



HAL
open science

The study of co-hosted FIBA Women's Eurobasket 2021 alliance: the effect of event delivery model of FIBA Europe on organizational learning outcomes

Karina Mukanova, Michel Desbordes, Christopher Hautbois

► To cite this version:

Karina Mukanova, Michel Desbordes, Christopher Hautbois. The study of co-hosted FIBA Women's Eurobasket 2021 alliance: the effect of event delivery model of FIBA Europe on organizational learning outcomes. Preuss Holger; Ghafouri Farzad; Mohammad Alkayal. The 11th International Sport Business Symposium, Aug 2024, Paris, France. Book of Abstracts: 11th International Sport Business Symposium, 2024. hal-04671415

HAL Id: hal-04671415

<https://hal.science/hal-04671415v1>

Submitted on 14 Aug 2024

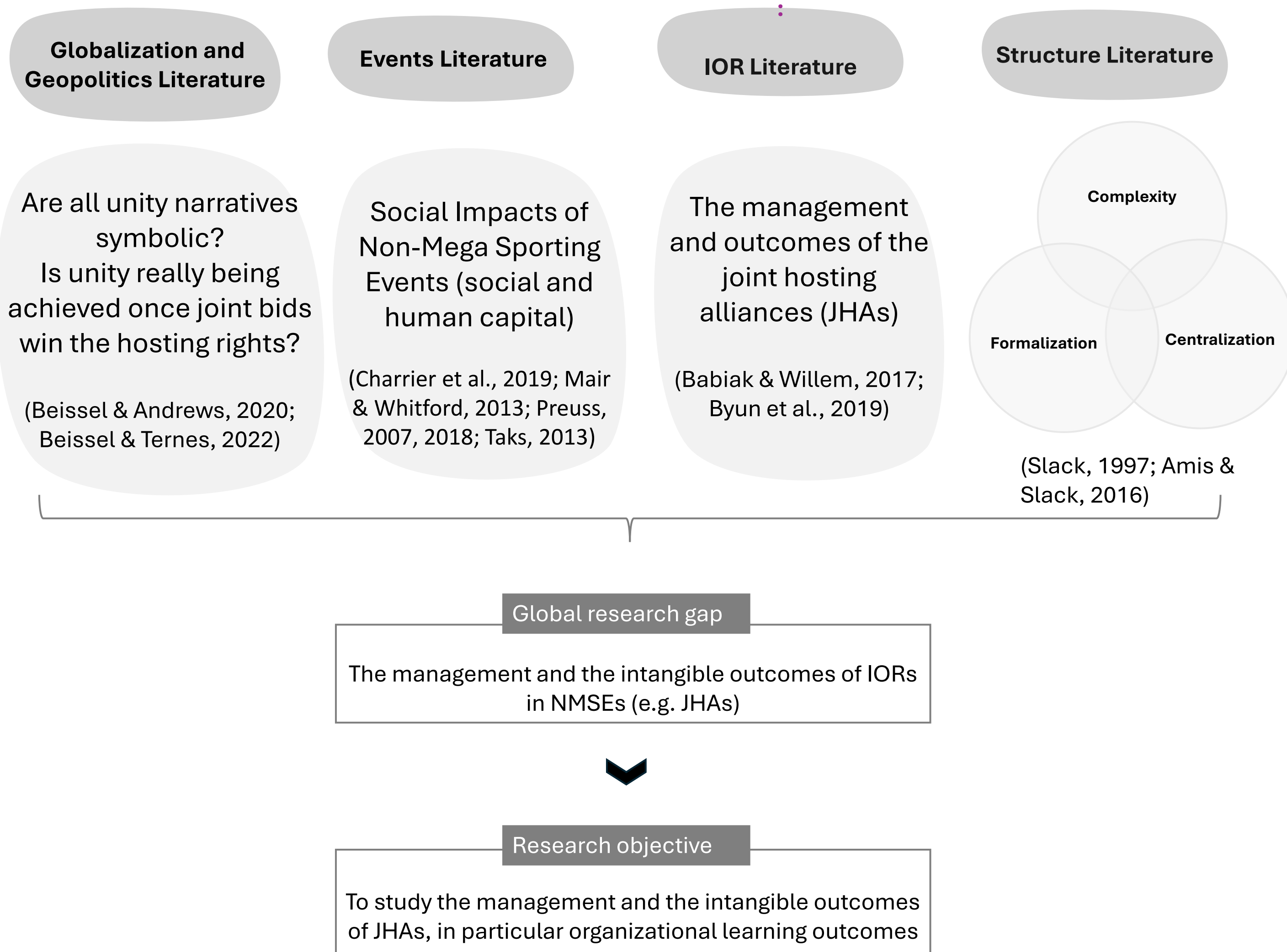
HAL is a multi-disciplinary open access archive for the deposit and dissemination of scientific research documents, whether they are published or not. The documents may come from teaching and research institutions in France or abroad, or from public or private research centers.

L'archive ouverte pluridisciplinaire **HAL**, est destinée au dépôt et à la diffusion de documents scientifiques de niveau recherche, publiés ou non, émanant des établissements d'enseignement et de recherche français ou étrangers, des laboratoires publics ou privés.

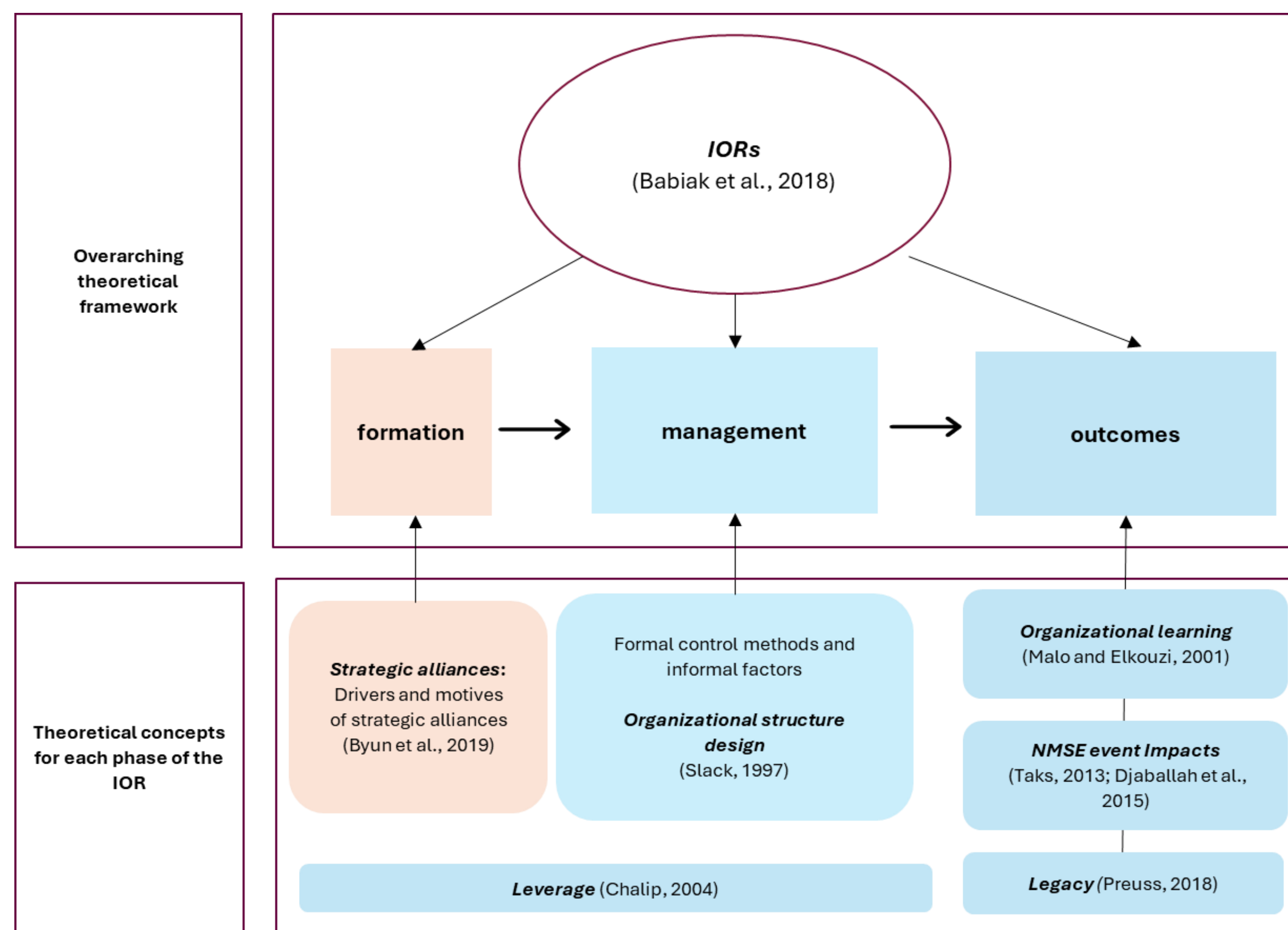
The study of co-hosted FIBA Women's Eurobasket 2021 alliance: the effect of event delivery model on the organizational learning outcomes

Karina Mukanova¹, Christopher Hautbois and Michel Desbordes²
¹International University of Monaco, ²CIAMS Laboratory, Université Paris Saclay

Literature Review



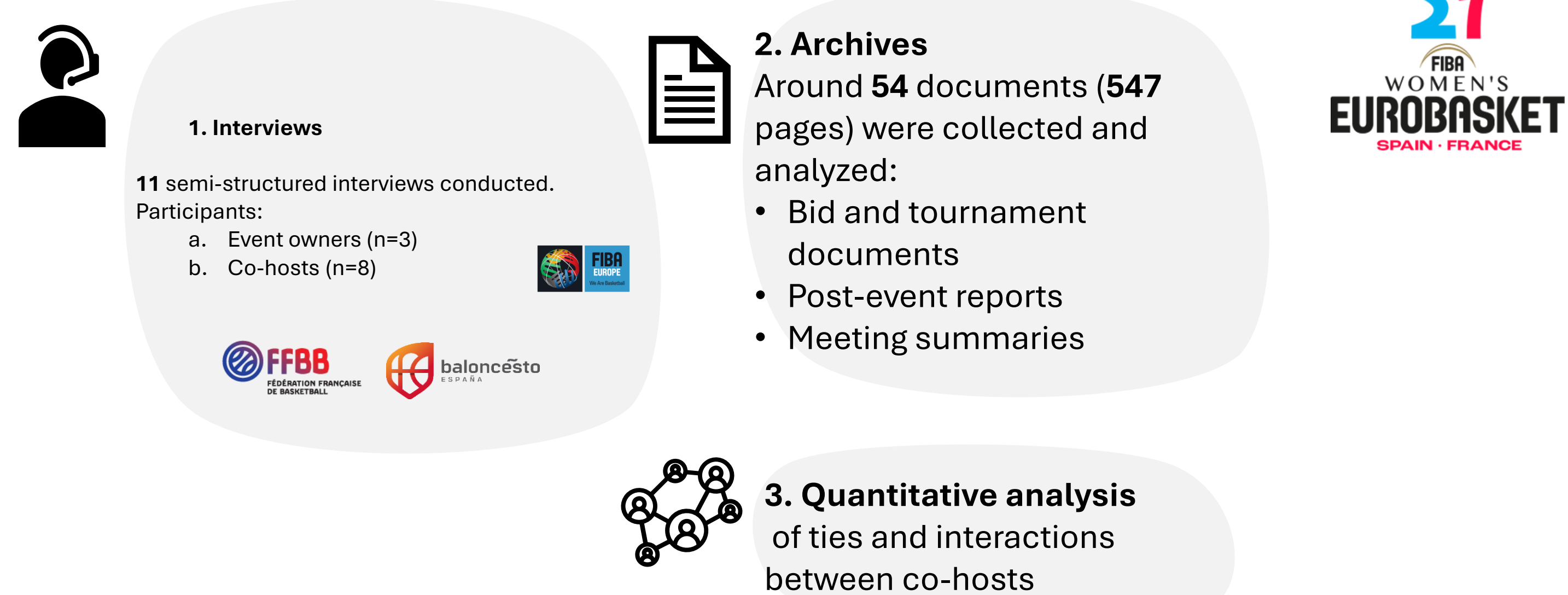
Theoretical framework



Research questions

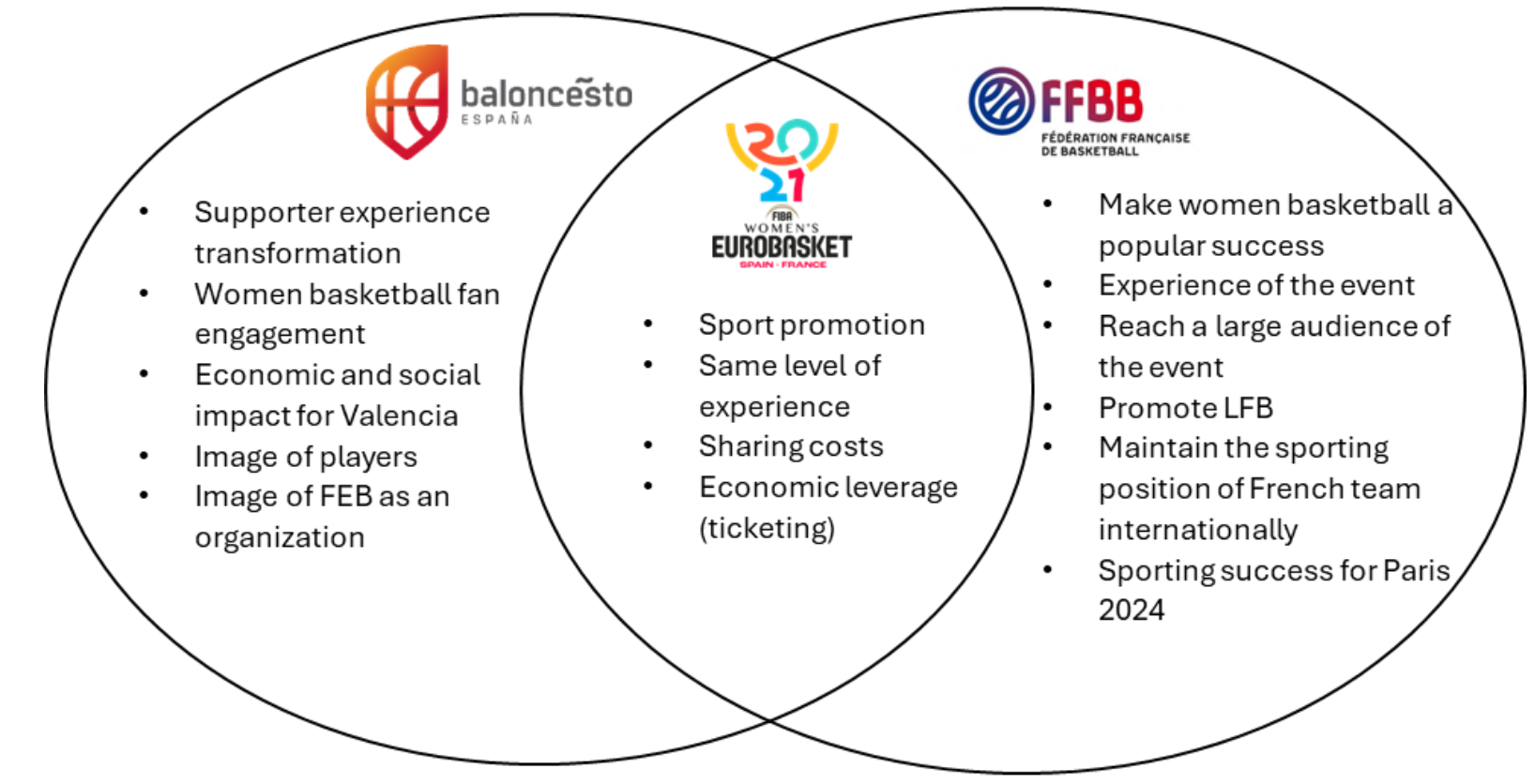
- formation**
RQ1: What are the drivers and motives of FIBA EBW 2021 alliance formation?
- management**
RQ2: How did formalization affect the collaboration between alliance members?
- Outcomes: Organizational learning**
RQ3: How did formalization affect organizational learning between alliance members?

Methodology

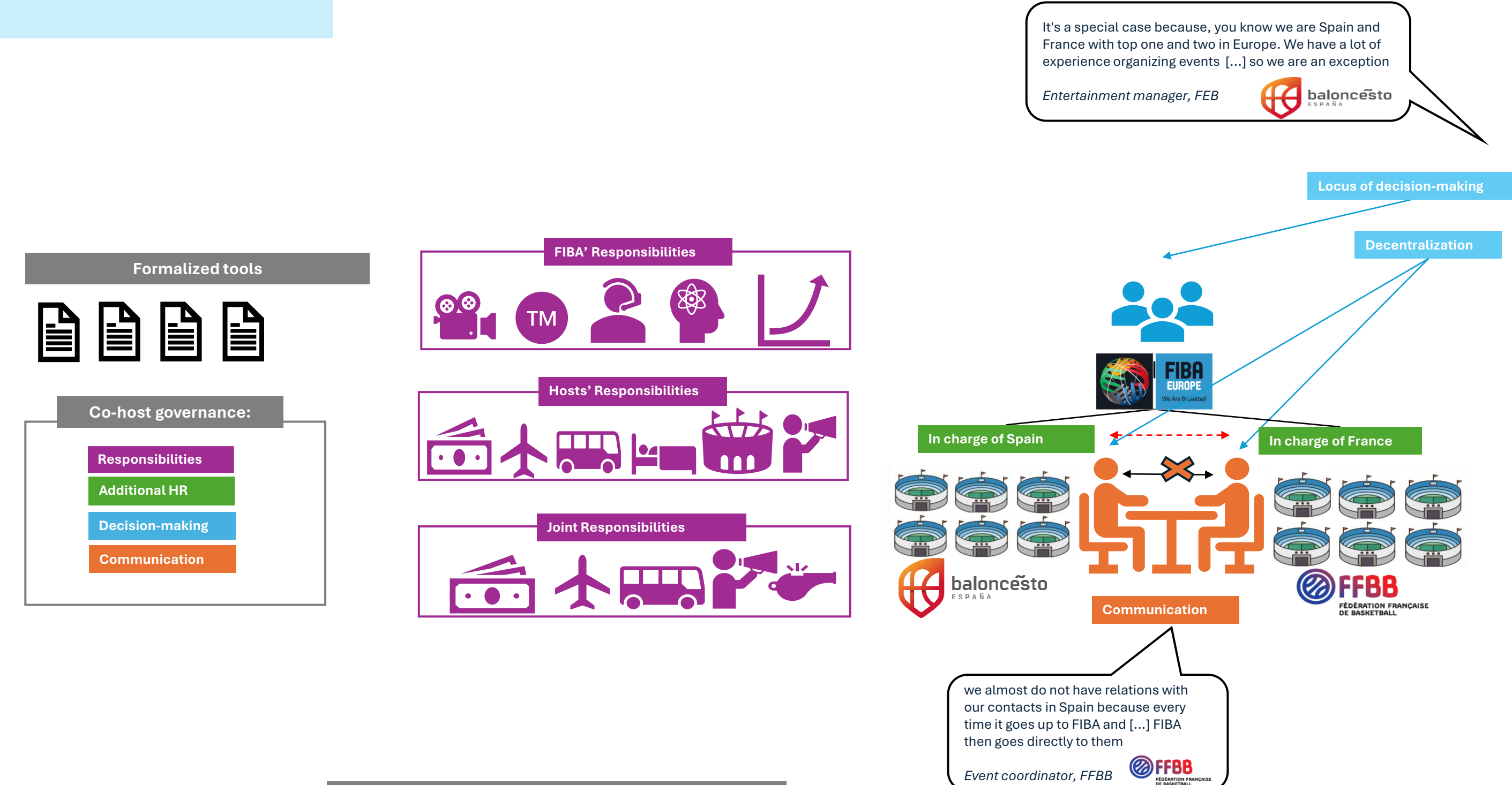


Results

formation **RQ1:** What are the drivers and motives of FIBA EBW 2021 alliance formation?



management **RQ2:** How did formalization affect the collaboration between alliance members?



Outcomes: Organizational learning **RQ3:** How did formalization affect organizational learning between alliance members?

Table 17. Organizational learning outcomes of FIBA EBW 2021

| Codes | Intraorganizational | Interorganizational | Extraorganizational |
|----------------------------|---------------------|---|---|
| Event | | | |
| FIBA Women Eurobasket 2021 | N/A | Common activity: friendly matches to prepare for the tournament (Spain) | Increasing visibility of women basketball |

Source: author's own elaboration

Conclusion

- The intensity of collaboration is low in the given alliance. It is not really a collaborative project.
- Responsibility in legacy formalization does not lie with event owners, but host governments.
- Event owners should be conscious of the impact of the event structure on co-host collaboration

Managerial implications

- Event organizers - NFs**
 - The co-host match-up that is conducive to learning
 - Strategically plan their joint bid before the bidding stage
 - Bidding and post-event stage for event impact-related issues
 - More strategic planning for inter- and extraorganizational learning outcomes (goal alignment, joint objectives)
- Event owners - IFs**
 - Event bid package offer on alliance partner dynamics
 - Single bid event package offer on alliance goal alignment
 - Co-host manager's role on co-host collaboration (+/-)
 - The importance of the formalization of legacy

References

- Amis, J., & Slack, T. (2016). Organisation theory and the management of sport organisations. In B. Houlihan & D. Malcolm (Eds.), *Sport and Society* (3rd ed.). Sage.
- Babiak, K., & Willem, A. (2017). Interorganizational Relationships in Sport: From Theory to Practice. In R. Hoye & M. M. Parent (Eds.), *The SAGE Handbook of Sport Management*. Sage. <https://doi.org/10.4135/9781473957961>
- Beissel, A. S., & Ternes, N. (2022). The Empire Strikes Back: FIFA 2.0, Global Peacemaking, and the 2026 FIFA Men's World Cup. *Journal of Global Sport Management*, 1–33. <https://doi.org/10.1080/24704067.2022.2116589>
- Beissel, & Andrews, D. L. (2020). Art of the deal: Donald Trump, soft power, and winning the 2026 FIFA Men's World Cup bid. In B. C. Clift & A. Tomlinson (Eds.), *Populism in Sport, Leisure, and Popular Culture*. Routledge.
- Byun, J., Leopkey, B., & Ellis, D. (2019). Understanding joint bids for international large-scale sport events as strategic alliances. *Sport, Business and Management: An International Journal*, 10(1), 39–57. <https://doi.org/10.1108/SBM-09-2018-0074>
- Chalip, L. (2006). Towards Social Leverage of Sport Events. *Journal of Sport & Tourism*, 11(2), 109–127. <https://doi.org/10.1080/14775080601155126>
- Charrier, D., Jourdan, J., Bourbillères, H., Djabballah, M., & Parmantier, C. (2019). L'impact social des grands événements sportifs: Réflexions théoriques et méthodologiques à partir de l'Euro 2016. *Movement & Sport Sciences - Science & Motricité*. <https://doi.org/10.1051/sm/2019029>
- Djabballah, M., Hautbois, C., & Desbordes, M. (2015). Non-mega sporting events' social impacts: A sensemaking approach of local governments' perceptions and strategies. *European Sport Management Quarterly*, 15(1), 48–76. <https://doi.org/10.1080/16184742.2014.1000353>
- Mair, J., & Whitford, M. (2013). An exploration of events research: Event topics, themes and emerging trends. *International Journal of Event and Event Management*, 15(1), 1–12. <https://doi.org/10.1108/17582951311307485>
- Malo, M.-C., & Elkouzi, N. (2001). Alliance stratégique et apprentissage: Collectif des entreprises d'insertion du Québec et Comité économie sociale inter-CDÉC 157–172. <https://doi.org/10.7202/009080ar>
- Preuss, H. (2007). The Conceptualisation and Measurement of Mega Sport Event Legacies. *Journal of Sport & Tourism*, 12(3–4), 207–228. <https://doi.org/10.1080/1080/1940694>
- Preuss, H. (2018). Event legacy framework and measurement. *International Journal of Sport Policy and Politics*, 11(1), 103–118. <https://doi.org/10.1080/1940694>
- Slack, T. (1997). *Understanding Sport Organizations: The application of the organization theory*. Human Kinetics.
- Taks, M. (2013). Social sustainability of non-mega sport events in a global world. *European Journal for Sport and Society*, 10(2), 121–141. <https://doi.org/10.1080>

Implications for the Olympics



As more and more International Federation of Basketball's (FIBA) sporting events and other single sport events are co-hosted (e.g. FIBA World Cup in 2023 by Japan, Indonesia, and the Philippines or most of the latest FIBA Eurobasket events) and the Olympics Games are allowed to go beyond one host city concept as per **Agenda 2020+5 (Recommendation 2)**, these findings prove to be relevant for the Olympic world and its federations in understanding the collaborative patterns between the **co-hosts**, be it **multiple venues, cities and/or countries**.

