Human Kinetics
SPORT MANAGEMENT DIGEST

The Role of Ambassadors for the IMC Strategies of Major Event Organizations

Through an examination of the Asian Cup 2015 as the case study, Turner aims to understand what the role of event ambassadors is in the four pillars (internal stakeholders, external stakeholders, content, and channels) of integrated marketing communications (IMC). The Asian Cup brings together 16 nations from the Asian region, with a wide range of different cultures. This diversity creates many challenges to the organizers of the event, particularly in terms of communication. Ambassadors can play a role in this, as they are high-profile personalities who have a strong influence through word of mouth on brand communities, social media networks, and destination ambassadors. Turner conducted 14 semistructured interviews with stakeholders of the event. He found that ambassador communication proved to be a very effective process within the IMC strategies of the organization. It helped overcome cultural barriers, such as language, ticketing, and communication, and it enabled engagement of the different communication channels.

Turner, P. (2016). Implementing integrated marketing communications (IMC) through major event ambassadors. *European Journal of Marketing, 51*, 605–626. doi:10.1108/EJM-09-2015-0631

How Should Sponsors Deal With Ambush Marketing?

Because legislation to prevent ambush marketing is largely ineffective, sponsors search for alternative ways to respond to ambush marketing. In this paper, Koenigstorfer and Uhrich explore the effectiveness of counter ambushing. They outline three types of counterambushing methods through advertising: (a) humorous complaining, (b) naming and shaming, and (c) consumer education. Using a quasi-experimental research design, the authors conduct three experiments to test the effectiveness of each method, using no direct response to the ambusher as the control condition. The authors found that of the three methods, humorous complaining was the most effective and preferable over the other two responses. However, when the responses are compared with the no-response condition (in which their own sponsorship was activated), the humorous complaining was similar to the no-response condition, with both being superior to the other two methods. Therefore, marketers are advised to be cautious in their responses to ambush marketing, and if they choose to respond to ambush marketers, they should do so with humor.

Koenigstorfer, J., & Uhrich, S. (2017). Consumer attitudes towards sponsors' counterambush marketing ads. *Psychology & Marketing, 34*, 631–647. doi:10.1002/mar.21011

Me-Too Marketing: The Role of High- and Low-Consensus Behavior in Behavior Change

The challenge of changing individual behaviors is one that is relevant to sport management researchers in a range of focus areas (e.g., consumer behavior, marketing, sport development, sport policy). In this article, the authors conducted four experiments in which they investigated individuals' responses to low-consensus information (i.e., situations in which participants were told that a minority of people engage in a specific behavior) and high-consensus information (i.e., situations in which participants were told that a majority of people engage in a specific behavior). They found that an individual's susceptibility to interpersonal influences (SII) affected how they responded to these different situations. Specifically, individuals with low levels of SII found high-consensus information more persuasive than low-consensus information. However, individuals with high levels of SII could be compelled to action by any social cues, including both low- and high-consensus information. Individuals with high SII will make "socially safe" decisions regardless of whether many or only a few individuals endorse a behavior. Although this article discussed the findings in the context of public policy marketing, it is relevant for sport management researchers interested in a variety of issues related to behavior change. For example, there are opportunities for researchers to examine the role of SII in consumer responses to corporate social responsibility or in encouraging sport and physical activity participation.

Sciandra, M.R., Lamberton, C., & Reczek, R.W. (2017). The wisdom of some: Do we always need high consensus to shape consumer behavior? *Journal of Public Policy & Marketing, 36*, 15–35. doi:10.1509/jppm.14.123

Context, Organization, and Resources: A Model for Leveraging Elite Sport Events to Increase Participation

Communities that host sport events commonly claim increased sport participation as a positive event outcome, even though there is little support for these claims. Rather than introducing new individuals to sport, hosting elite events instead may temporarily increase frequency among

those who are already participants. Given this inconsistency between claimed benefits and host community expectations, this research convened a panel of experts to discuss the possibilities for leveraging elite sport events to increase sport participation. Based on the contributions of these experts, the authors developed a model that includes the following elements: (a) the nature of the context, including culture, attitude and opinions, and structures and systems; (b) the types of organizations (i.e., sport organizations, event organizers, and nonsport organizations); and (3) the human, physical, and knowledge resources needed to enable leverage. The model is useful for sport management researchers interested in understanding how communities can maximize the benefits their event hosting strategy as well as those interested increasing sport participation more generally.

Chalip, L., Green, B.C., Taks, M., & Misener, L. (2017). Creating sport participation from sport events: Making it happen. *International Journal of Sport Policy and Politics, 9*, 257–276. doi:10.1080/19406940.2016.1257496

Team Composition of Sales Contests

To motivate their sales force, many organizations conduct competitive, team-based contests in which sales employees are assigned to teams. This article delves into how the composition of such teams affects the effort level of team members. In particular, it examines whether the efforts of team member's increase or decrease as they became more heterogeneous in sales abilities. The authors developed a model that analyzed the efforts across three types of team contests that differed in how the contest winner is determined. Specifically, the winning teams followed one of the following metrics: (a) the higher average output; (b) the higher minimum output contribution within a team; or (c) the higher maximum output contribution within a team. The results indicated that when winning the contest is determined by the average team output, the team effort does not vary relative to the composition of the team. Yet when the contest winner is decided by the minimum or maximum contribution within a team, heterogeneity in team composition diminishes the entire effort.

A variety of managerial implications can be taken from the analysis. First, the effort of the stronger and weaker salespeople may fluctuate depending on the type of salesperson heterogeneity. Thus, it is essential for industry managers to recognize what drives the distinctions in salesperson performance. For example, are differences in sales territories and customer bases or differences in selling abilities the primary reasons that drive salespeople? Second, when salespeople are comparatively homogeneous, all three contest metrics yield equal effort. If managers conduct several contests each year, altering the metrics occasionally can make the motivation appear "fresh" to salespeople, without concerns about decreases in effort.

Chen, H., & Lim, N. (2017). How does team composition affect effort in contests? A theoretical and experimental analysis. *Journal of Marketing Research, 54*, 44–60. doi:10.1509/jmr.15.0201

Effects of Student Experiences on Entrepreneurial Failure

Teaching students about entrepreneurial failure provides a challenge for management instructors. For example, some students may struggle recognizing the value of entrepreneurial failure, including its socioemotional and financial costs. Conversely, educators who do not discuss the costs of failure risk discouraging the ambitions of talented entrepreneurs. The authors propose that entrepreneurial failure represents a threshold concept (crucial to a student's comprehension of a discipline) in entrepreneurship education. The authors hypothesized that (a) previous entrepreneurship experience will motivate students to think about failure more complexly as individuals; (b) students with entrepreneurial experiences will rate the consequences of entrepreneurial failure more positively than those who do not have experiences with entrepreneurship; and (c) students who discuss entrepreneurial failure in terms of learning, growth, and change are more likely to perceive the positive aspects of failure and rank the consequences of failure more positively.

A total of 233 undergraduate students at a large university in the western United States participated in this study. The students were asked to complete questionnaires, free-response statements, and a rating scale about various facets of entrepreneurship.

The results supported all three hypotheses. It was noted that a significant issue in teaching entrepreneurial failure as a threshold concept is to cultivate resources that dedicate considerable awareness to the costs and the benefits of failure. Entrepreneurship textbooks, case discussions, and course design often avoid the study of entrepreneurial failure while restricting a more complex, nuanced discussion of entrepreneurial failure. Until students cross the threshold by recognizing the importance of entrepreneurial failure, their appreciation and comprehension of entrepreneurship will be lacking.

Bolinger, A.R., & Brown, K.D. (2015). Entrepreneurial failure as a threshold concept: The effects of student experiences. *Journal of Management Education, 39*, 452–475. doi:10.1177/1052562914560794

An Alternative Measure for Team Cohesion?

This study considered social networking analysis (SNA) as a means of measuring team cohesion. The Group Environment Questionnaire (GEQ) has been widely used for this purpose; however, little to no research has simultaneously used both measures to compare and contrast the two measures' unique benefits. Thus, this