The Impact of Value Creation on the Performance of Soccer Clubs in Colombia Mediated by Co-Innovation

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Management - Other (Amateur Sport)
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Research has shown little attention on the effects of co-innovation for non-profit sport organizations (NPSOs). The present study aims to investigate this gap by analyzing the impact of value creation on the performance of amateur soccer clubs in Colombia (CLubsAS) and the mediating role of co-innovation.

The present study focuses on amateur soccer clubs in Colombia. These clubs are socially recognized due to the popularity of the sport, but their management is fragile and precarious, and they lack knowledge on innovation processes (Lemoine et al., 2014). Based on the above, a conceptual model has been proposed which relates the constructs of value creation and performance of NPSOs, mediated by co-innovation.

The impact of value creation is measured through the dimensions of new businesses, technologies, processes and partners (see Clauss, 2016). Performance is measured through multi-dimensions such as sports, customers / members, communication and image, finance and organization (Winand, Zintz, Bayle, and Robinson (2010). Co-innovation, as a mediating variable, is measured by concepts such as ideation, communication and collaboration (see Abhari, Davidson, & Xiao, 2017). The main hypothesis (out of 10 detailed ones) is that co-innovation mediates the relationship between value creation and performance in amateur soccer clubs in Colombia. A quantitative approach is chosen through the use of PLS-SEM method. The collection of the data was carried out with self-administered questionnaires completed by 345 sports and administrative managers of ClubsAS between February and April 2017, with a response rate of 48%. For the analysis of the data, the measurement validation of the instrument for formative and reflective constructs was carried out, and subsequently the evaluation of the structural model.

The results have shown that the ClubsAS were creating value in the services they offer, and that directly and positively influenced the performance of the sport dimensions (t=9,955; \( \beta = 0,418 \)), clients / members (t=9,188; \( \beta = 0,383 \)), communication and image (t=8,188; \( \beta = 0,352 \)), finance (t=9,075; \( \beta = 0,350 \)) and the organizational dimension (t=9,190; \( \beta = 0,373 \)); Likewise, results revealed the mediation of co-innovation between the creation of value and the performance dimensions of NPSOs: clients/members (t = 4.129, VAF = 0.20), communication and image (t = 3.936 , VAF = 0.22) and finance (t = 3.482, VAF = 0.21). This confirms that the creation of value when carried out through co-innovation in ClubsAS directly and positively impacts these performance dimensions.

The findings showed that: I) Open innovation from which co-innovation theoretically arises has been adopted to create value in the ClubsAS, in different ways and without standardized processes; II) The creation of value that positively affects co-innovation, influences the way in which ClubsAS provide financial strength to maintain and grow in a competitive environment; and, III) The creation of value through activities related to new processes, technologies, partners or new capacities, positively affect the efficiency and effectiveness of the ClubsAS.

This study suggests that the generation of ideas in collaboration with internal and external actors through co-innovation or co-creation of value impacts on the creation of new and improved products, services or activities for NPSOs.