UNLV | UNIVERSITY LIBRARIES

Spring 2012

Understanding Loyalty and Motivation of Professional Sports Fans

Victoria Wilkins
University of Nevada, Las Vegas

Understanding Loyalty and Motivation of Professional Sports Fans

by

Victoria Wilkins

Bachelor of Science
Indiana University
2009

A professional paper submitted in partial fulfillment
of the requirements for the

Master of Science Sport and Leisure Service Management
William F. Harrah College of Hotel Administration

Graduate College
University of Nevada, Las Vegas
May 2012
Chair: Dr. Cynthia Carruthers

Table of Contents

Part One

Introduction

The common culture of the United States is characterized by the want for entertainment (Russell, 2009). The entertainment industry as a whole is typically broken down into segments of music, television and movies. While this constitutes a large portion of the annual revenue generated by leisure activities, it overlooks the billion dollar empire that is professional sports. It is estimated that the sports industry in its entirety is worth over $420 billion with roughly $20 billion of that coming from a combination of Major League Baseball (MLB), the National Football League (NFL) and the National Basketball Association (NBA) (Plunkett Research, Ltd., 2011). In addition to the revenue garnered by the teams, fans bring millions of dollars a year into cities hosting a game. The city of Indianapolis, for example, draws 250,000 fans for the three week celebration leading up to the Indianapolis 500 and sees an economic impact of approximately $40 million each time it hosts the National Collegiate Athletic Association's (NCAA) men's basketball Final Four. There is no doubt professional sports have an unwavering impact on the United States economy and dedicated fans are the industry's lifeblood (Hritz & Ross, 2010).

For the sports industry to maintain its status as socially and economically valuable, it is essential to turn casual spectators into lifelong fans who travel for games and financially demonstrate their continuous support for their team. The purpose of a professional sports team is to remain profitable while providing entertainment to an ever-expanding audience. The fan base must be retained and see upward growth throughout the years by demonstrating the benefits of support, encouraging attendance and ensuring satisfaction to all attendees. The

question then arises of how to motivate casual spectators, those who attend or watch games but feel no allegiance to a team, to become everlasting fans that will support their team throughout the years. While this question may not be answered in its entirety, an extensive literature review will attempt to discover what motivates an individual to attend sporting events and determine ways to increase loyalty to a sport organization.

Purpose

The purpose of this paper is to examine the factors which create continuous and permanent commitment to a specific professional sports team.

Statement of Objectives

There is no denying that the current economic standing of the United States does not promote spending large sums of money on entertainment and leisure. Since taking a family to a professional sports game gets rather expensive, families are lead to pursue other alternatives while deciding how to spend free time. The costs of game attendance, including tickets, parking, food, beverages and souvenirs, can easily surpass one hundred dollars, which is undoable for many individuals and families at this time. Long enduring fandom can still be achieved through television viewership, however it is more difficult to accomplish and measure. Without enduring fans, the business of professional sports would be unable to maintain its status as a multi-billion dollar industry. While discounted and lower cost tickets can be offered, the problem of how to offset an economic recession continuously arises.

Justifications

One cannot refute the massive impact professional sports have on the economy. It is therefore imperative to do everything one can to maintain the revenue generated by the sports

industry, and this is done by creating and maintaining a withstanding fan base. Without these enduring fans attending games and purchasing team merchandise, the sports industry would flounder and perhaps not be able to survive, creating an even greater economic deficit which may not be offset by other industries. This paper will evaluate different factors which induce emotional responses in individuals that lead to lifelong fandom while accounting for varying levels of attachment one feels for a chosen team. This is done in order to present implications of the best practices to increase fan loyalty and incite future research throughout the professional sports industry.

Constraints

At this time, there is little literature focused solely on an individual's motivation to attend sporting events and how to encourage lasting loyalty. The attempt to counteract this lack of literature will focus on first examining various motivations of an individual during participation in other leisure activities and what goes into creating an identity for oneself that incorporates personal preferences. Following this, steps taken to promote loyalty to a certain person, business or activity will be inspected and utilized to overcome what may be deficient in a sports focus.

Part Two

Introduction

While it is undisputed that professional sports are an immense stimulant to the national economy, the total value of these sports to society is intangible. It cannot be measured or fully realized due not only to its vastness but also because of incalculable value attributable to the importance of its social and entertainment aspects. While no absolute numerical value can be placed on professional sports, it can still be said that the impact of this industry in its entirety is priceless and therefore a permanent fixture in the lives of the average American (Milano & Chelladurai, 2011).

Because of this, it is important to understand what makes professional sports so appealing to the masses and how they have maintained their position as a billion dollar empire throughout the years and current economic recession. The answer to this essential question can be found by looking at lifelong fans and examining why they have maintained a position in support of a specific team. These enduring fans are the lifeline of professional sports teams and are crucial to the financial and long-term success of the sports industry as a whole. Since fans are imperative to successful sports franchises and these franchises are important to the United States economy, one must look at how to create enduring fans in order to retain the profits seen by this industry (Bee & Havitz, 2010).

Bee & Havitz (2010) found that understanding motivations behind an individual's continuous support of a professional sports team allows one to determine the best methods to employ in order to create fans out of individuals who remain uncommitted to a specific team or sport. Therefore, it is necessary to look at established, loyal fans to comprehend how and why

they became dedicated to a sports team. This information can then be used to appeal to other individuals in an attempt to create a valuable entity to which an attachment can be formed.

Wann (1995) found eight factors believed to be responsible for motivations leading to sport fandom: eustress, self-esteem, escape, entertainment, aesthetic, group affiliation and family needs; the base for the Sport Fan Motivation Scale. Eustress arouses and invigorates an individual and is a positive stressor. It is motivating to individuals who enjoy the excitement and anxiety that is present while attending a sporting event (Gantz & Wenner, 1995). Others are motivated by the opportunity to enhance their own self-esteem by gaining a sense of achievement when the fan's team is successful. This can result in a positive self-concept (Branscombe & Wann, 1991). A third motivation is escape, found in those dissatisfied and bored with life. Being a sports fan allows one to escape from and temporarily forget their problems. Still others view sports as a relaxing pastime comparable to watching movies and listening to music. These individuals attend sports games for their entertainment value (Gantz & Wenner, 1995).

Gantz and Wenner (1995) also found that fans are also motivated by economical concerns and the aesthetics at sporting events. Individuals motivated by economics are attracted to the gambling opportunities connected to sports and thus the chance to win money by betting on competitors. Economics could also have a negative effect once one considers all the costs associated with attendance. Aesthetic motivation consists of those attracted to sports because of the beauty and grace of professional athletes. The skill involved in competing in sports at a professional level is very high and leads to unbelievable feats taking place at games. Group affiliation relates to one's desire to be around and fit in with others. Becoming a sports

fan allows one to share an exciting experience with other fans and develop an attachment to and identity with a community. This desire also includes the want to spend time with one's family and relate to them (Gantz & Wenner, 1995).

Funk and James (2001) introduced the Psychological Continuum Model in order to outline parameters mediating a relationship between an individual and a sports team. The framework for this model outlines the movement between initial awareness and eventual identification, or allegiance. The four differing levels Funk and James described are awareness, attraction, attachment and allegiance and the model discusses connections between an individual and sport or team that are complex and strengthened or lost based on different aspects of the professional sport atmosphere (Funk & James, 2001). The Psychological Continuum Model and Wann's Sport Fan Motivation Scale combine to create the basis of this paper and the five stages of sport fandom.

Awareness

According to Funk and James (2001), the way to create fans out of persons who are not committed to a specific team is by forming a social identity in the individual while moving them along the psychological continuum, consisting of four steps to identification. The first of these steps is awareness, which takes place when one is first introduced to a sport or team's existence. Many times, this happens unknowingly due to commercials on television or simply overhearing the team's name in conversation. Awareness can simply be recalling the name of a professional team when the league is mentioned, such as thinking of the Chicago Cubs or New York Yankees when one mentions the MLB. It could also be as complex as understanding the sport and recalling specific facts as well as differentiating between various teams.

8

It has been suggested by Funk and James (2001) that awareness is initially influenced by significant others in one's life, such as parents and peers. From a young age, a child is influenced by parents' preferences and therefore is likely to enjoy the same sports and support the same teams as their parents. This is due to parents generally being the ones to involve children in sports by attending games, purchasing team merchandise or enrolling them in sport related activities. Since there are is a multitude of social aspects relating to sports, this is also true in relation to friends and peers; when a child attends school, he or she is likely to become more influenced by friends than family. An individual could also become aware of a team because of media or community emphasis. Media is initially important due to its ability to portray a team as it sees fit, while community is important because it generally presents its hometown team in a positive manner.

While there are many ways awareness takes place, it is important for the first introduction to be positive or one will be less likely to support the team over time. For this reason, a team must attempt to maintain a positive relationship with those in its immediate area and ensure it is exhibiting habits one would be proud to be associated with (Funk & James, 2001). This includes not only the team as a whole but also, very importantly, the athletes on a team. One wants to be associated with law abiding community members and a supportive franchise, so initial awareness happening due to arrests or other negative traits is not at all beneficial when trying to establish reasons for one to become a fan of the team.

Situational Involvement

Since spectators at the early stages of the continuum exhibit low levels of involvement with and attachment to a team, Wakefield and Sloan (1995) state they must be satisfied with

their initial interaction in order to continue attending or viewing games. This individual will consider all aspects of attendance, including events before, during and after the game while determining whether he or she will return. At this point, the goal is to maximize attraction to a team and create fans out of simple spectators, making it necessary to realize what one is looking for from a stadium or arena.

While attendance is influenced by quality of a team, such as win-loss record, physical surroundings are also contributors to spectator satisfaction. This makes it vital to acquire new talent, maintain established players, create the best possible team and maintain clean facilities with easy access to parking, restrooms and concessions. Since, at this level, game attendees are low level fans seeking entertainment and interaction, overall experience and therefore satisfaction is influenced by stadium design, customer service and food quality. When one is more highly involved with a team, they will be less discouraged by ostensibly negative stadium appearances and are likely to have a more positive evaluation of stadium experience. It is therefore necessary to ensure an enjoyable initial experience consisting of up-to-date and clean venues, fan control, easy access to seats and convenient location in order ensure continued attraction to a team (Wakefield & Sloan, 1995).

One of the most important concepts to understand when attempting to determine what makes one a lifelong sports fan is perceived value, the consumer's assessment of a given product or service based on perceptions of what is received in relation to what is given. If one feels the cost of attendance is greater than enjoyment of a game, he or she will be unlikely to attend future games. While value of a product is generally determined by functionality, such as how well a pen writes or whether a sweatshirt will be warm enough on a cold day, experiences

are valued based on social, emotional and, in the case of professional sports, entertainment appeal (Kwan, Trail, & James, 2007). Since it has been determined that perceived value is a large contributor to how one views an activity and thus likelihood of repetition of actions such as attendance, it is important to sports professionals to ensure socialization and high levels of entertainment are present at games.

Entertainment can be measured in a multitude of ways from how exciting and fun something is to whether or not it provides an escape and is captivating to the audience. In order for an activity such as attendance at a sporting event to be entertaining, it must arouse emotions in attendees, captivate the audience and display aspects of involvement to the spectator. Since live sporting events are uncertain, spontaneous and locally appealing, the audience can feel connected to the athletes as well as spectators around them. An individual has the ability to connect with other spectators and share emotions such as delight over victories and upsets over losses. This emotional bonding creates a sense of belonging while also leading to identification with the team in question (Dobni, 2006). While the athletic game is the prime focus of a spectator's response to attendance, the stadium itself is also relevant to one's assessment of entertainment value. Satisfaction of a venue can be measured based on how one feels about service quality, stadium cleanliness, comfort, safety, parking and accessibility. If an attendee is unhappy with the functionality of the stadium or arena, he or she is unlikely to return, regardless of the outcome of the game. In the case of lack of safety or cleanliness, this is due to other alternative activities providing more appealing options than continued attendance (Kim & Severt, 2011). Therefore, it is important for sports professionals not only to provide excitement in the form of competition and off-field promotions, but also to ensure an

atmosphere in which one feels comfortable and safe as well as providing quality customer service in order to ensure high entertainment value.

Since entertainment value measures perceived benefits in relation to perceived sacrifice, one must work to maximize benefits while minimizing sacrifices. Sacrifices are generally based on monetary expenditures, time commitment and environmental nuisances. Professional sports attendance can cost a large sum of money, especially when one accounts for costs associated with tickets, food, beverages and souvenirs for a family. Games also generally last a few hours, taking up a hefty portion of one's day which could be dedicated to doing alternative activities. Environmental nuisances include discomfort, inability to move or view the playing field, and various other distractions comprised of disturbances due to intoxicated or loud fans in the surrounding area, close seats with small aisles and distance from concessions or restrooms. Further, one may see the effort they put into attending a game and cheering on the team as work and decide to choose a more relaxing alternative rather than exude energy at the stadium (Dobni, 2006).

While there are negative consequences associated with attending professional sporting events, there are also many benefits. Dobni (2006) defines some of these benefits as emotional arousal, recovery and regulation, aesthetic appreciation and social development. Part of the entertainment industry's value lies in its ability to arouse emotions in spectators and the excitement experienced at sports games is one of the main reasons for attendance. Some ways to increase emotional arousal include interactivity, suspense, engagement of the senses, novelty, surprise and unpredictability; all of which are inherent traits of professional sports.

Recovery and regulation consists of mood management. One is looking for ways to relax and mask discontent experienced in other life situations. Entertainment allows one to express intense emotions and step into roles otherwise not available, such as the super-fan at a sports game or the obnoxious spectator heckling the opposing team. This allows one to cope with shortcomings by escaping the realm of everyday life and fully immersing oneself in something enjoyable. Aesthetic appreciation stems from viewing mastery. When Tiger Woods plays golf, Albert Pujols hits home runs or Peyton Manning throws perfect passes, spectators appreciate the seemingly effortless appeal of professional sports. While the game itself is a prime example of aesthetic appreciation, this aspect includes the attractiveness of the arena as well as the mastery taking place inside it. Sports venues can be classic or modern, but it is imperative they be well kept and visually appealing in order to attract and maintain fans. Lastly, social development must be present to calibrate value. At sporting events, there are thousands of individual fans with various backgrounds and lifestyles finding similarity in their love of the game. Social interaction consists of experiencing a game with friends, acquaintances and strangers, meeting new people, establishing a social identity and bonding with those around oneself. Enjoyment has shown to be enhanced when an event is experienced with others (Dobni, 2006).

Another means of influencing one to attend sporting events is socialization, according to Wakefield (1995). Likelihood of attendance is influenced by perceived acceptance, social behaviors of peers and the general popularity of attending games. The most common indicators of popularity to an individual are friends and family, meaning the more they approve of attendance and attachment to a team, the more enjoyable and favorable the experience as a

whole will be. Perceptions of positive associations create enthusiasm and improve situational involvement related to an activity. To make an individual feel they are partaking in something that is socially acceptable, sports teams should focus part of their promotions and marketing campaigns on the popularity of attendance and identification with the team. Billboards and advertisements showing full stands and enthusiastic groups of fans demonstrate the excitement and acceptability of attending games, which helps one believe emotional attachment is encouraged. Social norms drastically affect loyalty to a team, making it vital for managers to attempt to influence the behaviors and attitudes of community members as a whole (Wakefield, 1995).

Seriousness of attachment is formulated by perceived interest and the importance one places on sports. This will also vary based on how passionate about and inclined one is to be attached to a team. Interpersonal relationships including networking, family and friends' influence, the community consensus on a fan or spectator and team names, logos and other symbolisms also influence one's level of attachment. One maintains the interpersonal level of identity through socialization and feelings of belonging associated with becoming a member of a group. In a group setting, collective behavior is seen to be more acceptable, and an individual is likely to attend sports functions with a group to enhance feelings of belonging and acceptance. This leads an individual to believe they are behaving in a popular manner and fit in with their peers. At the symbolic level of identity, an individual has the desire to be part of a winning team. This leads one to cheer for a team because of their win-loss record and purchase apparel in order to demonstrate to the public their commitment and attachment to a team.

This is done in order to feel accepted by one's peers and the population as a whole (Jacobson, 2003).

Further, Li-Shiue, Wann and James (2010), found that while entertainment is a major factor associated with professional sports, social interaction is only situational. Those attending games to fulfill their need for entertainment are likely to continue attending and thus are also generally expected to develop identification with the team. However, those motivated to attend by the promise of social interaction satisfy social wants but do not associate sports as a main and valuable way to express socialization. While these individuals, when asked why they attend sporting events, might say because they want to socialize, they will not identify sports as an ideal way or first choice when choosing an activity in which the sole purpose is socialization. Motivation caused by this need results in these spectators not frequently watching sports and thus not being identified with the team (Li-Shiue, Wann, & James, 2010).

While the primary goals of a sport organization are to remain profitable and win games, it is also important to provide an enjoyable experience to fans and spectators. To get spectators to return, they must not only be entertained but also satisfied with their experience at the stadium. This includes facility equipment, physical environment and customer service, which serve as predictors or returning customers, making these aspects as important as the game itself. Game attendants want personal attention, a safe environment and hospitality and these characteristics combine to, ideally, make perceived value greater than perceived cost. Satisfaction comes in the form of contentment, pleasure and relief, and as a novelty is important in determining whether or not one will return. Interest and satisfaction is based as

much on the overall experience as it is on the team's performance (Westerbreak & Shilbury, 2002).

During the first stages of the continuum, awareness/introduction and situational involvement, one is still being extrinsically motivated. Motivation in these stages is driven by the need to experience feelings of competence, relatedness and autonomy. At these levels, there are four differing kinds of extrinsic motivation which encourage one to actively pursue becoming a fan of a chosen team. The first is external regulation, which is controlled entirely by rewards or constraints. This includes promotions and free apparel or souvenirs received for being in attendance at a game. One is likely to attend a game because of a promotion in which something is being given out at the gates or if tickets, concessions and merchandise are discounted to encourage attendance. Another reason one attends games is due to guilt driven pressure imposed by oneself. This introjected regulation occurs when one's entire family or group of friends is going to a game and this person would feel wrong for missing out on this important bonding activity. Even if the family and friends do not pressure an individual to attend, he or she chooses to anyway because they do not want to miss time together and feel guilty about not going. Another type of extrinsic motivation is identified regulation, in which one acts in a certain manner in order to become or to be outwardly viewed as a better person. This individual may not want to attend a game, but feel that doing so would make others view them in a more favorable light. Individuals experiencing these three types of extrinsic motivation are likely to continue along the continuum to true fans as long as perceived value is favorable and they are satisfied with their overall experience at the game. The last type of extrinsic motivation, however, results in individuals unlike to become a fan of a team. This

person is amotivated and is in attendance as a result of situations outside his or her realm of control. Amotivation could be the result of attending a game on a school fieldtrip or other means of being forced to do something disregarding one's personal choice. One attending a game due to amotivation will be unhappy to be there and unlikely to attend further games (Vallerand, 2007).

Attraction

Once an individual has perceived a sporting event to be valuable, he or she will continue to attend games. At this point, it is imperative to differentiate between true fans of a team and average spectators in order to maintain and continuously increase attendance. While spectators are those who simply observe games, fans are those who are dedicated, enthusiastic and devoted members of the team's fan base. Because of this differentiation, it is important for sport managers to market separately to each set of consumers while understanding varying motives for attendance. Fans are inclined to attend games because they are motivated by an attachment and want to support a specific team. These persons will not dwell on negativity but will change their focus to positive aspects of the team. Fans will not cease support because of a bad season, they will hope for a better year while turning attention to the organization's positive points. Spectators, on the other hand, attend games solely for entertainment and do not feel an attachment to the team. They are simply there to observe and are motivated by skill and aesthetic appeal rather than feelings of oneness with a team. While enduring fans support their team through victories and hardships, spectators will find other means of entertainment when a team is struggling or the amusement appeal is gone (Robinson, Trail, Dick, & Gillentine, 2005).

Funk and James (2001) state that after one has become aware of and consciously chooses to continue supporting the team, one is said to be a fan and has reached the attraction level of the continuum. An attracted individual has been increasingly aware of various teams and options before reaching a point at which they are ready to select a favorite to consistently support. Psychological factors contributing to one's attraction to a specific team may be a result of experiencing the urge to support the local team, wanting to support a winning team or viewing a team's marketing and promotional efforts which portray supporting the team to be the socially accepted and right thing for one to do. Attraction may also be the product of the team's entertainment value, the appeal of social interaction at games, attraction of the venue, sport, team or athletes themselves or the chance to escape daily trials and tribulations by attending sporting events. Since one is now attracted to a specific team, a conscious decision to continue support may be based on the appeal of a satisfying experience, social acceptance, achievement or the appeal of a team's promotions.

Since there is still a low, unstable connection between an individual and a team, persons at the level of attraction are likely to cease support once a team starts losing or some of the elements of initial attraction are removed. This person is likely to continue supporting a team and is attracted to the sport, but is not yet identified with the team and support is still likely to waver. Even though there is now a sense of involvement and an attracted individual is more connected than one solely aware of a team's existence, the team is not yet a central part of one's life and enduring fans have not yet been created (Funk & James, 2001).

Wann, Tucker, and Schrader (1996) studied the reasons behind original and current support of favorite sports teams. They found that the most common reasons for continued

support were: success of the team, the players were good or likeable, geographic location of the team, affiliation resulting from supporting the same team as friends or peers, and their family originally followed the team. The top reasons for originally following the team were the same, except the team's success was ranked fifth while support of family and parents was first. Common reasons to cease support were: the team was no longer successful, the individual had too many other commitments or the team lost their favorite players, geographical reasons, and friends or peers no longer followed the team. This shows that continued attraction to a team has a strong correlation with whether or not family and friends follow the team as well as ensuring likeable players are present and the team is successful (Wann, Tucker & Schrader, 1996).

Enduring Involvement

Once an individual is past the stage of initial attraction to a team, they will form an attachment. At this point, one is psychologically and emotionally attracted to a team and motivation for attending games becomes intrinsic rather than extrinsic. This type of attachment is in reference to the degree to which meaningful associations have been established. Responses to a team vary in intensity and are based upon importance one places on their team, which is relative to each individual. At the stage of enduring involvement, a favorite team has been selected and an attachment has been formed, leading the team to become important in one's life. There is now a valued connection present, and a person has attitudes and beliefs comparable to that of the team they now represent. During the attachment and enduring involvement phases, sports professionals must continue to nurture and strengthen emotional bonds and associations by encouraging the team members to interact with fans as well as

working to develop and maintain a positive image within the local community and sports industry as a whole. The team should be promoted as a crucial and central aspect in one's life, especially that of recently established fans (Havitz & Mannell, 2005).

Enduring involvement is a perception of an individual's relevance, and enduring involvement in an activity such as attending sports games emerges from correspondence between personal needs, goals, values and attributes associated with an activity. This activity must be self-related or contributory in achieving one's goals, and one who is involved will engage in the activity itself, such as attending a team's home games, or related activities more often. Related activities include watching a game on television or in person in which one's favorite team is not involved. This comes from an individual learning the benefits of particular activities and choosing those which best fit their personal needs. Therefore, an enduring fan us one who believes supporting a specific team is directly aligned with their personal values and needs (Kyle, Absher, Hammitt, & Cavin, 2006).

Kyle and Chick (2004) found involvement as the magnitude of the linkage between the activity and the self, meaning involvement is the extent to which a person is devoted to the activity. When the involvement is considered enduring, it is so because the importance placed on an activity is dependent on one's own personal values, which are not likely to vary over time. Three concepts have been found to be associated with enduring leisure activities, attraction, centrality and self-expression. While attraction is one's perceptions of the importance of and pleasure derived from the activity, centrality refers to the extent to which the activity is important to one's life as a whole. Self-expression is how one conveys oneself to

others throughout participation and association with a specific activity or team (Kyle & Chick, 2004)

One way enduring fans cope with losses and savor wins is explained by the phenomena of basking in reflected glory. Basking in reflected glory, BIRGing, is a technique which enhances one's ego and boosts team association, leading fans to feel as though they are part of the success of the team. One who BIRGes after a team's success is likely to outwardly support the team by wearing apparel showcasing their association with the winning team. Fans experiencing BIRGing are extremely associated with their team and their ego and sense of self is directly related to the team's success. While these fans are less likely to externally showcase their allegiance to a team after a loss, they are strongly personally associated with the team and will not cease support after a losing season. These fans will also have a strong association and cannot disassociate themselves from their team by choice. Successes and failures become personalized, with self-esteem rather than mood being affected by wins and losses (Wann & Branscombe, 1990).

Simple spectators, on the other hand, will exhibit behaviors such as cutting off reflected failure, CORFing, after a team's loss. Those who CORF engage in this behavior to avoid negative associations with an unsuccessful team, judgmental evaluations from others and in order to distance themselves from losing teams and their followers. While BIRGing is utilized to enhance one's ego, CORFing does the exact opposite. It is an ego protector which allows one to evade associations with less than ideal teams and persons (Hirt, Zillmann, Erickson, & Kennedy, 1992). While level of involvement with a team is a predictor of amount of distancing, or CORFing, one will do after a team's loss, it is only demonstrated by weakly identified fans. These fans want to

be associated with a winning team but distanced from one that is losing, making them responsible for attendance fluctuations because they cease attendance when a team is struggling or not performing optimally. A more identified fan exhibits less likelihood of CORFing, making it imperative to turn spectators into fans, hereby eliminating fair-weather fans and increasing average attendance (Wann & Brandscombe, 1990).

While it has been determined that enduring fans are important to a professional sport franchise in the scope of stable attendance, they are also the main purchasers of team merchandise, another lifeline for the industry. In 2003, licensed sport merchandise sales reached $12.7 billion, a staggering amount and huge impact on the sports industry. While this is largely attributed to fans of a team, it also includes spectators and those who make a statement by wearing team apparel without actually supporting the team itself. The latter will purchase minimal merchandise while fans themselves are likely to make purchases for not only themselves but also family members and friends. As in the case of sports attendance, product consumption is also affected by perceived quality, value and brand image of the provider. Even the most intense fans are price sensitive, especially when large sums of money have already been spent on tickets and other costs associated with attendance at a game. An easy way to offset this consequence is to offer all-inclusive packages consisting of tickets, parking, and discounts on merchandise and concessions. This marketing approach appeals to those just wanting an activity to occupy free time as well as making fans see the value in game attendance. However, since packages are not always feasible or do not make sense to a specific team, it is important to keep in mind even the most serious fans are aware of cost of team

products, making it essential to provide options for fans and spectators alike in all price ranges (Kwon, Trail, & James, 2007).

Since it is clear enduring fans became the lifeline of the professional sports industry by supporting the team through attendance, game viewership and merchandise purchasing, the question arises of how one goes about creating these fans out of everyday individuals. It is important to take these spectators or non-associated individuals and establish them as part of a team. Fans are at the point of viewing the team as part of themselves rather than as a separate entity and use the term "we" instead of "them" when referencing their team, making their connection and support known to others around them. This individual is considered highly identified with the team and therefore is more likely than a simple spectator to purchase merchandise and attend games. The purpose of sport is to maintain a profitable organization while providing entertainment to the masses, making it essential for a team to retain and expand its fan base by transitioning community members into fans by demonstrating benefits of supporting the team (Hirt, Zillman, Erickson, & Kennedy, 1992).

Situational involvement involves interests in an activity. It consists of components such as fun, enjoyment and satisfaction which accompany a given situation and differs across situations and circumstances due to its dependency on context. Enduring involvement, on the other hand is considered to be stable due to continuous and ongoing attitudes (Decloe, Kaczynski, & Havitz, 2009). Enduring involvement, also known as ego or leisure involvement is a state of motivation or interest towards activities. This generally includes fans with high levels of attachment to a team. To induce enduring involvement, an individual is attracted to and interested in attending games as well as receives pleasure and enjoyment from being in

attendance. This individual appreciates the symbolism of association with a team and is

accepting of the risk and consequences associated with choosing one activity over another.

While situational involvement is variable and temporary, it is related to enduring involvement

and flow; all three are important aspects to consider while attempting to create and maintain

an enduring fan base (Havitz & Mannell, 2005).

Identification

After one has become aware of the team, attracted to it, made the conscious

decision to support the team and finally become attached, one will enter the last stage of the

continuum: allegiance or identification. This person will be loyal to their team of choice, exhibit

consistent and persistent attitudes, will purchase team merchandise and view games on

television or listen to the team on the radio when they are unable to attend games. Opinions

and beliefs about the team have been established and will remain unfaltering regardless of

team performance. This form of extreme commitment is enduring, consistent with one's prior,

internal values and highlights a relationship consisting on inputting time, money and loyalty

into their support of a team. The fan, in return, gets exposure to entertainment and enjoyment

while watching a team in which they have emotionally and personally invested in participate in

competition (Funk & James, 2001).

According to Vallerand and Losier (1999), while the motivational sequence of fandom

begins socially and psychologically, different types of motivation are seen throughout the

spectrum. While the first stages of attendance are based on extrinsic motivation, the final ones

are based on motivation to attend based on seeking pleasure and fun rather than attending for

rewards. Attached and committed fans attend because they are intrinsically motivated to seek

the personal enjoyment of competition as well as the social satisfaction realized while attending games. Competition is an integral part of intrinsic motivation regarding professional sports attendance because one gets pleasure out of winning and beating the competition. Also at this stage, one sees oneself as part of the team, leading to internalization of the contentment of experiencing a victory. An intrinsically motivated fan forms a deeper bond with the team and will be more fully immersed in games and excited about attendance. While attachment and allegiance are an integral part of attendance, it is also necessary to ensure satisfaction while a fan is at the sports venue. A segment of the appeal of attending a game in person is the excitement of an unknown outcome, which leads sports to represent a hedonic experience. One will react to the game and form cognitions about what the end result will be, leading to furthered excitement. If the attendee has fun at the game, regardless of whether he or she is a spectator or fan, likelihood of returning is increased, making it important to provide an enjoyable atmosphere for fans of every level (Madrigal, 1995).

While extrinsic motivation involves rewards and benefits relating to a specific activity, intrinsic motivation lies within an individual. Highly identified fans believe performance is important, but the primary reasons for supporting the team are based on the game and activity itself, while lowly identified fans support the team based on its success. It was also found that fans who were initially attracted to the team based on intrinsic motivations, such as liking the sport, will continue to support the team regardless of performance (Wann, Allen, & Rochelle, 2004).

According to Laverie and Arnett (2000), another aspect to consider while determining what creates an enduring sports fan is social identity. After a connection is established, one

begins to identify with the team on a personal level, basing actions on how they would like others to view them as much as acting in a manner in which they would like to portray themselves. Because of the want to appear in a better manner, one attaches to those better than or similar in identity. This allows one to distinguish oneself and establish their ideal social identity, which is defined in terms of broad categories. While personal identity is unique and meaningful to oneself but not the population as a whole, social identity theorizes that one looks for similarities and differences amongst group members and uses this to support personal identities. In studies related to sports, it has been found that self-esteem, entertainment, team affiliation and family ideals facilitate the forging of one's identity and explain why one finds sports enjoyable.

While one is defined by their social identity, salient identities are also present. These show who we are to others and are more often displayed. Identity salience has both positive and negative influences determined by feelings and evaluations of others, social ties and products in relation to one's identity, such as clothing one wears or team apparel. The manner in which one identifies oneself indicates how they would like others to identify them and also formulated the likelihood of forming attachments such as to an athletic team. Emotional attachment is important to leisure activities and also serves as reinforcement to identity salience. After attachment is formed, one defines oneself in relation to the team and is on the path of becoming an avid fan, attending more games and being high involved as well as more greatly satisfied by attendance and the overall experience of being a fan. Identity salience along with situational and enduring involvement, attachment and satisfaction are utilized by sports managers to increase attendance (Laverie & Arnett, 2000).

Fans and spectators of sports receive various psychological and social benefits understood by utilizing dimensions such as symbolic interactionism, which illustrates how identity is defined and becomes meaningful. Symbolic interactionism is built on the assumption that individuals act on the basis of assumed meaning; the foundation of these meanings is derived from social interaction; and each meaning can be modified based on personal interpretation. Relating to sport consumerism, this means there is an identity influencing one's preferred sport which confirms personal identity and a sense of belonging. Identity is meaningful because one associates with others who embrace the same beliefs. In relation to attending sporting events, the group has the ability to create an environment which influences future behaviors. If the group of attendees as a whole is loud, rude and obnoxious, it creates an unpleasant environment and makes spectators hesitate before returning. If the same group, however, is friendly and enjoys the game, spectators may feel a sense of belonging and feel welcome to return. Those who attend games repeatedly will view attendance in a meaningful way while attaching symbolic meaning to others displaying the team's logo on apparel or other merchandise. A first time attendee, on the other hand, will associate the game with peers but not necessarily form judgments based on the team and its supporters (Armstrong, 2007).

Once one believes society accepts the chosen activity of attending a game and one becomes highly identified with the team, he or she is likely to experience flow while in attendance. Flow consists of erasing boredom and anxiety while experiencing an intense sense of involvement, concentration and timelessness. In the case of leisure activities, flow takes place when one expresses their personality and exhibits freedom of choice. Flow in relations to

27

sports exists when one attends a game based on their own choice and is entertained and satisfied with the game (Decloe, Kaczynski, & Havitz, 2009).

After a spectator is satisfied, returns consistently and becomes a fan, they will be increasingly involved and feel as though they are part of the time. Highly identified fans heckle opposing players, cheer loudly and pressure official for home field advantage, calls benefitting the home team, because they believe they are able to influence performance and success or failure of a team. Athletes can be motivated by the excitement and participation of the audience and will therefore perform with heightened awareness. They may also be overly concerned about pleasing their supporters and play at a weakened level. Highly identified fans feel influential to the outcome of a game and are likely to attend home and road games. They are more intense and aggressive toward opposing teams and players and believe they have the ability to influence the competition with positive and negative commentary. These fans will be strongly affected after wins and losses, but regardless of the outcome will remain dedicated to the team while low identity fans decrease association after a loss and increase support after wins. This is done to detach oneself from negativity associated with losses but still bask in the joy of wins (Wann, Dolan, McGeorge, & Allison, 1994).

Summary

Motivation of sports fans has also been contributed to one of eight characteristics. These are positive arousal, benefits to one's self-esteem, escape, entertainment, economics, aesthetics, group affiliation and the needs of one's family. Attending sports games provides the opportunity to escape from every day stressors and gives a sense of accomplishment and achievement when one's team is victorious. Self-esteem is increased due to identification and

28

the sense of belonging to a group rather than the team winning or losing. These benefits stem from fitting in with peers and sharing excitement and enthusiasm with others. Individuals enjoy feelings of belonging, and in the case of attending sports games, this happens without needs to acquire knowledge or special skills, leading to reduced depression and feelings of inadequacy. The excitement provided by sports also establishes unity while relieving stress and providing an escape. Those who care about a team but not a sport or a sport but not a specific team, such as supporting one's college team but not necessarily caring about the sport, will attend games for the social and entertainment elements and still receive the benefits of attendance (Branscombe & Wann, 1991).

While there are many different motivations and reasons one becomes a fan of a professional sports team, loyalty can generally be traced to a similar beginning. One first becomes aware of a team, forms a positive initial outlook, and is satisfied with his or her first time attending a game. This satisfaction comes with social and entertainment values, but more importantly perceived value outweighing costs. Value comes from feeling a sense of belonging, comfort, entertainment and partaking in a socially accepted activity. If one is satisfied with the benefits received from being a sports fan, they will continue to support their team and eventually become eternally committed. Because of the necessity of satisfaction, it is imperative for sports professionals to provide a safe, clean, accessible environment which encourages enjoyment. When one truly feels pleased with the social and entertainment values as well as the team and venue themselves, they will become a true fan of the team.

Part Three

Introduction

Fans and spectators are present at sporting events at various degrees of loyalty. Moving individuals along the continuum is difficult but necessary and therefore it is up to sports managers and professionals to determine the best way to make games entertaining and satisfying for all in attendance.

Implications for Sports Professionals

Knowing how to appeal to fans at different stages of fandom allows sports professionals to reach the market as a whole while catering to specific wants of each segment. Following is a breakdown of how to appeal to fans at each stage of fandom.

Awareness

The first step in creating fans is making individuals aware of the existence of the professional sports team. This is done in a variety of ways, mainly marketing the team in the local community and surrounding areas (Funk & James, 2001).

- Submit information to print media such as newspapers and magazines. Supplying circulating print media with stories about a professional sports team will introduce every individual with access to these publications to the team. Building relationships with news reporters is also important in order to ensure consistent media coverage.

- Advertise through signage in the community. This is done by purchasing billboards on heavily trafficked roads, which should be changed semi-regularly throughout the year in order to maintain interest. Signage can also come in the forms of posters, stickers and advertisements being placed in businesses throughout the market.

- Sell merchandise in local business, such as supermarkets and sporting goods stores. When apparel and other team merchandise is displayed in shopping areas frequented by the target market, the team will not only be introduced to potential fans but will also be exhibited each time the individual enters said store.

- Send mailers to community residents. Before and during the season, the team should send pamphlets and cards with information about the team such as schedule and ticket prices. This will provide community members with not only basic knowledge about the team but also easily accessible schedules. Coupons can also be included.

- Market through television and radio outlets. The use of broadcast media allows teams to get their name and information to the mass public easily and efficiently, while having the freedom to change commercial information frequently. Since the majority of individuals watch television and listen to the radio daily, commercials on these outlets reach the population in a proficient manner.

- Hand out flyers and coupons at area stores. To ensure community members receive handouts, information can be given in person at local convenience stores and shopping centers. This can be done either by having staff members hand out flyers or by giving them to these stores so their staff can place them in bags. Another example of this method is placing coupons on pizza boxes.

- Advertise via social media. This can be done by placing ads on Facebook, Google+, Twitter and other social networking websites that vary advertisements based on interests, ensuring those who are attracted to the specific sport are made aware of the presence of the team.

- Place ads on Groupon. Groupon is a website which offers discounts in specified areas, allowing discounted tickets to be offered to the target market. This may appeal to individuals who are either unaware of the team's existence or interested in attending a game but unsure of how entertaining it will be so they do not want to pay full price for tickets.

- Get involved in the community. While this is also important in other areas of the spectator-fan spectrum, community involvement can be used to raise awareness of a team's presence. If staff, team members and mascots attend events such as 5ks, walks to raise disease awareness, food drives and schools, those who are unaware of the team will not only be introduced but also feel that the team is involved in and cares about local happenings.

- Host events such as awareness walks, community days and neighborhood yard sales at the stadium. This gets the public to the stadium for various reasons in hopes that they will return for games. Not only will individuals attending these events be aware of the team in general, they will also associate the organization with positive thoughts.

Situational Involvement

Situational involvement is a temporary and dynamic interest in an activity. It is created by enjoyment and satisfaction experienced while partaking in a specific action. Therefore, it is important to create an environment not only at sporting events but in areas associated with games that is fun and entertaining (Wakefield & Sloan, 1995).

- Hosting pep rallies for fans and casual spectators creates a fun environment in which individuals can feel involved with the team. Players can come out and demonstrate the

32

benefits of supporting the team, while activities provide entertainment for those in attendance. The sense of belonging one feels while in close proximity to those excited about the same things will allow one to become unified with others and therefore have feelings of happiness and excitement about the event.

- Create local hangouts for gathering and watching games. In most big cities, there are bars either dedicated to specific teams or where fans gather. Teams can give jerseys, pennants, pictures, autographs and other team memorabilia to these bars and discounts can be offered during games. This creates a sense of unity as well as providing a positive atmosphere in which to watch sports games.

- Provide in-game entertainment that is appealing to spectators. The Washington Nationals, for example, have the Presidents Race in which individuals dress up as four former United States presidents and race around the stadium. Fans cheer for their favorite and a prize is often given to the section in the stadium associated with the winning character (Washington.Nationals.MLB.com). Teams also have these races involving fruits, vegetables and hot dogs. Other forms of in-game promotions include eating contests, kids run the bases, and other activities that provide excitement and involvement to spectators.

- Offer discounts on certain nights of the week, such as discounted tickets for college students, seniors, youth and military members. This will attract spectators who may not attend games at full price but will go if there are less appealing alternatives and discounts offered.

- One night a week, offer discounted concessions and merchandise. This will appeal to those who simply need a reason to attend games and dollar beers, hot dogs and beverages provide that.

- Have kids' days at the stadium or arena. Families will be attracted to this, and children will enjoy having the opportunity to run around a ballpark, shoot baskets in an NBA arena or throw footballs on an NFL field. The children will have fun and have positive thoughts about the team and parents will be happy their children are entertained.

- Offer promotional giveaways to fans in attendance. Upon entrance to the game, fans can be given free t-shirts, hats, bobbleheads, other apparel or merchandise.

- Have celebrity speakers prior to or immediately following games. These speakers can be professional athletes, coaches, motivational presenters, community leaders or anyone else appealing to those in the target market.

- Maintain a clean and safe venue. Since fans at this stage are simply attending games for entertainment, they are not invested in the team and will not return if the venue is dirty, unkempt or unsafe. The stadium or arena should be comfortable, accessible and welcoming.

- Make fans feel welcome by offering live music on the concourse prior to the game. This will create a warm, friendly, happy environment and set the stage for a fun evening of sports spectatorship.

Attachment

The attachment stage of fandom involves nurturing bonds between teams and individuals. At this point, one feels a connection to the team and it is imperative to build on that emotional aspect of fandom (Funk & James, 2001).

- Maintaining a positive image within the community is important to preserve fans. This can be done by team members volunteering their time at food banks, through organizations such as Big Brothers/Big Sisters, coaching youth sports and cleaning the local area. When a sports organization is viewed as an integral and positive part of the community, individuals will be likely to spend their time and money in support of the team.

- Teams should also encourage players to interact with the team's fans in order to nurture the bond. This can be done by having team members sign autographs before or after games and appear at various places in the community. Players should also be gracious and accessible to their fans.

- Retain players throughout the seasons. Too often in professional sports, players are traded before fans are able to become attached to them. Many times this is based on financial reasons, but fans need to feel a bond with and true caring about the athletes on a sports team in an order to maintain a strong attachment to a team. With a revolving door of players, fans get frustrated and oftentimes choose to watch their favorite players on new teams.

- Promote fan involvement. While situational involvement relates to entertainment and fun at games such as watching on-field activities at a baseball game, there are ways to get fans more deeply involved. This includes contests via social media, such as asking a

question on Facebook and giving free tickets to the first person with the correct answer or offering discounts to Twitter followers. Since social media fans are those most likely to be attached to the team, they will feel part of the sports community by receiving special promotions.

- Fan involvement can also be present during games. For example, since this is an election year, a team can choose two players and have a mock election to determine team president for a game. The players campaign throughout the city and during games, with the vote being conducted during a home stand and the elected president being in charge of all aspects, including concessions and ticket prices, for a game of their choosing. This allows fans to feel as though they personally know the players and have a say in how the game is run.

- Offer discounts and specials to season ticket holders and loyal fans. This can be in the form of rewards programs in which attendees earn points redeemable for experience or products, loyalty cards offering discounts around the community and special promotions to encourage individuals to feel as though they are special to and a part of the team.

Enduring Involvement

Enduring involvement is influenced by social, personal and environmental factors. This represents an ongoing, long-term commitment to a professional sports team and is related to one's personal beliefs and relation to the team. At this stage, individuals are attached to the team and will remain fans as long as the team continues to relate to one's personal convictions and life choices (Wann & Branscombe, 1990).

- Encourage socialization at games. Since individuals are consistently influenced by the beliefs of friends and families, sports professionals should encourage fans to bring others to games. This can be done by offering family discounts to season ticket holders or even buy-one-get-one ticket coupons.

- Promote well-being and positivity. Individuals relate to organizations which share the same beliefs, and it is therefore important for professional sports teams to have a positive and relatable impact. This includes not having players or staff members who are in legal trouble or partake in detrimental behavior.

- Appeal to personal needs, goals and values. This includes the want to be associated with a winning team, positive organization and one with worthy values, making it further necessary to maintain an affirmative identity.

Identification

Identification is the last and hardest to reach stage of fandom. This is characterized by an unwavering bond with the team that lasts through the years. Many times, identification is formed at a young age based on team preferences of family members and close friends (Funk & James, 2001).

- Appeal to children. A true bond that lasts a lifetime starts in youth. A child will become a fan of a team, usually based on location and family preferences, and will retain fandom throughout his or her lifetime. Therefore it is important to make sure children become attached to individual players and the team as a whole, which is done by allowing them to bond with the team and get autographs.

- Ensure success of the team. To get to the point of identification, fans must not only relate to the team but also feel as though the team is an extension of themselves. Since individuals do not choose to relate to unsuccessful teams, it is imperative to do everything in one's capability to win games. While this often includes large expenditures, it is a necessary part of retaining fandom. Further, this includes maintaining players such as Derek Jeter who spend their career with one team and in turn becomes the face of the franchise.

- Appeal to those in the geographic region. The majority of sports fans become so based on the proximity of a stadium. For example, it is much easier for an individual in Indiana to attend a Chicago Cubs game than that of the New York Yankees. It also helps when games are broadcast nationwide, allowing fans outside of the region to become fans and also to use history to appeal to spectators. Within the region, however, it is important for the sports team to make themselves an appealing option when one is determining how to spend their free time.

Implications for Future Research

At the present time, not much research has been done on professional sports fandom, meaning there is a lot of room for future studies. It is recommended that research focuses more on motivation related to sports rather than consumerism as a whole, with further focus on each stage of the continuum. Also, future research should examine steps to take in order to ensure spectators continue attending games. It remains difficult to determine how to create enduring and identified fans in professional sports, making it imperative for research to study and establish ways in which to create these lifelong fans.

References

Armstrong, K. (2007). Self, situations, and sport consumption: An exploratory study of symbolic interactionism. *Journal of Sport Behavior, 30*(2), 111-129.

Bee, C., & Havitz M. (2010). Exploring the relationship between involvement, fan attraction, psychological commitment and behavioural loyalty in a sports spectator context. *International Journal of Sports Marketing & Sponsorship*. *11*(2), 140-157

Branscombe, N., & Wann, D. (1991). The positive social and self concept consequences of sports team identification. *Journal of Sport & Social Issues*, *15*(2), 115-127.

Decloe, M., Kaczynski, A., & Havitz, M. (2009). Social participation, flow and situational involvement in recreational physical activity. *Journal of Leisure Research, 41*(1), 73-90.

Dobni, D. (2006). Entertainment value: The concept and its dimensions. *Journal of Hospitality & Leisure Marketing*, *15*(4), 5-23.

Funk, D., & James, J. (2001). The psychological continuum model: A conceptual framework for understanding an individual's psychological connection to sport. *Sport Management Review, 4*(2), 119-150.

Gantz, W., & Wenner, L. (1995). Fanship and the television viewing experience. *Sociology of Sport Journal, 12*(1), 56-74.

Havitz, M., & Mannell, R. (2005). Enduring involvement, situational involvement, and flow in leisure and non-leisure activities. *Journal of Leisure Research, 32*(2), 152-177.

Hritz, N., & Ross, C. (2010). The perceived impacts of sport tourism: An urban host community perspective. *Journal of Sport Management*, *24*(2), 119-138.

Hirt, E., Zillmann, D., Erickson, G., & Kennedy, C. (1992). Costs and benefits of allegiance: Changes in fans' self-ascribed competencies after team victory versus defeat. *Journal of Personality and Social Psychology, 63*(5), 724-738.

Jacobson, B. (2003). The social psychology of the creation of a sports fan identity: A theoretical review of the literature. *Athletic Insight, the Online Journal of Sport Psychology, 5*(2), 1-14.

Kim, K., & Severt, D. E. (2011). Satisfaction or quality comes first: An empirical analysis. *Journal of Travel & Tourism Marketing, 28*(1), 81-96. doi:10.1080/10548408.2011.535445

Kwon, H. H., Trail, G., & James, J. D. (2007). The mediating role of perceived value: Team identification and purchase intention of team-licensed apparel. *Journal Of Sport Management*, *21*(4), 540-554.

Kyle, G., Absher, J., Hammitt, W., & Cavin, J. (2006). An examination of the motivation-involvement relationship. *Leisure Sciences, 28*(5), 467-485.

Kyle, G., & Chick, G. (2004). Enduring leisure involvement: The importance of personal relationships. *Leisure Studies, 23*(3), 243-266.

Laverie, D., & Arnett, D. (2000). Factors affecting fan attendance: The influence of identity salience and satisfaction. *Journal of Leisure Research, 27*(3), 205-227.

Li-Shiue, G., Wann, D., & James, J. (2010). Examining relations of entertainment with social interaction motives and team identification. *Perceptual & Motor Skills*, *111*(2), 576-588

Lumpkin, A. (2008). Sport as a reflection of society. *Phi Kappa Phi Forum*, *88*(4), 34-35.

Milano, M., & Chelladurai, P. (2011) Gross domestic sport product: The size of the sport industry in the United States. *Journal of Sport Management*, *25*(1), 24-35.

Plunkett Research, Ltd. (2011). Sports industry overview. Retrieved from

http://www.plunkettresearch.com/sports- recreation-leisure-market-research/industry-

statistics

Presidents Appearances (2012). Retrieved from

http://washington.nationals.mlb.com/was/fan_forum/presidents_appearances.jsp

Madrigal, R. (1995). Cognitive and affective determinants of fan satisfaction with sporting event

attendance. *Journal of Leisure Research, 27*(3), 205-227.

Robinson, M., Trail, G., Dick, R., & Gillentine, A. (2005) Fans vs. spectators: An analysis of those

who attend intercollegiate football games. *Sport Marketing Quarterly, 14*(1), 43-53.

Russell, R. (2009). *Pastimes: The context of contemporary leisure.* Champaign, IL: Sagamore

Publishing.

Vallerand, R. (2007). Intrinsic and extrinsic motivation in sport and physical activity: A review

and a look at the future. In G. Tenenbaum & R.E. Eklund (Eds.), *Handbook of Sport

Psychology,* (3rd ed., pp. 59-83). New York: Wiley. Retrieved From:

http://www.er.uqam.ca/nobel/r267110/LRCS/papers/143.pdf

Vallerand, R., & Losier, G. (1999(. An integrative analysis of intrinsic and extrinsic motivation in

sport. *Journal of Applied Sport Psychology, 11*(1), 142-169.

Wakefield, K. (1995). The pervasive effects of social influence on sporting event attendance.

Journal of Sport and Social Issues, 19(4), 335-351.

Wakefield, K., & Sloan, H. (1995). The effects of team loyalty and selected stadium factors on

spectator attendance. *Journal of Sport Management, 9*(2), 153-172.

Wann, D. (1995). Preliminary validation of the sport fan motivation scale. *Journal of Sport &*
Social Issues 19(4), 377-396.

Wann, D., Allen, B., & Rochelle, A. (2004). Using sport fandom as an escape: Searching for relief
from under-stimulation and over-stimulation. *International Sports Journal, 8*(1), 104-
113.

Wann, D., & Branscombe, N. (1990). Die-hard and fair-weather fans: Effects of identification on
BIRGing and CORFing tendencies. *Journal of Sport and Social Issues, 14*(2), 103-117.

Wann, D., Dolan, T., McGeorge, K., & Allison, J. (1994). Relationships between spectator
identification and spectator's perceptions of influence, spectator's emotions, and
competition outcome. *Journal of Sport & Exercise Psychology, 16*(4), 347-364.

Wann, D., Tucker, K., & Schrader, M. (1996). An exploratory examination of the factors
influencing the origination, continuation and cessation of identification with sports
teams. *Perceptual & Motor Skills, 82*(3), 995-1001.

Westerbeek, H., & Shilbury, D. (2003). A conceptual model for sport services marketing
research: integrating quality, value and satisfaction. *International Journal of Sports*
Marketing & Sponsorship, *5*(1), 11-31.