SOCIAL INNOVATION IN NON-PROFIT SPORT ORGANIZATIONS IN DEVELOPING COUNTRIES: FOCUS ON NON-PROFIT SPORT ORGANIZATIONS IN BARBADOS

by

Daneka Headley

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Supervisor(s): Terri Byers, PhD, Kinesiology

Examining Board: J. Edwards, PhD, Kinesiology, Chair
G. Tymowski-Gionet, PhD, Kinesiology
K. Allain, PhD, Sociology, STU

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Abstract

Non-profit sport organizations over the years have found innovative ways to provide positive social impacts to communities. Little is known however about the barriers to social innovation in non-profit sport organizations in a developing country context. The purpose of this research is to explore the barriers to social innovation in non-profit sport organization in developing countries. Semi-structured interviews were conducted with 11 Barbadian Sport Federations to answer the research question utilizing an Open Innovation framework. Key themes of Innovation Helplessness, Survival Innovation, and COVID-19 Implications emerged from the data. This research contributes to knowledge as it highlights how the COVID-19 pandemic affected sport organizations, and identified how social innovation is influenced by external (e.g. political influence, public opinion) and internal factors (e.g. resources, capacity) within a developing country context. Recommendations are also made to address these barriers and impart knowledge pertaining to sport for development in developing countries.

Dedication

I dedicate this work to my mother, Sophia Cumberbatch. You are my strength and my best friend. Without you, none of this would be possible. I also dedicate this work to my country, Barbados, as I seek to contribute to the continuous advancement of my nation. As a developing country, Barbados benefits directly from the findings of this research. It is my hope that this output assists with producing a framework for governing sport organizations to implement homegrown and sustainable strategies to address social innovations in sport that specifically address their needs.

Acknowledgements

Table of Contents

List of Tables

List of Figures

List of Abbreviations

National Sport Federations – NFs

Barbados Olympic Association – BOA

United Nations' Sustainable Development Goals – UNSDGs

World Health Organization – WHO

Non-governmental Organizations – NGO

Chapter One: Introduction

The sport for development movement has seen the mobilization of sport as a vehicle of social change and sustainability in countries—including Barbados—that suffer from social and economic constraints caused by issues such as poverty, war, and poor health (Kidd, 2008). Lyras and Welty Peachey (2011, p. 311) broadly define sport for development as:

> the use of sport to exert a positive influence on public health, the socialization of children, youths and adults, the social inclusion of the disadvantaged, the economic development of regions and states, and on fostering intercultural exchange and conflict resolution.

Intergovernmental organizations such as the Commonwealth Secretariat have created documents outlining how sport contributes to all 17 of the United Nations' Sustainable Development Goals (UNSDGs) and as such, sport for development over the last 20 years has become a movement adopted by commercial, non-profit, voluntary, and governmental organizations through social innovations (Lindsey & Chapman, 2017).

Non-profit organizations such as SkatePal in Palestine, Be Free Be Sport in Italy, and PLAY International were created for the purpose of using sport for development to liberate communities at risk of crime, poverty, and poor health. Governments are also seen using this approach. Sport Canada includes sport for development in their 2012–2022 Sport Policy as "a tool for social and economic development, and the promotion of positive values at home and abroad" (Langlois & Ménard, 2013, p. 3). Commercial organizations such as Nike also utilize the ideology of sport for development through their "Made to Play" program, a community impact project which targets children in improving and encouraging healthy active lifestyles.

Sport for Development initiatives are not without criticism. For instance, Levermore (2011) suggested that the evaluation process of sport for development initiatives are often unrealistic and inconsistent as each initiative is impacted by funders' targets and projected outcomes, typically of a quantifiable and economic nature. The evaluation process is a critical component to justify the success of these initiatives as Levermore points out that there is little data that exists which attests to their impact. Lucas and O'Connor, (2021) contribute a more recent critique as they address the role colonization plays in sport for development initiatives. In their research, they call for consideration to be made of these types of programmes as they can indirectly enforce colonial influence on targeted communities. It is also suggested that a lack of success in these initiatives can be the result of culture and societal attributes not being acknowledged or considered. With a growing attraction to sport being used as a tool for social change (Kidd, 2008), these criticisms should be taken into account. In order to improve the social impacts of sport organizations and departments, detailed contextual knowledge on the roles sport can play in society is needed.

Innovation is an important concept, evidenced across the sport management and general management literatures as a facilitator of positive social change (Hoeber et al., 2015; Lindsey & Chapman, 2017; Michelini, 2012). Innovation is considered a 'first-world' activity, with research on innovation in developing countries mainly highlighting the barriers and constraints to its success (such as volunteerism, organizational culture, and political support) (Cirera & Maloney, 2017; Doruk, 2014; Nassar & Faloye, 2015). Cirera and Maloney (2017), in their research on Developing-Country Capabilities and the Unrealized Promise of Technological Catch-Up, suggest that innovation is widely perceived as a superpower requiring highly skilled research and development labour,

predominately focused on the improved efficiency and product quality within firms and commercial entities. However, innovation can also utilize past research and development to improve the capacity of organizations in maintaining relevance as technology and society advance (Duret & Angué, 2015; Tjønndal, 2017). As with developed countries, innovation is considered a crucial component of success for developing countries (Daksa et al., 2018). However, the type of innovation utilized is determined by the capacity of the organization. Within developing countries open innovation which encourages knowledge sharing and collaboration, - components which are critical for environments that operate frugally - is critical yet overlooked. Srholec (2011) contributes to the discussion of innovation in developing countries by analysing the role national frameworks play in firm/organizational innovation. Their findings suggest that innovation within firms/organizations is directly impacted by these frameworks and supports the importance of open innovation in developing countries.

This thesis focuses on the barriers non-profit sport organizations face in moving towards social innovation. With a focus on innovation in the context of sport and non-profit organizations, innovation shows its dynamic nature (Tjønndal, 2017). In sport, innovations may vary from finishing line cameras in athletics, to marketing campaigns, to online registration for membership at fitness centres. Research surrounding innovation in sport prioritizes service innovation in commercial use, showcasing research and development innovations that target the production of the best quality product whether that be the athlete or other tangible materials or services (Brown, 2020; Parker, 2017; Vernec, 2014). However, high-performance sport is not the only target of innovation in sport organizations. Sport organizations and departments also consider innovation useful in advancing communities and improving livelihoods (Ekholm, 2016). Ekholm (2016)

shows us that sport can provide a direct and indirect bridge to social work through sport practices with potential socially beneficial effects (indirect) and sport practices with social objectives as premise (direct). What this suggests is that sport can use social innovation when an intentional effort targeting social objectives is made by organizations.

Cajaiba-Santana (2014) describes social innovation as a collective creation of new legitimated social practices aiming at social change. Over the last 15 years, after the United Nations proclaimed 2005 as the International Year of Sport and Physical Education, social impact and change has found its way into the agendas of non-profit sport organizations. Sport organizations play a crucial role in using sport as a tool for promoting healthy lifestyles, improving social and mental wellbeing, and encouraging inclusion for all (Andrew et al., 2008; Ascione et al., 2018; Ross & Forsyth, 2020; Seippel, 2006; Sherry et al., 2015). As such, social innovation through sport is built into some of these organizations' policies and strategic plans to reflect its importance. Mulgan (2006) refers to social innovation as a hybrid form of innovation where the "place" for social practices and changes in social systems appear intertwined with technological inventions and innovations. A practical example of this would be using boxing to teach self - defense skills where domestic violence may be a societal issue or using online nutrition webinars to promote healthy eating where obesity may be a societal issue. Sport Canada also provides an example of social innovation at policy level as they provide funding and criteria for social development through sport organizations in indigenous communities (Heritage, 2020).

Non-profit sport organizations play a significant role in socially and economically contributing to society (Hoeber et al., 2015). However, the characteristics of these organizations which include being organized, non-profit contributing, self-governing, and

voluntary may contribute to the barriers facing their advancement such as volunteerism and filling key decision-making roles with qualified individuals (Auld & Cuskelly, 2011). Non-profit organizations are not structured to make profits. The money made in these organizations is typically reinvested internally in order to reach organizational objectives. This process is one of the biggest challenges non-profit organizations face alongside challenges such as competition amongst each other for members, limited facilities, limited number of professionals, and volunteers (Rossi et al. , 2019). Unlike commercial organizations who generate profit from their services, non-profit organizations rely heavily on sponsorship, volunteerism, and innovation in the non-profit sector.

In non-profit organizations, innovation is considered a key driver of success (Hoeber et al., 2015). Innovation is a tool which challenges leaders of sport organizations to think outside of the box, challenge their resourcefulness, and indulge in risks in order to succeed at the tasks at hand. Hoeber et al. (2015) indicated that preference was given towards incremental and administrative innovation by the sport organization interviewees in attempt to improve human resources, information technology, and finances (process-oriented innovation). As such, this work suggests that innovation is as an important organization competency and necessity to survive in the challenging environments in which these organizations operate, if positive social change is to be achieved.

Literature on social change and sport is addressed in numerous ways: Duret and Angué (2015) explored the relationship between technological and social innovations examining how and if they co-exist, finding that they were not co-dependent in his study, even though social innovation is considered as interdependent (Mulgan, 2006). Svensson & Hambrick (2019) show us that sport for development and peace organizations utilize open innovation with external stakeholders. These participants acknowledged their

existing restraints and utilized non-financial relationships to leverage knowledge learning and capacity building to reach organizational goals. Verdot and Schut (2012) critique sport and social change addressing it as a political buzz phrase. Within their study, it was highlighted that sport was not a 'one size fit all' solution for social issues - like juvenile delinquency - but can be beneficial when specialized and supported with the right resources, tailored to address individual social issues.

Despite these examples, a knowledge gap remains surrounding social innovation in the context of sport organizations in developing countries. Kidd (2008) provides support in favour of sport for development considering its short comings and opportunities for societies. In his work, he considers that despite "the plethora of programmes, international conferences and endorsements, international SDP is still in its infancy, woefully underfunded, completely unregulated, poorly planned and coordinated and largely isolated from mainstream development efforts" (Kidd, 2008, p.376). As it relates to opportunities, Kidd (2008) highlights that with an invested top-down approach to social innovation, sport for development can strengthen basic, education, public health, community safety and social cohesion and helping girls and women, youth-at-risk, persons with HIV/AIDS (PWA) and persons with disabilities (PWD) in LMICs (Kidd, 2008, p. 373). Additionally, Sherry et al. (2015) offer a collection of articles with a shared focus on sport for development varying across concepts highlighting how sport can address specific social concepts such as health, social capital and inclusion. Despite these examples, a knowledge gap remains surrounding social innovation in the context of sport organizations in developing countries.

Barbados is a small island located within the English- speaking Caribbean. Largely influenced by its colonial past with the British, Barbados is a country that values sport,

particularly cricket which has been used as a social tool for fighting social injustices against their English oppressors (Hébert, 2016). As this has been the case for over 50 years, Barbados has developed an unstructured use of sport as a social innovation, less as a political demonstration and more as promotion of physical activity, a tool to reach marginalized communities and a bridge for socio-economic gaps. A focus on Barbados in this thesis seeks to diversify the knowledge surrounding sport for development in the Caribbean which largely consists of developing and underdeveloped countries. Within their literature review Schulenkorf et al. (2016) highlight that the research conducted around sport for development is carried out primarily in Africa, Asia, and Latin America. This consideration provides a great opportunity to address the lack of research around innovation in other developing countries. This study provides an opportunity to study sport for development in the non-profit context as well as providing an opportunity to develop theories and best practice guidelines to improve the operation of these organizations which are considered to typically be under-resourced and operating sub optimally.

The following research question will be used for this thesis: **What are the barriers to social innovation for non-profit sport organizations in developing countries.** To answer this research question, this thesis is structured in five chapters: Chapter One – Introduction provides a general overview of this document, outlining the purpose of this study and providing rationale for its necessity. Chapter Two – Literature Review evaluates what is known about this subject area. This chapter breaks down innovation in the contexts of social innovation in developing countries with non-profit sport organizations providing insight into where the knowledge gaps may occur. Next, open innovation was introduced as the conceptual framework to inform the interview

guide and to create a category guide for coding of the data. Chapter 3 – Methods outlines the qualitative approach adopted to collect the data from 11 semi-structured interviews as well as brings to light the researcher's biases, the data analysis process, and the ethical consideration of this research. Chapter 4 – Results, Discussion, and Limitations provides interpretation and elaboration on how three key themes of Innovation Helplessness, Survival Innovation, and COVID-19 Implications emerge from the data to answer the research question proposed. Finally, Chapter 5 –Conclusion and Recommendations provides insight on the contribution to knowledge as this chapter includes best practices for non-profit organizations and governing bodies to assist with the resolution of some of the barriers to social innovation in non-profit sport organizations in developing countries.

Chapter Two: Literature Review

This chapter critically reviews literature which explores key concepts that address the research question: **What are the barriers to social innovation for non-profit sport organizations in developing countries**? This chapter is broken down into four different contexts associated with innovation with a focus on barriers within developing countries, non-profit organizations, and sport. Although there is substantial literature on these contexts individually, a knowledge gap exists in what is known about the barriers to social innovation in non-profit sport organizations in developing countries. Following the review of relevant literature, the conceptual framework of open innovation is explained to guide this research.

Innovation

Innovation has been defined as a successful exploitation of ideas (Winand et al., 2016) and a multi-staged process whereby ideas are transformed into new products and services to advance in marketplaces (Hoeber et al., 2015). Throughout literature, innovation has been associated with descriptions such as: a sequence of change, newness, multi-staged, transformative and creative processes (Hambrick & Svensson, 2019; Jaskyte, 2015; Miller, 2015; Tjønndal, 2016). Edwards-Schachter (2018) and Kahn (2018) showcase different perspectives of innovation as both a process and an outcome. Edwards-Schachter (2018) highlight that different types of innovation fit best within process and outcome orientation. Meanwhile, Kahn (2018) breaks these orientations down further to include specific characteristics. "*Innovation as a process"* as the way innovation should be organized so that specific outcomes are fruitful (Kahn, 2018, p.257) and *"innovation as an outcome"* as emphasizing output that is sought (Khan, 2018; p.254). Having these two differing concepts of defining innovation supports Wolfe's (1994) theory of there being no single model method towards understanding innovation. Throughout the literature, researchers differ in

opinion as to which types of innovation fit within process or outcome orientation. Heredia Pérez et al. (2019), in contrast to Kahn (2018), identify organizational, process, and product innovation as part of *innovation as a process,* whereas Khan categorizes these types of innovations as *innovation as an outcome.* Nählinder and Eriksson (2019) argue that this lack of conceptual congruity complicates the building of a theoretical foundation for understanding innovation. Wolfe's (1994) theory does not suggest that innovation cannot be understood but instead considers dynamic approaches for exploring and understanding innovation.

Existing literature supports the claim that innovation should be understood dynamically and should be explored in different contexts. A few examples from the literature include nature and variety (D'Este et al., 2012; Edwards-Schachter, 2018; Kahn, 2018; Smismans & Stokes, 2017), barriers towards innovation (Bach-Mortensen & Montgomery, 2018; Bartels et al., 2016; Doruk, 2014; Gellman, 1986; Hartono & Kusumawardhani, 2019; Nassar & Faloye, 2015; Rivera-Vazquez et al., 2009), and the implementation of innovation (Brown, 2010; Svensson & Hambrick, 2019; Wemmer & Koenigstorfer, 2016). However, in order to answer the research question of what the barriers towards social innovation in non-profit sport organizations in developing countries are, the work of Quintane et al. (2011) which suggests that innovation should be viewed from a knowledge-based perspective, is taken into consideration. Organizations that intentionally engage in knowledge transfer both within and outside of the organization create a pathway to translating new/existing knowledge into marketable solutions and as such may also be useful in addressing barriers to innovation (Lichtenthaler, 2011). The following section of this chapter provides insight to the conceptualization of social innovation, showing the different ways it has been explored and implemented in existing literature and practices.

Social Innovation

Mulgan (2006) refers to social innovation as innovative activities and services that are motivated by the goal of meeting a social need, predominantly diffused through organizations whose primary purposes are social. Social innovation can be compared to service innovation which also seeks to organize a solution to a problem with the difference being service innovation is typically associated with manufacturing literature (Edwards-Schachter, 2018). Mulgan (2006) also refers to social innovation as a hybrid form of innovation where the "place" for social practices and changes in social systems appear intertwined with technological inventions and innovations. This theory suggests that within social innovation lies an interdependence that begs a collaborative approach with other variants of innovation such as processual and technological, in order to operate optimally. An example of this would be the use of virtual reality used to sensitize board members to social issues such as discrimination. Although used in a social context, the technological innovation of using virtual reality provides the opportunity for this to happen.

The concept of social innovation has been studied broadly in different contexts: rural development (Neumeier, 2012), public health (Rosenbrock, 1995), poverty reduction (Millard et al., 2016), business management (Michelini, 2012), non-profit organizations (Moore et al., 2015), and sport (Ratten, 2019). These examples of social innovation show its diversity in addressing issues which affect differing aspects of humanity. In defining social innovation, these varying contexts acknowledge the multidimensional nature of social innovation however differing in its intent and purpose. In this thesis, social innovation is defined as a collective creation of legitimized social practices aiming at social change (Cajaiba-Santana, 2014). Cajaiba-Santana's (2014) conceptualization of social innovation offers a mixture of institutional and structuration theory, paying attention to organizational

structures, practices, and norms (Institutional) (Shrum, 2001) and purposeful acts by initiators (structuration). This conceptualization answers the call of scholarship such as Neumeier (2012) which accuses the use of "social innovation" to be without reference to a sound conceptual or methodological framework which could explain the exact meaning of social innovation. Considering the dynamic understanding of social innovation, some researchers have produced knowledge to further articulate and break down social innovation and contribute to theory development.

Manzini (2014) offers an interesting perspective on social innovation by highlighting different types of social innovation: radical versus incremental and top down versus bottom up. This variance in social innovation allows organizations to partake in social innovations that accommodate their stage of development, resources, and structure. Manzini (2014) goes further to describe radical and incremental social innovations as related to how things are presently done within the organization or environment. Radical social innovation takes an "outside of the box" approach to social innovation moving away from the norm whilst incremental social innovation takes a measured approach working within the current policies and practices of the entity. Table 1 shows these four types of social innovations in practice, along with specific examples. The Yunus social business non-profit organization serves as a good example of radical social innovation within developing countries (Yunus Social Business, n.d.). This non-profit organization encourages and promotes social businesses in East Africa, Latin America, and India as tools for social change through giving the less fortunate opportunities to become self-sufficient. The Grameen Bank, a micro loan bank developed by Noble prize winner Muhammad Yunus, was the innovation that started this venture and was the first of its kind (Yunus Social Business, n.d.). Incremental social innovation seeks to exploit opportunities that are already

available within the market (Lee et al., 2019). Kickstart, a non-profit social enterprise, uses this type of innovation as they utilize the irrigation and small-scale farming within poverty-stricken communities to combat poverty sustainably (KickStart International, n.d.).

From a structural theoretical perspective, the individuals involved in social innovation play an important role in ensuring purposeful actions while reflexively monitoring the outcome(s) of their actions (Cajaiba-Santana, 2014). Top down and bottom up social innovations are focused on where the leaders or drivers for innovation come from (Manzini, 2014). The top down approach to social innovation suggests that the drivers of innovation are professionals, governments, and activists (such as *Manitoba Education | Curriculum Development Process*), while the bottom up approach suggests that social innovation is driven by the people: neighborhoods, families, and social groups (see Table 1) (Sadewo, 2019)

Table 1
Examples of Social Innovations

Type of Innovation	Examples of Social Innovation
Radical	Yunus Social Business https://www.yunussb.com/
Incremental	Through creating tools that address market failures that drive poverty in Africa. http://kickstart.org/
Top down	Through policy, implemented by social institutions. e.g., provincial curriculum development.
Bottom up	Toronto neighborhood launches beach clean up to encourage community clean up. https://www.toronto.com/news-story/9125146-toronto-beach-residents-launch-project-to-encourage-community-cleanup/

Social innovation has also been challenged within literature particularly around its process and whether its outcomes actually benefit society. Radical social innovation such as replacing government-led initiatives with community-led initiatives, with just financial support from government, is typically the approach taken by governments to address social issues (Brandsen et al., 2016). This approach has been considered to "tick boxes" rather than provide opportunities for scaling up or developing sustainable programmes after funding has ended. This approach also leaves some non-profit organizations without a solid continuation strategy, post governmental support, as they typically return to their resource limitations and financial restrictions (Fougère & Meriläinen, 2021). In some communities, like the indigenous peoples, research suggests that tradition is valued more than radical innovation. Tradition is shown to be valued at the core of indigenous identity and culture and as such, should be reflected in social innovation initiatives through a collaborative approach rather than forced European or Western ideologies that are believed to be

successful based on results in European or Western societies (Barkin & Barón, 2005; Battiste, 2002; Borrero & Taíno, n.d.). Rossi and Rynne (2014) offer different perspectives to social innovation and its usefulness. They provide insight through a sport for development context, questioning whether social innovation through sport is a product of white guilt – a term coined to represent the use of welfare programmes to "make up" for the wrongs done to indigenous and black people. In their work, they also question whether social innovation can encourage dependency in targeted groups or if it encourages participation in sport contributing to closing the gap between social hierarchies. The concept of entitlement is introduced in this article as a possible biproduct of receiving 'handouts' from government in these communities as they can foster a culture of poor work ethic, welfare dependency and decreased value of learning. This study concluded that there is a potential for social innovation and social impact in underrepresented communities, considering that innovators (government in this context) consider the big picture looking past economic benefit and checking boxes and look towards thinking about community and individual togetherness and happiness. This continues to be an issue as literature for over 26 years (Rosenbrock, 1995) has urged for better evaluation processes for social initiatives. Levermore (2011) also offers critique of the evaluation process of sport for development initiatives considering them as unrealistic and inconsistent. With such little data to attest to their impact, the evaluation process should be a priority for these organizations and their programme funders.

The relevance of white guilt can be questioned in the context of Barbados. Unlike Australia, where the population majority is of European descent over Aboriginal heritage, Barbados carries a population predominately of African descent and is reflected in the visible representation at government level. However, there is relevance to this theory when considering the role government and developed countries such as England play in welfare

programmes such as sport for development and the impact they have on developing countries and/or smaller or marginalized communities.

Innovation in Developing Countries

Literature focused on innovation in developing countries is largely within the context of Africa, Asia, and Latin America. "Developing" countries, "less developed", "third world" countries, "underdeveloped countries" and "Global South" are terms used to classify a country based on their low industrial and economic activity and the low incomes of its people (Nand, 1978). Within this thesis, the term developing country will be used to represent countries that utilize welfare to advance their countries social state (welfare states). The researcher has chosen to avoid terms such as Global South, under the belief that it promotes geographical determinism. Mostly seen in the ecological literature in relation to physical landscapes and climate, the term geographical determinism also extends to societies and cultures (Freilich, 1967; Judkins et al., 2008) . The idea is that the culture of a society is influenced by its physical environment. Terms like Global South, creates a fixed stereotype for continents such as Africa even though economic development is a concept that is always evolving seeing both growth and decline (Sajed, 2020). To support this rationale, consideration can be given to Asia which consist of developing countries and developed countries even though they share the same land mass.

Innovation has been generally described as a critical component of industrialization (Zanello et al., 2016) with emphasis on product, service, and organization innovation. This description provides a rationale for the importance of social innovation in developing countries as they battle issues such as poverty. Countries in sub-Saharan Africa such as South Sudan, Burundi, and Malawi rely heavily on the exportation of agricultural goods to combat poverty. An investment in social innovation could increase economic growth and

improve sustainability in these countries by creating job opportunities and improving infrastructure, therefore increasing productivity and allowing for the development of better quality products and services and more efficient methods of production. (Anadon et al., 2016; Rao-Nicholson et al., 2017; Zanello et al., 2016). Developed countries (such as those in Europe) benefit from the products and services of developing countries and as such should be instrumental in contributing to innovation in lower income countries (Aubert, 2005; Cirera & Sabetti, 2019; Le & Unu-Wider, 2019; Wadho & Chaudhry, 2020; Zanello et al., 2016). However, to do so a better understanding of the barriers organizations in developing countries face with innovation should be considered.

Organizations in developing countries face both internal and external barriers. Rivera-Vazquez et al. (2009) connect organizational culture to the importance of knowledge transfer. Rivera-Vazquez et al.'s (2009) research suggests that the culture of an organization influences how and if knowledge is shared. Other internal barriers linked to innovation are lack of motivation and collaboration between decision makers and implementers (Mohan et al., 2016; Nassar & Faloye, 2015). Using examples from Bartels et al. (2016) and Hartono and Kusumawardhani (2019), a bureaucratic or bottle-necked approach to innovation not only slows down production but also negatively impacts the morale of employees and their outlook on innovation. The role of internal factors such as organizational policies and leadership affect how innovation is viewed within the organization. Rivera-Vazquez et al. (2009) suggest that organizational culture is more instrumental in shaping the employee's social identity in the workplace than national and ethnic cultures.

External barriers such as lack of governmental support, financial support, insufficient legal protection, and lack of opportunity contribute to the risk factor that stifles innovation in developing countries (Fyvie & Ager, 1999). Risk is a central component of

innovation (Brown, 2010). However, risk is also recognized as a barrier to innovation universally. Innovation is usually associated with a perceived financial need, for which there is no guaranteed return on investment. The decision to invest in innovation is motivated by demand from consumers and the market (D'Este et al., 2012). As a result, organizations without financial stability shy away from innovation to preserve their already weak infrastructures. The risk of not meeting market demands and therefore failing to increase market share may prevent organizations from innovating, especially in a country that operates frugally. An example of this concept is found in Hartono and Kusumawardhani (2019) where their findings highlight 'perceived risks' as one of the top three barriers to innovation in Indonesian manufacturing firms. Although the focus of this section remains on developing countries, studies such as Brandsen et al., (2016) show that barriers to innovation show similarity between developing and developed countries. An example provided by this research surrounded the argument on the true nature of social innovations at government level. It was highlighted that without a strategy for sustainability of social innovations, a social programme conducted in Birmingham, England suffered from difficult work conditions such as lack of financial resources, high expectations from workers and limited human resources that lead to employee burn- out similarly to that in Zagreb, Croatia.

Barriers to Innovation in Non-profit Sport Organizations

Sport innovation is defined by Tjønndal (2016) as any form of change, new idea, or novelty in a sports context. Innovation literature within a sport context ranges between commercial (Füller et al., 2007) and non-profit/voluntary organizations (Wemmer & Koenigstorfer, 2016). Commercial organizations utilize innovation as a tool to create new products and services. This results in making innovation the model tool for commercial endeavours aimed towards customer satisfaction. A common focus for innovation echoed

throughout the literature is the pursuit of a competitive advantage (Cheng et al., 2019; Chiu & Yang, 2019; Salunke et al., 2019; Udriyah et al., 2019). Athletes, scientists, information technology companies, sport organizations, and manufacturing companies (to name a few) are always looking for ways to make their product better, hence, service/product innovation is a critical component of their success.

Non-profit organizations are not structured for making profit. Financial resources within these organizations are revolving, typically focused on fueling strategies in order to reach organizational objectives. Carnochan et al. (2014) and Wemmer and Koenigstorfer (2016) suggest that in order to remain competitive with for-profit organizations for stakeholders, non-profit organizations have to adapt their strategies to meet the demands of their existing customers in a better way. However, innovation in non-profit organizations is often limited by a lack of human, financial, and technological resources (Bach-Mortensen & Montgomery, 2018; Steinbereithner, 2014). Due to these challenges, organizations are more inclined to carry out process-based innovations which seek to improve product and/or delivery methods [Organization (UNIDO), 2015] or innovations focused on aspects that improve organizational structures, learning processes, and environmental adaptation (Edwards-Schachter, 2018).

Non-profit organizations are more actively involved in seeking innovations that are operationally beneficial and incremental (Eveleens, 2010). These types of innovations focus on combatting some of the institutional challenges faced by non-profit organizations such as administrative competence. This careful strategy towards innovation implemented by non-profit organizations creates a low risk-taking culture in non-profit sport organizations which could lead to slow progress in goal achievement or falling behind competitors. This limitation facilitated by risk aversion provides another similarity between innovation in

developing countries and innovation in non-profit sport organizations. However, these organizations should not be held in contempt by academics for their resistance to taking risks.

According to (Eveleens, 2010), innovation is a difficult process; there is a high risk of failure associated with innovation. The balancing act between increasing risk and growth in non-profit sport organizations calls for a greater need of effective strategy and support from higher management. Hartono and Kusumawardhani (2019) identify that employee and organizational resistance to change is influenced by institutional rules. The board of directors has a critical role in facilitating the development of an organization's capacity for innovation. This is further supported by Jaskyte (2015), Hoeber and Hoeber (2012), and Wemmer and Koenigstorfer (2016) as they identify the importance of leadership commitment to the success of innovation. In short, these individuals are influential factors behind whether an organization innovates and in what capacity. To further complicate matters, group dynamics also play an important role in this process. Differing cultures and attitudes towards governance and leadership can impact organizational outcomes and innovation in an organization (Langer & Leroux, 2017).

Research surrounding innovation in non-profit sport organizations is predominately of a qualitative design, suggesting a need to explore this concept rather than test different theories. Research methods in these studies include semi-structured interviews, focus groups, and observation. Other studies (such as Winand et al., 2016) have used a mixed-method design introducing measurable surveys to the methodology. However, qualitative data collection is recommended for this type of research as it provides a "human component" by capturing knowledge, attitudes, and behaviours of the targeted participants. Tjønndal (2016) provides a systemic literature review that examines the current trends in

sport management literature with emphasis on innovation. Her results showed that over the years there has been an increased interest in sport innovation and strategy with main themes explored such as innovation types, innovators and entrepreneurs and innovation and strategy in sport organizations to name a few identified. Her research demands for innovation and strategy in sport to coexist, in order to tackle practices that promote social exclusion and discrimination based on factors such as gender, sexual orientation, race, and ethnicity. This demand is echoed by Fernandez et al. (2017) who's work demonstrates that even though sport can contribute to social integration for vulnerable groups, it is not guaranteed without direct intervention from sport innovators as sport is homogenous by nature, but when considering differences in socio-economic status, race, age, ability etc., its participants are not. In other words, there is a need for non-profit sport organizations to be intentional with their actions to provide programmes and services that are socially inclusive to all. Therefore, this research seeks to answer the call by identifying factors that create barriers towards the social innovation using an open innovation conceptual framework.

Conceptual Framework

Literature on innovation has been explored independently in the contexts of non-profit organizations, developing countries, and sport. Despite this exploration, knowledge that directly identifies the barriers to social innovation in non-profit sport organizations in developing countries is still yet to be understood. To inform the research, the concept of open innovation was adopted to explore the proposed research question. Common concepts emerging from open innovation literature are collaboration, cooperation, and sharing of knowledge amongst organizations (Chesbrough, 2003; Enkel et al., 2009; Wemmer et al., 2016). Open innovation encourages the notion of not "reinventing the wheel" as it encourages organizations to use existing innovations to develop or add to their own products

21

and services. From a developing country perspective, open innovation provides a sound framework towards innovation as these countries are limited by resources that affect internal research and development which is encouraged by closed innovation (Bénézech, 2012). Chesbrough (2003) argues that open innovation is not a decision between developing new ideas or using pre-existing ideas but rather as a collaboration of internal and external factors. However, Bénézech (2012) challenges Chesbrough's (2003) theoretical consistency calling for more consideration to be given to firm sizes, the impact of trust, and non-economic motives for transactions and collaboration amongst firms.

The main categories considered to be barriers to open innovation were found to be: environmental (political support, sponsorship and funding, legal barriers), managerial and organizational (communication, proper allocation of tasks, unrealistic expectations, lack of support), individual (negative attitudes, lack of commitment, skill), and cultural [not invented here syndrome (Hannen et al., 2019)] . Oumlil and Juiz (2016) analyzed open innovation literature across a 7-year span identifying common categories to barriers in open innovation. They also noted that these categories of barriers vary across industries and countries and do not share equal proportion of concern. With these broad categorizations of barriers to open innovation, Oumlil and Juiz's research provides its intended standardized measurement tool for open innovation barriers. As such, this conceptual framework will be utilized to inform the interview guide for this thesis in order to identify and measure the barriers towards social innovation in non-profit sport organizations in developing countries.

This chapter provides insight on what is known about innovation in the context of social innovation and the barriers faced in developing countries and non-profit sport organizations. Further research in social innovation may contribute to more holistic advances that address bigger challenges that require more than technological resolutions

alone (Van der Have & Rubalcaba, 2016). This research will lead to a better understanding of how to improve social innovation in non-profit sport organizations in developing countries by identifying the barriers faced in doing so using an open innovation conceptual framework that identifies current barriers to innovation. National Sport Federations (NFs), as governing agencies of sport, can influence the behaviours of sport clubs and smaller non-profit sport organizations (Nagel et al., 2015). Having insight from the governing bodies of sport in Barbados can provide a snapshot of non-profit sport organizations in Barbados. As such, the following chapter highlight NFs as the target participants for data collection and provides details on how this research was carried out.

Chapter Three: Method

To answer the research question of **what are the barriers to social innovation for non-profit sport organizations in developing countries,** a qualitative research design was adopted. "Qualitative research is the systematic inquiry into social phenomena in natural settings" (Teherani et al., 2015, p. 669) and as such, makes it the ideal tool for exploring "the why" or causes that affect social innovations for non-profit sport organizations in developing countries. Eleven semi-structured interviews with NFs were conducted using an interview guide informed by Oumlil and Juiz (2016) and the data collected from these interviews were further analyzed using a thematic network analysis, an analytical tool developed by Attride-Stirling (2001). This chapter gives a more in-depth description of how these tools were used to produce findings that answer the research question.

Researcher's Bias

Prior to pursuing graduate studies, I started a career as a Sport Administrator with the Barbados Olympic Association. The duties associated with my role focused heavily on

assisting with the development of sport in Barbados through working with the National Sport Federations. As such, I present my confirmation bias towards the findings of this data. Confirmation of bias implies that the way evidence is interpreted can be influenced by the knowledge seeker's beliefs, expectations, and/or experiences (Nickerson, 1998). Based on my experience with the NFs in Barbados, I expected the findings to highlight a lack of finances and resources as primary barriers towards social innovation without a clear understanding from the interviewees of what social innovation is. Although I had worked with the NFs in Barbados, this did not mean that I had a pre-existing professional relationship with the participant chosen to represent each National Federation. The interview guide was utilized to guide the conversation and allow flexibility for share participants to information, after each interview special care was taken to analyze all the data transcribed. Reaching out to all NFs as opposed to a selected few was the approach taken in order to accommodate the potential of more diverse results. Finally, being immersed in the literature associated with barriers to social innovation was a strategy that I used to minimize my bias. By expanding my knowledge of other barriers to social innovations outside of those I predicted, my mind was open to other possible outcomes emerging from this research.

Data Collection and Sample

The geographic area that was the focus of this research was not within close proximity to the researcher and as such all data was collected virtually using semi-structured interviews using the Microsoft Teams application. Semi-structured interviews were chosen for this research based on the ideology of Berrett and Slack (2001) as well as Jamshed (2014) that semi-structured interviews allow for a greater breadth of discussion in the pursuit of understanding organizational affairs, especially in a virtual environment. As a

researcher, I agree with and share this ideology. These interviews were conducted using an interview guide that allowed for prompted conversations with the interviewees. The interview questions were guided by the findings of Oumlil and Juiz (2016) who identified internal and external factors as barriers to open innovation. The questions engaged interviewees in conversation about their perceptions of social innovation, current works involving social innovations, what barriers they faced in doing so, and their outlook on collaboration amongst NFs.

All 37 NFs under the governance of the Barbados Olympic Association were invited to participate in this study. NFs were asked to provide one representative who was knowledgeable in the sport and non-sport projects and programmes of the National Sport Federation. After the participants were identified through publicly available contact information for the organization, they were sent a recruitment letter as well as an information letter describing that participation was voluntary, the nature of the research, and their role in the study as per the requirements of the research institution. A consent form was attached to the letter which required participants' signatures as confirmed consent to use the data collected from the interviews for the purpose of the study. Participants were encouraged to communicate with the researcher via email to share any concerns, questions, or to receive any relevant information related to the study. These documents, including the interview guide, are found in the Appendices.

Data Analysis Process

Prior to analysis, pseudonyms were chosen to represent the participants to ensure confidentiality. The semi-structured interviews were conducted and recorded via Microsoft Teams and then transcribed. The transcribed data was then imported into NVivo software for analysis. Open innovation prioritizes an organization's inflow and outflow of

information and knowledge as factors to its success (Lichtenthaler, 2011). This knowledge provided the basis for using the work of Oumlil and Juiz (2016) around the barriers associated with open innovation to focus the data collected from the interviews. Inductive and deductive approaches were taken towards data analysis whereas pre-existing theories were used to interpret the findings as well as consideration was given to new theories emerging from the data collected. The data collected was examined until new categories, themes, or changes were no longer evident or new data yielded redundant information therefore reaching theoretical saturation (Moser & Korstjens, 2018; Strauss & Corbin, 1998).

Thematic network analysis, an analytical tool coined by Attride-Stirling (2001), was utilized to achieve a structured and deeper level analysis of the data collected. Through pairing this technique with the categories derived from the conceptual framework used, the data was broken down into three categories of themes. The conceptual framework contributed to the first level of coding, named basic themes by Attride-Stirling (2001). The categories analyzed in this study were environmental, organizational, cultural, and communicational barriers derived from Oumlil and Juiz's (2016) measurement tool. After the first three interviews, some of the categories were modified to better reflect the collected data. An example of this would be cultural barriers: in Oumlil and Juiz's (2016) study, cultural barriers represents organizational culture, whereas in this study cultural barriers is being used to represent societal culture. Another modification would be the combination of managerial and organizational barriers now coded as organizational barriers to demonstrate the interrelation between these themes and concepts towards internal barriers to social innovation in non-profit sport organizations. Next, these categories were futher bundled to create organizing themes which grouped the main ideas from the basic themes based on

26

how they related to each other. For example, in Attride-Stirling's work (2001) the global theme is the concluding tenet; in this context it preceded both basic and organizing themes as the focus of the outcome had already been identified within the research question and labelled as Barriers to Social Innovation in non-profit sport organizations in developing countries.

Trustworthiness of the Data

Guba (1981) offers four criteria (credibility, transferability, dependability, and confirmability) that should be considered in qualitative research. As such, to ensure trustworthiness of this data, different strategies were adopted to address these criteria in this thesis.

Credibility

Credibility seeks the truth of the study, more specifically the truth of its findings. The first step taken towards creditability is ensuring honesty from informants. This was done using written confirmation to ensure confidentiality through the use of pseudonyms as well as notifying participants of the voluntary nature of the research from which they could withdraw at their discretion without consequence. Frequent debriefing sessions with my supervisor were used to build credibility of the data as conversations with my academic superior expanded my options towards the collection of data through her years of expertise with qualitative research. Through these debrief sessions, my supervisor suggested extending an invitation to participate to all NFs in Barbados as opposed to a selected few. This strategy; which could also be considered as stakeholder sampling, is particularly useful to research that targets persons who are involved in the administration of the programme or process being evaluated, which in this case is social innovation (Rosenbrock, 1995).

Finally, member checks were used through the use of a debrief summary which can be found in the appendix of this document. Although there have been some contrasting perspectives on the importance of member checks, Thomas (2017) notes that member checks can be useful to "ensure accurate representation of participants' perspectives or experiences" (p. 39).

Transferability

Shenton (2004) acknowledges that there are contrasting views about the importance of transferability in qualitative research. However, Korstjens and Moser (2018) agree that facilitation of how research can be replicated is beneficial to other research of similar contexts. Transferability in this document was achieved through "thick description" (Korstjens & Moser, 2018, p. 121), providing in-depth detail on the literature and concepts associated with the contexts and methods used for this thesis.

Dependability

Approval from the research ethics board of the University of New Brunswick under file number REB 2020-166 was obtained to ensure that the research met the standards of ethically sound academic work. Transparency was also achieved through the use of a trackable record kept with all changes and revisions to this document via Microsoft Word (Forero et al., 2018). Finally, all documents created for the use of data collection for this research can be found within the appendix of this document.

Confirmability

Shenton (2004) advises that a key component of confirmability is "the extent to which the researcher admits his or her own predisposition" (p. 72). To satisfy this notion, a section entitled "Researcher's Bias" was included in this document exploring the

researcher's bias as well as a section highlighting the limitations to this research and the potential effects of such.

The data collected for this study was stored in a password protected folder using a coded naming convention with access limited to the primary researcher and supervisor. The findings collected from this data are displayed and discussed in the following chapters.

This chapter gives a detailed outline of how the data for this research was collected and analyzed providing rationale for the tools used to do so. This process has contributed three key themes that address the research question of what are the barriers to social innovation in non-profit sport organizations. These themes are further discussed and analyzed within Chapter Four.

Chapter Four: Results, Discussion, and Limitations

The purpose of this study was to explore the barriers to social innovation in non-profit sport organizations in developing countries. The conceptual framework of Oumlil and Juiz (2016) was utilized to inform the interview guide. Using a framework that encourages collaboration, cooperation, and sharing of knowledge amongst organizations supported the discussion around the barriers to social innovation considering how internal and external factors affect innovation within these organizations. The basic theme categories of barriers (environmental, managerial, and organizational, individual, and cultural) provided by Oumlil and Juiz were used to identify and measure the barriers towards innovation in non-profit sport organizations in developing countries.

The research question of what are the barriers to social innovation in non-profit sport organizations in developing countries emerged in three key themes from the data collection and analysis: Innovation Helplessness, Survival Innovation, and COVID-19 Implications. The data also provided new insight into how COVID-19 Implications have also influenced social innovation in these organizations. The data displayed consistencies to previous literature highlighted in the Literature Review revealing a lack of open innovation amongst NFs and strong influence from political and financial resources on the implementation of social innovation. This study further contributes to knowledge as it offers a different perspective to Tjønndal (2016) who implied that strategic and innovative action is needed by organizations to improve social inclusion in sport. These findings demonstrate that these NFs are making intentional moves towards social innovation through developing programmes and projects. However, progress has been limited by the barriers highlighted throughout this chapter. Figure 1 displays the results of the data collected showing the basic themes of external, internal, and COVID-19-related categories. These then created the basis

for the three main emerging organizing themes of Innovation Helplessness, Survival Innovation, and COVID-19 Implications which contribute to answering the research question.

Figure 1- Thematic Network Analysis
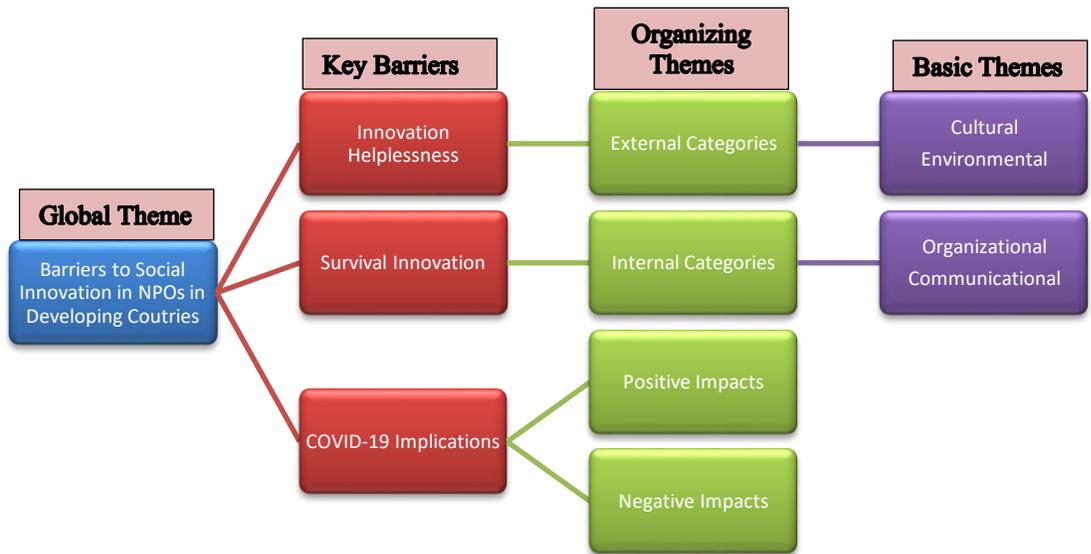
What are the Barriers to Social Innovation in Non-Profit Sport Organizations in Developing Countries?

Innovation Helplessness, Survival Innovation, and COVID-19 Implications are key barriers identified in this study that affect social innovation in non-profit sport organizations in developing countries like Barbados. The following descriptions of these barriers demonstrate the similarities to previous literature as well as providing what is new and relevant to answering the research question.

Innovation Helplessness

Innovation Helplessness is one of the key themes identified by data analysis derived from data coded under the categories of cultural and environmental barriers. Recurring

responses from the interviews around these categories of barriers echoed similar messages, particularly around concepts such as absence of political support and limited financial resources. Less repetitive factors highlighted from the data included struggles with public opinions such as perceived danger and risk associated with the sport or lack of opportunities the sport may provide and inability to connect with stakeholders. When compared, these recurring responses share a common external nature as they can be considered to be influenced by factors outside of the organization.

This result is consistent with previous literature highlighting external factors such as governmental support and funding opportunities as key barriers to innovation in developing countries (Fyvie & Ager, 1999). Fyvie and Ager sought to understand why innovation capacities were not reflected in project outcomes in non-governmental organization (NGO) activity in The Gambia (a developing country). The commonality here is non-profit organizations embrace innovation, however, the processes in carrying out these innovations are greatly impacted by internal and external factors such as organizational and societal culture. Keeping with the theme of Innovation Helplessness, key external factors mentioned were cultural (how innovators and their ambitions differed from that of the community's needs), competition - although not shown to be a key area of concern within this thesis - lack of knowledge sharing due to competition negatively impacted sponsorship opportunities as well as capacity building in these organizations. Political influence was another key external factor that shared similarities with the findings of this thesis. An unstable relationship with governments that does not encourage open and honest communication can stifle innovative outputs through conflicting goals and values.

Political influences go hand-in-hand with the funding inadequacies of these NFs. This can lead to a feeling of helplessness as these organizations perceive these barriers to

be outside of the control of the organization. Helplessness in this context is determined by a perceived inability to act independently. The data identified that funding provided for these organizations by local political structures was directed predominately toward elite sport through, for example, athlete travel grants, games preparation grants and hosting major sport events. Mölenberg et al. (2020) explored the concept of government investing in elite sport to increase sport participation at community level, however, results suggested that there was no significant change as a result of using elite sport but rather sport used specifically to target an increase in sport participation showed to be more successful. This provides rational for an intentional investment into sport for social development and demonstrates that even though there is governmental assistance to the NFs, it does not extend to the encouragement or promotion of social innovation directly but left to chance as a biproduct of elite success. This process not only limits the funding available for social innovation at community level but also contributes to these organizations investing their resources primarily into elite sport without concrete evidence of its success.

"So our national team is really the selling point for our association. So it's for us to continue doing well, to attract, you know, other persons that would like to invest in the sport." - Common

"Sometimes it may be the issue of the amount of funding that you get, it's never the amount that you would like to get to be able to do everything that you want to do. And their(government) funding is generally specific to national team travel. So usually, you wouldn't get funding from the BOA for, you know, teachers to come and teach young people on evenings before training."- Nets

"The sport has been focused mostly on competition to the detriment of some of the other benefits that the sports offer, which fitness is one of the main ones we can use to benefit our community around us." - Banane

When asked about the external barriers faced by these organizations, over 80% of those interviewed identified funding and lack of sponsorship as key barriers of social innovation.

"The only barrier I think I can identify is funding. Funding may prevent you from being able to carry out the types of social innovations that you'll want to . . . Sometimes you may not be able to carry out all the programmes because of funding." - Nets

"Would always say we need more, you know, would welcome the opportunity for more funding, with more funding, allows you to do, you know, the ability to put more programmes in place, you know, improve the opportunities in the sport." - Valley

This relationship between sport organizations in developing countries and local political structures can further be compared to that of developed countries. In Barbados, the financial focus of governing sport and political bodies is predominately on elite sport. Elite sport has shown to be prioritized by governments for their wide range of non-sport related benefits such as enabling national pride and stimulating potential economic growth through hosting mega sport events (Green & Houlihan, 2005). However, the importance of elite sport to economic growth can be questioned on its applicability to Barbados and other developing countries or if unique to developed countries. Sport Canada, provides an example of a hybrid approach to sport policy presenting a contrasting narrative which does not prioritize elite sport but also social and community development through sport. Within these policies,

resources for social innovation in sport can be found accessible to non-profit organizations towards addressing social issues (Canada, 2015; Heritage, 2017; Langlois & Ménard, 2013).This inclusion of social innovation in governmental policy suggests that social innovation is valued and sport is recognized as a useful implementation tool for social impact not only for marginalized communities but the country as a whole.

While the world returns to some kind of normalcy and the sporting world returns to play, this has not been the case for NFs in Barbados. Local authorities, at the time of this study, were yet to approve protocols for the return of sport on the island presenting another environmental barrier. Innovative Helplessness is also demonstrated as NFs consider COVID-19 management at the government level as a barrier to them socially innovating. NFs in this study agree that the pandemic has impacted their abilities to socially innovate through "halt play" protocols at the national level, causing loss of interest and opportunities as by-products of local politics. This issue of governmental response to the pandemic is reflected in the work of Begović (2020) where he expressed similar "halt play" policies causing the discontinuation of sport in developing countries.

*"A big part of our sport happens in the winter months. Unfortunately, this is a different year . . . when we play without the visitors, we would have about five to six tables of our sport right? So you're looking at 20 to 24 people individually playing, when we have visitors that can go from five to six to 13 to 15 tables (**groups of the sport being played**). So yes, so you see the importance of the visitors." - Mindful*

"We have seen a loss of interests."- Tech

"So for 2020, we were not able to play, we were not given permission by government to play."- Common

Additionally, carving out a space financially and in policy at the governing level specifically for the implementation of social development can provide opportunities for social innovation in non-profit sport organizations in developing countries (Akuffo & Soop, 2020). However, it can be argued that the complaints against these COVID-19-based policies (or lack thereof) suggest an overreliance of governing agencies to take action rather than encouraging NFs to become more innovative. A balance in support is therefore necessary, from government that encourages self-reliance and independence and not enable helplessness through entitlement.

Public perspectives on the limited opportunities and danger associated with particular sports also arose from the data as perceived barriers outside of NFs control. As mentioned previously, governing bodies within Barbados have prioritized elite sport. This push for 'greatness' also extends to the public as sport is seen as 'a way out' for youth to access better livelihood through academic scholarships which can lead to educational advancement and/or professionalization in sport. This concept is one that is shared amongst developed and developing countries as sport is considered as an outlet out of poverty and social exclusion (Lawson, 2005). With such emphasis on elite sport, the recreational or fitness component is often overlooked by NFs as demonstrated below.

"The sport has been focused mostly on competition to the detriment of some of the other benefits that the sport offers, which fitness is one of the main ones we can use to benefit our community around us."- Banane

Lawson (2005) outlines social benefits to sport, exercise and physical education in a developing country context, highlighting that not only are there health benefits to utilizing sport outside of elite level but also that doing so can contribute to human capital development. Banane also pointed out that participation in this sport ended around the age of 40 as this sport does not allow competitors past this age internationally. As this is common knowledge for those within this sport's community, interest in membership decreases as members reach this age bracket and as such creates a barrier to who can be impacted by the social initiatives provided by this NF. Even with this knowledge, NFs still do not seek to engage members outside of competition age. As governing bodies continue to ignore or deprioritize sport for development, NFs follow suit to meet political and funding requirements. By choosing to accept this age cap instead of seeing the opportunity to engage this age group in other social ways further demonstrates an example of Innovation Helplessness among these NFs.

Also relevant to Innovation Helplessness, fear of injury and other physical or psychological dangers was perceived as a barrier to social innovation driven by public opinion. Fear of dangerous sport is not an uncommon issue when it comes to building and maintaining interest in sport (Millar et al., 2020). Likewise, this is an issue that also plagues NFs in Barbados as they highlight that through these fears it is hard to innovate socially as the name of the sport alone sometimes carries a stigma of danger or difficulty.

"One that we face as well, because of the nature of our sport. It is intimidating, and it can be misconstrued that is a violent sport."- Roche

"Because I think *sport* is one of those sports that most people don't understand. It's a difficult sport it's not easy to understand the rules for one thing, and it's not a visual, it's not

a spectator sport. So it makes it that much more difficult to get out into the public, because

they don't know what they're getting into." – Windy

"There's still the fear of *sport* especially from parents, that it is a very dangerous sport"

- Banane

As shown in the literature review, non-profit sport organizations play a significant role in socially and economically contributing to society (Hoeber et al., 2015). Public support is therefore necessary for social innovation to be effective, particularly because the point of social innovation is to address societal needs. As such, the concept of risk communication can be introduced as an alternative to Innovation Helplessness. Fuller & Drawer, (2004) shows us that public perspective of dangerous sport is in fact not outside of an organization's control but instead can be confronted through utilizing communication strategies - such as traditional and social media - to educate and share knowledge associated with the sport to alleviate preconceived ideas of danger.

Innovation Helplessness provides some insight on some of the external barriers to innovation in these organizations, however the following section explores the internal barriers that can occur within an organization and the implications they have on innovation.

Survival Innovation

Results of analysis indicate the theme of Survival Innovation as the outcome of internal factors. Through basic themes of communicational, organizational, and managerial barriers, it was identified that even though these organizations value innovation, innovation is oriented towards the maintenance of the organization with very little human resources or material resources left for social initiatives. The theme of Survival Innovation is examined

from the concepts of organizational and managerial barriers. Additionally, argument for the implementation of Open Innovation in non-profit sport organizations in developing countries is presented.

Previous literature (Hoye et al., 2019; Jaskyte, 2015; Wicker & Breuer, 2013) shows that volunteerism is a prevalent issue amongst non-profit sport organizations. Wicker & Breuer (2013) explored how the severity of organizational problems were impacted by different types of organizational resources. The results from this study highlight human resources as a significant determinant of organizational problems. The results of the data collected from this study show a shared perspective as each organization made mention about how limited human resources has affected their innovative progression, whether at decision-making or implementation levels.

"Because of the structure of our organisation where we are mainly volunteer maids, it is difficult to get that full buy in to make sure that things are carried out properly."- Roche

"The willingness of people to volunteer their time, in recent years, has been dwindling. The number of people we might have been able to call on are busy otherwise with life, if you get what I'm saying. So, trying to find those extra volunteer hours can be a challenge." - Tech

"Because the structure is so that there's so much volunteerism in the whole makeup, there's hardly any time for them to think outside other than their own federation survival."- Sticks

These responses show that not only does this impact the human resources available for implementing innovative initiatives, but it can also have an impact on the decisions to innovate socially. Six out of the 11 NFs interviewed stated that even though there was support towards social innovation within the organization, because of the nature of board

selection and skill level, the organizations typically could not progress past the idea stage. The following quote provides an example of how sport in Barbados is typically organized at the governing level where, for example, board members are selected based on their popularity within their sport community and not based on their professional skill set.

"Sports, Business, and Management, like anything else, needs pretty much the same set of skills to succeed. The skill that you qualify for, for your position in the corporate world, they are not mandatory to be an executive in a sport association. So when the sport needs those talents, sometimes you might have somebody function in that position that is not necessarily skilled in that area. And that can retard you growth, you know, any innovation at all, to be honest with you."- Blips

NFs will remain in survival mode if they do not embrace the need for adequately skilled board members, especially when considering Manzini's (2014) top down approach to social innovation. Manzini, (2014, p. 60) suggests that top-down innovation be a three step strategic process encompassing 1) recognizing the problem and the resources needed, 2) proposing organizational and economic structures that activate these resources and 3) building and communicating an overall vision. Zenou et al. (2020) offer the perspective that innovation is the responsibility first of the board members of the organization to encourage and promote improved innovation. Zenou et al. (2020) emphasize that an approach that measures the profile of board members based on relationships, skills, and experience is required to support innovation within the organization. As these organizations struggle financially to keep the organization afloat, the pursuit of social innovations without pro-innovation decision makers will be likely as innovation continues to be perceived as a financial need with no guaranteed return on investment resulting in risk aversion outside of process innovation.

"Some of the challenges really lie in, I guess, the resources, so, you know, all the things that we mentioned, it's just a matter of having resources and be able to commit the time to do it"- Valley

"Most of the money that we regenerate takes care of basic needs. So that's something to be prepared to give up something and you want to try something new, you might need additional money from the same sources or new revenue streams to do it."- Blips

Survival innovation shows similarity with literature that tells us about the role of processual innovation. In fact, literature such as that by Hull and Lio (2006) encourages this type of innovation for non-profit organizations as a recommendation to their low tolerance to risk. As these organizations are more goal driven than financially driven, more becomes at risk such as major sponsors, members, and other stakeholders, justifying them taking a step back from risk taking.

One key concept identified as a barrier to innovation is a lack of open innovation amongst NFs. As highlighted in the Literature Review, developing countries in particular suffer from a lack of open communication and knowledge sharing among each other due to internal perspectives that innovation must be the creation of something new (Not Invented Here Syndrome). This perspective limits the attempts to be innovative and adds additional pressure to their already limited resources (Chesbrough, 2003; Enkel et al., 2009; Wemmer et al., 2016). Although articulating an openness to Open Innovation amongst each other, these NFs still maintained their helplessness approach. The findings showed that the NFs saw the lack of effort to connect them together at the governing level partially responsible for why they had not practiced open innovation.

"One of the things that I know that the sporting bodies have shared with the Ministry of Sport and the National Sports Council is that they find that the Sports Council and the bodies(NFs), we need to get together a bit more often to discuss some common things. And that feedback has already gone to the Ministry of sport, you know, to say, listen, you know, we need to get together a bit more often with you guys to discuss some common issues, etc."
-Tech

Within a developing country context, utilizing open innovation is critical when considering the limited resources of these types of organizations. Utilizing Open Innovation through an intentional effort to improve communication, collaboration and reflection can expose NFs to the similarities amongst their grievances (Srholec, 2011). These NFs can then seek to combat survival innovation exposing them to new opportunities, resources, and relationships.

COVID-19 Implications

The sport world has felt the impact of the COVID-19 pandemic. How sport is played, governed, and consumed has seen drastic changes limiting its shared experience (Byers et al., 2021; Skinner & Smith, 2021). This section offers two perspectives on the impact of the COVID-19 showing: a) how the pandemic created a barrier for potential and in-progress social innovations of the NFs interviewed and b) what is new about the data highlighting how, despite the barriers faced by these organizations, the pandemic has facilitated new spaces for social innovation to take place efficiently through the enhanced use of technology.

Negative Implications

After declared a pandemic by the World Health Organization (WHO) , COVID-19 resulted in sport being cancelled and postponed worldwide (Begović, 2020; Bowes et al., 2021; Weston, 2021). The effects of the pandemic affected grass root to elite levels of sport. Not only were community level sports discontinued in most regions but the Olympic Games scheduled for 2020 in Tokyo were also postponed as a result of an influx of COVID-19 cases worldwide. This experience was no different in developing countries. All of the NFs interviewed made mention of the pandemic and how it had impacted their ability to innovate socially. Recent literature around COVID-19 and sport pays special attention to the impact of the pandemic as it relates to sport at the elite, commercial level, specifically examining spectator experience (Skinner & Smith, 2021), gender equality in sport (Bowes et al., 2021), and sport governance (Byers et al., 2021). However, interviewees suggested that the loss of international competition demotivated members, particularly those pursuing elite status. Unlike for-profit organizations who continued to suffer financially as a result of the pandemic (Weston, 2021), non-profit sport organizations in Barbados faced a lack of interest and decline in member recruitment and retention. The loss of elite sport also created a barrier towards social innovation as the interest and commitment from new talent, consumers, and volunteers decreased. Additionally, as these organizations were in constant survival mode, they found themselves unable to make tangible contributions towards the fight against COVID-19 to retain and/or recruit stakeholders. The opposite can be said for their for-profit counterparts, who displayed corporate social responsibility through examples of donations towards masks or sanitizers and salaries for those who had lost employment due to the virus as ways to contribute to the survival of their organizations (Weston, 2021). Referring to the theme of Innovation Helplessness, we also see the part

government and/or political influence played in disabling innovation through sport demonstrated below:

"I want to say COVID has kicked our behinds to the floor. And again, is not even so much COVID. I think it's how it has been handled locally." - Tech

"The major thing though, was that we cannot play sport, we can't. And that's just a mandate from government, we can't play contact sport. So even if we wanted to be innovative, and put things in place so that we can still play we were not allowed to." - Common

The recommendations provided in chapter 5 suggest best practices for strengthening the partnerships between NFs and political influences in order to best address the helplessness felt by the NFS as a result of limited political support.

Positive Implications

Results show that the pandemic also encouraged innovation through an increase in international connections and participation and improved processual innovation for NFs. NFs reported that before COVID-19, lack of resources was a vital component in creating barriers to social innovation through examples such as inadequate facilities, cost for facilitators, and catering. However, the NFs suggested that COVID created new spaces for innovation through the use of technology.

"But with COVID, that number, *sport* base online, well, we were in for a shock, because that number would have gone from 10,000 - 20,000 to 50,000 - 100,000 people at any one point in time playing *sport*.."- Mindful

"A lot of new training courses, the coaching can be done online since COVID, it has now introduced us to the new, easier way of actually having meetings." - Banane

*"Playing on the internet, prior to COVID was one of the most common uses of the internet. And it's still one of the largest games played on the internet. Yes, now you have Minecraft and all these other things as well. But *sport* is still quite up there with them. All of this is obviously possible in the last 30 years, but we never leveraged it until COVID hit us."- Tech*

"It did not really affect us as innovation because from the time COVID came about we quickly had an online platform setup, we paid for a Zoom account. So we started meetings from very early with our members"- Common

In support of the research mentioned within the literature review, these NFs also give preference to processual innovations. Technology continues to be used in sport to further improve process innovation within the organization through better administration services. One of the advantages recently highlighted of technology was that it enables sport organizations to produce their own content promoting self-reliance within the organization (Chambers, 2021). Participants within this study did mention that as a result COVID-19, new opportunities to increase engagement with stakeholders emerged. Some of them mentioned of how moving training sessions online and conducting board meetings through technological applications such as Zoom, created flexibility and simplified the process of getting everyone together. Moreover, as it relates to social initiatives, technological platforms, such as social media, have seen an increase in usage by organizations and athletes facilitating advocating for and empowering social initiatives such as gender equality, racial discrimination, and the promotion of physical activity (Hayes, 2020). One NF's response supported this as they presented how they were using online meetings to teach holistic skills to their membership such as good nutrition as well as facilitating online physical activity

sessions (home workouts). This is not, however, the case for all developing countries as Dixon et al.'s (2020) work highlighted knowledge around technology as a barrier for a Kenyan sport organization as a result of adapting to change caused by the COVID-19 pandemic. Although in this study positives surrounding technology as a result of the COVID-19 pandemic have been presented, further research around the impact of technology in adapting to sport post-pandemic is needed. This research contributed to knowledge by identifying three major themes of Innovation Helplessness, Survival Innovation, and COVID-19 Implications as barriers to social innovation in non-profit sport organizations in developing countries.

Limitations

Limitations to this study are presented in order to maintain the confirmability of this study as well as to demonstrate transparency between the research and the research consumer (Ross & Bibler, 2019). Although it is not uncommon within qualitative research to have smaller sample sizes, having a bigger sample may have resulted in a greater variation in responses possibly contributing new themes or data that supports existing literature. Next, with the COVID-19 pandemic being a new phenomenon, the timing of this research also became a limitation for this study. As time progresses the implications of the COVID-19 pandemic may change within sport organizations and as such, future data collected may suggest new barriers or the current ones highlighted in this study may have lost relevance. The conceptual framework used for this study provided a broad lens with defined categories to examine barriers to social innovation. Although useful, this created a limitation as these categories of barriers varied across industries and countries and were not demonstrated of equal proportion of concern. In this study, data was only collected from one developing country and does not represent the barriers faced by all developing countries. Looking at

other conceptual frameworks that target single country innovation or are specific to social innovation may have produced different results and different categories to inform the basic themes. This limitation, however, provides an opportunity for future research looking at the barriers associated with social innovation in other developing countries or across multiple developing countries.

Chapter Five: Conclusion and Recommendations

As Sport for Development maintains its growth in academia and practice it is important to identify key factors of its success or lack thereof. This research focused on identifying the barriers to social innovation in non-profit sport organizations in developing countries, with a specific focus on Barbados. With previous literature (Hoeber et al., 2015; Jaskyte, 2015) calling for more innovation in non-profit sport organizations, it is crucial to understand the barriers they face in doing so. This research established three main themes of barriers: Innovation Helplessness, Survival Innovation, and COVID-19 Implications, within NFs in Barbados.

This study has shown that these 11 NFs are open to innovation but are faced with internal and external barriers. Innovation Helplessness conceptualized the perception of these NFs that social innovation was limited by factors outside of organizations' control. NFs contributed their lack of social innovation to political influence and public opinion which they considered to affect funding availability for social initiatives as well of general interest. Congruent with previous literature (Wicker & Breuer, 2013), the data also demonstrated that social innovation was impacted by internal barriers such as limited human resources and limited communication and collaborations with other NFs. This suggests that without the right skill set, knowledge and/or relationships within the organization, priority must be given to innovation oriented towards the maintenance and basic needs of the NF as opposed to social innovation. This research additionally presents a unique opportunity to start to understand the impact of the COVID-19 pandemic as it relates to sport for development. The findings highlight that while technology has helped keep NFs functioning at some capacity, halt play protocols by government have impacted the NFs ability to recruit new members and retain interest in their sport.

This study provides a start to understanding these barriers from a developing country's perspective providing insight into how internal and external factors can influence NFs' abilities to innovate. Future studies pertaining to sport for development should continue to explore the barriers to social innovation in developing and developed countries to establish a clearer picture of how these barriers influence social development and how they differ in these different contexts. Further implications of this research include an opportunity for non-profit sport organizations to evaluate their current policies or lack thereof surrounding sport for development, providing an opportunity for a more hands-on and direct approach to how they implement social development tailored to their resource capabilities. The following paragraphs provide recommendations based on the findings of this research as well as previous literature to inform future research in this area as well as best practices for sport practitioners.

This study has highlighted how a reliance on government and political influences promotes Innovation Helplessness within these organizations, especially due to the financial influence these governing bodies have. As a result, a collaborative effort between local governing institutions and NFs is recommended to create a tool kit including best practices and evaluation procedures (Levermore, 2011) with reasonable financial support tailored to each NFs needs. This approach addresses the critique of enabling dependency and welfare entitlement (Rossi and Rynne 2014) as a collaborative approach provides an opportunity for governments to contribute to the true - rather than the perceived - barriers these NFs face. This approach also enables NFs to be a part of the process, utilizing or strengthening their skill set further providing capacity building opportunities. This recommendation is further supported by (Lichtenthaler, 2011) who agrees that organizations that intentionally engage

in knowledge transfer both within and outside of the organization create a pathway to translating new/existing knowledge into marketable solutions.

This research identified poor communication and collaboration between NFs and governing institutions as contributory to social innovation barriers these NFs face. Therefore, Open Innovation using the bottom-up type of social innovation is recommended to NF practitioners. Bottom-up social innovation is driven by the people for the people. Through intentional efforts amongst NFs (the people) to meet and collaborate on social initiatives, restraints such as physical and human resources can be shared amongst the NFs. This approach not only helps to alleviate restraint due to limited resources (Bénézech, 2012) but also encourages and promotes knowledge sharing, learning opportunities, and connections that stimulate capacity building amongst NFs and sport practitioners in Barbados as highlighted by (Svensson & Hambrick, 2019).

Finally, current research shows when done intentionally with clear evaluation processes, sport can be an ideal platform for social innovation (Dixon et al., 2020; Ratten, 2019; Ross & Forsyth, 2020). Future research should focus on the barriers of social innovation in non-profit sport organizations in a variety of developing countries across the world, such as those within the Caribbean and Europe. This advancement of knowledge provides the opportunity to explore different conceptual frameworks and may produce different results building on understanding of the barriers to and the process of pursuing social innovation in sport in developing countries.

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APPENDIX A: Recruitment Email for Potential Participants

Recruitment Email

Dear potential participant,

My name is Daneka Headley and I am a graduate student in the Faculty of Kinesiology at the University of New Brunswick (UNB). I am writing to invite you to participate in a study on social innovation in non-profit sport organizations in developing countries. This research is being conducted under the supervision of Dr. Terri Byers.

The purpose of this research is to identify the barriers towards social innovation in non - profit sport organizations in developing countries. Your organization has been identified as ideal for this study as it is recognized as a vital component to increasing social inclusion in sport and the community. **This project has been reviewed by the Research Ethics Board of the University of New Brunswick and is on file as REB 2020-166.**

I am seeking to interview one executive member of your organization at your discretion who is knowledgeable of the organization's past and current sport and non-sport programmes and projects.

Should you decide to participate in this study, your organization will be invited to participate **virtually** in an interview to discuss perceptions of innovation and diversity in Barbadian non- profit sport organization, including barriers to social innovation.

Prior to your interview, please return the consent form found attached to this email. With your consent, I would like to audio record your interview, and the data collected will be analyzed to produce findings that contribute to your organization's efforts towards better social inclusion and innovations. Participation in this project is completely voluntary and can be withdrawn at any time without consequence.

link

The link shown above provides available dates for interviews. Please sign up using organization's title rather than personal name. After you have chosen a suitable date and time, you will receive an invitation to a meeting via Microsoft Teams in which you should RSVP. Should you have any questions about this study or process please email me at dheadley@unb.ca.

Thank you for your consideration.

Sincerely,

Daneka Headley

Informed Consent Form of Individuals over 18 years of age
Title of Research Project: Social Innovation in Non – Profit Sport Organizations in Developing Countries: Focus on Non- Profit Sport Organizations in Barbados.

Investigator:
Daneka Headley, Graduate Student, Kinesiology, dheadley@unb.ca
- Supervised by Dr. Terri Byers, Associate Professor, Kinesiology, tbyers@unb.ca

Purpose of the Research:
Non-profit sport organizations, through the sport for development movement, have been actioned to find innovative ways provide positive social impacts to communities using sport. These organizations are particularly found in developing countries at risk of social issues. Literature indicates that non-profit organizations are least likely to innovate but are also in the greatest need of innovation.

As such, this study focuses on understanding the barriers to social innovation in non-profit sport organizations in developing countries with a focus on Barbados through utilizing an open innovation theoretical framework and qualitative approach towards data collection.

This research seeks to contribute to the understanding of how to increase social innovation in non - profit sport organizations in developing countries through identifying the barriers faced in doing so. The findings from this research can also be used to create best practice policy for sport organizations worldwide to support greater social innovations towards combating social issues such as discrimination, poor health and inequality.

Anonymity will be respected and no information that discloses the identity of the participant or organization will be released or published without consent unless required by law. Participation in research is voluntary. If you choose to participate in this study, you may withdraw at any time without consequence.

This project has been reviewed by the Research Ethics Board of the University of New Brunswick and is on file as REB 2020-166.

If you have any questions about this study, please contact:
Terri Byers, Associate Professor, Kinesiology, tbyers@unb.ca, KIN 320, 506-447-3326

If you have questions about your rights as a research participant, you may contact:
Research Ethics Board Fredericton
ETHICS@unb.ca
+1 506 453 5189
Fax: +1 506 453 3522
Sir Howard Douglas Hall, Rm 212
UNB Fredericton Campus

Consent Form

By signing this form, I agree that:

1. I understand the purpose of this research.
2. I understand that the interview will take approximately 45-60 minutes to complete
3. I understand that this study is voluntary, and I have the right not to participate or the right to stop at any time.
4. I understand that I may refuse to participate without consequence.
5. I have a choice of not answering any specific questions.
6. I am free now, and in the future, to ask any questions about the study.
7. I have been told that my personal information will be kept confidential.
8. I understand that no information that would identify me will be released or printed without asking me first.
9. I understand I have the option of allowing my interview to be audio/video recorded to ensure an accurate representation of my response.
10. I understand that I will receive a report of the study's findings after data collection has been completed.

I hereby consent to participate in this study:
Name of Participant: _____

_____ _____
Signature Date

SOCIAL INNOVATION IN NON-PROFIT SPORT ORGANIZATIONS IN DEVELOPING COUNTRIES: FOCUS ON NON-PROFIT SPORT ORGANIZATIONS IN BARBADOS.

This project has been reviewed by the Research Ethics Board of the University of New Brunswick and is on file as REB 2020-166.

Research question:
What are the barriers towards social innovation in non-profit sport organizations in developing countries?
Interviewee pseudonym/number:
Date:
Interview Guide

 Introduction
1. I'd like to start with you telling me about your role in the organization and how long have you been associated with (sport).

2. How important is innovation to your organization?

3. Can you give me some examples of when the organization was innovative?

Prompt: This study is focused on social innovation in non -profit sport organizations as it is considered to be lacking. Social innovations are innovations targeted at addressing social needs.
Social need can be related to social issues such as gender equality, violence, poverty and/or discrimination.

4. Can you tell me about any programmes, events, projects of your organization that can be considered a social innovation?

Prompt: This can include any event that targeted for example women, at risk communities or the disabled
E.g. Have you been a part of any workshops for example specifically for women or youth?

Attitude towards Social Innovation (*Internal Challenge towards Open Innovation***)**

5. How is SI encouraged/facilitated in your organization?

6. What benefits of Social Innovation have you seen in /or are foreseeable to your organization?

Prompt: Some of the benefits highlighted in the literature of social innovation are an (Young, 2011) increase in participation (such as women, disabled, youth) and encourages collaborations with cooperate and governmental organizations (CSR), access to governmental funds, good name in community.

Barriers towards Social and Open Innovation

7. What are some of the barriers your organization faces in carrying out social innovations?

Prompt: Barriers towards innovation include internal and external factors. Internal includes managerial/board and organizational such as communication, proper allocation of tasks, unrealistic expectations, lack of support, individual such as member having negative attitudes towards the innovation, lack of commitment board and member, skill in org to carry out the innovation as well as cultural (not invented here syndrome – if we didn't come up with it we aren't doing it) … and external such as legal barriers, lack of support from funders, community, needs of stakeholders.

Perception Towards Open Innovation

Prompt: Not invented here syndrome is key barrier to innovation in non-profit organizations, especially in developing countries.

8. How do you share information and communicate within and outside of the organization?

9. What is your relationship like with other NPSOs ?

9b. Have you collaborated with any other NPO to socially innovate?

Prompt: Collaborations? Sharing ideas?

10. How has Covid-19 affected the organization's ability to innovate?

APPENDIX D: Participant Debrief Summary

DEBRIEFING SUMMARY   **SOCIAL INNOVATION IN NON-PROFIT SPORT ORGANIZATIONS IN DEVELOPING COUNTRIES:**   **FOCUS ON NON-PROFIT SPORT ORGANIZATIONS IN BARBADOS.**

Dear Participant,

This study focuses on understanding the barriers to social innovation in non-profit sport organizations in developing countries with a focus on Barbados. Upon completion, this research seeks to contribute to the understanding of how to increase social innovation in non - profit sport organizations in developing countries through identifying the barriers faced in doing so. **This project has been reviewed by the Research Ethics Board of the University of New Brunswick and is on file as REB 2020-166.** Below shows key findings from the interviews conducted showing common themes of barriers amongst the participants

Environmental Barriers (Outside of the organization)
- Availability of money/funds
  - Limited ways they can use the money they receive. (Eg. Travel Grants can only be used for travelling for competition)
- Poor relationship with Governmental Sport Institution
  - This is shown through lack of support of "return to play policies" or lack of encouragement towards sport being used as a social tool.

COVID
- Encouraged innovation within the NFs (particularly towards the use of more technology)
- Facilitated cancellation of social programmes/potential programmes
- Government has not made any advances towards return to play
- The absence of Inter/national competition has impacted membership recruitment and retention
-

Cultural Barriers (Society)
- Struggle to change perspectives. Local public have preconceived ideas of sport primarily around safety and potential opportunities, this perspective has shown to hamper their willingness to participate in NF led innovations.

Organizational Barriers (Within organization)
- Voluntary Environment
  - Limited manpower
  - Same persons doing everything (burnout)
  - No room for anything outside of survival

Anonymity was respected and no information that discloses the identity of the participant or organization was released or published without consent. Participation in research remains voluntary and may be withdrawn at any time without consequence.

Should you have any further inquiries or would like to contribute any additional barriers or comments anonymously to this study, please contact Daneka Headley, dheadley@unb.ca OR Dr. Terri Byers, Associate Professor, Supervisor, Kinesiology, tbyers@unb.ca. Thank you for your time and contribution. **Deadline: Friday, July 2, 2021.**
Best Regards,

Daneka Headley

CURRICULUM VITAE

Candidate's full name: Daneka C. Headley

Universities attended (with dates and degrees obtained): University of the West Indies, 2018, BSc. Sport Sciences

Publications: Byers, T., Hayday, E. J., Mason, F., Lunga, P., & Headley, D. (2021). Innovation for positive sustainable legacy from mega sports events: Virtual reality as a tool for social inclusion legacy for Paris 2024 Paralympic Games. *Frontiers in Sports and Active Living, 3*. https://doi.org/10.3389/fspor.2021.625677