Preface

In recent years, Asian countries have successfully played host to major international sporting events. In 2002, the highly prestigious FIFA World Cup was held in Japan and Korea. This was the first time the event had been held outside Europe and the Americas. More recently, Asia played hosts to other major sporting events, including the Beijing 2008 Olympics, the Delhi 2010 Commonwealth Games, and the Singapore 2010 inaugural Youth Olympic Games.

This trend of Asia hosting major sporting events is likely to continue. In part, this is due to the economic progress made by China and India, two of the largest member countries in Asia. The economic developments in these two countries have raised the income level of their population and driven demand for cultural goods and entertainment, including sports. This has led to organizers looking at the region as potential hosts for their sporting events. There are already several major sporting events scheduled to be held in Asia in the near future. These include the Tokyo 2020 Olympics and the Qatar 2022 FIFA World Cup.

Obviously, the decision to bid for and host a major sports event is political in nature. Only the political executive has the authority to make decisions concerning both public expenditure allocation and the national legislation required to secure hosting rights (Dowse, 2012). It is expected that governments have their own political agendas when making the decision to host major sporting events (Dolles & Söderman, 2008). Indeed, the purpose of the inaugural Asian Games held in New Delhi in 1951 was to promote sport in Asia and to unite Asian countries through sport (Hong, 2002).

Outside of politics, the increasing number of major international sporting events held in Asia signals the emergence of a new perspective in the field of sports management and marketing. The development of sports initially took its cue from Europe and North America. Extending from this development, theories in sport management and marketing necessarily reflected the perspectives of Western societies (Chadwick, 2012). However, management and marketing theories developed in Western societies may not be applicable in the East because of cultural and historical differences (Schuette & Ciarlante, 1998).

Asian scholars in sports management and marketing recognize this and are developing theories applicable to their contexts. This is most clearly demonstrated in the establishment of sports management educational programs in many Asian countries (Daud, 2007; Oyunbat, 2007; Yeh, 2007). In addition, the emergence of several platforms in Asia dedicated to the development of sports management, including the Asian Association for Sport Management in 1999, indicates the growing strength of the field.

It is the aim of this book is to describe the management and marketing strategies from the Asian perspective. This will provide the opportunity to critically examine whether existing theories that are developed from the perspectives of Western societies can benefit from new thinking and refinement. In particular, through the case studies, the book aims to offer insights on best practices in Asian sports marketing and management.
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The target audience of this book includes tertiary-level students, researchers, academicians, and industry practitioners. The book will be useful to students, researchers, and academics in providing an Asian context to current theories in sports marketing and management. Industry practitioners, whether practicing in Asia or looking for different perspectives, can also benefit from understanding Asian sports marketing and management practices.

ORGANIZATION OF THE BOOK

The book is organized into four sections of 17 chapters. The first section is on Sports Marketing. This section brings together four chapters on sports sponsorship and a case study on the marketing strategies of a golf tournament in Taiwan. The second section is on Sports Development in Asia and collects six chapters examining how different sports, including baseball, soccer, and wake sports, are developed in Asian countries. The third section comprises three chapters on the sociological impact of sports. Last but not least, the fourth section collects three chapters on volunteer management, coach education and learning, and environmental issues in managing sports events. A brief description of each of the chapters follows:

Chapter 1 provides a global overview of sports sponsorship and management, and indicates the role for Asian sports sponsorship and management. It is thus a suitable opening chapter as it provides a context for the book.

Chapter 2 examines the sports sponsorship industry in Singapore. The chapter seeks to identify the key stakeholders in local sports sponsorship as well as the elements for building successful relationships. Using qualitative methods, the chapter proposes a model linking the elements for building a successful relationship between stakeholders in sports sponsorship.

Chapter 3 moves from the sports sponsorship industry to the perspective of a single company. In this chapter, the impact of sponsorship-linked marketing activities on perceived consumer-based brand equity elements of the sponsor is examined. These impacts include brand loyalty, perceived quality, and brand awareness/associations. Using a case study of Li Ning Company Limited, a Chinese sports apparel and equipment company, the chapter reveals that the branding effectiveness of sponsorship directly depends on event quality, perceived event-brand congruency, and brand experience. The level of sports involvement, however, was not a factor in building brand effectiveness of sponsorship.

Chapter 4 looks at sponsorship effectiveness by empirically examining the rate of sponsor identification. Specifically, it examines the importance of involvement in accurate sponsor identification in the Indian Premier League and involvement differences between the genders. While the earlier chapter did not find sports involvement to be a factor in branding effectiveness, this chapter reports that highly involved individuals can recall more sponsors. In addition, there are differences between the genders in their level of involvement. These findings have implications for marketers investing in sponsorship-linked marketing in emerging economies.

Chapter 5 provides a case study on the marketing strategies for the Mercuries Taiwan Masters Invitational Golf Tournament in 2012. The tournament has been held successfully for over 26 years, making it one of the most established golf tournaments in Taiwan. In general, golf tournaments in Taiwan do not attract sufficient spectators unless there are internationally well-known athletes participating in the tournament. As such, many golf tournaments in Taiwan do not fare well. This case study details the sport marketing strategies that were adopted in successfully marketing this tournament and holds many interesting lessons for the reader.
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Chapter 6 is the opening chapter for the section on sports development and it is appropriate that it examines the development of football as it is arguably one of the most popular sports in the world. Football is also known as soccer in some parts of the world. Due to challenging financial regulations and fierce competition, the chapter suggests that Turkey, as a well-established but re-emerging football country, should create new routes to enhance their markets and find new sources of financial support. In order to achieve sustainable development and compete with the other big clubs in Europe, the football environment in Turkey should position itself globally and expand its operations. This chapter argues for adaptation of entry strategies in global marketing to sports marketing. It suggests new marketing strategies for Turkish football clubs in an Asian sports market by reviewing the entry strategies in the global market and providing insights on the existing strategies of both Turkish and other Asian clubs.

Chapter 7 shifts the attention from football to baseball, another popular sport in some Asian countries. The chapter investigates the influence of sports fan ethnocentrism on the viewing behavior towards major league baseball games in Korea and Taiwan. The survey was conducted by interviewing respondents from Korea and Taiwan who watched major league baseball in the 2013 season. The chapter reports that Korean viewers have stronger sports fan ethnocentrism than Taiwanese viewers. Interestingly, the chapter also reports that male viewers have a higher level of sports fan ethnocentrism than female viewers in both countries. It seems that sports fan ethnocentrism has a positive influence on the attitude toward major league baseball, which in turn, has a positive influence on major league baseball viewing intention. Although a direct relationship between sports fan ethnocentrism and viewing intention was not found, a full mediation effect of the attitude toward major league baseball on the relationship between sports fan ethnocentrism and viewing intention was confirmed. The chapter ends with a discussion on the differences of the model for Korean and Taiwanese fans.

Chapter 8 follows the earlier chapter by examining sport spectatorship for a different sport in another country. Sport spectatorship of local football in Singapore has been poor. The chapter first describes the current spectatorship trends in the S-League, the local football league in Singapore. It also briefly reviews current spectatorship theories to identify possible causes for the poor spectatorship numbers observed at S-League matches. Taking into account club affiliations among spectators and how such relationship affects the fortunes of a club’s following, relevant theories are discussed in the context of the sports situation in Singapore. Using both qualitative and quantitative studies, the chapter reports on the factors affecting spectatorship and provides a discussion for improving attendance at local football matches.

Chapter 9 examines one of the controversial sports development schemes in Singapore. As success in sports is sometimes seen as a means to achieve political goals including building a sense of national pride, some countries have actively sought to recruit promising athletes from other countries as a means to increase their chances at sporting success. Singapore is no exception. The Foreign Sports Talent scheme was Singapore’s response to recruit foreign sports talent to augment the country’s chances at sporting success. This chapter explores the perception of Singaporeans on this scheme. The chapter reports divided opinions on various aspects of the Foreign Sports Talent scheme including whether the scheme was successful. The chapter also provides a discussion on suitable measures to enhance the Foreign Sports Talent scheme, such as programs for better social assimilation into the host country, post-career opportunities for the athletes in the Foreign Sports Talent scheme, and a workable plan for the transference of skills and knowledge to the next generation of athletes.

Chapter 10 reviews the development of wake sports in Taiwan. The Chinese Taipei Waterski and Wakeboard Federation, founded in 1973, has actively trained and certified coaches and waterskiing boat drivers. It has also increased public participation opportunities, developed waterskiing processes,
as well as advocated safety in wake sports. The chapter details sports development in Taiwan and, in particular, examines the history of wake sports in the country. The chapter also describes how the 2009 World Games in Taiwan became an opportunity to train waterskiing and wakeboarding athletes and to develop the sport further.

Chapter 11 looks at the development of Taekwondo, a popular martial art in Asia. Taekwondo has seen rapid growth as a universal martial art sport due, in part, to it being an Olympic Games event. Taekwondo has played a very important role in the construction of the image of Korea as a nation brand. This chapter provides an extensive discussion on factors affecting consumer decisions to participate in Taekwondo schools. The suggested factors in this chapter provide specific implications to the marketing of Taekwondo based on the unique characteristics of the Taekwondo market environment. This chapter also illustrates how Taekwondo organizations have maintained a close working relationship with the Korean government to seek financial and human resources support.

Chapter 12 opens the section on the sociological aspects of sports. This chapter discusses the development of football as a national phenomenon in Singapore with respect to its wider social and historical background. The discussion looks at football’s development and associated problems in the country from a historical and social angle, and from the three perspectives of “globalization,” “individual level,” and “national society level,” with the aim of providing a concise but inclusive analysis of the de facto “national sport” in Singapore. From the rationalistic point of sport management, the purpose of this chapter served to make readers appreciate the notion that over more than a hundred years of historical process, football has developed to become a popular cultural phenomenon in the country. It is therefore imperative for stakeholders in the sport industry to recognize the status of football as a cultural icon in both Singapore and Asia, and seek to support and promote the sport for its potential social and commercial benefits.

Chapter 13 analyses the organization of the Youth Olympics Games, one of the innovations of the International Olympic Council and an addition to Olympic family of sporting events. Despite the uncertainties associated with organizing a new international sporting event with no benefit of tapping into prior experience, the people of Singapore pulled together to organize and manage the inaugural Youth Olympic Games in 2010 successfully. For a small country like Singapore being seen by other larger countries with more resources as an efficient and gracious host signified a growing reputation that enhanced its global status. This chapter examines the motivations, organizational processes, and linked issues that helped to firmly establish Singapore as a small country capable of creating a world event. In so doing, Singapore not only promoted the Olympic Movement but also marketed the Singapore brand. The chapter discusses how sports administrators and government officials took the lead in propelling the venture along unknown paths under the watchful eye of the IOC and the 26 International Sports Federations. There were both praises and criticism for Singapore’s efforts but it remains clear that there were benefits that emerged to enhance the regional and global identity of the island state.

Chapter 14 concludes the section by examining how sport provides a vital physical activity context that has the potential to significantly contribute to the positive development of youths. Although the acquisition of motor skills and sport-specific abilities are regarded as indispensable constituents of sport involvement, other elements contributing to athletes’ positive development such as cognitive and psychosocial skills must be considered. Participation in sport not only provides opportunities for children to learn skills and knowledge, it is also a good platform to develop positive life skills and values. Numerous
studies have examined the effectiveness of sport-based programmes designed for developing life skills and values, but there have been fewer studies that specifically addressed how to promote this type of material among youth. This chapter provides a review that explores the potential approaches for infusing the learning of life skills and values in sport participation and improving the effectiveness of structured life skills and values-driven training programmes in order to achieve the desired developmental benefits of sport participation among youths.

Chapter 15 opens the last section of sport management practices in Asia by focusing on volunteer management in sports organizations. Effective volunteer management practices have been shown to be linked to performance, commitment, satisfaction, and retention of volunteers. In addition, it has been shown that organizational contexts are crucial to successful implementation of such practices. Using a volunteer management framework comprising four main stages, the volunteer management practices of non-profit national sports associations are examined against those of for-profit event management companies. The chapter reports that there are differences in the level of perceived importance and the extent of implementation between non-profit national sports associations and for-profit event management companies. Content analysis of the interviews conducted with key management staff in the organizations support the notion that the reasons underlying the perceived importance of volunteer management practices are associated with volunteer retention, and with support organizations’ objectives. The chapter ends with a discussion on the implications of the findings from the study.

Chapter 16 presents a review of practices and issues faced in coach education and learning globally. It also outlines Singapore’s coach education program and how it is aligned to the International Sports Coaching Framework jointly proposed by the International Council for Coaching Excellence, the Association of Summer Olympic International Federations, and Leeds Metropolitan University in 2012. This chapter provides information that is of particular interest to managers of coach education programmes and coach developers when they are conceptualising and planning coach education programmes for their countries. This is especially relevant to readers when such coaching programmes in Asia are still in their infancy stages.

Chapter 17 concludes the section and the book with an important theme. There has been an increase in interest in environmental issues in sports management. In particular, organizers of the Olympics have been rightly concerned that the world’s largest and arguably most influential sporting event should set the tone and be environmentally friendly. The objective of this chapter is to illustrate how Beijing addressed its environmental issues to fulfill the “Green Olympics” promise. A general overview is first provided on how environmental protection has become an important part of the Olympic Games. The chapter goes on to capture the increasing emphasis of mega sport events in China, which has led to its attempt to bid for the Olympic Games and other large-scale sport events. Subsequently, the chapter presents the extensive environmental efforts associated with hosting the Beijing Olympic Games, focusing on areas such as air quality, energy, transportation, water environment, green coverage, solid waste, and environmental education. Finally, the chapter touches on the environmental impact of the Beijing Olympic Games from the perspective of local residents. This indicates that the Beijing Olympic Games provided a unique opportunity for the city to speed up its urban environmental reform. It also demonstrated that with a mandatory environmental policy and a collective effort involving the government, environmental agencies, and community groups, hosting a mega sport event can create a positive environmental legacy to the host city and even its country.
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REFERENCES


