CIES
INTERNATIONAL CENTRE FOR SPORTS STUDIES

FIFA MASTER

FIFA MASTER CONFERENCE
Executive Summaries

Presentation of dissertations
Class of 2013-2014

Welcome Day, Leicester, UK

Programme

13h00 – 13h20   *Coffee and refreshments*

13h20 – 13h30   *Welcome* - CIES Director, Prof. Denis Oswald

13h30 – 14h00   *Joining forces: A study on how different sports federations collaborate at a national level* - Charisse Bacchus (Trinidad and Tobago & Canada), Ratu Tisha Destria (Indonesia), Gianluca Famigli (Italy), Nzumbe Nyanduga (Tanzania), Nicholas Rozenberg (Australia, Israel & Germany)

14h00 – 14h30   *Together stronger? An analysis of women in governance in international federations and the impact on their sport* - Safia Abdel Dayem (Egypt & Syria), Zarina Bahdur (South Africa), Diego Brenes (Costa Rica), Daniel O'Toole (Ireland)

14h30 – 15h00   *The changing role of the entourage in the development of youth athletes: A case study of Swiss alpine skiers* - Nicolas Journel (France & Brazil), Haley McInnis (Canada), Jakub Mihule (Czech Republic), Mungo von Halle (United Kingdom), Nadia Ya-Han Wu (Taiwan)

15h00 – 15h30   *Coffee break*

15h30 – 16h00   *It's in the game: Electronic gaming as a branding tool for sports clubs and leagues. An analysis of the extent to which the presence of leagues and clubs in a sports video game affects their reach, recognition and revenue - Case study: EA FIFA video game* - Helena Bašistová (Slovakia), Elizabeth Eastman (USA) Martin Kaswurm (Austria), Colm Ó Méalóid (Ireland), Alfredo Quiros (Costa Rica)

16h00 – 16h30   *To what extent does UFC need to adapt its original business model to better reach the European market? - Analysing from a sporting, governance and fan perspective* - Patrick Casteau (France & Brazil), Norman Ning Liu (China), Lena Schoeps (Germany), Sarah Widera (Australia & United Kingdom)

16h30 – 17h00   *Second screens in football stadiums: How can clubs use existing and emerging technology to increase fan engagement and revenue streams?* - Ayan Aghayeva (Azerbaijan), Christin Hausmann (German), Charlotte Kight (New Zealand), Oren Pollak (Israel & USA), Daniel Whymark (United Kingdom)

17h00 – 17h15   *Closing remarks* - CIES Director, Prof. Denis Oswald

17h15 – 18h15   *Aperitif*

Joining forces: A study on how different sports federations collaborate at a national level

Charisse Bacchus (Trinidad and Tobago & Canada), Ratu Tisha Destria (Indonesia), Gianluca Famigli (Italy), Nzumbe Nyanduga (Tanzania), Nicholas Rozenberg (Australia, Israel & Germany)

"Almost anything is, in principle, possible through collaboration because you are not limited by your own resources and expertise. You can, in principle, achieve whatever visions you have by tapping into resources and expertise of others." **(Huxham and Vangen, "Managing to Collaborate: The Theory and Practice of Collaborative Advantage")**

Introduction

In short, our project has sought to draw upon lessons from the corporate world and adapt them to the sports world to their benefit.

By way of background, it is now well-accepted that the increasing commercialisation of sport has seen it transformed into an "industry", often described as a "business" in a similar vein to any traditional industry. Sports federations are the guardians of their respective sports: they are charged with promoting and developing their sports at all levels; ensuring the proper regulation and administration of their sports; and guaranteeing the organisation of regular competitions for their sport. To perform these functions effectively in a more sophisticated and commercialised sports industry, sports federations have responded by seeking to professionalise their own organisations and taking lessons from the organisational practices of tradition industry.

One of the more recent phenomena to emerge in the commercial world is the marked increase in collaborations between organisations. Relevantly, it is increasingly commonplace to see collaborations between two or more organisations within the same industry. This is occurring notwithstanding the fact that some of these organisations would generally characterise themselves as competitors. There is also widespread academic research on the subject of collaboration, including various studies of intra-industry collaborations.

In contrast, while the phenomenon of collaboration is also beginning to filter into the sports industry, it is still noticeably less developed than in traditional industries. Moreover, whilst there is a breadth of academic research on the subject in respect of traditional industries, there is a distinct scarcity of such research in relation to the sports industry.

As such, there is a context in which:

- traditional industry recognises the value of collaboration and is acting accordingly;
- sports federations, operating in an increasingly commercialised industry, are seeking to adopt practices from traditional industry; and
- collaboration between sports federations is far less utilised than in traditional industry (particularly at a national level), and is also far less understood due to a scarcity of research on their industry.

Our Study

In broad terms, our paper contributes new research to the subject of organisational collaboration with respect to the sports industry, delving into relatively uncharted waters. We have sought to analyse how organisational collaborations operate in the sports industry and to understand the sports industry's attitude towards cross-sport collaboration.

Through this process, we are able to provide the sports industry with guidance on how national federations (**NFs**) within the same country can:

- identify other NFs with whom they could best collaborate; and
- ensure the success of such collaborations in the event they are activated.

In pursuit of these aims, we undertook an extensive review of the existing body of literature on the subject of collaboration to familiarise ourselves with its major themes. We then conducted qualitative research in the form of a comparative case study involving six existing forms of collaboration between NFs within the same country, each unique in terms of geography, structure and purpose. The findings provided us with a deep insight into some of the "do's and don't's" to managing a successful collaboration involving NFs, including the best practices and major challenges. We supplemented this research with quantitative research in the form of an online survey distributed to a range of NFs within England to gain a broader industry view from within one country and supplement our qualitative research.

Our Findings

Our research yielded a number of interesting results regarding the issues involved in collaborations between NFs from the same country. Some examples include:

- NFs are more driven to collaborate for efficiency purposes rather than innovation.
- Depending on the size of the NF, the efficiency purposes vary. Small federations prefer cost cutting whilst large federations prefer resource optimisation.
- NFs are overlooking the importance of establishing actual processes to effectively communicate, despite appreciating the significance of communication generally.
- An effective resource management system tailored to the efficiency purpose of the collaboration is integral to a successful collaboration. In terms of resource allocation, collaborations more driven towards resource optimisation utilise

complementary resources whilst collaborations more driven to cost cutting utilise a pooling of identical resources.
- When the literature suggests that collaborations should have transparent process for managing conflicts, the approach taken to conflicts by some in the sports world is passive, abstaining from intervention or enabling NFs to extricate themselves from participating in the collaboration.

Our Contribution

Supported by our findings, and with a degree of ingenuity, we have developed a number of tools to help NFs identify other NFs within their country with whom they could best collaborate and ensure the success of such collaborations.

1. **A Multi Variable Sports Mapping Model:** To assist NFs in identifying other NFs within their country with whom they could best collaborate, we have developed a multi variable sports mapping model. The term "sports mapping" is a concept in which sports are grouped together based on common characteristics.

In our model, we have used multiple variables, based on the innate characteristics of the sports themselves and the organisational culture and working habits of the NFs involved, to group the NFs. A case study of this model has been undertaken with some of the NFs in England. By grouping the NFs in this way, they gain an insight into other NFs with similar characteristics, increasing the likelihood for a collaboration to run smoothly by not wasting time and resources towards building a working relationship. This is a new model as few countries have undertaken sports mapping and those that have are using single variables, such as a common issue or a single common characteristic of the sport.

2. **A collaboration process between sports federations at national level:** On the basis of our review of the existing body of literature on collaboration and the findings from our comparative case study, we have designed a process description which explains the stages involved in a typical collaboration between NFs from the same country. The process description involves 4 stages: the planning stage; the communication system design stage, the resource management system design stage; and the conflict prevention and management stage. This process description will assist NFs involved in a collaboration to better understand how to manage the collaboration and what potential challenges may arise along the way.

3. **A set of observations and guidelines on the collaboration process:** To complement the collaboration process description, we have also outlined a set of guidelines for managing the stages of the collaboration process efficiently and effectively. We set out a number of suggestions with specific actions which can be taken by the NFs at each stage of the process.

Together stronger? An analysis of women in governance in international federations and the impact on their sport

Safia Abdel Dayem (Egypt & Syria), Zarina Bahdur (South Africa),
Diego Brenes (Costa Rica), Daniel O'Toole (Ireland)

"Together Stronger - The Future of Sport" was the title given to the 5th IOC World Conference on Women in Sport Report. In the recent past, the views of the IOC and society at large have placed an increasing focus on female participation at the decision-making level. This has been driven by a general consensus that by having more women in leadership roles within sport, this will assist in the development of women's sport generally. But is there any real evidence to suggest that the presence of women in governance actually has any impact on women's sport? The objective of this paper is to investigate if this is indeed the case.

The scope of this study incorporates the 26 International Federations (IFs) that have been involved in the Summer Olympic Games since 2004. The use of the 26 IFs was due to the need for consistency and comparability in the data over an extended period of time. Furthermore these IFs were viewed as being an expedient measure of the universal state of their respective sports given their responsibility to govern these sports across the globe. There was also a degree of logistical constraint around the collection of data at the continental or national level.

There is extensive academic research focused on how and why women are appointed to the executive organs of sports organisations. The influence of funding (Penny, 2003), organisational culture (Claringbould and Knoppers, 2007) and age (Hovden) were some of the factors previously identified as potentially limiting women's accession to the Executive Commitee (ExCo) of sporting organizations. However, there is little existing research within this body of knowledge that examines the impact (if any) that the presence that women have on their sport if and when they do manage to make it to the ExCo.

In light of the above, this research paper considers the trends in gender composition of the 26 ExCos in light of the IOCs recent drive for a 20% female quota of governing bodies within the Olympic movement. Using official data collected by the IOC, the research considers the relationship between women in governance and elite participation and the impact of one on the other since 2004. The dynamic between changes in these two factors at international level and national level and their interrelated influences are also measured and examined.

Further data was sourced from current ExCo members of International Federations of the Summer Olympics sports by means of a survey. Using this data, the factors perceived as determining the ability of women to achieve decision-making roles within sporting organisations were identified and measured. The data was also used to identify the impact that women in governance of sporting organisations was seen to have across different areas within their sport. Finally, this impact of women in governance was compared to the alternative factors also perceived to have an impact across the fundamental areas of women's sport.

The results of our research indicate that despite the significant increase in the number of women entering the ExCos of IFs over recent years, women are still struggling to make any significant gains in their level of proportional representation. Trends suggest that this is due to the fact that although more women are being added to the ExCo, an even greater number of men are being added at the same time. If this trend continues, it may be as far away as 2036 before desired quota levels across all IFs are reached while 50% parity may unattainable altogether. In order to ensure that the addition of women to the ExCo translates into an increase in proportional representation, the research proposes a number of measures outside of quotas alone whose implementation should be considered. These measures include limiting the total sizes of Federation ExCos and restricting the addition of men relative to the addition of women over set timeframes.

Research identified a statistical relationship between the proportion of women at the ExCo of IFs and the proportion of women competing at the Olympics within these sports. However this was only evident when both factors were correlated over a 4 year time lag. No such relationship was identified in terms of immediate impact between the two factors. This suggests that it takes time for the effect of governance on elite participation and vice versa to be realised.

The research also performed testing to assess relationships between women in governance at IFs and the impact it has on a national level. Firstly, a relationship was identified between the presence of women at governance in IFs and the presence of women in governance of NFs across the pool of countries studied. It was found that the higher the proportion of women on the ExCo of the IF, the greater the tendency for there to be a corresponding high proportion of women on the ExCo of the NFs of the associated sports. Secondly, it was found that where there were higher proportions of women on the ExCos of the IFs, the NFs of the associated sports tended to have a more balanced distribution of national championships between male and female competition. However, there is inconclusive evidence as to whether the influence of IFs on NFs or vice versa is the result of a top-down or bottom-up effect or some combination of both.

Women were found to be on average 8 years older than their male counterparts while serving average tenures of 8 years less. Coupled with the low level of marginal gains in proportional representation made by women over the period studied, this pointed towards a higher turnover of women relative to men at the ExCo level.

The research also examined the functionality of gender-based quotas and the how the benefits of their operation are perceived by the current ExCo members. It was found that respondents from IFs who had a quota system in place were overwhelmingly positive in terms of their perception of the benefits that female quotas bring. This was not the case for members of IFs where no quota system was currently in operation, the majority of which felt that quotas were non-beneficial.

Experience and Skill were found to be the most influential factors in terms of women's ability to achieving decision-making roles, significantly ahead of quotas in this regard. Broadly speaking, there was little divergence in opinion between men and women with regards what influences the ability of a woman to earn a place on the ExCo. However, the areas in which there was some level of disagreement tended to be focused around traditional hotspot areas of gender-based disagreement in sport namely a legacy of male dominance and the gendered perception of the sport in question.

The incidence of women in governance was found to have a distinctly positive effect on the areas of female elite participation, females occupying technical roles and the sponsorship of female sport in the view of respondents. This positive impact did not extend to all areas of women's sport that the research considered and women in governance was often behind a host of other influential factors that impacted these specific areas. The most influential other factor impacting women's sport was found to be the presence of female role models within the sport in question. This was seen as having a significantly positive impact on the image of women's sport as well as the presence of women occupying administrative roles within the sport.

The findings of the study present a host of suggested potential areas for further research that takes into account a greater breadth of data should it be available and could provide further insight into many of the issues raised and potential conclusions drawn.

The changing role of the entourage in the development of youth athletes: A case study of Swiss alpine skiers

Nicolas Journel (France & Brazil), Haley McInnis (Canada), Jakub Mihule (Czech Republic), Mungo von Halle (United Kingdom), Nadia Ya-Han Wu (Taiwan)

The following final project focuses on issues regarding youth athletes' relationship with entourage, especially parents and coaches. Furthermore, it examines their changing role in the developmental stages of young athletes. In order to get a deeper insight into the topic, we decided to conduct a case study examining the environment of Swiss alpine skiers.

The topic for the research was suggested by the International Olympic Committee (IOC), as it is within the area of investigation of the Entourage Commission. The Entourage Commission aims to provide the best possible environment for youth athletes and feels the necessity for further framing of the topic.

The examined literature emphasises the role of developmental stages of youth athletes and the importance of the influence of the entourage throughout adolescence on positive youth development.

Fun and enjoyment were identified as the main reasons for children to participate in organised sport activities. Sport involvement has the potential to provide for learning skills and capabilities useful not only in sports but also in real life challenges, such as leadership or teamwork. Confidence and the overall well being of youth athletes are also heavily influenced by the sports environment.

Parents and coaches were recognised as the most influential actors of the entourage in the development of youth athletes. Both actors have the capability to significantly influence children's evolution in a positive or negative manner within sport.

As the participation of youth in sport increases, the sacrifice and commitment of parents also rises. The parents are supposed to provide support not only emotionally, but also financially and in terms of their time contribution. Research shows the role of parents is expected to decrease as the athlete ages and reaches higher ranks within his sport.

The role of the coach is to teach sport-specific skills such as technique, but they also have a profound influence on an athlete's emotional development. Studies also show the role

of the coach increases as the youth athletes reach an elite level and become older, as they spend more time at training or in competition, usually accompanied by coaches.

Both actors face the challenge of identifying the thin line between positive support and negative pressure when guiding youth athletes in the pursuit of better performance. Negative behaviours from parents and coaches are still common within the sports world and are often ignored. This issue needs attention, as abusive behaviour often leads to children dropping out of sport in their middle adolescent years.

Most of the academics have focused their analysis on the roles of parents or coaches in isolation, which only reinforces the need for our research in the area of the changing role of the entourage within the developmental stages of youth athletes.

Furthermore, we suggested a process of exploratory research to be conducted in order to get more insight into the presented issue. We found qualitative research to be the most convenient for the purposes of this project as it offered the possibility to gather unique data through semi-structured interviews.

In our initial research, it became clear that identification of three developmental stages of a youth athlete career was necessary. The first category being Skier OJ (organisation jeunesse), the second junior skier, and the last professional skier. Primary data was collected from athletes, parents and coaches at each category mentioned above. Our study then asked these three groups of individuals questions regarding five key factors, which our research showed were most crucial in the development of youth athletes. These factors were: parents, coach, education, peers and other staff. The focus of the rest of this summary will be to give a quick highlight of the most interesting findings as they relate to each factor mentioned above.

In relation to parents, our findings confirm the research put forth in our literature review. The role of parents decreases as the career of the athlete evolves. Furthermore, all interviewed athletes, coaches, and parents agreed that parents play a significant role, especially financially and emotionally speaking, during the Skier OJ and Skier Junior stage of the athlete's development. However all three actors agreed that once the athlete reaches Skier Professional level, the importance of parental support becomes minimal.

Looking at the role of the coaches in the development of the skier, our study also confirmed the research discussed in our literature review. Coaches do indeed gain more importance as the athlete develops. It is important to note that although coaching is of a lower significance during the younger stages, it becomes extremely crucial during the professional stage.

Speaking about the role of education, our discoveries showed the role of education seems to be crucial during the Skier OJ period and more particularly in the Skier Junior timeframe. Parents particularly view an adapted education system as a must if their son or daughter wishes to continue skiing as he reaches the junior skier level. However, the educational component completely vanishes as athlete reaches the professional skier level.

Relating to the role of peers, our findings revealed their influence on the athlete to be less than could have been expected, especially during the junior skier period. However, athletes themselves did highlight the importance of friends in their skiing experience. Attending training was often mentioned as a form of motivation for youth skiers. Interestingly enough, coaches who participated in the research commented on the importance of peers as the athlete performs at the professional skier level.

Looking at the role of other staff members, both athletes and coaches opined that staff is not relevant during the earlier stages of the athlete's career (Skier OJ and junior skier). However, the role of the staff changes drastically as the athletes reach a professional skier level. The result showed it became the most important factor for all actors at a professional level.

At the end of the study further fields of research are suggested. These include research which would take into account all entourage members, especially ski staff and technicians as they were identified in interviews as playing a key role in the performance of skiers. Also proposed is a longitudinal study, which would follow athletes throughout the developmental stages addressed above. There are also recommendations to supplement the IOC's "Guidelines for the Conduct of Athletes' Entourage", which take into account the specific needs of youth athletes.

It's in the game: Electronic gaming as a branding tool for sports clubs and leagues. An analysis of the extent to which the presence of leagues and clubs in a sports video game affects their reach, recognition and revenue - Case study: EA FIFA video game

Helena Bašistová (Slovakia), Elizabeth Eastman (USA) Martin Kaswurm (Austria),
Colm Ó Méalóid (Ireland), Alfredo Quiros (Costa Rica)

Introduction

The video game industry is a billion dollar industry, with market revenues predicted to rise to over $55 billion in 2015[1] . Of the many genres of video games available to gamers, sports video games are one of the most popular, second only to action games (Entertainment Software Association 2014). One of the leading sports video games is the EA Sports FIFA video games series, a title which allows gamers to play with real clubs, leagues and players. The game is available in 16 different languages and sold in 51 countries around the world.

The EA FIFA video game is one of the most frequent ways people interact with football and the clubs and leagues featured in the game. In the five minutes it takes to read this executive summary, approximately 26,000 games of EA FIFA 14 will have been played all around the world, all of which will have featured official club crests, players and sponsor (EA Sports 2014). This figure is all the more staggering when other video games such as Pro Evolution Soccer and Football manager, both of which also feature official club branding, are not taken into account.

The primary aim of this paper is to investigate the benefits to smaller clubs and leagues derived from featuring in the EA FIFA video game series. Secondary research aims surrounding video games include the discussion of ethical, commercial and legal issues, which were also explored.

This paper combines exploratory as well as explanatory research in order to draw conclusions and propose solutions. Extensive research exists as to the ability of gamers to recall brands and in-game advertising, but very little of this research applied to sports clubs and leagues. Therefore, in order to achieve the objective set out above, a survey of people that play the EA FIFA video game was conducted, testing the ability of gamers to recognize various club crests, and testing their knowledge of jersey sponsors of clubs that feature in the EA FIFA video game.

In addition to this survey, interviews with members of the sports industry with experience

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[1] This figure does not take into account PC, tablet or laptop gaming.

of sports video games were carried out. The interviewed allowed us to compare the views of the industry with the data obtained from the survey.

Findings

The Top 5 clubs in the game are amongst the most recognizable in the world, and therefore the effect of their inclusion in the game in terms of brand recognition was not conclusive. However, the Survey data found a clear trend of an increase in brand recognition for smaller clubs and leagues amongst gamers. At a minimum, the Survey showed that those who played the EA FIFA video game had a stronger knowledge of crests, sponsors, and stadia as opposed to those who did not play, and the large majority of respondents indicated that playing the EA Sports video games increases their knowledge of the Top 5 and secondary leagues. It would be presumptuous to state that the sole fact of playing the EA FIFA video game definitively increases brand recognition, but our research seems to indicate that there is there is a link between recognition and the number of games played.

An objective of this paper is to investigate whether clubs and leagues could use their position in the EA FIFA video game to increase revenue. Specifically, the Survey was designed to investigate whether playing the EA FIFA video game increases the knowledge of jersey sponsors of clubs featured in the game. If the EA FIFA video game does increase the brand awareness of the sponsors, clubs could leverage off this position, using it as a selling aid when negotiating sponsorship deals. While some of the Survey data shows an increase in the ability to name jersey sponsors amongst gamers, no clear trend exists. This may have been affected by a number of factors however, in particular the lack of screen time given to sponsors when compared to club crests.

The potential benefits to clubs and leagues being featured in the game therefore extends far beyond the revenue received from single licensing agreement with a game developer. Clubs and league not featured in the game will not have the same brand reach and recognition, and will not be able to avail of the same revenue-generating opportunities of those in the game.

Furthermore, clubs and leagues can use interactive gaming as a tool to increase revenue and to engage fans. Whether a league or club chooses to partner with a gaming manufacturer, such as in the case of the English Premier League, Major League Soccer or Liverpool; or if they host interactive events like CONCACAF or FIFA, both provide unique opportunities that are unavailable to those not present in the game.

Issues relating to Sports Video Games

Video games are often blamed for causing issues like child obesity and encouraging people to stay indoors. If this is the case, FIFA could be said to be conflicted, as they are promoting a video game which could limit participation in the very sport they are trying to develop. Interviews conducted showed that this issue is not a concern of the industry and in fact, most consider the EA FIFA video game helpful to the sport of football. The view of the industry was supported by the survey data, which in fact showed a link between the

amount of hours of the EA FIFA video game played and the amount of football played by the respondents. Again, causation is difficult to prove. As with other Survey result, it cannot be said if people that play football are more likely to play the EA FIFA video game or if playing the EA FIFA video game causes more people to want to play football.

So, could FIFA develop football further by using its powerful bargaining position with EA? While they have used the EA FIFA video game series to promote certain development projects such as Football for Hope, it can be argued that other forms of football such as women's, beach, or futsal may be able to benefit from presence in the game. Therefore despite the economic constraints that are involved to further develop and include more teams and formats, the answer to the above question is likely yes.

Legal Issues

While the research of this paper shows that there may be an ability to leverage presence in the game to increase reach, recognition, and revenue, caution should be exercised when dealing with game manufacturers given the complexity of the legal issues surrounding video games. Licensing, copyright, and data protection are all legal issues that should be carefully considered and analyzed by sports bodies when dealing with game developers. Licensing, which is by far the most important legal element of the game, needs to be done with caution as failure to do so can lead to lawsuits by other parties. The importance of a league or club in making sure they have permissions for player likenesses is essential to making the game. In addition, copyright, which is one elements that helps to protect the game manufacturer, is also used to protect other artists and artistic expression. Elements such as the image rights for tattoos or the trademarking of player celebrations are example of issues that may be overlooked, but that need to be addressed. The online elements of gaming and the partnerships also have given rise to questions about how users' data is collected and shared.

Conclusion

After the elaboration of this research paper, it can be concluded that the EA - FIFA relationship has more economic than social connotations. This is reasonable considering that the game manufacturer is a private entity, which searches for revenues. This economic variable has an impact on the inclusion of smaller leagues, women`s teams, beach football or futsal into the game. While FIFA has been discussing this issue for the last few years and continues its willingness to develop virtual football, economic factors such as the cost of development and quality of the product produced by EA have to be taken into consideration. Andrew Foti a Strategic Project Manager at CONCACAF explains during the interview provided on 24th May 2014 that:

> [It comes down to the overall cost and really what the market wants. For EA Sports to implement any team [in the game] is somewhere to half a million. So, if you're going to put a team in there, it's going to be because I know that I will make that money back somehow, and that there would be enough people interested in playing with that team.]

In contrary, as Matt Prior, the game's producer, outlined the strategy of EA Sports: "We wanted to bring the game to as many people as possible and emerging markets were important. We wanted to create the best game we could that could reach as many people as possible" (Prior In Krupa 2014). This brings the question if FIFA could put more pressure on developing the game in order to bring awareness to smaller leagues and clubs as well as other disciplines others than men`s football.

This research paper shows the willingness and desire of sport executives and football leaders in smaller leagues not included in the game to become part of the game in order to have the possibility to expose their leagues, clubs and national teams to markets and zones were their presence is limited or non-existent.

From quantitative data obtained from the survey, it can be said, that there is a difference in football knowledge, brand recognition and consumption between those individuals that repeatedly interact with the game as oppose to those that do not. However, the research group cannot ensure that videos games are the only differentiation factor between these two groups. Other elements like TV, radio and internet exposure need to be taken into account. Additional findings from the questionnaire showed that gamers playing the FIFA video game believed that the game has increased the knowledge of leagues outside the five biggest leagues "a lot" in 35% of the respondents and "a little bit" in 47.9% of respondents.

What can be said after the analysis of the interviews, is that the FIFA video games as well as the Interactive World Cup seem to target a very specific demographics group. Such a group is constituted by young, urban males within the 14 and 30 age range. This demographic may be important for the creation of the relationship between gamer and the club/league and secure the brand loyalty.

After analyzing the data obtained, the research group concluded and imposed some recommendations towards the smaller national leagues and clubs to mitigate the process of induction in the FIFA Series video. The research suggests to clubs to seek not only the monetary value of their rights sold, but to recognize that the overall exposure in the game and consequences of being involved in the game. Further brand recognition and reach of new fans are important elements to be considered before aborting the negotiation process due to financial differences. The research confirms that the gain in recognition and awareness that can be obtained by the league may over exceed any negotiation issues that could arise.

To what extent does UFC need to adapt its original business model to better reach the European market? - Analysing from a sporting, governance and fan perspective

Patrick CASTEAU (France & Brazil), Norman Ning LIU (China), Lena SCHOEPS (Germany), Sarah WIDERA (Australia & United Kingdom)

INTRODUCTION

Mixed Martial Arts (MMA) has developed and survived through the ages and is now regarded one of the worlds' fastest growing sports. The Ultimate Fighting Championship, or UFC as it is most commonly referred to, is the leading promoter and most influential entity of the sport, and has become a multi-billion dollar business.

While the UFC has developed in the United States, its reach is far beyond American shores. Despite a strong following in countries like Brazil, Japan and even Australia, UFC is still fighting to conquer the European market.

With little pre-existing academic research on the growth of UFC outside of America, this group was approached by UFC Europe with the idea of conducting a project on that very subject. The authors of this paper considered the proposal and viewed it as both a challenging, yet original research topic to explore further.

This research paper aims to satisfy the four following objectives:

1. To understand the development of the sport MMA, outline the disciplines which underpin the sport, how it has evolved overtime and all its particularities.

2. To examine how a sport can enter new markets based on theories, exploring themes of diffusion and globalisation, whilst comparing and contrasting to some relevant existing case studies.

3. To analyse theories of sport organisations' governance models in order to compare UFC's governance structure in the US and Europe.

4. To scrutinise UFC fans' demographics, motives and means of consumption and to identify their interdependence.

Following on from the abovementioned objectives, the desired outcome of the research is to be able provide a list of recommendations in order to increase the popularity of UFC and MMA in the European market.

The approach of the paper follows three main pillars; sport, governance and fans. It is divided in five different chapters. Starting with the historical background of MMA and its evolution, sport diffusion and globalisation theories are outlined in association with the case of UFC in the second chapter. The third chapter focuses on governance models of sports and the lucrative business model of UFC. Based on fans motivations theories, the fourth chapter analyses the way MMA European fans consume the sport following the results of the survey conducted by the authors. The recommendations in chapter five of the paper will be here presented after each section.

THE SPORT OF MMA

Although frequently perceived as a new discipline, Mixed Martial Arts is not a modern sport and actually gets its roots in ancient Greece more than two thousands years ago. It is a sport that has evolved throughout history. It has gone through different eras and has adapted to the different ancient cultures. From Pankration to Silat and from Europe to Asia, the sport has featured various different martial arts. In modern MMA, the most commonly used martial arts are: Classic boxing, Muay Thai, Kickboxing, Shoot wrestling, Combat submission wrestling, Greco-Roman wrestling, Brazilian Jiu-Jitsu, Judo, Karate, Combat Sambo, Jeet Kune Do.

The disciplines which underpin 'Mixed Martial Arts' (MMA) as a combined sport have been around for centuries. In an article entitled "Decivilizing, civilizing or informalizing? The international development of Mixed Martial Arts," authors R. S. Garcia and D. Malcolm argue that the rise of MMA can best be explained with reference to the concepts of 'informalization' and the 'quest for excitement', as opposed to more popular suggestions whereby the rise is indicative of a decivilising and/or de-sportising process. As expressed by the authors, the concept of 'sportization' was created by Elias (1971: 92), to explain the process which began in the 18th century to formulate the rules of sports-like recreations more strictly, to include elements such as 'fair play' and eliminating and/or reducing opportunities for violent physical contact.

SPORTING DIFFUSION & ENTERING NEW MARKETS

According to Galtung (1982, in Maguire, 2000,p. 365) sport is 'one of the most powerful transfer mechanisms for culture and structure ever known to humankind. This power clearly needs to be preconceived when a type of sport is diffused to a new market. However, there are two opposing perspectives to be considered. Wright (1999) explains the first one as 'Americanization' which describes the phenomena that in sports the marketing strategies, products, lifestyle and consumption is rather American-orientated than global. Within this one-way process the American culture is imposed on the other national cultures (Wright, 1999), in what might be considered as detrimental to the national customs. Conversely,

there is a second tendency towards 'globalisation' which leads to a harmonization of sport. Globalisation goes hand in hand with the aspect of movement of labour, the migration of athletes and the associated attractiveness of the sport for foreign fans in a sporting context - where education plays a vital role in the success of globalisation. Ultimately, when a sport tries to expand globally the pre-existing cultures and needs of athletes and sport fans need to be brought in balance with the new in order to be successful.

In such a context, UFC just like other sports have tried to diffuse around the world, with more or less success. After conquering markets such as Brazil, Japan and Australia, UFC held its first event in London (2002) and started targeting Europe where culture differences and perceptions can appear as a potential barrier.

Recommendation

As a result, recommendations on the sporting context of UFC mainly consist on education. With any strategy to enter new markets, UFC should build efficient education programs based on reinforcing where the sport has evolved from leveraging on the positive values and underpinning philosophies associated with more recognised martial arts such Karate and Judo. Furthermore, the local respectively national customs of the new entered market need to be identified in order to diffuse the sport successfully.

BUSINESS & GOVERNANCE MODELS

The process of modernization of sport, as described by Guttmann (1978), has brought a new organizational dimension to the sport. An organised sport has an established governance structure. There are two main governance models, the traditional pyramid and the commercial, entertainment-based approach. The Pyramidal structure is the conventional model of sport development in many countries (Kirk, 2000), it strongly focuses on the participation level which is at the foundation. On top of it, different governing bodies control the development of the sport with, at its top, the international federation. Athletes and grassroots development are the key elements of such a model. On the contrary, the second model is spectator driven and strongly focused on fans and entertainment. It is based on commercial elements such as spectacle and entertainment and is adapted for organisation with a mass spectating profit-making history.

The landscape of the MMA industry has grown dramatically over the past decade, particularly due to the growth of UFC. The governance structure of MMA is not really clear to date and largely depends on the structure of the UFC, which mainly follows a commercial and entertainment-based approach. UFC model was rooted from American commercial contexts and its business-oriented initiative determined UFC as spectator-driven event aiming to entertain and realise profit maximization. The "very-young" international administration body of MMA sport, known as the International Mixed Martial Arts Federation was just established in 2012 in Sweden, and is currently only setting up autonomy within the amateur region. IMMAF aims to bring more structure to the sport, although, its power is strongly limited by the over dominance of UFC.

UFC has developed in the US thank to a business model mainly driven by the digital age. The core is the pay-per-view sale which is the biggest revenue generator as well as a strong social media presence. Other elements such as gate revenue, sponsors, recruiting the best fighters combined with a switch in the marketing strategy, helped to take-off. The newly created European office follows the same lines with a different broadcasting sale strategy and event format. Nevertheless, in the US as much as in Europe, UFC faces different kind of challenges. Legal conflicts regarding antitrust law, monopoly, censorship as well as moral issues can be a threat to UFC's development.

Recommendation

Although UFC is a growing organisation based on commercial and entertainment operations, it needs to guarantee its sustainability in the future and in Europe by incorporating aspects of more traditional governance models in sport. In this way, UFC should envisage a stronger collaboration with the IMMAF which will help to change perceptions and enforce the legitimacy of the sport. Secondly, it would lead to cooperation with national federations to conduct targeted promotion based on local needs. Thirdly, a bigger focus should be put in the development of athletes and grassroots, by setting up academies and educating coaches. Finally, collaboration with other like-minded sports federations would strengthen MMA's governance model.

FAN BASE OF MMA

The third and last pillar focuses on the topic of MMA fans. Although fans play a crucial role in the sporting context, there is only little knowledge about the motivational drivers of individuals investing financial, emotional and temporal resources to consume sport (Trail and James, 2001). It becomes even more valuable to investigate the motives of fans in a relatively new and evolving kind of sport like MMA and under the umbrella of UFC. Studies like Wann et al., 1999, Funk et al., 2002, or Kim et al. 2009 were therefore considered. Based on Kim et al. 2009 eight MMA specific motivations were derived - aesthetics, drama, escape, economic, vicarious achievement, national pride, adoration, socializing, violence, sport interest, fighter interest as well as organizational interest and used in the questionnaire in order to evaluate their importance for the European market. Furthermore, data about the satisfaction and importance of UFC Live Events and other services like UFC fit or UFC gym were collected.

A set of representative primary data could have been collected from over 1500 respondents. The sample was reduced to 1298 in order to only include European MMA and UFC aware fans. This ensured for the European market valid information. 95.7% of the respondents were male and 50% consider themselves as hardcore fans while the Polish, German, Finish and British population were the most represented. Thanks to these responses, European specific as well as country specific differences have been identified and can contribute to improve the marketing strategies already in place.

After having analyzed the questionnaire notably the motive of sport interest was ranked first followed by the factor of aesthetics and drama. Interestingly, the influence of organizational interest, betting and violence are considered low. These findings lead to an exciting interpretation, as obviously only 'uneducated' and 'unaware' spectators of MMA consider the sport as brutal. As MMA can still be considered as an evolving sport in Europe, UFC can on the one side profit from the link aware MMA fans have already established towards their kind of sport but on the other side there is potential for UFC to elaborate on their brand identity in order to fulfill their aim of a strong UFC 'lifestyle' and brand awareness.

Secondly, the motivations having a significant impact on Attending Live Events were scrutinized. In contrast to the above highlighted motivations, organizational interest plays a crucial role when concerned with consumption. This can be interpreted in favour for the UFC as they already set up great brand identification between the Fight Night events and themselves. Nevertheless, this finding outlines the existing 'issue' of whether the brand of UFC or the sport of MMA is the focus when considering the motivations of consuming the sport.

Recommendation

A strong fan-base is core to the success of any sporting operation. Being able to identify the cultural, national and country-specific differences of fans is key. As the research outlines, these differences need to be considered when UFC wants to expand in Europe, especially through an increase in consumption. In this sense, UFC should leverage on some aspects such sport interest and organisational interest to increase their brand identity. Also, contrary to the assumption that MMA is a purely violent sport, this motive was in fact rated very low amongst people who considered themselves as existing fans. This proves that educated fans are more interested in the beauty of the sport and athletic skills of the fighters, and in turn provides a clear link between the need for education from a governance perspective.

The data collection serves a great starting point for academic research in the field of MMA fans in Europe and might help to develop the sport of MMA as well as promote UFC further.

CONCLUSION

This paper was guided by the overriding research question of how UFC could adapt its original business model to better reach the European market. In order to answer the question posed, clear research objectives were set out at the beginning of the project, as well as an overall outcome. After conducting this research, UFC can be clearly seen as a true phenomenon in the sporting landscape, all of which supports MMA becoming a more recognised, legitimate sport. Following on from the recommendations outlined, it is suggested that by putting these suggestions into action, the UFC has great potential to adapt the existing US business model to suit its European market, and the needs of European MMA enthusiasts.

Second screens in football stadiums: How can clubs use existing and emerging technology to increase fan engagement and revenue streams?

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There have been huge advances in technology in the last decade which have resulted in an explosion of smartphone usage, and a related increase in Internet and social media usage. This has changed the way we as a society consume news and information and this has been reflected also in the way we view sport. It is now common to watch a sports event at home on the television while using a smartphone or tablet to look up further information about the game, Twitter, statistics, etc. This is what is referred to as a 'second screen'. Naturally, fans want to continue with these habits during the live sports experience also, but the challenge is that current sports venues are not equipped to manage large numbers of people all trying to download and upload high volumes of information at the same time.

The need for better technology at football grounds is creating a tension between what EPL clubs have on offer and what the fan attending the stadium expects. As younger fans who have grown up with this technology get older, these expectations only continue to grow, and EPL clubs and stadiums are not adapting to meet these demands. Additionally, the 'Lure of the Couch' has the potential to develop into a significant problem for EPL clubs. With multiple camera angles, instant replays and commentary at home, the single view seat at the stadium can quickly become less appealing. Combine this with the increasingly high cost of a match day ticket and the hassle and effort required to attend a game, compared to all the comforts of home, then the 'lure' can indeed be quite strong. The EPL have begun to notice a fall in 'away' attendances (where these costs and inconvenience are typically higher) and this has reinforced an awareness of the need for clubs to do more. There are also some considerations to beware of for the implementation of this technology in that there is concern that the introduction of technology into stadiums will negatively impact the atmosphere while watching the game. Football is a free-flowing continuous game so there is concern that 'second screens' will distract from the action. This could threaten the commercial activities of EPL clubs, as the quality of product for TV viewing is partly dependant on the atmosphere created by the crowd. Additionally, English football has a history of being slow to take-up technological developments. That said, the EPL was chosen as the focus for this project not only because of the proximity and familiarity to the researchers, but also because it is widely considered to be the leading domestic soccer league in the world in terms of commercial success and quality of product.

It was therefore hoped that recommendations for this league could be easily understood by and to transferred to other leagues.

The 'new stadium experience' takes into account these threats, recognising that fan engagement is an essential element for clubs to consider, while also using the data collected as a valuable source of insight into their fans. Clubs can use apps to offer a wide range of services to their fans, such as statistics about the team/players/opposition, live score updates, voting for man of the match or a live video streaming of the match from alternative camera angles, to give the fans in the stadium a unique insight which can only be achieved by actually attending the stadium.

In the near future, it will no longer be acceptable for EPL stadiums to be the only place in the UK where phones cannot be used. Fortunately for EPL clubs, there are a number of 'trailblazers' that have installed these sorts of services and so can provide best-practice guidance: Sporting Kansas City FC, Glasgow Celtic FC, Brooklyn Nets' Barclays Center, , Bayer Leverkusen and Bayern Munich, just to name a few.

To identify how EPL clubs can use technology in their stadiums to overcoming the threats and to increase their revenue streams and fan engagement, an exploratory, analytical and descriptive study was conducted. A mixture of primary and secondary research, designed to produce the highest quality recommendations for EPL clubs was chosen. A literature review was carried out to establish the theoretical background, case studies served for best practice guidance and a quantitative online survey was conducted for six weeks with 1,044 EPL fans.

The main conclusions drawn from this survey are that the typical preconceived notion that this technology would not appeal to English football fans (due to the nature of the sport and cultural factors) is not accurate. Nor is the idea that only young fans are interested in services such as these, as the results suggest interest is fairly consistent across the different age ranges.

This groundwork in combination with the opinions of eleven experts gained through qualitative interviews has enabled the creation of a considerable range of suggestions and recommendations that EPL clubs can follow:

As 62% of fans are frustrated by the lack of connectivity in stadiums, solving this problem with an improved Distributed Antenna System or by a Wi-Fi network. When considering which services to provide, above 50% of participants are interested in each "Voting for Man of the Match", "Personalised Instant Replays", "Live Player and Match Statistics" and "Electronic Ticketing". To avoid distracting fans during play, services provided must complement the live experience of watching the game, and services that are not designed to complement the live experience should only be pushed during out of play periods. Continuing from this, the principle of 'quality not quantity' should be applied when communicating with fans ensuring that the content is exclusive, entertaining, interesting and useful. With exclusive content, in order to protect the value for the rights holder it

will be essential to be able to limit access to only within the stadium. Another advantage of this technology is greater information about fans for EPL clubs so that services can be tailored to specific sets of supporters and the fan experience improved. Furthermore, this fan segmentation also provides great value to current and future commercial partners.

Further minor recommendations were considered worthwhile to highlight. Less than 20% of fans are interested in each "Live Chat with other Fans", "Parking Information", "Personalised Messages" and "Merchandise". Additionally, fans are willing to be more involved in what is happening at the stadium, therefore EPL clubs should attempt to better understand and engage with them. Due to significant differences between season and non-season ticket holders, EPL clubs should avoid grouping the two together. Also, a stadium app may help to draw fans to the stadium earlier on a match day, allowing greater opportunity for engagement and creating further potential for concession sales and revenue.

As fans do not want to pay for the installation and delivery of these services (66%), clubs must find alternative ways to offset the investment, from offering title sponsorship, to covering the cost from the added revenue opportunities the service creates. Additionally, there are a number of legal issues that must be considered around Connected Stadium services and so EPL clubs must consult legal counsel before proceeding.

Finally, it is clear that not only are these recommendations transferable to other leagues and countries, but that the project also highlighted a number of potential areas requiring further research to build on this original subject matter.