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Innovation with Information Technologies and Using Nostalgia as an Organizational Strategy

Mojdeh Pajoutan
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Abstract

The purpose of this paper is to show how sport organizations can use innovation through information technology (IT) to support the pursuit of nostalgia by revenue-oriented sport organizations as an organizational strategy to improve or maintain their fan nation. Collectively, a five-stage flowchart is offered that demonstrates an innovation process using IT for nostalgia to improve the placement of sport organizations in competitive markets. The foundation for this work's approach is based on expanding Damanpour and Schneider's (2006) three stages of innovation process in organizations, which include 1) initiation, 2) adoption decision, and 3) implementation. Wolfe's (1994) "process of innovation" or the "temporal sequence of activities" that organizations go through to implement innovations is also represented in the developed flowchart discussion (Wolfe, 1994; p. 409). Finally, potential future research directions are suggested for scholars and practitioners to consider with respect to IT, innovation, and nostalgia.

Keywords: *innovation; nostalgia; information technology*

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A variety of organizational scholars have called for institutions and industries to be “more flexible, adaptive, entrepreneurial, and *innovative* to effectively meet the changing demands of today’s environment” (Sarros, Cooper, & Santora, 2008, p. 145). Alvesson and Kärreman (2001), Bell, Den Ouden, and Ziggers (2006), and Sambamurthy and Subramani (2005) similarly argued flexible management practices capable of seeing external happenings and embracing their associated products were necessary for the creation or maintenance of innovation and to realize a desired position in the competitive marketplace. Innovation, as defined by Ganter and Hecker (2013) and Gumushluoglu and Ilsev (2009), appears as a strategy to introduce novel product(s), process(es), or system(s) into an organization. Chacar and Hesterley (2004) suggested that a lack of respect for innovation could undermine the ability of revenue-oriented sport organizations to manage their activities, react to the external environment, produce quality products, and ultimately fulfill previously established goals and/or objectives. In essence, the maintenance or creation of a competitive advantage is reduced without an appreciation for innovation and efforts to be innovative.

The competitive advantage provided by innovation emphasized in Ekvall and Arvonen (1994), Howell and Higgins (1990), Tushman & O’Reilly (2002), McDonald (2007), and Zimmermann (1999) further highlighted the important role of innovation but also the fact that this topic has not been studied very well. As an example, Hoeber and Hoeber (2012) and McDonald (2007) and many sport organization scholars neglected the topic of innovation despite the fact that sport is replete with examples of innovation (e.g., media broadcast production technology, clothing material development and design, facility construction, employee selection, etc.). Hoeber and Hoeber (2012) alluded to preferences for the status quo as a barrier to innovation and the potential realization of better products and services. This message and others is notable, as Mahony and Howard (2001) and Slack (1997) argued over a decade before that there are not enough studies of innovation and that more research on this topic for the field of sport management should be performed. Newell and Swan (1995) also offered the nature of sport organizations is dependent and reactive to external stakeholders and innovation because of the revenue sport organizations’ need to gain for social and financial supports in addition to legitimacy. Thus, the more innovative or reactive to innovation a revenue-oriented sport organization is, the more it can potentially satisfy its stakeholders and improve their level of participation or engagement as members of a fan nation; defined by Foster and Hyatt (2008) as communities “comprised mostly of fans who are not [actual] citizens of cities” (p. 266) and who use “an imagined cohesiveness they share” with others through symbols and rituals (p. 269).

Next, within the topic of innovation, the advent of new technologies has been critically recognized as crucial for organizations to understand, accept, and devise in order to be responsive to the competitive marketplace and/or fan nation (Damanpour, 1987; Hoeber & Hoeber, 2012; Lanzolla & Suarez, 2012). Within

new technologies, Hoeber and Hoeber (2012) named “information technology” (IT) in association with “changing demographics and societal pressures, and shifting ideologies” as one of the main driving forces for innovation and avoiding the aforementioned status quo (p. 213). Dewett and Jones (2001) further acknowledged IT as a potentially powerful force to improve organizational practices and infrastructures. In one of the rare papers studying the application of information technology in sport, Can, Lu, and Gan (2011) defined IT as “the process of computer and communications technology to collect, store, processing, transmission, display that includes sound, images, text and data in a variety of information including a range of modern technology” (p. 605).¹

Can et al. (2011) notably identified a wide variety of growing IT outlets as prospective examples and causes of *innovation* in sports organizations to address external and internal challenges provided by the competitive marketplace and efforts to better engage their fan nation. Examples of information technologies evolving in recent years include 1) office automation systems, 2) intelligence-gathering systems, 3) communication systems for event management, 4) ticket access control system, 5) television broadcast improvements, 6) contest information relay systems, 7) command and control systems, 8) sports training systems, 9) decision support systems, 10) check-in access control systems, 11) news publishing systems, 12) high-speed photography and video, and 13) large-screen display systems (Ammon, Southall, & Blair, 2004; Caza, 2000; Fried, 2005; Fuller, Junge, & Dvorak, 2012; Giulianotti & Klauser, 2010; Graham & Ward, 2004; Larson & Steinman, 2009; Sawyer, 2005; Seifried, 2011; Seifried & Meyer, 2010; Waddell, Barnett, & Berry, 2007).

Interestingly, to our knowledge, there have not been many papers published that address the *nostalgia* within the high-tech innovations of sport stadia. We find this interesting, because Can et al. (2011) identified sport stadia as one of the three main IT clusters (i.e., along with physical education training venues and sports fitness and entertainment venues). Further, IT innovations and their harmony with nostalgia are highly important for positioning of revenue sport organizations in the competitive sport marketplace and toward the maintenance and/or growth of fan nations (Seifried & Meyer, 2010). Ramshaw and Gammon (2005) defined nostalgia as a strategy to “selectively filter and in some cases recreate the past” for the purpose of offering a positive escape from reality that can be a useful organizational strategy to improve relations with fan nations (p. 237). Seifried and

¹Can et al. (2011) argued information technology (IT) has a notable role in the future of organizational survival and likely will impose continuing changes to different aspects of organizational activities, processes, and cultures. Reviewing modern technological facilities of China constructed mainly for the Beijing summer Olympic games of 2008, Can et al. (2011) aimed to forecast the future usage trend of IT applications in stadia. Within, they believed that IT technologies could improve the professional level of sports in China and help to maintain the pioneer image (i.e., legitimacy) of China in “tech Olympics” originated after the spectacular ceremonies for 2008 Olympics (p. 605).

Meyer (2010) suggested multiple forms of IT (e.g., stadium videoboards, smart seats, phone apps, interactive games [baseball radar gun for pitching] can act with nostalgia as a unique innovation strategy. For example, Seifried and Meyer (2010) highlighted “the video board at Turner Field [Home of Major League Baseball’s Atlanta Braves] was designed for maximum viewing from all angles and seeks to integrate live video, scoring information, personal messages, and animations in vivid detail both advertisers and fans can enjoy” (p. 65).

Seifried and Meyer (2010) also introduced the concept of “future nostalgia” as another tactic that professional football franchises of the National Football League (NFL) and others can utilize to increase engagement with fans. Within, future nostalgia (e.g., retractable roofs, smart seats, high definition television technology, and alternative “turn ahead the clock” uniforms) was defined as a specific strategy embracing the innate desires for modern technology some fans possess “through items and displays that are on the cutting edge of modern technology” to help members of an organization grow or maintain their fan nation (Seifried & Meyer, 2010, p. 64).² Such descriptions of nostalgia fit well with the development of IT applications because “information processing software, office automation and communication systems, photography and video combined with computer technologies, and competition intelligent equipment” serve to facilitate the attractiveness of sporting events to live or remote attendees (p. 605–606).

Using this foundation, the purpose of this paper is to show how sport organizations can use innovation through IT to support the pursuit of nostalgia by revenue-oriented sport organizations as an organizational strategy to improve or maintain their fan nation. To achieve this objective, a flowchart is offered that demonstrates an innovation process using IT to improve the placement of sport organizations in competitive markets. The foundation for this work’s approach is provided in the literature review and focused on expanding Damanpour and Schneider’s (2006) three stages of innovation process in organizations, which include: 1) initiation, 2) adoption decision, and 3) implementation. This work also respects Wolfe’s (1994) “process of innovation” or the “temporal sequence of activities” that organizations go through to implement innovations (Wolfe, 1994; p. 409). Further, this scholarly pursuit sought to identify determinants that facilitate

²In 1998, Kevin Martinez, then the Seattle Mariners marketing director, developed an idea to produce futuristic jerseys for the 2027 season as an alternative to “Turn Back the Clock” promotions. Along with the Kansas City Royals, their July 18, 1998 game prompted several other MLB franchises to develop “Turn Ahead the Clock” jerseys. For additional examples, see Lukas, P. (2008, July 21). Looking back at the Mariners’ futuristic night. ESPN.com. Retrieved from <http://sports.espn.go.com/espn/page2/story?page=lukas/080718>; Littmann, C. (2013, July 18). Throwback Thursday: MLB’s “Turn ahead the clock night” turns 15 years old, *Sporting News*, Retrieved from <http://www.sportingnews.com/mlb/story/2013-07-18/turn-ahead-the-clock-baseball-uniforms-jerseys-photos-1998-1999-mariners-royals>; Hermann, A. (2012, April 25). College football’s top 10 Nike pro combat uniforms, *Bleacher Report*, Retrieved from <http://bleacherreport.com/articles/1157368-ncaa-football-top-10-nike-pro-combat-uniforms/page/3>

innovation through the lens of a nostalgia strategy. Determinants “can refer to an individual, a group, an organization, an industry, or the world as a whole” (Hoerber & Hoerber, 2012, p. 214). Lastly, potential future research directions are suggested for scholars and practitioners to consider with respect to IT, innovation, and nostalgia.

Literature Review

Zaltman, Duncan, and Holbek (1973) defined innovation as “any idea, practice, or material artifact perceived as new by the relevant unit of adoption” (p. 10). Damanpour and Schneider (2009) also described innovation as “the development (i.e., generation) and/or use (i.e., adoption) of new ideas or behaviors” (p. 496). Wolfe (1994) further categorized innovation studies into three main streams, which are “diffusion of innovation, organizational innovativeness, and process theory” (p. 407). Organizational innovativeness studies the organization’s willingness to accept innovations. Diffusion of innovation is the study of the adoption patterns among entities (i.e., organizations and fields) or individuals such as “customers” (Damanpour & Schneider, 2009). Finally, innovation process addresses different stages of innovation adoption from initiation, to development and termination.

The study of innovation processes has been of interest by many scholars and primarily concerned with efforts to identify its initiations, stages, and relations (Wolfe, 1994). For instance, Damanpour and Schneider (2006) identified the three main phases of the innovation process as initiation, adoption decision, and implementation. In the initiation stage, organizations face the question of whether they need to innovate or whether adopting previously created innovations can solve existing problems. If the answer of the question is positive, they search for feasible options and evaluate each one in order to make a right decision (Rogers, 1995). In the second stage (i.e., adoption decision), high-level managers decide whether to accept or reject the innovation (Wolfe, 1994). If the decision is to accept the proposed innovation, the next stage (i.e., implementation) occurs in which organizations try to provide resources and other required bases to embrace the project, product, or idea (Damanpour & Schneider, 2006). According to Damanpour and Schneider (2009), stages two and three are distinct, since the former is about decisions to adopt innovations and the latter is about the decisions after adoption. Li-Min (2007) also introduced an innovation process based on many of these same ideas, which included task presentation, preparation, idea generation, checking ideas, and outcome assessment.

Many scholars also explored opportunities to identify determinants in the innovation process (Wolfe, 1994). For example, Damanpour and Schneider (2006) classified determinants into three main categories of managerial, environmental, and organizational factors. According to Damanpour and Schneider (2006), leaders and top managers are the most affective parts of the managerial determinants,

because they lead the organizational culture in a way that employees accept innovations and cooperate in its implementation process. Obviously, personal characteristics of managers such as age, gender, and tenure, affect innovation acceptance or rejection decisions (Damanpour & Schneider, 2006). Young managers have been shown to be more interested in technological innovations because they are regularly involved with that creation. Further, since innovations and changes entail some risks, younger managers are more likely to accept risks because of opportunity to reemerge from failure (Berry & Foster, 1998; Damanpour & Schneider, 2006; Wolfe, 1994). The second category, environmental determinants, is related to the external factors originated from the industry or section of business such as sports communities and public organizations. For instance, organizations may obey the rules or policies of their industry or respond to other world and social events (Slappendel, 1996). The final group of determinants involves organizational characteristics such as the size, integrity, financial status, and organizational climate (Chien, Fang, & Chin-Cheh, 2013; Choi, 2004; Damanpour, 1992; Damanpour & Schneider, 2006).

Applying Damanpour and Schneider's (2006) stages and framework, Hoeber and Hoeber (2012) previously analyzed Electronic Game Sheets (EGSs) in the facilities of a sport organization (i.e., adult soccer league in Canada) to review innovation. EGSs consist of "a set of handheld devices and player ID cards for tracking game-time information, wireless networking facilities within the soccer complexes, and a custom website for reporting scores, standings, and statistics" (Hoeber & Hoeber, 2012, p. 216–217). At the beginning of the game, referees log in players by swiping their digital ID cards. All the statistics of each player were recorded during the game and transferred online to the website. In this way, people can see statistics and performance analysis of players online by loading the website. Within, it was found that this innovation saved time by avoiding post games data entry and analysis, avoided human errors, decreased bureaucracy, and increased fans' and team members' satisfaction through self-selected access. Further, Hoeber and Hoeber's analysis of the innovation process and investigation of the environmental, organizational and managerial determinants suggested the key elements in each phase of the process and determinant group involved "interested external parties, organizational capacity and the simple organizational design, and leadership commitment" necessary (p. 221).

Nostalgia

To meet the goals of this work (i.e., creating an innovation process flowchart using IT for a nostalgia strategy), it is next necessary to review the concept of nostalgia and its potential use. Holbrook and Schindler (1991) positioned nostalgia as "a preference (general liking, positive attitude or favorable affect) toward objects (people, places, or things) that were more common (popular, fashionable, or widely circulated) when they were younger (in early adulthood adolescence, in childhood, or even before birth)" (p. 330). Seifried and Meyer (2010) described

the important role of nostalgia management as a powerful strategy to improve interaction and engagement with current and prospective members of a fan nation. Capitalizing on a foundation of heritage which McKercher, Ho, and du Cros (2005) defined as “natural and cultural environments, the encompassing of landscapes, historic places, sites, and built environments as well as intangible assets such as collections, past and continuing cultural experiences, knowledge and living experiences” (p. 541), Seifried and Meyer (2010) identified multiple examples of the connection between nostalgia, IT, and sport facilities (i.e., the aforementioned context of this work). Specific examples of the connection involved advances made in: television production, high definition and LED video board display systems, informational/statistical gathering approaches and processes, musical accompaniment, and the establishment of various entertainment zones (e.g., hall of fame, sport-specific simulators, and measuring devices [e.g., baseball pitching speeds]), and special seat development (e.g., smart seats) that provide information on games and the ability to change the temperature of the seat, order food, and display other information regarding the contest and its replays (Seifried & Meyer, 2010).

Again, multiple scholars have emphasized the use of nostalgia in sport facilities as a strategy to maintain a competitive advantage (Fairley, 2003; Hinch & Higham, 2004; Mason, Duquette, & Scherer, 2005; Ranshaw & Gammon, 2005) but minimally recognized this as an innovation or presented a process in which to implement nostalgia through IT. By somewhat concentrating on the conservation and promotion of artifacts (e.g., videos, statistics, photographs, etc.) through IT services, Seifried and Meyer (2010) recognized sport facilities as home for the preservation of the fan nation's past and possibly future activities. Actively promoting the facility as a tourist destination capable of producing incredible spectacles, sport organizations increasingly embrace nostalgia through IT services by focusing on “significant moments, mythical figures, and heroic performances that occurred within the current or past facilities to benefit the organization” (Seifried & Meyer, 2010, p. 53–54). Bale (2003), Erickson (2001), and Gammon (2002) also positioned this as possible to accept because revenue-generating sports and their stadia in the United States are regularly identified as sacred spaces from which a large number of people gather in either live or remote attendance. Davis (1979) provided further support by suggesting that live and remote attendees desire to engage in the methods used to provide information. In essence, Davis (1979) posited the audience for revenue-oriented sport organizations is active and interested in helping to co-produce the event's story for future reflection through the various ways people receive information.

Despite such indications that nostalgia can serve as a strategy to improve economic conditions for a sport organization, a limited amount of studies have reviewed the concept (Brown & Humphreys, 2002; Gabriel, 2000; Hinch & Higham, 2004; Milligan, 2003; Ritchie & Adair, 2004; Strangleman, 1999, 2002). Again, this

is interesting because “the past, history, and identity are almost infinitely malleable and are used by management, and governments, to win consent for change, or at least to marginalize criticism, among workers, management and the public” (Strangleman, 1999, p. 729). Moreover, Ramshaw and Gammon’s (2005) work demonstrates the collective identity of a fan nation can be exposed through intangible displays promoted by nostalgia which include music, choreographed dancing or movement, and ritual chanting. Fairly (2003) and Holbrook and Schindler (2003) also suggested that individuals can bond with tangible objects or locations through intangible practices. Specially displayed “only” in the sport venue during the production of revenue-oriented sporting events, Bale (1989) further argued sport facilities can “develop over time, a sufficient mystique to become tourist attractions in their own right” (p. 120) and possibly the inspiration to pilgrimage to that site (Seifried & Meyer, 2010). In essence, the sport facility provides an ideal location or the seeking of an identity that each generation desires because without nostalgia they “would otherwise remain a featureless demographic cohort” (Davis, 1979 p. 111). Further, IT provides a great tool to help enhance nostalgia within and by the facility because of its flexibility and limitless ability to appeal to the senses.

The IT Innovation Conceptual Flowchart for Nostalgia Strategy Implementation

The innovation process of Damanpour and Schneider’s (2006) is expanded and nostalgia considerations are embedded in the proposed flowchart. Figure 1 illustrates the flowchart of the innovation process again for sports organizations using informational technologies. The stages are explained as follows:

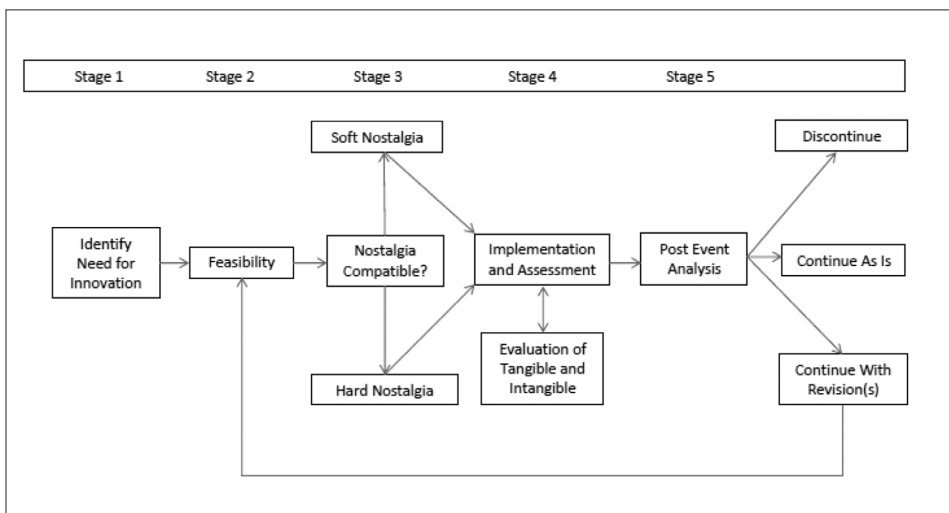


Figure 1. Flowchart of Innovation with Respect to Informational Technology and Nostalgia

1) The process starts with the need for technological applications in an organization. This is observable if new technologies can solve existing problem(s), which this work concentrated on framing as nostalgia to help improve or maintain fan nation engagement. In the competitive marketplace that sports organization exist in, many are increasingly using IT to improve their performance and attract more attention to support organizational survival. Sports organizations may lose legitimacy or financial resources if they cannot embrace and acknowledge the utility of information technology and nostalgia (i.e., future or past) as strategies (Seifried & Meyer, 2010). This point is supported by Barrett and Sexton (2006), who proposed that innovation should be an investment strategy organizations engage in to help maintain or build success with stakeholders.

It should be noted that the recognition of IT and the opportunities it presents with respect to innovation is not possible without transformational leadership at this stage because they are typical of highly developed organizational climates that support and cultivate individual creativity (Ahmed, 1998; Damanpour & Schneider, 2006; Gumusloglu & Ilsev, 2009; Scott & Bruce, 1994; Wolfe, 1994; Woodman, Sawyer, & Griffin, 1993). Additional research on institutions promote the importance of innovation emerging from environmental shocks that reposition “the long accepted ways of doing things” as antiquated, outdated, or obsolete (Chacar & Hesterly, 2004, p. 409). In the end, stage 1 requires transformational managers to develop or recognize opportunities for innovation to answer previously identified problems/challenges. Furthermore, managerial, environmental, and organizational determinants are featured to help facilitate movement to stage 2.

2) When top managers decide to invest additional time and resources on information technology innovations, research efforts follow. To identify problems and the need to solve them, teams must be organized to study the feasibility of new information technology as well as available substitutions for potential implementation. In essence, this stage involves researchers and their attempt to find out answers for some concerns and questions, such as:

- a. Is the technology available in the country?
- b. Is it possible to import the technology?
- c. Does the company have required infrastructures (i.e., physical, financial, organizational, or human resources) to run the new technologies?
- d. Is it financially possible for the organization to invest on the innovations and/or can public monies be used?
- e. Does it fit in policies and regulations of government or sports industry?

Again, managerial, environmental, and organizational determinants are featured to help facilitate movement to stage 3.

In the case of nostalgia, similar questions tell prospective parties that people regularly seek to recreate the past in some way to escape from the present

(Davis, 1979; Gabriel, 2000; McMurray & Pullen, 2008). Further, IT helps evoke nostalgia and thus positive emotions about sport franchises through the eyes of the consumer or fan nation member because the nostalgia strategy regularly involves organized commercial reproductions (Ramshaw & Gammon, 2005; Richie & Adair, 2004; Seifried & Meyer, 2010; Vesey & Dimanche, 2003). McMurray and Pullen (2008) added this desire for recreating and replaying the organized past is seductive and highly responsible to a variety of mediums (e.g., video, film, television, radio, and print). Those looking to use nostalgia as an organizational strategy through IT should understand the technology is useless without the story and that enhancing the display of the story through IT is necessary. Take, for example, any major sporting event of significance. Following the event, many people claim actual or virtual attendance at the event. However, attendance is not possible for virtual fans without IT. IT should be recognized as able to enhance the experience of those in live attendance through the synergy produced between people and their activities in a specific place (Gibson, 1998a, 1998b; Standevan, 1998). Again, among other previously listed items, television broadcasts and stadium large-screen display systems are forms of IT used to help establish the nostalgia (e.g., replaying history of sporting events) for those in virtual and/or live attendance (Seifried & Meyer, 2010). Many stadiums or facilities also incorporate a Hall or Walk of Fame or museum that uses similar high-definition and surround sound technology to intensify and promote achievements of the sport organization toward the building of commitment through such IT engagement opportunities (Seifried & Meyer, 2010; Zelkowitz, 1996).

3) After checking the feasibility of the prospective technological innovations in terms of budget, processes, resources, and so on (i.e., organizational determinants), the next step requires determining if the proposed information technology is compatible with nostalgia (e.g., environmental determinants). Again, the potential benefits of nostalgia in sport organizational strategy presents a reason to expand the innovation process of Damanpour and Schneider (2006). In phase three, two types of nostalgia should be defined (i.e., soft nostalgia and hard nostalgia). Soft nostalgia deals with intangible items and is positioned as involving innovation with software development, musical accompaniment, and improvements in informational/statistical gathering approaches and processes. Soft nostalgia also involves any intangible elements of the history such as culture and attitude of fans toward a phenomenon. Hard nostalgia encompasses tangible and physical elements and often results in changes in hardware and equipment's physical design. Examples of hard nostalgia involving IT include the aforementioned high definition and LED video board display systems, informational/statistical gathering approaches and processes, the establishment of various entertainment zones (e.g., hall of fame, sport specific simulators, and measuring devices [e.g., baseball pitching speeds]), and smart seats (Seifried & Meyer, 2010).

From another perspective, suppose that officials of a sport organization decided to allow or use electronic handhelds in their stadium to process and analyze data during football competitions. Hard nostalgia compels designing handhelds (e.g., cell phone jacket) to look like a mascot or using the color scheme of the organization and to appreciate the quality of screen used along with video quality to help better engage the audience. In soft nostalgia, the tailgating culture with respect to football provides another opportunity. For instance, the same handheld device could be used to gather information about tailgate locations to improve security, update information to fans about the check in process, weather, and other announcements concerning, what clothing to wear (e.g., White Out Game). Other engagement opportunities could include posting live tweets or comments about their tailgate expectations for the game and support for the organization. Again, in this stage it is critical for sport organizations to understand the feasible compatibility of the prospective IT and if nostalgia can be supported in some way, shape, or form. This is reasonable since sport managers regularly think about the outcomes and future of their organizations in light of the experience participants have at the event. The safer and more interactive the event, the more likely members of the fan nation will return as virtual or remote attendees.

4) Implementation of the innovation is started with a detailed and concise planning schedule, along with the possible marketing of the information technology being tested or offered for consumption. This is followed by an assessment to understand the effectiveness of the IT that is focused on determining if it is necessary to change the tangible or intangible technologies so as to be better matched with nostalgia. The University of Michigan engaged in such a marketing, planning, testing strategy during their efforts to improve the spectator experience and the nostalgia of watching the game at home (Snyder, 2010). The information technology (i.e., FanVision) was established as a handheld device by Michigan graduate and Miami Dolphins owner, Stephen Ross, to help spectators in less desirable seats have better control over their experience beginning in the 2010 season. Such a pursuit is also notably supported by Seifried (2010) as he proposed sport venues should seek to attract people to the stadium event through IT that does not deprive them of the television experience because it is part of their viewing approach and thus evaluation of their experience.

5) Finally, in the last step, the effectiveness of the IT and nostalgia combination is judged through a post-event analysis from which decisions to discontinue, continue as is, or continue with a new or revised approach is made. Again, managerial, environmental, and organizational determinants are featured to help facilitate the choice towards the right decision.

Conclusion and Future Areas of Research

Considering the three classifications of the innovation process presented by Damanpour and Schneider (2006) and the description of innovation by Wolfe

(1994), this paper aimed to contextualize the utility of informational technology within a five-step innovation flowchart for sport organizations looking to use nostalgia as an organizational strategy. The five-step innovation flowchart for nostalgia implementation proposed here included: 1) Identification of Need; 2) Feasibility, 3) Nostalgia Compatibility; 4) Implementation; 5) Post-Event Analysis. In order to make theoretical frameworks more compatible within the applied industry and enable better practical analysis, customization of the stages was completed as recommended by Li-Min (2007). Within, this work specifically considered the unique features of revenue-based sport organizations, which Seifried and Meyer (2010) described as “fertile locations for nostalgia” because supporters have many memories with facilities, sports teams, and so on (p. 54). Finally, this work recognized nostalgia should be viewed as an important asset capable of building or sustaining a sport organization’s fan nation.

Wolfe (1994) discussed that although innovation has been studied widely, innovation behaviors still remain unknown due to “inconclusive and inconsistent” researches (p. 405). The type of academic quest conducted in this pursuit of an innovation flowchart for nostalgia using IT honors the call of Wolfe (1994) and others (e.g., Ostroff, Kinicki, & Tamkins, 2003; Sarros et al., 2008) who proposed that more studies should examine the concept of innovation and the innovative strategies used by organizations. Further, this effort is consistent with Barrett and Sexton’s (2006) proposition that innovation studies require more investigation and should be accompanied with specific examples to explain its contribution to future management practices. Again, innovations (e.g., information technology) are crucial for organizational competitiveness and effectiveness (McDonald, 2007; Wolfe, 1994; Zimmermann, 1999).

Wolfe (1994) further argued that organizational innovation depends greatly on the environment, organizational culture, nature of the innovation, and its applications. In other words, it is “context-sensitive”; therefore, there is not just one approach to innovation or innovation theory (Wolfe, 1994, p. 406). One could conclude that it would be appropriate to study the innovations in the form of case studies for a variety of sport organizations. Damanpour and Schneider (2006) clearly stated the need for more case studies in innovation process. Examples of case studies of innovations in sports can be observed in the works of Wolfe, Wright, & Smart (2006), Gilmore and Gilson (2007), and Hoeber and Hoeber (2012). This work showed a potential future direction to study innovation on different cases focusing on nostalgia and the use of IT.

Case studies involving IT could incorporate testing and the comparing of results to improve organizational products, services, and thus performance for various stakeholder groups. Damanpour and Schneider (2009) recognized such attention to the subject of comparing findings for public and private sectors in innovation process, adoption, and determinants. Selecting a theoretical framework and applying it to a case study is challenging. Hoeber and Hoeber (2012) adopted

Damanpour and Schneider's (2006) framework and determinants categories and investigated the interaction of them in a case study. This work similarly used Damanpour and Schneider (2006) along with information from Wolfe (1994) to illustrate the process of innovation but not diffusion. Similar studies on the diffusion of nostalgia with respect to IT integration could be attempted in future studies to continue our knowledge acquisition.

In contrast to studies that have been completed on innovations in for-profit organizations, nonprofit organizations deserve more attention (Hoeber & Hoeber 2012; Wolfe, 1994). More and more researches are required to examine innovations issues and challenges in the context of nonprofit organizations such as those involving sport. In addition, the rapid growth of high-tech IT innovations provide great opportunities for research within sports organizations. We believe that technologies not only can be adapted with physical and environmental characteristics of nostalgia but also can be customized to fit in the organizational cultures and traditions. Again, IT is becoming more and more important in all industries, including sports. In particular, software development and customization is a unique potential study area. The advantage in IT developments, specifically regarding the sports industry is that many people are involved in this industry with different backgrounds, including software developments. Since they can also be the end users of the software, they have better insights and comprehension of processes and final results, which help them to customize the software others preferences (Hoeber & Hoeber, 2012).

Finally, this work would like to highlight that Damanpour and Schneider (2009) recommended further studies on "innovation characteristics on innovation adoption in organizations" (p. 497). Thus, another potential research area could center on managerial, organizational, environmental, and innovation determinants that facilitate or hinder the process of innovations. Hoeber and Hoeber (2012) suggested more research is necessary to test the degree of effect of managerial characteristics such as risk taking, personal attitude, and age, on innovations. Other work similarly suggested studying determinants that hinder or promote innovation such as age of managers (Berry & Foster, 1998; Damanpour & Schneider, 2006). In particular, the age of individuals and their ability to engage in innovations involving IT must be studied more since younger managers are generally more interested in IT innovations, involved in their creation, and likely to support and accept the risks associated with leaving the status quo.

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