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**ABSTRACTS**

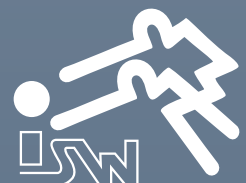
/// 12.01.2012

**4<sup>TH</sup> INTERNATIONAL SPORT  
BUSINESS SYMPOSIUM**

**2. INNSBRUCKER SPORT-  
ÖKONOMIE & -MANAGEMENT  
SYMPOSIUM**

/// INSTITUT FÜR SPORTWISSENSCHAFT  
UNIVERSITÄT INNSBRUCK

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# Youth Olympic Games

## Papers:

- Bogatov, A. (GBR): Youth Winter Olympic Games 2012 brand influence on the image of Innsbruck as an international sport tourist destination
- Schnitzer, M., Brandstetter, E., Lang, M., Kopp, M. (AUT): Evaluation of the innovative elements of the Innsbruck 2012 Winter Youth Olympic Games sports program
- Gulbe, A., Luika, S. (LET): Latvian Youth Olympic Games – take off for European and World Youth Olympic Games

# Youth Winter Olympic Games 2012 brand influence on the image of Innsbruck as an international sport tourist destination

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## Abstract

A broad variety of literature on sports events is devoted to the impacts of mega sports events on hosting destinations. The emphasis is on the economic benefits, including: development of infrastructure, tourist expenditure, and international destination image enhancement, which leads to an increase in the area visitation (Essex and Chalkley, 1998; Hiller, 2000). However, sports events management research of the events' legacies leaves certain questions, to be answered by the scholars from the domains of tourism, marketing and destination management. For example, *'What types of tourists are attracted to the destination hosting a sports event?'* and *'How does a brand of an event enhance the image of a destination?'* Research of sports events' brand influence on the level of destination attractiveness is limited (Preuss and Alfs, 2011). Smaller scale sports events are seen as being far less significant than mega events in terms of legacies and international interest (Coatler and Taylor 2008). Hence the influence of these events on the image of hosting destinations lacks research.

In order to fill in this gap, the dissertation answers the following research question: *How does the brand of the Youth Winter Olympic Games affect the perceived image of Innsbruck as an international sport tourist destination?*

Sport tourism, destination management and sports events management literature is reviewed to estimate the potential impact of a sports event on a destination image, regardless of the event's scale. The theoretical findings are applied to the case study analysis. Innsbruck 2012 Youth Winter Olympic Games were chosen as the research case study. The event is chosen as it is the first YWOG in history and the research can contribute to its future development.

One of the objectives of the literature review is to identify the market of a sports destination and analyse ways to address it. Sport tourists are identified as Innsbruck potential customers. They are classified geographically (into domestic and international) and according to their motivations (into active, nostalgia and sport events tourists). Their preferences are found to be based on perceptions of destinations' brands (Gibson, 1998). Branding is one of the main functions of Destination Management Organisations (Kotler and Gertner, 2004). According to the Innsbruck 2012 Candidature File, the aim of the destination promotional campaign is *'to consolidate the city's reputation as a capital of youth winter sport culture and to launch a comprehensive web presence in advance of the Games'*.

The data for case study analysis are collected from the internet sources using Google Alerts, with daily results notification in August 2011. The research of the case study consists of a mixed method discourse analysis of 50 articles devoted to the event in 4 languages (English, German, French and Russian).

On the first stage qualitative analysis is undertaken to extract the brand message. Then the message extracted from the international content is compared to the domestic one.

On the second stage symbolic representations of the marketing message are identified and studied quantitatively.

The research estimates the existing influence of the event on the perceptions of the destination image. The main conclusion is that the reports on the internet devoted to the event often fail to enhance media exposure of Innsbruck. For example, only 22% of the data address nostalgia sport tourists and only 14% present Innsbruck as an international sports destination. 20% of the reports are devoted to interviews with the participants. Less than a half of them contain references to the hosting destination.

Among the recommendations the author suggests that the focus of the reports can be drawn to the Olympic legacy and sport infrastructure of the region by organising official visits of the ambassadors and sport celebrities to the existing venues.

The results obtained and analysed within this dissertation on the pre-event stage can be used for the research on further stages and for post-event evaluation of the YWOG's impacts.

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Alexey Bogatov is a MSc. student in Sports Events Management at the Leeds Metropolitan University. He holds an Economics and Management State Diploma from the Russian State University for Humanities and two linguistics State Diplomas from the Tula State Pedagogical University and the Leeds Metropolitan University. His work experience includes: sales manager for Holiday Club Resorts in St.-Petersburg; events manager for GCS Business Group in Moscow and tournament manager for Victoria Gardens Leeds Chess Tournament.

# Evaluation of the innovative elements of the Innsbruck 2012 Winter Youth Olympic Games sports program

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## Abstract

### Aim of the Abstract/Research Question:

The IOC has settled in its strategic goals for the Youth Olympic Games (YOG), that the YOG need “to act as a platform for initiatives within the Olympic Movement” (IOC, 2011). One of these initiatives is the creation of a new and innovative sports format at the YOG. Some innovative elements, such as mixing teams by gender and/or countries, have been already tested on occasion of the YOG 2012 in Singapore. The Innsbruck 2012 Winter Youth Olympic Games will also propose a sports programme which has completely new characteristics (e.g. mixed parallel team events, mixed relays, mixed team competition, NOC double competition etc.). In consideration of the fact, that these elements and the Winter Youth Olympic Games themselves are unique up to now, the evaluation of these is essential. The aim of this study is to assess the attitude of the media on one hand and the spectators on the other hand, towards these new events of Innsbruck 2012.

### Theoretical background or literature review:

Since 2007, when the green light for the Youth Olympic Games has been given, only a few scholarly projects concerning the YOG have been carried out. In terms of Digel (2008) the YOG are described as a good idea, which raises difficult questions. For that reason it is imperative to understand the drawing power of new events. From that perspective until now there is an immense lack of knowledge in this academic area. For Michalik (2003) one of the elementary innovations in Olympic sport history represents Snowboarding. Ski cross presents one of the recent investigations in Olympic Winter disciplines. The YOG gives insight to another concept compared to the major Olympic Games. It was open to proposals from Sport Federations to integrate youth-driven and trend disciplines that are not yet part of the “big” Olympic Games (Judge, 2009). The YOG provides an ideal platform to test the attraction of these innovations and represent an ideal opportunity to evaluate the drawing power towards the media and spectators.

### Methodology, research design and data analysis

The empirical study will be carried out through a structured questionnaire during Innsbruck 2012, considering the spectators and the media. These stakeholders were selected through a previous conducted pilot study to this topic. The analysis and identification of different stakeholder was made due to the basic model of Mitchell (1997). Accordingly, some stakeholders have been interviewed about the innovations of the 1st Winter Youth Olympic Games. The results of these interviews build the categories for the basic construct of the questionnaire. The basic construct contains common questions for media and spectators relating to the innovative elements in general. This gives the possibility to compare the different stakeholder’s opinion and to

calculate correlations during the data evaluation. The second part of the questionnaire will include specific adapted questions on one hand for spectators and to the media on the other hand. The whole survey will start on the third competition day, in order that the respondents have already an idea of the event and its programme. Spectators will be interviewed during the event; therefore the questionnaire will be available in German and English. A total of 1000 questionnaires are estimated for the spectators. The media will be interviewed in the Media Centers of Innsbruck 2012 in German and English. A minimum of 20 percent completed questionnaires of all media accredited is approximated.

#### Results, discussion and implication/conclusion:

The evaluation of this trial should enhance insight about factors which are making sport events attractive, successful, fascinating and youth-driven. Results should contribute to the existing knowledge, especially for answering the questions when spectators visit an event and when it would make sense to increase the media coverage. First results will be available by the end of April 2012.

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Martin Schnitzer of Merano, Italy, served as CEO of Innsbruck 2012, Candidate City for the Youth Olympic Games. He previously held the position of Secretary General of the UEFA EURO 2008™ Host City Innsbruck, Austria

At the 2005 Winter Universiade in Innsbruck/Seefeld, he was involved in every area of operations and worked as lead on-site executive for the innovative five-discipline venue cluster at the Seefeld Arena. After the Winter Universiade, Martin moved to Turin and served as TOROC's Deputy Venue Manager for the Women's Olympic Alpine Skiing speed events at San Sicario.

Martin was born in 1976. He earned his first degree in Sports Science at the University of Innsbruck in 2001 and went on to complete a Master's degree in Management of Sport Organisations at the University of San Marino in 2003. He also completed an Executive Master's in Sport Organisation Management (MEMOS), a postgraduate programme officially accredited by the IOC, in 2004.

Currently Martin lectures and tutors young people at the university, while working on his own Ph.D. on "creating legacies for major sporting events".



Elisabeth Brandstetter achieved her Bachelor of Sport Management, Leopold-Franzens-University, Innsbruck and is currently studying for a second Bachelor in Sport Science and also for a Master of Sport and Motor Science at the Leopold-Franzens-University. She is doing her internship at YOGINN 2012 for the Winter Youth Olympic Games in Innsbruck and for five consecutive years she worked as a volunteer in the marketing team department for the Golden Roof Challenge. Also to mention is her work experience at adidas Austria GmbH in the visual merchandising department, trade marketing and product trainer department.

Madeleine Therese Lang is currently studying at the Leopold-Franzens-University, Innsbruck for a Master degree in Sport and Motor Science. During her Bachelor of Sports Management in Innsbruck, she studied sports management 6 months abroad at the Granada University in Spain. She is doing her internship at YOGINN 2012 for the Winter Youth Olympic Games in Innsbruck and is very active as a volunteer. Among other volunteering activities, are to mention: the Special Olympic Summer Games in Vorarlberg; Children Training Track and Field, TS Gisingen in Vorarlberg; Golden Roof Challenge, Track and Field, Innsbruck and the European Championship Qualification, Handball, Germany-Austria, Innsbruck.

Martin Kopp, Ph.D., is Professor of Sport & Exercise Psychology and Chairman of Sport and Exercise Psychology, Department of Sport Science, University of Innsbruck, Chartered Clinical and Health Psychologist, Psychotherapist (Cognitive Behavioural Therapy), Sport and Work Psychologist. After his psychology study, he achieved his Ph.D. with the thesis: "Psychosocial influences on the outcome of surgical interventions" followed by a postdoctoral qualification for Medical Psychology, Psychotherapy and Psychosomatic Medicine from the University of Innsbruck with the thesis: "Psychodiagnostic criteria in medical outcome research". Between 2000 and 2010 he was the Leader of the Research Group 'Behavioural Medicine/Health Psychology and Vice-Director of the Clinical and Health Psychology Unit of the Innsbruck Medical University (Innsbruck University Hospital).

He is also a reviewer for the following Journals:

- Psychooncology, Haematologica, Journal of Psychosomatic Research
- European Journal of Haematology, Quality of Life Study Group (EORTC)
- American Journal of Preventive Medicine, Neuropsychiatry.

# Latvian Youth Olympic Games – take off for European and World Youth Olympic Games

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## Abstract

To the World Youth Winter Olympic Games, which will be held in 2012 in Innsbruck in Austria, was a long way to go. Latvian Youth sports team participation has been regular both in European Youth Olympic Festivals and European Youth Winter Olympic Festivals.

Latvian Youth Olympic Games also have their own history. Since 1992 in Latvia are held Latvian Youth Olympic Days in summer sports, which since 2002 are known as the Latvian Youth Summer Olympic Games. So far there have been 6 Latvian Youth Summer Olympic Games. In 2011 Latvian Youth Summer Olympic Games participated 71 teams of 2957 members, who competed in 26 sports. The participants of Latvian Youth Summer Olympic Games can be citizens and residents of the republic of Latvia, aged from 12 to 18 years, representing their region or city.

Research question: does Latvian Youth Olympic games had been the starting point for young athletes to the European Olympic Youth Summer and Winter Festivals and Youth Winter and Summer Olympic Games, as well as were these events had been a bridge to success in the Olympic Games?

Methodology: document content analyses.

Since 1994 are held also Latvian Youth Olympic Days in winter sports, also this competition since 2002 is called Latvian Youth Winter Olympic Games. Up to 2011, inclusive, there have been 17 Latvian Youth Winter Olympic Games. In this competition can participate youngsters, between the ages of 7-18 years, and they should be members of their educational establishment teams, also Latvian Youth Winter Olympic Games takes place every year. According to the results of this Games is not carried out the selection for European Youth Olympic Festivals. In 2011 Latvian Youth Winter Olympic Games participated 117 teams, consisting of 1075 participants, who competed in 7 sports. Thus, the Latvian Youth Summer and Winter Olympic Games, obviously, are connected with further participation in European Youth summer and Winter Olympic Festivals, where Latvia is represented already since 1993. Information on Latvian Youth team participation in European Youth Summer and Winter Olympic Festivals, including the number of medals won, is showed in Table 1 and Table 2.

Table 1. Participation of Latvian team in European Youth Olympic Festivals: the number of participants, and gold, silver and bronze medals won

No.	EYOF Location	Year	Number of Latvian athletes	Gold	Silver	Bronze
I	Brussels, Belgium	1991	-	-	-	-
II	Valkenswaard, the Netherlands	1993	36	-	-	-
III	Bath, UK	1995	29	-	2	-
IV	Lisbon, Portugal	1997	33	-	-	-
V	Esbjerg, Denmark	1999	44	-	-	1
VI	Murcia, Spain	2001	37	1	-	1
VII	Paris, France	2003	43	1	-	3
VIII	Lignano, Italy	2005	60	2	3	4
IX	Belgrade, Serbia	2007	63	3	2	-
X	Tampere, Finland	2009	49	-	2	2
XI	Trabzon, Turkey	2011	60	1	3	1

Although Latvian team has always participated in European Youth Winter Olympic Festivals, its success has been limited. The participation of Latvian team in European Youth Winter Olympic Festivals is summarized in Table 2.

Table 2. Participation of Latvian team in European Youth Winter Olympic Festivals

No.	EYOF Location	Year	Number of Latvian athletes	Gold	Silver	Bronze
I	Aosta, Italy	1993	12	-	-	-
II	Andorra, Andorra	1995	8	-	-	-
III	Sundsvall, Sweden	1997	17	-	-	-
IV	Poprad Tatry, Slovakia	1999	16	-	-	-
V	Vuokatti, Finland	2001	16	-	-	-
VI	Bled, Slovenia	2003	20	-	-	-
VII	Monthey, Switzerland	2005	23	-	-	-
VIII	Jaca, Spain	2007	31	-	-	-
IX	Upper Silesia, Poland	2009	28	-	-	1
X	Liberec, Czech Republic	2011	44	-	-	-

In Singapore Youth Olympic Games in summer sports (Aug.14 – Aug. 26), in its turn, Latvia was represented by 11 athletes, who participated in seven sports. In these games was won one medal - a bronze medal in javelin throwing (men).

Since 1991, when Latvia regained its independence, the Winter Olympic Games have fought three medals - two silver and one bronze medal, but in the Summer Olympic

Games are fought two gold, nine silver and three bronze medals, but none of the medal winners have not participated in the Youth Winter or Summer Festivals.

#### Conclusions:

1. Youth Summer and Winter Olympic Games in Latvia not always are the starting point for athletes to participate in the European Olympic Youth Summer or Winter Festivals and Summer or Winter Youth Olympic Games.

2. Achievements in the Youth Summer and Winter Olympic Games in Latvia and achievements in the European Olympic Youth Summer or Winter Festivals have not so far been the basis for medal receiving in the summer or Winter Olympic Games.

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- Gulbe A. Role of Olympic education at school. (Scientific Conference " Sport training in interdisciplinary scientific researches"; October 21-21,2004): Directions of development of scientific research in sport training.-Poland: Chestohowa, Faculty of management technical univesity of Chestochowa, 2004.- c.77-82
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Luika's publications include:

- *Development Tendencies Of Fitness Clubs In Latvia (2006 – 2009)*, 3RD Baltic Sport Science Conference „Physical Activity And Sport In Changing Society: Research, Theory, Practice And Management” Abstracts, Riga, Latvia, April 29 – May 1, 1 pg.
- *The Role of National Culture Societies in the Integration of Minority (in Latvian)*, Bachelor Paper, The Department of Politics, The Faculty of Social Sciences, The University of Latvia, Riga, 2004, 85 pg.
- *Sports Marketing (in Latvian)*, Master Paper, The Faculty of Business Management, School of Business Administration Turiba, Ltd., Riga, 2006, 89 pg.



# Sustainability

## Papers:

- Haag, A. (AUT): Development of a Social Sustainability Index for Mega Sport Events
- Otsu, K. (JPN): The Role of Sport in Global Environmental Issues from International Perspectives – An Approach to Creating Sustainable Society
- Hanstad, D. V. (NOR): Challenges and Opportunities with young volunteers at YOG

# Development of a Social Sustainability Index for Mega Sport Events

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## Abstract

The Olympic Games or the FIFA World Cup™ attracts millions of people from all around the globe, and in this context it is big enough to be called as a mega event and has a 'must-see' character. These sport happenings are so popular that they can highly involve global changes and rethinking about actual problems, not only in the hosting destination. Since years such events take more and more responsibility for these points and act like a role model, and show the people how they can make the world better and rescue the environment for themselves and for the next generations. But it is not only the environment, like focused in some of the last Games, that has to be protected; it is also the global economy and the social treatment with each other that have to be secured. These should be the highlighted points of such a huge event – the sphere of sustainability with its three pillars.

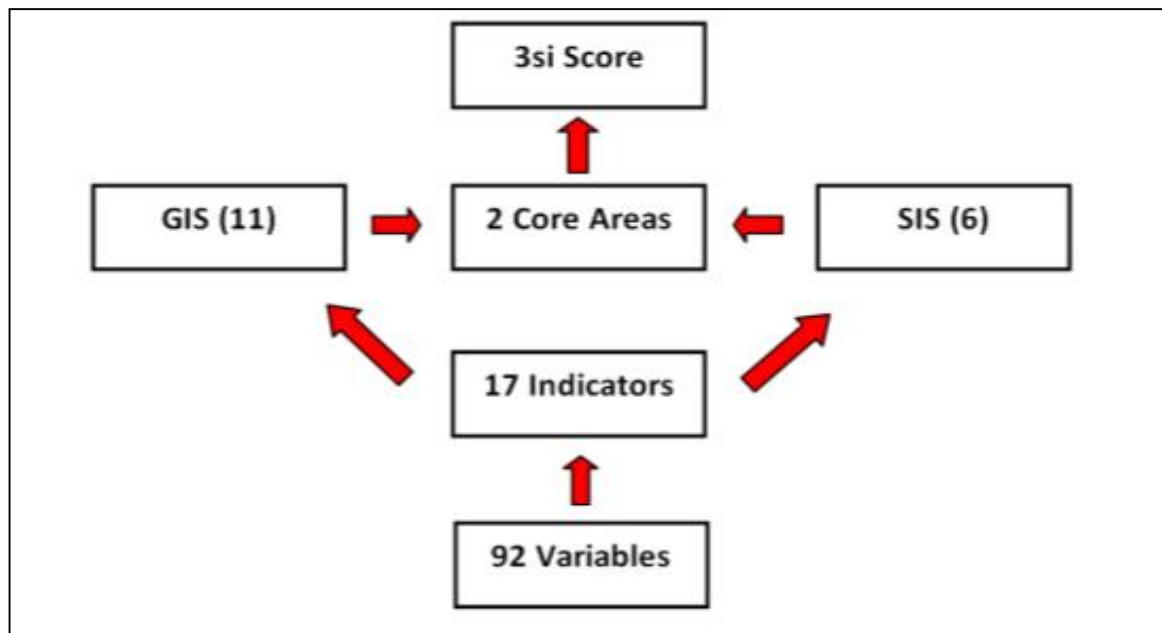
There are already sustainability tool kits for mega sport events to measure the success post-event, like the Sustainable Sport and Event Toolkit (SSET) developed for the 2010 Olympic Winter Games and the Olympic Games Impact Study (OGI) used first for the 2008 Olympic Summer Games, or the ISO 14001, an international environment standard certification, to control the environmental impact and to improve its performance. The problem is that they are all strongly focused on the environmental pillar.

Therefore, the purpose of this scientific paper was to develop an index to measure the social sustainability within a destination after a mega sport event. Based on this purpose the most important research questions were focused on how social sustainability can be measured in relation with an event and how qualitative indicators can measure this social sustainability.

Through secondary research of websites, books and associations organizing such mega sport events, the relevant indicators were selected and additional background information to the research done in this field so far was collected. Helpful sources for the right indicators were the 'Handbook on Social Indicators' by the United Nations and the sustainability program of the UEFA EURO 2008™ in Austria and Switzerland to integrate indicators related to both, social sustainability and mega sport events.

The result of the developing process was an index that shows 17 different indicators with 92 variables. These variables measure the quality rating of the indicators in a special way. All indicators were divided in two core areas, the general indicator set (GIS) with 11 indicators and the special indicator set (SIS) with six ones, to count the index each year compared with the previous one. The here developed tool will be called the 'Sport Social Sustainability Index (3si)', in this case applied on mega sport events. Figure 1 offers an outline about the preparation processes and how the score, the value of the index will be counted.

Figure 1: Constructing the 3si score



Source: modified after from ESI Report (2005) p. 13

As the last step these indicators were weighted by a group of international experts, working in the fields of events and sustainability, through an online survey. The outcome was a ranking of the indicators based on the weighting of the experts.

After the developing process of the 3si, the new tool was applied on the 2006 FIFA World Cup™ to check the usability of the here developed index. The main findings were that it is possible to measure the changes post-event in and for the society in combination with a mega sport event, but it is difficult to collect the needed data for useful calculations years after the happening.

The results (with some assumptions) show a positive sustainable development in Germany for each year, which varies between 1.814 per cent (2007) and 5.553 per cent (2008). The total increase between 2005 and 2009 was 12.29 per cent, which means an average plus of 3.073 per cent per year of social sustainability in Germany influenced by the 2006 FIFA World Cup™.

However, it is recommended to guarantee the availability of the relevant data in advance and to create a pool of experts, who continually work on the further development of the index.

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# The Role of Sport in Global Environmental Issues from International Perspectives – An Approach to Creating Sustainable Society

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## Abstract

### The possibilities of sport

The International Olympic Committee (IOC) is putting its strength behind Olympic movement as a means of not only promoting the Olympic Games, but of solving worldwide social problems such as development and the promotion of peace. The IOC carried out a broad range of actions through sport to increase awareness on disease, poverty, global environment and other important issues. With the strong backing of the international community, sport and physical education were recognized as unique tools that could contribute to sustainable human development, social economic development and lasting peace.

In this paper we consider the role of sport from international perspectives by focusing on ensuring sustainable environment, and examine how sport and physical education could contribute to global environmental issues.

### Why Sport & Environment?

Sport enthusiasts understand the importance of sportsmanship as well as healthy environment, and they are active and influential in their communities. If we promote awareness and actions for sustainable environment among those sport enthusiasts worldwide (i.e. more than one billion people), the positive impacts would be significant.

### Role of Sport on Environment

There are two distinctive approaches:

1. Environmental Protection in Sport Scenes (Corporate Social Responsibility: CSR)  
Example: Environmental protection at Olympic sites, ISO14001 by sporting goods manufacturers.

Most of major sporting event organizations recently recognize the importance of addressing environmental issues through sport. Cities that wish to bid to host an Olympic Games must include an environmental report outlining their vision, which will minimize negative impact and leave a legacy of sustainability. In many sporting events, environmental initiatives such as managing waste; water, energy and resource use; and emissions resulting from spectator transport to and from stadiums.

2. Local Initiatives by Sport Enthusiasts (Individual Social Participation)  
Example: Environmental education of the Culture and Education Program (CEP) expanded by Youth Olympic Games and the "Ecoflag Movement"\* by sport enthusiasts.

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(\*) **NPO Global Sports Alliance (GSA)** <http://www.gsa-world.org> Established in Japan in 1999, Global Sports Alliance set about developing a global network of sport enthusiasts to tackle environmental problems. GSA

*aims to create a sustainable society through promoting a new concept of "Ecoplay" as a natural part of sportsmanship.*

The results of this research showed:

1. The relationship with the environment becomes an issue as 21<sup>st</sup> century is called "The century of the environment". The impact of environmental problems on sport is considerable but within the sport sphere in Japan there has been little research done on "sport and the environment".
2. As Olympic and other sport events grow, their impacts on the environment cannot be ignored. Accordingly, sport associations must maximize their efforts to address environmental issues as part of their CSR activities. Other sport related organizations such as sporting goods manufacturers should also take actions.
3. Sportsmanship or fair play is to respect rules, behave fairly and build trust between people. We are addressing a similar situation between human and environment. This relationship is referred to as "Ecoplay"—enriching nature and reducing energy and material consumption as a natural part of sportsmanship. By calling on sports enthusiasts to adhere to the principles of Ecoplay in their work and everyday activities, we can alter our actions towards the development of a sustainable society

Education plays a key role in solving these fundamental problems

In conclusion, without morals or a sense of ethics, sport might cause negative impacts on our health and global environment. Educational activities will be a focal point when considering what kind of positive sport and physical education activities are important for the health of the environment and the earth. Utilizing sport and physical education as a tool for solving environmental issues would contribute to change the world of sport and actualize a sustainable society. It would also draw attention as a model case in sport world

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# Challenges and Opportunities with young volunteers at YOG

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## Abstract

The purpose of the paper is to explore differences in motives among younger and older volunteers at sporting events. A quantitative study (n=1337, response rate 62%) was conducted at the 2011 FIS Nordic World Ski Championships (WSC) in Oslo, Norway, to gain knowledge about volunteers at major events – and in particular the motives among volunteers aged 30 years or less. The findings point to some of the possible challenges and opportunities which organizers of 2016 Youth Olympic Games (YOG) in Lillehammer, Norway, may encounter when recruiting young volunteers with motives and expectations which differ from those of people who have traditionally been involved in sport volunteerism.

There has been a tendency for the mean age of volunteers involved in ordinary sport organizations to increase and for the frequency of volunteering to decline (Wollebæk & Sivesind, 2010). Sporting events are seen as an opportunity to attract young volunteers. One of the aims for the YOG in 2016 is to use the event as a platform for a national program with the goal of developing a new generation of volunteers, which is similar to the expected benefit of the 2011 WSC (Oslo 2011, 2011). In the application to the International Olympic Committee (IOC) the Norwegian Olympic and Paralympics Committee and Confederation of Sports stated that it "...will ensure that the youth's diverse and unique talents have the chance to develop and demonstrate their skills during the planning and staging of the event" (NIF, 2010).

The 2012 YOG in Innsbruck will provide the Norwegian organizers of the 2016 YOG with valuable knowledge on recruiting and training volunteers. In Innsbruck the percent of students among the volunteers is 70 %, a proportion that is very different from what recent experience in major events in Norway. At the WSC, which lasted for 12 days, the volunteer work force consisted of 16% students, 54% fulltime employers, and 13% retired.

## Findings and discussion

Among the volunteers at the 2011 WSC 22% were 30 years or younger and 24% 60 years or older. Sixteen percent were students. Among the differences between the younger and older groups were: the proportion of women (66% in the young group and 24% in the older group), membership in sport clubs (43% - 60%), volunteer experience from big sport events (36% - 68%), function area sport (14% - 36%), and function area support (86% - 64%). The motives of younger volunteers point to challenges and opportunities in relation to working with younger volunteers in future events.. Table 1 shows the general motivation for volunteering.

Table 1. General motivation for participation among younger and older volunteers at the 2011 FIS Nordic World Ski Championships in Oslo. 1-7 Likert scale.

	Young (<-30) (mean)	Old (60->) (mean)
I feel important when I work voluntarily**	5.39	4.66
It is good to have a certification that I have worked voluntarily**	5.60	3.52
People close to me have encouraged me to work voluntarily**	3.45	2.93
I can gain contacts that can help me in my professional life**	4.62	2.48
As a volunteer I am happy with myself*	4.76	5.06
I feel social pressure to participate***	1.74	1.65
I can learn more about what I work for**	4.81	3.88
As a volunteer I learn something through practical experience**	5.56	4.73
I have friends who work as volunteers ***	3.73	3.97
I can do something specific for things that concern me **	5.05	5.43

\* (p<0.05)

\*\* (p<0.001)

\*\*\*p>0.05

Not surprisingly, there are big differences between younger and older volunteers regarding motives. Highest score is given (by the young) to the claim "It is good to have a certification that I have worked voluntarily". Big differences between the two groups are found in claims such as "I can gain contacts that can help me in my professional life" and "I can learn more about what I work for." What is relevant for organizers of events, is that young people expect tasks that are more stimulating and relevant to career development. They also expect to be more involved in the implementation of the event. It may seem that is a more challenging group than the older ones who have intrinsic motives. Young people ask "what's in it for me?" – and the organizer has to respond.

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# New Sports & Recht

## Papers:

- Schiebl, D. (AUT): ): Freeskiing – Ein Sport wird olympisch. Auswirkungen auf Profisport und Nachwuchsförderung
- Peters, M., Müller, S. (AUT): Antrieb und Motivation von Freestyle Sportlern – Eine Fokusgruppenanalyse
- Kocholl, D. (AUT): Sportregeln als Wert und Risiko für Veranstalter und Verbände – die rechtliche Sicht

# Freeskiing – Ein Sport wird olympisch. Auswirkungen auf Profisport und Nachwuchsförderung

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## Abstract (DE)

Diese Arbeit beschäftigt sich mit der Attraktivität von Sport aus der Sicht des Sportmanagements mit einem Fokus auf die Sportart Freeskiing. Sie erklärt den Werdegang dieser noch relativ jungen Sportart von ihren Anfängen in den 90er Jahren bis hin zum Jahre 2011. dass eine Aufnahme ins olympische Programm nicht nur positive, sondern auch negative Auswirkungen haben kann, hat sich in der Geschichte des Sports schon mehrmals gezeigt.

Der Fokus dieser Arbeit liegt deshalb auf den durch Olympia entstehenden Auswirkungen auf Profisport und Nachwuchsförderung und soll prognostizieren, was wahrscheinlich zu erwartende Szenarien für das Sponsoring- und Förderungsumfeld der Athleten sind. Um an geeignete Informationen zu dieser Thematik zu kommen, liegt dem theoretischen Teil dieser Arbeit eine ausführliche Literatur- und Internetrecherche zu Grunde. Da zum Erstellzeitpunkt dieser Arbeit noch sehr wenige Veröffentlichungen zur Thematik der eigentlichen Fragestellung vorhanden sind, werden zur Bearbeitung des empirischen Teils Experteninterviews geführt. Diese Herangehensweise wird aufgrund der Rahmenbedingungen als am reliabelsten und validesten zur Einschätzung der zukünftigen Auswirkungen angesehen.

Das Ergebnis dieser Arbeit zeigt, dass eine Aufnahme ins olympische Programm große Auswirkungen auf die Sportart Freeskiing haben wird, vor allem was Förderungs- und Trainingsstrukturen angeht. Da sich diese Szenarien von Nation zu Nation sehr unterscheiden können, wurde der Fokus dieser Arbeit auf die Länder Österreich und Deutschland gelegt. In beiden Ländern sind noch sehr wenige bzw. keine Strukturen für die neue Disziplin vorhanden und eine Einbindung die nationalen Verbände verläuft sehr schleppend. Das Sponsoringumfeld der Freeskier wird sich in Zukunft den Veränderungen entsprechend anpassen, aber für alle Beteiligten Chancen bieten.

## Abstract (EN)

This paper deals with the attraction of sports from a sports management point of view. Its focus is the sport Freeskiing and the characteristics that come with this sport. The inclusion of Ski Halfpipe into the olympic program has positive and negative effects on the sport and its athletes. The intention of this paper is to find out what those effects could be and how they will affect the sport, its professional athletes and the promotion of the youth. The first part of this work is based on literature research, the second part, that discusses the prospective effects, is based on an empirical approach raised through interviews with experts. The results of this work show that the inclusion to the olympic program will generate changes in the life of Freeski professionals and young Freeski athletes. Those changes will vary drastically depending on which nation is regarded. All those changes will entail chances for the sport and its athletes but also carry a lot of risks.



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# Antrieb und Motivation von Freestyle Sportlern – Eine Fokusgruppenanalyse

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## Abstract

### Einführung und Ziel des Beitrags

Mitte der 90er Jahre entsteht in den USA das heutzutage bekannte Freeskiing. Langsam breitete sich Freeskiing nach Europa aus und erste Wettkämpfe wurden ins Leben gerufen ([www.mountainwilderness.ch](http://www.mountainwilderness.ch)). Stark an dieser Entwicklung beteiligt war auch die 1996 gegründete „International Free Skiers Association“ (IFSA). Durch diesen Boom stieg das Interesse namhafter, großer Skifirmen, ein eigenes Freeskiing Sortiment anzubieten. Freeskier üben drei Formen des Wintersports, die relativ unabhängig von einander funktionieren, jedoch an entscheidenden Stellen Gemeinsamkeiten aufweisen, aus. Man unterscheidet Freeriden, Freestyle und Ski Cross. Die Gruppe der Freerider inkludiert Individuen, die sich stark einer Gemeinschaft bzw. Community zugehörig fühlen. Ihre Bereitschaft sich an Produktentwicklungsinitiativen zu beteiligen ist sehr hoch und sie weisen typische Lead-User Eigenschaften auf (Müller und Peters, 2008; Herstatt und von Hippel, 1992). Gerade aufgrund dieser Besonderheiten scheint es sinnvoll einen Blick auf diese Sportler zu werfen, die aus Sicht der touristischen Marktforschung für den Alpinen Tourismus von Interesse sind.

Ziel dieses Beitrags ist es daher mithilfe einer qualitativen Analyse den Typ des Freeskiers näher zu beleuchten. Anhand früherer Arbeiten werden Einstellungen von Freeskiern und Gemeinsamkeiten bzw. Unterschiede zum normalen Skifahrer diskutiert. Schließlich werden im empirischen Teil Primärdaten mittels Fokusgruppen generiert. Der Beitrag schließt mit Implikationen für Tourismusmarketing und touristische Produktentwicklung.

### Empirische Untersuchung

Drei Fokusgruppen wurden im Jahr 2009 mit Teilnehmern, die sich zum Freeskiing bekennen und dies auch mit mehr als 50 Freeski-Tagen pro Saison belegen, durchgeführt. Um Unterschiede zum üblichen Skisportler zu eruieren wurde noch eine vierte Referenzfokusgruppendifkussion mit 7 Teilnehmern durchgeführt.

Wesentliche Fragestellungen in der Fokusgruppe waren: Welche Gemeinsamkeiten sind im Freizeitverhalten der Freeskier zu erkennen? Wodurch wird der Lifestyle der Freeskier geprägt? Was sind ihre „Eigenheiten“, wodurch wird diese „Community“ angezogen bzw. was steht für sie im Vordergrund?

Fast alle Teilnehmer waren männlich, der jüngste Teilnehmer der Gruppe der Freeskier war 20 Jahre alt und der älteste 38, wobei der Durchschnitt bei 24,57 Jahren lag.

Die Erstellung des Interviewleitfadens und des Datenblattes orientierte sich an den von Zins (1993) aufgestellten Dimensionen von Lifestyle Ansätzen.

## Kernergebnisse

In der Einschätzung der Freeskier selbst fällt der Sport Freeskiing viel mehr in die Sparten Extrem- und Abenteuersport als für Skifahrer. Die Community der Freeskier erscheint nach innen nicht sehr homogen, wird jedoch von Außenstehenden der restlichen Gesellschaft als eine Einheit wahrgenommen. Auffallend bei den einzelnen Subgruppen ist, dass Freerider kaum oder selten Interesse am Freestyle zeigen.

Für Freeskier steht der soziale Aspekt sehr im Vordergrund: Seinen Tag mit Freunden zu verbringen ist wohl einer der wichtigsten Punkte für einen perfekten Freeskitag. Daher sind Freeskier auch meist in Cliquen anzutreffen.

Durch das Freeskiing will das Individuum weg aus einem reglementierten Umfeld, sei es weg vom Rennlauf oder weg von den Regeln des Alltags. Man will frei von allen Zwängen sein, seine Kreativität ausleben und sich frei entfalten können

Zur Persönlichkeit der Freeskier wurde angemerkt, dass man sich als viel offener einschätzt. Pistenfahrer und klassische Rennfahrer werden als konservativ angesehen. Freeskier zeichnen sich auch durch eine erhöhte Risikobereitschaft aus. Man fühlt sich süchtig, besitzt grundsätzlich einen Hang zum Extremen und die Risikogrenze wird als viel höher angesehen.

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# Sportregeln als Wert und Risiko für Veranstalter und Verbände – die rechtliche Sicht

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## Abstract (EN)

Sport rules and regulations are an important criterion in any definition of sport and of significant value to sporting associations, international federations, event organisers and other organisations. With the growth of commercialisation of sport the intangible assets and the unique selling point of an association's sport rules and regulations should be developed, protected and commercially exploited. Nevertheless there is public interest in free access to these soft-law texts as they are referred to by criminal, tort and contract law. Sport rules concretise the breach of duties.

Sport rules and regulations are a major asset. Nowadays sport rules can be considered as being protected by copyright both in "droit d'auteur/Urheberrecht"-systems and copyright systems. The protection of intangible assets is challenging. Granting exclusive intellectual property rights to sports associations and organisations can be one useful way of protecting their assets. The International Sailing Federation (ISAF) used that argument in their dispute with the organisers of the 32<sup>nd</sup> America's Cup on the use of the Racing Rules of Sailing to great effect.

Establishing sport rules and regulations via self-regulation is quite a difficult task, as they have to comply with the rules of law and the rules of other sport organisations. Therefore self-regulation and enforcing sport rules causes a certain amount of risks for regulators. Those risks peak/cumulate in the risks of having to pay damages for inaccurately drafted and deceiving sport rules and event regulations. Sustained efforts harmonising sports law at international level have to be taken both inside the purview of the law and the self-regulating sports organisations, whose objective has to be to improve/reform/update sport rules consistently. That way risks can be avoided and the delicate fair balance between self- and legal regulation found.

## Abstract (DE)

Sportregeln werden überwiegend von autonomen Sportfachverbänden geschaffen und sind ein überaus wichtiges Wesensmerkmal des Sports. Sie kommen teils als die Chancengleichheit sicherstellende Spielregeln, als Verfahrensvorschriften und als Unfallverhütungsvorschriften oder Bewertungsmaßstäbe vor. Sportrecht basiert auf der jeweiligen Rechtsordnung und dem selbst geschaffenen soft-law dieser Sportorganisationen – somit auf zwei Säulen. Diese beiden Bereiche beeinflussen sich laufend wechselseitig: Wo auch immer das staatliche Recht ein Rechtsschutzdefizit sieht, wird es genötigt sein, einzugreifen. Das Massenphänomen Sport kann kein rechtsfreier Raum sein, vielmehr schreitet die Verrechtlichung des Sports unaufhaltsam voran, da sich die Interessenlagen in den letzten Jahrzehnten dramatisch verändert haben. Man denke nur an das Kartell-, Haftungs- und Arbeitsrecht.

Sport- und Verbandsregeln zu überarbeiten und aktuell zu halten verursacht einen immer höheren Aufwand, den die Sportverbände und –Veranstalter zu schultern haben. Sportverbände investieren in den Fortschritt und Fortbestand der Sportart und grenzen

sich durch die Regeln (USPI) von etwaigen Konkurrenzverbänden desselben Fachgebietes und „angelehnten“ kommerziellen Sportangeboten ab. Änderungen bei Sportregeln wirken sich oft auch auf den Sportausrüstungs- und Werbemarkt aus.

Sportregeln stellen Werte dar, die durch Ausschließlichkeitsrechte des geistigen Eigentums – wie das Urheberrecht - geschützt werden. Wichtig ist jedoch, dass sie der Allgemeinheit zugänglich bleiben, da sich die Gerichte etwa nach Sportunfällen zu Recht bei der Beurteilung von Sorgfaltsverstößen an den Sportregeln orientieren – Rechtsnormqualität haben sie jedoch keine. Speziell bei Sportregeln mit Integritätsschutzcharakter ist es unumgänglich, dass sich die Normadressaten über den aktuellen Regelungsstand informieren können.

Die laufende Adaptierung und besonders ein Unterlassen der Überarbeitung von Sportregeln birgt ein nicht zu unterschätzendes Risiko. Gegen hierarchisch höher stehende Sport- und Verbandsregeln zu verstoßen ist die eine Sache, gegen das Anti-Doping-Bundesgesetz eine andere. Problematisch wird, wenn sich Vereinbartes als rechtlich unhaltbar erweist und etwa Haftungsfreizeichnungsklauseln ungültig sind. Fehlerhafte Sportregeln können ein Organisationsverschulden darstellen. Jedenfalls produzieren schlecht verfasste Sportregeln einen unerwarteten Aufwand, Verzögerungen und Streitbeilegungskosten – ob vor Sportschiedsgerichten oder der staatlichen Gerichtsbarkeit. Das Risiko eines Verbandes, für die Aufstellung von fehlerhaften Sportregeln im Schadensfall zu haften, kann nicht völlig ausgeschlossen werden. Ein solcher Haftungsfall kann etwa eintreten, wenn eine Rennstrecke oder eine Vorschrift bezüglich des zu verwendenden Sportgeräts ungewöhnlich gefährlich ist.

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# YOG & Education

## Papers:

- Miura, Y. (JPN): What "educational significance and ethical value" do sports have? -The class design of "the cultural role which played by international sports events" in lower secondary schools in Japan-
- Psimopoulos, C., (USA): "What can the youth of Innsbruck 2012 teach the elite of London 2012 in terms of Olympic education and pedagogy?"
- Masumoto, N. (JPN): Educational significance of the CEP of the Singapore 2010 Youth Olympic Games

# What "educational significance and ethical value" do sports have? - The class design of "the cultural role which played by international sports events" in lower secondary schools in Japan-

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## Abstract

### Background

The new course of study commentary in lower secondary school in Japan revised in 2008 newly introduced "the cultural role played by international sports events" into the curriculum for the 3<sup>rd</sup> grade students<sup>1)</sup>.

This commentary shows that "the cultural role sports events play" includes "educational significance and ethical value<sup>3)</sup>".

However, what these aspects mean is still unclear because there are no detailed explanations or concrete examples about them<sup>4)</sup>.

Therefore, it is important to clarify what kind of "educational significance and ethical value international sports events", such as the Olympics, have<sup>5)</sup>.

### Purpose

This study has the following two purposes.

One is to clarify "what educational significance and the ethical value" do sports have.

The other one is to create a sample class plan from the viewpoint of physical education pedagogy.

### Method

This study referred to the three textbooks published when the 1964, 1972 and 2008 Olympic Games were held and bade in Japan<sup>2), 6), 7)</sup>.

A class plan was designed based on the concrete examples of "educational significance and ethical value sports have" written in these textbooks.

### Major findings

1 The textbook at the Tokyo Games (1964) <sup>2)</sup>:

The target of the Olympics study was the following.

- 1) The will to establish international goodwill, and the foundation for global peace
  - 2) The idea and attitude of respecting human rights, dignity and pride as a Japanese
  - 3) The origin and the significance of the Olympics, and understanding of Olympism
  - 4) Interest in exercise and competitions, positive attitude toward the participation in them
- This book included some example cases of "ethical values" such as global peace in social studies, and friendship to foreign people in moral education.

This book emphasized "educational significance", suggesting the practice of the Olympics items in physical education.

2 The textbook at the Sapporo Games (1970) <sup>6)</sup>:

The educational target in the textbook was the following.

1) Understanding of the significance of the Olympics

2) Duty and pride as a Sapporo resident, the mind and the attitude of international cooperation

This textbook tended to focus on “educational significance of sports” in physical education as the Tokyo textbook <sup>2)</sup> did.

“Ethical value” such as international goodwill, was learned in social studies and moral education.

3 The textbook at the Tokyo Games bidding (2008) <sup>7)</sup>:

This textbook included the chapters on “educational significance”, which treated with the Olympic Games, Olympism, the development of equipments and bidding of the Tokyo Olympic Games.

It also included the chapters on “ethical value” which handled fair play, environmental problems and the Paralympics.

## Conclusions

Considering the matters mentioned above, an example or model class was designed as the following (management plan for teachers).

Objectives:

Students will learn about the Olympics and international goodwill  
Introduction(5min):the Olympics history

Lecture1(25min):the significance of the Olympics, Olympism and fair play

Lecture2(10min):international goodwill and dignity as a Japanese

Lecture3(7min):environmental problems and Paralympics

Conclusion(3min):impression announcement and confirmation of important learning points

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7) Tokyo, Sekai wo musubu Orimpikku, 2008.

Miura Yutaka, is an Associate Professor at the Hokkaido University of Education in the field of Teaching Methods of Physical Education. Miura's lists of publications include:

- Project of Hokkaido University of Education (2011), “Basic study on the class plan of theory of sport and physical education - cultural role of international sports events –”



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## What can the youth of Innsbruck 2012 teach the elite of London 2012 in terms of Olympic education and pedagogy?

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### Abstract

Within the Olympic Education Toolkit, (Olympic Values Education Program, IOC, 2007) five educational values of Olympism are presented for the first time to promote Olympic Education during the Youth Olympic Games (YOG). One of them is “respect for others”, something that is indicated by “...accepting and respecting diversity...and international understanding...” Some of the best ways, therefore, to train on how to become competent and embody this value so that one may model the Olympic ideals is to expose oneself to the Olympic movement, become familiar with and cherish the Olympic ideals, volunteer or compete at the Olympic Games; emulate the character of a true Olympic champion. Do all the above at an early age. And this is exactly what the athletes at the Innsbruck Youth Olympic Games will be doing in 2012!

In an educational context, Linda Darling-Hammond & Bransford (2005) argue that when teachers are prepared to take into account “the different experiences and academic needs of a wide range of students as they plan and teach, then that practice can not only augment the teachers’ knowledge of content in powerful ways, but can even lead to increases in academic achievement of those students” as research studies have indicated. The conceptual framework for this argument is congruent with Bennett’s Developmental Model of Intercultural sensitivity (1993) which describes the progression of people’s awareness of intercultural sophistication.

The above model includes six linear stages that are denial, defense, minimization, acceptance, adaptation and integration. Basically, the model proposes that the more cultural experiences people are exposed to, the more they tend to recognize and adapt to others’ cultural perspectives (Greenholtz, 2005). Similarly, the main focus of diversity pedagogies at the college level is to provide a variety of opportunities for students in order to recognize others’ cultural differences in diverse populations. Accordingly, the theme of social responsibility will be a main emphasis of the YOG and can comprise a pillar for the promotion of research on Olympic Pedagogy; a pedagogical methodology and approach according to which an ideal preparation of physical education teachers can happen when the Olympic Movement is adopted as a philosophy of life. Wouldn’t this pedagogical and educational focus of the YOG be something that any Olympic Games ought to promote and cherish? It is true that the elite athletes will probably be better -to a certain extent- in their sport performance, but can they possibly learn something from the Youth Olympians? Perhaps they can remember the values that are found in the mission and vision of the YOG:

### Vision

"The Youth Olympic Games will inspire young people around the world to participate in sport and adopt and live by the Olympic values"

### Mission

"Organize an event to educate, engage and influence young athletes, inspiring them to play an active role in their communities"

(IOA, 2008)

The Youth Olympic champions will be champions of character first and foremost. These young athletes will be there to show the world that great sport can really still be fun and that athletes can both learn together and from each other, throughout their competition, as well as become agents of change for the rest of the youth in their communities that almost desperately need to have role models or "heroes". These individuals should be more like them and should not be associated with scandals and negative connotations. This can be a strong message to the Olympians who will be participating in the London Games six months later. In the Youth Olympic Champions lies the future of the Olympic Movement. The sooner the adult Olympians and the adults of the sports world realize that the better it will be for society and the impact of sport in society. So, let diversity thrive through sport, let the sporting cultures of the world blend together and make the Olympic Movement even richer by this interaction among the youth of the world!

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Constantine Psimopoulos, PhD., teaches at The Sage Colleges in New York and Lesley University in Cambridge, Massachusetts. He has pursued PhD studies and research at The Ohio State University, where he served as a Lecturer and the Chairman of the University Recreational Sports Committee; he holds an M.A. degree from the same institution and an M.Ed. from Springfield College, Massachusetts. Constantine received

his Bachelor of Science in Physical Education from Aristotle University of Thessaloniki, Greece.

His research interests lies in Olympic Pedagogy, a new and distinct line of research that looks at the preparation of physical education teachers adopting the Olympic Movement. Constantine has been elected President of the New York State Council for the Professional Preparation of Physical Education teachers and has also been recently nominated for a National Outstanding Mentor of the Year Award (National Association of Sport and Physical Education of the USA). He has also been recognized with two awards for outstanding leadership, three awards for teaching excellence, and outstanding presentation of research awards.

Constantine will be working for the Organizing Committee of the 1st Winter Youth Olympic Games Innsbruck 2012 in the sports operations area. Constantine has also worked for the Organizing Committee of the ATHENS 2004 Olympic Games. He has been a National Champion and a member of the Pre-Olympic team of Greece for Mountain Biking in 2000. Constantine was invited to give a presentation and attend the 9th Session for Educators at the International Olympic Academy in Olympia, Greece in the summer of 2011 and has been appointed an associate and liaison for American Universities Relations with the International Olympic Academy.

# Educational significance of the CEP of the Singapore 2010 Youth Olympic Games

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## Abstract

### Background

The Youth Olympic Games (YOG) is a movement back to the original concept of the Olympic Games. The vision of the YOG is to inspire young generation to participate in sport and to learn about the Olympism, the Olympic Values, and anti-doping issues not only with athletics but also with international exchange programs. The concept of the YOG was already established as the European Olympic Festival by the IOC President Jacques Rogge when he was the President of the European Olympic Committee. The Festival started as the European Olympic Days in 1990 and held every two years. The winter Games was begun in 1993.

The 2010 Singapore YOG, which called for all the 205 NOCs' participation, was approved at the 119th IOC session on July 2007. This first YOG was taken place from 14 to 26 August 2010 gathering approximately 3,600 young athletes between 14 to 18 years old. In the first YOG, in addition to sport competitions, many programs including the extensive Culture and Education Programme (CEP) were implemented.

The purpose of this paper is to clarify the educational significance of the CEP of the 2010 YOG focusing on the CEP especially from Japanese point of view.

### The CEP of the 2010 YOG

Most notable elements of the YOG, alongside with new sport formats, was the CEP which objectives were to share the Olympic values with young athletes around the world and to learn about various foreign cultures, environmental problems and anti-doping issues. The CEP was established based on five themes, seven formats and over 50 different activities. The five themes were Olympism, Skill Development, Well-being and Healthy Lifestyle, Social Responsibility, and Expression; seven formats were Chat with Champions, Discovery Activity, World Culture Village, Community Project, Arts and Culture, Island Adventure and Exploration Journey. Thus through the actual experiences, young athletes learned the Olympic values, that is, Excellence, Friendship, and Respect, which are developed as the OVEP by IOC, and also the three pillars of Olympism, that is, Sport, Culture and Environment. The main theme of the 2010 Singapore YOG was "Blazing the Trail," that showed the innovative trials for the sport and educational programs seeking for the new way of the Olympic Games.

### Method and Results

According to a simple questionnaire survey conducted by the Japan Olympic Committee (JOC), which targets Japanese participants in the YOG, 40 of all the 71 Japanese YOG

athletes participated in all the CEP and obtained the memorial gift watch. The ratio of 56.3% indicates that the Japanese delegation was willing to participate in the CEP. The satisfaction level of all Japanese YOG athletes was also very high with average 4.8 of 5.0 full marks. These high evaluations were considered mainly because of the effect of communication and exchanges with foreign athletes including rivalries, and therefore the CEP in the 2010 Singapore YOG achieved the significant effects on education to the Japanese YOG participants.

### Concluding Remarks

However, there was a problem that no obligatory initiative for sharing their experiences was implemented. The experiences which the YOG athletes obtained are invaluable, so they should be shared with young people in their home countries. If NOCs take the responsibility to tell about the YOG, only competitive aspect would be emphasized and then the real DNA of the YOG might be vanished. Also if NFs take the responsibility, young Olympians of each sport, who want to share their experience with colleagues voluntarily, might be treated as an attention seeker. It is important, therefore, that systemized initiatives should be developed by the IOC to transform educational effect of the YOG.

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Naofumi Masumoto, Ph.D, is Professor in the Department of the Health Promotion Science at the Tokyo Metropolitan University, University Education Centre and at the Graduates School of the Human Health Science. Since 2000 he is an Executive Board Member of the Japan Olympic Academy. Between 2005 and 2008 he has been a Member-at-large of the International Association for the Philosophy of Sport, following in 2009 as President of the Japanese Society for the Philosophy of Sport and Physical Education. Furthermore, he has been an invited lecturer for the IOA Youth Session, the Korean Olympic Academy Annual Session, the IOA Presidents and Directors Session and the Dahe University in Taiwan.



# Mix

## Papers:

- Alfs, C., Preuss, H. (GER): The Market for Olympic Winter Sports in Germany – Size, Structure and Characteristics
- Grohs, R., Ruggiero, M. (AUT): Effects of Contribution vs. Affiliation Approaches on Consumer Attitudes toward the Sponsor
- Kristiansen, E. (NOR): Coping with stressors in youth sport events

# The Market for Olympic Winter Sports in Germany – Size, Structure and Characteristics

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## Abstract

### Introduction:

Sport is everywhere in our life and it is not only lifestyle and fun. Sport also creates jobs, GDP and a significant turnover. In general politicians accept that sport contributes to the overall welfare and economic development of a country, however this fact is generally not based on grounded evidence. In Germany, the last scientific studies on this topic were done by Meyer & Ahlert (2000) who based their data on a study from Weber et al. (1995). However, the increased media interest in sport, its professionalisation and overall change towards a leisure-centred society as well as the demographic changes make it impossible to use these 18 years old data today. Beyond that, the specific size, structure and the characteristics of the market, i.e. the amount of money spent on the sport, the socio-demographic data of the people practising and following the sport are of high interest for all stakeholders involved. For this analysis of the market for Olympic winter sports, skiing, snowboarding, biathlon, sledging, ice hockey, ice skating and curling are at the focus of this study.

### Research Questions:

What are the characteristics of the demand for winter sport in Germany? For a very short presentation at this conference the focus will be on the size of the market, the target group(s) and a selection of relevant characteristics of the demand related to Olympic winter sports.

### Theory:

This study is based on consumption theory and consumer behaviour.

### Methodology:

In 2009, n=5,000 persons were interviewed using CATI (Computer Assisted Telephone Interviews) based on the Rösch telephone sample system (RTS). By this, a representative and randomized selection of the interview partners was secured. These 5,000 persons were interviewed towards their active and passive sport consumption behaviour and enabled us to quantify the sport consumption by e.g. sport, intensity of practice or motivation behind their activities. Then, another n=10,500 persons were interviewed by CAWI (Computer Assisted Web Interview) (randomized selection from a panel representing Germany) to identify the particular consumption pattern behind a sport practiced. By multiplying the number of those practicing a sport with a consumption pattern, we can calculate the sport consumption of Germans and their meaning for the German economy. Furthermore, by collecting data on the socio-demographic background of the people participating and following a certain sport, the characteristics of these target groups can be shown.



## Results:

The following two tables show the preliminary results for the Olympic winter sports skiing, snowboarding, biathlon, sledging, ice hockey, ice skating and curling. Table 1 shows the market size and the demand concerning active participation in the sports. Table 2, on the other hand, shows the demand and market size for passive consumption of the mentioned winter sports.

Tab. 1: Results for active participation in the analysed Olympic winter sports in Germany

	<u>active</u>							
	16+				u16			
	#		Spendings		#		Spendings	
	rel.	abs.	per p.	total	rel.	abs.	per p.	total
Curling	0,63%	438.000	192 €	84.263.074 €				
Ice Hockey	0,82%	574.243	771 €	443.133.338 €				
Ice Skating	7,22%	5.052.253	234 €	1.182.418.231 €	1,36%	104.937	759 €	79.730.421 €
Skiing	15,41%	10.786.949	954 €	10.291.745.994 €	4,55%	413.303	1.294 €	535.147.629 €
Snowboarding	3,19%	2.231.733	898 €	2.005.277.085 €				
Sledging	2,71%	1.896.543	249 €	473.757.362 €				
Biathlon	0,21%	147.117	672 €	98.930.312 €				
total		19.968.637		14.579.525.396 €		518.240		614.878.050 €

Tab. 2: Results for passive consumption in the analysed Olympic winter sports in Germany

	<u>passive</u>			
	16+			
	number of people		Spendings	
	rel.	abs.	per person	total
Curling	0,02%	14.682	618 €	9.083.953 €
Ice Hockey	0,84%	587.270	628 €	368.832.503 €
Ice Skating				
Skiing	0,31%	220.226	583 €	128.568.528 €
Snowboarding	0,02%	14.682	1.391 €	20.434.302 €
Sledging				
Biathlon	0,08%	58.727	559 €	32.865.503 €
total		895.587		559.784.789 €

For the presentation at the conference, further and more detailed results will be presented. The spendings on the different sports will be shown split up into categories. Beyond that, an analysis of the socio-demographics of the respective target groups will also be presented.

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Christian Alfs, is a Ph.D. candidate at the Institute of Sport Science of the Johannes Gutenberg-University Mainz, Germany. He is lecturing "Sport interest and sport consumption in Germany and Europe", Project Planning Realisation and Reflexion "Economic Aspects of Sports" and "Project Management and Controlling: Frankfurt City Triathlon". Among other qualifications, his level of expertise includes being: project assistant for the FIFA Football World Cup 2022 in Qatar – Planning of the Organising Committee's Budget; project leader for the cooperation of the University Mainz and the German University Sports Association for "Image & Target-Group Analysis of German University Championships (DHMs)"; assistant to the Scientific Committee of the 3rd International Olympic Sports Business Symposium, Vancouver, Canada. Currently, he is working on the project "Economic Dimensions of Sport in Germany - Surveys and Analyses on Sport-Related Consumption" at the Johannes Gutenberg-University Mainz, Germany.

Additionally, he was awarded the first prize for winning the 3rd Academic Case Study Competition of the German Olympic Academy (DOA) in 2008.

His publications and conference presentations include:

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Holger Preuss (1968, Dr. disc. pol.) is Professor at the Institute of Sport Science at the Johannes Gutenberg-University in Mainz, Germany. His career started in 1990 where he studied until 1995 Economics and Physical Education at the University of Göttingen. In 1992 he worked in Seattle (WA, USA) for half a year and in 1995 he attended the "Post Graduate Seminar" on Olympic Studies in Olympia, Greece. From 1995 to 2002 he was scientific assistant at the Johannes Gutenberg-University in Mainz. There he worked in the department of Sports Sociology and Sports History and is a member of the "Research Team Olympia". From 2002 to 2003 he taught Sports Economics and Sports Management at the German Sport University, Cologne. Since October 2008 he is a full Professor for Sports Economy and Sports Sociology at the Johannes Gutenberg-University in Mainz, Germany. Until 2008 he will be a "Visiting Professor" at the School of Management at the Beijing Sport University. During the past years he consulted several Olympic bid cities (Bern, Innsbruck, Prague, Budapest, Frankfurt, Leipzig). His research focuses on economic impacts of mega sport events, especially the economic implications of hosting the Olympic Games from Munich 1972 to Beijing 2008 and the FIFA Football World Cup 2006.

# Leveraging Sport Sponsorships: Effects of Contribution vs. Affiliation Approaches on Consumer Attitudes toward the Sponsor

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## Abstract

Sponsorship has become an important marketing communication tool, helping companies to achieve goals such as increased consumer goodwill or more positive attitudes toward the sponsor. In 2010 companies spent 30 billion USD on sports sponsorship supporting, for example, sport events, teams, athletes and organizations (IEG, 2011). To leverage their sponsorship investment, sponsors use other marketing communication tools such as advertising and sales promotion activities. An issue that remains debated is how sponsors should communicate their sponsorship engagement.

This study identifies two approaches sponsors can take for communicating their sponsorship given the same amount of sponsorship and leverage investment. In the first approach, called affiliation, the communication theme is the association between the sponsor and the sports entity. This association is communicated to the public via various communication channels. The second approach is called contribution; a sponsor affiliates with a sports entity as well, but the central communication theme is a concrete contribution (usually arising from the company's core competencies) the company provides for the sports entity.

Next, we explain from a theoretical point of view how the affiliation and the contribution approach may differ in their impact on consumer attitudes toward the sponsor. Attribution theory suggests that the effect of the communication approach on attitudes toward the sponsor is mediated by the fit between sponsor and sponsored object as well as motives attributed to the sponsor. Additionally, social identity theory predicts that the positive effect of the contribution approach will be stronger for individuals with high levels of identification with the sponsored object.

An empirical study tests the corresponding hypotheses in a moderated mediation framework (Muller et al., 2005). 228 respondents receive one out of four press releases that manipulate the sponsorship communication approach (contribution vs. affiliation) of two sponsors from different product categories in two sports sponsorship contexts. After reading the press release, respondents fill out a questionnaire with multi-item scales measuring their attitudes toward the sponsor, perceived fit between sponsor and sponsor object, attributed sponsor motives, identification with the sponsor object and perceived contribution.

A series of regression analyses reveal that communicating a concrete, relevant and visible contribution to a sponsored object is more effective compared with promoting the association in terms of the overarching goal of building up favourable attitudes toward the sponsor. This effect is mediated by a more positive fit between sponsor and sponsor

object as well as altruistic sponsor motive attributions. An individual's identification with the sponsor object moderates the mediation in that the contribution approach is more effective for highly identified individuals.

Sponsors can use this information for selecting appropriate sponsorships (where the communication of a concrete contribution is possible and appropriate) and aligning the sponsorship communication strategies accordingly, thereby distinguishing themselves from ambush marketers. While some limitations – in particular with regard to the external validity of the experimental design – remain, this study can be an important step in investigating how companies should communicate their sponsorships to maximize sponsorship effectiveness.

Reinhard Grohs, Ph.D., is Assistant Professor at the Brand Research Laboratory and at the Institute of Strategic Management, Marketing & Tourism, University of Innsbruck, Austria. His research interests are in sports marketing, marketing communication and the development and application of quantitative methods in these areas. He is focusing on the marketing communication tool (sport) sponsorship, especially with regard to its impact on consumers.

Reinhard's research papers cover topics such as:

- Correct identification of sponsors and its drivers
- Image transfer from the sponsor object to a sponsor and its drivers
- Adverse sponsorship effects and possibilities to counteract such negative effects
- How children perceive and understand sponsorship
- Ambush marketing strategies and their relationship with (in)correct sponsor identification

His recent and forthcoming list of publications includes:

- Grohs, R., Reisinger, H. (forthcoming): Sponsorship Effects on Brand Image: The Role of Exposure and Activity Involvement, accepted for publication in Journal of Business Research
- Grohs, R., Wagner, U. (2011): Erkennen und verstehen Kinder kontextverbundene Markenpräsentationen? Marketing ZFP – Journal of Research and Management, 33 (1), S. 7-18
- Wolfsteiner, E., Grohs, R. (2011): (In)correct Sponsor/Ambusher (Non)identification: An Experiment, 40th EMAC
- Conference, Ljubljana, Slovenia, May 24-27 2011
- Grohs, R. (2011): Sportspensoring: Wissenschaftliche Perspektiven aus der Sicht des Marketing, 1. Innsbrucker
- Sportökonomie und -management Symposium, Innsbruck, Austria, March 17 2011
- Woisetschläger, D., Grohs, R., Reisinger, H. (2011): Neglected Consequences of Sponsorship Deal Terminations: An Empirical Examination, 1st Brand Camp, Obergurgl, Austria, February 27 – March 2 2011

Mario Ruggiero, M.Sc., studied Strategic Branding at the University of Innsbruck, Austria, after achieving his Bachelor degree in Tourism and Travel Management at the University of Applied Sciences, Worms, Germany. His work experience includes:

- Trainee in Sales & Marketing for Deutsche Bahn AG, Frankfurt, Germany
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- Intern at the HolidayCheck AG, Online Travel Agency, Switzerland

# Coping with stressors in youth sport events

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## Abstract

How elite youth athletes experience major competition is a relatively unexplored research field. Therefore, research conducted with youth athletes who experienced participation in the European Youth Olympic Festival (EYOF) in 2007 may highlight some apparent issues such as how they coped with the stress attached to a major competition. The present investigation examined how the Norwegian Youth Team (N=29) experienced competitive and organizational stress during the 2007 EYOF in Belgrade, Serbia. Participants were age 14-17 competing in handball, track and field, swimming and judo and we used qualitative methodology (open-ended questionnaires and interviews) in this exploratory investigation.

The first purpose was to examine organizational and competitive stress sources experienced. To date, organizational stressors have been found to have the greatest impact of any other single factor of performance. As a consequence, organizational stressors (e.g., sport organization politics, coaches, selection criteria, housing and planning) can disrupt athletic performance because they are (environmentally diverse and temporally) unstable compared to competitive stressors. The novelty of both the size of the competition and the hot weather turned out to be major stressors for the young athletes.

In addition to perception of organizational stress, many of the adolescent athletes were overloaded with competitive stress. They had typical performance pressure from themselves and national federations; one was even told that "you have to deserve to be here". The extra pressure and many novel issues led to lack of concentration, anxiety and lost self-confidence. As a result, the athletes experienced EYOF as both "immense" and "pretty scary" and some of the more inexperienced athletes found it hard to focus on the task when faced with the high calibre of competitors. One athlete expressed that he/she "found it hard to plan my own race because of the high level of my competitors. When would they speed up, and if someone started early, would they make it all the way in?"

In examining the second purpose of this investigation, how the athletes coped with competitive and organizational stressors, it became apparent that the athletes needed to be prepared for the total competitive experience that included organizational stressors as competitive and organizational stressors frequently occur in combination. The adolescents' perception of how they coped with these novel and complex competitive demands was flavoured by their concern about the availability of social support. Several athletes mentioned the coach as being important with comments such as: "My coach was with me, and told me what to do during every step of the warm up; he had previous experience from competitions in such an extreme heat". The Norwegian athletes pointed out that it was a great experience for their potential adult athletic career: "I need to get used to this if I want to stay in this game", as one of them stated after his/her disappointing performance. Hence, Youth Olympics is an opportunity for young elite athletes to learn how to cope with "the big time" and mature as an adult elite athlete.

Elsa Kristiansen, Ph.D., is a researcher on the Norwegian research project on sporting events (funded by the Norwegian Olympic and Paralympic Committee and Confederation of Sports). She has lectured for twelve years at the Norwegian College of Elite Sport, Bærum.

Her long list of publications includes:

- Kristiansen, E., Halvari, H., & Roberts, G. C. (in press). Organizational and media stress among professional football players: Testing an Achievement Goal Theory model. *Scandinavian Journal of Medicine & Science in Sports*.
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# Der soziale Faktor im Management

## Papers:

- Werkmann, K. (GER), Preuss, H. (GER), Bielons, G. (ESP): Die Motivation von Mega Sport Event Volunteers – das Beispiel der Davis Cup Volunteers in Spanien 2008 und 2009
- Könecke, T. (GER): Socially Exposed Athletes - An Analysis of Sport Heroes in Commercials /// Sozial exponierte Athleten – eine Analyse von Sporthelden in der Werbung
- Dresen, A. (GER): Doping im Spitzensport als Störfaktor wirtschaftlicher Nutzenorientierungen



# Die Motivation von Mega Sport Event Volunteers – das Beispiel der Davis Cup Volunteers in Spanien 2008 und 2009

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## Abstract

### Introduction and aim of research

The Davis Cup is the biggest, annually returning Team-Competition of the world. In 2010, 125 countries entered at this tennis tournament. In 2008 the semi-final between Spain and the USA happened in Madrid. In 2009 the quarter-final between Spain and Germany took place in Marbella. In each case the organizers had to recruit 80 volunteers to organize and stage the tournament.

The aim of the research is, to determine which factors in the work environment cause satisfaction and dissatisfaction for the volunteers at the Davis Cup tournaments in Spain 2008 and 2009. A questionnaire ran among all volunteers (n=160) detected intrinsic and extrinsic motivational patterns of the temporary employees. This research provides important information for all organizers of events in order to improve their motivation program to ensure enough volunteers.

### Theory

Theoretically the volunteer recruitment process and incentives at the Davis Cup is similar to that of the recruitment and incentives at other sport events.

The challenge of motivating volunteers has long been recognized as an integral part of managing sport events. According to Edgington et al. (2001), motivation plays an exceedingly important role in moving an organisation towards excellence. Yet despite the agreement over the significance of work motivation, there's considerable controversy over which of multiple factors motivates volunteers at events to work. The complexity of work motivation is evident in the interaction of the forces among an individual, the job and the work environment that account for the level, direction and persistence of effort expended at work (Steers & Porter, 1991). Pinder (1998) has described work motivation as the set of forces, internal (individual needs and motives) and external (environmental forces), that initiate work-related behaviour and determine its form, direction, intensity and duration. Given the relative intricacy of work motivation, it's not surprising that numerous theories have been developed to explain this phenomenon.

### Method

A questionnaire was dealt to the 160 volunteers of both tennis events. In total 123 of the questionnaire, which would returned from the volunteers, passed the inter-individual consistence tests. The sample is representative for the volunteers of the 2008 and 2009

Davis Cup in Spain. The questionnaire consists of 25 questions. The research design is based on a socio-economic, theoretical foundation.

Statistical methods will be used to explain the importance of several intrinsic and extrinsic factors describing the work motivation and satisfaction of the volunteers.

## Results and Discussion

As the most important motives for applying as a Davis Cup Volunteer in Spain the volunteers opted for "I want to have fun", "I want to see behind the curtain of the event-organization" and "I want to extent my knowledge and experience". On the other hand, the most unimportant motivations for applying are "to see VIPs" and "It is good auxiliary income".

The few presented results in this abstract are only some findings of the research. This and other results will be presented backed by theory and in greater detail at the conference. The results are important to learn more about volunteer motivation. As a matter of fact, they need to be satisfied with their work in order to offer their voluntary work for other events.

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Katrin Werkmann, is a Ph.D. candidate at the Institute of Sport Science of the Johannes Gutenberg-University Mainz, Germany. Katrin obtained the German equivalent of a Master's Degree after studying business administration with emphasis in controlling and accounting. Afterwards, she graduated at the Johannes Gutenberg-University in sport. Currently, she teaches athletics and conducts sociology seminars at the University in Mainz and is an active ski instructor.

Holger Preuss, see page 43.

# Socially Exposed Athletes - An Analysis of Sport Heroes in Commercials

## Sozial exponierte Athleten – eine Analyse von Sporthelden in der Werbung

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### Abstract

#### Background and Research Question

In 1996 Holt and Mangan stated that “a sport without a hero is like Hamlet without the Prince” (Holt & Mangan 1996, 5). Sport is to a large extent perceived through its prominent athletes, the “sport heroes” (c.f. e.g. Gebauer 1997). Consequently, it can be stated that it is due to the athletes and their perception that spectator sport has been able to attain the social and economic importance it has today. But regardless of this, Holt and Mangan also point out that “varieties and purposes of sporting heroism are rarely examined” (1996, 5). Filling this gap in research is what the general research project, the findings presented here are extracted from, aims at. Based on an identification of the specific characteristics which enable the sport system to create prominent and popular social figures at an unparalleled rate, specific tasks were identified, these popular athletes are expected to perform. The exact research question for this presentation is: Can the tasks identified as relevant for the construction and reception of sport heroes hold true if double-checked with popular commercials involving socially exposed athletes?

#### Past Research and Methodology

In the first step of the general research project, a scientifically sound categorization of the different types of exposed athletes based on extensive qualitative meta-analysis was derived. This model takes into consideration the omnipresence of sport and its special characteristics addressed in more classic sport-sociological literature (c.f. e.g. Elias 1975 and 1983), the fact that the terms “hero” and “heroism” are very frequently used and regularly overused in the sport system (c.f. Barney 1985), and other key factors identified in more recent publications (e.g. Emrich & Messing 2001; Bette 2008a and 2008b; Könecke & Schunk 2012).

At first, three major characteristics of the sport-system were identified, that especially enable it to produce exposed figures and “athletic heroes”:

1. Only sport-related actions of (potential) sport heroes matter.
2. Athletes can only be “temporary heroes” (if any at all) and have to renew their reputation periodically.
3. The sport system reduces complexity if compared to everyday life.

Apart from these rather general “environmental” characteristics, the following more specific “great tasks” were identified, sportsmen are (very often implicitly) expected to fulfill:

1. Achieving an outstanding performance.
2. Overcoming considerable external hardship.

3. Conquering their internal hells (private hell [fear and self-doubt] and public hell [failure and humiliation]) (c.f. Izod 1996, 187).

The research presented here aims at testing these characteristics and tasks by looking at commercial communication involving more or less prominent athletes. This seems very insightful because using these social figures for marketing purposes should be done by stressing very specific characteristics and behaviors that are especially admirable.

### Major Findings

The three “great tasks” introduced above could be found to be very dominant features in commercials using athlete-based communication involving prominent sport figures. It seems that it is even more important for athletes to not only excel in sport (first task) but to also “deserve” this excellence by fulfilling the second and third task. These two tasks are actually very often stressed and seem to be key factors in guaranteeing an athlete’s perception as a positive role model. Interestingly, this sometimes even seems to hold true if the athlete is not (very) successful in sport, i.e. if he seemingly fails to fulfill the first task.

### Conclusion / Management Implication

It has long been known that sport “heroes have the capacity to influence their admirers in fundamental and profound ways” (Russell 1993, 124). Consequently, they are frequently used as role models in and far beyond sport. Furthermore, they have a key function as promoters in sport marketing. The results presented here enable researchers and practitioners to better understand this function. Apart from that, the findings of this project offer important implications as to how young athletes should be prepared for competition in high interest sports.

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Thomas Könecke is a research assistant at the Institute of Sport Science at the Johannes Gutenberg-University of Mainz. He obtained the German equivalent of a Master's Degree after studying business management, sport science, and pedagogics of economics and business. Afterwards, he spent several months at the University of Fundação Getulio Vargas - Escola de Administração de Empresas de São Paulo (FGV-EAESP) in Brazil and worked as a research assistant at the Institute of Sport Science at the Johannes Gutenberg-University of Mainz. Before returning at the Institute of Sport Science, he did the same job at Aalen University, working in the International Business Department. Thomas' teaching experience includes: Project Management; "Business Mathematics" and tutorial for the lecture "Capital Markets"; Entrepreneurship and Business Plan; and the preparatory seminar for the 7th Olympic seminar for Sport Sciences by the German Olympic Academy in Olympia (Greece).

His publications include:

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# Vancouver 2010 Winter Olympics

## Papers:

- Kristiansen, E., Hanstad, D. V. (NOR): Coping with the media during the Vancouver Winter Olympics
- Parent, M. (CAN): Describing the Olympic Games Knowledge Transfer Stakeholder Network

# Coping with the media during the Vancouver Winter Olympics

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## Abstract

The purpose of the 2010 Vancouver study was to examine the journalist-athlete relationship at a major competitive event in order to better understand how the media may become a stressor and how elite athletes cope with the journalists, the interview demands and the subsequent media story. Being available for the media is considered to be part of the job of being an elite athlete.

Ten Norwegian winter Olympians with media experience were interviewed shortly after the 2010 Vancouver Winter Olympics. The participants were of both genders. It was also a criterion that the athletes needed to be a medallist in their sport; however, there was one exception to this rule as we wanted to include participants from all the sports in the sample. Finally, the interviewees needed to have extensive experience with journalists and different types of media coverage. The participants were all in their 20s and beginning of the 30s, and half of them had previous Olympic experience. It was a very elite sample; the Norwegian Olympic team took 23 medals during the Olympics in Vancouver, and our participants were involved in 13 of them; 5 gold, 4 silver and 4 bronze medals.

The results yielded some interesting evidence. Media contact is considered to be part of the job of being an elite athlete, but the inexperienced athletes struggle more and get affected more easily. There are *media rules* to follow during these major events, even though intrusive questioning may negatively affect the athlete's preparation and self-confidence. Consequently, elite athletes must learn to *cope* with the journalists' presence. While the best advice is to be understanding of the journalists' need for stories and inside information, the athletes keep their distance because the media coverage is a *constant* stress factor. One way of coping was the use of social support within a mastery climate to protect the athletes from the media demands. In some cases, it was productive to have the support-personnel meet the media and become a "lightening rod" to take the attention from the athlete when "catastrophes" happened. This was to give the athletes time to concentrate and refocus in order to perform well. Further, the Olympians used problem-focused strategies, avoidance coping and on occasion taking a "media break". In conclusion, the elite athletes learned a variety of coping strategies, and also learned that "you will not survive if you take it personally".

One of the topics discussed during the 2009 IOC Conference in Copenhagen was how to expand the Olympic audience by using the new media. The Digital Age makes it possible to communicate all over the world and transmit information and results instantaneously. Undoubtedly, this can be used as a mean to make the YOG more popular and get more media attention to the *young* elite athletes. The fact that the athletes are young and we have no research about how they will perceive this unexpected attention; how to protect them should also be a main concern for both the Organizing Committee as well as team leaders.

Elsa Kristiansen, see page 47.      Dag Vidar Hanstad, see page 21.

# Describing the Olympic Games Knowledge Transfer Stakeholder Network

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## Abstract

In 1999, the International Olympic Committee (IOC) began its knowledge transfer program with the 2000 Sydney Olympic Games in order to assist future Olympic Games organizing committees (Chappelet, 2001). However, such formal IOC-led knowledge transfer capacities/processes do not exist for other stakeholder groups. The strategic and procedural/organizational importance of prior (contextual and event hosting) knowledge has been noted by various researchers, with a particular focus on the 2000 Sydney Olympic Games (e.g., Frawley & Toohey, 2009; Halbwirth & Toohey, 2001), highlighting the importance of prior event knowledge and the possibility of managing knowledge in a growing organization. The knowledge based view of the firm sees organizations as existing to create, transfer, and apply knowledge – be it tacit or explicit, organizational or individual – within and outside the organization (Kogut & Zander, 1992).

Moreover, major sports events require the coordination of a multitude of stakeholders who impact or are affected by the actions of the organizing committee: different levels of government, the community, sponsors, the media organizations, the various levels and types of sport organizations involved and/or holding the rights to the event, and the delegations (i.e., the actual athletes, their coaches/trainers, and support staff). As an added level of complexity, these stakeholders do not only deal with the organizing committee but also with each other, thereby creating a network or web of relationships. Networks are governance structures that help to create and transfer knowledge (cf. Kogut, 2000; Reagans & McEvily, 2003). They can be characterized in terms of their density, hierarchy/centrality, types of relationships, quality of relationships, and multiplexity (Berry, et al., 2004; Brass, Butterfield, & Skaggs, 1998; Burt, 2000; Cousens, MacLean, & Barnes, 2007; Knoke & Yang, 2008; Provan, Isett, & Milward, 2004; Provan, Veazie, Teufel-Shone, & Huddleston, 2004; Rowley, 1997; Scott, 2000; Wasserman & Faust, 1994).

While we may know who the stakeholders are and what their basic needs are (Parent, 2008), we do not have a good understanding of the network of relationships nor how they transfer knowledge to other events/organizations or learn from previous events/organizations. Thus, the purpose of this paper is to use network theory and the knowledge based view of the firm to begin examining the knowledge transfer stakeholder network within an Olympic Games, more precisely, the 2010 Olympic Winter Games.

To meet this objective, a case study of the 2010 Vancouver Olympic Winter Games was built by means of 24 semi-structured interviews with all key stakeholders (until saturation was reached) and supplemented by archival material (over 250 documents). Data were inductively coded for stated relationships with other stakeholders; this information was placed in a table (Miles & Huberman, 1994) for subsequent analysis using the network analysis software UCINET. Analyses were undertaken to examine density,



hierarchy/centrality, types of relationships, quality of relationships, multiplexity, and size.

Findings highlighted that in the case of knowledge transfer, an additional stakeholder sub-group for the sport organizations is needed: event organizing committees (current, past and future organizing committees of various major sports events). As well, an additional stakeholder group is required, which I will call Other Stakeholders, and which includes consulting organizations/consultants, professional leagues, international businesses, the World Union of Olympic Cities, etc. I also found a significant degree of communication between stakeholders without the presence of the organizing committee. I will describe additional network characteristics during the presentation.

These results indicate that the knowledge stakeholder network is not dyadic or hub-and-spoke in nature but a true network with multiple ties (cf. Parent, 2008; Rowley, 1997). The findings have implications for both theory and practice, which will be discussed during the presentation.

Milena M. Parent, Ph.D., is an Associate Professor at the University of Ottawa. Her lists of publications include among others:

- Parent, M. M., & Slack, T. (Eds.) (2007). *International perspectives on the management of sport*. Burlington, MA: Elsevier.
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# Olympic Games

## Papers:

- Kaspar, R. (AUT): Olympic Venues Reloaded - The Innovation Gaps between sports venue infrastructure needs of the Youth Olympic Venues and Olympic Venues
- Bernardi, V. (GER): Olympic TV Rights and European Law

# Olympic Venues Reloaded - The Innovation Gaps between sports venue infrastructure needs of the Youth Olympic Venues and Olympic Venues

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## Abstract

A comparison between the Innsbruck 1964 & 1976 Olympic and 2012 Youth Olympic Venues with the Lillehammer 1994 Olympic and 2016 Youth Olympic Venues

Innsbruck hosted the 1964 Olympic Winter Games and established the infrastructure required those days such as ice venues, a bobsleigh run and the snow venues as well as an Olympic village. The 2012 Youth Olympic have an innovative Olympic programme thus requiring differing sports venues and general innovative und upgraded infrastructures from a modern Olympic village to a congress centre hosting the Culture & Education programme. Lillehammer successfully hosted the 1994 Olympic Winter Games, which The Associated Press reports is still regarded as among the most successful Winter Olympics and most likely the last edition of the Games in a small city. Lillehammer was recently awarded the 2016 Youth Olympic Winter Games. The research question is whether the cities have developed a long term sports venue and sports events master plan when hosting the Olympic Winter Games. The research dates from the author's doctoral thesis on the Lillehammer Olympic Games to current research on the event life cycle including various recent research visits to both cities and is based on expert interviews. The symposium contribution analyses both Olympic host cities, and tries to reveal how the sports venues have been developed, utilised and marketed since the Olympic Games. First research findings indicate that the post-Olympic event planning and innovative utilisation of Olympic venues remain a challenge for innovative sports and event managers. The conclusion will indicate a best-case scenario for any former Olympic Winter Games host city considering a bid for the Youth Olympic Winter Games.

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# Olympic TV Rights and European Law

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## Abstract

The policies of the European Union on the aspects of the free market and anti-trust regulations directly influence the sport and the allocation of TV broadcast rights in Europe. In particular the directive "Television without frontiers" (Directive 89/552/EEC as amended by Directive 97/36/EC) has a huge impact of the method of the distribution of TV broadcast rights in the member states of the European Union.

The directive concerning Events of major importance to society, including sport (Chapter II, Article 3a) allows "each Member State to take measures in accordance with Community law to ensure that broadcasters under its jurisdiction do not broadcast on an exclusive basis events which are regarded by that Member State as being of major importance for society in such a way as to deprive a substantial proportion of the public in that Member State of the possibility of following such events via live coverage or deferred coverage on free television".

The fight between the European Broadcasting Union (EBU) as representative of the free TV channels and stations in Europe and Pay-TV providers will reach new dimensions in the future.

The lists of sport events based on this directive and establishing sports events of such importance in that country that they must be broadcasted in Free-TV have an impact of the value of the product being protected by the directive and the strategy of sports organizations allocating the TV-rights to Broadcasters. Some sports organizations consider this exercise of influence as interference in their commercial rights and consider attacking the directive in front of the European court of justice. The International Olympic Committee (IOC) has to deal with the fact that the revenues resulting from TV deals in Europe are depending on the outcome of the policies of the member states when implementing the directive to national law and thus are limited to a certain extend.

The new technologies like IP-TV open new ways of communication, for the Broadcasters and for the sports organizations to avoid such collisions.

This paper will discuss the legal aspects of the allocation of Broadcast rights in Europe and the impact of the European Union policies on the strategy of sports organizations in Europe when selling the rights, using the IOC example and considering the markets in Germany and the U.K. and comparing the methods taken by various EU member states.

Additional focus will be on the TV rights concerning the Youth Olympic Games and their future.

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## 4<sup>th</sup> INTERNATIONAL SPORT BUSINESS SYMPOSIUM



# Mix

### Papers:

- Schütte, N. (GER): Sportmanager zwischen Sportwissenschaft und Betriebswirtschaftslehre. Eine Kernfrage der Ausbildung
- Verleger, J. (GER): Corporate Social Responsibility in Sports

# Sportmanager zwischen Sportwissenschaft und Betriebswirtschaftslehre. Eine Kernfrage der Ausbildung

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## Abstract

Die Frage, ob und wie viel Sportwissenschaft ein Sportmanager in einem grundständigen Hochschulstudium erlernen sollte, ist so alt wie die Entwicklung solcher Studiengänge, aber immer noch nicht abschließend beantwortet. Tatsächlich haben sich in Deutschland zwei Modelle etabliert: die Ausbildung von Sportmanagern an sportwissenschaftlichen Fakultäten (z.B. Uni Mainz) mit großen Anteilen an Sportpraxis und -theorie sowie die reine Ausbildung von (Sport-) Betriebswirten (FH Koblenz Remagen), die mit mehr oder weniger sportökonomischen Inhalten aufwartet. Es zeigt sich in der Praxis, dass beide Typen von Ausbildungen zu erfolgreichen Karrieren führen. Wie ist diese scheinbare Beliebigkeit zu erklären?

Die bisherige Forschung zu diesem Thema (z.B. Horch / Niessen / Schütte 2003) beruft sich vor allem auf die amerikanische Methode des „Competency-based-approach-to-curriculum-development“ (DeSensi et al. 1990). Dieser Ansatz geht davon aus, dass praktizierende Sportmanager wissen, welche Kompetenzen sie für ihre Arbeit benötigen. So kann mit Hilfe einer schriftlichen standardisierten Befragung die Bedeutung von Kompetenzen ermittelt und so in Curricular-Entwicklung eingehen. Tatsächlich spielen Kompetenzen aus der Sportwissenschaft laut Horch / Niessen / Schütte für Sportmanager im selbstverwalteten Sport nur eine untergeordnete Rolle (2003, 140ff). Damit wäre – überspitzt gefolgert – die Beliebigkeit einfach mit der Bedeutungslosigkeit sportwissenschaftlicher Inhalte für Sportmanager erklärt.

Betrachtet man das Ergebnis mit einer erweiterten theoretischen Perspektive, kann das Ergebnis auch anders interpretiert werden. So verweist der kontingenztheoretische Ansatz (z.B. Donaldson 2001) darauf, dass in unterschiedlichen organisationalen Settings sportwissenschaftliche Kompetenzen von unterschiedlicher Bedeutung sein können. Das Theorem der Hintergrundserfüllung von Gehlen (1956) insistiert darauf, dass die besondere Bedeutung der sportwissenschaftlichen Inhalte gar nicht wahrgenommen werden, wenn sie vorhanden sind.

Um die Frage im Rahmen des Vortrages zu beantworten wird auf eine Reanalyse der Daten von Horch / Niessen / Schütte (2003) N=199 sowie auf qualitative Interviews mit Sportmanagern N=58 zurückgegriffen.

Tatsächlich erweist sich sportwissenschaftliches Wissen für Sportmanager in verschiedenen Positionen und Organisationstypen als unterschiedlich bedeutsam. Dies ist in Anbetracht der Vielfältigkeit der Positionen, Organisationen und Anforderungen im Feld wenig überraschend.

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Norbert Schütte, Ph.D., is a Lecturer of Sport Sociology and Sport Economics at the Johannes Gutenberg-University Mainz. He has studied sociology, economics, social and economic history and informatics at the Hamburg University and gained his Ph.D. at the Deutsche Sporthochschule Köln with Prof. Dr. Horch on the subject "Professionalization Pressure and -Hindrances in the Management of Sports Clubs and Sports Associations". From 1995 to 2003 he worked as a research assistant at the Institute of Sport Economics and Sport Management of the Deutsche Sporthochschule Köln. From 2004 till the beginning of 2006 he conducted various surveys as a staff member of the Allgemeiner Deutscher Hochschulsportverband (adh), among others an evaluation on sponsorship for top-class sport, a structural analysis of Olympic teams and a satisfaction analysis of the members. Since April 2006 he works at the Johannes Gutenberg-University Mainz as a research assistant.

The main area of his activity is the realisation of research projects on sociological and economic topics. In science and research he especially deals with cost-benefit analysis of mega sport events, occupational field analysis of sport managers, professionalization tendencies in the third sector, management of non-profit organisations, effects of the new public managements as well as human resource management and management techniques.

He is a visiting lecturer for topics in the field of sport economics / sport management at the Deutsche Sporthochschule Köln and at the Carl von Ossietzky University Oldenburg. Norbert Schütte is engaged in migration research on voluntary basis. Since 2008 he is 2. chairman at the Bonner Institut für Migrationsforschung und interkulturelles Lernen e.V. (BIM e.V.).

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# Corporate Social Responsibility in Sports

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## Abstract

The sports movement has a responsibility in the conduct of their activities to maximise positive impacts, minimise negative impacts and foster balanced, enduring growth in relation to society, the economy and the environment.

It is fundamental for a successful bid for a major e.g. multisports event and a positive environmental legacy that all studies and planning include social and environmental principles from the beginning.

Objectives of sports social responsibility are:

- to promote sport at all levels, as a means to contribute to the positive development of society,
- to support and promote sustainability amongst its members, to ensure that the social, environmental and economic impacts and opportunities of their activities are responsibly managed,
- to bring sportspeople together to help social projects around the world who are using sport as a tool for social change,
- to develop concrete measurable criteria how the social especially environmental guidelines could and should be fulfilled by host cities and sport federations.

Jörn Verleger is Head of Sports Venues Department of the City of Dresden (GER). From 2009 to 2011 he was the Head of the Office for FIFA Women's World Cup 2011™ at the City of Dresden (GER). Before he was from 2007 to 2009 Chief Executive Officer (CEO) of the 38th Chess Olympiad 2008 and Managing Director – Schacholympiade 2008 Chess Foundation GmbH, Dresden (GER) and Head of International Relation Department of the Bid Committee Leipzig 2012 GmbH, Leipzig (GER), Manager International Relations of the German Sports Confederation (DSB), Frankfurt/Main (GER) and Project Coordinator European Network for Youth in Sports German Sports Youth, Frankfurt/Main (GER).

He studied law at the Friedrich-Alexander University of Erlangen/Nuremberg (GER) and absolved in 2002 the Master graduation MEMOS (Executive Master of Sports Organisation Management) at the University Claude Bernard Lyon (FRA).

As volunteer he served for many mayor sport events e. g. 2006 FIFA World Cup Germany in Berlin (GER), LIEBHERR 2006 World Team Table Tennis Championships in Bremen (GER), FIS Nordic World Ski Championship 2005 in Oberstdorf (GER), EAA European Athletics Championships 2002 in Munich (GER), German Turnfest 1998 in Munich (GER) and 2009 LIEBHERR European Table Tennis Championships in Stuttgart (GER) etc.

