

## A New Perspective on Consumption: Liquidity

This conceptual paper introduces liquidity as a new dimension of consumption. The paper is framed within enabling theory and defines liquid consumption as ephemeral, access based, and dematerialized (p. 585). According to the authors, this mode of consumption is a response to the growing digital world and posits consumption as a spectrum from solid (enduring, ownership based) to liquid. The paper provides rationale of the differences between the two poles of consumption through identity, social relationships, mobility, and precarity. Given the importance of branding, social media, and, most importantly, marketing a service industry based on ephemeral experience, this new perspective on consumption could contribute greatly to our understanding of sport spectators and participants.

Bardhi, F., & Eckhardt, G.M. (2017). Liquid consumption. *Journal of Consumer Research*, 44, 582–597. doi:10.1093/jcr/ucx050

## Revenue Sharing and Financial Stability for International Teams

Over the last 20 years, the exchange rate between the United States and Canada has shown great volatility, and since professional sports teams (MLB, NBA, and NHL) that operate in Canada are required to pay athletes in U.S. dollars, this volatility represents a substantial risk. This paper explored the effectiveness of revenue sharing under a number of hypothetical conditions as a means to hedge risk of an adversely positioned exchange rate for Canadian teams. The study takes an econometric approach to analyzing financial markets and the concept of hedging. In all, the results support the use of revenue sharing if certain criteria are met. However, not all leagues participate in revenue sharing; thus, the current study provides evidence for sport managers about the potential revenue sharing provides as a means to ensure financial stability for international teams.

Rockerbie, D.W., & Easton, S.T. (2017). Revenue sharing in professional sports leagues as a hedge for exchange rate risk. *International Journal of Sport Finance*, 12, 342–358.

## Ready, Set, Sit? Where Do eSports Fit?

Globally, more than 70 million people watch eSports on the Internet or television. League of Legends reportedly registered more than 70 million players, of whom 32 million were actively involved. Furthermore, in 2014, more than 40,000 spectators entered an outdoor soccer stadium to witness two teams compete against each other in a game of League of Legends. While the international popularity of eSports appears to be very high, it is also a trending issue in the United States. For example, the U.S. government recognizes eSports players as professional athletes. Moreover, universities such as Robert Morris University and University of Pikeville began offering gaming athletic scholarships to eSports athletes in 2014.

The authors rightly claim it is significant to differentiate between sedentary sport video games and eSports. According to the authors, sedentary sport video games are video games that

imitate genuine sports but without any associated physical activity. Although video games necessitate levels of coordination and agility, eSports only require excellent fine motor movements as the eSports athlete operates the handheld controller. Alternatively, motion-based video games employ motion-detection sensors and software to replicate physical movements generated by the player. Motion-based video games have been defined as a video game that may affect the players balance, cardiovascular, flexibility, or strength exercise. As a result, motion-based video games may be used as means to battle obesity and boost physical activity. The question at the core is whether eSports can balance the lack of significant physicality in their competition with specific rules of competition, which require skill as well as an extensive fan and competitor population.

Jenny, S.E., Manning, R.D., Keiper, M.C., & Olrich, T.W. (2017). Virtual(ly) athletes: Where eSports fit within the definition of “Sport.” *Quest*, 69, 1–18. doi:10.1080/00336297.2016.1144517

## The Goldman Dilemma: Fact or Fiction?

In 1978, Mirkin and Hoffman conducted a survey among elite-level runners to determine if the athletes would be willing to take a pill that would make them an Olympic champion with the caveat that the athlete would die in the same year of taking the pill. The results of the study revealed that more than 50% of the runners would take such a pill. Using the Mirkin and Hoffman study as a basis, Goldman, Bush, and Klatz (1984, later referred to as the Goldman Dilemma) polled world-class weight lifters and track and field competitors whether they would be willing to take a “magic” drug that would allow them to win every competition the athlete would enter for the next 5 years, with the warning that the drug would kill them within 5 years after they took it. Similar to the Mirkin and Hoffman study, more than 50% of the respondents responded affirmatively. The Goldman Dilemma, as it has become known, asserts that top-level athletes would essentially sacrifice their longevity in a trade to live in everlasting Olympic glory.

Although media outlets such as *Sports Illustrated* as well as scientific papers appearing in the *British Journal of Sports Medicine*, *Journal of Sport Management*, and *Sport History* have highlighted the Goldman Dilemma, this article offers doubts in accepting the scientific credibility of Goldman’s survey. The authors state that although the Goldman’s survey was published outside of the scientific domain (e.g., no peer review), a problem developed wherein empirical articles use the results to support the claim that athletes will take anything to win. Although many have used this result to state that athletes will take performance-enhancing drugs to win, Goldman’s survey never indicated such substances. Additionally, the Goldman study referenced “top world athletes,” not Olympians as some have indicated. Moreover, the Goldman sample was made up of weight lifters and field competitors without mentioning other high-caliber athletes in other sports. Thus, the sample was not as inclusive as it could have been. Interestingly, the authors of this article identify several peer-reviewed, empirical studies that claim the opposite of the Goldman Dilemma—that athletes are not willing to die for athletic success.

The Goldman Dilemma offers a significant reminder to critically analyze claims that have not been scientifically designed,

especially if the end result is a policy decision or peer-reviewed article.

Moston, S., Hutchinson, B., & Engelberg, T. (2017). Dying to win? The Goldman Dilemma in legend and fact. *International Journal of Sport Communication*, 10, 429–443. doi:10.1123/ijsc.2017-0058

### Student Athletes and the Majors They End Up In

The question of to what extent student athletes who are active in revenue-generating sports such as football and basketball are able to combine the responsibilities that come with each of their roles is one that has been salient within sport management and collegiate athletics. In their study, Love, Watkins, and Kim (2017) explore this balance by investigating what majors college football players choose once they are on campus. Their findings indicate that football players cluster in social sciences and are underrepresented in engineering and associated exact sciences. The more selective the university is in their admissions, the more likely this clustering becomes. Although their study is a strong empirical exploration of what majors college football players are active in, they were unable to include a measure, such as SAT scores, that could indicate whether the college football players had the ability to enter the more exclusive majors. The inclusion of such a measure could provide clarity on whether universities still push those athletes who would be able to enter more “burdensome” majors into those majors that are seen as less burdensome. With that measure missing, the recommendations of the authors seem sometimes contradictory, as on one hand, they argue that universities could solve this issue by avoiding time and schedule conflicts, yet on the other hand, they do acknowledge that college football players were recruited to the university not for their academic skills but for their athletic skills.

Love, A., Watkins, J., & Kim, S. (2017). Admissions selectivity and major distributions in big time college football. *Journal of Issues in Intercollegiate Athletics*, 10, 1–16.

### The Relevance of Drug Management to the Field of Sport Management

In this review article, Woolf (2017) argues for a more humanistic approach to the management and enforcement of doping policies in the sport and entertainment industry (which he refers to collectively as the “performance industry”). Through a thorough review of his work on the subject, Woolf attempts to take the reader beyond the platitudes surrounding doping usage, with an emphasis on developing policy that protects the safety and health of athletes first and foremost. He discusses some of the unfounded assumptions within the field, such as the so-called “trickle-down effect,” which, to date, remains unverified, and the infamous “Goldman Dilemma,” which is at the foundation of some of the unfounded fears that many young athletes are using performance-enhancing drugs. What confounds the issue is that administrators, when confronted with drug usage, often place emphasis on the brand image of their organization rather than the health of their athletes. Ultimately, Woolf offers five propositions for managers to consider: (a) drug use will continue to be an issue for managers in the performance industry, regardless of policy initiatives; (b) drug use is a complicated affair, and one should constantly question assumptions in regard to what causes drug usage; (c) as drug use is associated with the core occupational demands of the performance, managers in the

sport industry have an obligation to address the issue; (d) when dealing with drug usage, managers should choose a humanistic approach that treats the athlete as an equal partner in the search for a solution; and (e) workplace drug policies should be targeted at the safety and health effects of performance rather than protecting the brand of the overall organization.

Woolf, J. (2017). Drugs in the sport and entertainment industry: Beyond hyperbole and the need for a humanistic approach to drug management. *Sport & Entertainment Review*, 3.

### Amateur Sport Clubs and External Advisory Programs

Voluntary sport clubs (VSCs) represent important avenues for affordable sports services but often face a shortage of volunteers that may negatively influence their ability to fulfill their club’s objectives. Sport federations, which act as the umbrella organizations for these VSCs, seek to support their clubs in light of these challenges. These associations offer external advisory programs, such as workshops, in order to provide clubs with information on best practices in volunteer management. This study explores the factors that influence VSCs’ ability to implement these advisory programs, aimed at promoting organizational change to address clubs’ human resource challenges. A multiple case study approach was utilized, with the sample comprising 10 Swiss football clubs attending their federation’s advisory program. Findings suggest that while clubs varied in the extent to which they implemented the advisory program inputs, VSCs actively participate in external programs when (a) the pressure to find a solution to a specific problem, such as volunteer management issues, is high; (b) clubs have not been successful in solving the problem on their own; (c) the implementation of the advisory program inputs is feasible based on the current capacity of the club; and/or (d) the club’s self-image and functionality will not be compromised. The study also identified specific conditions that facilitated the successful implementation of advisory program inputs, including the project team’s conditions for receiving and processing of advisory input, the reflection and adoption of advisory input, and how widely embedded and supported the advisory project is across various levels within the club. This study provides insight into the incorporation of external advice into the management and development of VSCs.

Klenk, C., Egli, B., & Schlesinger, T. (2017). Exploring how voluntary sports clubs implement external advisory inputs. *Managing Sport and Leisure*, 22, 70–90. doi:10.1080/23750472.2017.1386587

### Measuring Nonprofit Capacities

Nonprofit organizations recognize the importance of their capacity in order to fulfill their mandates. This research defines *nonprofit capacity* as “the processes, practices, and people that the organization has at its disposal that enable it to produce, perform, or deploy resources to achieve its mission.” This paper provides a brief review of some of the nonprofit capacity instruments that are currently available and highlights the different dimensions of capacity that each instrument attempts to capture. However, the authors note that there is a lack of agreement on the number and character of capacities and argue that these available instruments, therefore, do not represent a complete set of capacity dimensions. Thus, this research proposes and tests an instrument that