

European Association for Sport Management



**EASM**

# The 20th EASM conference **Sport between business and civil society**



## ABSTRACT BOOK

The 20th Conference of the  
**European Association for Sport Management (EASM)**  
Aalborg • Denmark 18 - 21 September 2012



The 20th EASM conference

Sport between business and civil society

Abstract book

18-21 September 2012,  
Aalborg, Denmark

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## Welcome from the President of EASM

Dear Reader,

We are happy to present the latest edition of abstracts from the 20<sup>th</sup> EASM Annual Conference held in Aalborg this year from 18-21 September.

On behalf of the European Association for Sports Management I would like to thank everybody who contributed to the book: the authors and their institutions for their efforts in developing knowledge in our field, the Scientific Committee and its team of reviewers for all their support and, finally, the Local Organising Committee for their good job putting all together in time.

Some of the papers will be published, as full articles, in future issues of our official journal, the European Sports Management Quarterly (ESMQ), accepted by the Thomson Social Sciences Index. One of the papers submitted by a new researcher will be awarded the New Researcher's Award (NRA), sponsored by our publisher, Routledge Journals.

Since the first annual EASM Conference in Groningen in 1993, twenty years ago, we have produced a book of abstracts, available at [easm.net](http://easm.net), where you can find invaluable information for your research as well as the latest in sport management.

We are confident that the book will provide a useful reference for the study of sport management as well as assisting sport managers to maximise the value of their work.

We look forward to receiving your contributions to the next 21<sup>th</sup> EASM Conference entitled "Sport Management for Quality of Life" to be held in Istanbul next year, from 11 – 15 September.

Mikel Urdangarin  
President of EASM  
Vitoria-Gasteiz, Basque Country, Spain  
August 2012

## Welcome from the chairman of the Scientific Committee

On behalf of the EASM Scientific Committee I welcome you to take part in the 20th EASM conference in Aalborg, Denmark. EASM aims to develop opportunities for teachers, researchers, students, and organizers in the field of sport management to cooperate and enhance effectiveness, creativity, and reflexivity in managing sport. Over the last years EASM has increasingly developed its event "products" to accomplish these aims, and the 20th EASM conference clearly reflects our endeavor to rely on different means in building a viable sport management community. The conference comprises presentations given by keynote speakers, journal editors, new researchers competing for the New Researchers Award, researchers engaging in the special issue invited by our own journal, ESMQ, students from the master seminar, and not to forget you, as a researcher or practitioner presenting and commenting in the many theme sessions and workshops. The conference is the great come together of the sport management academic community in Europe this year.

Prior to the 20th EASM conference 274 abstracts were received for assessment for the workshops, NRA, theme sessions and posters. Although the number is slightly lower than in Madrid 2011 (which attracted a lot of Hispanic delegates from overseas) it is evidence that the EASM conference is keeping its leading position in the field. 84 reviewers, including the workshop conveners and NRA reviewers, have volunteered to assess the abstracts (see the listing of reviewers at page 8). This is more than ever before and the Scientific Committee is very grateful that so many of you have worked so hard to make the 20th EASM conference an inspiring event for all us. Thank you very much - and enjoy the experience of sharing and increasing knowledge in the friendly context prepared by the Aalborg organizing committee!

Dr. Hallgeir Gammelsæter  
Chair of the Scientific Committee  
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## New Researchers Award

**Head:** Holger Preuss

**Panel members:** Dimitra Papadimitriou (Convener), Holger Preuss, Hugo Relvas, Berit Skirstad, Tracy Taylor, Maarten van Bottenburg, Jörg Königstorfe, Veerle De Bosscher

## Total quality management in sports tourism: a bibliography review

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### 1. Aim of the abstract/paper - research question

The purpose of this paper is to provide a systematic overview of possible approaches to sports tourism management, from a TQM perspective. To accomplish this goal, a bibliography review has been carried out by analyzing the articles that studied TQM in companies of Sport Tourism.

Services, sport, leisure or sports tourism issues are present in our society and in the current specific literature. This paper seeks to build a structured synthesis of this knowledge based on its bibliography. Firstly, the services are characterized and classified. Secondly, as defended by some authors, sports and leisure services' specificity is exposed. The following section examines sport tourism services by addressing not only its definition but also the industry's dimension. Finally, there is an approach to the sport tourism sector, through some studies on Total Quality Management, in the services sector. This last aspect constitutes the paper's core.

### 2. Theoretical background or literature review

Sports Tourism represents the body of knowledge which is related to a set of practices that associate tourism and sport. Sport activities and tourist activities present a symbiotic relationship. Definitions of Sport Tourism are based on the concepts of Sport and Tourism, which are not consensual in the literature. The diversity of definitions leads to additional difficulties in the theoretical definition of sports tourism. Consequently, as argued by Weed (2009), the definition of terminology, categorization and the nature of the phenomenon are the central issues in academic journals.

Once the term Sports Tourism is bounded, we approach its study from the transversality of Total Quality Management (TQM). The TQM literature is extensive regarding the number and diversity of the covered sectors. Possibly, any sector of the economy has been influenced by a TQM related program. Nevertheless, on what the sports tourism application is concerned, similarly to other sectors, much research remains to be done. This derives from the fact that the published works are essentially descriptive and/or prescriptive and usually adopt a case study approach (Bovaird, & Löffler, 2009).

This shortage is not verified in relation to the works that advise the adoption of TQM methods and practices by organizations that manage leisure activities, in general, and sport, in particular. We also found papers describing case studies on the implementation of TQM practices, associated

with sports services: management of sports facilities, town arenas, gyms and fitness centers and sports federations.

### 3. Methodology, research design and data analysis

This paper presents a review of relevant literature and synthesises an integrated framework about TQM based sports tourism. The search protocol was carried out by keywords (sport, tourism, total quality management, etc.) mainly using databases (JCR, Scopus and others). The selected papers were those that related to some aspect of TQM sports tourism. Thus, initially 20 literature review articles about TQM and scale development were studied. Subsequently we analyzed 10 articles that related TQM and services, 8 about TQM and sports, 10 on TQM and tourism; and 3 that related TQM and Sports Tourism. Regarding the possible limitations, the first that can be pointed out is related to the very nature of the theoretical review, since this paper relies on the use of secondary sources (some of them were not published in peer-reviewed publications). Secondly, the paper addresses a very specific context restraining its possible generalization.

### 4. Results, discussion and implications/conclusions

This review fills a gap in the literature, by providing researchers and practitioners with an overview of studies on Sports Tourism, from a TQM perspective.

Despite this, as several authors argue, the study of TQM in sports tourism is at an early stage of development. However, TQM appears to be an important topic as a starting point to better understand sports tourism.

Summing up, this work compiles the most important features of the published papers that address tourism, sport and sport tourism. Studies on the subject are analyzed based on the theoretical framework of TQM and its possible applications. Regarding the three articles that relate TQM to Sports Tourism, Crilley et al. (2002) identify and develop external indicators of operational performance and service quality, related to customer perceptions of golf courses. Quaresma (2008), in a larger study than the previous, validates a model for quality assessment extended to managers, employees and customers. Knop et al., (2004) in their study on the regulation of risk control in sports tourism activities anticipate that the issue of quality management will be one of the issues that will raise great interest in the context of sports tourism. Therefore, it contributes to a better understanding of the shortcomings of current approaches and opens the possibility for further research paths.

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