Opportunities for New Organizational Forms Emerging from Sport Mega-Events

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Organizational theory/culture
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Sport mega-events (SMEs) have been characterized as "global occasions of enormous economic, political, and social importance" (Giulianotti & Klauser, 2010, p. 50). SMEs have been studied by scholars relating to economic and tourism impacts (Maeninig & Zimbalist, 2012), host image (Preuss & Alfs, 2011), infrastructural changes (Coates & Humphreys, 1999), leveraging of events (Beesley & Chalip, 2011), and security/sport-related violence (Giulianotti & Klauser, 2010). A number of recent SME studies have focused on legacy (Ferrari & Guala, 2015; Coakley & Souza, 2013; Cornellisen, Bob, & Swart, 2011). Legacy outcomes for a city or nation include increased sport participation, establishment of new sport programs, creation and renovation of new sport venues and infrastructure, structural improvements such as enhanced communication and transportation systems, and the formation of sport-related social capital that revitalizes communities (Coakley & Souza, 2013). Furthermore, Coakley and Souza point out that legacies are only sustainable when they are strategically planned, organized and funded by existing social structures. Because of this strategic planning along with the creation of new infrastructure, opportunities for new forms of organizations may emerge from SMEs. This is important because the identification of new organizational forms in SMEs may shed light on new structures in sport as well provide guidance to issues in the governance of sport. The purpose of this paper is to propose areas where new organizational forms may emerge as a result of SME's

Organizational Forms

Much of the research that has explored new organizational forms stems from research and theory in organizational ecology and institutional sociology (Romanelli, 1991). Organizational forms refer to those characteristics of an organization that identify it as a distinct entity while simultaneously classifying it as member of a group of similar organizations (Romanelli, 1991). They represent a specific kind of collective organizational identity (Hsu & Hannan, 2005). Organizations come to resemble one another, and audiences recognize these resemblances into a form (Hsu & Hannan, 2005). New organizational forms arise in response to larger social and political environments (Hannan & Freeman, 1986) as well as technological advances in society (Weber, 1978). Organizations seldom survive when technological, social and economic structures sharply change (Hsu & Hanan, 2005)

Emerging Organizational Forms in SMEs

Based on a thorough review of the literature in organizational ecology and organizational theory, the argument set forth is that new organizational forms may emerge from SMEs. These new forms may operate in hypercompetitive environments (D'Aveni, 1994), include both public and private partnerships, and operate in changing organizational and environmental conditions. Three types of forms are proposed: collaborative network forms, legacy forms and media forms.

Collaborative network forms

New organizational forms may emerge as a result of the collaborative networks formed for the purposes of a SME. Logically, the formation of collaborative networks is dependent upon trust between a number of organizations (Shonk & Bravo, 2010), and when organizations operate under conditions of high risk they may be impelled to assume joint risks and engage in recurrent business transactions (Cravens, Piercy, & Shipp, 1996). Examples of these types of network forms were evident in the London 2012 Olympic and Paralympic Games. A report by the UK Department for Culture, Media & Sport (2013) suggests the Games played an important role in coordinating activities and delivery across a range of organizations that would not normally work together. For example, host boroughs continued working together after the Games under the guise of the "Growth Boroughs". The Games also brought together a large number of people from across government, its related agencies, as well as the private and third sectors that were introduced to each other and have gained experience through working together.

Legacy forms
Another area where organizational forms may emerge is from the legacy initiatives implemented due to the SME. Legacy refers to "all planned and unplanned, positive and negative, tangible and intangible structures created for and by a sport event that remains longer than the event itself" (Preuss, 2007). Chappelet and Junod (2006) proposed five types of legacy: sporting legacy, urban legacy, infrastructural legacy, economic legacy, and social legacy. Once again, using the London 2012 Olympic and Paralympic Games as an example, an estimated 62,000-76,000 residents out of work in London secured temporary or part-time jobs due the Games. Over £2.4 billion was spent by visitors attending both sporting events and cultural events. The Games resulted in the development of six permanent sporting venues, a number of temporary venues, building of the Athletes’ Village, creation of the International Broadcast Center and Main Press Center, and building of more than 30 bridges. The London Legacy Development Corporation (LLDC) continued work after the games to transform Olympic Park into an urban district with almost 10,000 new homes, two primary schools, a secondary school, nine nurseries, three health centers, and a number of multi-purpose spaces.

Media forms
The final type of organizational form that may emerge stems from the widespread media attention given to SMEs. Developments in technologies related to mass communication, especially satellite television, have created large audiences for mega-events like the Olympics and the World Cup (Horne & Manzenreiter, 2006). The London 2012 Olympic Games have been referred to as the first social media Olympics and Miah (2014) provides the following statistics pertaining to new media. The London Organizing Committee of the Olympic and Paralympic Games (LOCOG) had its own YouTube Channel which generated over 12 million views and 52,000 subscriptions. There were 109 million visitors to the London2012.com Website with 431 million visits and 4.73 billion page views, and the mobile app for the Games was downloaded 15 million times.

Discussion
The purpose of this paper was to propose areas where new organizational forms may emerge as a result of SME’s. As this is an initial attempt to explore organizational forms in relation to SMEs, types of organizational forms have not been identified as much as areas where organizational forms may develop. In this respect, new organizational forms may emerge from SMEs as a result of legacy development, collaborative efforts between public and private organizations that normally would not work together, and through the creation of new media resulting from SMEs. Some examples of new forms have been suggested in relation to the London 2012 Olympic and Paralympic Games. Future empirical studies would be helpful in advancing the issue of organizational forms in sport utilizing both quantitative and qualitative methods.