=9) were randomly selected to participate in the focus group interview.

An analysis of the data revealed nine thematic categories: (a) philanthropy, (b) team affiliation, (c) events, (d) social media, (e) brand elements, (f) fan identity, (g) organizational appeal, (h) in-stadium experience, and (i) other. Furthermore, the study provides information regarding the benefits and attitudes of female fans in regard to participating in a women only brand extension strategy. Lastly, the study is the first to qualitatively explore brand extensions strategies aimed at retaining female football fans.

Generation Entitled? The Influence of Generation Y on Human Resource Management in the Sport Business Industry

Dene J. Williamson & Eric C. Schwarz, Saint Leo University

Throughout history, demographic patterns have been used to form new generations of employees; each group has its own set of values and characteristics that define its time period (Cordiner, 2001). The future success of employees, supervisors, and organizations will be directly effected by how they handle the blending of generational differences in the work force and their attitudes toward the work environment (Broderick, 1998; Deal, 2007). It is critical for organizations to understand generational differences in order to strengthen attitudes and relationships among employees (Deal, 2007; Sullivan, Forret, Carraher, & Mainiero, 2009). Research indicates that there is a financial issue at hand regarding the generational conflict in the workplace. Generational conflicts in the workplace can “reduce profitability, present hiring challenges, increase turnover rates, and decrease morale among all generations of employees in the organization” (Kapoor & Solomon, 2011).

Generation Y has been labeled as the entitled generation that is narcissistic and has too much self-esteem (Aspen Education Group, 2011). The purpose of this presentation is to communicate ways for the sport business industry to handle the infiltration of Generation Y and the effects that this particular group has on a sport property as employees. This presentation will examine where Generation Y is entering a sport properties' front office staff and their attitude toward working with both the Baby Boomer Generation and Generation X. It will also detail what positions Generation Y is obtaining and if they are entering through “entry level” positions. Data will also include what type of positive or negative attitude they may have toward their co-workers and superiors and how their co-workers and superiors perceive them. The presentation will focus on the front office personnel of sport organizations which include industry professionals from collegiate, recreational, and professional sport properties and their view toward that of the “entitled” Generation Y.