

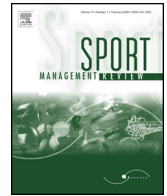


ELSEVIER

Contents lists available at ScienceDirect

Sport Management Review

journal homepage: www.elsevier.com/locate/smr



A conceptual model on the process of innovation diffusion through a historical review of the United States Armed Forces and their bowl games

Chad Seifried^{a,*}, Matthew Katz^b, Patrick Tutka^c

^a Louisiana State University, United States

^b University of Massachusetts, United States

^c Niagara University, United States

ARTICLE INFO

Article history:

Received 17 March 2016

Received in revised form 30 September 2016

Accepted 26 October 2016

Available online xxx

Keywords:

Innovation diffusion

Historical research

United States Armed

Forces

Bowl games

ABSTRACT

Due to the interrelated social systems prominent within the organization of sport products and services, the sport industry represents an ideal setting for studying innovation diffusion. This research endeavor extends previous work based on Rogers' (2003) Diffusion of Innovation Theory and uses an historical research approach as a means to understand what happens beyond the initial point of adoption with respect to the total process of innovation diffusion. Within, the authors offer a number of implications for current managers and scholars of sport through applied history. Historical analysis exploits the United States Armed Forces use of American football games from 1942 through 1967 to propose a nine-point conception model on innovation diffusion. In the model, we emphasize the interaction/synergy of: communication systems; time; and social systems. Moreover, the authors discuss the impact of physical and virtual geography and the interplay between degrees of seriousness, availability of resources, isomorphism, and technology across each stage of the process to emphasize their interactions within subsequent stages as to whether the diffusion process continues. Late adopters can extend the diffusion process through re-invention to offer a more complete theoretical model of the total process of innovation diffusion.

© 2016 Sport Management Association of Australia and New Zealand. Published by Elsevier Ltd. All rights reserved.

1. Introduction

Due in part to the competitive nature of the sport industry, innovation emerged as an essential component to sustainable organizational success. The “supersonic growth” of the sport industry increased competition through innovation among sport organizations for the individual attention of consumers, talents of players, managerial skills of coaches, and sponsorship dollars of interested businesses (Rein, Kotler, & Shields, 2006, p. 28). Beyond the individual, sport organizations and innovation are interconnected as teams within a single league may compete on the field but cooperate off the field as an interrelated social system (Dickson, Arnold, & Chalip, 2005; Meiklejohn, Dickson, & Ferkins, 2016). Collectively, this

* Correspondence to: College of Human Sciences and Education, L.M. “Pat” and Mildred Harrison Endowed Professor, School of Kinesiology Graduate Coordinator, Sport Management Graduate Coordinator, Louisiana State University, 112 Huey P. Long Field House, Baton Rouge, LA 70803, United States.
E-mail address: cseifried@lsu.edu (C. Seifried).

<http://dx.doi.org/10.1016/j.smr.2016.10.009>

1441-3523/© 2016 Sport Management Association of Australia and New Zealand. Published by Elsevier Ltd. All rights reserved.

information suggests sport holds the potential to serve as a salutatory research setting to understand the underlying mechanisms of innovation and subsequently diffusion (Chacar & Hesterley, 2004); however, there remains a surprising dearth of research on the intersection of diffusion and sport. There are notable exceptions such as Hoeber and Hoeber's (2012) study of technological innovation in community sport organizations, the description of the "moneyball" phenomenon in Major League Baseball (Wolfe, Wright, & Smart, 2006), and the incorporation of environmentally sustainable features in new stadiums (Kellison & Hong, 2015). Further, Bale (1984) and Newell and Swan (1995) provide central conceptual pieces on innovation diffusion in which the former focused on the development of sport while the later looked at the role of interorganizational networks towards diffusion. Other development or geography pieces and marketing-focused works also discussed the concept of diffusion (e.g., Callede, 1993; Higgins & Martin, 1996; Lai, 1999). Yet, despite these impacts, none substantially consider diffusion beyond the introduction and adoption stages.

Looking outside the boundaries of sport-focused research and into literatures ranging from management to public administration, communications, marketing, psychology, social work, and medicine, we find additional works on innovation diffusion (e.g., Compagni, Mele, & Ravasi, 2015; Damanpour & Gopalakrishnan, 2001; Dearing, 2009; English, 2014; Kiesling, Günther, Stummer, & Wakolbinger, 2012; Wolfe, 1994). Rogers' (2003) Diffusion of Innovation Theory has played a prominent role in the development of innovation Research, serving as a theoretical base for emerging work on innovation diffusion. Defining innovation diffusion as "the process by which the adoption of innovation by member(s) of a social system is communicated through certain channels and over time triggers mechanisms that increase the probability of its adoption by other members who have not yet adopted it" (Rogers, 2003; p. 20), much of the nascent non-sport research on diffusion also fails to convincingly explain how innovation progresses past the early adoption stage (Blume, 2013; Compagni et al., 2015; Jalonen, 2012; Redmond, 2003). For example, traditional innovation diffusion theory centered on awareness in the adoption decision, which subsequently placed the focus of diffusion research on communication systems of early adopters (Dearing, 2009; Hong, 2012). Social systems and the relationships they create or maintain through change agents have been less studied and emphasized in conceptual and empirical models (Dearing, 2009; Greenhalgh, Robert, Macfarlane, Bate, & Kyriakidou, 2004; Kiesling et al., 2012). Thus, several researchers (e.g., Damanpour & Schneider, 2006; Greenhalgh et al., 2004; Hong, 2012; Jalonen, 2012; Kiesling et al., 2012) called for the creation of a process model to incorporate all components of diffusion.

In order to study diffusion as a complete process with respect to these points, Kimberly and Evanisko (1981) suggested scholars must appreciate "why and how an innovation—or group of innovations—spread in a population," and they challenged scholars to seek out those factors that "enhance rapid and widespread acceptance" (p. 86). We interpret such a statement as an invitation to utilize applied history toward the study of innovation diffusion. Applied history involves the research of events, establishment of patterns, and attempts to understand past settings/conditions to help practitioners and scholars of the present understand more efficient ways to avoid failure and frustration with their practical and conceptual work (Brophy, 2013; Neustadt & May 1986; Sterns & Tarr, 1981; Tosh, 2006; Wood, 2008). In applied history, Brophy (2013) argued the sequence of activities in specific settings is accentuated to bring attention to the enduring past (i.e., the contemporary practice of the present is rooted in the past). Further, trend assessment in applied history shows it can make connections between the past and present to justify decisions or ignore a specific course of action when conditions are similar (Brophy, 2013; Neustadt & May 1986; Sterns & Tarr, 1981; Tosh, 2006). Applied history can also importantly be used for prescription because it generates debate and additional discussion about the prospects of knowledge or theory building through the richness and diversity offered by the past to avoid potentially narrow perspectives offered by studying the non-reflective or information-lacking present (Brands & Suri, 2016; Brophy, 2013; Tosh, 2006).

By interlacing the historical method with a study of a particular theoretical sample of innovation diffusion, the purpose of this research is to build a conceptual model with respect to the total process of innovation diffusion. We chose to study innovation diffusion within the context of American football bowl games produced by the United States Armed Forces from 1942 to 1967 in both domestic and international locations because it enhances what Neustadt and May (1986) call the inventory of knowledge (i.e., theoretical and practical) through a specific historical case. The United States Armed Forces consists of several interdependent and similar branches (i.e., Army, Navy, Air Force, Coast Guard, and Marines) that are structurally similar but operate with some degree of independence. These different units ultimately have a single chief executive (i.e., The President of the United States of America) and work together through the Joint Chiefs of Staff to achieve a common goal or cause. Fundamentally the multiple departments of the United States Armed Forces are interdependent and more similar than they are different – which presents an ideal arena in which to study the diffusion of innovation.

Others have similarly promoted the interaction of the military and sport contexts as a useful location to examine innovation-related research (e.g., Anton & Nowlin, 2013; Hong, 2012; Pope, 1995; Seifried & Katz, 2015; Vasquez, 2012). In this instance, football bowl games served as an innovation to battle social inertia, improve "readiness (e.g., physical preparedness, timing, coordination, loyalty, and discipline), provide entertainment to the troops, integrate American ideals and customs into foreign lands, and enhance morale" (Seifried & Katz, 2015, p. 241). These football bowl games were special events involving four branches of the U.S. Armed Forces that featured competition within and between their bases and units and often the recruitment and/or transfer of soldiers to perform in contests (Seifried & Katz, 2011, 2015).

The bowl games followed the model established by American communities in New York, California, Florida, and Texas in an effort to grow local economies and improve morale during the Great Depression (Seifried & Katz, 2011). Beginning with the establishment of the 1916 Rose Bowl in Pasadena, communities like Miami, Dallas, El Paso, and New Orleans created bowl games as a postseason event for successful college football teams to reward their play and attract additional visitors during

Download English Version:

<https://daneshyari.com/en/article/4762008>

Download Persian Version:

<https://daneshyari.com/article/4762008>

[Daneshyari.com](https://daneshyari.com)