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Joshua D. Whitlow

Coastal Carolina University, jdwhitlow@coastal.edu

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The Effect of Factors and Constraints on Sporting Attendance

By

Joshua Whitlow

Recreation and Sport Management

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Louis E. Keiner
Director of Honors
HTC Honors College

Nikolas Webster
Assistant Professor, RSM
CMC College of HHP

The Effect of Factors and Constraints on Sporting Attendance

Joshua Whitlow

Department of Recreation and Sport Management: Coastal Carolina University

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Dr. Nikolas Webster

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Abstract

21,625 fans packed the confines of Brooks stadium on September 3, 2022, for a clash between the Army Black Knights football team and the Coastal Carolina Chanticleers football team. This was a new record at Brooks stadium, and was followed with just 12,261 the next week vs. Gardner Webb. Meanwhile, A 2022 Coastal Carolina Women's Soccer game draws in less than 200 spectators. On the surface level, the disparity of these numbers appears confusing and unconnected to one another, however there are a multitude of factors that go into the number of people who show up to a particular sporting event. This study will aim to identify the factors influencing the attendance at a Coastal Carolina sporting event and explain how each factor does so. The base factors of attendance in this study will be referenced from other thesis and research documents on collegiate sports attendance factors, as emphasis on this topic has increased drastically over the past 3 decades.

Literature Review

The first source I analyzed was “**The Effects of Team Loyalty and Selected Stadium Factors on Spectator Attendance**” by Kirk Wakefield & Hugh Sloan. This is the oldest source in the literature review, as it was published in 1995. This source shows its age early on as one of the first reputable studies on sport attendance that goes beyond winning and the normal idea of fans. The main premise of this paper is to explain that stadium design and the services available in it also have an impact on attendance. As stated in the abstract, this paper seeks to provide empirical support for stadium planning and management decisions that enhance the spectator's experience and likelihood of future attendance.

Wakefield and Sloan emphasized that the quality of the experience in the stadium is an important aspect connected to fan attendance of a sporting event that is relatively unaffected by winning or team loyalty. In order to address this, they outlined the stadium factors that influence a fan's desire to stay in the stadium. These factors include, stadium parking, cleanliness, crowding, food service, fan control, and team loyalty as a moderating factor. The team loyalty factor can offset some of the earlier factors due to the desire to follow the team and attend home games regardless of stadium factors.

To follow, data was collected to quantify these factors. Using a systematic random sampling method, spectators were given surveys at the stadium gates and asked to complete the surveys before the end of the first quarter of the game, when they would be picked up by stadium attendants (Wakefield and Sloan, 1995). Sections dedicated solely to student seating were generally avoided because pretests indicated that the response rate from students was negligible. Across the five Stadiums, 3,400 surveys were distributed and 1,491 (43.9%) were returned

usable for this analysis". The mentioned pretests were previously distributed at 2 SEC football games. These were then compared against the data.

The results came back and proved original thought that stadium factors and experience had a significant effect on attendance proved true, as the paper states on page 163, "with the squared multiple correlation (SMC) indicating that the structural equations explained 29.5% of the variance of respondents' desire to stay, as well as 25.7% of their attendance intentions. Thus, the central premise of the study is upheld: Although fan loyalty to the team is an important factor in explaining why spectators attend games, the stadium surroundings play an important role in determining spectators' attendance tendencies" (Wakefield and Sloan, 1995). At almost a quarter of the responding fans' reasons for attending the sporting event, there is no doubt the quality of the stadium, its services, and the overall gameday experience is vital to the decision of attending the sporting event. The results indicate that attendees prefer sufficient parking, a clean stadium, many food options, and a crowded environment, but not stuffy.

These surveys were conducted in major college football stadiums, so this paper relates to my research, as Coastal Carolina is a major college football brand. Although Brooks stadium is one of the smallest venues in the Football Bowl Subdivision (FBS), these concepts will likely have a similar effect. The alumni and fanbase of CCU is on the smaller side as well, so there might be some disparities from this paper in that department. With this paper being 30 years old, there might be a slight change in the importance of these stadium factors, but this was a solid foundation to begin pondering my own research question.

The study, "**Factors Leading to Group Identification: A Field Study Of Winners and Losers**" by Robert J. Fisher and Kirk Wakefield ask why fans of losing sports teams, alumni of poorly ranked educational programs, and patrons of charities that are rocked by scandal maintain

or even increase their support?'. This question aims to explain the world of loyalty in collegiate sports and how that impacts sport attendance.

Loyalty has always been a major component that sports teams and departments have relied on for attendance both when the team is performing well and poorly. Loyalty is tied in with group behavior as factors that work together and influence continued attendance. It is important to note that participation in group behavior intends to achieve positive psychological and emotional outcomes. This research evaluates three types of group connections that should differentially affect identification depending on whether the individual is a member of a successful or unsuccessful group: domain involvement, perceived group performance, and group member attractiveness. In turn, identification is posited to lead to group-supportive behaviors in both successful and unsuccessful groups (Fisher and Wakefield, 1998). The model assumes that in unsuccessful groups, perceived group performance has a lesser impact on group supportive behaviors than domain involvement and group member attractiveness.

Moving on, the next aspect of the paper defines the way each factor would be measured. Data collection was done via survey late in the season randomly handed out to fans of both teams. The factors on the survey included, group identification, domain involvement, perceived group performance, group member attractiveness, and group supportive behaviors. The last topic, which was group-supportive behaviors, was broken down even further into 3 categories of games attended during the season, current team merchandise items worn at the game, and total number of team memorabilia and merchandise owned (Fisher and Wakefield, 1998).

The results proved the original hypothesis that overall loyalty and team identification could thrive even with an unsuccessful team. In the surveys conducted for unsuccessful teams, the domain involvement factor was much higher than that of successful teams and thus,

supplemented the difference for perceived group performance. Overall, the success of the team proved to have very little impact on the attendance, merchandise owned, and game behaviors. Interestingly, the successful teams' fans placed more emphasis on winning as their reasoning for attendance than did unsuccessful teams.

An interesting aspect of the present research is that being a member of an unsuccessful group does not appear to preclude or lower identification. A comparison of the mean level of identification in the successful (mean 21.7) and unsuccessful (mean 20.7) groups was not significantly different ($t=1.20, p=.20$) (Fisher and Wakefield, 1998). The implication is that in a general sense, group success is not a prerequisite for identification”.

These results have implications far beyond attendance at a given game, but can be utilized in the rollout of marketing initiatives. The research shows that marketers should focus on different aspects while putting together a marketing plan based on whether or not the team is successful. When the team is successful, marketers should look to focus mainly on the wins, success, and accolades to drive interest and attendance. This differs from an unsuccessful team, where marketers should focus on their superstars and famous alumni for universities (Fisher and Wakefield, 1998).

This source relates very well to my topic of attendance at Coastal Carolina. In fact, the marketing department has illustrated knowledge of this research with how they are pushing the team and generating interest. In the past 3 seasons, especially for football, the marketing department has capitalized on the national success of the football program. The team posted a combined 22-3 record in the 2020 and 2021 seasons, even winning the school's first bowl game in 2021. The image around the team has focused on the new winning culture, and this has led to the attendance records as of late. There were a few seasons before 2020 where the team did not

perform at an elite level. In order to drive attendance, the marketing strategy shifted to the move to the FBS and fans helping become part of a rising program. Overall, Coastal Carolina has had perceived team success over the past few years, but this research exemplifies what CCU should focus on should they fail to find success on the field.

The study, “**Environmental factors associated with spectator attendance and sport consumption behavior: Gender and team differences**” by Janet Fink, Galen Trail, and Dean Anderson aims to explain the role of gender in spectators at collegiate basketball games. The desire to research this topic draws from the fact that most Division 1 athletics programs cost more money to operate than they bring in, with the exception of football and men’s basketball. The authors hypothesize that there are 2 major untapped markets that athletic departments should look to market towards. These markets are female fans and fans of women’s basketball. This is not a surprising hypothesis, as women are stereotyped to not be fans of sports and thus, may be forgotten about when assembling a sport marketing plan. This research aims to seek out the differences between male and female spectators and prove that there are a large number of females interested in spectator sports, mainly basketball. If there are differences, then this data would also be beneficial for marketers to market men’s and women’s teams differently (Fink et al, 2002).

There are 3 main factors surveyed. The first was Environmental factors associated with game attendance such as ticket pricing, friends, family, and promotions. The next factor was the present behavior of spectators at the basketball game such as merchandise and media consumption, as well as the wearing of team merchandise. The Third topic was the future behavior of fans. This includes continued loyalty, future attendance, and future merchandise consumption. All 3 of these categories attempt to define how fans take in the game, how loyal

they feel to the team, and their plans to be fans in the future. The data was collected via survey at 2 men's and 2 women's home college basketball games. 1543 surveys were handed out and 1,234 returned, which is about an 80% return rate. Male responses made up 52 % of the total sample. The surveys were handed out randomly at all the games (Fink et al, 2002).

The data provided many interesting findings. The differences between male and female spectators were fewer (5 of 12) than the number of significant differences between fans of women's and fans of men's basketball (11 of 12). The data found that spectators at women's games cared more about the environmental factors than spectators at men's games. In terms of media, spectators at men's games placed much greater influence on following their team on social media and repping merchandise of their team. Finally, it was also found that spectators at women's games responded to be more loyal to their teams and in future support than spectators at men's games, although both scored highly. (Fink et al, 2002). All of these findings indicate that spectators at women's basketball games differ slightly from spectators at men's basketball games, Thus, from a marketing perspective, changing marketing strategies for different intercollegiate athletic events appears to be a wise idea, particularly in men's and women's basketball. The paper then goes on to state additional findings, such as the surveys conveying the differences between men and women. It was found that women were less interested in using print media to follow the team and did not care as much Thabout tracking stats as the men did. The paper goes on to state that other avenues to follow and promote the team other than print media should be focused on for women and women's sporting events. Overall, the hypothesis was correct in that there were differences in how men and women consume sport and the same for the fans of men's and women's basketball (Fink et al, 2002).

This study relates well to Coastal Carolina men's and women's basketball, and can also be used as a resource to market women's sport and to women in general. The paper is slightly dated, as print media is no longer present at many collegiate sporting events. This would likely also not apply to students, but to the alumni and fans of Coastal Carolina.

The study, "**Direct and indirect effects of team identification and satisfaction on intention to attend games**" by Hirotaka Matsuoka, Packianathan Chelladurai, and Harada. It begins with the abstract where the mission and function of the research is stated. This paper will aim to look into the role of team identification, satisfaction with the final score, and the performance of one's favorite team. The hypothesis is that a higher satisfaction of final score and team performance would lead to a stronger team identification, thus leading to attendance of more games.

This research will be conducted with spectators at Japanese soccer games. It has been determined that there are many soccer fans in Japan that will even travel to Europe for some of the large matches. Because of this, Matsuoka, Chelladurai, and Harada point out that Japanese professional soccer is a large market and teams should be able to fill their stadiums. The paper goes on to state the issues some organizations in major league baseball are having with attendance, and the trickle-down economic effect of losing spectators as well. The basic premise here is that if a consumer is satisfied with the performance of a product or service, he or she would repurchase it. (Matsuoka et al, 2003). This idea will be applied to the three survey categories of team identification, satisfaction with the final score, and overall excellence of the contest. This survey is to be handed out at Japan Football League matches and will address these factors, with the surveys providing a key on the likelihood of that consumer returning to watch another match. Before data collection, the paper states the difference between the factors and

how they will relate to future attendance. It is stated that satisfaction with the final score and excellence of the match are short-term factors that will change with every match, while team identification is a long term factor. This is important because from previous studies, fans with lower team identification care more about team performance when choosing to attend a game than fans with higher team identification (Matsuoka et al, 2003).

Surveys were handed out at six JFPL matches and one JFL match just after the midseason point. As this is a study on satisfaction, it is important to note that the home team won only 3 out of the 7 games surveyed. Spectators were selected from each seating block around the stadium and the overall response rate was 55.2%. It is interesting to note that certain features of team identity were not surveyed such as wearing team clothing because that is not a common behavior in Japan, but the results suggest that team identification is one of the most important factors in the likelihood of attending a match. It is also proved that satisfaction of team performance has an obvious correlation in one's decision to attend a match, regardless of their level of team identification. This same relationship was shown to exist between the performance satisfaction of the team and the overall excellence of the contest.

Overall, there were a few main discoveries highlighted by the data. The first was that the more highly identified and satisfied a person was with the performance of the team, the more likely they were to attend future matches. Next, the identification with the team was a more important factor on attendance than was satisfaction with the performance of the team or match excellence. In fact, the satisfaction had very minimal effect on intent to attend future games. In conclusion, the data was significant, leading Matsuoka, Chelladurai, and Harada to write on page 8, "These results indicate that those who are more highly identified with their team would not

decrease their attendance because of dissatisfaction with the team's performance as those who are less identified with the team.

This study is relevant and proves an important point when it comes to marketing a team and attempting to encourage attendance. Performance of a team does not mean there will always be less fans in attendance. This means that teams should focus on marketing aspects of the team that they can control and worry less about team performance. Creating a strong team identity with fans is far more important than winning, and this study is a prime example. Coastal Carolina should implement these strategies to keep the stands packed and mitigate losing seasons.

The study, "**Sport spectator consumption behavior**" by Galen Trail, Janet Fink, and Dean Anderson dives deep into the consumption behavior of sports spectators. The main focus of this research will be to find out how and why sport spectators consume media and merchandise. This information would be helpful to sport organizations in how they market these services moving forward. Their initial theory states that there is a positive relationship between attendance and team identity with the consumption of media and merchandise.

The theoretical model the researchers assembled consisted of six general factors. These include motives, level of identification, expectancies, confirmation or disconfirmation of expectancies, self esteem responses, and the affective state of the individual. It is assumed that these six factors are correlated and together produce the end result of future fan behavior. The first category of motives looks at why people would want to attend the event in the first place. There are many categories inside motives, with one example being family motives. This assumes that the spectator would be satisfied with the overall product as long as the atmosphere of the event facilitates family values. There is also a physical skill motive, which would be fulfilled if

that person witnessed a highlight play during the event. It is assumed that these motives are closely intertwined with team identity as well.

Moving on, team identity is the next factor in this model. This involves how connected one feels to the team. People who are high in team identification almost feel they are part of the team. For example, they might put all of their teams games on their schedule and plan around them as if they had to play in the game. Future studies have found that the level of team identity significantly influences the level of enjoyment at team sporting events (Trail et al, 2002).

The next category examines the expectancies of a person and the effect of those expectancies being confirmed or disconfirmed. The researchers note that all fans have expectations and outcomes they are looking for when attending the game, and the most important expectancy on the list was the outlook of the season and how this particular game fell into this. For example, if a person expects the team to be really good and they lose the game they attend, it may hurt the chances of future attendance, as this negatively affects the future outlook of the season. Conversely, if a team wins a game that the person does not expect them to and boosts the potential of the season outcome, then there is an increased chance the person will attend future games in theory. Similar findings were true in previous research as well regarding their expectancies of the opponent of the given game (Trail et al, 2002).

The model now looks at self-esteem maintenance behaviors. There are two main halves to this, which are BIRGing (Basking in Reflected Glory) or CORFing (Cutting off Reflected Failure). Birging allows fans to build up their self-esteem due to the success of their team. This works the other way, when fans may distance themselves from the team when they are unsuccessful, which is CORFing. BIRGing behaviors often lead to future attendance.

The final factor is the affective reactions and how they lead to future consumption behaviors. This is measured by how the people and fans feel after attending a game. Previous research has shown this to be significantly significant in determining future attendance. This category may be difficult to measure as well, but it should be considered (Trail et al, 2002).

The research was conducted by a questionnaire that was distributed prior to the event, where all factors were addressed except for the result and disparities of expectancies. The responses were measured with a 1-7 scale ranging from strongly disagree to strongly agree. After the attendees completed the survey at the end of the game, they handed them in to the students.

The results were proven to be reliable and presented some interesting findings. Many of the findings that the researchers thought would be closely related to each other proved to have little effect. The path from identification to expectancies had a coefficient of .186, indicating that identification only explained 3.5% of the variance in event outcome expectancies (Trail et al, 2002). This was also true for the relationship between disconfirmations of event expectancies, which only explained 2.3% of variance in the self-esteem response behaviors. Finally, 89.4% of the variance in future sport consumption behavior was left to variables unexplained by the model. It was also concluded that motives and identification had little relationship with the self esteem responses or affective-state.

Overall, it was found that while many of these factors had little effect on each other, individual motives proved to be extremely important. They were found to provide reason for a great deal of variance in the findings and could be a valuable tool for market segmentation. As hypothesized, combinations of motives predict levels of identity, which is another important factor to predict future fan attendance and consumption. Higher team identity also proved to lead to higher responses of self-esteem. It should also be noted that disconfirmation of expectancies

had a large negative effect on the affective and self esteem responses. Overall, the main areas that proved to be most important in determining fan consumption and future attendance was disconfirmation of expectancies, team identity, and individual motives (Trail et al, 2002).

This study could pertain to Coastal athletic events in multiple ways, as this research could be beneficial, especially at a football game. At CCU football games, there are many individual motives due to the large demographic range at these games. Team identity will be a strength, mostly among students and alumni who schedule CCU football games into their weekly calendars and likely feel like a part of the team. Disconfirmation of expectancies could be interesting to examine as well, as the recent success of the football team would likely magnify responses in the wake of a loss.

The study, “**Consumer loyalty: The meaning of attachment in the development of sport team allegiance**” by Daniel Funk and Jeffrey James. This research paper focuses on a topic which has proved to be one of the most important variables to understand in the realm of sport attendance. This is creating loyalty and establishing team identity with a collegiate or professional sports team. It is important to understand just how critical this factor is, as it is the common denominator in most of the research papers I have reviewed thus far. After a brief literature review, the authors begin to outline the main concepts they will use in their research method.

The first concept introduced is the Psychological Continuum model (PCM) and the development for the revised PCM. The revised PCM breaks down the model into 3 inputs and 4 hierarchical outcomes. The 3 main inputs in this model are Awareness, Attachment, and Allegiance. The 3 outcomes include levels 1, 2, 3, and Allegiance. Funk and James (2006), go on to explain these inputs and how they affect the outcomes. Essentially, Awareness leads to level 1

outcomes, whereas attraction is stronger and attachment is the strongest, leading to level 2 and 3 outcomes. As the outcome levels increase, so do other factors such as substitutability and team identity. These eventually lead to Allegiance, which includes everything from the first 3 outcomes, but is more durable and impactful.

Moving onto their own study, Funk and James (2006) gave out copies of the Team Association sample. This is intended to measure the factors outlined above and measure attachment specifically. The TAS was distributed to collect 3 samples. The first sample included 205 undergraduate students at a large midwestern university. Their version of the TAS was modified to inquire only about their own football team. Data for sample 2 was split up between NCAA and NFL TAS surveys and was distributed to people who had already shown prior interest in these sports. For the 3rd sample, the TAS was distributed to subscribers of a nationally recognized sport magazine. These 3 samples were then fused together to create a stronger and more accurate representation of the sample.

The results of this attempt to quantify such a complex idea proved to be very interesting. The variables did prove to have some effect on each other as stated on page 16, “The data also provided support for H3 (see Table 4). The Attachment process accounted for the direction and strength of the relationship between Allegiance and six (6) of the Level 2 attribute and benefit outcomes. The non-significant beta weights in Step 3 revealed that Level 3 attitude formation fully mediated the relationship between allegiance and Level 2 outcomes of Escape, Success, and Peer Group Acceptance” (Funk and James, 2006). When first looking at Allegiance, attraction was fairly important. “These data provide partial support for Hypothesis 1 in that eight of the thirteen attraction features explained 55% of the variance in Allegiance. The beta signs related to

Vicarious Achievement, Nostalgia, Escape, Star Player, and Success indicated that allegiant individuals were likely to agree that these five attributes and benefits were important features of the team.” Funk and James (2006). While this is a significant data point, it was actually found that Attraction explained 92% of the variance in level 3 outcomes pertaining to attachment. The concepts of revisiting the past and cheering for star players seemed to play a role in this category.

These details roll into the research diving further into H3, or the attachment process, which has proved to be key in developing allegiance and team identity. This is elaborated with, “The results indicated that an individual may be attracted to a sports team because of the opportunity to escape from everyday life and the success of the team. How-ever, allegiance will not develop until these thoughts take on functional, symbolic, and emotional meaning in relationship to the team. For example, an individual who was originally attracted to a sport team because it provided a chance to escape will become allegiant only when that individual begins to place greater meaning on creating an alternate mental world supported by functional knowledge” (Funk and James, 2006). Essentially, all of the factors that follow attraction morph into allegiance when the individual gives it more meaning. Ways to improve this meaning include that person’s evaluation of achievement, nostalgia, and willingness to cheer for a star player.

All of the above factors highlighted by the research are important in order to understand the development of allegiance, which is what sport organizations strive to create within the fanbase. When they understand this concept, it will aid them in their marketing strategies to lure in long term customers. They must start with smaller attractions to get people interested in the team such as winning, good players, merchandise, and other devoted fans. The data from these surveys outlines that as this continues and time moves on, people will become more invested and nostalgic and start thinking of the team as “theirs”. High emotional responses on the surveys

typically lead to the highest overall composite scores, leading to more allegiance (Funk and James, 2006).

The concepts of this research are very important for Coastal Carolina to understand when marketing their sports teams, specifically the football team. With there being a smaller alumni base and already loyal fans, Coastal must rely on attraction to get fans aware and watching Coastal, and then relying on the development of allegiance to create durable results. In my 3 years at CCU, I have seen this in action as CCU has become a nationally relevant football program, as winning is something that attracts people and makes them want to associate themselves with the team. A star player has also helped the development of allegiance, with Grayson McCall at the helm. These factors will help Coastal build a more allegiant fanbase, which works for the university to attract more people.

The study, “**Looking at Gender Differences Through the Lens of Sport Spectators**” by Daniel Funk and Lynn Ridinger. This research will focus on the assumed differences between men and women when it comes to sport spectatorship. The premise and primary interest for the paper stems from the thinking that men’s and women’s sport fans are different and should be marketed as such. Many current marketing strategies assume that the genders are the same as sport fans and thus miss out on effectively marketing to a large women base of potential customers. The paper states that there have been other studies looking into fans of women’s sports, but that they did not compare them to fans of men’s sports or to men and women spectators in general. The other main question is deciding whether men’s or women's sports are completely different products that appeal to different audiences. The main goal of the research was stated on page 5, as “Specifically, this study examined whether different motives exist for consumers of women's vs. men's intercollegiate basketball at one NCAA Division I institution

and what role gender plays in these differences” (Funk and Ridinger, 2006). It was then mentioned that these differences were used to identify motives related to team commitment and game attendance.

Before the research could commence, Funk and Ridinger outlined a key concept of the study, which is how to measure spectator measures. They decided to build on a previous research model developed by Funk called the Sport Interest Inventory. Or SII. This model measures many motivational factors such as: drama, vicarious achievement, aesthetics, team interest, player interest, sport interest, pride, excitement, social opportunities, and support for women's opportunities. Funk and Ridinger decided to work off of this model because, “the SII represents a diagnostic tool to assess how individuals who vary in levels of motivational characteristics differ on criterion measures of concern (e.g., psychological commitment to the team, repeat attendance) (Funk and Ridinger, 2006).

A modified version of the SII was used for 15 survey questions, along with 3 commitment items and some demographic questions as well. The data was collected over a 2 year period at a mid-atlantic region Division 1 school. The data was collected at 2 men’s and 2 women’s basketball games during the 2002-2003 season and the same for the 2003-2004 season. At the end of the data collection period, there were usable responses from 492 women’s basketball spectators and 467 men’s basketball spectators. To analyze the data, chi square and descriptive statistics were used to combine the data and also ensured that it was valid.

The results proved to be very interesting, starting with the demographics of responders. First, there were many more male spectators at the men’s games than females, as two-thirds of

the responses were male. This trend was more even at the women's games, with 45% male spectators and 55% female. The crowd was also slightly older at the women's games than the men's games. There was not much of a difference in the ethnicity makeup of the crowds at the games, but there was a large difference in the affiliation one had towards the university. There were 11% more undergraduate students at the men's games than the women's games and 8% more of the crowd was made of alumni at the men's games as well. The women's game did consist of slightly more graduate students and also 9% more spectators that were unaffiliated with the university than the men's games (Funk and Ridinger, 2006).

Moving onto motivational factors, female spectators attributed their interest and attendance more to the factors on all of the major survey components such as sociability, affordability, and family/friends than the male spectators. There were also differences in gender when broken down into whether they were at the women's or men's game. It was found that female spectators at the women's games rated the interest in the aesthetic aspect of the game higher than the male spectators at that game. A very interesting finding is that female spectators at the men's game were more interested in their favorite player than the men at that same game, however the opposite was true for spectators at the women's game, with male spectators being more interested in their favorite player than the female spectators at that game. Finally, female spectators at the women's games were far more interested in supporting women's opportunities in sport than males at that game and any spectators attending men's games (Funk and Ridinger, 2006.) (p. 8). This makes sense, and should be an important point that marketers use to reach out to women.

Finally, factors were analyzed that will be predictive of commitment and future attendance. By looking at the variance attribution from the data, there are a few differences

between fans at the men's and women's games. More variance was due to excitement for fans at men's games, whereas women's fans had greater attribution to variance in vicarious achievement, socialization, and family/friends (Funk and Ridinger, 2006, p. 8).

The data suggests that there are many similarities between the fan bases and the genders, but there are also key differences that cannot be ignored when marketing. First, there are differences between fans of women's basketball and fans of men's basketball. Fans of women's basketball were more attracted to the atmosphere of the game such as family/friends, socialization, and affordability. They were also more interested with the aesthetic of the game. Fans at the women's game also gained more of a personal sense of when the team won than did fans at the men's games. The men's fans did not disagree with these categories, but their responses were not as strong (Funk and Ridinger 2006, p.10).

This study also provided differences between female basketball fans and male basketball fans. According to the data, female basketball fans attributed their attraction to attending more to pride for their university than did male spectators. Female spectators also enjoyed the aesthetic of athletic competition more. It was also found that female fans were more attracted to a male star player, while males were more attracted to a female star player, however female fans had an overall deeper understanding of the entire roster than did male fans. Finally, it was found that male and females were equal in their responses of attending a men's game as a means to support male opportunity in sport, but females placed a far greater emphasis on supporting female opportunity in sport as a reason for attending the women's game. This last factor is key for marketing to women and fans of women's basketball, as it was the largest difference in response to the surveys.

Overall, the study proved what it set out to, which was the fact that there were a few key differences in male and female fans, as well as differences between fans of men's and women's basketball. This is crucial to understand from a marketing perspective, as there are enough differences that show that when marketing to men and women the same, teams and companies are likely missing out on a large women audience. By focusing on marketing the factors outlined above that women put more emphasis on, sport teams could be able to substantially grow their fan bases. This is especially true for women's sports in the aspect that teams should be marketing to women with the message to come out and support women's opportunities in sport.

Obviously, this research translates extremely well to something that could be implemented at Coastal. This is because over half of the athletics teams at Coastal are female, outnumbering the male teams 9 to 7. Coastal is also a female majority campus of students. This leads to there being a large untapped market of female potential spectators and customers that these findings can be applied to. I feel like the motivation to support women's opportunities in sports could be applied and be extremely successful as a marketing strategy.

The study, "**Measuring the motives of sport event attendance: Bridging the academic-practitioner divide to understanding behavior**" by Richard Funk, along with Filo, Beaton, and Pritchard. This research opens with the basic principle that attendance is one of the most important facets of building a successful sports organization. This research is intended to provide a measurable meaning tool of the motives that lead to sporting event attendance. Written in 2009, this research is likely still applicable to this day. Also, as stated in the abstract, "'An aging population with a declining attendance rate, along with increased competition among sport and entertainment products, has made it important for sport managers to better understand what motivates individuals to attend events. (Funk et al, 2009).

First, Funk et al define the core motivation aspects for sport attendance. For the research method, they opted to use “The SPEED Scale” to define and measure the facets of motivation. The 5 facets listed in the model are, Socialization, Performance, Excitement, Esteem, and Diversion. Due to prior research, these five factors are well accepted to lead individuals to seek out sport experiences to satisfy needs and receive benefits. Socialization refers to the interpersonal aspect of sport and people are motivated by this factor of attending a sporting event as an opportunity to interact with family, friends, and other spectators. Next, performance as a motivation factor pertains to the extent an individual seeks attending a sporting event as a method to experience grace, skill, and the artistry of athletic movement. Excitement is another motivating factor in the SPEED scale. A person motivated by this would attend a sporting event due to the potential for mental stimulation and to explore the topics of uncertainty and competition unfold live in front of them. Next, Esteem is the 4th motivating factor. As pertaining to sport attendance, esteem is how much a spectator attributes the team success as vicarious achievement. Finally, diversion is the opportunity a sporting event provides to escape from daily life (Funk et al, 2009).

Now that the method has been established, it was time for the SPEED scale to be implemented and examined in its ability to predict game attendance. The SPEED Scale was distributed to 410 spectators at an Australian Rules Football game and 2,421 individuals intercepted at various locations within the geographic location of three sport teams in southern Queensland (Funk et al, p.5) There are some important demographic characteristics of the responses as well, such as 65% male, 44% in the age range 25-44 years, 38% had a high school degree followed by 37% with a university degree, 48% were of Oceania/Australia ethnicity followed by 27% European and 9% Asian, 52% were living with a partner, 37% had children, and

56% earned between \$2500-6000 AUD per month. These questionnaires were completed with paper and a pencil and consisted of 10 items. After completion, the results were compiled into composite scores.

The results of the data were then analyzed, with the highest mean score being the excitement category and the lowest was esteem. Off the bat, the main difference in results was between individuals who had no prior game attendance and individuals who had previously attended games. Those with no attendance averaged mean scores below 4, while those who had attended games scored much higher. This means that people with no prior game attendance did not think that attending a game provided SPEED benefits (Funk et al, 2009, p.8). This leads academics and sport marketing professionals alike to the realization that the most important factor to building a fanbase and increasing attendance is to get spectators to attend their first game. The results from this research show that the only real difference between the scores is the presence of previously attended games. It is likely that the individuals that scored lowly due to this would score higher the next time they take the survey because it would at least be their second game attended. It is crucial to appeal to those who have never attended a game, because regular game attendance then creates a connection to the team and a belief that SPEED motivational factors apply.

This study did not introduce any crazy concepts, but did demonstrate the drastic differences in perception of value a spectator can feel based on their attendance frequency and habits. When people feel like they are gaining esteem or socialization, they are way more likely to attend future games. In fact, those with no experience just do not seem to know what they are missing out on. This can easily be applied with Coastal, as there are many Chanticleer fans that have never attended a certain game. This occurs at the beginning of every school year, with

thousands of freshmen walking onto campus for the first time, along with their families. By using marketing techniques and creating intrigue, CCU can get them to attend their first game and from there, build a lifelong relationship and create a loyal consumer.

The study, “**Testing models of motives and points of attachment among spectators in college football**” by Boyun Woo, Galen Trail, Hyunguil Kwon, and Dean Anderson (2009), looks into attachment in college football spectators. A common theme throughout this literature review has centered around the attachment process and how to quantify it, with this study being another installment. The previous installment from 2003 was actually included earlier in this literature review.

The abstract and background sections of this study provide context into its overall goal and importance. This section begins with the statement that the spectator sports market has been growing and the competition for customers has increased amongst teams. This is especially true for college football and has created an immense need to understand spectator motives and points of attachment (Woo et al 2009, p. 1). Understanding these factors allows teams to curate marketing plans to be more effective in drawing spectators to their games. The purpose of this study was to examine four different models that explain the relationships among motives and points of attachment and determine a model that explains the most variance in the referent variables (Woo et al 2009, p. 1). The expectation in the research was that respondents who placed vicarious achievement, community involvement, and team success highly on their motives scales would produce a high attachment level.

Moving onto the methods, 501 students at a large midwestern university with a Big 12 football team were polled in a convenience sample. The range of students in the sample was extremely broad, ranging from introductory to highly advanced classes. The survey was

distributed in the fall right before the start of football season. Football was the chosen sport of focus for this study because it was presumed to deliver responses closest to a normal distribution. 46.7% of the participants in the study were male and 53.1% female. Another key stat is that 96% of participants were single (Woo et al 2009, p. 7). The age range was also in a normal area for a poll of college students, so the sample overall should produce reliable and feasible results.

The main instruments distributed to the participants for the assessment of attachment were the Motivation Scale for Sport Consumption (MSSC) and the Points of Attachment Index (PAI). The seven motives comprising the MSSC include vicarious achievement, escape, social interaction, appreciation of physical skills of the athletes, aesthetics, drama, and knowledge. The PAI approaches attachment in aspects closer to team aspects. These include, team, coach, player, university, sport, and level of sport. The PAI also included three items per level of attachment (Woo et al 2009, p. 8).

The results indicated that in fact, the motives for fans and spectators were different, and these different sets of motives led to different sets of points of attachment for this group of college football fans and spectators. One of the largest mathematical standout points in Model D showed that Social Interaction and Vicarious Achievement were more likely to be motives for fans of teams, whereas Skills, Aesthetics, Drama, and Knowledge were more likely to be the motives for fans of sport, meaning spectators (Woo et al 2009, p. 12). The relationship between fans and spectators is important, because fans are more likely to attend events regardless of many factors. The information on spectators is important, because the goal is to transform spectators into fans. A similarity between the two groups from the research was the use of attending a sporting event as an escape from daily life. Also on par with the expectations from this study, the Fan Motives variable was

correlated with the Organization Identification variable, whereas the Spectator Motives variable was associated with Sport Identification (Woo et al 2009, p. 12). This finding supports that different motives coincide with different points of attraction.

Contrary to the expectations of the study, the path from sport identification to organizational identification was not significant. Overall, this makes sense, as just because someone likes the sport does not mean they would like the team. Organizational identification is a very powerful trait to achieve and is paramount amongst fans. Identification with players also did not perform as highly as expected in relation to organizational identification. In the realm of this study, this likely results from the fact that spectators are aware that college players can only be with the team for a short period of time. Player identification still proved to be important, however and might be in its own category. This means that it might be a good idea to include players in some marketing campaigns (Woo et al 2009, p. 14).

The findings of the study lead to multiple useful conclusions. First, there appears to be different segments of fans. There are fans of the sport and fans of an organization. This is useful for marketers, as these groups should be targeted differently. If a marketing department is marketing for a specific team, than those who are fans of the sport, but have no interest in the particular team should be treated as spectators. To interest these people, promoting a high-level opponent matchup or promotions might lead to their attendance. For fans of the team, marketers should focus on vicarious achievement and the social aspect of rooting for a common team. Player interaction is also more marketable to fans of the organization, with meet and greet opportunities and autograph sessions being prime avenues to exploit this interest. Finally, “marketing merchandise as well. For example, rather than selling products that only have team logos, they can expand the idea and produce products that are associated with players, coaches,

and the sport itself” (Woo et al 2009, p. 14). This study proved that there are multiple sectors of people attending sporting events and they may attend for different identification reasons. These people should be marketed differently, although this study acknowledges that identification is a major factor for attendance, regardless of its type.

This study applies to Coastal Athletics similarly, especially the football program. If CCU were to take marketing points from this strategy, they would for example market high-level matchups such as the App State game and the Army game to fans of the sport. For fans of the organization, the marketing team should focus on the themes of the game such as the white-out and teal-out to reach out to CCU fans and ask for their support for the players. Meet and greet opportunities are also avenues to exploit fan behavior. Additionally, fans of the sport might be drawn more towards CCU’s unique triple-option style offense, but fans of CCU as an organization would be more reached by a video of the head coach reaching out for the fanbase to sell out the stadium.

The study, “**An empirical model of attendance factors at major sporting events**”, by John Hall, Barry O’Mahony, and Julian Vieceli, attempts to quantify the relationships between multiple measurable factors and their effect on sport attendance. Sport attendance has effects that reach far beyond how full the stadium is on a gameday, with that number leading to sponsorships and perception of the team. The money brought in from attendance indirectly benefits the surrounding areas of the stadium, with the hotels and tourist money going back into the local economy, which the study establishes as important. With the establishment of the importance of understanding and increasing sporting attendance, the study states. “The aim of this study was to develop an empirical model derived from data on attitudes, perceptions and emotional responses

that provide a conceptual understanding of the significant predictors of event attendance (Hall et al 2009, p. 1).

Moving on, the literature review that was completed prior to research lead the way for particular variables to be identified. These variables were compiled into a survey that was distributed to 50 participants. On the surveys, the participants were asked their opinions on different sporting event experiences. The questionnaire was a total of 77 questions and each experience was rated on a scale from 1 to 6 (Hall et al 2009, p. 3). Some of the experience questions that were asked in the questionnaire included how accessible the parking was, accessibility of stadium, seating availability, and excitement. Finally, the research was conducted in Melbourne, Australia. The research was conducted there because Melbourne is considered the sporting capital of Australia, so the results are assumed to be most indicative of the population (Hall et al 2009, p. 3).

There were many interesting factors and results that came from the survey responses. First, there proved to be an extreme relationship between emotion and the attendance construct source. Facilities also had a positive relationship with predicting attendance. This was to be expected, as fans and spectators would rather spend time in nicer facilities (Hall et al 2009, p. 4). On the facilities, service components such as parking and access to the stadium comprised this category. Overall, the attendance construct is useful because it assesses the probability and likelihood that the respondent will attend another sporting event within the next 12 months. Emotion proved to have the strongest connection with the attendance construct because a high emotion score also correlated with a high likelihood to purchase merchandise, deepening the connection with the team even more and also indirectly increasing the attendance factor (Hall et al 2009, p. 4).

Overall, the study was in line with what it set out to do, as a conceptual understanding of the significant predictors of event attendance has been generated. The biggest predictors and factors that influenced the attendance factors were emotion and facilities. The findings also illustrate that there is a social factor to attending a sporting event as well. Feeling part of the team and being entertained as a social aspect positively influence the attendance factor as well (Hall et al 2009, p. 5). These factors influence the probability that someone would attend a future game, which is what the model attempted to quantify. The research found that all of these factors work together to create an overall experience. Facilities, social factors, emotions, and services all create the composite of attendance factors. After computation of all of the surveys, the quality and enjoyment of the facilities actually proved to be the most significant factor that influenced the likelihood of someone attending a future game. (Hall et al 2009, p. 6). Interestingly, it was also found that during times of economic hardship, the enjoyment of facilities is even more important in determining attendance factor because people use sporting events to escape from their own reality. While further research is needed, this study was successful in providing a model to further understand the factors that comprise the likelihood of sporting event attendance (Hall et al 2009, p. 6).

This study was eye-opening in the terms of this literature review. It took place in Australia, so the cultural difference might explain the difference in the study. In previous studies in the literature review, facilities were downplayed compared to other factors such as team identity. Team identity was not included as a factor in this study, which likely explains the high score for facilities. The findings of this study are important to CCU, because facilities should be examined as a serious attendance factor. The football and baseball facilities are extremely high-level and relatively new and updated. Coincidentally, these are also the two sports that have the

highest attendance on campus according to data from goccusports.com. According to this study, sports like soccer, Basketball, and Softball should see attendance increase in the event of facility upgrades. This study should outline to CCU the importance of keeping facilities updated and continuing to improve.

The study, “**Constraints and Motivators: A New Model to Explain Sport Consumer Behavior**”, by Yu Kyoum Kim and Galen Trail attempts to provide a more accurate and updated model to explain sport behaviors. The background hammers the importance of understanding the sports market, as it is a multi-billion dollar industry. Previous research from these authors has experimented with creating an empirical model to explain what motivates people to attend a sporting event and spend money for an organization. There is also evidence that understanding constraints and motivators for customers will help aid marketing effectiveness. The purpose of this study is to properly quantify the constraints and motivators that influence sport attendance and consumption behavior (Kim and Trail, 2010, p. 1).

The next section of the study outlines and describes the variables and makeup of consumer constraints and motivators. The idea of specific constraints and their effect on sport consumption is still a new topic, so there is not much developed research on the subject. It is believed that some of the most common constraints that would have a negative effect on sport consumption are weather, social commitments, and work/school commitments. These have been individually studied, but they have not been included in the same study also utilizing motivating factors. The study will pair internal, external, and behavioral constraints and motives against each other to determine their relationship and effect on sport consumption of consumers (Kim and Trail, 2010, pp. 2-5).

The participant pool for this model included spectators at a professional women's basketball game. 200 questionnaires were handed out, with 115 usable responses being returned. There were a couple details that stood out from the participants and should be noted when analyzing the data. These are that 42% of the participants were between the ages of 40-49, over 75% of participants attended some college, over two-thirds of participant made over \$60,000 a year, and that 83% of the respondents were females (Kim and Trail, 2010, p. 6).

One of the main purposes of the study was to identify individual constraints and quantify their effect with motivators on sport consumption. Overall, constraints were defined as factors that negatively impacted attendance, whereas motivators were factors that positively impacted attendance. It was noted that some constraints and motivators may be opposite ends of the same technical factor, such as wins and losses. This fact established right away that constraints and motivators are related and sometimes affect each other. These factors proved to produce about one-third of the variance in results for the study, so they are extremely important (Kim and Trail, 2010, p. 17).

Team identification once again proved to be the most important motivation factor that positively impacted sport attendance. This is an internal motivating factor, and also paired with team success as an important factor. Team success was also a potential constraint, just on the separate end of the scale. When their team was unsuccessful, team success was an internal constraint that prevented fans from wanting to attend the game. Social aspect also proved to be a huge factor in this study, as many people who attended the game started their company as an attendance reason and the game served as a social function. This was also seen to negatively affect the attendance of those who did not attend the game with someone else. Many of the fans replied that their primary reason for attendance was because they were fans of the team, player,

or WNBA basketball in general. Another relationship that was important was that team success was less important for attendance if team identification was high, but more important for attendance when team identification is low (Kim and Trail, 2010, pp. 16-19).

Wrapping the study up, it was recommended that future studies on this topic expand the amount of variables in the survey and also look at situational factors, as it was found that those both play a role in attendance and consumption choices. Team identification has been a recurring theme in this literature review, with this study also highlighting its importance and ability to create loyal and consistently attending fans, regardless of many motivations and constraints. This study outlined that motivators and constraints affect each other and both have to be taken into account at the same time (Kim and Trail, 2010, pp. 18-19).

This study can be applied to CCU athletics in similar ways to the other studies, specifically identifying methods to increase team identification. Time and time again, team identification trumps all constraints and motivations on whether or not people attend sporting events, so creating loyal fans and increasing fan connection with the team should be the main priority for CCU athletics. It is important to note that factors such as team success, weather, and social aspects play a small role in game attendance, along with work and school commitments, but real fans make the games a priority in their lives no matter the situation.

The study, “**The constraint factors of potential international sports fans tourists**”, by Tatsuru Nishio, looks into global sport market diversification and the constraints that exist in foreign markets. This is a study that is similar to the previous, although it will take place in Japan. There is thought that sport tourism behavior is valuable regardless of location and there are overall applicable themes for all potential sport consumers. This specific study will examine the constraints for tourists in foreign countries on sport consumption.

Due to globalization and the development of technology, sport consumption has increased and popularity of sporting leagues has spread beyond the host country of the league. Some of the sports that have developed the most in this case are American football, basketball, baseball, and European soccer. These trends are in large part due to the accessibility of these sports through social media and game/match broadcast. Recent behavior has even seen fans seeking out high-level sporting events on vacations to foreign countries, so interest has been increasing. With these leagues occurring in different countries from these consumers, there are naturally some constraints that affect the ability to consume international sports. There have been other studies, which have examined constraints of sporting consumption. (Nishio, 2014, p. 1).

The background section of this study takes a brief look into Japanese sport consumption behavior for both domestic and foreign sports. Baseball is the most popular spectator sport in Japan, with soccer as the second. Previous studies have examined the motivational factors influencing Japanese sports fans and the results are very comparable to studies in the United States. Common impactful motivational factors include team identification, vicarious achievement, and social factors such as family-friendly and drama. Japanese spectators also usually watch sports on TV, rather than in-person. Many Japanese sports fans are invested in United States leagues due to Japanese players going abroad. Motivation from international Japanese fans include identifying with teams and players, as well as being fans of the sport. These factors are very consistent with other studies of United States sports fans (Nishio, 2014, pp .2-3).

Before research begins, it is also important to outline what is known about constraints for sports fans. Many of these factors will be amplified when consumers are in a foreign country, so an understanding is crucial. All accepted forms of sport consumption constraints include: other

sport entertainment, game on radio/TV, leisure activities, financial cost, weather, social commitments, work/school commitments, stadium location and lack of team success. Gender has also been found to have a role on the weight of some constraints. Females place more importance on the weather, social commitments, and work/school commitments, whereas males placed more emphasis on entertainment and team success. For this study, it is estimated that these same values will hold true. The main questions to be answered from the study were: What is a constraint scale for potential Japanese sports fan tourists and how do these factors differ according to the destination and sports (Nishio, 2014, pp .4-5)?

This study was conducted with data from the Japan Travel Bureau Foundation. Using this data, surveys were handed out to 4,000 members of the general public over email who were deemed to be relevant. The response rate was high, with 3,773 usable surveys being returned and of which included 292 people who had been to watch a sporting event in another country. These 292 people were deemed to be potential sport tourists (Nishio, 2014, p. 5).

The potential sports fan tourists brought in very interesting results. From this group, European soccer and US Baseball were essentially tied for the most frequently spectated sport in another country. These results addressed 6 constraint factors that would negatively impact sport attendance in a foreign country. These included Alternative Leisure, Security, Lack of Tourist Attraction, Different Culture, Companions, and Distance. With European Soccer and US Baseball being the standalone major sports that Japanese tourists choose to watch, these were the groups of fans compared in the study. There were even differences between these groups of fans.

Of the groups, US Baseball fans had stronger constraints, except in terms of companions. It was also seen that many examples elicited no difference in the fan constraints. Security was not a large constraint between the groups, and it proved that alternative leisure was not either.

Sporting attendance was very high on the priority list for the respondents, which proves that there are other factors in play other than constraints. Distance was the number one constraint amongst all of the tourists. This is understandable, but it was shown to not affect attendance if the sport tourists have high levels of identification and a history of attendance.

This study is one that has a different type of connection with CCU athletics, as there is not a real contingency of fans interested in CCU athletics in other countries as impartial fans. This may be true for larger schools with global brands, but unlikely for CCU. Coastal does, however, have a large number of foreign athletes, so there are opportunities to gain fans and spread the brand through the families and friends of student athletes. For example, Essam Mostafa, a Center for the CCU Men's Basketball team, is from Egypt. On his social media, he is always reposting on his story videos from his friends and family in Egypt watching the CCU Men's Basketball broadcast on ESPN+. These are great ways to engage fans from different areas and cultures with the findings from research like this.

The Study, "**Meta-analytic review of sport consumption: attendance to sporting events**" by Yukyoum Kim, Marshall Magnusen, Minjung Kim, and Hyun-Woo Lee, examines all of the literature to this point involving factors of sport consumption and attendance. It starts the same way many pieces of the literature review have over the course of the review, stating the importance of understanding why people attend sporting events and the monetary value of the industry. Over the next couple pages, the authors discuss many of the articles and studies included in this literature review as grounds for what is already known to be true about the subject (Kim et al, 2019, pp. 2-5).

This meta analysis explores specifically fan focused, relationship focused, and product focused factors. Level of competition was also a factor in this analysis. This referred to whether

it was college or professional. Some consumers might prefer a higher level of competition. The study will also incorporate a culture moderator, because it is known that there are differences in sport consumption by culture. Finally, one of the additions to this study is a gender moderator and control, as it has been found that gender preferences remain relatively constant from study to study. This study will attempt to quantify sport attendance attraction points and build off previous studies in the field (Kim et al, 2019, p. 6).

First computerized databases were searched, a citation index search was completed, a manual search of texts and studies was completed, and a manual search of journals containing models and data on sport consumption was completed. After further searches were completed, covering a total of 30,000 sources were utilized to construct an all-encompassing model. Sifting of materials led to 119 viable studies for the building of the model. Coding was the next step for the model, where there was a 90% agreement rate between the coders. Altogether, the present meta-analysis integrated 352 effect sizes based on 172,142 participants from 123 independent samples drawn from 119 studies. An extremely complex mathematical formula and many control equations were then run on these studies to compile the results and make new tests. (Kim et al, 2019, p. 7)

To start, there were many moderator analysis points on the data that could be clearly seen. The four groups from which these were concluded were competitive sport level, culture, gender, and sample type. Level of achievement had a greater effect on professional sport attendance than did non-professional. Conversely, non-professional sporting attendance was more reliant on aesthetic. Overall, the level of identification had little difference on attendance for level of competition (Kim et al, 2019, pp. 10-11). For culture, the factors that influenced the

eastern culture more on attendance were star player, escape, and promotion. Winning, social, and facility proved to be geared more towards western culture.

Moving on, alternatives and winning proved to be greater attendance factors for women, while students valued the social aspect of sporting events more than non-student participants. With these groups providing a base, the study was able to grasp the importance of many other variables. For example, vicarious achievement proved to be one of the most important factors in driving attendance and consumption, which confirms the results of many previous studies. Relationship focused factors were also seen to provide a huge explanation for sport attendance, such as identification and commitment. The fan-team relationship is a very important one. Many fans of a team will support and attend that team's games with no regard to many outside factors. This factor states the importance of cultivating fan relationships and making them feel connected and a part of the team (Kim et al, 2019, pp. 10-12).

Overall, the findings of this meta-analysis are intended to be very useful to sport managers and organizations. The main takeaway from these studies is: A top priority for sport organizations should be harnessing the power of fan identification with sport teams. Sport organizations need to do more than just satisfy sport consumers' temporary motivational needs. Instead, what sports organizations need to do is formulate strategic plans of action that help sport consumers fulfill their self-esteem needs via team identification (Kim et al, 2019, p. 12). Community relationships are methods to harness a connection to the fanbase as well, according to the data. This knowledge on fan behavior and breakdown of factors should also aid teams in executing and planning marketing campaigns, which in turn will have massive effects on attendance and consumption. While these samples may be small in size and there is not enough data in the field to make definite conclusions, building fan-organization relationships and

establishing team identity are the keys to capturing the loyalty and consistent support of consumers (Kim et al, 2019, pp. 12-13).

This last source was a combination of many that have already been reviewed above. I was able to witness the synergy of the information that I have been reading and have made some of my own conclusions based on this literature review. First, team identity is everything in terms of making the most possible money on a consumer. Even when every other factor is terrible or the team is losing, team identity will top all of that and a fan will still attend the game and buy merchandise. Second, different groups such as gender and fans of different sports should be marketed towards differently, and not in a one-size-fits all method. Finally, star players are not quite as important as attendance as the overall aesthetic and social functions. Teams without star players should still focus on building relationships with their fans and community to offset the attraction of a star player. Overall, I really enjoyed this literature review and am ready to add to this topic of study.

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