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Programme

- 13:00 – 13:20 **Coffee and refreshments**
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- 13:30 – 14:00 **'More than one flame' - Agenda 2020 and the multi-city bid concept: Key stakeholder analysis** - Kirsty BURROWS (UNITED KINGDOM), Xinxin CAO (China), Hassan JABALI (Lebanon), Matias TETTAMANTI (Argentina, USA & Italy), Emma TWIGG (New Zealand)
- 14:00 – 14:30 **Shattering the Revolving Door: Implicit Discrimination and its effect on Minority Managers in European Football** - Sean DEMPSEY (USA), Marcello Giulio GUASTAFIERRO (Italy), Aino HIISKU (Finland), DongUk "DK" KIM (South Korea), Alexandre MIRANDA (Brazil & Portugal)
- 14:30 – 15:00 **Diving into the Sand - A BEACH model for emerging lifestyle sports** - Anya ALDERSLADE (New Zealand), Pedro CAVALCANTI (Brazil), Francisco DIAZ (France & Mexico), Fernando ROITMAN (Italy & Argentina)
- 15:00 – 15:25 **Coffee break**
- 15:25 – 15:55 **It takes a lifetime to build a good image but a minute to destroy - An analysis of Image Restoration Strategies adopted by International Sports Federations** - Guglielmo CAMMINO (Italy), Aayush DABAS (India), Rebecca HOOPER (New Zealand), Sthefânia LACERDA (Brazil)
- 15:55 – 16:25 **Before Lighting the Torch: Key Success Factors in Campaigning for the Summer Olympic Games** - Rosario CIEZA (Argentina & Italy), Charles FRÉMONT (Canada), Muhammad Feizal SIDAT (Mozambique), Milan SOBAT (Serbia)
- 16:25 – 16:40 **Break**
- 16:40 – 17:10 **"Don't blame referees - blame the FA and FIFA for refusing to help them" - Jose Mourinho. Video Technology and Football: Implementation Options in Support of Referees** - Marianne CORNEJO (USA, Spain & Mexico), Abrarew Argaw DIRESS (Ethiopia), Kai McMAHON (Australia & Japan), Martin RUDLOF (Germany)
- 17:10 – 17:40 **2022 FIFA World Cup Qatar™ Soft Power Implications & Consequences** - Abdulrahman ALSAYYAR (Saudi Arabia & USA), Irina BARANOVA (Russia), Hassan ELKAMAH (Egypt), Elaine Yasminie LEMOS (USA & Brazil), Philip ZIMMERMANN (Germany)
- 17:40 – 17:45 **Closing remarks** - CIES Director, Prof. Denis OSWALD
- 17:45 – 18:45 **Aperitif**

'More than one flame' - Agenda 2020 and the multi-city bid concept: Key stakeholder analysis



Kirsty BURROWS (UNITED KINGDOM), Xinxin CAO (China), Hassan JABALI (Lebanon),
Matias TETTAMANTI (Argentina, USA & Italy), Emma TWIGG (New Zealand)

EXECUTIVE SUMMARY

“The Olympic Games are the quadrennial celebration of the springtime of humanity” - Pierre De Coubertin, founder of the modern Olympic Games. The spirit of the Olympic Games belongs to everybody: rooted at the heart of the Olympic movement, it breaks down boundaries, unites nations and inspires communities. The Olympic appeal is in the compact, multi-event showcase of human potential and athleticism. The values of Olympism have become synonymous with excellence, inspiration and unification through sport.

These values are the core of the philosophy of the International Olympic Committee (IOC). However, as the games have matured, so has the political, cultural and environmental landscape in which they are staged. Recent years have brought new challenges to the Olympic movement, corresponsive with wider global trends. Faced with a decreasing number of cities bidding to host particularly the Winter Games in the last two decades, the IOC began to consider the future of the Olympic Movement.

In the order to create Olympics that continue to encompass the values of Olympism and the spirit of sport, the IOC, in led the way in a concerted effort to propose recommendations that would act as new ‘strategic roadmap’, aimed at instigating change, and adopting a new progressive, inclusive and sustainable approach to the Olympic Movement. Agenda 2020 was born.

Each of the 40 recommendations that the IOC have adopted in Agenda 2020 are worthy of independent consideration, however, for the purpose this research, the liberalization of the bid process to potentially include joint bids by cities (or even countries) is examined more closely.

RESEARCH AIM:

This research paper provides quantitative and qualitative data pertaining to the perceptions of various internal and external Olympic stakeholders towards the concept of a more geographically spread Olympic Games. These key stakeholders, the National Olympic

Committees (NOC), International Federations (IFs), Athletes, Sponsors, Broadcasters and Host Cities are the emblematic links between the rings of the very metaphorical Olympic flag. Considering the opinion of key stakeholders is vital in sustaining a viable future for the Olympic movement.

“Whenever you initiate change you have to answer three questions: Why? What? How?” (Thomas Bach, Agenda 2020, 2014) These are the questions addressed in this research paper. *Why* were the changes related to the compactness of the Olympic Games announced, *what* are the current perceptions amongst key Olympic stakeholders of the multi-city host concept, and *how* it has already impacted, and is foreseen to impact the future of the Olympic Games.

This paper primarily addresses perceptions relating to sub points 1.2, 1.3 and 1.4 of Agenda 2020, which lays the foundation for flexibility within the Olympic Games via the promotion of utilising existing infrastructure, as part of IOC’s desire to create a sustainable games.

This investigative research paper was intended to collect data responses from key Olympic stakeholders in order to examine how the ‘liberalisation’ of the compact bid is perceived by each group; the preference in terms of a compact of geographically spread bid; and potential advantages and disadvantages to this regard. The paper was intended to be of a hybrid research design, in order to maximise data collection, and thus the potential for valid themes in data which might give an insight into this as of yet unstudied field.

METHODOLOGY:

This investigative research paper provided qualitative and quantitative results from two distinct groups: Internal stake holders, and the control group. Data collection was done in a three-tier design. The first was comprised of preliminary interviews and research to ascertain the direction of this investigative paper and identify the stakeholder groups from which data would be collected in the following phases. The latter two tiers or phases provided the bulk of the data for analyses. This was collected via a specifically designed online survey, and through interviews, dependent on the stakeholder group.

It was determined that the online survey platform would collect data from the internal stakeholder groups that were identified as ‘key’ for the purpose of this research, in the preliminary interviews. These stakeholder groups were: Olympians, National Olympic Committees and International Federations.

Interviews were then conducted with key personnel to Agenda 2020 from within the IOC as the final phase of the three-tiered research design. The online survey and interviews were designed to answer and to gauge the perceptions of key stakeholders of the Olympics games, towards the “multi-city host concept”, and to gain insight into the concerns of these groups. All interviews were transcribed and coded in order to identify common themes.

The authors designed the survey, which included questions designed to be equal across

all internal stakeholders and the control group (the latter in the form of open interview questions) and questions specific to the stakeholder group, as per standard investigatory research, in order to allow that similarities and differences from the key stakeholder groups may be extracted.

The online survey platform, Survey monkey, allowed for a range of multiple choice, open, closed and semi-open questions. Specific questions were reworded in different formats to ascertain a standard of reliability within the results. Respondents were asked for basic demographic data. The surveys were available in English, Spanish, Arabic and Chinese. The survey was open for a total of 45 days. 100% of NOC's and IF's were contacted via standardized email on multiple occasions. Olympians were contacted via respective NOCs and IFs, and through contact from the authors.

FINDINGS:

The survey was taken by 124 athletes, though of these 100 were fully completed, making 80% of the data valid. Out of the 100 complete respondents, 62% were female and 38% were male. All of the respondents were required to be Olympians. 38% of the athlete pool had participated in two Olympics; 12% had participated in three Olympics; and 2% had participated in four Olympics.

Fourteen International Federations completed the International Federations survey with 100% validity. The National Olympic Committee survey was completed by 27 National Olympic Committees, among which 24 were valid.

A total of six interviews were conducted with employees and members of the International Olympic Committee. The interviewees were selected in accordance with respective job responsibilities and familiarity / participation in the construction of Agenda 2020. Interview questions were pre-defined prior to the interviews, and consent was sought to publish the transcribed interviews in the paper.

More than 92% of the IFs and 85% of the NOCs believe that the changes in the Agenda 2020 that allow for bids to spread over a wider geographical area are necessary. Regarding any potential affect a more geographically spread Games might have on the Olympic Spirit, the IFs responded with a relatively equal balance between a positive or negative effect, with most stating neutral. 65% of the NOC's, however, selected 'positive' or 'very positive'. As for the athletes, 62% said that they perceive that a more geographically spread Games would affect the Olympic spirit, 29% said no, while 9% had no opinion.

With regards to prime concerns identified by the NOCs and IFs towards a more geographically spread Olympic Games, 20% of the NOCs and 30% of IFs stated difficulty in logistics and supporting services; 25% of the NOCs and 30% of the IFs mentioned organizational and managerial implications; 25% of both the IFs and the NOCs referred to the potential effect on the Olympic spirit and regarding the athletes' Olympic experience. Other concerns mentioned included: spectator experience, and safety of the Athletes.

Both the NOCs and IFs mentioned less expenses and sustainability through the use of existing facilities as potential advantages; 35% of the NOCs and 43% of the IFs highlighted the potential for new chances to open up to more cities and countries; 10% pointed out the potential for more coverage of people, including communities, volunteers, and spectators.

The majority of the three stakeholders stated that staying in the Olympic Village was 'important' or 'very important' to the athletes' Olympic experience; 20% of the IF's noted that it was 'somewhat important', while just under 20% of the NOCs believe it 'slightly important' or not at all.

Of the athletes, 31% mentioned that it is very important for their Olympic experience to stay in the Olympic Village, 30% mentioned that it's important, 21% somewhat important, 13% not so important and 5% not important at all. However, the question did not qualify whether this was for the entirety of the Games, or just at some point during the Olympics (e.g. post competition).

Athletes who had stayed outside the Olympic Village were asked if they perceive it to have affected their performance. 30% reported a positive perceived effect on their performance. 3.8% said that they believed that staying outside the Olympic village had had a negative effect on their performance. 31.3% said where they stayed had no impact on their performance and 35% were not able to participate due to the fact that they did not stay outside of the Olympic Village. In the total athlete pool an average of 45% of the athletes had previously stayed only in the Olympic village. 17% had stayed at a hotel throughout their Olympic experience, 16% had stayed at the Olympic Village and Satellite Village simultaneously, 15% had stayed only in a Satellite Village.

The athletes were also requested to rank a list of seven parameters from highest to lowest, depending on their perceptions of how important each one was to their Olympic experience. 64% of the athletes ranked *representing their country* as being of most importance. The second most commonly ranked experience with 46% in accordance was the standard of competition venue. The third top ranked experience was *travel time to and from competition venue* with 29%. The fourth top ranked experience with 25% was *staying in the Olympic Village*. The fifth top ranked experience was *attending the opening ceremony* with 31%. The sixth top ranked experience was *attending the closing ceremony* 34%.

The online survey also included questions to ascertain both the average time that the Athletes had travelled to reach their competition venues in their previous Olympics, and how long the Athletes, IFs and NOCs would be prepared for the Athletes to travel to reach venues.

According to the survey all three stakeholders prefer a more compact host ("single-city") to a "multi-city", although in the questions above they have mentioned many advantages of a more spread Games. 36% of the NOCs would prefer a "multi-city" Games.

RECCOMENDATIONS AND CONCLUSIONS:

Aspects of Agenda 2020 have certainly already changed aspects of the bidding process towards a favorable scenario for prospective or deliberating NOCs and governments. It remains to be seen whether the recommendations will entice further interest in bidding for future games. It could be said that however that there has not been a full paradigm shift in terms of power between the IOC and Host Nation.

For the IOC, this study has indicated that the Olympic spirit is perceived to be somewhat tied with the Olympic Village. Through the research and interview processes it has become very clear that compromise is the crucial element in achieving a successful outcome for the Olympic Movement. Agenda 2020 has allowed the IOC to communicate their message to its stakeholders and signals it's recognition of the need to compromise, adapt to the current economic and social environment and the pressures from key stakeholder groups. While flexibility and a wider geographically spread bid may bring reward to a certain stakeholder group, it may also have direct negative implications to another. This is the challenge that the IOC faces, and where compromise by all interested parties is essential. Agenda 2020 allows dialogue between all of these groups and creates a platform for better decision-making processes and informed decisions from both sides of the table.

The future success of the Olympic movement lies in the cohesive collaboration of all stakeholder groups. The full impact of Agenda 2020 on the Olympic movement and its stakeholders, remains to be seen, although it seems that the foundations of the 'strategic roadmap' are sound and the future of the movement is transitioning into an exciting phase.

Shattering the Revolving Door: Implicit Discrimination and its effect on Minority Managers in European Football



Sean DEMPSEY (USA), Marcello Giulio GUASTAFIERRO (Italy), Aino HIISKU (Finland), DongUk "DK" KIM (South Korea), Alexandre MIRANDA (Brazil & Portugal)

EXECUTIVE SUMMARY

The aim of this paper is to examine the influence of minority football managers within European football leagues. The football world has advanced with society over the years and has faced many of the same challenges in regards to racism, criminal activity, and homophobic behavior to name a few examples. In order to combat the challenges of racism in the game, many confederations and national associations have focused on fan behavior, especially within the stadium. An area that has yet to be examined by those parties is also within the stadiums but much closer to the pitch, the players and coaches.

The influx of minority players over the last twenty years within football leagues shows the growth in equal opportunity for all playing the beautiful game. With that said, the lack of influence that minority football managers have made is quite startling especially in the representation, or lack there of, within the profession. The idea of latent or implicit discrimination has been ordained as the primary factor for the lack of minority managers within football. This paper takes a look at that misrepresentation and will suggest ways to produce change in this area.

We look to see if there truly is a disconnection in regards to minority coaches against the football community (in comparison with the distribution of minority players) and the greater population within the country as a whole. If such a misrepresentation exists, we will take a two pronged approach to address the issue by seeking to regulate both the supply and demand side of the equation. After conducting our research, we have found that certain subsections of society are underrepresented in the coaching profession in comparison to its representation through football players and society as a whole. For example, the number of BAME (Black, Asian and Minority Ethnic) coaches in the English professional football leagues represents about 7% of the entire profession. This number is quite shocking when you consider that around 14% of the general population and 25% of the playing population within England come from the BAME community. In addition, the limited numbers of BAME coaches that have had the opportunity to coach in the English professional leagues were fired from those positions quicker than their white colleagues. This also is important when

you examine that BAME coaches are about equal in comparing the average total number of points per season attained between them and their white colleagues. With that being said, we look to artificial ways that will create a more diverse and equal opportunity for BAME coaches to have a higher representation in the coaching profession.

The interesting challenge of this research was narrowing down what consisted of a minority group within countries in Europe. Based on the legality of collecting demographic data and the dissimilar collection techniques of the countries in Europe, it was difficult within the time frame to do a pan-European study. With that, recommendations were developed based on what was available using England as the main focus of our study. From the analysis and using comparable data, the recommendations can be amended to address the specific discriminatory practices that exist within different countries around Europe, including race, gender and religion.

We examine how regulations such as the Rooney Rule can influence change within a sporting culture from the hiring side, using the benchmark of the National Football League of the United States as the guiding principle. Regulations such as the Rooney Rule have been called for in countries such as England as the potential cure all for such an institutional problem. Even with legal precedent, the implementation of such a regulation will surely be difficult without the backing of the national associations. We consider the possibility to implement an affirmative action regulation at the national association level within the club licensing system. We believe that implementation through the licensing system provides the necessary institutional backing for effective enforcement at all levels of the professional football pyramid.

Secondly, an analysis of the coaching licensing system must take place to see if all coaches, minority or not, are receiving the appropriate training to build competencies within the employment pool. We take a look at certain access barriers that may exist on this level and look to make recommendations that should effectively and efficiently create a stronger and more diverse employment base. We conducted interviews with current coaching license holders and players who will be the next wave of license applicants to gauge their opinion on the matter. The consistent feedback provided by the respondents focused on the following: developing stronger networking skills, establishing a diverse representation of instructors in qualification academy, and the creation of more influential minority support group that lobbies effectively for its interests. The ability to create positive change for BAME candidates through these avenues would allow for a more institutional reform to increase diversity and new entry to the profession.

This two-pronged approach would manage and regulate both ends of the hiring process that has not been able to regulate itself effectively. Of course this will not be the end all solution to banish implicit discrimination in the hiring process, but it will surely increase the level of transparency in the hiring process. The increased transparency that these two recommendations will bring will affect the way clubs are currently running their HR practices for the sporting divisions. Successful implementation will increase accountability and foster positive changes in regards to management and, hopefully in the medium to

long term, diversity within clubs. With these changes, the membership to the old boys club of coaching will no longer be difficult to attain.

Diving into the Sand - A BEACH model for emerging lifestyle sports



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Fernando ROITMAN (Italy & Argentina)

EXECUTIVE SUMMARY

Diving into the Sand

We dive into the sand to analyse in more detail the emergence of beach sports. The paper begins with a theoretical background and general overview of the macro trends that influence the current sporting environment. We then go deeper and consider three relevant case studies of sports at various stages of the sporting lifecycle: beach volleyball, the pioneer discipline of beach sports in the maturity stage; beach soccer, a discipline that is currently situated in the growth phase; and beach tennis, one of the latest disciplines to join the beach sports family. In addition, in order to broaden the topic the project briefly features another case study on 3x3 basketball, considered to be a successful variant version of a traditional sport, albeit not relying on sand, it provides a relevant comparison. Having performed these case analyses, the paper distils the various key learnings into a 'toolbox', designed to serve as a guide for potential stakeholders interested in developing a beach version of a sport.

The Emergence of 'Lifestyle' Sports

The recent global emergence of variant sports gave rise to the idea of this project which aims to look at how these new disciplines can coexist with traditional sports and root themselves within the sporting and wider entertainment market. Increasingly, sports federations are looking for new ways to connect with a younger demographic and new audiences. 'Alternative', 'lifestyle', 'whiz', 'postmodern' and 'new' are all terms used to describe this distinctive category of sports and activities that have emerged at the end of the 20th century and increased with traction into the 21st century. These sports have presented a potential challenge to traditional ways of 'seeing', 'doing' and 'understanding' sport. In the emergence and evolution of lifestyle sport activities, what is being sold to the consumer is not merely a sport or leisure activity but a complete style of life.

Beach Sports and their place in the 'Sportscape'

This observation led to the consideration of beach sports as a perfect example of this emerging lifestyle trend. These are sports for the cool by the cool, where fashion and music come head-to-head. Exhilarating displays of athleticism, a strong foundation of teamwork and the draw card of a lively compact stadium atmosphere are key elements defining this new hybrid category of sports. Increasingly people are travelling the globe to watch and participate in sports events with 90 million spectators attending the world's leading sporting events in the last eight years, generating a huge tourism impact for the host cities and nations. Agenda 2020 highlighted appeal to youth, universality, cost-saving and venue-sharing, sustainability and an equal gender distribution among others, as key considerations moving forward. This combination of factors presents a huge opportunity for beach sports to capitalise on.

The Kings (and Queens) of the Beach

Beach volleyball emerged in the 1920's in California and starting from humble beginnings experienced a steady process of growth that led to it becoming the most successful example of a beach sport to date. The sport faced a key moment in the mid 1970's when tournament promoters attracted the first sponsors, early signs of the commercialisation that would play a key role in popularising the sport in the following decades. The adoption of the sport by the FIVB in 1986 internationalised the discipline, giving a decisive push towards achieving professionalization. The IOC's decision to include the discipline in the Olympic programme in 1993 accelerated the sports exposure and popularity. Beach volleyball is an example of how a variant sport has been able to leverage on its unique selling points to achieve success. On the court, the various rule changes have resulted in an action-packed and spectacular sport that is exciting to both play and watch and off the court there is festive atmosphere with music and dancing. Furthermore, the creation of a separate identity apart from traditional volleyball has enabled beach volleyball to attract important commercial partners that significantly contributed to the further development of the game. Beach volleyball is considered to have reached the maturity phase. The main challenge is to continue to innovate and develop in order to enjoy the vast success it has had to date.

The Beautiful Game Takes to the Sand

Beach soccer was born in the beaches of Brazil and began to move from a leisure sport into amateurism and quickly into professionalism in the late 1980's. Invented by Brazilian entrepreneur Luis Tavares with the company known today as Beach Soccer World Wide ("BSWW"), the discipline started with the first professional tournaments in the United States. These competitions were very well received and the sport continued to evolve, expanding across the world with regional tours and important events staged through promoters. The continuous growth experienced by beach soccer led to its adoption into the FIFA family in 2005, a move that gave a significant push to the movement in terms of structure, exposure and value by also creating the FIFA Beach Soccer World Cup. Alongside FIFA, BSWW

assumes responsibility in promoting, developing and organising international events with the member associations of FIFA. Beach soccer finds itself in the growing phase of the sporting lifecycle. The discipline can count on an important participation base, notably by involving countries that are not able to compete at an elite level in association football. Nevertheless, still a lot needs to be done in order for beach soccer to enter the maturity phase. The main challenge is associated with the commercialisation aspect of the discipline that has not yet been fully exploited. The possibility to combine the most popular sport in the world, with the new trends that are favouring the emergence of lifestyle sports, provides beach soccer with a unique opportunity for a further trajectory of growth into the future.

An Ace on the Sand

Beach tennis is one of the latest additions to join the beach sports family. Invented in Italy at the end of the 1980's, the sport is currently experiencing an increase in participation and is a promising example of a new variant sport. Created as a natural development of its traditional form, beach tennis achieved significant popularity due to some intrinsic characteristics such as the fact that it is easy to play and requires minimal equipment. Following the creation of the first amateur organisations, the ITF adopted beach tennis in 2008, giving it an important boost in terms of professionalization and internationalisation. For the ITF, beach tennis could be used as a strategic tool to reach out to new audiences and touch countries that are not able to compete at an elite level in the classic version. The number of tournaments drastically increased over the last 7 years, showing early signs of beach tennis's ability to become a global sport. Nevertheless, the sport is still struggling to find a way to effectively commercialise and despite its distinctive values, it seems not everything is being done to elevate the sport to the next level. As a result, beach tennis is now in a state of limbo. While the initial promotional phase has been somewhat accomplished, there is a need for investment and resources to drive the sport to real professionalism. Emphasis on mixed gender participation and its appeal to youth mean that beach tennis has significant potential in the current sporting landscape, an opportunity that shows promise and should be further explored.

An Urban Comparison

3x3 basketball is the urban version of the traditional sport and was launched in 2007 by FIBA in order to promote a faster and universal version of basketball. Significant human and financial resources have been deployed by the IF in order to grow the sport globally. 3x3 is pursuing inclusion in the Olympic programme and its appearance at the 2010 Youth Olympic Games was a step in the right direction. It is a sport that can be played by anyone, anytime and in many locations across cities. The strategy of FIBA was firstly to develop the game by increasing participation via social media and community platforms, then by attracting the best players to tournaments by offering prizes and later developing National Team competitions. Despite its young age, 3x3 basketball also finds itself in the growing phase of the lifecycle and is a good example of how through good management and an innovative strategy and vision, a new discipline can be developed and aim for new heights, opening doors to new audiences.

The BEACH model

Our findings and analyses reveal that there is a viable and attractive space for beach sports in the current sporting environment. The push to make sport more accessible, connect with new audiences and reach out to new countries are among the motivations explaining the creation of this emerging body of variant sports. The proposed BEACH model prescribes a set of guidelines that can be used to propel a beach sport through the various stages of Birth, Expansion, Association, Commercialisation and Harmonisation.

Throughout this process, the participation component is a primary consideration in developing a solid foundation of players. Resources should be invested at an early stage to create opportunities and access to practice the sport universally. After generating initial interest it is important to attract and foster the commercial aspects in terms of sponsors, broadcasters and event partners. The commercial involvement and interest in the new sport will aid in disseminating the sport worldwide. Nevertheless, it is important at this point to continue to develop an elite player base, starting from grassroots programmes and a structured series of competitions to allow development of up-and-coming players. Seeking the perfect balance of participatory and commercial aspects can result in an established professional discipline. At the mature stage of the sporting lifecycle, beach sports should continue to innovate via new modern technologies, new events concepts in order to achieve wider exposure and maintain their status in the saturated wider entertainment context.

The growth of beach sports should be a natural development which while derived from a traditional version of their sport, develops its own identity and characteristics. Beach sports need to be precise about the values they promote and the audiences they are wishing to attract. By not clearly defining these boundaries, these new disciplines risk becoming merely traditional versions of the sport played on a different surface. Creating an identity can aid in attracting sponsors, however the sporting world is full of attractive sporting products and obtaining a piece of the pie is difficult for minor sports. Beach sports are sold on their lively entertaining atmosphere. However, this can create two challenges. First, there is the risk that the entertainment side infringes on the sporting aspect; when the sport is too much a show it can overshadow the sport itself. Secondly, our research has shown that this lively atmosphere and fundamental appeal of beach sports is a challenge to transfer into an attractive TV product. Difficulties in commercialising the sport can lead to a limited elite player base with lack of money in the sport resulting in many players remaining at an amateur level.

The Beach Sport Family - An Alliance

Interestingly, our research has revealed that emerging lifestyle sports and beach sports in particular, in fact have more in common with each other than with their traditional versions. As beach sports continue to grow there is potential in a unification platform, an alliance whereby they can collaborate by sharing common-practices, knowhow workshops, venue-sharing initiatives and collective lobbying against stakeholders. By taking advantage of the opportunities and overcoming obstacles that present themselves, these new age lifestyle sports can push new boundaries and achieve new horizons. The ball is in their court...

It takes a lifetime to build a good image but a minute to destroy - An analysis of Image Restoration Strategies adopted by International Sports Federations



Guglielmo CAMMINO (Italy), Aayush DABAS (India), Rebecca HOOPER (New Zealand), Sthefânia LACERDA (Brazil)

In today's environment the importance of image cannot be overstated. Sport is no exception. In fact, given the social significance of sport in today's society and the ever-expanding instantaneous media of the 21st century, sport is often in the spotlight. As such, maintaining a good image is of the utmost importance. This is not always easy however, and one mistake can have devastating consequences for the reputation of sports and the bodies that govern them, namely International Sports Federations (IFs).

Sport has always been associated with the virtuous values of sportsmanship, honesty, fair play, respect and teamwork and for this reason is placed on a pedestal by society. Accordingly, when a sport or IF is associated with a crisis or scandal, the fall from grace is that much higher and inevitably more intriguing to the public and media. The pressure and publicity that encapsulate sport nowadays means that scandals and crises are synonymous with sport.

IFs are not-for-profit organisations, largely comprised of volunteers at the Executive level, and are the bodies tasked with growing and developing their sports throughout the world. As such, when scandals of corruption, bribery, fraud, dishonesty and cheating surface in such organisations, it is perceived as catastrophic. It is also far worse than if similar scandals occurred within large corporate organisations or even in relation to individual athlete celebrities.

Historically, there are many examples of image restoration by IFs in response to crises. Such examples include the image restoration strategies adopted by the International Olympic Committee (IOC) in relation to the Salt Lake City (SLC) Winter Olympics bribery scandal in 1998, the International Cricket Council (ICC) regarding the 2000 match fixing scandal, and the Union Cycliste Internationale (UCI) Lance Armstrong scandal between 1998 and 2012. Of course, there are also examples of IFs currently in need, or in the process, of image restoration. No doubt, the one that currently springs to the forefront of people's minds is FIFA and the current allegations of bribery and corruption of its Executive Committee (Current FIFA Scandal).

Given the relevance of image restoration in sport today, the purpose of the paper was to determine the common trends in the image restoration strategies adopted by the IOC, the ICC and the UCI in response to the above-mentioned crises. After identifying any common trends the further objective was to assess whether such common strategies might be able to assist other IFs, such as FIFA, currently in need of image restoration.

Methodology

The authors used a range of methods to determine the common trends in the image restoration strategies adopted by the IOC, the ICC and the UCI. Such methods included an analysis of the theories of image restoration to develop a theoretical framework for the analysis. Primary data was used in the form of standardised interviews, which were conducted with former and current employees of the IOC, the ICC and the UCI to understand the factual backgrounds of the case studies as well as the image restoration strategies employed by the IFs. Further, a public survey was conducted to evaluate the public perception of each IF prior to and after each crisis. Secondary data was also used, extracted from books, articles, academic literature, reviews, reports, media accounts, and case studies, to understand the factual backgrounds of the case studies.

Key Findings

Theoretical Framework

Through the analysis of the theories of image restoration the authors discovered the gold standard in this field was Benoit's Image Restoration Theory (IRT). This was then used as the theoretical framework for the analysis of the image restoration strategies adopted by each IF. In essence, IRT can be applied to the evaluation of crisis communication discourse using the following five broad categories of image repair strategies: *denial*; *evading responsibility*; *reducing offensiveness*; *corrective action*; and *mortification*. Research to date has shown the two most effective image restoration strategies are mortification and corrective action.

Case Study – IOC

The SLC bribery scandal in 1998 was the biggest ethical scandal in the history of the IOC. It was a scheme orchestrated by the Salt Lake City Organising Committee to win the votes of IOC members for SLC to host the 2002 Olympic Winter Games.

Instead of investigating the early allegations of improper gift-giving and excessive lobbying, the IOC chose to deny there was any problem and *reduce the offensiveness* of the allegations (via *minimisation*) by referring to the widely accepted international practice and custom of gift-giving within the Olympic Movement. However, once it became aware it was at fault, through its own investigations (*corrective action*), the IOC took responsibility for the wrongdoings and issued a genuine public apology (*mortification*). It then took *corrective steps* to solve the problem by establishing bodies to conduct thorough investigations of past and present problems; ensuring clear and consistent communications with stakeholders;

and holding an Extraordinary Session to vote to sanction those implicated. Importantly, the IOC recognised that, given the pressure from the media, sponsors and public, simply solving the existing problem would not be sufficient to restore the image of the IOC. Accordingly, it took corrective action, quickly, to *prevent similar events occurring in the future* by implementing radical reforms to the structure, governance and processes of the IOC, adopting many of the recommendations from other investigatory bodies.

Case Study – ICC

The initial response of the ICC was to ignore the early warning signs of match fixing in cricket. In this way it denied there was an issue, or could be a potential issue, that could lead to a crisis in cricket. It *avoided responsibility* by passing the problem to the National Cricket Boards. Eventually the 2000 match fixing scandal erupted. This involved cricket ambassador South African captain Hansie Cronje admitting to match fixing, forcing the ICC to take action. *Corrective action*. This came in varying forms including reclaiming sovereignty to create and enforce rules, conducting investigations, establishing a Code of Conduct Commissioner, re-writing a new Code of Conduct, establishing an Anti-Corruption and Security Unit and drafting a Code of Ethics.

Case Study – UCI

The leadership of the UCI largely influenced the image restoration strategies adopted by it in response to the Armstrong saga. In 2005, under the leadership of President Pat McQuaid a French newspaper, *L'Équipe*, published an article accusing Armstrong of having tested positive to EPO during the 1999 Tour de France. Under pressure from the IOC and the World Anti-Doping Agency (WADA), the UCI took *corrective action* and commissioned an independent lawyer to investigate the allegations. The positive *corrective action* taken by the UCI was overshadowed by its subsequent actions. These included utilising the report findings indicating shortcomings by WADA to publicly *attack* it and to *deny* the cycling movement was affected by doping.

In 2012, the Armstrong saga finally erupted when an investigation by the United States Anti-Doping Agency concluded that Armstrong had engaged in systematic doping. The response by the UCI was initially to take responsibility for its wrongdoings (*mortification*) followed by *corrective action*. To solve the immediate wrongdoings, the UCI commissioned experts to conduct reports and elected a new President to indicate a fresh start. It then adopted measures to ensure similar wrongdoings would not occur in the future, including establishing the Cycling Independent Reform Commission to conduct an investigation, ensuring the independence of the Cycling Anti-doping Foundation, rebuilding relationships with stakeholders and implementing long-term programs for the growth of cycling.

Conclusions

Common Trends

From the analysis of the historical case studies the authors' found common trends in the image restoration strategies adopted by the IOC, the ICC and the UCI. This was evident despite the different types of crises (bribery, match fixing and doping) responded to by each IF.

Each of the IFs initially adopted the image restoration strategy of *denial*. Upon realising the ineffectiveness of this strategy, each was forced to adopt alternative strategies. If at fault, the IF admitted responsibility and apologised (*mortification*) for its wrongdoings.

The most effective strategy in each case was long-term corrective action. Despite originally adopting a reactive approach to potential crises each IF used each crisis as a catalyst for reform and change. Importantly, each IF recognised the importance of taking corrective actions to not only solve the problem at hand but to prevent similar problems from occurring in the future. Indeed, for each IF the most effective strategy in order to demonstrate to its stakeholders that it was committed to restoring its image was the long-term corrective actions to create wholesale changes and radical reforms.

Toolbox

Given the common trends in the image restoration strategies adopted by the IFs, a toolbox was developed with suggested image restoration strategies for IFs to consider adopting when faced with a crisis. These strategies include:

- *Mortification* – if at fault, taking responsibility and apologising as soon as possible via a credible source.
- *Corrective Action* – solving the problem at hand by determining the facts, maintaining relationships with stakeholders, communicating frequently, openly and honestly and, if necessary, taking punitive measures.
- *Corrective Action* – preventing similar problems from arising in the future by implementing radical reforms and wholesale changes.

Application to FIFA

The question of whether such strategies will be effective for IFs currently in the midst of, or facing, an image makeover, such as FIFA, remains to be seen. However, given the relative success of the IOC, the ICC and the UCI in adopting these strategies to restore their images, the answer looks promising.

Given the parallels between the SLC scandal and the Current FIFA Scandal there may well be some lessons FIFA can learn from the response of the IOC in order to similarly restore its reputation. The approach of the IOC to apologise (*mortification*), investigate, punish and reform (*corrective actions*) may assist FIFA now. Similarly, acting swiftly in a consistent and transparent manner, like the IOC did, could well assist FIFA. Despite some of the factual differences, such as Executives facing criminal charges and the 21st century media landscape, as a starting point, the most effective strategy for the IFs of corrective action could be extremely helpful for FIFA. Some suggestions include fully investigating the matter, ensuring frequent and transparent communication and committing to wholesale changes to prevent occurrences in the future. This being said, it would be pretentious of the authors to claim the above approach is the 'correct' one and applicable to all IFs.

Limitations

The research was confined to an analysis of the image restoration strategies adopted by IFs when faced with a crisis. Although, original in that, to the authors' knowledge, there has not been, to date, any research conducted on the common trends of image restoration strategies adopted by IFs, there were limitations in the project. The research compared similar IFs but not a common crisis. Further research should be conducted to compare similar IFs faced with a similar crisis to determine whether there are additional common trends in the effectiveness of the image restoration strategies adopted.

In addition, further research could also compare more than three IFs to determine if common trends are still evident. Another field for future research could be the comparison of the image restoration strategies adopted by IFs and non-sport not-for-profits to determine whether the strategies are unique to the sports world or to the not-for-profit world in a larger sense.

Finally, once the dust has settled on the outcome of the Current FIFA Scandal, future research could be completed on the comparisons between the approaches adopted by the IOC and FIFA. Such research would be particularly interesting in analysing the difference between the approaches adopted pre and post the advent of the Internet.

Before Lighting the Torch: Key Success Factors in Campaigning for the Summer Olympic Games



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1. Background

The mystery around what makes a bid for the Summer Olympic Games successful and another one unsuccessful gave rise to the idea behind this project, which aims to put a glimpse of light in this black box that constitutes the winning conditions to have a positive outcome in the bid process to host the biggest multi-sport event on the planet. The starting point of our analysis comes from the theory developed by Hans M. Westerbeek, Paul Turner and Lynley Ingerson (the “Westerbeek theory”) according to which there are eight elements that are important to consider when a city, a region or a country wants to achieve a successful bid to host a major sporting event, which factors can be divided into two groups:

1. The first group of elements constitutes the “vital factors”, i.e. the operational factors, the ones without which the event could not exist: ability to organize the event, political support, infrastructure and existing facilities;
2. The second group of elements constitutes the “supporting factors”, i.e. the ones that facilitate the event to be successful: bid team composition, accountability, relationship marketing and communication and exposure.¹

The first aim of our project is to assess to which extent the part of the Westerbeek theory on the “supporting factors” applies to bids for the Summer Olympic Games. The second aim is to assess, based on four case studies, what are potential winning strategies for each of the supporting factors. The four case studies are the successful and the runner-up bids for the 2012 and 2016 Games: London and Paris 2012; Rio and Madrid 2016.

¹ Since the Westerbeek theory is based on hallmark sporting events in general and that it was published in 2002, for the purpose of our project, we have decided to remove the “communication and exposure” factor and instead analyse the key theme of the campaign. Indeed, the Westerbeek theory describes “communication and exposure” as “the communication and IT systems that are in place, or have been obtained to run the event.” (Ref. Note 2). We decided to look at the key theme of the campaign instead, which we believe is a differentiating factor in an Olympic bid.

We decided to look only at the supporting factors because a substantive amount of research has already been conducted on the vital elements. Moreover, the Westerbeek theory explains that “because the quality of the bid is likely to be on an ‘even-par’ with other bidding organizations in relation to the vital factors (...), the decision made over which of the bidding organizations will gain the right to host the event is likely to be the result of a competitive advantage in relation to one or more of the supporting factors.”² Therefore, supporting factors are of a greater importance when differentiating between a successful bid and an unsuccessful one.

Our research methodology involved primary research (by looking at the bid files from each case study, official reports of the International Olympic Committee (IOC) and conducting interviews with people involved in each of the bids) and secondary research (by using books, interviews, newspaper and journal articles that contained relevant information).

2. Theoretical Framework

The first part of the project describes the theoretical framework. It explains the IOC’s bid process for the Summer Olympic Games, and then defines each of the factors we used in the analysis of our case studies:

1. Bid team composition: for each bid, we analysed the structure of the bidding committee, the variety of profiles of the members within the team, and the president’s profile.
2. Accountability: refers to the bid’s capacity to deliver high quality services to the IOC, i.e. what techniques are used to convince that what is promised can be delivered. We focused our analysis of this factor by looking at the city’s history in hosting sport events and how the city uses such events to convince it can deliver the proposed sporting and transportation infrastructures, as well as the proposed legacy plan.
3. Relationship marketing: this constitutes the campaign’s lobbying strategy. For each bid, we looked at the global strategy, as well as how the heads of national governments and other sporting and non-sporting celebrities were used in promoting the bid.
4. Key theme: For this factor, we analysed the slogan of each bid and what it represents. We also looked at how such slogan was reflected in the presentation of the bid in front of the IOC Session, just before the vote, as well as the content of the presentation videos.

Our project then describes what strategies were used by each of the bid teams of each case study. It then proceeds to the analysis of the efficiency of such strategies, seeking to observe similarities between both successful bids, and both unsuccessful ones.

² WESTERBEEK, H.M., TURNER, P. and INGERSON L. (2002) Key Success Factors in Bidding for Hallmark Sporting Events. *International Marketing Review*; 19 (2/3), pp. 320-321;

3. Analysis

Our analysis of each factor for each case study allowed us to draw interesting conclusions on the efficiency of the different strategies used. We were able to come up with recommendations on which strategies are most likely to be successful and which are more risky:

1. On the bid team composition, here are our recommendations:
 - a. Regarding the structure, we recommend to use a pyramidal structure with a president (combining both president and CEO roles) dedicating one hundred percent of his time to the bid. All bids studied used a pyramidal structure. However, both successful bids (London 2012 and Rio 2016) had presidents combining both president and CEO roles, working full time on the bid. Paris 2012 and Madrid 2016 had the city's mayor as president (therefore not committed full time) with CEO's overlooking the day-to-day management of the bid.
 - b. Regarding the composition of the team, we recommend to have members representing all stakeholders involved in the bid (sport, national, regional and city governments, business sector, etc.) with a stronger representation of members coming from the sport sector. This ensures that decisions taken will be strongly influenced by sporting motives and diminishes the risks of the bid being dictated by a political agenda. Both successful bids had a majority of the members of their bid committees coming from the sport sector, as the unsuccessful candidatures had a stronger political representation within the team.
 - c. On the president's profile, we recommend choosing someone coming from the sport sector, with an international reputation in the world of sport and that has a lot of connections within the IOC. The leader needs to be charismatic, be respected by the political sectors and have credibility amongst politicians. The presidents of London 2012 and Rio 2016 had profiles matching this description, as Lord Sebastian Coe (London) was an Olympic champion, an ex-member of Parliament as well as one of the most internationally recognizable figure of British sport and Carlos Nuzman (Rio) was an ex-Olympian, president of the Brazilian Olympic Committee and had the full support of Brazil's President Lula and the mayor of Rio. On the other hand, the unsuccessful bids opted for their respective mayors to preside over their bid teams; Madrid's CEO was coming from the sport sector, as Paris' CEO was coming from the political sector.
2. Regarding the accountability factor, we noticed the following facts:
 - a. All cities had previous recent experience in hosting major sporting events involving Olympic sports. We consider this to be a mandatory requirement in the case of an Olympic bid – and not a differentiating one. As Rio's reputation of

hosting major events was more recent than Madrid's, the Brazilian city focused on the success of the Pan-American Games of 2007, a major multi-sport event, to demonstrate that the city could be reliable in hosting the Olympic Games.

- b. All cities proposed a mix of existing and new infrastructures and initiatives, both on the sporting and transportation aspects. They all used past events hosted in the existing ones to show such venues were reliable to host Olympic events. In order to convince the IOC that it could deliver the new ones on time for the Games, all bids backed the construction of such venues by strong governmental guarantees. Again, as noticed throughout our research and interviews, we consider this to be a mandatory requirement when bidding for the Olympic Games.
 - c. All case studies had a clear and detailed legacy plans. It is difficult to evaluate what are best strategies regarding legacy, as each bidding city plans its proposed legacy based on its own agenda. Therefore, we cannot come up with clear recommendations regarding the themes addressed on legacy. However, as shown in the Commonwealth Games in Glasgow in 2014, a strong legacy plan backed by strong guarantees could help a city differentiate itself from another.
3. On the relationship marketing, our recommendations are:
- a. Regarding the global strategy, we recommend to use an individualized strategy containing a more personalized approach towards each IOC member, while not trying to convince or persuade, but to rather listen to what are his or her main priorities for the Olympic movement. Moreover, people with established credibility and experience should be chosen to communicate. All cases used an individualized strategy. London 2012 and Rio 2016 however seemed to be in a more listening mode than Paris 2012, whose tone may have been perceived as too arrogant by IOC members. Madrid 2016 recognized that their lobbying strategy was good, but could not implement it efficiently for different reasons.
 - b. Regarding the use of heads of national governments, a good strategy is for them to show their full and unreserved support throughout the entire campaign, and not only at the end. In the case of London 2012, Tony Blair stayed an entire week supporting the British athletes competing in the Athens 2004 Olympic Games (one year before the vote to award the 2012 Games), therefore showing his full support to the sport movement. For Rio 2016, President Lula made the Olympic bid a state matter and spent a lot of time trying to understand the Olympic movement. On the other hand, French President Jacques Chirac was mostly involved at the end of the campaign, and Madrid 2016 struggled to make the bid an important matter within the national government.
 - c. On the use of sporting or non-sporting celebrities, the most efficient strategy is to involve them only if they have a clear message to communicate, which is

linked to the bid itself. Both London 2012 and Rio 2016 were efficient on this matter. For example, the use of David Beckham for London was quite effective as he was the kid who came from the area of London, which would be revitalised if the Games were awarded to London. The unsuccessful bids also had good strategies: Madrid used among others former IOC President Juan Antonio Samaranch and Paris used famous French athletes and matched them with one competitor from another country to show a global support to the bid.

4. On the key theme, our recommendations are:

- a. On the concept, we recommend it to be universal and appealing to the IOC. Both successful bids used themes that fit perfectly with such description. On the other hand, Paris 2012 focused on the historical link between France and the Olympic movement, as Madrid 2016 focused on the Spanish and Mediterranean culture.
- b. We recommend that the presentation to the IOC Session should focus on the bid's theme in order to ensure a coherent message. London and Rio were efficient in this matter. For example, London's video showed images of children from all continents, which was coherent with the theme of the campaign to inspire a generation. Paris and Madrid also were coherent to their themes, focusing more on local characteristics of their cities, which we believe is less appealing to the IOC than a universal theme.

4. Conclusion

To conclude, we were able to come up with recommendations on each factor. However, we do not consider that the Westerbeek theory applies perfectly to bids for the Summer Olympic Games, as we believe that the accountability factor should be placed within the four vital ones and not in the supporting category. Indeed, as noticed throughout our research and interviews, the accountability factor is clearly linked to the technical offer and, if the bid is not able to prove its reliability in delivering what is promised, the IOC will not even consider it. We believe our paper constitutes a good basis for further research on the supporting factors, as not a lot of recent literature exists on the subject. It will also be interesting to see how *The Olympic Agenda 2020*³ will impact the bid committees' strategies in the near future.

³ The Olympic Agenda 2020 is a list of forty recommendations the IOC intends to put in place before the year 2020 to change the Olympic Movement.

“Don’t blame the referees - blame the FA and FIFA for refusing to help them” - José Mourinho. Video Technology and Football: Implementation Options in Support of Referees



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EXECUTIVE SUMMARY

After years of highly publicized scandals and outcries ranging from incorrect calls costing World Cup victory dreams to flagrant referee abuses and even numerous suicide attempts because of the excruciating pressure brought on by international media, the scrutiny around refereeing is reaching a fever pitch. In 2014, Chelsea manager José Mourinho made international headlines when he exclaimed “don’t blame the referees, blame the FA and FIFA for not helping them.”

Worldwide, the question has eroded from whether video technology should be introduced and is now focusing on which game situations should it be embedded into to best support referees. With the usage of goal-line technology in the 2014 World Cup, it is evident that the time for football to further its implementation of video technology has come.

The impact of technology affects all aspects of human activity including the field of sport. Increased media coverage, sponsorship, and broadcasting have swelled the global economic and leisurely interest in sports. Technology satisfies demands from the growing worldwide audience and supports the legitimacy of sporting outcomes.

Ironically, while football is the world’s most commercially successful sport, it has been substantially less receptive to on-the-pitch officiating technology compared to other sports. Where as other sports have instant replay, slow motion, and high definition video features, to name a few, in football, technological on-the-pitch implementations are mostly limited to scorekeeping, time-management, audio-communication, and players’ performance analysis and very limited in terms of match officiating.

Undoubtedly, the aspect of football that is most damaged by reluctance to further adopt technology is refereeing. In this multibillion-dollar global business, match official errors as a result of limited access to technology are not in line with the values of accuracy, integrity, and transparency that are vital to football. What is more, the field of refereeing has become burdened with numerous obstacles.

One of the primary challenges being faced by referees is the difficulty of consistently being in the right place at the right time. Although referees as a group are categorically older than the players on the pitch, even the most supreme athlete regardless of age would be unable to continuously secure an ideal viewing position. To put matters simply, the referee, even in peak condition, cannot move at the speed of the ball and cover such a vast field while being so heavily outnumbered. Technology in aspects such as player training, turf advancements, and apparel manufacturing have also made the game so fast that even someone with perfect vision does not have the physical capacity to observe every incident. Other sports such as rugby, have turned to technology to support this hurdle of officiating. For example, World Rugby introduced the Television Match Official (TMO) system that essentially compensates for the disadvantageous positioning of the referees.

Technology is one of the solutions to the problems plaguing refereeing in football. The intention of this investigation to find concrete game situations where referees can best be supported with video technology was met through the implementation of two methodologies. The first methodology was based on the use of a detailed literature analysis to fully understand the current climate of refereeing in football as well as to analyze and benchmark existing technologies available to referees in other fields of sport, thus creating a framework for this research project.

The second methodology constituted the use of personal as well as telephone-based interviews to collect primary information and data in order to identify and analyze key success factors in the introduction and usage of technological assistance (mainly video technology) in other sports (e.g. rugby, cricket, ice hockey, fencing, amateur boxing, etc.) and consequently explore in which way video technology can support football referees in decisive on-the-pitch situations. From these two approaches, the research was channeled into a practical and feasible administrative recommendation of how video technology can be introduced for the identified game situations. Via the last set of interviews with broadcasting and media stakeholders, the validity and implementation feasibility of the recommendations were examined and evaluated.

All findings of the conducted interviews offer significant empirical findings to football and referee associations as well as other stakeholders of the football industry by identifying the key moments of the game where video technology would best support referees while still respecting the fundamental structure of football including game flow.

Interviews from amateur boxing, basketball, cricket, fencing, ice hockey, and rugby revealed that video technology is, at minimum, an important tool that results in fairer and more accurate assessment of decisive moments. Overall, the findings pinpoint that having a structured implementation strategy and clear processes were key success factors to introduce these aids into their game resulting in purer competition. Striking the balance between technology and the human factor as well as maintaining the flow of the game are some of the decisive elements identified by other sports. These factors need to be taken into consideration by football governing bodies when furthering the role of video technology in football.

Interviews from football referees and players revealed that by bringing together factors such as the burdensome pressure during the game, the amount of verbal abuse, and the physical and visual limitations experienced, technology is believed by the majority of respondents to be the ultimate solution to assist referees. However, deductions from other sports clearly illustrate that video technology is not always the ultimate solution for all game situations. In order to maximize the benefits of such technology, identification of key game moments is critical. Agreement on when and how to implement is just as important. Following in the example of goal-line technology, the proposed video technology should be initially applied within a scope that is realistic thereby having a trickle down effect from elite levels of football. Given that the intention is providing more support for referees, one of the main elements of this proposal is to keep the finality of decisions with the referee, as is clearly the case in how GLT is used per the Laws of the Game (FIFA, 2015).

Upon the conclusion of the interviews, different game situations were plotted against a specifically developed Game Situation Matrix that offers a disciplined and systematic approach to objectively evaluating the potential of video technological support for referees in different decisive game situations. The three key elements constituting the pillars of the Game Situation Matrix were the importance of the game situation factor, clear-cut decision dimension, and disruption of the game flow dimension.

Through the interview process with referees, the following four decisive game situations emerged: red card, penalty, offside, and free-kick situations. After plotting the decisive game situations on the matrix, only red card and penalty decisions fell within the key area of focus and the situations that would be suitable for video technology.

One of the candidates for the application of video technology is a red card decision. Indisputably, red cards can have a severe impact on the game yet referees are relatively infrequently confronted with such situations. For this reason, the further interruption to the game caused by red card review will be minimal. Given that red cards already cause a disturbance to the flow of the game, a window of opportunity is created in which referees can carve out the time to consult video technology that would provide clear-cut decisions for review.

The other suitable candidate for applying video technology is game situations related to penalty decisions. Its impact on the outcome of the game is even higher than that of red card decisions, while the frequency and its potential to disrupt the game flow is as low as that of red card situations. These factors make penalty decisions an ideal area to further the introduction of video technology into football.

Interviews with broadcast and media specialists alike validated research findings as they not only agreed that these were key areas where more technology was needed but also that this technology already existed. From their extensive experience, interviewees were able to draw on technologies already in existence to further support findings and deduce that at this point in time, the only missing piece to drastically improving the current climate of refereeing is having the governing bodies, namely FIFA and IFAB send a clear message to referees, fans, and all other stakeholders that transparency and fairness are and remain football's absolute top priority.

Soft Power Strategies through Sports - An analysis of peoples' perception about the 2022 FIFA World Cup Qatar™



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Executive Summary

Hosting of sports mega-events like the Olympics, and the FIFA World Cup™ bring vital benefits and global media attention to the hosting city or nation. Some of these benefits could be economical, social, sports related, or even political. During the history of bidding for sports mega-events, there has always been a massive competition among nations to host such events. However, moving towards the 21st century, the sport industry has transformed immensely to an advanced area where more non-traditional issues started to affect and get influenced by it. Hosting a big sport event requires strict criteria involving the development of sports, infrastructure, legacy, transportation, human rights and other areas.

Although politics is a different subject from sports, there has always been some linkage between one another. An example related to hosting a big sport mega-event to gain some political and global benefits is the FIFA World Cup™. In 2010, it was announced that Qatar will host the 2022 FIFA World Cup™, for the first time in the history of the Arab world. Since 2010, there have been many controversial topics within the media and the sport world of whether Qatar deserves to host such a big event, and also about why Qatar is taking this route of hosting prestigious sports events.

Research Aim

This paper examines the political practice of soft power via sports in hosting mega-events like the 2022 FIFA World Cup Qatar™, and its affect on people's perception from all over the world. Given the fact that the event will still take place in more than 6 years, the authors research aim is to construct a clear study of the difference of opinions between the Gulf Region and their counterparts in the Western and European nations, almost 5 years after the announcement of the winner to host the 2022 FIFA World Cup™ in 2010. In addition, the authors examine the gap between these two groups, and draw some conclusions based on the research surveys and findings.

Given that information, the authors arrived at the research topic:

Soft Power Strategies through Sports: An analysis of peoples' perception about the 2022 FIFA World Cup Qatar™

Research Methodology

The authors examined existing academic findings and conducted over 1300 surveys covered all the continents around the world to build a less-biased research paper. In addition, interviews were done with stakeholders involved with the topic via Skype, phone calls, and face-to-face appointments.

Devoted attention was given by the authors in gathering information using more than one data source about the 2022 FIFA World Cup Qatar™ file, and other relevant resources related to the country's policies and development agenda.

In the research the authors used different data collection approaches and resources:

- 1- Primary Research (Interviews, and surveys)
- 2- Secondary Research (Existing interviews, journals, books, academic articles, magazines and news articles)
- 3- Company visits and on-site field research

While interviews, media overview and secondary research analysis were used to build the general framework and background knowledge of the paper, the results from the survey were used to draw the main conclusions.

Within the survey the authors decided to focus on three main subgroups. In order to analyze the difference in perception between the groups the authors concentrated on three geographically defined groups. Since there was a clear difference in the media coverage between Western media and the counterpart in the Middle East, the survey was set up to see the difference between people from the Gulf Council Countries (GCC), the expatriates community living in Qatar and the rest of the world. For research reason the authors considered the GCC citizens as "locals" since not enough Qataris would participate in the survey. The group of the rest of the world should be the counterpart with people who are not living in the GCC countries. The expatriates were taken into consideration to see what effect living in Qatar might have on people from other countries regarding their perception of the 2022 FIFA World Cup™.

Findings & Discussions

The idea of soft power as a mean to boost a nation's worldwide image is increasingly becoming a powerful tool for politicians investing in the sports industry. Sport has the power of attraction that make it's mega-events a smart opportunity for a nation to transmit its values, aims and characteristics and broadcast it to the world. During the research, the

authors noticed that the FIFA World Cup™ is by far the target of political diplomacy to pursue soft power strategy in sports. Football is being used as a bridge to practice such plan, which is why it became an attractive tool to public diplomacy attempting to increase a nation's soft power. Although not easily perceived by the public the football pitch is a wonderful place to pursue such strategy, which is why it became an area of interest in terms of public diplomacy attempting to increase its soft power.

It is clear that hosting major sport events is part of the wider soft-power strategy of Qatar. However, it can be argued that this strategy does not reach and/or affect different groups around the world in the same way.

There are clear differences in the perception of the 2022 FIFA World Cup™ between the Middle East, the expatriates' community and the rest of the world. While the expatriates tend to have the most positive and supportive attitude towards the world cup, the Middle East community perceives the World Cup very positive as well. However, we can see a different picture amongst the rest of the world. At the moment, the authors found that the perceptions towards the 2022 World Cup™ tournament is negative and not in favor of the World Cup in Qatar™ due to some facts that are carefully discussed in the research paper, and also due to the lack of targeted communication strategies. On the other hand, the authors found the expatriates community only being slightly more positive towards the 2022 FIFA World Cup™ in Qatar than the community of the Middle East due to their living experiences in Qatar, while the rest of the world has a much more negative perception. Therefore it seems necessary to analyze further what causes the difference in perception between the GCC, the rest of the world and the expatriates. Since the expatriates are obviously more supportive, this could be used as a benchmark. If further research can show what factors made the expatriates that positive and supportive it can be adapted to future communication strategies to target the rest of the world. Although the expatriates are not from Qatar they might have had experiences, media information or other factors that formed their opinion. In order to improve the perception in the rest of the world these factors should be considered and adapted to the group of the rest of the world not living in Qatar. To implement a specific communication strategy for the rest of the world build on the factors that formed the positive perception that is visible amongst the expatriates there is plenty of time to do so with still seven years until kick-off of the tournament. If this would be done, this knowledge can be used to transfer its findings via targeted communication campaigns, in order to improve the perception outside the Middle East and the expatriates' community.



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