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Likes, Comments, and Shares: Content Type and Level of Interaction on NBA Team's Facebook Pages

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Social media are altering marketing communications as consumers become active producers of content instead of only passive receivers of marketing messages (Gurau, 2008; Malthouse, Haenlein, Skiera, Wege, & Zhang, 2013). One type of social media, social networking sites, allow organizations to connect with customers through sharing content, facilitating interaction, and building community (Smith, 2013). There is a relative dearth of literature on how social media are utilized in sport, specifically by professional sport teams (Hopkins, 2013; Pronschninske, Groza, & Walker, 2012). Kim, Trail, Woo, and Zhang (2011) recommended examining social media in sport as more and more teams use them for marketing and communications.

The purpose of this study was to conduct a content analysis of NBA team Facebook pages and examine how different types of content impact the level of fan engagement. The five content categories used were identified by Clavio and Metz (2014) and included external commerce, fan interactivity, organizational promotion, player/personnel promotion, and team information.

Data were collected on 28 NBA teams for the 2012-2013 season. A total of 5,786 posts were collected during August 2012 and January 2013. A hierarchical linear model was used to examine the relationships among the five content categories. Market size, winning percentage, and number of Facebook fans were also added to the model as variables.

The level of engagement on NBA teams' Facebook pages varies based on the type of content posted. Content coded as fan interactivity and player or personnel promotion received a significantly greater number of likes, comments, and shares compared to the external commerce category. Content posted about players or personnel, including community outreach, player stories, behind-the-scenes interviews, videos, and information, had the most number of shares, likes, and comments. Teams with smaller market sizes had more likes on external commerce content, however for other types of content there were no differences on engagement. Teams with a higher winning percentage had more likes on content coded as fan interactivity, player or personnel promotion, and team information. Results can help guide social media strategy as well as provide a baseline for future research on Facebook use by sport teams.

The Impact of Gaming Technology and a Real-World Ticket Sales Project on Students Enrolled in a Ticket Sales and Operations Course

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This session will provide data obtained from a junior/senior-level ticket sales and operations course in which gaming technology and hands-on experience will be implemented. Surveys will be administered at the start of the 11-week term as well as at the conclusion. Key areas addressed will include determining if there is a change in student perceptions about selling tickets, identifying whether there is a difference in one's level of sales confidence, and reviewing if there is any variation in the likelihood of pursuing a career in ticket sales. Students will also be asked to provide feedback at the end of the term based on the instructional methods applied. Course content will primarily be disseminated through assigned readings and the use of Sales Huddle gaming technology. Sales Huddle is a sales training game accessed via the Internet. It is custom designed specifically for universities and professional sports teams. Using a Jeopardy-like format, the game is led by the instructor who facilitates teams through a series of skill levels including product knowledge questions and role-playing activities.

For this course, multiple team-based sessions utilizing the game will be administered during normal class times throughout the term. In addition, students will have access to an online version of the game in which they may practice voluntarily outside of regular course hours. In addition, a hands-on ticket sales project will be incorporated into the course in which students will be required to sell tickets for a local event.

Support for administration of the game and hands-on learning project for the course stems from a growing need to provide more student-centered teaching methods that support active participation, promote critical thinking, and enhance group collaboration (Dees & Hall, 2012; Michaelsen, Knight, & Fink, 2002; Pierce, Petersen, & Meadows, 2011). Furthermore, based on recent articles published, it is suggested that today's sales training should be activity based, include product knowledge content, and be realistic (Irwin & Sutton, 2011; Rao, 2010). Additionally, there should be an opportunity for customization and it should support recognition for achievement (Lassk, Ingram, Kraus, & Di Mascio, 2012; Rao, 2010).

The European Model of Sport: A Professor's Guide to Adding an International Travel Course to your Sport Management Curriculum.

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Sport and sport management education continue to grow globally at a very rapid pace. An excellent way for students to experience this firsthand is by having the opportunity to take a European travel course. Arriving in Europe and seeing some of the most famous places in the world and touring many of the continents iconic sport venues is often times the highlight of a student's undergraduate career and will create memories that will last a lifetime. However, the journey to the start of the trip begins nearly a year in advance and is filled with challenges. This presentation will attempt to help colleagues at other institutions navigate many of those challenges and hopefully inspire them to create international travel opportunities for their own students. Topics to be discussed include:

- Creating a course syllabus
- Grading and academic rigor
- Working with a travel company
- Promoting the course on campus
- Legal issues
- Common concerns

International Visitors to the 2014 Sochi Winter Paralympics Games

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Although the Paralympics are the world's second largest sporting event after the Olympics and continue to grow in Popularity, there is little available research regarding spectators of spor competitions for disabled athletes. The purpose of this study was to profile spectators' consumer behaviors in order to understand what factors explain spectators' spending, length of stay, and attendance at the London Paralympic Games.

Russia has an impressive legacy as host of major sport events including summer and winter Olympic Games in 1980 and 2014, respectively. Yet little is known about the sport tourists to these international competitions in Russia. A field survey of international spectators (n=216) to the 2014 Sochi Winter Paralympic Games was conducted during the first week of the Games to determine their consumer behaviors and profiles. This paper reveals key findings from the study and sheds light on Russia as a sport event host and its visitors. US (11.3%), Canada (8.5%), Germany (7.3%), Italy (6.5%), and The Netherlands (4.5%) were the largest source markets for spectators. Visitors stayed an average of 12 nights in Sochi during the Games. Females represented 42.8% of the spectator sample; males 57.2%.

The average age of spectators was 35.6 years. 17 percent had a relative or close friend participating in the Games. 13 percent attended the 2010 Games in Vancouver and 6.2.2% attended the 2012 London Games. Nearly 3 % of spectators at the Sochi Parlympic Games planned to attend the 2016 event in Rio de Janeiro. Nearly two percent had previously competed in an Paralympic Games. Visitors spent on average \$1,630 in Sochi. Ninety-three percent would recommend Sochi as a holiday destination to others.

Among the most positive aspects of Sochi as identified by Olympic spectators was the , friendliness of locals, weather, free transportation to the mountains and within the Olympic zone, and the opening ceremony. Negatives about Sochi included too much security, language barriers with security and staff, and high prices for tickets and food/beverage inside the Olympic zone. Conclusions, implications, and recommendations from this study will be discussed.

Was Dissent Being Displayed During the Sochi Olympics? Examining The #Sochi2014 Hashtag For Dissent

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Social media has become a major hub for people to interact during large scale sporting events (Blaszka et al., 2014; Frederick et al., 2014). Such events like the Super Bowl, the Olympic Games, and World Cup have seen large amounts of people tweeting using specific event hashtags (i.e. #WorldCup). During the 2014 Sochi Olympic Games (#Sochi2014), various issues related to Russia's political practices surged to the forefront of international conscience. One outlet that is often used to discuss political news is Twitter (Donehue, 2014). . Therefore, the purpose of this study was to examine the use of #Sochi2014 within the context of framing. Additionally, this study sought to determine whether dissent was taking place on Twitter before, during, and after the 2014 Sochi Olympic Games by those who used this specific hashtag.

This study employed a mixed-method content analysis. According to Krippendorff (2004), content analysis enables researchers to make replicable and valid inferences from texts and other meaningful matter. Capturing online content to form a static database for coding procedures is a methodological concern, as this content can be updated or deleted by the user. Therefore, NViV10 was utilized to download tweets containing #Sochi2014. Tweets were collected twice each day during the month of February. This allowed for data collection during the week prior to the Games (Feb. 1st – 6th), the two weeks of the Games themselves (Feb. 7th – 23rd), and the week following the conclusion of the Games (Feb. 24th – 28th). Approximately 3,000 tweets were collected each day, for a total sample size of $N = 84,000$. In order to make the sample size more manageable for analysis, stratified random sampling was utilized. Specifically, every 30th tweet was selected for analysis. Descriptive coding was employed in the first cycle to reduce the raw tweet content into a single word, or topical descriptor known as a code that summarized the raw tweet content (Saldana, 2009). Upon completion of descriptive coding, the coders proceeded to the second cycle of coding consisting of focused and axial coding, from which themes and frames emerged.

This research is still in progress.

Identifying Athlete Brand Personality Characteristics Through Twitter

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The way athletes communicate with fans has changed considerably over the last decade (Clavio & Kian, 2010). This change, specifically the use of Twitter, has given athletes a unique platform for promotion and branding potential (Frederick, Lim, Clavio, & Walsh, 2012). Athletes have the ability to distribute messages through Twitter that may reflect their personality characteristics and impact their brand. While research on Twitter is emerging, what has yet to be examined is the brand personality characteristics that athletes attempt to portray on Twitter. As such, the purpose of this study is to provide an initial examination of athlete brand personality on Twitter, and specifically develop the type of brand characteristics that athletes are portraying.

To identify athlete brand personality characteristics a multi-stage process was used. First, an examination of previous brand personality research (Aaker, 1997; Braunstein & Ross, 2010; Carlson & Donovan, 2013; Carlson et al., 2009; Ross, 2008) was conducted to identify brand personality items that could apply to athletes. The researchers then completed a “purification stage” (Lee et al., 2012) in which the 88 items identified from the literature were examined for those that were consistently utilized, overlapping/similar items, and items that may not be associated with an athlete. 32 potential dimensions emerged which were then sent to an expert panel for review. After making the panels suggested adjustments to wording 32 characteristics remained.

Finally, a survey was distributed via Twitter asking participants to rate how each of the brand personality items represented how athletes portray themselves on Twitter, with 1 representing “Characteristic never portrayed” and 7 representing “Characteristic always portrayed”. The results identified 16 common athlete brand personality characteristics: athletic, confident, cool, exciting, flashy, fun, happy, hard-working, humorous, leader, lively, masculine, strong, successful, trendy, and tough. Furthermore, following a thematic analysis of athlete tweets six additional characteristics emerged: appreciative, corporate, family-man, influential, inspirational, and supportive. The results provide the first known examination of the brand personality characteristics which athletes portray on Twitter, and are a strong starting point in the further development of research on how social media can impact an athlete’s brand.

The Lost Art: Playing as a Team

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Van Goethe once stated "Behavior is a mirror in which everyone displays his own image." What can be taken from Van Goethe's words is attitude, on and off of the playing field is a pure reflection of how an individual see's themselves. Young athletes within the United States receive this message on a daily basis as attention to statistics, college scholarships, and the dream of playing professional is reinforced by society. As the sports industry has grown in popularity; and emphasis has been placed on the 'individual' progression of a youth athlete and the team dynamic has been lost in translation. With emphasis given to individual statistics, flashy moves and you-tube videos, the team game is being a lost art form.

Victories within in team sports rely on scoring more points than the opponent. To do this a certain amount of talent is required by all players; even with a so called super star or leader on the playing surface. Instead, victories relay on having a group of talented people come together to achieve one common goal. To do so there must be somewhat of an exchange and system of rewarding outcomes between a leader (super star) and the group (Bass, 1985).

An ugly monster has reared its head in youth athletics: egocentrism. The concept describes how one person regards their own thoughts, desires and needs as more important and does not account for those of anyone else (Piaget, 1929, 1958). Egocentrism has been reinforced by a shift in society as young athletes are provided with direct and indirect messages about their own levels of talent and a selfish trend has emerged. This trend can be shifted and held back by coaches in the profession. Coaches' social support focused on the success of the team and team outcomes along with individual talent can go a long way (Chelladurai & Saleh, 1980). Therefore, the purpose of this research is to extend leadership and egocentric literature to team play. It is hypothesized that coaches, parents, peers, and administration's perceptions of leadership and egocentrism will have an effect upon team play.

The Impact of Control Mechanism and Video Game Experience on Brand Recall, Recognition, and Consumer Brand Loyalty in Sport Video Games

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Several studies have investigated advertising effectiveness and brand loyalty related to sports video games, however, very little research exists that examines the impact of video game platform on advertising effectiveness and brand loyalty (Dardis, Schmierbach, & Limperos, 2012; Kwak, McDaniel, & Kim, 2012; Walsh, Kim, & Ross, 2008). Additionally, while the video game industry is currently almost a \$15 billion industry, with sports video games accounting for about 15% of the video games sold, very few if any studies have been conducted related to advertising effectiveness and brand loyalty in mobile sports video games (Entertainment Software Association, 2014). Consequently, the major objective of this study is to conduct the first ever study related to advertising effectiveness of mobile sports video games. The secondary objective of this study is to expand upon the research of Walsh, Kim, and Ross (2008), who conducted the first study that examined the influence of presentation mode (television vs. video game) on brand recall and recognition of sports video games.

The methodology for the current study will include an experiment similar to the Dardis, Schmierbach, and Limperos (2012) study and will involve recruiting undergraduate and graduate students to first complete a survey designed to assess their gaming expertise and experience. Next, the students will be randomly assigned to one of three conditions (still images of the video game screens or control, Playstation 4, or iPad) and asked to complete a specific protocol that involves playing a video game for a given amount of time or looking at screenshots of a video game. At the conclusion of the playing/viewing experience students will complete a survey designed to assess brand awareness and loyalty.

This study is in progress and data will be collected in September 2014 and analyzed in October 2014. The researchers hope that the results of this study will demonstrate significant differences between brand awareness and loyalty rates due to video game platform or control mechanism. The results of this study have several interesting theoretical and practical implications and if accepted for presentation at the conference, the results will be disseminated and explained in greater detail.

An Evaluation of Native-Language Social Media Usage Among Global Sport Brands

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Social media's importance as a conduit for public relations and marketing content from large sport entities to their audiences continues unabated, with prior research indicating patterns worthy of further examination (e.g., Clavio & Walsh, 2013; Frederick et al., 2013; Lebel & Danylchuk, 2012). For example, Clavio and Metz (2014), in qualitatively examining Facebook and Twitter usage among global football brands, found that brands were engaging in similar strategies (i.e., organizational promotion, marketing/promotion of personnel, team information, interactivity, external awareness, and external commerce) regardless of the medium utilized.

Podobnik (2013), in examining Facebook usage among English Premier League teams, found that long-term on-field success appeared to have a primary impact on each team's brand popularity on Facebook, moreso than the effects of the immediate prior season's results. Podobnik (2013) also found that total number of fan followers was by far the most important and impactful social media metric, due to its correlation with other social media performance indicators.

While many studies have focused on English-language social media messages from sport brands, there is a dearth of literature examining social media messages and methods from global sport brands in their native languages. Therefore, the purpose of this study is to extend research on social media communication and marketing approaches among popular international football brands by evaluating the messages and methods utilized by these teams on Facebook, but in their native languages. By utilizing grounded theory and the textual analysis method suggested in Clavio and Metz (2014), this study aims to provide key insights into the global sport social media marketplace. This study examines the native-language Facebook and Twitter accounts of two teams each from six nations (Argentina, Brazil, France, Italy, Portugal, Spain) where football enjoys massive popularity.

The following research questions were utilized in this analysis:

RQ1: How do popular international football brands utilize Facebook and Twitter in their native languages?

RQ2: What differences exist between languages among popular international football brands in terms of social media usage?

RQ1: How do non-English messages and methods from popular international football brands on social media differ from English language messages from popular international football brands examined in prior studies?

Title IX: Touchdown or Technical?

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Title IX has been the subject of tremendous controversy throughout the Amendments 42 year life span. Scholars have attempted to dismantle the 'three-prong test' for compliance, found within the Title IX Policy Interpretations of 1979, without developing a clear-cut set of updated regulations. The most commonly critiqued aspect of Title IX compliance is not only the three-prong test, but also more commonly, the inclusion of men's revenue producing sports within the regulations. The objective of this thesis is to not only shed light on the current controversies surrounding the Title IX Policy Interpretations, but to counter these current arguments with data and fact. This data and factual information will come from current trends in the world of women's athletics as well as the historical and societal trends as they relate to the use of Title IX. The arguments against current critiques will be founded in the idea that societal norms have structured who we as a people feel should be participating in athletic endeavors as well as the assumption that athletics are a solely masculine undertaking. It will then provide a new set of Title IX regulations that can replace the controversial and outdated three-prong test for compliance. The new set of regulations will be developed with the proposal that the NCAA, or whatever governing body is in effect at any given time, will need to work in conjunction with the Title IX Policy Interpretations to ensure equal athletic opportunity is achieved for both men and women. The overall mission is to promote greater gender equity in sports while also meeting both the spirit and intent of Title IX. This thesis will prove that Title IX policies and practices must change, but not at the expense of women's programs or men's non-revenue generating programs. Through careful analysis this thesis will conclude by explicitly providing a more effective and less controversial set of Title IX compliance regulations designed to create greater gender equity in sport.

Effect of Activation and Non-Activation Promotions on Minor League Baseball Attendance

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The purpose of this empirical study is to identify the key promotional determinants of game attendance at minor league baseball (MiLB) games. Two MiLB teams participating in the Class A Advanced Florida State League, the Fort Myer Miracle and Clearwater Threshers, were examined for single game attendance and other variable game characteristics. By understanding the impact of promotional activities on gameday, MiLB organizations can leverage marketing strategies to boost overall attendance.

Methodology: Convenience sampling was used to identify the MiLB league from which two teams were selected to participate in the study. The MiLB league selected for use was the Class A Advanced Florida State League, which operates in the state of Florida. The Florida State League is broken down into a northern and southern region with twelve overall participating teams. The Fort Myers Miracle and Clearwater Threshers were the two teams chosen for the study.

The three key variables examined in the study were activational promotions, non-activational promotions, and game-day attendance. The teams used for the study were league participants identified as having the best and worst overall league record in 2014 (Fort Myers Miracle 82-57; Clearwater Threshers 49-89). Those teams were preferred since they held opposing ranks within the league standings and offered dissimilar reference points. Other variables considered for the study included the day of game, month of game, time of game, game-day win/loss record, weather conditions and demographic data, including average population and household income.

Through the official website of minor league baseball (www.milb.com), game-by-game statistics such as day of game, month of game, time of game, game-day win/loss record, and weather conditions were available for the Fort Myers Miracle and Clearwater Threshers during the 2014 season. Demographic data were collected from the official United States Census Berea website (www.factfinder.census.gov). Furthermore, data pertaining to home promotional schedules were collected via email from each team's marketing department.

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.

How do we increase diversity in sport management? A program to increase female students

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Tommy Aicher, University of Cincinnati

Brody Ruihley, University of Cincinnati

According to the United States Department of Education (2009), there has been a 195% increase in female student enrollment in United States colleges and universities over the past 40 years. However, within sport management programs, Hancock and Hums (2011) reported 30-40% of the undergraduate students in sport management programs were women, while women comprised 37% of the masters' program enrollment. Jones and Brooks (2008) found that 81% of sport management programs nationwide reported a female student population of less than 40%.

Social role theory (Eagly, Wood, & Diekman, 2000) proposes there are expectations regarding the roles men and women fill in society. Specifically, social role theory argues there are qualities, behavioral tendencies, as well as expectations regarding the roles men and women should perform. Role congruity theory extends upon social role theory in examining the congruence between gender roles and management/leadership roles (Eagly & Karau, 2002). Whereas, Heilman (2012) describes a *lack of fit* model that can negatively impact women as a result of a perceived incongruence regarding female stereotypic attributes and male gender-typed job requirements. These theories have and continue to contribute to understanding educational and occupational outcomes as shaped by the societal prescriptions of gender norms and have been used to explain the under-representation of female students in some of the Science, Technology, Engineering, and Math (STEM) fields (Diekman, Brown, Johnston, 2010).

Therefore, the purpose of this presentation is to examine an event from a participatory action research (PAR) (Greenwood et al, 1993) perspective. The event was implemented in 2013-2014 with the purpose of attracting and recruiting a diverse range of female students to a Sport Administration Program at a large Midwestern university. The long-term goal for the event was to develop a mentorship program for female students who matriculate into the Sport Administration Program at this particular university. Further details will be provided, in addition to a discussion of the evaluation of the program. A discussion of recruitment efforts of girls and women to the academic field of sport administration will be addressed, along with the important implications of implementing programs to increase diversity within the field.

The Ever Increasing Role of Faculty Athletics Representatives in the Governance of Collegiate Athletics – Reasons to Get Involved on Your Campus

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Each institution that is a member of the National Collegiate Athletics Association (NCAA) must have a Faculty Athletics Representative (FAR), appointed by the institution's president, regardless of the institution's division (I, II, or III). This person reports directly to the president, but works extensively with staff and coaches in the department of athletics. The responsibilities of the FAR may include continuing eligibility of student-athletes and the establishment of campus policies related to student-athlete welfare issues. The most important realm of responsibility of a FAR involves service as a liaison between academics and athletics. The FAR interacts with groups such as Faculty Senate, Staff Senate, Student Affairs, Academic Integrity Boards, University Athletics Committees, and Boards of Trustees. Topics of discussion with these groups could involve clustering, stacking, state regulations involving athletics, and athletic appeals.

Aside from campus responsibilities, FARs have varying degrees of involvement in conference governance structures. In some conferences, for instance, the FARs comprise the executive council of the conference and, therefore, cast votes for their respective institutions.

On the national level, FARs hold valuable seats on myriad levels of committees. Involvement at this level could involve anything from revision of the certification process to administration of the NCAA Men's Basketball Tournament.

Despite the expertise of many sport management faculty members, few FARs hail from the discipline. Even fewer occupy posts in the NCAA governance structure.

In this interactive presentation, the author will present a practitioner's answer to the following questions:

- What is a FAR?
- What are the FAR's duties on campus?
- What is the FAR's role in conference governance?
- What are the opportunities for FAR participation in the NCAA governance structure?
- Why aren't more sport management faculty occupying the FAR position?
- Why sport management faculty should pursue the FAR position on their campuses?

Juggling Act or Balancing Act: Examining Work-Family Conflict in NCAA Division I Senior Woman Administrators

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Jeffrey T. Johnson, University of West Georgia

Work-family conflict (WFC) is "the discord that arises when the time devoted to or time spent fulfilling professional responsibilities interferes with or limits the amount of time available to perform family-related responsibilities" (Netemeyer, McMurrian & Boles, 1996). While WFC is not constrained by gender, women have been found to experience higher levels of work-family conflict and increased life stress as a result of trying to balance these demands (Dixon & Bruening, 2005; Frone, Russell & Cooper, 1992; Parasuraman & Simmers, 2001). WFC does not exist in isolation and has been positively correlated to job burnout (JB) and negatively correlated with job satisfaction (JS), life satisfaction (LS), and career commitment (CC) in coaches, trainers, and other administrators (Hatfield & Johnson, 2012a, 2012b; Mazerolle, Bruening, Casa & Burton, 2008; Netemeyer, McMurrian & Boles, 1996).

This study was designed to investigate WFC in Senior Woman Administrators (SWAs) in NCAA Division I (FBS) programs to determine if similar results are found. The SWA for each FBS institution was contacted via an introductory email explaining the purpose of the study, including an invitation to participate. Participants submitted the informed consent form before gaining access to the survey. Forty two individuals responded, a response rate of 36%. The survey included Likert-scaled items in the following areas: work-family conflict, life satisfaction, job satisfaction, job burnout, and career commitment. Eighty percent of the respondents reported experiencing some level of conflict. Although WFC was reported, respondents indicated satisfaction with their life situations (79%) and their work (93%). Frequent burnout was reported by 4.5% of participants. WFC exists but does not impact their commitment to their profession. SWAs have developed strategies to manage WFC including delegation, setting priorities, planned family/personal time, fitness activities, and others.

Do 1st Round Draftees Translate into Blue Chip Recruits

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Scott Cypen, University of Miami,
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In recent years, the competition amongst Division I FBS universities to sign top-level college athletes in football has increased significantly. These days, the signing of National Letters of Intent by high school football players is covered on national television, with thousands of fans weighing in on a recruit's college choice on social media. (Tracy, 2015).

Division I FBS athletics programs have worked to position themselves in a way that grants them the greatest opportunity to sign the best recruits. Some programs engage in extensive letter writing campaigns to recruits, while some coaches go so far as to draw and send portraits of the recruits to them. (Carson, 2014). Other programs have remodeled and rebranded their athletic facilities in an attempt to appeal to recruits. (Ryan, 2007).

Lying in the midst of all of these efforts is another factor guiding the college decision of a high school football recruit: The past success of a program. (Ryan, 2007). This study examined the role that a football program's past NFL first round draft picks plays in a high school recruit's decision to commit to the program.

The method used to facilitate this study was to first identify the top-100 recruits in the "ESPN300" top-300 recruiting database for 2010-13. After identifying the recruits, the schools that said recruits committed to were next recorded. Thereafter, the total number of top-100 recruits that a particular program signed between 2010-13 was recorded. Thereafter, the identities and affiliated universities of NFL draft picks for the 2009-12 NFL Drafts were identified. This time period was selected, as the NFL Draft occurs after the last day on which a high school football recruit can commit to a college program. After collecting the data, a Pearson correlation test was run to determine if first round NFL Draft picks have an effect on attracting top-100 high school football recruits. The results of the test showed a positive correlation, however, the correlation was insignificant.

An Evaluation of Interscholastic Athletic Association Competitive Balance Solutions in the United States

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David A. Pierce, IUPUI

Interscholastic sport is extremely popular in the United States with over 7.7 million students participating during the 2012-13 academic year (NFHS, 2013). Despite its popularity, however, interscholastic sport has an ongoing issue that continually causes a quandary for state athletic associations. The issue, sometimes referred to as the public versus private debate (Monahan, 2012), highlights the differences in athletic success between boundary and non-boundary high schools. The ability of private schools to secure athletic talent beyond the defined geographic borders that restrain public schools has led to competitive imbalance in many states.

Competitive imbalance is evidenced by a disproportionate amount of athletic success demonstrated by private schools, usually in the form of state championships. From a theoretical perspective, post-season competitive imbalance violate the concept of distributive justice (Beauchamp, 1991), thus causing the perception that current solutions are *unfair*. To date, however, a comprehensive national review of competitive balance has not occurred. Therefore, to determine the current landscape of interscholastic competitive balance in the United States, commissioners and high ranking officials at each of the 51 state associations listed within the directory of the National Federation of State High Schools (NFHS) identified their policies. Current competitive balance solutions include enrollment classifications, separate playoffs, enrollment multipliers and subtractors, tournament success factors, and consideration of socioeconomic factors. Noteworthy results included: widespread use of multiple enrollment classes with 17 states that utilized multiple classes for every sport; eight states have adopted multipliers ranging from 1.3 to 2.0; four states employ a separate playoff structure for private and public schools with several others having other governing bodies that provide distinctive tournaments; three states have enacted a success factor that reclassify high schools based at least in part on the level of success in post-season tournaments; and two states utilize a socioeconomic metric based largely on free or reduced lunches. This presentation will expand on the aforementioned results, provide a thorough review of the competitive balance literature, discuss the theoretical considerations of competitive balance, and expound on the practical implications that could result from this study.

Motivating Sport Management Students to Volunteer: An Exploratory Analysis

James E. Johnson, Ball State University

Nathan Felver, Ball State University

Chrysostomos Giannoulakis, Ball State University

Lawrence W. Judge, Ball State University

David A. Pierce, IUPUI

Service and volunteer requirements are increasingly incorporated into the curriculums of major and general education courses (Cohen & Kinsey, 1994). Similarly, sport management programs often partner with athletic departments or community sport organizations to provide volunteer experiences for their students. Undergraduate volunteers can assist with community based events, be involved in the game-day operations for their intercollegiate athletic department, or help organize events for their academic programs. This reciprocal partnership is often beneficial for students, programs, and the organizations with whom they volunteer. However, studies that have examined student volunteerism have not often focused on sport management programs (Burns, Reid, Toncar, Fawcett, & Anderson, 2006; Eley & Kirk 2002; Fletcher & Major, 2004; Gage & Thapa, 2012; Grönlund, Holmes, Kang, Cnaan, & Handy, 2011). These studies, while important to the volunteerism body of literature, do not isolate students that hope to make a career of working in sport, or who are most likely to volunteer in sport. Thus, the purpose of this presentation is to provide the results of a study that examined the motives most salient to student volunteers through undergraduate sport management programs, and to explore the relationship to gender. Participants were 322 undergraduate students from five Midwestern institutions who volunteered through a sport management program. A 46-item survey was adapted from Clary et al. (1998) and Bang and Ross (2009). Through least squares multiple regression analysis, results revealed that sport management undergraduate students were most motivated to volunteer by *Love of Sport* and *Career* factors. Further analysis revealed that females rated motivations of *Values* and *Understanding* higher than males, while males rated *Love of Sport* higher. These results will be discussed in greater detail in addition to the theoretical and practical links between motivation, satisfaction, and retention. Additionally, the practical implications of working with sport management students from the perspective of faculty advisors and industry professionals will be addressed.

The Assessment of Motivation of Volunteers in the 2014 FIFA World Cup

Bo Li, University of Arkansas

John Malmo, University of Arkansas

David Rolfe, University of Arkansas

The purpose of this study was to evaluate what factors motivate volunteers who served in the 2014 Brazil FIFA world cup. Three research questions were developed: RQ1: is there a significant difference between female volunteers and male volunteers? RQ2: is there a significant difference between Brazilian volunteers and foreign volunteers? RQ3: is there a significant difference between younger volunteers and older volunteers?

From 100 invitations, a total of 80 volunteers (n=80) participated in this study. The 5-point Likert-type scale was designed to ascertain the level of their perceptions of six attributes of being volunteers during the World Cup, namely: value, patriotism, interpersonal contact, career orientation, personal growth and extrinsic rewards. Independent t-test was carried out with gender, age groups, nationality as grouping variables, and six motivational dimensions as dependent variables.

The sample was made up of 41 males and 39 females with 3/4 of them (n=61) being Brazilian, while 18 were from other countries. The largest age group was 18-29 year olds (65%), followed by 30-39 year olds (13.8%) and 40-40 year olds (11.3%). Fourt-nine participants had previous volunteer experience, while 38.7 of participants (n=31) did not.

Results showed that gender had significant main effect on two motivational factors. Female volunteers expressed greater desire than male volunteers for expression of value and personal growth. In addition, there was not a significant difference existing between volunteers from Brail and from other countries except patriotism. Moreover, age had a significant main effect on motivation factors. The study has also divided all participants into two groups (Group 1< 39 years-old, Group 2 > 39 years-old) based on their ages. Younger volunteers demonstrated that they had greater desire to develop relationship with others, gain more experience and opportunities to reach their career goals than older volunteers. There was no significant difference between volunteers with previous experience and those without experience.

Different Perceptions of Coach-Athlete Relationships Between Chinese Olympians and Western Olympians

Bo Li, University of Arkansas

David Rolfe, University of Arkansas

Steve Dittmore, University of Arkansas

The purpose of this study was to examine the degree to which the coach-athlete relationship has shaped and contributed to elite athletes' performances, and also investigate whether differences of this relationship exist between Chinese Olympians and Western Olympians.

Three research questions were developed: RQ1: is there a difference in coach-athlete relationship between Chinese Olympians and Western Olympians? RQ2: do female athletes have different perceptions towards the coach-athlete relationship than male athletes? RQ3: is there a difference between same gender coach-athlete relationships and different gender coach-athlete relationships?

A total of 12 Olympians (n=12, 6 Chinese Olympians, 6 Western Olympians) competing in individual sports in recent summer Olympic Games were selected to participate into this study. A questionnaire and a semi-structured interview were conducted. SPSS was used to calculate descriptive statistics for the questionnaire. Content analysis was employed to probe the interview data and categorize it into a 3Cs model (closeness, co-orientation and complementarity) introduced by prior researchers (Jowett, 2003).

Result indicated the average age of three female participants was 24; while a mean age of nine male athletes was 26.5. The content analysis revealed that the coach–athlete relationship played an important role for the Olympians investigated, and a majority of participants were satisfied with their relationship with coaches. Mutual trust was mentioned as the most important factor in this relationship. Some Olympians indicated their relationship with their coaches was likely to change over time.

Chinese Olympians have higher satisfaction than Western Olympians in terms of the commitment of coach and dedication of time of their coaches. Western athletes described relationship as a partnership, but Chinese Olympians described their relationships as paternal. With respect to gender, female athletes tended to train with male coaches but male athletes concerned more about coach's knowledge rather than gender. The study also indicated that athletes were more sensitive when they were in different gender coach-athlete relationships than in same gender relationships.

Black Belts and High Heels: An Analysis of Gender Representation on Martial Arts Magazine Covers

John R. Malmo, University of Arkansas
David T. Rolfe, University of Arkansas
Bo Li, University of Arkansas

Black Belt magazine is one of the world's leading and oldest publications dedicated to self-defense, martial arts, and combat sports. Its launch, by Mithoshi Uyehara in 1961, served to present martial arts practitioners with a viable print media designed to provide martial arts news, information, and entertainment. Since its founding, numerous studies and publications have referenced *Black Belt* as a reliable source of information. This study examined all *Black Belt* print edition covers between 1961 and 2014, and a content analysis of the portrayal of male and female martial artists was conducted. Each person presented on the cover was examined in regards to their sex, race, and descriptive characteristics. Data collected from the magazine cover were quantized using previously identified gender characteristics (England, Descartes, & Collier-Meek, 2011) modified for this study and basic frequencies reported the underrepresentation of women and the methods employed to sexualize, objectify, or emphasize conventional feminine norms.

Results support existing literature that women are underrepresented, and are portrayed differently than their male counterparts by sports media (Leath & Lumpkin, 1992; Messner, Duncan, & Cooky, 2003; Lumpkin, 2007; Newsom et al., 2011; Weber & Carini, 2013). While some of the female martial artists displayed non-stereotypical gender characteristics, most of the women displayed stereotypical feminine characteristics. Over time, women on the cover of *Black Belt* have adopted more traditionally masculine characteristics which supports previous findings that female athletes have a difficult time maintaining a feminine image especially when participating in masculine sports (Krane, Choi, Ba ird, Aimar, & Kauer, 2004; Hoiness, Weathington, & Cotrell, 2008).

This presentation will focus on the analytical insights while reporting the underrepresentation and portrayal of female martial artists. It will provide managerial and marketing implications from the standpoint of a martial arts business owner. Finally, it will outline potential future scholarly research opportunities.

A Comparative Analysis of Female and Male Coverage on ESPN's *SportsCenter*

Tywan Martin, University of Miami
Jennifer Locey, University of Miami
Jennifer Ramirez, University of Miami

The purpose of this study was to examine whether gender differences existed in the coverage on ESPN's flagship program, *SportsCenter*. This study was grounded in the theoretical frameworks of hegemony and agenda setting. The researchers collected data over the course of seven days during the 11:00 p.m. show. A comparative analysis was performed on the content of the popular one-hour television program that investigated the amount of coverage devoted to female and male sports, respectively. The mean of male sport exposure on ESPN's *SportsCenter* was 40.55 minutes, while the mean of female sports reported on ESPN's *SportsCenter* was 1.92 minutes. The findings of the study indicated that there was a statistically significant difference between the sport highlights devoted to female athletes in comparison to their male counterparts. The results of this study challenged the notion that a symbiotic relationship existed in regard to all sports and media. While the findings suggested this relationship prevailed for male athletes, the opposite occurred for female athletes.

The Case for Lottery Funding

Stuart G. McMahon, Salem State University

The use of lottery funding to improve mass and elite sport and cultural development is not a new concept. Utilizing profits from gambling through “after tax spending” has been implemented as far back as the 1960’s within the then Soviet Union. Their use of lottery funding through trade unions, and the military, led to the support of mass and elite sporting systems that culminated in such prestigious sporting clubs as Moscow Dynamo, and Moscow Spartak who comprised some of the best of many Soviet Olympic Teams. (van der Gaast and Pals, 2004).

Other countries such as Canada and the United Kingdom have developed various lottery fund systems to help foster sport and cultural development. A look at Great Britain’s 4th place finish in the medal count of the Beijing 2008 Olympic Games, and more recent 3rd place finish in the medal count of the London 2012 Olympic Games may provide some evidence to support the concept that adequate financial backing for elite sport development can pay dividends. Great Britain had languished out of the top ten (with the exception of the Moscow 1980 Olympic Games which were heavily boycotted) countries by medal count in the modern Olympics for most of the latter half of the 20th Century (Nautica Editrice Srl, 2014). While some academicians such as Alice Robb (2014) note that “home field advantage” can be a predictor of Olympic success there may be some value in learning how financial support can facilitate youth sport and cultural development not only at the elite level but moreover at the “grass roots” level.

Mass participation at the grass roots level of sport, including other culturally rich after school programs such as art, band practice, chess club, dance, drama clubs, and music etc., could help on two fronts: 1) provide health and wellness benefits for the youth which can lower costs associated with medical care coverage later on in their lives as well as empower a health conscious society; 2) keep youth off the streets and therefore potentially decrease deviant social behavior through organized culturally rich programs which could help foster an educated and culturally diverse society.

The UK’s National etc., Lottery Act, established in 1993 (Britannia, 2014) by act of law in the British Parliament has realized significant advancement in sport and cultural development within the UK. The success of the UK Lottery may be seen again based on the success of the home countries (Scotland, England, Wales, and Northern Ireland) in the upcoming Glasgow 2014 Commonwealth Games.

A closer look at how Scotland (who had athlete representation for Great Britain in the London 2012 Olympics) will fair in their 17 represented sports at the upcoming Glasgow 2014 Commonwealth Games could provide Massachusetts with a potential model for improving elite sport development, mass sport participation, and increased cultural awareness since Massachusetts has a similar population size as Scotland. In the same way that Scotland exists within the greater context of the United Kingdom, Massachusetts exists within the greater context of the United States, so the similarities of size and context lessons which could be learned from those 17 Scottish sports experience with lottery funding to potentially improve the sporting and cultural lives of the youth of Massachusetts.

In order to provide insightful information the methodology of this case study is designed to gain the expert knowledge of the various leaders of the 17 Scottish National Governing Bodies (NGB's), including Presidents, Chief Executive Officers, and National Coaches. As such the intent of this case study is to explore lessons learned and best practices for the utilization and application of lottery funding based on their collective experience since the inception of the UK's Lottery Fund. Knowledge gained from the collective retroactive hindsight of 17 representative sports within a small nation such as Scotland could prove invaluable to the future of youth sport and cultural development support within the state of Massachusetts.

Since the societal and political shift in the US of lowering funding of after school sport and cultural programs using taxpayer money at previous levels we now see the phenomenon of "pay-to-play" (Kanaby and Laird, 2007). At the outset this seems only fair since after school program costs continually increase which is another burden on taxpayers. However, this way of thinking misses the real value of after school programs on two fronts: 1) Middle class families with several children now have to make limited sport choices for their children and therefore Massachusetts essentially precludes the chance for potential talent pool and identification. Likewise, the poor working class family can be precluded from these sporting chances, and therefore Massachusetts again misses the chance for talent pool and identification; 2) After school cultural programs such as art, band practice, chess club, dance, drama, and music etc., like athletic programs keep children "off the streets" and instead involved in organized activity, which has been seen to decrease youth deviant behaviors such as vandalism, gangs, and drug abuse etc. (Rivera & McCorry, 2007).

Therefore, if Massachusetts could lead the US in developing a fair and equitable system of youth sport and cultural development utilizing "after tax funding" through the state lottery system, and apply the funding by using a successful methodology from previous experience of others best practice it could potentially be a win-win-win situation. Massachusetts taxpayers would not have to foot yet another bill, Massachusetts youth could have greater opportunities to participate in sport and cultural activities, and Massachusetts families would not have to worry about finding the financial resources for all of their children in order to "pay to play".

The case for lottery funding is both a controversial yet noble one. On the one hand is the argument of encouraging a systemic gambling problem within the society, on the other the ability to utilize non-taxpayer money for the betterment of the youth of that society. The idea of providing a ballot question, asking the population to vote on whether to appropriate a certain percentage of lottery money for "youth sport and cultural development", will take strong and visionary leadership. However, this idea and use of best practice of implementing lottery funding could set Massachusetts apart from other states, and continue to make Massachusetts a leader, and forward thinking state within the US.

Social (Media) Responsibility: MLB's Use of Twitter in Response to Crisis

Timothy Mirabito, Marist College
Joshua R. Pate, James Madison University
Christi DeWaele, Winthrop University
Robin Hardin, University of Tennessee

Sports organizations, like any for-profit business, are susceptible to crises and the impact crises can have on daily operations. Crisis response often affects an organization's viability in the marketplace (Coombs, 2012). Most Major League Baseball (MLB) teams have encountered such adversity and have been charged with responding to these crises.

Previous research suggested that crisis response, specifically from a public relations standpoint, impacts an organization's financial stability (Jordan & Smith, 2013), market sustainability (Fearn-Banks, 2009), and profitability (Seeger & Ulmer, 2002). However, there is limited research examining sport organizations responding to specific crises using social media.

The purpose of this study was to examine how MLB teams who encountered a crisis situation used Twitter to respond to the crisis. Researchers agreed upon 20 crises occurring since 2009 and conducted a thematic analysis examining all tweets submitted by the team's official Twitter account within a 72-hour window following the event. Two examples of crises examined were Alex Rodriguez's 216 game suspension for alleged P.E.D. use and the Texas Rangers fan who died attempting to catch a ball thrown into the stands. A total of 604 tweets were analyzed.

Three themes emerged from the analysis of the tweets: (a) Game-related, (b) Marketing and Promotional, and (c) Tangentially-related PR. Game-related was defined as content that was strictly related to baseball. Marketing and Promotional were submissions that attempted to sell readers products related to the team. The PR theme was defined as the organizations' attempt to address any ancillary news regarding the organization, including crisis response. Only 6% (N=38) of tweets addressed crises, which only qualified crisis response as a sub-category. The responses largely ignored the crises with nine of the crises rendering no tweets at all about the incident.

The teams examined seemed to have varying strategies with how they addressed crises. The venue Twitter provides due to its interactivity and visibility suggests that teams would want to utilize this forum for this specific public relations purpose. However, it was increasingly clear that teams preferred to use their Twitter account to generate interest in the team or simply in the games they played.

Components of an Undergraduate, Graduate, and Doctoral Sport Management Ranking System

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Chelsea Mulkey, University of Miami
Taylor Reyna, University of Miami
Chris Schrottenboer, University of Miami

An analysis was conducted using 30 schools with ten at the undergraduate, ten at the graduate and ten at the doctoral levels (N=30). A random sampling was used. Every fourth school on the NASSM website with the highest level of education (Bachelor's degree, Master's degree, doctoral degree) was chosen for this analysis. Each school's curriculum programs were based on a scale from zero to seven: a point was assigned for each of the school's core class requirements. Schools' number of faculty, faculty with Ph.Ds. and number of publications the faculty published were also used in the data analysis. Publications ranged from 45 publications per faculty member to 0.33 publications per faculty member (the total number of publications found among all faculty members of a program was divided by the total number of faculty members in the program). All components of the ranking system were researched for each of the thirty schools involved, and a data analysis was conducted after the information was collected. The Analysis of Variance (ANOVA) revealed a significant difference between the groups and within the groups of each level of degree in a sport management program: $F(2,27)=13.66, p \leq .001$. The multiple comparisons chart showed there were significant differences between the factors of the doctoral programs compared to the undergraduate and graduate levels, thus revealing doctoral programs cannot be ranked with the same system as graduate or undergraduate programs. However, the multiple comparison analysis showed both the graduate (Master's) and undergraduate (Bachelor's) programs can be compared to one another. The quality of a university's program is not accurately measured with the current ranking system since the ranking variables do not coincide with all levels of degree.

Who Do You Support? How Fan Loyalty Affects Customer Rapport, Buyer Satisfaction, Gratitude and Trust in the Sales Process

Cameron D. Nicol, University of Mississippi

Daniel W. White, Samford University

Darin W. White, Samford University

Research continues to point to the fact that fandom is an important determinant in the marketing process. Given that 30% of the U.S. population considers themselves to be serious fans of sports, the importance of understanding the implications of fandom in the sales process is critical. This paper seeks to empirically examine the implications of fandom in the sales environment.

During the sales process it is critical that sales people have the ability to form strong relationships with their potential customers. Previous research has examined numerous antecedents to solid sales person/customer relationships including sales person dialect, sales person knowledge, emotional intelligence, etc. This study will be the first to examine the impact of sports fandom in the sales process. Sports fans that identify strongly with their team tend to experience more extreme feelings than those who identify weakly with their team (Dietz-Uhler and Lanter 2008). If experiencing fandom affects feelings about everyday things then the experience of fandom in a sales environment should affect feelings for that situation. At the very least the increased levels of arousal will play a role in determining how the customer acts towards others based on situations that they experience (Branscombe and Wann 1993). This intensified level of emotion could also affect the different precursors to a successful sales relationship including but not limited to rapport, gratitude, trust and buyer satisfaction. Taking this concept a step further, Wann, Royalty and Rochelle (2002) found that the intensified emotion experienced by fans was positively correlated to the emotion that resulted. For example, if a team won the game the night before, then the heightened emotions of the fan the next day would be of happiness and vice versa. Although sales representatives cannot control what has happened to the customers' team the night before, they should be able to use this information to help them make decisions on how to act towards the customer during the sales process.

The research study, performed in different locations in the southeastern part of the U.S., was completed using mall intercept approach. A total of 302 college football fans completed the survey which designed with valid and reliable scales drawn from the literature to test the research hypotheses put forth by the authors.

Framing the Tony Stewart Incident in Newspapers and Social Media

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Benjamin K. Wright, Indiana University

Galen Clavio, Indiana University

Antonio S. Williams, Indiana University

Mass media have long used sports as a focal point to attract attention and provide the public with new sporting experiences (Lever & Wheeler, 1993). The media are responsible for exposing the details of negative events concerning sport figures (Hughes & Shank, 2005). In turn, press outlets affect the public's perception of sporting incidences. Through framing, sports journalists highlight or diminish aspects of stories about athletes to guide public interpretation (Entman, 1991; Kian & Hardin, 2009; Sanderson, 2010). Framing also occurs as sports reporters interject their personal opinions into stories, prompting readers to perceive the athlete in favorable or unfavorable ways (Bishop, 2005). Accordingly, the purpose of this research is to explore how mass media and fans framed the Tony Stewart incident. Less than a week after the incident, which involved the death of fellow professional racecar driver Kevin Ward, Jr., the Lexis-Nexis Academic Database has over 330 articles listed and Tony Stewart's verified Facebook fan page has over 30,000 comments on his official statement.

In order to explore how the Tony Stewart incident is framed in mass media, a quantitative content analysis will be conducted using a convenience sample of newspaper articles from the Lexis-Nexis Academic Database. A search of articles will be conducted using the terms Tony Stewart and Kevin Ward, Jr. starting August 9, 2015 (the date of the incident) for a two-week period. It is expected that approximately 900 news articles will be examined in this study, a number that comparable previous framing research (Hamdy & Gomaa, 2012). To examine how fans frame the incident, 2,000 comments will be randomly selected from Tony Stewart's official Facebook page during the same two-week period. Similar to existing framing research in sport (e.g., Sanderson, 2010), this study ultimately aims to identify the underlying themes in mass media and comments on social media regarding the Tony Stewart incident.

The Effect of Sports Participation on Internet Addiction Mediated by Self-Control: A Case of Korean Adolescents

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Young (1998) defined addictive Internet use as “an impulse control disorder that does not involve an intoxicant” (p. 238), and suggested that this new clinical disorder of Internet addiction has similar traits as drug or gambling addictions. Prior studies indicated the relationships among sport participation, self-control, and Internet addiction. Specifically, previous studies provided evidence that self-control affects Internet addiction (Kim, Namkoong, Ku, & Kim, 2008; Mehlof & Griffith, 2010). Additionally, studies have shown the effect of physical exercise and sport participation on self-control (Jonker, Elferink-Gemser, Toering, Lyons, & Visscher, 2010; Jonker, Elferink-Gemser, & Visscher, 2011; Oaten & Cheng, 2006). This study tried to identify the effect of sports participation on Internet addiction mediated by self-control by analyzing a total of 345 students from two middle schools and two high schools in South Korea.

Using structural equation modeling (SEM), this study found that physical activity had a significant influence on self-control ($\beta = .154$, $p < .05$) and self-control had a significant influence on internet addiction ($\beta = -.142$, $p < .05$). Additionally, sports participation had a significant influence on internet addiction mediated by self-control ($\beta = -.022$, $p < .01$).

This study found a significant effect of sport participation on Internet addiction mediated by self-control. Therefore, this result identified the effectiveness and need of sport and physical exercise in Internet addiction treatment programs and other addictions as well. Additionally, sport participation has a wider variety of psychological and physical benefits unlike interventions or pharmacological treatments. The importance of sport is emphasized and should be broadened from physical development to treating diverse psychological problem in adolescents. For example, individual sports requiring a high level of performance are more effective than team sports to develop self-control. Coaches or teachers need to provide sufficient support and feedback to maximize it (Jonker et al., 2010; Pintrich & Zusho, 2002; Van de Wiel, Szegedi, & Weggeman, 2004; Williams, Donovan, & Dodge, 2000). Moreover, addressing Internet addiction through sports participation has additional psychological and physical benefits including decreasing anxiety, depression, and stress (Hassmén, Koivula, & Uutela, 2000; Salmon, 2001; Scully, Kremer, Meade, Graham, & Dudgeon, 1998).

Finding Their Spot: Exploring TV Commercial Content During NBC Sports Network's Broadcast of the 2012 London Paralympic Games

Joshua R. Pate, James Madison University
Timothy Mirabito, Marist College

U.S. television coverage of the 2012 London Paralympic Games consisted of 5.5 hours of highlights. There were four 1-hour programs and one 1.5-hour program that presented an edited version of the previous content. Comparatively, NBC Sports aired more than 5,535 hours of Olympic coverage.

Previous research has explored Olympic television commercials with regard to content (Cheong, Zheng, & Kim, 2011), return on investment (Burton, 2013), and gender stereotypes (Choi, Starr, Kim, & Parish, 2014). There has been little exploration into television commercials during the Paralympic Games, particularly in the United States due to the lack of televised coverage (Pate & Mirabito, 2014). The purpose of this study was to explore the content of commercials that aired during NBC Sports Network's (NBCSN) four 1-hour programs of the 2012 London Paralympic Games. A thematic analysis was conducted on the broadcasts on NBCSN. The programs were digital video recorded and analyzed.

The commercials were divided into five categories that represented the advertisement's focus based on visual or audio content: (a) Paralympic, (b) Paralympic and Olympic, (c) Olympic, (d) Neutral, and (e) Network Promotion. Descriptive findings show that half (49.6%, N=61) of commercials were Neutral and promoted the company's product or service. More than 20% (20.3%, N=25) of the commercials mentioned both Paralympic and Olympic Games. Network Promotion comprised 18.7% (N=23) commercials that promoted NBCSN's content. Less than 10% (8.1%, N=10) of commercials focused only on the Paralympic Games. Just 3.3% (N=4) of commercials focused only on Olympics. Thematic analysis resulted in three themes: (a) Partnership, (b) Product, and (c) Promotion. All Paralympic, Paralympic and Olympic, and Olympic categorized commercials fit within the Partnership theme. Neutral commercials fit within the Product theme. Network Promotion categorized commercials fit within the Promotion theme.

Companies that sponsor the Paralympic Games have not determined the best way to use Paralympic athletes in advertisements. Companies emphasize their status as a partner, yet fail to embrace a partnership with Paralympians. Practical implications focus on how companies should use their partnership to position themselves as unique corporations that sponsor Paralympic sports, making them visionaries and leaders in sport sponsorships.

Examining the Sport Management Literature: Preliminary Study of the *International Journal of Sport Management*

Brenda G. Pitts, Georgia State University

Examination of the literature (journals, books, conference content) in a field is critical for its growth – it provides an analysis of what exists, weaknesses, strengths, and gaps. This essential research provides guidance to researchers in a number of ways such as, completed research and gaps on a subject; to educators in relation to body of knowledge existence and gaps; and to journal editors and publishers in relation to planning for filling gaps in the literature. Literature analysis in the field of Sport Management has included studies on dissertations, conference abstracts, sport management papers in non-sport management journals, and analyses of some sport management journals. There are now over one hundred sport management related journals (Shapiro & Pitts, 2014, in press), yet to date only a handful of them have been examined. The most popular journals included in these studies have been the Journal of Sport Management (Pitts & Pedersen, 2005; Quarterman, Jackson, Chen, 2006), Sport Marketing Quarterly (Pedersen & Pitts, 2001; Peetz & Reams, 2011; Quarterman, Pitts, Jackson, Kim & Kim, 2005), and the European Sport Management Quarterly (Pitts & Danylchuk, 2014, in press). One study focused on the International Journal of Sport Management (Quarterman, Hwang, Han, Jackson, & Pitts, 2013); and a few studies included three or four journals for analysis (Ciomaga, 2013; Shapiro & Pitts, 2014, in press; Shilbury, 2011; Smucker & Grappendorf, 2008). One study examined sport management books (Pitts & Danylchuk, 2007). To date, research has included primarily general content analysis, author counts, collaboration analysis, bibliometric measures, and research methods utilization analysis. Certainly, there is much work to be done to complete the puzzle for a full and complete analysis of the literature. Thus, the purpose of this study was to analyze a sport management journal, the International Journal of Sport Management, for a summative content examination. This study will make a significant contribution to the body of knowledge in this area of research in that it will add a missing piece of the puzzle, thus helping the field with objective examination of the literature. Results show this journal to be unique in that it has had one editor for its life (it began in 2000). This journal has contributed 324 papers (5,391 pages) to the body of knowledge. Findings also reveal the following: 78% of the editorial review board opportunities are male; 76% (634) of the 835 authors are male and 24% (201) are female; 85% of the authors identify USA as their country of residence; research methods were 28% qualitative and 72% quantitative; the management focus of the papers were heavily ‘social context of sport’ (48%) while the second most studied focus was ‘organization management’ at 15%; college athletics (37%) and professional sport (21%) were by far the sport business industry segment studied while other segments were at 8% (sport management education) and below; and gender focus of the papers were 51% Both, 23% Male, 21% Nonspecific, and 6% Female. Complete findings, conclusions, and discussion will be presented. Researchers and the journal editor benefit from this research in that they can use this information to help guide their choices for future research topics in order to address the gaps found in the body of work in this journal.

Motivations of Trail Ultra Runners (MOTUR): Message Framing

Jason D. Reese, Stephen F. Austin State University
Jamey R. Plunk, University of Mary Hardin-Baylor
Robert M. Crocker, Stephen F. Austin State University

In 2011, over 5.3 million people participated in trail running (Running USA, 2012); trail running adds \$27 billion to the sport tourism industry annually (McGehee et al., 2003). Based on this popularity growth, and the need for sport marketers to effectively reach consumers in the running community, the purpose of this study is to better understand the motivations of trail runners.

Fitness participation motivations are complex and numerous (Rohm et al., 2006). Researchers, such as Masters and Ogles (1995), have found significant differences in motivations related to training type. Therefore, two hypotheses were tested relating to motivations of trail runners based on distance (H1) and pace (H2) trained. (Note: A more extensive literature review will be presented if the abstract is accepted).

Two data collections were used to develop and validate a trail running motivation scale: Motivations of Trail Ultra Runners (MOTUR). The first was in person from participants (N=81) who were running in a 50 or 100 mile trail race. The second through social media (N=187). Internal consistency was not an issue ($\alpha = .839$) (Hair et al., 1998).

Results suggest the MOTUR scale is an acceptable measurement of trail runner motivations. Each scale item, with their corresponding mean and standard deviation scores will be presented in table format at the conference. To determine significant differences between types of trail runners, participants were grouped based on training per week and pace of training. Results reveal significant motivational differences between the distance and pace (confirming H1 and H2). However, there was no interaction effect between these two dependent variables. That is, fast runners that trained for longer distances did not differ from those slow long distance runners. Likewise for the fast and slow short distance runners.

This scale will help marketers better frame their marketing message to meet the needs and wants of their consumers. Furthermore, trail race marketers should also recognize that differences in consumers may be associated with their level of training, in both speed and distance of training and message should address these differences. Study limitations and future research will be presented at the conference if accepted.

The Case for Participatory Pricing

Jason D. Reese, Stephen F. Austin State University

Today, sport teams face a problem of diminishing attendance. To combat this, firms often offer price promotions. A new innovative price promotion being implemented is participatory pricing (Kim et al., 2009). Born out of the travel industry (yield management) this pricing strategy gives consumers a say in the final price they pay. In the sport industry (e.g. St. Louis Blues, Florida Panthers, and Mansfield Town Club – UK), forms of participatory pricing have included pay-what-you-want (PWYW) and name-your-own-price (NYOP) strategies. Likewise, third party brokers are now using participatory pricing to help increase ticket purchases to undersold events (i.e. ScoreBig.com). (Note: An in-depth analysis of each example will be examined in the poster presentation if accepted).

The purpose of this presentation is to make a conceptual case for the expanded use of participatory pricing in the sport industry, as well as provide avenues for future research. The presentation will examine the theoretical foundations of participatory pricing (including the purpose, forms, consumer bidding behavior, and optimal participatory pricing designs). In addition, theoretical examinations regarding the applicability to the sport industry will be presented.

The benefits of participatory pricing use in sport will also be examined. For example, these mechanisms give the firm the ability to influence consumer perceptions and behaviors (e.g. intent to purchase, fairness, and satisfaction; Chandran & Morwitz, 2005; Hinz et al., 2011; Kim et al. 2010). Second, the firm is better able to collect information about the consumer (e.g. demand, consumer behavior, and willingness-to-pay; Cai et al., 2009; Hinz et al., 2011; Spann, et al., 2004). Third, it gives firms the ability to profitably dispose of excess supply, and make changes in supply as a reflection of demand; a result of the bidding behavior of consumers (Chernev, 2003; Spann et al., 2010; Wang et al., 2009). Another benefit includes the increase number of customers purchasing the firm's good or service (Kim et al., 2010). Finally, this pricing mechanism can increase future buyer consumption (Daily Mail, 2010; F.C. Business, 2010; Kim et al., 2010). Future research regarding consumer bidding behavior (i.e. loyalty and double bids) will be presented if accepted.

Paid vs. Unpaid Internships in Professional Sports: Do They Differ by Sport?

Paul Resnick, University of Miami

Wayne Bryant, University of Miami

Lu Xing, University of Miami

This research explored 116 internships from four professional leagues - National Basketball Association (NBA), National Football League (NFL), Major League Baseball (MLB) and National Hockey League (NHL). The purpose of the study was to determine if paid or unpaid internships differed by sport. An internship was a position within an organization which was temporary, students or recent graduates had partaken in to gain work experience (Baker, Jensen, & Murphy, 2012). Data were collected from teamworkonline.com by searching "internship" in the "job description" section. Each internship opportunity was organized by sport and placed into a paid or unpaid category and into each of the sport leagues. After completing a Chi-square test, it was determined that paid and unpaid internships did differ by sport.

Perceptions and Experiences of Athletic Department Graduate Assistants

Brenda A. Riemer, Eastern Michigan University
Erica J. Zonder, Adrian College

Graduate assistants are an integral part of a university, yet it could be argued that their perception of their experience as scholars and workers is largely unknown. Park (2004) determined that there were six areas of focus of the literature on graduate assistants: selection and preparation, training, supervision and mentoring, practical issues, personal issues, and professional development. There is a gap in the literature about the GA experience and even less information about GAs writing about their experiences (Shahjahan, 2008). The purpose of this study was to understand the perceptions and experiences of graduate assistants (GAs) in Athletic Departments. Specifically, the perception of the GAs of their hours worked, the importance of the assistantship to their future profession, and if their assistantship ever interfered with their scholarly endeavors. GAs in Athletic Departments were contacted through either their Graduate Dean, a member of the Athletic Department, or through our link on LinkedIn. If a GA was interested in taking the survey, they clicked on a link which took them to Survey Monkey. Preliminary results indicate that GAs in athletics begin their assistantship before their hire date, and work 40 or more hours. They also believe that the work they are doing will lead to a job (more so than the sport management degree), and that they do not have a say in the number of hours they work. The discussion will focus on how sport management graduate students who are GAs in Athletics have less rights and responsibilities than collegiate athletes and how this cycle replicates itself no matter what the students learn in their classes (such as human resources and OSHA rules and regulations).

A Bit of Strategic Innovation? Bitcoin for Sports Ticket Sales

David T. Rolfe, University of Arkansas

Stephen W. Dittmore, University of Arkansas

John R. Malmo, University of Arkansas

The purpose of this presentation is to understand the virtual currency Bitcoin and its relevance in the sports ticketing arena. Traditional sports ticket sales have followed a basic model of tickets in exchange for cash or credit. In an evolving and competitive market, sports marketing professionals must adapt and consider alternate forms of ticket sales. The ticket sales evolution has included variable ticket pricing, dynamic pricing, all-you-can-eat inclusions, stored value tickets, and print-at-home options (Rylander, Rundio, & Wilson, 2013). Now the industry is beginning to see the emergence of Bitcoin as at least three professional teams have begun to accept Bitcoin as a valid form of payment.

Considered a “cryptocurrency”, Bitcoin is awarded through the solving of complex computer riddles, is devoid of a physical form, has no government or regulatory body backing it, and has value based largely on speculation (Rogojanu & Badea, 2014). Bitcoin has found popularity and legitimacy among technology companies and companies considered to be innovative.

WordPress and Reddit as well as some university advancement offices, have begun accepting Bitcoin as a viable currency.

This presentation will consider the evolution of the ticketing industry with primary emphasis on the pros and cons of Bitcoin. The presentation will provide an overview of what Bitcoin is; its origins, practices, and current applications as a tradable currency. Second, Bitcoin will be examined thoroughly for benefits and risks associated with its use and potential adoption by sport businesses. This will specifically focus on regulatory issues, trading, and the violate nature of Bitcoin (Van Alstyne, 2014). Finally, the presentation will address the ramifications of adopting Bitcoin in a sports ticketing environment. This will include potential risks and rewards to the consumer, owner, franchise, and league. Are professional sports ready and willing to accept Bitcoin as payment for tickets? Will accepting Bitcoin drive ticket sales?

Impact of Environmental Service-learning on Green Consumption Behavior

Stephen Ross, University of Minnesota
Tiffany Richardson, University of Minnesota
Windy Dees, University of Miami
Eric Brownlee, Gannon University

A new paradigm of “green consumption” has been leading the way in the avoidance of global warming, and includes the simple day-to-day principles of reduced purchasing, lower consumption and less pollution (Gilg, Barr, & Ford, 2005). On the whole, the practice of green consumption depends on external environmental factors (e.g., social pressure, policies, educational opportunities), as well as personal cognition and personal characteristics. Although the study of green consumption has been developing, no study has used the educational service-learning perspective as a mechanism for environmentally-focused consumer attitude change. As such, the purpose of this study was to examine the impact of participation in an environmental service-learning experience on green consumption behavior.

Students enrolled in a course focusing on green initiatives of the 2014 MLB All-Star game served as participants in the study. Utilizing established scales (Lin & Hsu, 2013), a survey was conducted assessing students pre/post green consumption behavior. Students were asked to complete an online survey prior to the service-learning experience, and then to complete the same survey after the service-learning experience.

Fifty-two students completed the pre-experience survey, while only 31 completed the post-experience survey. After eliminating incomplete data, 50 usable pre-surveys and 30 usable post-surveys were available for analysis. In order to ensure equality in pre/post data sets, a random sample of 30 respondents was selected from the pre-surveys. A Wilcoxon signed-rank test was used to compare the pre and post-survey scores. The Wilcoxon signed-rank test is a distribution free test, as we did not assume that the data was normally distributed given the small sample size. This test is often used on continuous variables that are measured on two occasions to test if statistically significant differences exist between time 1 and time 2 (Haidous & Sawilowsky, 2013).

The results revealed significant differences on 9 of the 10 subscales, indicating that the students participating in the environmental service-learning experience increased in green consumption behavior. These findings suggest that sport organizations wishing to influence socially accepted green practices might want to partner with universities in providing students with similar service-learning experiences.

Organizational Representation Through Twitter: An Examination of the WNBA

Megan Shreffler, University of Louisville
Meg Hancock, University of Louisville

Twitter has become a popular online social network for professional sport teams and athletes to connect with fans (Fisher, 2009). The continued growth of the social network can be attributed to the ability of athletes and teams to bypass traditional media outlets in the sharing of information (Sanderson & Kassing, 2011). Given that Twitter is user-controlled, sport teams and athletes are able to control the image they wish to portray to the public through Twitter. Due to the control that sports teams and athletes have over their Twitter accounts, impression management, or the ability of users to influence the perceptions of how others view them (Goffman, 1959), is an appropriate theoretical lens from which to examine the manner in which sport organizations are presenting themselves on Twitter. Impression management suggests that one may present an idealized version of oneself, as it is known that an intended audience will be faced (Goffman, 1959).

Although research has been conducted to examine how individual athletes are controlling the information shared through their personal social media accounts (Hambrick, Simmons, Greenhalgh, & Greenwell, 2010), little research exists in which the official Twitter accounts of sport organizations have been examined. Rein, Kotler, and Shields (2006) identified five objectives in effective communication in the sport industry: (1) to engage the interest of stakeholders, (2) to imprint the sports brand's identity for a lasting impression, (3) to humanize the brand, (4) to encourage stakeholders to identify with the brand and feel a personal connection with the participants, and (5) to place the outcomes of competition in more than just a winning context. While these objectives have been identified as imperative in the communication process between sport organizations and stakeholders, they have yet to be empirically tested. For this reason, the purpose of this study was to examine the manner in which organizations are presenting their organizations on Twitter. To address the purpose of this study, the official Twitter accounts of the 12 WNBA teams were examined. Content analysis was used to categorize the in-season and off-season tweets for each organization. If accepted for presentation at the conference, the results will be disseminated and explained in greater detail.

The Relationship between Service Value, Satisfaction, Word-of-Mouth, and Attendance Intentions: An Examination of Minor League Baseball Fans

Megan Shreffler, University of Louisville

T. Christopher Greenwell, University of Louisville

Eric Brownlee, Gannon University

Organizational recognition of the lifetime value of customers has led organizations to place emphasis on building relationships between organizations and consumers, which has caused a shift from a transactional exchange paradigm to a relationship-oriented paradigm (Devasagayam & Buff, 2008). This transition has led to increased research on customer satisfaction and purchase behavior, as organizations seek to provide the best experiences possible. Recent research has suggested that satisfied customers do not necessarily buy more of an organization's products and services, causing researchers to look for the potential missing links (Eisingerich, Auh, & Merlo, 2014). This study used surveys of Minor League Baseball (MiLB) consumers to understand the relationship between service value, satisfaction, word-of-mouth (WOM), and attendance intentions.

There are differing viewpoints on the relationship between customer satisfaction and purchase behavior. While some researchers suggest that customer satisfaction leads to more profitable relationships over time (Luo, Homburg, & Wieske, 2010), others suggest that there is a missing link and the customer satisfaction does not necessarily equate to repurchasing (Auh & Johnson, 2005). Studies have yet to explore satisfaction and purchase behavior through the examination of service value and WOM. Thus, the purpose of the present study was to examine the relationship between service value, satisfaction, WOM, and attendance intentions. The purpose was accomplished through the empirical testing of the proposed model (see Figure 1).

Data were collected at a MiLB game, but has not yet been analyzed. If accepted for presentation at the conference, the results will be discussed in greater detail. It is believed that the analysis will provide both theoretical and practical implications. If proven significant, the proposed model can be used as a guide to understand how the value associated with the service experience impacts WOM and attendance intentions. The model could then be implemented in future replicated studies to understand the relationship amongst the constructs. Practically speaking, it is our hope that this project will provide empirical evidence into the missing links between satisfaction and purchase behavior. It is our belief that the recognition of these missing links is particularly important as organizations recognize and embrace the lifetime value of customers.

Beautiful Game, Ugly Actions: Racism in Global Football

Lauren Reichart Smith, Auburn University

Galen Clavio, Indiana University

Katie Metz, Indiana University

While global football has achieved unparalleled levels of popularity, the past decade have seen a growing number of public incidents of racist activity among certain fan groups. Many of these incidents are directed at players of African descent, and have included racist chants, taunts, and items such as bananas being thrown on to the field (McGowan & Gittings, 2014). These incidents have occurred during many of the most prominent competitions in the world of football, and have led to punitive measures against offending teams (Burrows, 2014; McGowan & Gittings, 2014). The 2014 World Cup saw its own controversy involving racism, as French and German fans appeared in blackface at World Cup venues (Jacobs, 2014).

Despite claims from teams and governing bodies in football that racism is being combatted, there has been considerable frustration and anger from players and some fans that more has not been done (Gibson, 2014). For example, when a player affected by a banana-throwing incident at a Spanish club's stadium led a banana-eating campaign via social media, he was criticized by some observers for having coordinated this effort with a set of marketing experts (Corrigan, 2014). The player's response to that criticism highlighted his and others' frustrations with the lack of heed paid to prior complaints about racist behavior among fans.

This study focuses on the efforts undertaken specifically by FIFA to combat racism. Through an examination of the creation of the *FIFA Anti-Racism and Discrimination Task Force*, the efforts and campaign set forth by the task force, and the major news stories surrounding the 2014 FIFA World Cup, this study will analyze the effectiveness of disseminating that message. Through the use of the Business Relationship Management (BRM) modeling process and the application of Framing theory, FIFA's attempts to bolster football fan's understanding of the "Say no to racism" campaign will be investigated.

Using a content analysis to evaluate the major stories relating to racism in football and actions undertaken by FIFA, the following questions will be examined:

RQ1a: How were instances of racism framed in the lead up to the 2014 FIFA World Cup?

RQ1b: How were instances of racism framed during the 2014 FIFA World Cup?

RQ2: What actions were taken by FIFA to disseminate the main message of the campaign leading up to the 2014 FIFA World Cup?

RQ3: What inactions by FIFA led to contradict the overall message of the campaign in the lead up and surrounding the 2014 FIFA World Cup?

RQ4: Which principles of the BRM were utilized most often in the dissemination of the campaign message?

Using Best-Worst Scaling in Sponsorship Screening

David K. Stotlar, University of Northern Colorado

Contemporary research has identified criteria and models depicting benefits from marketing through sport sponsorship. Research has shown that market-driven objectives such as increased market share, new client acquisition, product awareness and on-site sales have been consistently cited as critical factors. Overall, there is considerable agreement regarding the factors and benefits of sport sponsorship, however, no research could be found to operationalize the findings. The purpose of this research was to establish clear and concise scoring criteria which a company could use in a decision model for screening sport sponsorships opportunities.

Research Method: The existent literature and prior research were utilized to extract the principal factors associated with the benefits of sport sponsorships to address construct validity. Within each category, descriptive criteria were constructed for quantifying observable phenomenon specific to various levels of performance associated with the category. A panel of experts participated in a Best-Worst Scaling (BWS) assessment as prescribed by Louviere, Hensher & Swait (2000). Through this process, randomized variables were ranked as "Best" or "Worst" within each category. Based on the BWS analysis, a validated instrument was finalized.

Results: Clear and concise scoring criteria resulted. The schema was implemented through a screening form and field tested by the researcher. One example of the 23 screening criteria categories is presented below.

Category 1

- The Proposed Event (category IOA .91)
- _____ Score
- 9-10 The event is one of the top 5 in its category, has an impeccable reputation in the field and the name/theme of the event fits well with company products
- 7-8 The event is well known, has a strong reputation in the field and the name/theme of the event fits well with company products
- 5-6 The event is well known has a good reputation in the field
- 3-4 The event is not well known but has potential to build a strong reputation
- 0-2 The event not well known and has little history on which to base a decision

Ultimately, the schema allowed company decision-makers to quantify the relatively subjective assessment of sponsorship proposals.

Reflections of Two-Screen Users: How Fans are Utilizing Information Technology While Watching Sports

Ryan Vooris, Indiana University
Chase Smith, Indiana University
Cecilia S. Obeng, Indiana University
Galen Clavio, Indiana University

Sport fans frequently use more than one platform of information technology when watching sports (Gantz & Lewis, 2014). In addition, it is estimated that as many as 85% of people use information technology while viewing television (Dredge, 2012). People who use technology while consuming other forms of entertainment are often referred to as dual-screen users. They can also be said to be engaging in the second-screen experience (Warren, 2013).

Nielsen's 2013: Year in Sports Media Report states that 49.7% of all tweets about television last year referenced sports. This is despite sports accounting for only 1.2% of all television programming. Nielsen also reported that in September 2013, 61.7 million people used their smartphone to access sport content, an increase of more than 21% from 2012 (*Year in Sports Media Report*, 2014).

In order to understand how sport consumers are engaging in the second-screen experience, three focus groups were held with self-identified dual-screen users at a large Midwestern university. The focus groups were held to ascertain answers to three research questions.

- RQ1: According to two-screen users, what benefits do they see from accessing other content while watching sports?
- RQ2: What devices do these users utilize and how does it vary by location and event?
- RQ3: How long have users been engaging in this conduct?

Results indicated that participants felt the need to supplement their viewing experience to access statistics about the players and events they were watching. Participants also discussed how a second screen allows them to follow games and events they are unable to watch, while they watch another. The additional screen allows them to change the channel if necessary and/or keep up on out-of-market or international games.

Participants also talked about how they utilize social media to see what friends and experts are saying about an event as they are watching it. Participants indicated that they frequently used their smartphones while viewing sports, with many saying this occurred more than 90% of the time. The purchase of a smartphone appeared to be the starting point for how long users had been engaging in dual-screen usage.

Religion & NOC Membership

Warren A. Whisenant, University of Miami
Joseph Montag, University of Miami
Alexander Swan, University of Miami

The purpose of this study was to determine if the major religion of a country affected the gender composition of the National Olympic Committee (NOC) of that country. This study integrated studies focused on gender and religion and their relationship to leadership. A random sample of NOCs were selected and data regarding the gender composition of each committee and the country's primary religion were collected. An ANOVA was employed to determine if a difference in gender composition existed based upon the country's religion. The results of the data show female representation in the NOCs was severely lacking globally. Females held only 22.5% of the committee positions, which was less than a quarter of the total representation. Seventy-five percent (75%) of the countries were represented as Christian countries. When comparing multiple religions, the results indicated that religion did not have an impact on the gender make-up of the NOC. However, when the data were recoded and a t-test was employed using two variables, Christian Countries and Non-Christian countries, the difference was significant: $t(21.457)=2.854$ ($p=.009$).

Gamifying the Sport Sales Learning Experience: Case Analysis using the Sales Game

Dene J. Williamson, Saint Leo University
Eric C. Schwarz, Victoria University, Melbourne, Australia
Sam Caucci, Huddle Group, Inc.

Research states that there is a disconnect between "those who work in sports and those who study it" and the "disconnect stems from conflicting needs and long-standing attitudes on both sides" (King, 2013). Finding a way to deliberately prepare students to be ready to work for a sport property should be considered a top priority for academicians. Implementing and training students to understand and use sport industry specific software in the classroom could be considered one way to bridge this disconnect.

It has been stated that the millennial generation "prefer to use the latest social technologies and innovation platforms to communicate and collaborate on-the-job" (Miseter, 2012). By incorporating platforms within the academic setting and used by sport properties, these innovative platforms will not be foreign to the millennials who accept their first job working for an organization in the sport industry

By 2020, 50% of millennials will have logged over 10,000 hours on some type of gaming platform before the age of 21; a statistic that represents the same amount of time that a 21 year old has spent in school from 5th to 12th grade (Schore, 2011). This merely indicates a need for learning and engagement in academia and the sport industry to consider the positive impact of utilizing a web based or gaming platform in the classroom or in a job setting (Shore, 2011).

Today's generation do not lack the skills to succeed in the workforce, but rather lacks the experiences necessary to develop the skills and habits that are critical to succeeding at their job. Using the latest research into how gaming mechanics can be used to place students in situations that enhance the likelihood of developing the necessary skills for the workforce.

The goal for this presentation is to present The Sales Game platform as a tool for preparing students for a career in sport sales. The focus will be to demonstrate the game layout, as well as to present a model for how the game can be utilized during a 16-week semester.

Embracing the Loss of Employee Productivity During Major Sporting Events

Dene J. Williamson, Saint Leo University

Drew Gold, Saint Leo University

Sherry Aundre, Associate Professor

As a whole, many from our culture are engrossed in watching sporting events. It might be the casual sports fan that periodically watches an event on a weekend, or the die-hard sports fan that spends their entire weekend watching college football on Saturday, followed by professional football on Sunday and then winding down on Monday with the weekly Monday Night football game. Typically these events take place in the after hours of work or on the weekend when most people do not have to clock-in. However, there are a few instances where sporting events take place during the work day. The month of March has become synonymous with March Madness and the NCAA Men's Division I Mens's Basketball Championship tournament, a time that costs companies close to \$134 million in "lost wages" over two days because employees are focused on watching games and cheering for their team while at work and on the clock (Smith, 2013).

During the 2014 World Cup, on June 26th, 2014 over \$390 million was calculated in lost wages and productivity (DiBlassio & Schneier, 2014). Although many organizations and companies try to negate the viewing of these events at work by having their IT professionals block the streaming process (Tuttle, 2012); many companies have learned to embrace and welcome the loss of office productivity during such events.

The focus of this presentation is to look at the pros and cons of embracing the inherent loss of both productivity and the millions of dollars which are ultimately lost in wages by showcasing the benefits of incorporating sporting events directly into the office culture. It has been stated by Robert Hoskings that it is "smarter for managers to acknowledge the appeal of events like March Madness and provide opportunities for their staff to enjoy the festivities, rather than ignore them" (Smith, 2013).

Data and research will be provided from a poll that was nationally distributed to a sample which is a representation of the U.S. population. Prescriptive suggestions and recommendations will be discussed. An interactive discussion will follow.

The Utilization of Social Networking Sites by Professional Sports Teams: Prevalence of Relationship Marketing

Benjamin K. Wright, Indiana University

Ryan Vooris, Indiana University

Antonio S. Williams, Indiana University

Galen Clavio, Indiana University

Professional sport teams often use social networking sites (SNS) to share information and connect with stakeholders. Much of the research on SNS in sport has focused on message categorization (Frederick, Lim, Clavio, Pedersen, & Burch, 2014; Hambrick, Simmons, Greenhalgh, & Greenwell, 2010; Pegoraro, 2010) and usage motivations (Clavio & Kian, 2010; Clavio & Walsh 2013; Witkemper, Lim, & Waldburger, 2012). Existing studies have laid the foundation for examining social media research in sport, however limited research has investigated marketing efforts of professional sport teams on SNS. Therefore, the purpose of this study is to identify the rate at which teams from the National Football League (NFL) post the same content via multiple digital platforms, which may be explained by relationship marketing. Williams and Chinn (2010) acknowledged that social media required the use of different messages to meet different consumers and that diverse relationship marketing strategies were therefore vital. The current study aims to examine the social media efforts of teams in the NFL. Specifically, we will use content analysis to examine the rate at which teams share the same content via their official websites, Facebook pages, and Twitter accounts. The following research questions guide this study:

RQ1: Do NFL teams share content from their official websites on SNS?

RQ2: Do NFL teams use relationship marketing when creating digital content?

RQ3: Do NFL teams utilize a vertical strategy in terms of the content generated on their official website and SNS?

In order to complete this research, four teams from the NFL will be chosen randomly. Employing quantitative content analysis, a constructed two-week period will be used to examine each team's official website, Facebook page, and Twitter account to determine the frequency of cross-posts. Using the official team websites as the baseline for content generation, this study aims to examine the degree to which NFL teams vertically integrate information conveyed to their stakeholders via social media. Ultimately, this study will provide an opportunity to better understand the content sharing patterns of professional sport organizations and the degree to which NFL teams utilize vertical strategies via SNS to connect with stakeholders.