Discussion

Safety and

security

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Fussey &

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Introduction / Literature Review

INTRODUCTION



- ♦ Between 1972 and 2004, 168 sportrelated terror attacks have occurred at sporting events globally (Clark, 2004)
- ♦ The tragic event of 9/11 have brought forth safety/security advancements such as anti-terrorism legislation, antiterrorist technologies, and the advancement of security management systems (Javawardhana, 2016)
- Sport venues in the United States proclaim and aspire to a level of "total security" which involves selective choices associated with risks (Fussey & Coaffee.
- A balanced approach between local and global security measures are essential (Fussey & Coaffee, 2012), however, the institutional logics, institutional strategy, and isomorphic behaviors of safety and security managers in professional sport venues in the US has not yet been evaluated.

LITERATURE REVIEW



- A majority of safety and security studies have investigated the operational issues associated with
- Media's treatment of security issues at sporting events (Atkinson & Young, 2002; Toohey & Taylor,
- Perceptions of attendees after 9/11 attacks (Atkinson & Young, 2002; Taylor & Toohey, 2006; Toohey et al., 2003)
- Impact on travel intentions (Reisinger & Mayondo, 2005)
- * Emotions and risk perceptions of safety and security (Taylor & Toohey, 2007; Toohey, 2008)



Institutional Logics "frames of reference that condition organizational choices for sensemaking, for the vocabulary needed to motivate action, and for the creation of a sense of self and identity" (Thornton, Ocasio, & Lounsbury, 2012, p. 804)

Institutional strategy "the ability to articulate, sponsor, and defend particular practices and Organizational forms are legitimate or desirable" (Lawrence, 1999, p. 162)

Isomorphism "a constraining process that forces one unit in a population to resemble other Units that face the same set of environmental conditions" (DiMaggio & Powell, 1983, p. 149)

PURPOSE

The purpose of this study was to expand the breadth of knowledge pertaining to the institutional logics, institutional strategy, and isomorphic behaviors experienced by safety and security managers in professional sport venues within the United States.

The research questions guiding this study were:

- (1) Do sport safety managers perceive the presence of multiple competing
- (2) How do safety and security managers manage the rationalized institution of safety and security in professional sport within the United States?

Methods / Results

Qualitative Methodology



Participants

- Nine sport safety and security managers working in professional sport in the United States were interviewed for this study
- · 2 NFL Managers/Directors · 3 MLB Managers/Directors
- · 3 NBA Managers/Directors
- · 1 NHL Manager/Director
- 2 Female Participants

7 Male Participants

Data Collection

Purposeful sampling was utilized to ensure participants were knowledgeable about safety and security regulations

- of their organization and specific league. Data collection continued until a point of saturation was realized.
- Semi-structured interviews lasting approximately 45 mins to 1 hour were conducted with each participant.
- Survey questions were developed based on institutional logics, institutional strategy, and isomorphism

I think for the most part, the NFL has done a great job at standardizing the security policies of

the league. This makes it easy for all NFL fans to

expect the same procedures at every venue.

always understand the local impact. Dropping players off away from the clubhouse and making

tion we are facing, so it can be a challenge.

em walk was one of those failed initiative

RESULTS

think the biggest challenge for me is the mandated staffing levels. The league

as provided minimum staffing levels per game, and sometimes I wish we coul diust based on weather, day of week, ect, but those are mandated by the

of our biggest challenges is having both an NBA and NHL team in our venue. For the most part, the ifety and security expectations are similar, however there are some things that the league requires that are

hallenge. We try to explain the situation as best we can, but sometimes, they just don't understand the

Data Analysis

- Braun & Clarke (2006) Thematic Analysis
- 1. Immersion in the data 2. Develop initial codes
- 3. Group codes into themes
- Review themes with previous literature of Institutional logics strateey, and isomorphism
- Compare & contrast themes with colleagues
- 6. Select "vivid compelling extruct examples (Braun & Clarke, 2006

Trustworthiness

- Lincoln & Guba (1985:
- I. Credibility
- 2. Dependability
- 3. Confirmability
- 4. Transferability
- 5. Authenticity

staff is well taken care of. All teams are different

and I like the freedom to work with my staff and ase their training around what is needed at this

ecific venue. I don't think a standard policy

uld work well in terms of staff training

we need to be able to adapt to specific issues

different, so we do need freedom to make

ecause every game is different, every situation i



Professional sport venues in the United States do face challenges with isomorphic behavior

Logics and strategy can be implemented at the league level. however, there must be accommodations made for local decisions by safety and security

managers

Standardization of policies and procedures cross the league is important for fans, however, there can be impacts to the local market. especially for venues hosting organizations or events under one

roof

CONTRIBUTION

A combination of national and local security measures work best.

Allow local safety managers the flexibility to adjust standards to meet their operational needs.

here are competing logics and strategies between the leagues and teams, however, standardization seems an essential logic between both league and individual organizations.

FUTURE RESEARCH



International policies Implemented at US

(FIFA, IOC, ect)

References OR Code

2020 Global Sport Business Association Conference