

Towards a spectator loyalty model for soccer clubs in South Africa

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DECLARATION OF PERSONAL WORK

I, Victor Solomon Mogajane (12948807) with ID number 6509035659089, hereby declare that this thesis registered as **“Towards a spectator loyalty model for soccer clubs in South Africa”** as part of the completion of my *Philosophiae Doctor* in Tourism Management at the Potchefstroom Campus of the North-West University, is being submitted as my own work. I comply with the Code of Academic Integrity, as well as other relevant policies, procedures, rules and regulations of the North West University; and has not been submitted before to any institution by myself or any other person in fulfilment (or partial fulfilment) of the requirements for the attainment of any qualification.

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ABSTRACT

Understanding loyalty in marketing is important as it can enable soccer clubs to manage the impact on fostering vital spectators and communities support for the sport industry. More importantly, soccer club managers need to understand the importance of spectators in growing the success of their business. Sport has become big business. Spectator sport has also become one of the most popular activities and spectators represent the largest proportion of the sport industry. According to the literature, spectators are a group of consumers who support the popularity of a player or team. They are, in many instances, loyal and fanatical about the performance and success of their team.

Spectators demonstrate loyalty towards their clubs through factors such as eustress, self-esteem, escape, entertainment, aesthetic characteristics, group affiliation and family needs to be responsible for motivation leading to sport attendance. Further, it is recognised that loyalty drivers such as commitment, customer satisfaction, service quality, identification, supply image, perceived value, customer relationship, trust, customer retention, waiting time and dependability play a major role in influencing decisions to support and attend sport and other activities. Understanding of these factors by soccer club managers is important in developing a spectator base. Sport spectators are estimated to be worth millions (in monetary terms) to the global economy which supports a valuable niche market segment. Spectator attendance at sport events represents a significant revenue stream for sports venues and sporting associations with subsequent benefits for cities or regions. It was argued that the core feature of sport spectating is its capacity to intimately engage spectators and deliver intensely emotional and loyal attachment to their favourite teams and clubs. Soccer, as part of sport industry, provides these benefits and costs to the spectators and communities, hence generating both positive and negative impacts.

Once the communities have turned into spectators to support their teams, their lives will be influenced by this development, thus impacting on their livelihoods. From the literature it was found that no research has been conducted to determine and analyse the loyalty concept with regard to spectators, especially in the context of sport in South Africa. A number of theoretical frameworks have been developed in loyalty to signify how this is

important in building a relationship with the spectators. Pertaining to loyalty, various definitions and their theoretical models have also been created to describe the functioning of loyalty as a construct. Although critical frameworks have been developed that are distinct to loyalty in a retail environment, to date there is no model that exists that explores the influence of spectators towards supporting their teams. By addressing these issues, a significant contribution is thus made to literature, together with the ensuing practical contributions. Therefore, the main aim of this study was to develop a model to indicate spectator loyalty towards soccer clubs.

This primary goal was reached through the achievement of four objectives. The first objective was a critical analysis of literature pertaining to loyalty as a marketing construct. The review of literature gave an analysis of the nature and aspects of marketing and how companies can build their relationship by satisfying customers' needs and wants. The term "loyalty as well as drivers of customer loyalty explains how and why customers are the important elements of the success of business and these were analysed. This objective provided a foundation for the rest of the study in terms of understanding the impact of loyalty on customers towards building a sound relationship with the company.

The second objective was to critically analyse the relevance of and application of loyalty to sport with specific reference to spectators. This was done in order to create a better understanding with regard to the importance of the sport industry and defining sport marketing. The limited application of loyalty in sport and the motivational factors of spectators attending games were also elaborated upon.

The third objective was to analyse the key elements of loyalty, enabling the development of a loyalty model for selected stakeholders by means of both a literature review and empirical analyses. This analysis focuses on the interpretation of the results both from the community and spectator surveys. This was done with the aim of creating a model for managing and developing loyalty of spectators for soccer clubs in South Africa, which could lead to improved attendance at games.

An empirical investigation was done by following a mixed method approach, namely qualitative and quantitative methods, to determine loyalty as a marketing construct and its application in sport, with specific reference to spectators. Firstly, with regard to the qualitative research, the questionnaire was developed from the literature review. This questionnaire was then used as an interview tool targeting two management participants

from selected soccer clubs (N=9). It was found that most of the interviewees indicated that their spectators are satisfied with their clubs. Most of the clubs do not own the stadiums; the services of rented stadiums are appreciated and accepted by these clubs as spectators also attend the games at these stadiums. These spectators demonstrate their loyalty towards their clubs even when they do not perform as well as expected. Spectators are involved with the club and will go to the extent of buying the club's merchandise to wear so that they identify with the club. The interviewees indicated that their clubs used CSI projects to build and develop a relationship with communities so that spectators can be recruited. The interviewees mentioned that iconic players are important in attracting and retaining loyal spectators.

Secondly, the quantitative research was done by means of a self-administered questionnaire which was distributed in two community areas in South Africa, by means of stratified sampling. The communities included in the research were Royal Bafokeng (n=271) and Soweto (n=311). As for spectators, a questionnaire was also distributed to Royal Bafokeng (n=288) and Soweto (n=284). These questionnaires were captured in Microsoft Excel and analysed by means of the Statistical Package for Social Sciences (SPSS version 20). The data was analysed in three phases. The first phase was exploratory research which included the use of frequency tables and graphs for compiling a combined community and spectator profile as well as Exploratory Factor Analyses to explore the ways in which communities and spectators are influenced to attend soccer games. In the descriptive phase it was evident that respondents from Royal Bafokeng and Soweto have shown in both community and spectator surveys that despite the challenges of unemployment, the level of education and income, they were able to support their teams. This was evident with the level of attendance at matches, which indicated that soccer is very important to these communities.

Further, the exploratory factor analysis revealed that all drivers yielded only one factor per driver, which supports the literature related to the loyalty drivers as well as the validity of the questionnaire. The loyalty drivers included: *Commitment to soccer*; *Customer satisfaction*; *Customer value*; *Identification with the team*; *Information about the team*; *Trust*; *Service quality and Customer retention*. It was found that the loyalty drivers can be applied to soccer and that these can be utilised to improve loyalty to soccer. The extent to which these drivers contribute was at this point in time unknown. Although all loyalty

drivers yielded a mean value of above 5 on a 7-point Likert scale, Service Quality and Customer Retention yielded the highest mean values of the various factors.

In the second phase, it was established that occupation influenced the loyalty drivers. Respondents in professional occupations rated commitment, information, quality service, customer retention and loyalty on four occasions higher than those in educational occupations and pensioners. The effect sizes also showed greater influence in this regard. It was also found that gender did not influence respondents' towards loyalty drivers.

In addition, correlations were drawn between demographic factors (age, education and income) and the loyalty drivers as well as spectator behaviour variables and loyalty drivers. With regard to age it was found that the older the respondents were the more important they considered customer value as an important loyalty driver. Significant differences were also evident for education, income, length of being a soccer spectator the number of games attended and respondents spending patterns on merchandise. It was clear that age played a critical role for the respondents. The older the respondents, the more they value and support their team. In addition, the more educated they were, the more they were satisfied and identified with the team. These respondents also believe and trust the team and demonstrate a high level of loyalty. Furthermore, these respondents indicated commitment to soccer based on their income. With income, respondents were able to attend matches, spend a lengthy time with the team as well as spend valuable money in purchasing merchandise.

In the third phase, structural equation modelling, was utilised to determine the relationships between the loyalty drivers and loyalty when combined in one analysis. This model was validated by analysing goodness of fit indices which indicated a good fit of the data to the model. The major findings of this model revealed that commitment, identification, information and retention were the most important to spectators and communities and have implications for sport planners and management. All the findings lead to the development of an innovative model that has been customised for sport and more specifically the soccer environment and this can be assessed for use in other codes of sport in South Africa.

This study is the first of its kind where a critical analysis was done with regard to loyalty in marketing and applied to the sport context in South Africa. The study contributes to literature and research pertaining to loyalty drivers and their influence on sport

spectatorship. The study also fills a gap in literature on loyalty in sport marketing as well as the significance thereof, especially in a developing country like South Africa. The gap existed as a result of the majority of studies focusing on developed continents such as Europe and America. Loyalty as a marketing construct can also be applied in future research as it contributes to the research methodology through the development of a questionnaire that can measure spectator attendance at sport matches within a South African context. The most significant contribution of this study is the development of the model and its application that can assist sport managers to understand spectator roles in the development of sport and how to develop loyalty. This model thus serves as a tool for maximising the loyalty levels of spectators to sport and by doing so contribute to the sustainable development of the industry.

Keywords: tourism; sport tourism; sport; loyalty; spectator; marketing; constraints;, benefits.

OPSOMMING

Dit is belangrik om lojaliteit in bemarking te verstaan, aangesien dit sokkerklubs in staat kan stel daartoe om die impak op die aanmoediging van die onmisbare ondersteuning van toeskouers en gemeenskappe vir die sokkerbedryf te bestuur. Belangriker nog, is dat die sokkerklub-bestuurders die belangrikheid van toeskouers in belang van die toenemende sukses van hulle besigheid moet verstaan. Deesdae het sport groot besigheid geword. Toeskouer-sport het ook een van die gewildste aktiwiteite geword, en toeskouers maak die grootste deel van die sportbedryf uit. Volgens die literatuur is toeskouers 'n groep verbruikers wat die gewildheid van 'n speler of span ondersteun. Hulle is in talle opsigte lojaal aan en fanaties oor die prestasie en sukses van hul span.

Toeskouers betoon lojaliteit teenoor hul klubs deur faktore soos “eustres”, eiewaarde, ontsnapping, vermaak, estetiese eienskappe, groepaffilasie en gesinsbehoefte om hulle te motiveer, wat aanleiding gee tot sportwedstryd-bywoning. Voorts is daar erkenning gegee daaraan dat lojaliteit soos toewyding, kliënttevredenheid, diensgehalte, identifisering, voorsieningsbeeld, waargenome waarde, kliëntverhouding, vertrouwe, behoud van kliënte, wagtyd en betroubaarheid 'n besonder verneme rol vervul daarin om besluite om sport en ander aktiwiteite te ondersteun en by te woon beïnvloed. Die sokkerklub-bestuurders se begrip van hierdie faktore is belangrik met die oog op die ontwikkeling van 'n toeskouerbasis. Sporttoeskouers word gereken miljoene (in geldterme) werd te wees vir die wêreld ekonomie, wat 'n waardevolle nismark-segment ondersteun. Toeskouerbywoning by sportgeleenthede maak 'n betekenisvolle inkomstestroom vir wedstrydplekke en sportverenigings uit, met voordele wat daaruit voortvloei vir stede en streke. Daar word geredeneer dat die kerneienskap van die *aanskouing van sport* die vermoë daarvan is om toeskouers intiem betrokke te kry en intense emosionele en lojale verbintnisse aan hul gunstelingspanne en klubs te genereer. Sokker, as deel van die sportbedryf, voorsien hierdie voordele en kostes aan die toeskouers en gemeenskappe, wat dus beide positiewe en negatiewe impakte voortbring.

Sodra die gemeenskappe verander het in toeskouers om hulle spanne te ondersteun, sal hulle lewens deur hierdie ontwikkeling beïnvloed word, dus 'n impak op hulle

lewensbestaan hê. Uit die literatuur is vasgestel dat geen navorsing tot nog toe gedoen is om die lojaliteitskonsep rakende toeskouers, veral in die konteks van sport in Suid-Afrika, te bepaal en te analiseer nie. 'n Aantal teoretiese raamwerke ten opsigte van lojaliteit is ontwikkel om aan te dui hoedat dit belangrik is vir die bou van verhoudings met die toeskouers. Wat betref lojaliteit, is 'n verskeidenheid definisies en hul teoretiese modelle ontwerp om die funksie van lojaliteit as 'n konstruk te beskryf. Alhoewel kritieke raamwerke reeds ontwerp is wat eie is aan lojaliteit in 'n kleinhandel-omgewing, bestaan daar tot hede nog geen model wat die invloed van toeskouers se ondersteuning op hulle spanne ondersoek nie. Deur hierdie vraagstukke onder die loep te neem word 'n betekenisvolle bydrae dus gelewer tot die literatuur, gepaard met die daaruit voortvloeiende praktiese bydraes. Die hoofdoel van hierdie studie was dus om 'n model te ontwerp om toeskouer-lojaliteit aan sokkerklubs aan te dui.

Die hoofdoel is bereik deurdat vier doelwitte bereik is. Die eerste doelwit was 'n kritiese analise van literatuur met betrekking tot lojaliteit as 'n bemarkingskonstruk. Die literatuuroorsig het 'n analise gegee van die aard en aspekte van bemarking en hoedat maatskappye hul verhoudings kan bou deur te voldoen aan kliënte se behoeftes en benodigdhede. Die term "lojaliteit" asook aanvuurders van kliëntlojaliteit verklaar hoe en waarom kliënt die belangrike elemente van besighede se sukses is, gevolglik is hierdie elemente geanaliseer. Hierdie doelwit voorsien 'n basis vir die res van die studie met betrekking tot die verstaan van die impak van lojaliteit op kliënte in belang daarvan om 'n gesonde verhouding met die maatskappy te bou.

Die tweede doelwit was om die toepaslikheid en toepasbaarheid van lojaliteit aan sport krities te ontleed met spesifieke verwysing na toeskouers. Dit is gedoen met die doel om 'n beter verstaan van die belangrikheid van die sportbedryf tot stand te bring en sportbemarking te definieer. Daar is ook uitgebrei oor die beperkte toepassing van lojaliteit in sport en die motiveringsfaktore van toeskouers wat wedstryde bywoon.

Die derde doelwit was om die sleutelemente van lojaliteit te analiseer, om die 'n lojaliteitsmodel vir die keuring van aandeelhouers te ontwikkel aan die hand van sowel 'n literatuuroorsig en empiriese analises. Genoemde analise fokus op die interpretering van die resultate van beide die gemeenskaps- en toeskouerondersoeke. Dit is uitgevoer met die doel om 'n model vir die bestuur en ontwikkeling van toeskouers se lojaliteit teenoor

sokkerklubs in Suid-Afrika te ontwerp, wat dan tot verbeterde bywoning van wedstryde kan lei.

'n Empiriese ondersoek is uitgevoer deur 'n gemengdemetode-benadering te volg, naamlik 'n kwalitatiewe en kwantitatiewe metode, om lojaliteit as 'n bemerkingskonstruk en die toepassing daarvan op sport te bepaal, met spesifieke verwysing na toeskouers. Eerstens, rakende die kwalitatiewe navorsing, is die vraelys ontwikkel uit die literatuuroorsig. Hierdie vraelys is vervolgens aangewend as 'n onderhoudsinstrument wat twee bestuursdeelnemers uit geselekteerde sokkerklubs geteiken het (N=9). Daar is vasgestel dat die meeste deelnemers aan die onderhoude aangedui het dat hulle toeskouers tevrede is met hul klubs. Dis meeste van die klubs besit nie die stadions nie, die dienste van gehuurde stadions word deur hierdie klubs waardeur en aanvaar aangesien toeskouers ook die wedstryde by hierdie stadions bywoon. Hierdie toeskouers betoon hul lojaliteit teenoor hulle klubs selfs wanneer hulle nie so goed presteer as wat verwag was nie. Toeskouers is by die klub betrokke en sal so ver gaan as om die klub se handelsware te koop om te dra sodat hulle kan toon dat hulle hulle met die klub identifiseer. Die deelnemers aan die onderhoude het aangedui dat hulle klubs CSI-projekte aangewend het om 'n verhouding met gemeenskappe te bou en te ontwikkel sodat toeskouers gewerk kon word. Die deelnemers aan die onderhoude het genoem dat ikone belangrik is om lojale toeskouers te lok en te behou.

Tweedens is die kwantitatiewe navorsing gedoen met behulp van 'n self-gedadministreerde vraelys wat in twee gemeenskapsgebiede in Suid-Afrika versprei is deur middel van gestratifiseerde steekproefneming. Die gemeenskappe wat by die navorsing ingesluit was, was Royal Bafokeng (n=271) en Soweto (n=311). Wat toeskouers betref, is 'n vraelys ook in Royal Bafokeng (n=288) en Soweto (n=284) versprei. Hierdie vraelyste is in Microsoft Excel vasgelê en met behulp van die Statistical Package for Social Sciences (SPSS version 20) geanaliseer. Hierdie analisering van die data is in drie fases uitgevoer. Die eerste fase is verkennende navorsing wat die gebruik van frekwensietabelle en grafieke vir die saamstel van 'n gekombineerde gemeenskaps- en toeskouerprofiel saam te stel, asook Verkennende faktoranalise om die wyses waarop gemeenskappe en toeskouers beïnvloed word om sokkerwedstryde by te woon, insluit. Uit die beskrywende fase het dit duidelik geblyk dat respondente uit Royal Bafokeng en uit Soweto in beide gemeenskaps- en toeskouerondersoeke aangedui het dat, ten spyte van die uitdagings wat werkloosheid aan mense stel, die onderwysvlak en inkomste, hulle in staat is daartoe om hulle spanne

te ondersteun. Dit was duidelik uit die bywoningsvlak by wedstryde, wat aangedui het dat sokker vir hierdie gemeenskappe baie belangrik is.

Voorts het die verkennende faktoranalise openbaar laat blyk dat alle aandrywers slegs een faktor per aandrywer opgelewer het, wat die literatuur wat met die lojaliteitsaandrywers asook die betroubaarheid van die vraelys verband hou. Die lojaliteitsaandrywers het ingesluit: *Toewyding aan; Kliënttevredenheid; Kliëntwaarde; Identifisering met die span; Inligting oor die span; Vertroue; Diensgehalte en Kliëntebehoud*. Daar is bevind dat die lojaliteitsaandrywers op sokke toegepas word en dat dit benut kan word om lojaliteit aan sokker te verbeter. Die mate waarin hierdie aandrywers bydra, was in hierdie stadium onbekend. Alhoewel alle lojaliteitsdriewers 'n gemiddelde waarde van meer as 5 op 'n 7-punt Likert-skaal opgelewer het, het Diensgehalte en Kliëntebehoud die hoogste gemiddelde waardes onder die onderskeie faktore opgelewer.

In die tweede fase uit hierdie analise is vasgestel dat beroep die lojaliteitsaandrywers beïnvloed het. Respondente in professionele beroepe het toewyding, inligting, diensgehalte, kliëntebehoud en lojaliteit met vier geleenthede hoër as dié in onderwysberoepe en pensioenarisse getakseer. Die effekgrootte het ook groter invloed in hierdie opsig getoon. Dit was ook bevind dat geslag respondente se vatbaarheid vir lojaliteitsaandrywers nie beïnvloed het nie.

Hierbenewens is korrelasies getrek tussen demografiese faktore (ouderdom, opvoedkundige vlak en inkomste) en die lojaliteitsaandrywers asook toeskouergedrag-veranderlikes en lojaliteits-aandrywers. In verband met ouderdom is dit bevind dat hoe ouer die respondente, hoe belangriker het hulle kliëntwaarde getakseer as 'n belangrike lojaliteitsaandrywer. Beduidende verskille was ook duidelik vir opvoedkundige vlakke, inkomste lengte van sokker toeskouerskap die aantal wedstryde wat bygewoon is en, uitgawepatrone op handelsware. Dit was duidelik dat ouderdom 'n kritieke rol vir die respondente gespeel het. Hoe ouer die respondente, hoe meer ondersteun en hoe hoër takseer hulle hul span. Hierbenewens, hoe hoër hulle gekwalifiseer was, hoe meer tevrede was hulle en hoe meer het hulle met die span geïdentifiseer. Hierdie respondente glo en vertou ook die span en toon ook 'n hoër lojaliteitsvlak. Voorts het hierdie respondente toewyding aan sokker getoon, gebaseer op hul inkomste. Weens hul inkomste was respondente in staat daartoe om wedstryde by te woon, 'n lang tyd saam met die span deur te bring asook om waardevolle geld te bestee op handelsware.

In die derde fase is strukturele regressie-modellering aangewend om die verband tussen die lojaliteitsaandrywers en lojaliteit te bepaal wanneer die twee in een analise gekombineer word. Hierdie model is gevalideer deur pasgehalte-indekse te analiseer, wat 'n goeie passing van die data op die model aangedui het. Die hoofbevindings van hierdie model het laat blyk dat toewyding, identifisering, inligting en toeskouersbehoud die belangrikste was vir toeskouers en gemeenskappe en dat dit toegepas kan word deur sportbeplanners en -bestuurders. Al die bevindings lei tot die ontwikkeling van 'n innoverende model wat aangepas is vir sport, en meer spesifiek die sokkeromgewing, en dit kan vir ander sportsoorte geassesseer word met die oog op gebruik in ander sportsoorte in Suid-Afrika.

Hierdie studie is die eerste van sy soort waarin kritiese analise gedoen is met betrekking tot lojaliteit in bemarking en toegepas op die sportkonteks in Suid-Afrika. Die studie dra by tot die literatuur en navorsing met betrekking tot lojaliteitsaandrywers en hul invloed op sport toeskouerskap. Die studie vul ook 'n leemte in die literatuur oor lojaliteit in sportbemarking asook die betekenisvolheid daarvan, veral in 'n ontwikkelende land soos Suid-Afrika. Die leemte het ontstaan weens die meerderheid studies wat op ontwikkelende kontinente soos Europa en Amerika gefokus het. Lojaliteit as 'n bemarkingskonstruk kan ook in toekomstige navorsing toegepas word omdat dit bydra tot die navorsingsmetodologie deur die ontwikkeling van 'n vraelys wat toeskouerbywoning by sportwedstryde in die Suid-Afrikaanse konteks kan meet. Die mees betekenisvolle bydrae van hierdie studie is die ontwikkeling van die model en die toepassing daarvan wat sportbestuurders kan help om toeskouerrolle in die ontwikkeling van sport te verstaan en hoe om lojaliteit te bevorder. Hierdie model dien dus as 'n instrument vir die maksimalisering van die lojaliteitsvlakke van sporttoeskouers en hierdeur by te dra tot die volgehoue ontwikkeling van die bedryf.

Sleutelwoorde: toerisme; sport toerisme; sport; lojaliteit; toeskouer; bemarking; beperkinge; voordele.

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AFCON: African Cup of Nations	2
ANOVA: Analysis of Variance	11
ATR: Annual Tourism Report	1
EFA: Exploratory Factor Analyses	11
FIFA: Federation of International Football Association	1
GDP: Gross Domestic Product	1
IPL: Indian Premier League	1
SA: South Africa	1
SAT: South African Tourism	1
SEM: Structural Equation Model	8
POP: Point of Purchase	27
POS: Point of Sale	27
UEFA: Union of European Football Associations	2
WTTC: World Travel and Tourism Council	1

CHAPTER

1

INTRODUCTION, PROBLEM STATEMENT, OBJECTIVES AND METHOD OF RESEARCH

“It always seems impossible, until it is done” - Nelson Mandela

1.1 INTRODUCTION

Tourism and sport are key elements of today's culture and have specific influence on the behaviour of society and citizens (Ottevanger, 2007:7). Sport is regarded by many to be the world's biggest social phenomenon (Kurtzman & Zauhar, 2003:35) and tourism its largest economic sector (Lanza, Markandya & Francesco, 2005:1; McCannell, 2002:146). Tourism is becoming one of the largest industries (Shaffie, 2005:1), increasing in size and playing a major role in the world economy (Scheyvens & Russell, 2009:1). The World Travel and Tourism Council (2011:1) and Hattingh, Spencer and Venske (2011:380) point out that tourism has become one of the world's highest priority industries, and employing over 225 million people with a contribution of 9% to Gross Domestic Product (GDP). Tourism is also vital to the development of South Africa and its people and employs an estimated 1,235,700 (Earle, 2008:14) people directly and indirectly.

According to the Annual Tourism Report (South African Tourism Strategic Research Unit, 2009:6), the highest number of foreign arrivals was recorded to have grown by 3.6% over 2008 to 9,933,966 million arrivals to South Africa. A large percentage of these arrivals to South Africa have been due to sport events such as the Federation of International Football Association (FIFA) 2010 World Cup, 2009 Confederations Cup, the British Lions tour and the Indian Premier League (South African Tourism Strategic Research Unit, 2009:4). With respect to growth, between 2011 and 2012, arrivals grew by 10,4% from 12 495 743 in 2011 to 13 795 530 in 2012 (South African Tourism Strategic Research Unit, 2012:7).

The 2010 FIFA World Cup is considered to be the country's biggest draw card over the last few years. A total of 309,554 foreign tourists arrived in South Africa to attend the event which was held over two months (South African Tourism, 2010:2). From Africa, a total of 38% attended the international event while the figures were 24% from Europe and 13% from Central and South America, 11% from North America, 8% from Asia, 4% from Australasia and 2% from Middle East (South African Tourism, 2010:8). The tourists spent approximately R3.64 billion for the duration of

the 2010 FIFA World Cup (South African Tourism, 2010:2). Hosting the 2010 FIFA World Cup significantly enhanced South Africa's reputation and its tourism industry (South African Tourism, 2010:29).

It is clear that sport plays a major role in influencing tourism growth. While many factors such as infrastructure and technology influence tourism growth, one of the fastest growing tourism niche markets is sport tourism (Bickel, 2012:3; Hritz & Ross, 2010:119). It is gaining popularity and is in demand worldwide because host countries are able to develop by reaping economic, socio-cultural and other spin-offs from these activities (Chain, 2009:19; Huang, 2011:1). The hosting of major international events like the African Cup of Nations (AFCON), (Desai & Vahed, 2010:155) and Union of European Football Associations (UEFA) Champions League contribute to sport tourism growth, (Izzo, Munteanu, Langford, Ceobanu, Dumitru & Nichifor, 2011:2) and development and promotion of the destination within the host community (Fredline & Faulkner, 2002:115). Neirotti (2003:1) notes that tourism and sport managers have begun to realise the significance of the potential of sport tourism and are aggressively pursuing this niche market. Consequently, the tourism and sport industries are increasingly catering for travellers who seek a sport experience (Hinch & Higham, 2004:15) be it international and/or national supporters.

According to Graham, Neirotti and Goldblatt (2001:226), the concept of people travelling to participate and watch sport dates back to the ancient Olympic Games, and the practice of stimulating tourism through sport has existed for more than a hundred years. The sport spectator behaviour elements consist mainly of players, officials, coaches, spectators, clubs, leagues, venues, administrators and sponsorships (Hoye, 2005:13) (see Figure 1.1) . A sporting activity means organised sport participation opportunities governed by a league, association or venue. The majority of spectator behaviour seems to arise from the interaction between players and officials, with player reactions to officiating decisions and their real or perceived impact on game outcomes which influence the behaviour of spectators (Figure 1.1).

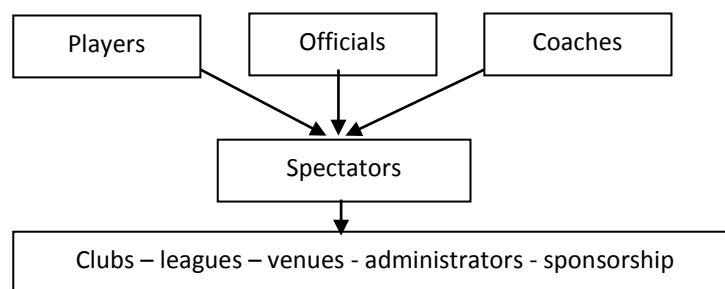


Figure 1.1: Sport spectator behaviour elements

Source: Hoye (2005:13)

Sport spectating is one of the most popular leisure activities and the spectators represent the largest proportion of the sport industry (Kim, 2008:13). According to Chao (2010:5), sport spectators are a group of consumers who support the popularity of a team. They are, in many instances, fanatical about the performance and success of their team (Gerber & Terblanche, 2012:75). Wann (1995 cited by Wilkins, 2012:73; Gerber & Terblanche, 2012:75) mentioned factors such as eustress, self-esteem, escape, entertainment, aesthetics, group affiliation and family needs to be responsible for motivation leading to sport attendance. Understanding these factors influence spectator attendance fundamentally to understanding decisions about sport consumption (Gerber & Terblanche, 2012:75; Kruger, Saayman & Ellis, 2010:91-92). Cassidy (2005:4) and Bull and Weed (1999:143) state that sport spectators are estimated to be worth millions (monetary terms) to the global economy which supports a valuable niche market segment (Gerber & Terblanche, 2012:87; Richelieu & Pons, 2009:162). Spectator attendance at sport events represents a significant revenue stream for sports venues and sport associations with subsequent benefits for cities or regions (Hall, O'Mahony & Viecell, 2009:2). This is not surprising since sport marketing revenue comes from ticket sales whilst sponsorship revenue depends on how popular and well attended the given sport or team games are (Neale & Funk, 2006:307; Kim & Trail, 2010:190). Smith and Stewart (2010:4) argue that the core feature of sport spectating is its, "capacity to intimately engage spectators and deliver intensely emotional and loyal attachment to their favourite teams and clubs". To develop or establish loyalty is thus important but a challenge faced by managers that needs to be addressed.

The purpose of this section is to outline the research design that was followed in this study. The following are discussed: background to the study, analysis of the problem statement, goals and objectives of the study, research methodology, definition of key concepts and lastly, the chapter outline. For the purpose of this study, the theoretical framework is focused on marketing and tourism management.

1.2 BACKGROUND TO THE STUDY

The growth of sport can be seen as part of tourism industry, where sport events are produced, marketed and consumed just like any other consumer goods (Kuokkanen, 2006:17). For any sporting event to be successful and profitable, it not only needs sport participants but also spectator attendance (Gibson, 1998:48). Developing and maintaining a long-term relationship with spectators independently from team performance is important for loyalty. Sport and tourism managers need to understand what motivates spectators to attend sporting events (Huang, Lee & Hou, 2009:80) in order to establish such a long-term relationship. Spectators can be very sophisticated, watchers know the nuances of acting or playmaking and enjoy the finesse and fine

points of the game spectacle. In the sport context spectators remain passive in their interaction with the game they watch, analyse and appreciate (Dobel, 2010:1). On the other hand sport fans create and shape the experience of sport. They are not passive receptors but active participants of the game itself. Sport fans influence action on the field of play by cheering players. Fans desperately impart emotional energy, support and distraction whenever they can. At soccer games they cheer so loud, they force clubs to wear radio transmitters or use sign language to convey plays (Dobel, 2010:1).

The value of sport spectating lies in the fact that spectators are interested in sport and as a result spend a considerable amount of money to actively follow a sport, team and/or athlete (Wann, Melnick, Russell & Pease, 2001:2). Loyalty to a sport team is considered by some to be more extreme than loyalty to any other typical product because it tends to be more intense and long-term (Bee & Havitz, 2010:140). Sport spectators who perceive a high quality relationship with a team will invest more time and money in the team by attending games and purchasing licensed products (William & Chinn, 2010:423). Individual players are often major draw cards to lure spectators. For instance, Real Madrid paid Manchester United €94million for the purchase of Cristiano Ronaldo (Hughes, 2009:1). Securing the services of Ronaldo as an international star inspires spectators to support the team. Spectator loyalty needs to be established and encouraged in many forms at all times. From a consumer behaviour perspective, sport spectators are unique in the way that they show loyalty towards their chosen sporting club (Schriver, 1997:1-4; Horbel & Woratschek, 2007:3).

From a marketing management perspective it is important that spectators are taken into consideration because they form the core of the club (Figure 1.1) and can significantly influence its profile and profitability (Johnston, 2004:21). A key question facing sport marketing management is how to develop, maintain and grow loyalty, not just amongst successful sporting clubs but also teams with inferior or poor results (Johnston, 2004:21). As early as the 1960s loyalty was considered an important construct in consumer behaviour (Han & Li, 2012:337). According to Han and Li (2012:337) and Jacoby and Kyner (1973:1), there are three types of loyalty among consumers or tourists. The first is a behaviour-brand loyalty theory (behaviour loyalty represents past behaviour, as well as behavioural intentions). Past behaviour comprises past purchasing behaviour and past positive word-of-mouth. The second is the attitude-based brand loyalty theory, which is represented by the psychological commitment of a spectator to a team, and the third is the combination of the attitudes and behaviour (commitment and purchasing behaviour). The construct theories are intended to guide researchers and managers toward understanding loyalty.

The research conducted on the phenomenon of consumer loyalty, sport spectating and leisure constraints since the early 80's can be grouped into three main categories as seen in Figure 1.2

and contribute to understanding the loyalty theories (Immamovic, 2010:5, Bodet & Bernache-Assolant, 2011:783). The first category is enduring involvement, psychological commitment and behavioural loyalty. The second category encapsulates fans, spectator and sporting event consumption measurement. The third category considers leisure constraints experienced and their negotiation among sport participants (Immamovic, 2010:5) (see Figure 1.2).

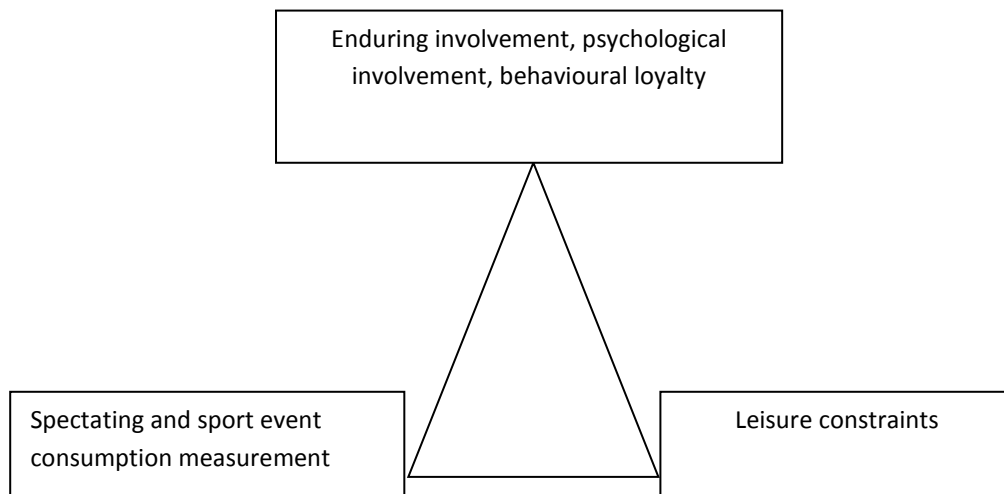


Figure 1.2: Consumer loyalty, sport spectating and leisure constraints

Source: Immamovic (2010:5)

Earlier studies of the afore-mentioned categories (category 1) focused on enduring involvement, psychological commitment and behavioural loyalty as separate entities that can predict tourists' consuming behaviour in the leisure context (Kyle, Absher, Hammit & Cavin 2006:467; Kyle, Absher, Norman, Hammit & Jodice, 2007:427). Consequently, the following phenomena were identified: the nature and properties of enduring leisure involvement, leisure consumption, and loyalty (Immamovic, 2010:5). Furthermore, these studies focused on developing measures and scales for each concept (for example, consumer involvement profile) as well as testing and critiquing the already existent measures (for example, single item measure versus multi-faceted measure).

In the late nineties the complex nature of enduring involvement, psychological commitment and behaviour loyalty became visible in the research on leisure undertaken by Dixon, Warner and Bruenning (2008:538) and Funk, Toohey and Bruun (2007:227). In addition to addressing the complexity of these three concepts, the researchers identified and tested the interrelationship, the enduring involvement, psychological commitment and behavioural loyalty in predicting one's consuming behaviour. Some of the latter studies introduced new concepts with the hope to test and explain further relationships and predictions of consuming behaviour. Such concepts included fan attraction and resistance to change (Bee, 2000:30), place attachment (Kyle, Graefe, Manning &

Bacon, 2003:249), personal relationships (Kyle & Chick, 2004:243), flow and situational involvement (Havitz & Mannel, 2005:152), motivation (Kyle, Absher, Hammit & Cavin, 2006:467), parental influence (Dixon *et al.*, 2008:538) and social effects (McGinnis, Gentz & Gao, 2008:74).

The second category on sport spectating involves fans, spectating and sport event consumption measurement and behavioural loyalty (Kraszewski, 2008:141; Madrigal, 2006:267; Wann, Martin, Grieve & Gardner, 2008:229; Immamovic, 2010:5), Bodet & Bernache-Assolant, 2011:783; Kruger, Saayman & Ellis, 2010:91-92). These studies focused on identifying the reasons people watch sport (for example, motivation and identity), the importance of spectating (for example, personal versus social benefits) and differences among spectators (for example, gender, income and education). Kraszewski (2008:141) and Wann *et al.* (2008:30) described different types of attendees (for example, local, visitors and tourists), the benefits of spectating on the individual (for example, enhanced individual quality of life) and society (for example, source of financial success for professional sports organisations). Furthermore, according to Kraszewski (2008:141) and Wann *et al.* (2008:30), the demographic differences among spectators, increased income and education results in higher levels of spectatorship and focused on developing and testing different measures of spectating (for example, sport fan motivation scale and sporting event consumption scale). These studies focused on future predictions on the nature of spectating, such as how people will watch sports (for example, sport event versus television) and factors influencing future consumption such as the perceived ticket value and attitudinal loyalty (Kim & Trail, 2010:191; Bodet & Bernache-Assolant, 2011:788).

The third category on sport spectating involves leisure constraints and their negotiation among sport participants (Crompton & Kim, 2004:161; Hinch, Jackson, Hudson & Walker, 2005:142; Loucks-Atkinson & Mannell, 2007:19; Walker, 2007:19). These studies focused on identifying different types of leisure constraints (for example intrapersonal, interpersonal and structural) and strategies people use to negotiate these constraints in order to continue participation in a desired activity (Kim & Trail, 2010:192). For example, one of the studies suggested that travel constraints among spectators are perceived to be the major deteriorating factor in attending mega events such as the football World Cup (Kim & Chalip, 2004:697). Kim and Chalip (2004:697) indicated that it is unlikely that anybody would experience no leisure constraints but rather it is one's ability to negotiate these constraints that distinguishes participants from non-participants. Furthermore, these studies helped develop and test models such as the constraints negotiation dual model and the negotiation efficacy model (Kim & Trail, 2010:192). Studies also focused on motivation and perception of constraints among participants (Immamovic, 2010:8). Loucks-Atkinson and Mannell (2007:19) found that higher levels of motivation increased efforts to negotiate and participate. They also observed that higher levels of negotiation efficacy increased both motivation and negotiation efforts among the populace.

Research further elaborated on consumer loyalty linking sport spectating as well as leisure constraints to explore the concept of sport event spectating (tennis) (Immamovic, 2010:13). Consequently, researchers divided consumer loyalty into enduring involvement, commitment and the relationship between enduring involvement, commitment and consumer loyalty. The relationship between these three concepts included studies addressing constructs such as flow, motivation and socialisation. Wann (2006:331) argued that the ability to create loyal customers despite challenges helps sustain a competitive advantage over other service providers while Jarvis and Mayo (1986:73) suggested that the ability to create loyal customers is the most important factor in winning the market share (Shank, 2002:145).

Despite the lack of a complete understanding of the motives and drivers that generate loyalty amongst sporting consumers, sporting clubs have used a number of methods aimed at improving the loyalty of their support base (Johnston, 2004:21). While sport clubs are not advanced with regard to the loyalty learning curve as some sectors, such as Airlines with their Frequent Flyer Point's or Supermarkets and Petrol companies and their loyalty programmes, there has been significant progress in this area, particularly amongst United States (US) professional sport clubs (Johnston, 2004:21). Major clubs in the US, Britain as well as South Africa (Bester, 2010:186) now run loyalty programmes (Picarille, 2003:1).

Meeting the diverse customer demand to achieve customer loyalty is an important issue for management (Ou, Shih, Chen & Wang, 2011:1). Customer loyalty is possible through the development of long-term and mutual relationships with customers (Athanasopoulou, 2009:583). One of the most valuable marketing strategies that executives can exploit is a customer loyalty programme, which is a promotional plan designed to increase loyalty by providing incentives to customers through added benefits (Yi & Jeon, 2003:229). Good customer loyalty programmes not only improve consumer acceptance that is reflected in increased sales, they also encourage participation through increased interaction between the business and customer (Ou *et al.*, 2011:195-196).

Marketing in relation to consumer loyalty, sport spectating and leisure constraints seem to impact on spectators (Kim & Chalip, 2004:697; Kim & Trail, 2010:192; Immamovic, 2010:189-246; Gerber & Terblanche, 2012:75; Kruger, Saayman & Ellis, 2010:91-92). Several factors such as prizes, inclement and deterrent weather to and during the event, lack of resources and access, time conflict between the professional tournament and everyday life activities, inconvenience, lengthy distance to be travelled to the event, poor player performance, seating and difficulty in finding parking area impact on spectator attendance to the games (Immamovic, 2010:189-246; Howard & Crompton, 2005:32; Kruger, Saayman & Ellis, 2010:91-92). In relation to loyalty, Immamovic

(2010:173) and Bodet and Bernache-Assolant (2011:783) indicated that spectators will want to change their future spectator behaviour by having a high level of involvement and perceive themselves to be active, knowledgeable, quiet, respectful, selective, outspoken, occasionally distracted and casual. Family and friends were perceived to have the most influence in the exposure and overall spectating behaviour.

Although research has revealed these challenges and loyalty implications, it cannot be assumed to be the same in South Africa. South African spectators are different in terms of cultures, resources and educational levels. Numerous studies have investigated the relationship between sport spectating, consumer satisfaction, consumer loyalty and leisure constraints. For example, Stodolska and Tainsky (2015:142) examined the role of soccer spectatorship in identity development and community-building processes among Latino immigrants. From this study, the findings showed common interest in soccer led to forging identity with other Latinos and in creating a community feeling and allegiances. Another study by Biscaia, Correia, Rosado, Maroco and Ross (2012:227) examined the relationship between spectators' emotions, satisfaction, and behavioural intentions at football games in the Portuguese professional football league. The results gathered from a structural equation model (SEM) suggested that analysis of specific emotions is crucial to understand spectators' responses. Findings provided evidence that only the emotion of joy has a positive direct effect on satisfaction, as well as an indirect effect on behavioural intentions, via satisfaction.

Several years ago research was undertaken in an environment of highly developed sporting clubs, management and supporters (Jenkins, 2011:10). None of the developed spectator loyalty models can be implemented within the South African scenario because the sport tourism environment is challenged by, *inter alia*, a world economic crisis, different spectator cultures and accessibility constraints. It can be inferred from the above that research focusing on improving and developing spectator loyalty to sport in South Africa is relevant at this juncture since many sports are currently experiencing poor spectator support with very few solutions to this challenge.

1.3 PROBLEM STATEMENT

Sport spectating in South Africa is unique in comparison with first world countries. In South Africa, there are enormous challenges such as unemployment and high levels of poverty (Ngwenya, 2010:4) which impact on the extent to which society supports sport. Although South Africans are challenged by socio-economic factors, the popularity of soccer is visible in the township streets where it is a common boys' game (Mtshali, 2007:1). In South Africa, soccer is the largest team sport with 2,2 million active players and 54,2% of the population form the spectator base (Saayman

& Rossouw, 2008:1). Despite this evidence, sport clubs and major leagues voice their concerns about spectator attendance (Kortjaas, 2013:36; Strydom, 2015:26). Factors such as the price of tickets, affordability and standard of the event (Kruger, Saayman & Ellis, 2010:92), spiralling costs, a saturated market, economic disconnection, new technology, game attractiveness and access to the stadium also plays a major role in influencing spectators to attend the games (Howard & Crompton, 2005:32). However, these problems are not unique to a few sport clubs in South Africa. Smaller clubs such as Platinum Stars face even larger challenges as do larger clubs such as Orlando Pirates. All clubs in South Africa must focus on spectator loyalty to improve the sustainable development of the sport. Soccer spectators are unique in South Africa in the sense that they are powerful, passionate and a sophisticated audience who support their clubs and can influence club performance as well as its success and sustainability. With diverse cultures, challenging economic and educational levels, soccer spectators in South Africa play a significant role in generating meaningful growth in the sport industry through increasing their visibility and enhancing their image in support of the clubs at the stadium. Like in other consumption world's, soccer clubs provide a basis for identification for soccer spectators and this promotes relationships between spectators and clubs. It is therefore imperative to encourage clubs to recruit spectators to attend games, purchase club merchandise in order to generate revenue to sustain the existence of their spectator base and the clubs as well. If a broad loyal spectator base is established, this multitude of benefits for the clubs, the community, the area and the economic environment will be evident. There is a need to develop a loyalty model for soccer clubs in South Africa since it might improve club management and finances which secure sustainability. The development and implementation of such a model to attract and retain a consistent loyal supporter base is critical to assist marketing managers in their marketing efforts. The study will endeavour to address the following question: Which aspects constitute a loyalty model for soccer clubs in South Africa?

1.4 AIM OF THE STUDY

The primary aim of the study is:

To develop a spectator loyalty model for soccer clubs in South Africa.

1.4.1 Objectives

The objectives of the study are:

Objective 1

To contextualise loyalty as marketing construct by means of an in-depth literature review. The researcher critically evaluates the aspects of marketing, loyalty models, drivers of customer loyalty and loyalty programmes. This literature analysis is found in chapter 2.

Objective 2

To analyse the relevance of and application of loyalty to sport with specific reference to spectators. Attention is given to the importance of the sport industry, understanding and defining sport marketing. This will aid in understanding the application of loyalty in sport and the motivation factors of spectators attending games. This literature analysis is found in chapter 3.

Objective 3

To analyse the key elements of loyalty enabling the development of a loyalty model for selected stakeholders by means of empirical analyses. This analysis focuses on the interpretation of the results both from community and spectator surveys. An optimized model is developed to address spectator loyalty for soccer clubs in South Africa. This objective will be addressed in Chapters 5, 6 and 7.

Objective 4

To make conclusions and recommendations pertaining to the results of the literature review (Chapter 2 and 3), the qualitative and quantitative results (Chapter 5 and 6), as well as to draw comparisons between previous literature and empirical findings. The contribution of this thesis along with the limitations of the research, as well as future research possibilities are addressed in Chapter 7.

1.5 RESEARCH METHODOLOGY

This study follows a mixed method approach. It comprises both a literature review pertaining to the relevant literature and an empirical study (To be discussed in detail in Chapter 4). The research methodology describes how this research will be conducted in terms of data collection and information collation and the ensuing analysis and presentation of the results.

1.5.1 Literature study

The literature review focuses on secondary data sources that further the accomplishment of the study objectives. Information searches were conducted through library catalogues and indices, as well as the Internet. Scientific databases such as; Nexus, Proquest, Academic search premier, Hospitality and tourism index, Sport discuss, SAcad, SA-e publications, Google Scholar, Ebsco Host, Sabinet and the Ferdinand Postma library were utilised to secure recent and relevant publications and information. Emphasis was placed on loyalty as a marketing construct and application to sport with specific reference to spectators.

Keywords include: tourism, sport tourism, sport, loyalty, spectator, marketing, constraints, and benefits.

1.5.2 Empirical analysis

The mixed research approach was followed, that is, qualitative and quantitative research methods were used to collect data. The purpose of the qualitative research approach is to assist in the development of structured questions for the quantitative phase and to draw and capture data from the identified participants during face-to-face interviews. The purpose of the quantitative research approach is to analyse loyalty levels of spectators (local community and spectators) in relation to supporting the club and sport spectating, the challenges or constraints that they experience in attending the games and the levels of commitment in identifying with the team. In the case of this study, questionnaires based on the qualitative interviews, previous studies and an in-depth literature review, have been developed and administered to the selected respondents.

For the qualitative data collection, two senior management participants, from each club were identified for the interviews. The nine clubs included Platinum Stars, Orlando Pirates, Sundowns, Bloemfontein Celtics, Ajax Cape Town, Kaizer Chiefs, Polokwane City, Amazulu and SuperSport United. These clubs have been purposively sampled due to their exposure and involvement in soccer. This is a sampling method in which researchers use their knowledge to determine who or what study units are the most appropriate (Jennings, 2001:139). The data was captured using Microsoft Word, after the researcher analysed the data according to the method proposed by Cresswell (2009).

For the quantitative phase, data was collected from residents of Royal Bafokeng and Soweto as well as spectators at these stadiums (Royal Bafokeng and Orlando Stadium). The data was captured using Microsoft Excel after which statistical services at the North-West University processed through SPSS and the researcher interpreted the information. With regard to the analyses, descriptive analysis with reference to the socio-demographic characteristics of communities and spectators in both Royal Bafokeng and Soweto were determined. This was done using graphs and figures to find similarities and differences. This was followed by exploratory factor analyses (EFA) on the various loyalty drivers. A factor analysis is a collection of techniques used in multivariate analysis mainly to reduce the number of variables and to find structure in relationships between variables (Porkess, 2005:94).

In order to determine the factors influencing the loyalty drivers an Analysis of variance (ANOVA) was used for comparing the means of several populations, given samples of observations from these populations. It is based on an analysis of the total variation displayed by the data, splitting this into variation between the samples and variation within the samples and then comparing these components (Porkess, 2005:6). The Analysis of variance (ANOVA) uses Tukey's test to determine the differences and effect sizes to determine the practical significance of the findings. Similarly, *t*-

tests were used to compare these loyalty drivers with, for example, the gender of respondents. A *t*-test is one of the most commonly used hypothesis tests and is frequently used in calculating confidence intervals (Keller, 2012:521).

Furthermore, the Spearman rank order correlations have been used to describe the strength and direction of the linear relationship between two variables, namely, to determine the relationship between selected variables and loyalty drivers to see significant difference in correlation and value. Finally data was analysed by means of structural equation modelling (SEM). This model was used to determine the correlation between the loyalty drivers identified as well as the correlation between factors and variables. Structural equation modelling (SEM) combines basic regression techniques with factor analysis modelling of the measurement of variables. It is essentially regression analysis applied to a disattenuated covariance matrix. In the modelling tradition, it forces the researcher to specify a model and then provides statistical estimates of fit that can be compared to alternative models (Chamorro-Premuzic, Von Strumm & Furnham, 2011:62) that exist.

1.6 DEFINITION OF CONCEPTS

The keywords are defined for clarity purposes. This will also assist in improving the understanding of the research framework applied to the study.

1.6.1 Tourism

The concept tourism is disputed among many scholars. Consequently, the term is defined in different ways. Cornelissen (2002:13) defines tourism as generally the movement of a person from one location to another to engage in activities of either business or leisure and the economic transactions it encompasses. Singh (2010:3) indicates that tourism has the following features: Tourism arises from two elements, namely the journey to the destination and the stay there; This travel and stay at the destination should take place outside the traveller's residence or work area; Tourism is temporary with the travellers intending to return home within a short period. A tourist spends a minimum of 24 hours or a maximum of six months at a destination; Destinations should be visited for any reasons other than permanently taking up residence there or acquiring employment.

According to Bull (1995:10), activities generally referred to tourism include needs and motivations of a tourist, tourism selection behaviour and constraints, travel away from home impacts on tourists, hosts economies and environments. Saayman and Rossouw (2008:12) defines tourism as the total experience that originates from the interaction between tourists, job providers, government

systems and communities in the process of providing attractions, entertainment, transport and accommodation to tourists. However, the most comprehensive definition of tourism is encapsulated in the definition provided by the World Tourism Organisation (WTO, 2004:1a). It is also the standard conceptual definition. The WTO defines tourism as the movement by a person to destinations outside the normal environment for less than one consecutive year for the purposes not related to any activity remunerated from within the place visited. This is a broad concept, which makes it possible to distinguish between domestic tourism, which is the movement within a country as well as international tourism, which refers to the tourist activities between countries (World Tourism Organisation, Basic Statistics on Tourism Concept, 2004:1b). Smith (2010:2) suggests that definitions of tourism are defined in terms of supply-side definitions that emphasise businesses providing tourism services, demand-side definitions that focus on tourism consumers, and, lastly, tourism as a system that combines the two aspects. In the context of this study tourism is focused on the movement of national visitors and how loyalty can contribute to the growth of tourism movement in South Africa with specific reference to soccer.

1.6.2 Sport tourism

Modern tourists are becoming more demanding, especially as they have the ability to travel more often and seek unique destinations that can offer different experiences (Keyser, 2002:9). Destination areas have to be innovative and creative, especially with regard to the product and services they sell. As a result, different types of tourism products that may have been considered controlled are growing into a profitable niche market (Kies, 2005:11). Strydom, Saayman and Saayman (2006:87) differentiate between types of tourism, which can include: eco-tourism, cultural, adventure, business, urban tourism, event tourism and sport tourism.

According to Hall (1992:147), sport tourism includes the characteristics of two behaviours. Firstly, travel to participate in a sporting activity, for example, golf, tennis, or mountain climbing, and secondly, travel and observe or watch the sport. Gibson (1998:44) argues that sport tourism is characterised by not two but three behavioural sets and defines it as leisure based travel that takes individuals away from home temporarily to either watch sport activities or to participate in sport activities, and thirdly, to venerate attractions such as halls of fame or famous stadiums. Turco, Riley and Swart (2002:4) define sport tourism as sport tourists attending or competing in a sport event. Standeven and De Knop (1999:12) define sport tourism as all forms of active and passive involvement in sporting activity, participated in casually or in an organised way for non-commercial or business and commercial reasons that necessitate travel away from home and work locality.

1.6.3 Marketing

Lamb, Hair, McDaniel, Boshoff and Terblanche (2005:5) and Strydom, Jooste, and Cant (2000:4) perceive marketing as comprising two facets, namely: it is a philosophy, an attitude, a perspective and a management orientation that stresses customer satisfaction and is also a set of activities used to implement this philosophy. Kotler, Bowen and Makens (1999:23) and Kotler and Armstrong (1999:3) agree that marketing is a process. They define marketing as a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others. The core of these definitions consists of the concepts of needs, wants, value, products, exchange, transactions, relationships and markets.

Kolb (2006:2) argues that marketing is sometimes misunderstood as only setting and not to create long-term recurrent value for the organisation: when an organisation tries to convince the customer to visit even if the customer does not have a need to visit. The American Marketing Association formulates the latest formal definition of marketing as an organisational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organisation and its stakeholders (Kotler & Keller, 2006:6). More recently Kotler and Armstrong (2014:26) defined marketing as managing profitable customer relationships. If the marketer understands consumer needs, develops products that provide superior customer value, and prices, distributes, and promotes them effectively, these products will sell easily (Kotler & Armstrong, 2014:27) and consumers will become more loyal.

1.6.4 Loyalty

Loyalty as a construct has been given priority in marketing academics and practitioners (Neale & Funk, 2006:309). According to Funk and James (2001:121) loyalty is an attitude that does not change and it influence behaviour of an individual. Carvalho, (2008:57) mention that in the light of this, some consumers could be regarded as unreasonable consumers who have committed themselves to the company despite the fact that they do not have product-related motivational constructs. With regard to sport, it appears that some spectators continue to support their club, even though it may not be performing as expected (Carvalho, 2008:57). Heere and Dickson (2008:227) recently defined loyalty as “longitudinal in nature and should be regarded as the result of interaction between negative external changes in the environment and the individual’s internal levels of commitment”. On the other hand, it is a “construct that is cross-sectional in nature and is internal to the individual” (Heere & Dickson, 2008:227). Loyalty has been described as both unidimensional and multidimensional with two independent dimensions: attitudinal and behavioural (Heere & Dickson, 2008:227). The attitudinal approach holds that loyalty is comprised of cognitive and emotional attachments to a product, service, or organisation (Hallowell cited by Kwak, McDaniel & Kim, 2012:82). The behavioural view point on customer loyalty asserts that it should be

assessed in terms of recommendations (Xu, Goedegebuure & Van der Heijden, 2006:82), repurchase intentions (Suh & Yi, 2006:146), and willingness to pay a premium price (Xu *et al.*, 2006:80).

1.6.5 Model

The concept model is disputed by a number of scholars and as a result the term is defined in different ways. There are various types of models each with their distinctive structures and functions. Mukherjee and Kachwala (2009:59) mention that a model refers to a perspicuous statement of the definitions, assumptions, and behavioural hypotheses being used. A model details all concepts in the application, describes how these concepts relate to one another, and explains how these concepts can be used with the application (Cook, Yale & Marqua, 2010:403). A model depicts the believed structure of interrelationships among separate constructs or factors, which help to explain a higher-order concept by means of a diagram, figure, flow chart, or other two-dimensional tool (Ritchie & Crouch, 2003:60). A model will, in essence, include high-level functionality and purpose, the concepts identified, and the relationships among these concepts (Johnson & Henderson, 2012:19). Specific to tourism literature, a model provides an overview that begins to capture the dynamic and interrelated nature of tourism activities. Additionally, these constructed models can be used as future reference in tourism literature (Cook *et al.*, 2010:6). The intention in this study is to develop a spectator loyalty model (SLM) for soccer clubs in South Africa.

1.6.6 Spectator and fan

Much has been written about the terms “sport spectator” or “sport fan” or supporter (Carvalho, 2008:32). Although some authors use the terms interchangeably, others usually distinguish between them (Carvalho, 2008:32). This partition between the two definitions is useful from a theoretical point of view (Carvalho, 2008:32). It clarifies the concepts for the workers in the field, such as the marketers and managers, who are expected to know that two kinds of people watch games, namely: people with different needs and wishes (Carvalho, 2008:32). “Sport fan” is an enthusiastic follower of a team, athlete, sport or sport product (Wann, Pierce, Padgett, Evans, Krill & Roma, 2003:803), while a “sport spectator” watches and observes, from a less emotional point of view (Sloan *cited by* Trail, Fink & Anderson, 2003:80). “Sport spectator”, which can also be called “sport consumers” (Wann *et al.*, 2003:803) are those people who watch the game on television. Some “sport fans” do not watch games in person, and others even do not have passion of relating to the team (Carvalho, 2008:31). Some fans are eager to see their team win and that is why they like to identify with the team. Trail *et al.* (2003:8) indicate that the club must know the needs of their fans. Wann, Melnick, Russel and (Pease, 2001:2) stated that “Sport fans” are “people who have passion and are obligated to sport”

Carvalho, (2008:31) mentions that spectators are different from the fans in that spectators are involved in the game. Spectators come to the game when the ticket price is reasonable, hospitality is good and the game itself is enjoyable and these are the aspects that motivate spectators whether to stay home or not (Trail *et al.*, 2003:80). Wann *et al.* (2003:803) describe them as “those persons who actually witness an event”. However, the terms “spectator” and “fan” are not mutually exclusive. (Carvalho, 2008:33). A person can be one or both but the distinction between fans and spectators is important to sport marketers (Carvalho, 2008:33).

1.6.7 Games versus matches

Stevenson (2010) defines a game as a form of competitive activity or sport played according to rules. Kent (2007) furthermore defines game as a contrived competitive experience existing in its own time and space. With regard to a definition of a match, Stevenson (2010) defines match as a contest in which people or teams compete against each other in a particular sport: for example a *boxing match*.

For the purpose of this study games and matches will be used inter-changeably and are seen as having the same meaning.

1.6.8 Clubs versus teams

Tomlinson (2010) defines a club as the basic organizational unit, in which and through which competitive sports are played, from amateur and recreational levels through to high-performance professional competition. Clubs based in the free association of its members are also the institutional manifestation of a civil society, though the paradox of the club is that it has the power to exclude as well as include. In the historical development of sport, clubs have both reflected and reproduced social exclusiveness, moving for example from one activity such as cycling to another, such as motoring, when the cycle became a less exclusive item (Tomlinson, 2010). Continuing study of sport clubs and their social composition remains crucial to the understanding of sport's place in a society and culture (Tomlinson (2010)). On the other hand, Stevenson (2010) defines a team as a group of players forming one side in a competitive game or sport. Kent (2007) further defines a team as a social unit that has a relatively rigid structure, organisation and communication pattern. The task of each member of a team is usually well defined, and the successful functioning of the team depends on the coordinated participation of all or several members of the team.

For the purpose of this study clubs and teams will be used inter-changeably and are seen as having the same meaning.

1.7 CHAPTER CLASSIFICATION

In order to achieve the primary objective of this study, the objectives have been distributed into seven chapters. The following section describes the layout of the rest of this document. This thesis is submitted in the traditional format as approved by the Senate of the North-West University.

Chapter 1: Introduction and problem statement

Chapter 1 comprises an introduction to the study, the problem statement of the study, followed by the research goal and objectives, as well as a brief description of the method of research. Key concepts used in this study have also been defined. The aim of this chapter is to discuss and create an understanding towards developing a loyalty model for soccer clubs in South Africa. This is seen from analysing the relationship between sport and tourism with the focus on spectators. Consumer loyalty is briefly introduced to give the context of the study and contribution to understanding the loyalty theories. This chapter also demonstrates problems such as the aspects and socio economic challenges that face spectators from the South African context.

Chapter 2: Loyalty as a marketing construct

Chapter 2 critically analyses literature pertaining to the scientific field of loyalty in marketing. A better understanding of what loyalty in marketing entails as well as its role in sport is realised. This is done through the analysis of the nature, importance and aspects of marketing. Loyalty is critically defined and discussed to give a perspective and ultimately leading to understanding how some of the loyalty models were developed and the implications for the study. Furthermore, drivers of customer loyalty are discussed in detail enabling the understanding with regard to spectators. This chapter lastly critically discusses the importance of loyalty programmes and how these programmes can be used by clubs to motivate and retain spectators.

Chapter 3: The application of loyalty in sport with reference to spectators

Chapter 3 critically analyses the application of loyalty in sport with reference to spectators. This is done through analysing the importance of the sport industry and how attendance in soccer in particular contributes to the economy of the country through spectator sport. Furthermore this chapter attempts to examine and understand sport marketing as a field and how this is related to the study as a whole. This chapter critically applies loyalty in sport through available literature and the motivation factors of spectators to attend games.

Chapter 4: Method of research

Chapter 4 contains an in-depth discussion on how the research of this thesis has been conducted from a qualitative and quantitative point of view. Attention is given to the total research design encompassing the sample method, sample area, sample size, the development of a measuring

instrument from literature and previous studies, data collection and capturing as well as the various analyses done on the data to achieve the goals of this thesis.

Chapter 5: The results of qualitative research

This chapter analyses and reports on the interviews and findings from the management of the nine soccer clubs in the Premier Soccer League. From this chapter common ideas and views in relation to loyalty in marketing and spectatorship were determined to contribute to the study.

Chapter 6: The results of quantitative of research

This chapter reports on the empirical results and findings from the various analyses conducted on the data of the residents of Royal Bafokeng and Soweto including spectators of both areas as well as nine soccer clubs from the Premier Soccer League. Loyalty marketing and its application in sport is determined through residents' and spectators' perceptions pertaining to attendance of the games. Furthermore the comparison and relationship between residents and spectators is drawn as well as implications for the findings.

Chapter 7: Conclusions and recommendations

Chapter 7 consists of conclusions drawn from the discussions in the previous chapters. A comparison is drawn between the literature and the empirical results of this study which clearly indicates the contribution of the thesis. This chapter lastly contains the contribution of this study, namely the optimized model towards spectator loyalty for soccer clubs in South Africa. Recommendations are made regarding the application of the spectator model in increasing loyalty at soccer clubs in South Africa.

CHAPTER

2

THE IMPORTANCE OF LOYALTY AS A MARKETING CONSTRUCT

"I can do all things through Christ who strengthens me." - Philippians 4:13

2.1 INTRODUCTION

The success of a business largely depends on its ability to generate turnover in the market, and therefore success in reaching its marketing objectives (Moola & Bisschoff, 2013:1). According to Moola, (2010:2) marketing is tightly entrenched as the main business function and involves satisfaction of customer needs where there is mutual benefit). Kotler and Keller (2009:73) believe that a key recipe to the marketing process is knowledge, creative marketing strategies and plans that assist marketing activities, and to develop the right marketing strategy over time often needs dedication and flexibility in order to gain a competitive advantage (Moola & Bisschoff, 2013:1) and sustain a long-term relationship with customers.

Although numerous strategies and approaches to attain a competitive advantage in the market exist, it is commonly recognised that any strategy that facilitates repetitive buying behaviour of an organisation's products or services positively contributes to market share and a sustained competitive advantage (Moola & Bisschoff, 2013:1). The development and maintenance of consumer brand loyalty is placed at the heart of companies' marketing plans (Dehghan & Shahin, 2011:2), especially in the face of highly competitive markets with increasing unpredictability and reducing product differentiation (Delgado-Ballester & Manuera-Aleman, 2001:1238). The importance of brand loyalty in complete strategy and as a tool to retain a customer base sets customer loyalty as a strategic objective in an organisation (Campon, Alves & Hernandez, 2013:13; Oliver, 1999:33). Therefore a proper marketing plan with a strong brand knowledge principle is vital for organisations to survive in their prospective market (Mays, 2012:31).

The aim of this chapter is to contextualise loyalty as a marketing construct by means of an in-depth literature review. This will be critically discussed through the aspects of marketing, loyalty models, drivers of customer loyalty and loyalty programmes. This is essential since the application thereof is lacking in a South African soccer context.

2.2 THE NATURE OF MARKETING

Over the past four decades, the nature and scope of marketing has been broadened (Hult, Mena, Ferrell & Ferrell, 2011:44). Although many people think marketing is advertising or selling, marketing is much more complex than most people realize (Hult *et al.*, 2014:4). Advertising or selling are only part of a larger marketing mix- a set of marketing tools that work together to satisfy customer needs and build customer relationships (Kotler & Armstrong, 2014:27). Marketing can be viewed from different viewpoints, as a philosophy, an attitude, a perspective, or a management-orientation which is focused on customers (Cant, 2012:2). Not only are customers' needs essential but a profit is also made (Cant, 2012:2) for the organisation. The American Marketing Association's definition of marketing encompasses both perspectives (Cant, van Heerden & Ngambi, 2010:3).

The ultimate goal of all marketing activities is to facilitate mutually satisfying exchanges between parties (Cant *et al.*, 2010:3). Good customer relationships always results in both parties benefitting from the business relationship (Armstrong & Kotler, 2011:35; Ferrel & Hartline, 2011:23; McDaniel & Gates, 2013:2). Companies have adopted marketing construct, which needs (1) a consumer orientation, (2) a goal orientation and (3) a system orientation (Cant, 2012:1).

A consumer orientation means that companies try to identify the customers who are likely to purchase their goods (target market) and to produce a good, or offer a service that will meet the needs of target consumers most effectively in the face of competitions. This is in line with spectators in sport where it is important that the games/matches meet the needs of the spectators. The second aspect of the marketing concept is goal orientation; that is an organisation must be consumer-oriented only to the extent that it also achieves company goals (McDaniel & Gates, 2013:2). The third component of the marketing concept is a system orientation. A system is an organised whole or a group of unique units that form an integrated whole functioning or operating in unison. Kotler and Armstrong, (2014:32) indicate that systems must be established to find out the needs of customers and to identify target market opportunities for delivering the desired satisfaction better than competitors do. Without feedback from the market place, an organisation is not truly oriented towards its customers, which emphasises the importance of marketing research. The concept of marketing implies that identification and satisfaction of customer needs leads to improved retention of customers (Du Plessis, Rousseau, Boshoff, Ehlers, Engelbrecht, Joubert & Sanders, 2012:3) and this is an important strategic variable in marketing. Therefore throughout the organisation, management must embrace and endorse the concept and encourage its use in every department (Cant *et al.*, 2010:3). This is becoming more important in a sport context where event sport teams are competing for spectators.

2.3 DEFINING MARKETING

Every marketing text book begins with a definition of this phenomenon (Vassinen, 2006:9). The first official definition of marketing was developed by the National Association of Marketing Teachers in 1935 with the American Marketing Association (AMA) adopting this definition until 1985 (Hult, Ferrell & Ferrell, 2011:47). The 1935 definition described marketing as 'the performance of business activities that directs the flow of goods and services from producer to consumer or user (Hult *et al.*, 2011:47). In 1985, the AMA defined marketing as 'the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services to create exchanges that satisfy individuals and organisational objectives (Drummond & Ensor, 2005:2).

In 2007, a new definition was announced by the AMA: marketing as an organisational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organisation and its stakeholders' (Clow & Baack, 2010:6). More recently Kotler and Armstrong (2014:26) defined marketing as managing profitable customer relationships. If the marketer understands consumer needs, develops products that provide superior customer value, and prices, distributes, and promotes them effectively, these products and services will sell easily (Kotler & Armstrong, 2014:27). Hult *et al.* (2014:4) define marketing as the process of creating, distributing, promoting, and pricing goods, services, and ideas to facilitate satisfying exchange relationships with customers and to develop and maintain favourable relationships with stakeholders in a dynamic environment. This definition according to Hult *et al.* (2014:4) and McDaniel and Gates, (2013:2) is consistent with that of the American Marketing Association (AMA, 2011), which define marketing as the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

From the above, it is clear that the nature and development of marketing in the past focused more on profit than on managing customer relationships. Companies were more interested in investing in their products in order to profit than focussing on the needs of customers. It is stated in the literature that profit is not only important but customers' needs are essential for the organisation to be successful (Kotler & Armstrong, 2014). This also has been seen from various definitions of marketing where there is agreement and understanding on considering the customer as a very important element of marketing. Defining marketing has made it clear that marketing must not be understood in the old sense of making a sale, but in the new sense of satisfying customer needs. Marketing includes consumer needs, developing products and services that provide superior value, pricing the product correctly, and distributing and promoting it effectively. For the purpose of this

study, marketing is about satisfying customer needs and building a sustainable relationship with the company or organisation, which in this case is with soccer clubs.

2.4 IMPORTANCE OF MARKETING

Many organisations are fully aware that they need their customers to stay in business and many of them know the great significance which marketing plays in making them compete successfully amongst their competitors (Abiodun, 2011:8). Organisations need to satisfy their customers by creatively managing their marketing mix in order to have a competitive advantage over others (Jobber, 2007:793–794). The importance of marketing has been categorised as follows:

2.4.1 Marketing costs consume a sizable portion of buyers rands

Studying marketing makes people aware that many marketing activities are necessary to provide satisfying goods and services. In any economic activity, about one-half of a buyers' rand goes towards marketing costs. A family with a monthly income of R30 000 that allocates R6 000 to taxes and savings spends about R24 000 for goods and services. Of this amount R12 000 goes toward marketing activities (Hult *et al.*, 2014:18; McDaniel, Lamb & Hair, 2013:16).

2.4.2 Marketing affects innovation and standard of living

Marketing plays a big part in economic growth and development. One key reason is that it encourages research and innovation related to the development and spread of new ideas, goods and services. As organisations offer new and better ways of satisfying consumer needs, customers have more choices among products and this fosters competition for consumers' money. This competition drives down prices and when firms develop products that really satisfy customers, fuller employment (Cannon, Perreault & McCarthy, 2008:6) and career opportunities throughout the world, such as personal selling, advertising, packaging, transportation, storage, marketing research, and higher income can result (Clow & Baack, 2010:48-49; McDaniel, Lamb & Hair, 2013:16). The combination of these forces means that marketing has a big impact on consumers' standard of living and it is important to the future of all nations (Cannon *et al.*, 2008:6; Kotler & Keller, 2009:45).

2.4.3 Marketing knowledge enhances consumer awareness

Besides contributing to the economy, marketing activities plays a major role in people's lives. Studying marketing helps to understand the importance of marketing to customers, organisations, and the economy. As a result people are able to analyse marketing efforts that need improvement and know how to attain that goal. Understanding marketing activities helps people to make a

choice and decide on what type of a product they may need and increase their ability to maximise value from purchases (Hult *et al.*, 2014:20; McDaniel, Lamb & Hair, 2013:17). Marketing thus keeps consumers such as spectators aware of activities and offerings.

2.4.4 Marketing connects people through technology

Modern technology, especially computers and communications, helps marketers to understand and satisfy more customers than ever before. Over the phone and online, customers can provide feedback about their experiences with the organisations product/s. Today marketers must recognize the impact not only of websites but of instant messaging, blogs, online forums, online games, mailing lists, text messaging via cell phones and podcast via MP3 players. Increasingly, these tools facilitate marketing exchanges. Social media sites such as facebook, allow consumers to share information on marketers' successes and failures through technology (Armstrong & Kotler, 2011:35; Hult *et al.*, 2014:20).

2.4.5 Social responsible marketing: promoting the welfare of customers and stakeholders

The success of the economic system depends on marketers whose value promote trust and cooperative relationships in which customers and other stakeholders are treated with respect. The public is increasingly insisting that social responsibility and ethical concerns be considered in planning and implementing marketing activities. By addressing concerns about the impact of marketing on society, an organisation can contribute to society through socially responsible activities as well as increase its financial performance (Hult *et al.*, 2014:21).

2.4.6 Marketing is used in non-profit organisations

Marketing is also important in organisations working to achieve goals other than ordinary business objectives such as profit. Government agencies at the national, provincial and the local level engage in marketing activities to fulfil their missions and goals. Universities and colleges engage in marketing activities to recruit new students as well as to obtain donations from alumni and businesses. The Red Cross provides disaster relief throughout the world and offers promotional messages to encourage donations to support its efforts (Hult *et al.*, 2014:18).

Marketing thus offers various benefits which should be optimised by organisations if they want to become and remain competitive.

2.5 UNDERSTANDING THE CORE ASPECTS OF MARKETING

The successful marketing of any product requires the identification of a target market, an analysis of the needs of members of the target market, and the development and implementation of an appropriate marketing mix (Li & Green, 2011:3; McDaniel & Gates, 2008:4). A marketing mix is the unique blend of product/service, pricing, promotion, and distribution strategies designed to reach a specific target market (McDaniel & Gates, 2008:4). The marketing mix, also known as the Four P's, is probably the most popular marketing term (Azam, 2011:2; Ebimobowei & Ekankumo, 2012:21; Kotler & Keller, 2009:63; Shahhosseinia & Ardahaey, 2011:230). Its elements (product, price, place and promotion) are the fundamental and tactical components of a marketing plan (Alipour & Darabli, 2011:71; Gulid, 2011:50; Shahhosseinia & Ardahaey, 2011:230). Rossi and Tasca, (2012:11) point out that the Four Ps are variables seen from the seller's point of view but it is important to consider also the consumers viewpoint as the Four Cs, which include customer needs and wants (product), cost to the customer (price), convenience (place) and communication (promotion). Bamigbola (2013:6) as well as Charoensettasilp and Wu (2013:178) further alluded that the marketing mix consists of people, physical evidence and process. Addressing these in harmony will create higher levels of loyalty.

Although the classic Four Ps of the marketing mix has been questioned as inadequate in more recent years (Akroush, 2011:120; Mason & Staude, 2007:242), it is still the most common model (Kotler & Keller, 2006:19) and it has been consistently used in several articles on marketing. Many authors argue that understanding customer loyalty towards the marketing mix is important (Purnomo, Lee & Soekartawi, 2010:107) and that building and maintaining customer loyalty lies at the heart of marketing (Gulid, 2011:50). The marketing mix is also a framework of the dominant marketing management paradigm to identify market development, environmental changes and trends (Constantinides, 2006:407; Goi, 2009:2).

Several antecedents have been identified to create and influence customer loyalty through the marketing mix (Van Vuuren, Roberts-Lombard & Van Tonder, 2012:94). For example, Boohene and Agyapong (2011:292-232) state that while customer satisfaction is essential, other aspects such as switching costs, trust, customer relationships, corporate image of the provider, service quality, customer relationship management (CRM) strategies and communication also need to be determined to understand the factors that influence customer loyalty within marketing. Understanding the marketing mix through addressing these factors correctly may lead to the customer developing long-term relations with the organisation, which in turn will create loyalty (Charoensettasilp & Wu, 2013:180; Thompson & Thompson, 2003:23-34).

The marketing literature has identified several factors that influence satisfaction, such as product, location, price, promotion, people, and physical attributes (Gulid, 2011:50). The aforementioned statements imply that the service marketing mix (7Ps) has a strong impact on satisfaction and loyalty (Gulid, 2011:50; Moon & Voss, 2009:31; Reichheld, 2009:56). Below is the discussion of the marketing mix.

2.5.1 Product

The first of the marketing mix elements, products are either tangible (goods) or intangible (services) that include services quality, service facilities, branding, packaging, standardisation and grading (Li & Green, 2011:3). Product includes all the necessary components and elements to create a service which generate value for the customer (Jain, 2013:24). For instance, supplying products with a credible brand and attractive packaging increase the sale in addition to the satisfaction of customers, which leads to customer loyalty (Agbor, 2011:1; Wilson, Bitner & Gremler, 2008:79).

Products can fulfil needs and requirements of people as sellers offer the product to the customer, and the customer gains benefits and value from such products (Charoensettasilp & Wu, 2013:179). Commonly, product is categorised into two groups, which are tangible product and intangible product. According to Rowley (2006:66), tangibility “refers to the product’s physical properties and the extent to which it can be seen, felt, heard, tasted or smelled” whilst intangible factors in service refer to the services that cannot be seen or touched, tasted, felt, heard, or smelled”. In this sense, intangibility refers to the total lack of the good or the attribute accessibility of service through the senses. Management must select main and additional services that properly satisfy customer needs and remain competitive against those of competitors so that loyalty can be sustained (Charoensettasilp & Wu, 2013:179).

According to Suresh, Mohanam and Naresh (2012:32), product-related attributes associated with packaging, pricing and brand awareness, *inter alia*, tend to develop and strengthen the relationship between the customer and the brand. Aaker (2010:14) states that consumers respond to packaging based on a set of prejudices, learned reactions and individual preferences that assist to catapult certain products to dominance in today’s dynamic markets. Certain shapes, colours, sizes and textures naturally influence consumers to respond positively, whilst others evoke negative reactions (Aaker, 2011:15).

With rising consumer affluence, consumers are often willing to pay extra for the convenience, appearance, dependability and prestige of better product packaging (Kotler & Armstrong, 2010:51). Companies have also recognised the influential power of pricing in contributing to the immediate

recognition of the company or brand (Alamgir, Nasir, Shamsuddona & Nedelea, 2010:143; Piercy, Cravens & Lane, 2010:5). Furthermore, effective brand awareness campaigns tend to attract consumers' attention and convince consumers to venture out to either adopt the product or to use it repetitively, leading to increased sales for the organisation (McKee, 2010:34). Marketing mix elements can be used to provide satisfaction to consumers, thus increasing consumer loyalty to the product (Triwardhani, 2009:1).

Couste, Ros and Partal (2013:1) surveyed the trends in packaging claims on new products and the implications on brand loyalty. Their results indicated on the need for continued empirical research on the relationship between product attributes and brand loyalty in order to be ahead with the development of marketing. Jiang (2004:150) and Zhang (2012:17) stated that information from such research is essential because it provides marketers with information on how to position their brands in the market for a competitive advantage .

2.5.2 Price

Dovaliene and Virvilaite (2008:66), Kumar and Bansal (2013:53) state that price is one of the most alternative marketing mix elements that can be quickly changed, after changing specific product and service characteristics. Besides, decisions for price are most effective when integrated with other marketing mix elements – product or service, place and promotion. Ginevicius (2008:79), mention that product and service creation, its sales and promotion are the successful beginning of business, and optimal price determination assures income. Likewise, many scientists such as Ostaseviciute and Sliburyte (2008:97) assert that service price is the only marketing mix element bringing income to a company.

In marketing literature price is indicated as the most important factor, conditioning customers' satisfaction, because, if customers estimate the value of obtained service, they usually think of price (Virvilaite, 2008:76). Studying the relationship of price with satisfaction, scientists indicated that the level of satisfaction depends on service quality, price and personal factors (Virvilaite, Saladiene & Skindarasa, 2009:97). In consumer organisations, the first and main aim is to satisfy members and this should be considered in pricing followed by achieving the profit, survival and development of the organisation (Mostaani, 2005:23; Pollard, Chuo & Lee, 2008:77).

Since price is an important instrument in shaping the performance and ultimate destiny of both the product, service as well as the organisation, it is logical to expect a positive and predictive relationship between price and brand loyalty (Dhurup, Mafini & Dumasi, 2014:3; Virvilaite, Saladiene & Skindarasa, 2009:97; Wong & Sidek, 2008:22). Generally, loyal customers are more willing to pay the full price or premium price for their favourite brand because brand loyal

customers are less price sensitive compared with brand disloyal customers (Jackson, 2010:12). Thus, the change of price level does not affect the brand loyalty and it shows an indirect relationship between price and brand loyalty (Heng, Yeong, Siong, Shi & Kuan, 2011:16). Loyal customers will be willing to purchase more frequently (price insensitivity), try the organisation's new products or services (repurchase intention), recommend products and services to others (word-of-mouth), and give organisations suggestions (complaint behaviour). Therefore with loyal customers, organisations can maximize their profits (Lin & Green, 2011:4).

2.5.3 Place

Hirankiti, Mechinda and Mannjing, (2009:1) are of the opinion that place should be accessible to customers since customers interact with a service like location and distribution. Wholesalers and retailers should ensure that place as an element of marketing mix receives attention in terms of product distribution. Hirankiti *et al.* (2009:1) state that an organisation should dedicate their time to place decisions, because of the importance of the product and consumption happening at the time and at the same place; a place that provides all information of customer, competition, promotion action and marketing tasks. The organisation should pay attention to how it can deliver the product at the right time and at the right place, and which channel should be used to deliver the product (Blackwell, Miniard & Engel, 2006:49; Copley, 2004:10).

This marketing mix element appears when "firms decide the most effective outlets through which to sell their products and how best to get them here" (Blackwell *et al.*, 2006:49). Charoensettasilp and Wu, (2013:180), Kotler and Keller (2009:62) define place as including channels, coverage, assortments, location and inventory. It can also be defined as the process of transporting the product or service to the customer. This involves the availability of the product and transporting them to the selecting wholesalers and retailers (De Pelsmacker, Geuens & Van den Bergh, 2013:3).

Furthermore a point of purchase is "the location where the purchase is made" (Kotler & Keller, 2009:788) but there are two levels of point of purchase (POP): macro level includes the mall, the city, the market and the micro level includes the interior of the store where the display is also called point of sale (POS). Place is the managerial decisions on where customers should be provided with services and it may include electronic/physical distribution channels (Jain, 2013:24). Consumer organisations are a kind of distribution channel which can establish the relationship between consumers and manufacturers and play a vital role in mitigating the prices and preventing the growth of unnecessary dealers (Mostaani, 2005:23). It is the environment of service that affects perception of customers in terms of value and benefits of offerings. Consumers will always experience a challenge of a place related to service. This is because the consumer cannot predict

whether the place is accessible and user-friendly and the service is of quality and this results in creating challenges for consumer loyalty.

2.5.4 Promotion

According to Kotler and Keller (2009:63), Maula and Qurneh (2012:3), promotion involves “sales promotion, advertising, sales force, public relations and direct marketing”. Promotion is “the means by which firms attempt to inform, persuade, and remind consumers – directly or indirectly – about the products and brands that they sell” (Kotler & Keller, 2006:536). The value and importance of promotion for service organisations is in the benefits achieved from buying their services (Akrouh, 2011:124; Jain, 2013:24). In the position of economic corporation, consumer cooperatives have the function to distribute products among members and other consumers and it is necessary that they move towards promotional activities to increase their sale (Jain, 2013:24). Promotion is the communication tool that informs or motivates customers to have a particular attitude and behaviour and promotion becomes the key factor of relationship marketing. Products without proper communication are likely to fail. Communication plays an important role in conveying information to customers, promote the possible benefits and stimulate purchase. Key benefits of communication in service marketing focus on sharing with customers how they gain benefits from service, when, where and how to purchase services (Charoensettasilp & Wu, 2013:179).

Marketing communications also represent the brand’s voice and allow it to build relationships with customers (Kotler & Keller, 2006:536). Belz and Peattie (2009:180) suggest a dual focus for sustainable marketing communications: “to communicate with the consumer about the sustainability solutions the organisation provides through its products, and to communicate with the consumer and other stakeholders about the organisation as a whole”. Belz and Peattie (2009:180) realise an increase in online communications and interactive sales promotions, while growth in the use of social media is also helping relationship building and consumer loyalty (Munusamy & Hoo, 2008:41). Promotions via the new mediums open up opportunities for the selling of services and more frequent communication is possible with consumers. Through promotions, it is much quicker to get access to consumers, and as a result this contributes to building loyalty. Pomeroy, Noble and Lester, (2011:963) indicate that promotion is also a tool to teach consumers about “an appropriate communication strategy should support destination authorities to transmit their information and promote environmentally friendly practices locally”.

2.5.5 People (The service providers)

People includes “all human actors who play a part in service delivery and thus influence the buyer’s perceptions: namely the organisation’s staff, the customer, and other customers in the service environment” (Zeithaml, Bitner & Gremler, 2006:26), highlighting the role of human

resource management and the notion of the customer mix as key ingredients in the service offering. People or employees, this factor requires recruitment, training, motivation of employees on sale knowledge, how to treat customers, to be capable of creating better customer satisfaction and loyalty than competitors do (Charoensettasilp & Wu, 2013:180; Jain, 2013:24). It is about relationships between service provider and customer so employees must be competent and possess attitude to respond to customers, problem-solving skill, be creative and be able to create value and develop loyalty of customers towards the organisation. Many services require involvement of both customer and employee (Charoensettasilp & Wu, 2013:180).

2.5.6 Physical evidence

Physical evidence consists of “the environment in which the service is delivered and where the firm and customer interact, and any tangible components that facilitate performance or communication of the service” (Al-Muala & Al-Qurneh, 2012:3; Zeithaml, Bitner & Gremler, 2006:27). The important role of this element on both employees and consumers is highlighted in the concept of the servicescape. Servicescapes perform various roles such as to provide ease for employees and customers to move within, deliver and consume the service performance efficiently and importantly to communicate with customers and building loyalty. In terms of sustainability, this communication might involve the organisation’s values, policies and procedures and what is expected of the customer, particularly as a co-producer of the service experience. According to Charoensettasilp and Wu, (2013:180), physical evidence and presentation provide overall quality of service in relation to cleanliness, good communication, quick service and other benefits that customers deserve, to ensure quality, suitability, and efficiency.

2.5.7 Process

It is generally defined as the implementation of action and function that increases value for products with low cost and high advantage to customers and is more important for service than for goods (Al-Muala & Al-Qurneh, 2012:3). According to Hirankitiet *al.*, (2009:2) the pace of the process as well as the skill of the service providers are clearly revealed to the customer and it forms the basis of his or her satisfaction and loyalty with the purchase. Therefore, process management ensures the availability and consistency of quality (Al-Muala & Al-Quirneh, 2012:1). In the face of simultaneous consumption and production of the process management, balancing services demand with supply is extremely difficult (Liu, Shah & Schroeder, 2010:990). The design and the implementation of product elements are crucial to the creation and delivering of the product (Al-Muala & Al-Quirneh, 2012:1), thus creating customer loyalty.

From the above discussion, it is clear that needs and demands of the consumer are the starting point for marketing activities, which pave the ground for sharing products and transaction through

demand for products (Jain, 2013:27). An enhanced marketing mix is critical as it is not about simply reaching out to customers with the right service, but it is also about creating that right desire to possess the service and create loyalty (Charoensettasilp & Wu, 2013:180). Bytyqi and Vegara, (2008:41); and Keller,(2008:16)state that academics and practitioners alike have realise the significance of loyal customers, because such customers normally spend more, buy more frequently, are motivated to search for information, are more resistant to competitors' promotions and are more likely to spread positive 'word of mouth'. Marketing mix is the motivation that influences decisions of consumers to use the product or service (Charoensettasilp & Wu, 2013:178). All the elements of marketing mix and mostly the Four P's - product, price, place, and promotion - should be integrated in designing the best marketing strategies in the market because, often decisions on one element, especially product and pricing, will influence the choices available in others (Haghkhah, 2011:10). In the next section loyalty will be analysed and discussed in-depth.

2.6 A CRITICAL ANALYSIS OF LOYALTY

Several contemporary researchers have acknowledged an evolution of the concept of loyalty through time (Alhabeeb, 2007:611; Dick & Basu 1994:99; Kuusik, 2007:4; Worthington, Russell-Bennett & Hartel, 2010:244). Loyalty as a construct has been given fair consideration not only in the literature on marketing, (Curtis, 2009:3655) but also in academia as well as among business professionals (Rocereto & Mosca, 2012:25). Loyalty has been an especially difficult concept to research, on both the conceptual and measurement levels (Hoffman, 2008:7; Toedt, 2014:231) which has led to numerous definitions (Dahlgren, 2011:12). Today, marketing managers understand customer loyalty through marketing and that loyalty is receiving attention from companies. With competition increasing day after day, retaining customers and growth of the business has become the first objective of many organisations (Chegini, 2010:8) and customers who are loyal are regarded as essential in the growth of many businesses (Tripathi, 2009:92). Research has pointed towards many benefits an organisation can have as a result of improving loyalty levels (Zairi, 2009).This has consequently led companies to launch various efforts to increase customer loyalty (Khan, 2012:242). Despite efforts to make customers more loyal to organisations, researchers have found that 'loyal' customers are still sometimes willing to switch, if provided with the appropriate opportunity (Khan, 2012:242). It is thus very important to understand loyalty and how it can be promoted among customers and even among sport spectators. The purpose of this section is to analyse the importance of loyalty as a marketing construct which also forms part of the core of the study.

2.6.1 Defining loyalty

Loyalty is a complex phenomenon that warrants a more multifaceted conceptualisation (Kaur & Soch, 2012:47). It can be analysed and defined both from the perspective of an organisation and a consumer (Bobalca, 2013:104). Customer relationship management and direct marketing research centre on strategies and activities that an organisation must initiate in order to retain its customer's portfolio (Bobalca, 2013:104; Ramanathan & Ramanathan, 2011:7). To maintain such a relationship, it is widely acknowledged in the literature on marketing that loyalty is important (Schakett, 2010:3). Fundamentally, loyalty is regarded as the chief concept and the main goal in relationship marketing and it is an essential ingredient for every organisation, inclusive of sport clubs to build loyal customers (Eakuru & Mat, 2008:129). There are academic papers that present the loyalty concept as a result of marketing efforts (Bobalca, 2013:104).

For almost three decades since loyalty originally came into the academic literature, researchers suggested that loyalty consists of attitudinal and behavioural loyalty (Bove, Pervan, Beatty & Shiu, 2009:698; Broadbent, Bridson, Ferkins & Rentschler, 2010:3; Dehghan & Shahin, 2011:3; Kuikka & Laukkanen, 2012:522; Shih, 2011:149; Kumar, Shah & Venkatesan, 2006:277; Torres-Moraga, Vásquez-Parraga & Zamora-González, 2008:303). The two-dimensional constructs has been integrated and referred to as composite loyalty (Dehghan & Shahin, 2011:3; 2011:3; Khan, 2012:244; Rauyruen & Miller, 2007). The composite definition of loyalty has become the basis upon which much of the research on loyalty has been done (Boora & Singh, 2011:161; Dehghan & Shahin, 2011:3; Khan, 2012:244). The composite definition of loyalty should always consist of favourable attitudes which in turn are made up of intentions and repeat-purchases (Dehghan & Shahin, 2011:3). Hagkhah, Hamid, Ebrahimpour, Roghanian and Gheysari (2013:157) as well as Mandhachitara and Poolthong (2011) are of the view that the method of combining both attitudes and behaviour is most suitable since it encapsulates the two main determinants of decision making for the consumer.

Many researchers have since offered various definitions in this area, some researchers such as Jacoby and Chestnut (1978) defined loyalty as a behavioural result of consumers preferences for a specific brand from a set of similar ones, believing that loyalty is successive buying of the customer (Akin, 2012:207; Bobalca, 2013:104). Zineldini (2006:430) defines loyalty as a commitment to continue to make business with an organisation, which in the long-term, is a state of mind, a set of attitudes, beliefs or desires. Dick and Basu, (1994:16) on the other hand define loyalty in terms of the positive correlation between an individual's relative attitude and repeat purchases. Dick and Basu (1994) pointed out that loyalty is not only a behavioural phenomenon; besides the behaviour aspects, loyalty refers to the attitude of a customer (van Es, 2012:23) believing that the attitude element is effective along with the behavioural element for the assessment of the loyalty.

Furthermore, a conscious undertaking to re-purchase or re-patronize a specific item or service consistently in the future offers a further insight into loyalty (Ou, Shih, Chen & Wang, 2011:194). Akin, (2012:206), Solomon, Bamossy, Askegaards and Hogg (2006:34) define loyalty as the conscious behaviour and/or attitude of a customer. According to this point of view, customers make a brand choice and they show positive attitudes towards that brand, while they keep buying or consuming the same products with identical name despite changing conditions, suggestions of different alternative brands. The same idea assumes people who shift between brand choices frequently or who change a brand after using it for a certain period of time as unconscious consumers (Akin, 2012:207).

The concept of loyalty means an attitude or behaviour to stick to a brand or organisation. In terms of business it implies the behaviour of repeat patronage or purchase (Tsai & Chen, 2011:2). Loyalty is a psychological awareness process or the observable reaction of a consumer, where intentional and factual retention or intensification of the relationship is based on specific reasons (Toedt, 2014:231). Retention and loyalty are in many cases used as synonyms for customer loyalty. Bruhn, (2009:10) argues that loyalty requires a positive attitude from the consumer towards an organisation and its services, retention on the other hand can also exist with a negative attitude towards an organisation. One of the most recent definitions of loyalty comes from Chegini (2010:8) who describes it as “theory and guidance leadership and positive behaviour including, repurchase, support and offer to purchase which may control a new potential customer”. Furthermore, the American Marketing Association defines loyalty as “the situation in which a consumer generally buys the same manufacturer originated product or service repeatedly over time rather than buying from multiple suppliers within the category” or “the degree to which a consumer consistently purchases the same brand within a product class” (Moiescu, 2006:1128).

The most comprehensive definition has been offered by Richard Oliver (1999), that loyalty is described as a strong commitment for repeated buying of the same product or for services in future in spite of marketing efforts of other competitors (Boora & Singh, 2011:153; Wettstein & Hanf, 2009:3). Unfortunately, from an operational perspective, there is no common definition of loyalty (Boora & Singh, 2011:152; Gee, Coates & Nicholson, 2008:359). Loyalty could be expressed towards a brand, service, store, or product category and activity (Boora & Singh, 2011:152; Dehghan & Shahin, 2011:2). Below is Figure 2.1, on the loyalty construct indicating three categories by Rundle-Thiele (2005:495) and Kontogianni, Kouthouris and Vasileious (2011:18):

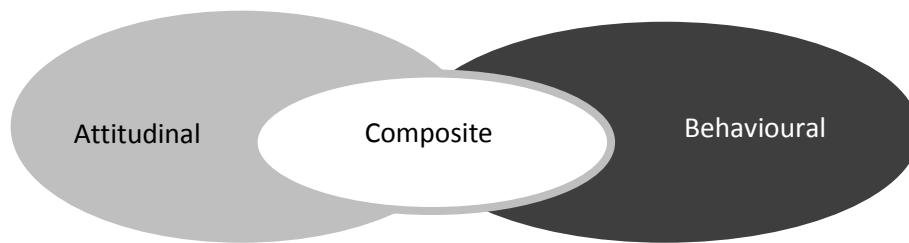


Figure 2.1: The loyalty construct

Sources: Rundle-Thiele, 2005:495; Kontogianni, Kouthouris & Vasileious (2011:18)

Thus for the purposes of this study loyalty can be defined as the individual's attitude and behaviour towards his/her commitment to purchasing the product and or service. It is also an individual bonding with a brand or an organisation. It is evident that loyalty plays a major role in customer relationship; therefore organisations should try to promote this construct as it is important for the growth of the organisations. The next section focuses on loyalty dimensions.

2.6.2 Loyalty dimensions

Loyalty dimensions are structured into three main approaches of this construct: (a) one-dimensional approach; (b) two-dimensional approach; (c) three-dimensional approach (Bobalca, 2013:105).

2.6.2.1 One-dimensional approach of loyalty

Before 1970, loyalty was not investigated as a construct but as a simple variable measuring the frequency of customer purchase (Bobalca, 2013:105). Even though the many early loyalty researchers considered frequent buying as loyalty (Bolbalca, 2013:105), modern research shows that mere repeat purchasing is not a sufficient indicator of loyalty (Jacoby & Kyner, 1973:2; Dahlgren, 2011:16). According to Bolbalca, (2013:105); and Reichheld, 2003), the customer may instead be trapped by inertia, indifference or switching costs, as a result of conditions or the company. Based on different kinds of repeat purchase conduct, Kuusik (2007:3) suggests that behaviourally loyal consumers can be divided into three components: forced to be loyal, loyal due to inertia or functionally loyal. Theories that support this division are explained in the following manner.

Firstly, consumers can be forced to be loyal when they are made to purchase a certain product or a brand even if they do not want to (Kuusik, 2007:3). This means that customers may buy the goods at a particular place as a result of lack of finances. Gronholdt, Martensen and Kristensen (2000:509) have realised that organisations which have reasonable low prices attract customers and as a result loyalty and satisfaction is improved. On the other hand, organisations that had

invested heavily in branding had a high level of customer satisfaction but scored significantly lower on customer loyalty. Kuusik (2007:4) states that apart from these alternatives exit barriers created by service providers may also create forced loyalty.

Dalhgren, (2011:17); and Reichheld, (2003) indicate that, behavioural loyalty may also be a result of inertia when the consumer does not change vendors because of comfort or relatively low importance of the particular product or service. If the choice has low importance, there is no reason to spend time and effort on searching for alternatives. The inertia-based behavioural loyalty is in accordance to Oliver's (1999:35) approach of cognitive loyalty: "Cognition can be based on prior or vicarious knowledge or on recent experience-based information". If the transaction is routine, so that satisfaction is not processed (for example trash pickup, utility provision), the depth of loyalty is one of the reasons that customers do not switch brands when they are unsatisfied since they feel that the alternatives are just as bad as the brand they are using or even worse (Dalhgren, 2011:17).

A third form of behavioural loyalty is functional loyalty that is based on a consumer objective reason to be loyal (Dalhgren, 2011:17). Wernerfelt (1991 cited by Dalhgren, 2011:17) identifies cost-based brand loyalty where the benefits of using a brand have a positive effect on brand choice. Functional loyalty can be created by functional values such as price, quality, distribution channels, convenience of use, or loyalty programmes that give a reason to prefer a certain supplier (Dalhgren, 2011:17). These kinds of functional values are, however, easily copied by competitive brands (Kuusik, 2007:3). This is why Kuusik (2007:4) suggests that behavioural loyalty based on functional values is not profitable in the long run.

2.6.2.2 Two-dimensional approach of loyalty

Many researchers, such as Dick and Basu (1994), state that loyalty should be seen as a combination of purchase behaviour and attitude (Bove, Pervan, Beatty & Shiu, 2009:698; Dalhgren 2011:18; Dehghan & Shahin, 2011:3; Kumar *et al.*, 2006:277; Shih, 2011:149). Under this view, loyalty is a relationship between attitude and behaviour (Bolbalca, 2013:105). This is a practical view and also strongly argued in many studies on marketing.

The approach of loyalty as a two-dimensional construct facilitates the identification of different customer segments, according to their loyalty level and also the development of marketing strategies specially designed for acquiring specific categories of customers (Baloglu, 2002:49; Bolbalca, 2013:105). The reasons for including customers' attitudes in defining the loyalty concept are as follows (Donlo, Massari & Passiante, 2006:445):

(a) it is necessary and useful to make the distinction between the customers with attitudinal loyalty and the one who are not loyal at the attitudinal level in order to identify the clients who are most vulnerable to change their behaviour.

(b) a simple behavioural definition does not explain the causes of this process. Although loyalty is measured by the behaviour, in reality it is about attitude (Bobalca, 2013:106). Without a continuous relationship with the client and without direct feedback, his needs, his attitudes and his intentions cannot be understood.

Loyalty is a two-directional process: in order to have customers, an organisation must offer loyalty (Thakur & Singh, 2012:37). An organisation cannot build loyalty only by its communication techniques; every aspect of the business is an important factor for this purpose (Thomas & Housden, 2002:90).

2.6.2.3 Three-dimensional approach of loyalty

From the above approaches, loyalty is recognized as attitudinal or behavioural. Some marketers adopt a single dimension whereas others adopt a two-dimensional approach. Even though the traditional two-dimensional views for understanding customer loyalty have been useful to conceptualize and measure loyalty, they have also generated inconsistencies and debate in the marketing literature (Worthington, Russell-Bennett & Hartel, 2010:244). Given these circumstances it can be implied that loyalty is not a simple one or two-dimensional concept but, in fact, a complex construction involving multiple dimensions (Bobalca, 2013:108; Dahlgren, 2011:21; Dehghan & Shahin, 2011:3; 2011:3; Kaur & Soch, 2012:50; Khan, 2012:244).

According to Worthington *et al.* (2010:243), all human behaviour is a combination of cognitive, conative, emotional and/or behavioural responses. In this three-dimensional approach, loyalty is therefore the combination of a consumer's thoughts and feelings about a brand that are then expressed as an action (Worthington *et al.*, 2010:243). This way they divide attitudinal loyalty into a simple two-component structure of cognitive loyalty as a whole. The concepts: cognitive, affective and conative were the subjects of many studies from the consumer behaviour field (Akerlund, 2004:42). It has been said that these elements are affected by situational variables and that they represent permanent characteristics of the individuals (Aurifeuille Clerfeuille & Quester, 2001:302).

Even since 1978, Jacoby and Chestnut (1978) suggested that, in order to analyse loyalty, the structure of the consumer's beliefs, affect and intentions must be examined. They make a

distinction between true brand loyalty, multi-brand loyalty, repeated purchase, false loyalty and casual purchase. The initial model of loyalty involves the following aspects:

- (a) information possessed by the consumer must highlight the advantage of one brand upon other brand – cognitive dimension;
- (b) consumers must love the brand – affective dimension;
- (c) consumers must consider buying a specific brand and not another one – the intention.

Dick and Basu (1994) also studied the three loyalty dimensions (cognitive, affective, conative) that affect the repeated purchase (the behaviour). Their model is a very well-known one and it is cited in many academic articles. The loyalty model with four stages is the most complex approach of this concept but also the most difficult and less used in marketing research due to the difficulty to make a strong distinction between the stages (Bolbalca, 2013:108).

The most famous model is the one proposed by Oliver in 1997. Oliver suggests that different aspects of loyalty manifest not simultaneous but sequentially. Consumers become loyal first at a cognitive level, then affective and conative and this sequence must be considered for studying the causes of customers' defecting level. In the first stage, loyalty is based on available information for selecting the favourite offer, having as selection criteria; costs, benefits and quality. The next level incorporates affective aspects. Attitudes are formed based on the cognitive elements. It is hard to influence loyalty because it is based not only on cognitive aspects (what the customer knows about the products, brands, organisation) but on affective factors (satisfaction, involvement, preferences, desires) (Oliver, 1997:395). The third stage involves conative loyalty (intention or the commitment to have certain behaviour). Oliver considers that motivation or the desire to act manifest in that stage. Conative loyalty is more powerful than affective loyalty but is still vulnerable and can be affected by repeated discontent about the organisation or the products (Evanschitzky & Wunderlich, 2006:332). The fourth stage is building behavioural loyalty, the concrete manifestation of loyalty as a result of the former steps. The consumers develop a habit or routine answer behaviour and act "on his own" (Akerlund, 2004:43). The first three steps can have as a result the consumer's consent to act (to buy, to search the favorite offer) (Evanschitzky & Wunderlich, 2006:330).

It is clear from the above that loyalty as a field of research has been difficult to define and that it has been viewed and analysed from several perspectives. Research has indicated that loyalty consists of either attitudinal and or behavioural loyalty. Other studies further expanded on this by combining the two concepts, hence composite loyalty. From these various definitions perspectives, some marketers adopt a single dimension whereas others agree with a two-dimensional approach. As a result of this, loyalty has contributed to further inconsistency and discussion within the

literature. Given these circumstances, it can be implied that loyalty is not a simple one or two-dimensional concept but, in fact, a complex construction involving multiple dimensions. However given this complex scenario, the literature shows that loyalty could lead to positive attitudes and behaviour, for example re-patronage and re-purchases, and positive remarks that have an impact on other customers. Therefore understanding the client is very critical from the marketing point of view in that organisations should try by all means to respond to customer needs and as a result this will create retention as well as repeat patronage.

2.6.3 Loyalty Models

As indicated above loyalty can be viewed from different perspectives. Due to the significance of customer loyalty in organisational development the awareness of the concepts related to loyalty and loyalty models are important (Rahmati, Falati, Jameshedyanavid, 2013:2018). There are various models related to loyalty, however in this section the models of Day (1969); Backman & Crompton (1991); Dick & Basu (1994) and Oliver (1999) will be discussed as these are considered as most important in the context of this study.

2.6.3.1 Day's loyalty model (1969)

Theories of behavioural loyalty were dominating until 1970, considering loyalty as the function of the share of total purchases (Cunningham, 1956:118; Farley, 1964:9), the function of buying frequency or buying pattern (Sheth, 1968:398; Tucher, 1964:32) or the function of buying probability (Harary & Lipstein, 1962:19; McConnell, 1968:14; Wernerfelt, 1991:231). These approaches analysed brand loyalty in terms of outcomes (repeat purchase behaviour) rather than reasons, until Day (1969) introduced the two-dimensional concept of brand loyalty, which stated that loyalty should be evaluated with both behavioural and attitudinal criteria (Kuusik, 2007:5).

In his development of the model Day (1969:29) indicated that attempts to describe brand-loyal buyers appear to have reached a temporary impasse. For example, Frank (1967:27) concluded that "brand loyal customers almost completely lack identifiability in terms of either socio-economic or personality characteristics meaning that customers do not appear to have different average demand levels and they do not appear to have economically important differences in their sensitivity to either the short-run effects of pricing, dealing, and retail advertising or to the introduction of new brands."

The studies cited by Frank (1967:27) were of product classes where brand loyalty is both measurable and highly reliable. The principal variables used to identify brand-loyal buyers are also widely used to guide specialized advertising and promotion effects towards definable market

segments (Day, 1969:29). As a result of this development, Day (1969:29) explored both brand loyalty measures and descriptive variables in developing his model. An empirical test of the brand loyalty model was conducted by Day (1969:30) through collecting a large number of descriptive and attitudinal variables at the beginning of a five-month diary purchase panel of 955 households (See Table 2.1). Table 2.1 describes the households into four descriptions, that is A: socioeconomic and demographic variables, B: demand, price and store response, C: exposure to information, and D: determinants of “buying style,” or reaction to the purchasing environment. The table demonstrates the day to day living standards of the households in the city as well as their loyalty towards the product within the purchasing environment and exposure in relation to the information.

Table 2.1: Independent variable descriptions

<p>A. Socioeconomic and demographic variables</p> <ul style="list-style-type: none"> • Size of city • Size of household • Age of housewife • Presence of children • Education of housewife • Occupation of head of household • Household income • Hours housewife employed 	<p>B. Demand, price and store response variables</p> <ul style="list-style-type: none"> • Total number of units purchased • Average price paid per unit • Range from highest to lowest price paid • Dealing dummy variable • (0=no purchases on deal) • Store activity dummy variable • (0=all purchases of product made in one store)
<p>C. Exposure to information</p> <ul style="list-style-type: none"> • Number of visitors to house • Number of invitations to visit friends • Television viewing (hours per week by respondent) 	<p>D. Determinants of “buying style,” or reaction to the purchasing environment</p> <ul style="list-style-type: none"> • Perceived impulsiveness in buying • Economy consciousness • Perceived time pressure • Interest in the differences among brands in the product class • Confidence in judgments about brands in the product class

Source: Day (1969:31)

Because of the nature of the design, there was considerable opportunity for bias due to sensitization. The results of a comparison of the manipulated panel with a parallel control panel indicated a significant upward bias in the number of product users but a lesser bias in the proportion of households buying the analysis brand (Day, 1969:30). These biases had no apparent effect on key relationships (such as between attitude and behaviour) but reduce the potential to project the results. The analysis focuses on one of two major brands of a frequently purchased

convenience food product. There were 225 buyers who made at least five purchases of the product during the period of the panel, and 148 of these buyers made at least one purchase of the brand under study (Day, 1969:31).

The product class lends itself to an exploratory study of brand-loyal behaviour for several reasons. Both major brands were reported to have obtained between 90 and 95 per cent all-commodity distribution in the area sampled for the panel (Day, 1969:31). Thus, buyers were usually confronted with a genuine choice situation. At the same time, each brand emphasized different product attributes so there were valid grounds on which a buyer could make a choice (Day, 1969:31).

The product class also offered several methodological advantages:

- (1) There were no new brands introduced during the period of the test nor was there a significant increase in primary demand.
- (2) The housewife, who was the source of the attitude ratings and subsequent purchase reports, was invariably a product user.
- (3) The typical purchase cycle was two weeks, so during the test period there was an average of about eleven distinct brand choice decisions and 21 units purchased on which to base reliable estimates of brand choice probability (Day, 1969:31).
- (4) A study of potentially related products showed that there were no direct substitutes for the product to bias estimates of choice probabilities.

Day's evidence of spurious loyalty (1969:31) suggested that segment is often defined as a buyer who devotes at least 50 per cent of his product purchase to a single brand. In the study done by Day (1969), 108 of 148 buyers would be classified as brand loyal on that basis. However, if loyal buyers were required to have an extremely favourable or a very favourable initial attitude toward the brand as well as buying the brand on a majority of occasions, then the brand-loyal segment is reduced to 76 buyers (Day, 1969:31). By this arbitrary definition, spuriously loyal buyers comprised almost 30 per cent of the total loyal group. However, the relative size of the spuriously loyal segment is to some extent a function of time – that is, a longer time period would provide spuriously loyal buyers a greater opportunity to switch (Day, 1969:31). Defining segments in this way also conceals a great deal of individual variability, which means a continuum is more practical for pinpointing true brand-loyal buyers (Day, 1969:31).

According to Day (1969:35) implications to the model is that brand loyalty can be profitably studied as a brand-specific concept and that measures of brand loyalty based solely on purchase data conceal considerable spurious loyalty. In a general sense, the results of this study (model) help to clarify various unrelated or competitive hypotheses about brand loyalty. From the model, loyalty is based on a rational decision made after an evaluation of the benefits of competing brands. This

decision is, in effect, a commitment to the brand. Such decisions likely are made on an infrequent basis, and once made the buyer either, feels that such an explicit decision is no longer necessary before each purchase, in which case the process becomes habitual, or his strong affective orientation toward the brand narrows his perceptual judgment, and he is less likely to see competitive promotional activity (Day, 1969:35). Obviously, the commitment is never total, and the decision is reviewed when competitive or other circumstances change (Day, 1969:35). Evidence for an initial rational decision is particularly compelling, given the fact that true brand-loyal buyers have the greatest degree of confidence in their ability to judge between brands (Day, 1969:35). Because loyal buyers are heavier than average buyers of the product, it can also be inferred that they have more experience on which to base an explicit decision. Heavy buyers also have more to gain by adopting a habitual pattern which will permit them to economize on the effort of repeated decisions. The habit hypothesis is further supported by the finding that true brand-loyal buyers tend to be older and presumably have developed greater rigidity in their preferences. Of course, it was easier for older buyers of this product to maintain a habitual pattern since they typically represented small households with fewer competing preferences to consider (Day, 1969:35).

To critique or comment on the model, although Day (1969) developed the above loyalty model, the implication of this model is that it fits in the business type of environment. The model simply focuses on loyalty (referring to people as customers) in the business sense and not in the sport environment where different factors might influence loyalty. The model was developed many years ago in developed countries and advanced environments unlike the South African context. The sample of the model was obtained from a community perspective on how they purchase products and relate to them in terms of loyalty.

2.6.3.2 Backman and Crompton Loyalty model (1991)

Backman and Crompton (1991:3) conceptualized loyalty as having two dimensions: psychological attachment and behavioural consistency. This conceptualization suggests a four cell paradigm into which programme users can be categorized: high loyalty, spurious loyalty, latent loyalty, and low loyalty. Two samples consisting of golfers and tennis players were classified into these four categories (See Table 2.2). The categories classify participants into specific groups according to weak or strong attitudes and high or low behavioural consistency (Carvalho, 2008:57).

Psychological attachment refers to the strength of a participant's general attitude or commitment toward the activity, while behavioural consistency is measured by intensity of participation (Backman & Crompton, 1991:3). High loyalty describes participants who exhibit strong psychological attachment and high intensity of participation (Backman & Crompton, 1991:3).

Spurious loyalty refers to participants who exhibit high intensity of participation but whose psychological attachment is weak. For example, individuals may consistently play tennis because of peer group influences, but they may not be very strongly committed to it. Such individuals are likely to switch activities if their social circumstances change. Latent loyalty describes those who have a strong psychological attachment to the activity, but exhibit low intensity of use. Such individuals may lack the resources necessary to increase their intensity of use. Costs of participating (for example time, money, equipment, distance) may inhibit an individual's level of use. Finally, low loyalty refers to those individuals exhibiting weak psychological attachment and low intensity of use and who cannot be considered as loyal.

Table 2.2: Backman and Crompton's loyalty model

Enduring involvement		Behavioural consistency	Psychological commitment
		Strong	Weak
High		High(true)Loyalty	Spurious Loyalty
Low		Latent Loyalty	Low (non) loyalty

Source: Backman and Crompton (1991:3)

The distinction between high, spurious, latent, and low loyalty levels is important to leisure service administrators. For example, Selin, and Cable (1988:210) suggested that participants who exhibit high loyalty are more likely to continue to participate in a specific activity or programme than to switch to other services. On the other hand, spuriously loyal participants are more likely to discontinue their participation because it was based only on habit. Howard and Thomason (1984:34) reported that habit and convenience were the most common reasons cited by participants for registering for programmes, suggesting that only a relatively small proportion of users were highly loyal.

Backman and Crompton (1991:57) focused on addressing the reasons why one individual continues to participate in an activity while another discontinues participating in the same activity. They took into account internal and external factors to determine continuation and/or discontinuation in an activity. Backman and Crompton (1991:57) identify continuation as a repeated use of the service, and discontinuance as "a withdrawal from a service in which there was previous participation". In order to assess the internal and external factors that may play a role in whether an individual continues or discontinues his/her participation Backman and Crompton (1991) used six internal variables and three external variables. The internal variables included in the research were:

- a) motivation (for example, rewards and continuous benefits of an activity),
- b) locus of control (for example, one's perception of what s/he can control),
- c) level of involvement (for example, concern for an activity),
- d) values,
- e) degree of innovativeness (for example, tendency to sign up for new services), and
- f) service attitude.

The three external variables included:

- constraints: barriers that inhibit continued use of recreation services,
- perceived skill level and,
- side bets: included equipment such as tennis racquets and memberships that the participant may have accumulated over years.

Backman and Crompton (1991:59) surveyed 134 continuing tennis players and 63 discontinuing tennis players. In order to measure the internal and external variables and whether these play a role in distinguishing between continuing participation versus discontinuing participation among people, Backman and Crompton (1991:59) used a seven item Likert scale also used by Midgley and Dowling and Uncles (1978:231) and the twenty one item constraints scale developed by Crompton and Lamb (1986). Backman and Crompton (1991:59) found that the scores for level of involvement, attitude towards tennis, and choice of external value were higher among those who continued participating than those who discontinued participation in tennis. As for the external factors they found that continuers reported higher levels of side bets, and perceived skill value than did discontinuers. They concluded that this information may be useful for service providers in that it can help in encouraging participants to invest in tennis as a habit, so that it becomes part of their regular routine, which in the end can help increase their skill level.

According to Backman and Crompton (1991:5), operationalisation of the Loyalty Paradigm meant that behavioural consistency was calculated by getting the respondents to give an indication of the intensity of their participation in golf or tennis during the preceding twelve months. Respondents whose participation in golf or tennis was high were defined as exhibiting high behavioural consistency, while those classified into the low participation category were defined as exhibiting low behavioural consistency. Psychological attachment was measured using a seven-point semantic differential scale composed of fifteen items chosen from the evaluative domain. Based on their scores on the behavioural consistency and psychological attachment measures, respondents were assigned so one of the four cells which constitute the loyalty paradigm. Thus, the criteria variable "activity loyalty" was operationalised as a categorical variable.

Following Day's (1969) earlier characterisation (cited by Mahony, Madrigal & Howard, 2000:16), those demonstrating strong psychological attachment (this is high attitudinal loyalty), as well as active participation (this is high behavioural loyalty), were placed in the upper left quadrant, labeled "High (true) loyalty", as can be seen in Table 2. Latently loyal consumers often express a strong desire to participate, but may lack the means (for example money, time, or equipment). Backman and Crompton (1991:14) demonstrated that the traditional all-or-none portrayal of loyalty as a simple dichotomy between loyal and non-loyal consumers was far too slender.

Based on the review of the model, loyalty was conceptualized as two-dimensional, consisting of psychological attachment and behavioural consistency components. It was expected that personal and environmental variables would discriminate among respondents classified into the four loyalty categories: high, spurious, latent, and low (Backman & Crompton, 1991:14). Respondents classified into the four loyalty categories were hypothesized to be alike with respect to motivation factor scores, locus of control, level of involvement, value choices, and degree of innovativeness. Results revealed that the most important discriminating personal variables were level of involvement, the extrinsic rewards motivation factor, and personal competence. Misunderstanding still exists, regarding use of terms of measure apparently similar constructs such as attachment, allegiance, commitment and loyalty (Carvalho, 2008:59).

Commenting on Backman and Crompton (1991) model, it was developed within the sport type of environment, unlike Day's model. This model, although focused on golf and tennis research that provides an understanding of the role of participants, is not specific to the context of soccer. It was also focused on the players' perspective and not the spectator. Thus this model will not necessarily fit in the current South African soccer context as it was developed many years ago and focused on different forms of sport.

2.6.3.3 Dick and Basu Loyalty model (1994)

Dick and Basu (1994:100) have combined both attitudinal and behavioural measures when they developed a framework for customer loyalty (Haghan & Shanin, 2011:5). Dick and Basu (1994:100) suggest that loyalty is the result of the interaction between a customer's relative attitude to a brand, or store (Haghan & Shanin, 2011:5). Table 2.3 illustrates how loyalty varies between the extreme levels of relative attitude and repeat patronage as proposed by Dick and Basu (1994:101).

		Repeat Patronage	
		High	Low
Relative attitude	High	Loyalty	Latent Loyalty
	Low	Spurious Loyalty	No Loyalty

Table 2.3: Dick and Basu Loyalty model

Source: Dick & Basu (1994)

The four types of loyalty, according to Dick and Basu, are:

- a) No loyalty – Maharaj, (2008:23) state that from a sport context, to have a low relative attitude and low attendance behaviour demonstrate lack of loyalty. It was said that spectators in this case may attend the games for social reasons or accompanying friends or family. Dick and Basu, (1994:101 support this notion that low relative attitude (one of the dimensions of the ‘no loyalty’ segment) may also be as a result of low attitudinal differentiation – where customers see no difference between competing brands.

- b) Spurious Loyalty – Maharaj, (2008:23); Haghan and Shanin, (2011:5) state that with consumer brands, spurious loyalty normally describes the state of inertia with low involvement goods where repeat buying takes place due to situational or social influences. Brand familiarity also plays a strong role with spuriously loyal customers. In the sports setting, geographical separation (Dick & Basu, 1994), or a consistently winning team (Gladden & Funk, 2001:67) may be the cause of a spuriously loyal spectator. To analyse geographical separation as an example of spurious loyalty, consider a spectator of the West Coast Eagles football club (which is based in Perth) who lives on the other side of the country in Brisbane. This spectator may purchase tickets to Brisbane Lions games because she enjoys going to the football, or when her favourite club is in town. Her initial attitudinal loyalty to the Brisbane club may be quite low, yet she is a repeat buyer of the service.

With a consistently winning club, the spuriously loyal consumer (high patronage, low relative attitude) may only continue their association with the club while they are winning, and reduce their attendance when the club starts to lose. These spectators are commonly known as ‘fair-weather’ spectators, and this phenomenon highlights the importance of using behavioural and attitudinal measures of loyalty to distinguish among different types of spectators (Gladden & Funk, 2001:67).

- c) Latent Loyalty – Latent loyalty describes those consumers with high relative attitude and low repeat patronage, and can be a cause of concern for marketers of consumer goods (Haghan & Shanin, 2011:5; Maharaj, 2008:23). Situational influences such as low purchasing power may dictate the level of repeat purchase regardless of the level of attitude strength. In the sports context, latently loyal spectators may not be able to afford to purchase tickets to a game, or may be locked out of attending due to stadium capacity constraints. In the United States for example, the Washington Redskins football club has a famously long waiting list for season tickets while they played in the relatively small RFK stadium in Washington DC. Regardless of how much one loved the Redskins, there were no season tickets available. This situation has changed somewhat since they moved to playing home games in a much larger stadium in Landover MD – some of their previously latent loyal spectators became loyal.
- d) Loyalty – For marketers, this is the most preferred of the four conditions (Dick & Basu, 1994:102). Apart from the obvious definitional consequences of loyalty – repeat purchase and positive relative attitude – loyal customers are more resistant to persuasion from other brands, less likely to search for more information, and more likely to provide positive word-of-mouth communication about the brand (Dick & Basu, 1994:102; Haghan & Shanin, 2011:5) see Figure 2.2. Brand loyal customers may also be up to nine times as profitable as a disloyal one (Light, 1994:20), and acquiring new customers can cost up to five times more, than satisfying and retaining existing customers (Jang & Mattila, 2005:402; Kotler & Keller, 2009:178).

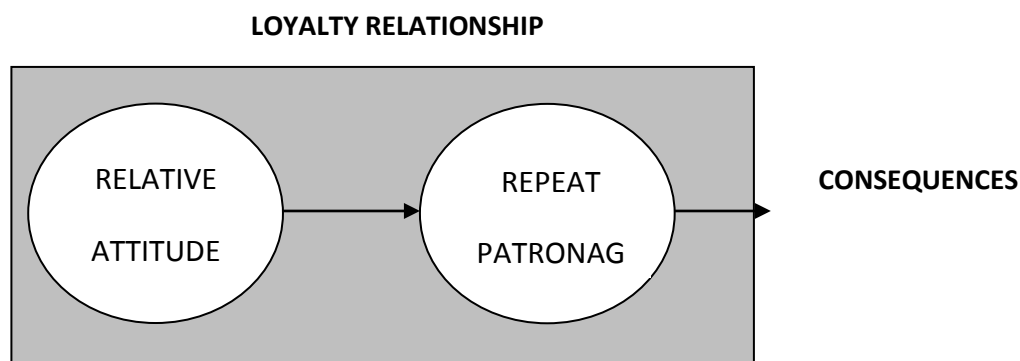


Figure 2.2: Loyalty relationship
 Source: Neale (2007:21)

Not all researchers are convinced, however, of the strong positive relationship between lifelong customers and profitability in all situations. Dowling and Uncles (1997:72) caution marketers about generalizing this relationship, and called for empirical testing. Reinartz and Kumar (2000:17) tested the relationship over a three year period with customers of a catalogue retailer. Their results

suggest that in both contractual and non-contractual situations, there are cases where life-long customers do not yield higher profits than spurious customers. Further analysis discovered little evidence to suggest that retained customers are cheaper to serve or customers are price sensitive (Reinartz & Kumar, 2002:4).

While Reinartz and Kumar (2002:4) favour dropping some unprofitable customers, regardless of the length of the relationship, Reichheld and Sasser (1990:105) believe in a policy of zero defections. Customers with high attitudinal and behavioural loyalty are described as 'true loyals', those with high behavioural loyalty but low attitudinal loyalty as 'spurious loyals', those with high attitudinal loyalty but low behavioural loyalty as 'latent loyals', and those with low attitudinal and behavioural loyalty as 'non loyals'. Implicit in the Dick and Basu model (1994) is the assumption that classification of customers into four loyalty groups on the basis of relative attitude and repeat patronage should then allow the prediction of other loyalty measures such as retention and defection. However, as Bennett and Bove (2002:3), Bove and Johnson (2002:24) and East and Sinclair (2000:13) point out, few attempts have been made to test this predictive ability. Nevertheless, one study that did attempt to do this was conducted by East and Sinclair (2000:13). These authors applied the Dick and Basu (1994) model to supermarket shopping in both Britain and New Zealand, suggesting that the model would be much more compelling if it could predict other behaviours related to supermarket loyalty, such as advocacy (recommendation of the store), retention and store penetration.

East *et al.* (2000:13) found that in only one the six cases of recommendation, retention and number of different supermarkets used in Britain and New Zealand did the results fit the Dick and Basu (1994:102) typology. In a further test they showed that prediction was not improved by the inclusion of a variable for the interaction between attitude and behaviour (in this case, share-of-category loyalty). East *et al.* (2000:13), concluded there was little support in their study for Dick and Basu's (1994:102) typology. Nevertheless, because their study was one isolated test, set in a supermarket context, further work was recommended to 'test the effect of attitudinal and behavioural loyalty on other loyalty behaviours in fields such as financial services and automobiles'.

The foregoing discussion again supports the notion that loyalty is a complex phenomenon that warrants a more multifaceted conceptualization than has been attempted previously. The framework suggests that from a management perspective, attitudinal differentiation may be of equal importance to attitudinal strength, leading to the development of the concept of relative attitude (Dick & Basu, 1994:111). For example, an implication of the first two cross-classifications is that a weak but positively differentiated attitude may be more likely to lead to loyalty than a very positive but undifferentiated attitude (Dick & Basu, 1994:111). Thus incorporating the notion of

relative attitude will likely lead to the increased predictive ability of loyalty model. Further, the framework points to the importance of situational influence and social norms as moderators of the relationship between relative attitude and repeat purchase. This has important managerial implications with respect to the appropriate locus of managerial attention (for example focusing attention on improving relative attitude or attempting to manage social and/or situational influences). Finally, the framework highlights the consequences of loyalty (for example resistance to counter persuasion, search motivation, word-of-mouth communication) underscoring the long-term importance of the successful management of customer loyalty (Dick & Basu, 1994:111). Broadening the view of loyalty to encompass relative attitude, underlying processes, and various contingencies as well as the characteristics of different loyalty targets (for example brand/service/vendor/store) provides the manager with a strong direction highlighting appropriate strategic alternatives (Dick & Basu: 1994:111).

In review of the Dick and Basu (1994) model, it is clear that this model was also developed from a business type of environment focusing on customer loyalty towards a brand or store. Although Dick and Basu's (1994) model focuses on business, it also relates the model to the context of the sport environment.

2.6.3.4 Oliver loyalty model (1999)

Oliver (1997, 1999) and Martisiute, Vilutyte and Grundey (2010:10) have proposed that brand loyalty is a sequential process. The authors intimate that the behaviour of repeat purchasing (action) depends on whether the performance is favourable (cognition), the attitude is favourable (affect), and the intention is favourable (conation) in a loyalty sequential framework that extends over cognitive-to-action (Oliver, 1997). Oliver (1999) maintains that a person becomes loyal at each attitudinal stage by associating with different phases of the process of developing the attitude (Figure 2.3). A person becomes loyal in the beginning in a cognitive manner, which later leads to emotional, conative and action loyalty in a sequential manner. In the section that follows, the loyalty phases, namely cognitive, affective, conative, and action are explained.

a) Cognitive Loyalty

At the first phase of the loyalty process, namely the cognitive loyalty stage (Martisiute *et al.*, 2010:11), a person will prefer a brand in comparison to alternatives, and this is determined by the person's beliefs about the attributes of the brand. Hence, the first phase is known as the "cognitive loyalty" or "loyalty based on brand belief only" (Oliver, 1999:35). Such belief about the attributes of the brand arises from previous knowledge, knowledge from others or the information from one's recent past personal experiences (Evanschitzky & Wunderlich, 2006:331-332). Thus loyalty to the

brand in this stage is based on the information about the “attribute performance levels” of the brand. Oliver (1999:35) however, argues that this phase of loyalty is not deep as it is dependent on merely performing routine transactions and so the satisfaction is not processed at this stage. Hence, consumers may switch to alternatives that are performing better or offerings in terms of the ratio of cost to benefit (Blut, Evanschitzky, Vogel & Ahlert, 2007:726). On the other hand satisfaction about the brand is processed so that a person begins being affectively loyal and proceeds to the second loyalty phase (Oliver, 1999:35).

Loyalty Phase	Characteristics
Cognitive	“Loyalty to information such as price features and so forth.”
↓	
Affective	“Loyalty to a liking: “I buy it because I like it”.
↓	
Conative	“Loyalty to an intention: “I am committed to buying it.”
↓	
Action	“Loyalty to action inertia, coupled with the overcoming of obstacles.”

Figure 2.3: Loyalty Phases

Source: Adapted from Oliver (1999)

Several brand loyalty scholars used cognitive loyalty in their framework. For instance, Worthington, Russel-Bennet and Hartel (2010:245) consider cognitive loyalty to be the “psychological preference for a brand consisting of positive beliefs and thoughts about purchasing a brand on the next purchase occasion”. Worthington *et al.* (2010:245) state that cognitive loyalty describes “the decision to stay with a brand based on the consideration of switching costs and the evaluation of the brand’s attributes.” In as much as the definitions may differ slightly, they nevertheless refer to the beliefs about the product or to attributes of the brand.

b) Affective loyalty

The second stage of Oliver’s (1999:35) brand loyalty framework is affective loyalty (Martisiute *et al.*, 2010:11). Oliver (1999:35) states that at this phase, “a liking or attitude toward the brand has developed on the basis of cumulative satisfying usage occasions” (Martisiute *et al.*, 2010:11). Blut *et al.* (2007:726) clarify this loyalty level by stating that “expectancy confirmation leads to satisfaction, which in turn effectuates affective loyalty”. This phase is linked to the pleasure of fulfillment. At this stage a person experiences “pleasurable fulfillment”, which is one of the dimensions of satisfaction (Oliver, 1999:35). The author argues further that affective loyalty is fixed

in the consumers' minds as a combination of cognitive and affective responses. One must be mindful however, that this loyalty level is still open to brand switching behaviours as the consumers' satisfaction about the brand may change with time (Oliver, 1999:35).

Worthington *et al.* (2010:245-246) refer to "emotional loyalty" and describe it as "the positive feelings evoked by buying a brand and the sense of emotional connection to a brand". In other words they associate it with positive feelings toward the brand that emanate from repurchasing it. Worthington *et al.* (2010:245-246) name this loyalty level "affective commitment" and describe it as "positive feelings about and attachment to purchasing a brand on the next purchase occasion". The affective loyalty definitions indicate that this stage is closely related to positive feelings and emotions toward the brand that are derived from satisfaction (Oliver, 1999:35), and from repurchasing the brand (Worthington *et al.*, 2010:245-246).

c) Conative loyalty

The third stage of the four-state brand loyalty model of Oliver (1999:35) relates to behavioural intentions. Repeated occurrences of positive feelings towards the brand leads to conative loyalty and which signifies a stronger level of loyalty than effective loyalty (Martisiuete *et al.*, 2010:11) does. As an individual at this phase has a commitment to repurchase the brand, his loyalty state reflects the consumer's "good intentions" to repurchase (Martisiuete *et al.*, 2010:11). Oliver (1999:35), on the other hand points out that such intentions may not necessarily become actions that are fulfilled. Blut *et al.* (2007:727) are of the view that conative loyalty could be reduced if the consumer experiences service and delivery failures frequently.

d) Action loyalty

In terms of Oliver's loyalty framework (1999:36), action loyalty is the deepest level of loyalty achievable. Because firstly, the purchasing intentions are largely realized in action, it is a stronger loyalty level than conative loyalty. Secondly, the consumer at this phase has the appetite to overcome potential hindrances to continue buying the brand (Khan, 2012:246; Martisiuete *et al.*, 2010:11). This stage is based on the theory of Ajzen and Fishbein (1980) which states that attitudes are linked to behaviour. Those attitudes developed in the cognitive and affective loyalty phases toward the brand are linked to behavioural intentions (conative loyalty) which, in turn, are positively related to the behaviours (action loyalty).

The cognitive-to-action brand loyalty framework of Oliver (1999:36) is a chain model which is evolving progressively into a stronger loyalty level. This model which is based on attitude-behaviour-theory (Ajzen & Fishbein, 1980) has been used in various studies which have tested the model in many contexts, such as the purchasing of books and flights online (Harris & Goode,

2004:139); do-it-yourself retail (Blut *et al.*, 2007:726); the lodging industry (Back & Parks, 2003) and online shopping (Roy, Butaney & Bhutaney, 2009).

Past researchers had assumed that loyalty could be described sufficiently by patterns of repeat purchasing (Oliver, 1999:43). This notion was put to rest when multibrand and attitude-based models were proposed, which lead to the now popular cognitive-effective-conative representation of brand commitment (Oliver, 1999:43). Although not well researched, action inertia has been suggested as a fourth loyalty stage. In addition, this discussion has proposed behavioural states that transcend this somewhat logical model. In essence, consumers can become near-zealots on the basis of adoration and devotion and can be placed in self-sustaining social environments that reinforce their brand determination (Oliver, 1999:43).

Olivers' model fits in the business type of environment. The model simply focuses on loyalty (referring to people as customers) in the business sense and not in the sport sense. The model was developed in 1999 and therefore provides valuable insights to the current study but not the optimised model. The sample of the model was obtained from a community perspective on how they purchase products and relate to them in terms of loyalty.

In conclusion, it is paramount that loyalty models discussed are fairly old and were developed in response to different needs and situations. Secondly, the models are more prevalent to developed countries with their socio-economic environment. In South Africa, there are dynamics such as poverty and unemployment to be considered. The information from this section will however be used in the development of a spectator loyalty model and questionnaires.

2.6.4 Drivers of customer loyalty

Customer loyalty is one of the most frequently addressed subjects in the marketing and service literature (Heskett & Sasser, 2010:19). The subject has gained attention of service companies because of its importance to the successful running of any business. Realising the prime importance of customer loyalty to organisations, a major concern is to determine how it is affected (Kumar Batista & Maull, 2011:158). Issues involving customer loyalty in service organisations have drawn the attention of various researchers concerned with finding the determinants of customer loyalty and their implications in service industries (Kumar *et al.*, 2011:158).

The modern day marketplace may be described as being extremely competitive and dynamic (Alrubaiee & Al-Nazar, 2010:155). The reasons for this include customers who are technologically inclined, more aware and up-to-date with the latest information, and have instant access to several

communication platforms with abundant choices that consume minimal time to make. Most customers could simply move over to competitors who have to offer better and cheaper priced goods (Bhardwaj, 2007:57). Current commercial environments have markets that are more saturated. This is driven by the changing nature of competition and the rapidly increasing imperative to gain a complete understanding of the needs of clients. Together with the increasing complication of the commercial environment, the customer base is also more diverse with greater demands (Barnes, Fox & Morris, 2014:594).

In the aforementioned environment, entities cannot afford to maintain a focus just on attracting more clients or growing in emerging markets. To survive in mature markets requires maintaining long-term relationships with customers (De Madariaga & Valor, 2007:427). Thus, exploring new means of growing customer loyalty and retention occupies marketers currently. Organisational success is largely dependent on changing indecisive clients into loyal ones and creating a long-term relationship with them (Auh & Johnson, 2005:36; Bhardwaj, 2007:57; Kim, Jeong, Park, Park, Kim & Kim, 2007:823; Shankar, Smith & Rangaswamy, 2003:153).

It is for this reason that market research is of vital importance to ensure that the marketing initiatives of the business includes the following aspects (Jordaan & Prinsloo, 2004:32-37; Herbst, 2001:340-342):

- a) Each customer relationship must be approached as a long term investment in customers;
- b) Adding value to the products and services of the business through high quality levels of service delivery;
- c) The communication mix must be focused on the gathering of information from customers; and
- d) The distribution system and channels of the business must add value to its products and services.

Bolton, Lemon and Verhoef (2008:47) state that in customer-centric businesses, there is a move towards supporting customer “pull” of products and services. This change requires that marketing departments generate sufficient information to answer the following question, “Who are our customers?” and then to extend this to, “What products or services do our customers want to buy?” The researching of customer needs empowers the business to segment their customers more successfully, forecast accurately against these segments, and adjust the product or service development process to ensure that the right product mix arrives in the market place at the right time for the right customer groups. It is therefore important to analyse the drivers of customer loyalty as shown in Figure 2.4 (Kumar *et al.*, 2011:160).

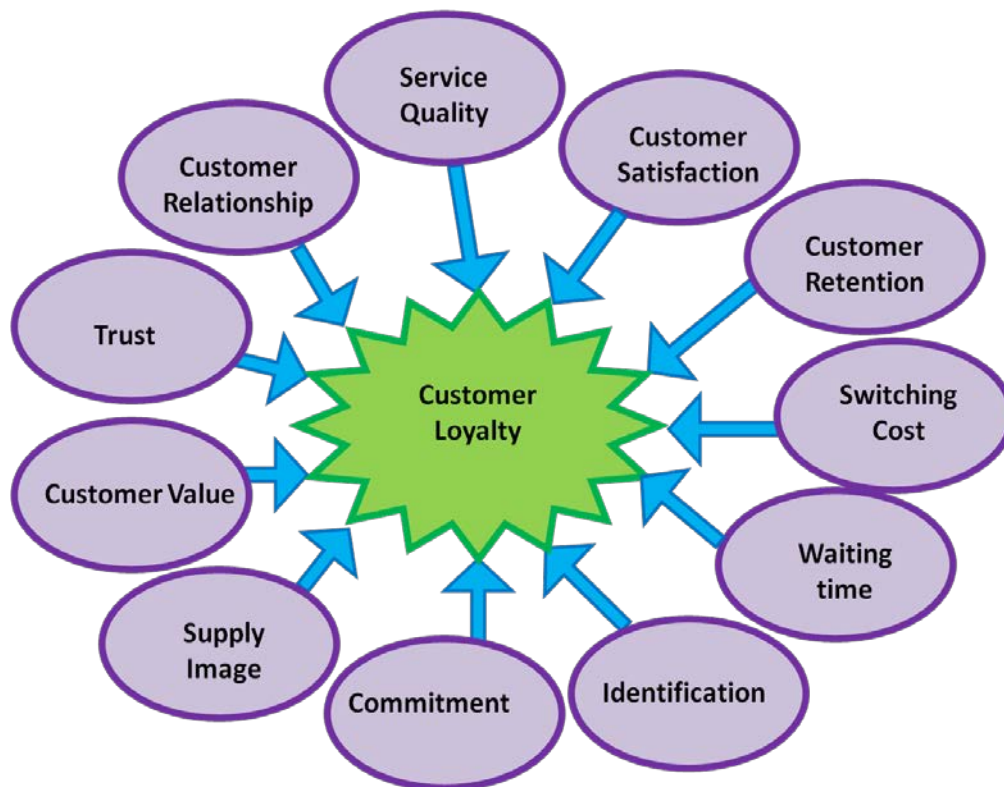


Figure 2.4: Main drivers of customer loyalty

Sources: Kumar et al. (2011:160); Ladhari, Souiden and Ladhari, (2011:114); Lin and Wu (2011:537)

2.6.4.1 Customer satisfaction

The marketing and service literature abound with studies which pointed out customer satisfaction as one of the prime determinants of customer loyalty (Heskett, Jones, Loveman, Sasser & Schlesinger, 2008:121; Lin & Wang, 2006:273). Many researchers as well as service profit chain literature have reported that there is a positive correlation between customer satisfaction, customer retention and customer loyalty which ultimately leads to profitability (Kanagal, 2009:1; Lin, 2009:145; Wong, Chan, Ngai & Oswaldw, 2009:84).

Customer satisfaction is the feeling that a customer has that a product has met or exceeded his/her expectations and can be explained in terms of the so-called Disconfirmation Paradigm (Roberts-Lombard, 2009:413). The Disconfirmation Paradigm proposes that meeting or exceeding customer expectations lead to customer satisfaction, but dissatisfaction results if performance (such as product performance or employee performance) falls short of those expectations (negative disconfirmation) (Boshoff, 2006:2-3). Hendrik, Beverland and Minahan (2007:64-65) state that businesses who fail to ensure customer satisfaction face dire consequences. These include (over the short term) complaints, negative word-of-mouth, customer switching, loss of sales, loss of market share and eventual bankruptcy. Satisfaction can be obtained because of what

was expected (Khan, 2012:107). If the supply of an organisation were according to expectations of customers, they would be satisfied. The amount of high and low satisfaction depends upon the level of supply that meets the level of expectation or fall above or below that level (Gerpott, Rams & Schindler, 2001:249; Khan, 2012:107). Satisfaction of the customer is used for indication of future possible revenue (Hauser, Simester & Wernerfelt, 1994:327; Khan, 2012:107) and is the necessary foundation for the organisation to retain the existing customers (Guo, Xiao & Tang, 2009:1155). The customers who are unsatisfied with the received services would not be expected to have long run relationships with the organisation (Lin & Wu, 2011:537).

Poor services can also cause dissatisfaction. Like inherently poor services or satisfactory level of services, which cannot achieve customer satisfaction, expectation may be a cause of dissatisfaction in customers (Khan, 2012:107; Rust & Zahorik, 1993:193). Variation in the quality and value of products and services provided to customers creates variation in customer satisfaction and that create variation in customer loyalty (Auh & Johnson, 2005:36). According to Anderson (1994:20), customer satisfaction is used to measure organisation performance at two levels, “internally to compensate human resource, observe performance and assign funds as well as for externally, the satisfied customer is also a source of information for all stake holders (customers, public policy makers, competitors and investors)”. For developing customer satisfaction reliability in the provision of services and commitment to service relationships an organisation must attempt to increase customer’s future expectations (Lin & Wu, 2011:538).

Further evidence that customer satisfaction is one of the significant determinants of customer loyalty is provided by Vesel and Zabkar (2009:398). Many enterprises have consistently stated that satisfied clients are more likely to be repeat customers than those who are unsatisfied (Engels, 2005:4). Considered holistically, customer satisfaction is relationship-specific and according to Bitner and Hubbert (1994:55) as well as Oliver (1999:43), it is the cumulative effect of a set of personal experiences or exchanges with the service provider over time (Lau *et al.*, 2013:268). However, several studies have found that happy customers do not always buy more or more often (Gustafsson, Johnson & Roos, 2005:210). Therefore customer satisfaction is now the most commonly used measure of brand loyalty and it is present in almost all research on brand loyalty (Marterson, 2007:547).

In terms of working towards sport, customer satisfaction has been viewed as an important predictor to attend future sporting events in spectator sports (Kwon, Trail & Anderson, 2005:263-264). Yoshida and James (2010:338) found that creating an exciting game atmosphere satisfies attendees, and positively influences spectators returning for future events. Thus, sport spectators become more concerned about pleasure, enjoyment and experience of psychological feeling on the game. Yoshida and James (2010:338) further indicated that it is very important to attract

people to experience exciting games. The entertainment experience (Underwood, Bond & Bear, 2001:2) and the physical facilities (Couvellaere & Richelieu, 2005:24) are all elements that can enhance the experience and help create a belonging to the team and contribute to the development of a sports team brand. Sports organisations can initiate certain rituals performed at each game by, for instance, playing the team song and shouting particular slogans (Klouman, 2012:8). That also will make the audience interact more in the game experience (Couvellaere & Richelieu, 2005:25). By turning the game into something more, entertaining the spectators not only by the game itself but by improving the overall service and elements involved (Schilhaneck, 2008:43) the organisations can build the brand on something more than team performance. The physical facilities can become an important factor; it can be a place to represent the club history and a “sacred” place where the unique atmosphere could help create an attachment to the spectators (Underwood *et al.*, 2001:2). These aspects mentioned from the literature, such as pleasure, enjoyment and experience will be used to formulate the research tool for the study.

2.6.4.2 Customer retention

Customer retention is defined by different studies in different ways. Gerpott *et al.* (2001) defined it as “the continuity of the business relations between the customer and company”. As stated, the vital issue in relationship marketing research was “the effects of relationships and quality on customer’s retention” (Lin & Wu, 2011:536). Retention and attraction of new customers are used as drivers to increase market share and revenues (Khan, 2012:107; Rust, Zohorik & Keiningham, 1995:63-64). In the retention of customers, it is important for an organisation to know who to serve as their customers. Post sales services are the important drivers for customer retention (Saeed, Grover, Hwang, 2005:233). It is important for product/service providers to emphasise the quality of the product and service. As it is stated by Lin and Wu (2011:537) there is a “statistically significant relationship between quality commitment, trust and satisfaction and customer retention and future use of product, as retention is influenced by future use of product.” Lin and Wu (2011:539) argued that “our finding extend previous research that there is solid relationship between customer retention and quality of service/or products”.

Some interesting facts brought forward by Jang and Mattila (2005:402) and Kotler and Keller (2009:178) towards customer retention reveal that acquiring new customers can cost up to five times more, than satisfying and retaining existing customers. The renowned 20-80 rule states that eighty percent of organisation earnings are produced by twenty percent of its core customers (Pujari, 2013:2). Based on these findings, many of the most successful retailers have shifted their focus towards customer relationship marketing (CRM) strategies which largely embrace the use of loyalty schemes (Kotler & Keller, 2009:178). The intention of these programmes is to raise the level

of customer retention in profitable segments by offering higher levels of satisfaction and value to certain clients (Egan, 2008:54). According to Berman and Evans (2010:20), relationship retailing can be attained by establishing and maintaining long-term bonds with customers, rather than acting as if each sales transaction is a completely new encounter. It compels retailers to implement some specific strategies that not only differentiate their offer in ways that are relevant to their target market, but also difficult for competitors to duplicate (Berry & Gresham, 1986:44; Roberts-Lombard, 2009:412). A stronger focus is required on the following aspects to ensure increased customer retention, namely:

- a) The needs of customers;
- b) The development of communication skills amongst employees;
- c) The provision of products that will satisfy the needs of customers;
- d) The improvement of service delivery standards to customers; and
- e) Retaining contact with customers through the planning of direct marketing programs.

Blem (2001:96) indicates that an important component of customer retention is the compilation of a database of existing customers. This empowers the business to address customer problems faster, satisfy customer needs more successfully, and develop a sustained relationship with clients and raise the potential for profit. Enabling the business to create and establish an intimate relationship with customers therefore requires detailed knowledge of the customer base. It furthermore indicates the manner in which the business is flexible to adhere to the needs and wants of customers (Roberts-Lombard, 2009:412).

Roberts-Lombard (2009:414) mentioned that a business must therefore remain aware of the fact that the individual product or service needs of customers are primarily based on the core product or service offered by the business and that such a need must be satisfied in advance, which is difficult in the case of sport. The adding of value to the product or service of the business is therefore determined by the knowledge base which the business has of its customers (Jordaan & Prinsloo, 2004:32-33). Therefore customer retention aspects such as value, satisfaction, pricing, identification and commitment (Hyykoski, 2008:8-14; Pezeshki 2009:32-33) are important in attracting and keeping customers.

Sport organisations, to retain customers by establishing, maintaining, and enhancing relationships, need to communicate and engage in dialogue with their customers (Abeza, O'Reilly & Reid, 2013:120). To achieve this on an ongoing basis, sport organisations need to employ effective communication platforms. In this regard, social media (SM) is becoming an ideal tool for a continuing two-way dialogue. As Bee and Kahle (2006:102) indicated, for sport organisations to be successful in their endeavours, they should view spectators as lifetime partners and try to

understand their changing wants, desires, and values. This has become easier with the development of new technology that encourages sport organisations to communicate with their global audiences and maintain and enhance relationships with them (Stavros, Pope & Winzar, 2008:135).

2.6.4.3 Service quality

A successful business organisation must acquire new customers and get existing customers to continue consuming the products and services provided rather than turning to competitors (Lau, Cheung, Lam & Chu, 2013:265). Service quality is regarded as a critical success factor for organisations to differentiate from competitors. Many studies have been conducted to determine the factors of service quality (Lau *et al.*, 2013:265). For instance, service quality has also been linked to the loyalty of clients (Kumar *et al.*, 2011:3; Lau, Cheung, Lam & Chu, 2013:265) and it influences customer satisfaction positively (Yee, Yeung, & Cheng, 2010:109). Satisfaction strengthens quality perceptions and drives repeat purchases. According to Zaim, Bayyurt, and Zaim (2010:54) reliability, tangibility, and empathy are essential for service quality, however Mengi (2009:13) discovered that responsiveness and assurance are more essential. Siddiqi (2010:12) in the study of retail Banking industry in Bangladesh discovered that the quality of service is linked with satisfaction of customers, followed by assurance and tangibility. Whilst, Lo, Osman, Ramayah and Rahim (2010:57-58) discovered that empathy and assurance had the highest influence on quality of service in the Malaysian retail banking industry. Arasli, Mehtap-Smadi and Katircioglu (2005:41) discovered that reliability had the highest impact on quality of service.

While some researchers have reported that customer satisfaction exerts a stronger influence on purchase intentions than service quality (Cronin & Taylor, 1992:55), others provided strong empirical evidence supporting the notion that service quality increases customer intentions to remain with an organisation (Kumar, Kee & Charles, 2010:352). The consumers' judgment of a service provider's overall excellence results in a perception of service quality (Parasuraman, Zeithaml & Berry, 1988:15). Consumers compare the perceived quality of service they received with the extent to which it has met their expectations (Kumar *et al.*, 2010:352; Parasuraman *et al.*, 1988:15).

Perceived service quality is the main driver of loyalty and recommendation as cited in the literature on services marketing (Ladhari *et al.*, 2011:111-112). Ehigie (2006:494), as well as Ruyter and Wetzels (2000:41), for instance state that perceived service quality has a significant direct effect on loyalty.

Whereas a few studies have found only an indirect effect of perceived service quality on behavioural intentions (Arasli, Mehtap-Smadi, Katircioglu, 2005:41; Cengiz, Ayyildiz & Er, 2007:60-61; Lewis, Soureli, 2006:18) and perceived values (Cengiz *et al.*, 2007:60), others have reported both direct and indirect effects of perceived service quality on behavioural intentions, such as loyalty (Brady, Knight, Cronin, Tomas, Hult, Keillor, 2005:215; Ladhari, 2009:308) and recommendation. Zeithaml, Berry and Parasuraman (1996:32) have reported that when an organisation enhances the quality of its services, the customers' favourable behavioural intentions are raised while unfavourable intentions are simultaneously reduced. Hattingh (2007:48), Van Es (2012:26), Van Vuuren (2011:55-66) and Wassim (2009:47) are also in agreement that reliability, empathy, tangibility, responsiveness, and assurance are the determinants of service quality. Martinez and Martinez (2010:93) believed that in the sport context, perceived quality of service is one of the single most critical issues for contemporary sport marketers because service quality is seen as a key antecedent of positive consumer behaviour variables (such as customer satisfaction and loyalty). Offering high-quality sport spectating products or services as mentioned by Martinez and Martinez (2010:93) has become a critical issue for professional sports organisations to attract sport spectators to the games. These determinants will also be used for the development of the research tool.

2.6.4.4 Supplier image, corporate and brand image

Van Vuuren, Roberts-Lombard and Van Tonder, (2012:97) indicate that the functional and emotional components comprise supplier image. The functional component includes an assessment of an organisation's performance focussing chiefly on its measurable tangible characteristics. Alwi, (2009:2-3); Chang and Tu, (2005:198); O'Loughlin, Szmigin and Turnbull, (2004:219), on the other hand explain that the emotional component of an enterprise is based on subjective characteristics, which include sentimental attachments. Kuo and Ye (2009:752) hold that three factors have a bearing on supplier image, namely corporate image, store image and credibility. Corporate image refers to the business as a member of society, hence it is viewed not only as a service and product provider, but in terms of how it generally contributes to and influences the surrounding environment (Van Vuuren, *et al.*, 2012:97) . Store image refers to business amenities that meet the needs of consumers, such as the quality of products or the quality of their staff. Furthermore, credibility is regarded as faith in the business's ability to meet the customers' needs and trust in terms of both service and ethical reliability (Van Vuuren, *et al.*, 2012:97).

The more positive the customers' evaluations of service and product delivery, the higher their perceived image of the business (Hoq, Sulatana & Amin, 2005:75-77). Da Silva and Alwi

(2008:125) argue that the supplier's image is an important element of loyalty and that loyalty will develop in accordance with how favourable the supplier image formed is. Thus supplier image should be addressed by businesses as it can have both positive and negative consequences if not managed correctly (Friedman, Brown & Taran, 2007:376). The customer should know the supplier and its brands for the right reasons. Supplier image clearly influences customer loyalty, and a positive image could stimulate repeat patronage. It is also essential to maintain and improve on the image of the business if current loyal customers are to be retained (Hu *et al.*, 2009:117).

From corporate image, Tariq and Moussaoui (2009:101) pointed out the connection of customer's memory to the corporation in general. Once the image is recorded in his memory, the customer can communicate his personal feelings about the corporation indirectly. Hence, corporate image is an important tool that differentiates a corporation from its competitors. Such image is mainly related to the aggregate experience of purchasing and consuming products and services over time. If a good image is perceived by the customer, s/he is encouraged to repeat purchasing in the future. Tariq and Moussaoui (2009:101) concluded that a positive image helps to set up a higher degree of customer loyalty. One of the most important aspects why organisations go into a sponsorship deal is either to build the organisations image or to maintain a high level image (Abiodun, 2011:28). It is a two-way street for both the sports entity and the sponsoring organisation whereby the latter tends to associate itself or its brands with the positive images obtained by the unique personality of the sporting event (Shank, 2009:342).

The situation can be fully verified in the case of Tiger Woods where many of his sponsors which included the likes of Gillette, Accenture, and General Motors discontinued their sponsorship deals with him after news of his numerous infidelities broke out to the public. Many of these organisations did not want their brands to be associated with such scandals and some went to the extent of withdrawing the television commercial which featured the golf star (Abiodun, 2011:28). The following are elements of corporate image:

2.6.4.4.1 Brand affect

The potential in a brand to produce a favourable emotional response in the typical client as a result of consuming it is what brand affect is about (Chaudhuri & Holbrook, 2001:82; Moorman, Zaltman & Deshpande, 1992:34). In simple terms, two independent dimensions characterise affect: positive and negative. Most researchers intimate that people attempt to experience positive affect and avoid negative affect. Ladhari (2007:1088) further found a positive relationship between favourable affect experienced and willingness to buy in a retail context. Mullin *et al.* (2007:174) hold that a sport organisation that succeeds in establishing a strong image of its brand in the consumer's mind, has realized brand affect in positively. Manchester United is a relevant example of a sport

organisation that is able to attract monetary assets through their brand globally, as the brand affect in the club is perceived as high (Mullin *et al.*, 2007:174).

2.6.4.4.2 Brand relevance

As a consequence of the marketplace being flooded with meaningless brands, consumers now seek brands that are relevant to them (Moore, 2003:331). According to Tucker (2005:1), a brand, needs to represent something that actually matters to the consumer in a world of too many brands for human comprehension. Brands that are relevant ensure brand loyalty (Kea, 2008:2). As businesses, non-profit organisations, and government entities all embrace branding and spend more on marketing, their brand messages should become more complex and designed to bear more meaning and relevance. Branding has particular relevance to the economic success of the team sport today, where professional brand management is not an option but essential (Bauer, Sauer & Schmitt, 2005:496). The idea of brands is well understood in Fast Moving Consumer Goods (FMCG) sector, where in the past brand loyalty rates for the strongest of brands did not usually exceed 50-60% (Baldinger & Rubinson, 1996:22). Numerous sport brands on the other hand enjoy loyalty rates significantly above this level and have received fanatical support of spectators for decades without necessarily delivering what they want most, namely championship victory (Kumar, 2000:2). Sport brands like Ferrari and Manchester United have progressed well beyond being mere sports teams, and established themselves as brands in their own right (Couvellaere & Richelieu, 2005:24). These brands illustrate, through their level of spectator support and loyalty globally, a level of brand strength far superior to the FMCG sector (Meir, 2009:81). However, in the professional sport sphere many teams are less proactive than such brands as Manchester United and the New York Yankees in leveraging their brand and there is considerable academic work still to be done (Couvellaere and Richelieu, 2005: 24).

2.6.4.4.3 Brand performance

The customer evaluates a product's or service's performance following his experience of consumption. Brand performance is the subjective evaluation by the consumer of the core product (attributes of the focal product), consisting of both intrinsic (effectiveness) and extrinsic (packaging) qualities (Musa, 2005:47). A strong brand provides a promise of benefit or performance and it can provide powerful images of trust, reliability, youth and adventure to the consumer (Rein, Kotler & Shields, 2006:30). Rein *et al.* (2006:30) maintain that it is the brand that serves as the "driver and coherent glue" that binds together all of the enterprise's messaging, making the brand more than merely a set of images. This has been referred to in the literature in several ways, such as the "value proposition" or "positioning", or "brand essence" (Rein, *et al.*, 2006:30). Sport clubs such as Manchester United and Liverpool in the English Premier League, derive value from their brand

names and performance through their line and brand extension strategies (Chadwick & Clowes, 1998:194). Doyle (2001:262) supports this view and contends that “the longer a brand name endures, other things being equal, the greater its value to investors”.

2.6.4.5 Culture

The family is regarded by Kotler and Keller (2006:177) as the most significant consumer buying organisation in society. Sahay and Sharma (2010:16) contend that young persons remain loyal to family brands until other factors come into play. Lamb *et al.* (2008:267) are of the view that family and culture have a major impact on purchasing behaviour and brand loyalty. Bravo, Fraj and Martinez (2007:58) add that family introduces an emotional dimension to brand loyalty as it indirectly offers security and trust through many years of use. Bravo *et al.* (2007:58) also maintain that nostalgia is a further factor that keeps people loyal to classical brands. Beech and Chadwick (2007:4) maintain that sport consumers are often loyal from an early age and it is uncommon to find them shift their loyalty to begin supporting a rival club. The influence of the family in supporting a specific sport or club, as mentioned by literature, plays a huge role in developing loyalty towards the club.

2.6.4.6 Brand reputation

Gounaris and Stathakopoulos (2004:301), Selnes (1993:30) and Veloutsou and Moutinho (2009:298) found that brand reputation has a consistent and strong effect on loyalty in all models they tested. Selnes (1993:31) stressed that where customers have limited ability to evaluate product quality, brand reputation should be emphasised more than any other influence. Selnes (1993:31) found that brand reputation was the strongest influence on brand loyalty from four other frequently tested influences. Veloutsou and Moutinho (2009:299) maintain that brand loyalty can primarily be influenced by brand reputation in most sectors. In the sport context, Kaizer Chiefs who won the league title in 2014/15 season compromised their brand reputation by being fined R140.000.00 for misconduct by the Premier Soccer League (Molobi, 2015:24). The club and its personnel were found guilty at a disciplinary hearing on Thursday 3rd April 2015 on charges of bringing the league into disrepute, insulting a match official and transgression of league rules (Molobi, 2015:24). In response to charges laid on Kaizer Chiefs, Bobby Motaung, the general manager of the club, indicated that ‘the club cannot condone bad behaviour, as it brings the club into disrepute’ (Molobi, 2015:24). Brand reputation is thus crucial to develop loyalty.

2.6.4.7 Brand experience

Srinivasan and Till (2002:419), who conducted extensive research on the effects of consumer experiences on brand loyalty, assert that consumers do not behave like puppets when it comes to purchasing behaviour. They maintain that consumers do not purchase out of habit but rather always assess their experience against their brand. Meakins (2003:2) stresses that brand loyalty is not a fad but is crucial in every manufacturer's strategy to grow. Meakins (2003:2) claims that the key in maintaining brand loyalty is to provide experience which is a blend of good treatment and positive results that modern day consumers are becoming used to. Meakins (2003:3) also claims that increasingly sophisticated customers have access to many choices for products and services, rising expectations higher, and customer loyalty to become more fickle. O'Cass and Grace (2004:257) stated that the secret to success is providing the right experience to the customer. Temkin (2008:2) conducted a study in which nearly 5 000 customers were surveyed on 100 brands in 9 industries, also revealed an extremely strong correlation between customer experience and brand loyalty.

Supplier image is important in terms of marketing and thereby elements such as branding, communication, imagination, belief and attachment (Amin, 2012:10; Van Vuuren, 2011:76) are some of the aspects that attract people towards the products. In relation to sport, by winning the league title, Kaizer Chiefs have also made it to secure sponsors with contracts having to be renewed (Strydom, 2015:27). Besides the substantial prize money and sponsor win bonuses, winning the ABSA Premiership added considerable value to the Kaizer Chiefs brand experience (Strydom, 2015:27).

People like to associate themselves with a winning team and to have a high performance team with a winning record can certainly help sport organisations to leverage their brand (Klouman, 2012:8). This is especially true if teams do not yet have a winning history to look back on and is in the beginning of creating both a strong team and brand (Richelieu, 2003:12). However Schilhaneck (2008:43) points to team performance also as a particular challenge in the branding process for sport clubs and that the quality of the product (team production) and the uncontrollable factor of the opposing team can make team performance an obstacle to building a strong brand. Couvelaere and Riche-lieu (2005:25) underline that a minimum of team success actually is a prerequisite for sports teams to maintain in order for them to expect spectators to associate themselves with the team and brand. Further, for teams to expect that spectators will help promote the club and moreover for the club to have the foundation to build a successful brand a certain winning record is required (Couvelaere & Richelieu, 2005:25). Field performance is an underlying dimension in sports and to capture loyal spectators to a losing team is a difficult task (Ross, 2006:22). People are less likely to associate themselves, get social approval and self-esteem by identifying

themselves with a poor performing team (Klouman, 2012:9). Still the success of a sport club does not mean that teams have to win every game to reach a high level of emotional and loyal commitment from spectators, but parallel to the quest for success on the field, should attempt to establish external values in the minds of customers (Richelieu, 2003:12). In times of struggle, regarding field performance, external values will help to keep spectators loyal and committed (Couvelaere & Richelieu, 2005:25).

2.6.4.8 Perceived/Customer value

Designing and delivering superior customer value is the key to a successful business strategy in the 21st century (Sidiqi, 2011:43). Value reigns supreme in today's marketplace and market space; customers will not pay more than a good or service is worth (Johnson & Weinstein, 2004:40). Customers are increasingly searching for the demanding value in products and services. Bhattacharya and Singh (2008:65) mentioned that managing the organisation from the perspective of customer value would increase the likelihood of success. Companies that provide superior value to their customers obtain a competitive advantage (Raich, 2008:25). Cohen, Gan, Yong and Chong (2007:42-43) argued that customer value is a more viable element than customer satisfaction because it includes not only the usual benefits that most banks focus on but also a consideration of the price that the customer pays.

According to Day (1994:37), "Perceived Customer Value = Perceived benefits – Perceived cost". The core concept of the definition is benefits versus sacrifice. Roig, Garcia, Tena and Monzonis (2006:269) pointed out that the benefits component would include the perceived quality of the service and a series of psychological benefits. The sacrifice component, what the customer must contribute, would be formed by the monetary and non-monetary prices, for example money and other resources such as time, energy and effort. Value is well defined by Zeithaml (1988:2) who found that the patterns of consumers' responses can be grouped into four expressions: (1) value is low price, (2) value is whatever I want in a product, (3) value is the quality I get for the price I pay, (4) value is what I get for the price what I give. Zeithaml (1988:2) further captures the essence of the four expressions into a general definition: "Perceived value is the customer's overall assessment of the utility of a product based on perceptions of what is received and what is given". Chu (2009:98) pointed out that customer value is an important determinant of customer loyalty.

Lam, Shankar and Murthy (2004:293) also found that customer value positively correlates with customer satisfaction and customer loyalty. Punniyamoorthy and Raj (2007:233) describe perceived value as the consumer's overall judgement of the utility of a product based on perceptions of the exchange between what is received and what is given. In the sport industry

Murray and Howat (2002:25) found that perceived value positively affects satisfaction, which affects consumption intention within the context of sport and leisure. Furthermore, perceived value played a significant mediating role in the growing of satisfaction. Voss, Seiders, Grewal and Godfrey (2005:32) are of the opinion that perceived value is made up of several of the following components:

a) Functional value

The functional value of a brand together with the emotional value and social value is collectively referred to by many authors as customer value or perceived value. The utility derived from the product quality and expected performance of the product is called functional value. Functional value was found to have the key influence on consumer choice. Functional value was determined by attributes such as reliability and durability (Park, 1996:247). Affif (2008:1) indicates that functional value is found when the needs and wants to be satisfied are related to the function of a certain product used by a customer. Huang and Zhang (2008:103) state that functional value and symbolic value have significant effects on both attitudinal loyalty and behavioural loyalty. The latter was also evident in the loyalty models of Dick and Basu (1994).

b) Emotional value

Diep and Sweeny (2008:400) hold that emotional value is the utility derived from the feelings or affective states generated by a product. Emotions have a role in every purchase decision. Sweeney and Soutar (2001:212) and Jamal, Othman, and Muhammad (2011:12) tested emotional value in their studies. They found it to be of significance when testing consumer behaviour. Social and emotional values are more closely associated with a perishable or intangible product than a tangible or durable one (Hall, Robertson & Shaw, 2001:352). Emotions can alter the way that visitors perceive the environment and motivate certain behaviour. Thus emotions influence product experiences (Morrison & Crane, 2007:412). In turn, those emotions are strongly influenced by personal experiences.

c) Price-worthiness factor

When the utility value of a product is high because of the reduction of its perceived costs, (Jensen & Drozdenko, 2008:115) the higher level of price worthiness leads to a higher level of brand loyalty (Punniamoorthy & Raj, 2007:233).

d) Social value

Seth, Newman and Gross (1991:161) defined social value as the perceived utility acquired from an alternative's association with one or more specific social groups. Hall *et al.* (2001:534) and Sweeney and Soutar (2001:212) found social value to be of significant importance in their studies.

Punniyamoorthy and Raj, (2007:233) add that the higher the level of social value, the higher the level of brand loyalty .

Terblanche (2007:2-4) states that value can be provided to the customer through an improvement in the level of service delivery to customers. By focussing on the following aspects, the business can increase the level of customer loyalty (Bäckström, 2008:22-26):

- a) Acknowledge the presence of customers immediately. Time is valuable to the customer and the business should therefore not waste the customers time;
- b) Greet the customer with an enthusiastic smile and in a warm and friendly manner;
- c) Make eye contact with customers whilst communicating to them;
- d) Use the title and surname of customers;
- e) Use non-verbal signs to indicate to customers that their communication is important to the business and that the business does appreciate their contributions; and
- f) Treat customers as friends and they will behave as friends.

Lager (2008:30-33) and Steyn, Ellis and Musika (2004:35) further state that, in order to stimulate customer-loyalty, marketers should provide exceptional performance in quality, delivery, and cost competitiveness (for example customer orientation). The enterprise should also consider how clients determine value, and how these value expectations could be realised. To gain purchases, any business must reflect an outward customer orientation that shows the relative strength of the business when compared to its competitors (Shaw-Ching Liu, Petruzzi & Sudharshan, 2007:25-27). Therefore, to create a lasting customer commitment towards the business, careful attention should be given to detail, meeting promises and a swift response to the requirements of customers, for example competitive capabilities (Roberts-Lombard, 2009:413).

2.6.4.9 Trust

Trust is an important factor has a direct and favourable influence on customer satisfaction and customer loyalty (Costabile, 2000:77-78; Gommans, Krishnan and Scheffold, 2001:50). Lin and Wang (2006:274) indicated that trusting beliefs may lead to favourable attitudes (customer satisfaction), which, in turn, influence the intention of repeat purchasing (customer loyalty). Lin and Wang (2006:274) too believe that customer satisfaction plays a mediating role between trust and customer loyalty.

“Trust” has become the subject of much discussion within business, academia and the media (Halliburton & Poenaru, 2010:1; Zhang & Fang, 2009:16). At a general level and especially post financial crisis, various studies have revealed low levels of customer trust across industries. For

example, The Reader's Digest European Trusted Brands 2010 (Halliburton *et al.*, 2010:1) study found that only 32% of consumers trust international companies and 13% trust advertising, as opposed to 48% trusting their friends, work colleagues or neighbours. Such contrast can be found in the findings of the Nielsen Global Online Consumer Survey 2, where 90% of consumers trusted recommendations from friends and 70% trusted consumer opinions posted online (Halliburton *et al.*, 2010:1). Nonetheless, brand websites came at 70% as well – this indicates that trust may be something that smart service providers may still be able to do something about. For service businesses, especially for 'service-rich' organisations who have multiple customer contacts, or touch points, often over a long time period, this issue is even more critical: "The development of trust is particularly important within service industries because of the abstract nature of most service products"(Coulter & Coulter, 2003:31).

Engaging customers in a long-lasting, trust-based, journey becomes the new goal for customer-centred organisations, but for service-rich organisations this is especially challenging (Alrubaiee & Al-Nazer, 2010:158; Halliburton *et al.*, 2010:1). Marketing managers regard establishing a strong brand with loyal customers of strategic importance, as it provides noteworthy competitive and financial rewards to an enterprise, including lower risk of marketing initiatives from competitors, lower marketing costs, increased return on investment through increased market share, improved collaboration with intermediaries, positive oral and greater extension opportunities (Delgado-Ballester & Munuera-Aleman, 2005:187; Gounaris & Stathakopolous, 2004:283). Thus, there is much interest in how brand loyalty is established and what factors lead to improved brand loyalty and brand performance.

Brand trust is critically important in the context above. Trust is the foundation and one of the most sought after qualities in the relationship both between an enterprise and its clients and in the relationship between a brand and its clients (Matzler, Grabner-Kräuter & Bidmon, 2006:76). The literature reveals findings of a significant favourable relationship between brand trust and brand loyalty (Chaudhuri & Holbrook, 2001:81; Garbarino & Johnson, 1999:76; Hess, 1995:21).

Halliburton *et al.* (2010:4-5) indicate that there is extensive literature on customer experience, customer relationships, the role of emotions and consumer trust from which the following points on trust were found to be important:

Trust acts as a safety net

In situations of perceived risk or vulnerability, trust has the role of a safety net, helping the customer to make a decision by minimizing uncertainty and risk. The insecurity about the long time horizon of delivery, as well as the inability to test the service before actual consumption makes trust a valuable decision factor for customers of service organisations (Halliburton *et al.*, 2010:4).

Building trust takes time

Trust develops in stages on the basis of a gradual deepening of the relationship and mutual adaptation to the needs of the other party, so trust emerges from the accumulation of satisfactory previous experiences (Halliburton *et al.*, 2010:4). In addition, a customer's experience or journey is created through both direct or lived experience as well as indirect experiences of others which are transferred through word-of-mouth or by the overall brand reputation. Therefore, trust is a continuous process, reinforced by positive evaluations of previous experiences and shared between customers (Halliburton *et al.*, 2010:4; Zhang *et al.*, 2009:16).

Trust is created through both rational and emotional bonds

Trust is built both from rational and emotional bonds. Rational trust refers to the "customer's willingness to rely on a service provider's competence and reliability". Emotional trust is a confidence that arises from the customer's "feelings generated by the level of care and concern the partner demonstrates". There is therefore a synergy between the customer's rational and emotional engagements with an organisation. Through a rational process the customer assesses an organisation's intention and ability to keep promises, by identifying guarantees in terms of competencies, reliability in the delivery of goods and services, and predictability of behaviours (Halliburton *et al.*, 2010:5; Zhang *et al.*, 2009:17).

Trust develops in a multi-channel context

Trust is most often associated with the overall organisation as the main target of trust, however in today's multi-channel service environment, emotional and rational trust bonds are created with multiple "agents" or touch points such as the front-line staff, the self-service technology (ATM, e-commerce, online account management) and an increasingly complex array of marketing communications (Halliburton *et al.*, 2010:5; Zhang *et al.*, 2009:17).

Trust is based on evaluations of three complementary dimensions

Trust can be seen as being composed of three complementary dimensions – competence, or credibility; integrity, or honesty; and empathy, or benevolence. The second and third of these could be interpreted as being more 'emotional trust' and the first more 'rational trust' (Alrubaiee & Al-Nazar, 2010:159; Halliburton *et al.*, 2010:6; Zhang *et al.*, 2009:17).

Trust is a critical factor that influences relationship commitment (Odekerken-Schroder, 1999:79; Schijns, 1999:309), and forms the basis for loyalty. If a party trusts another, such a party demonstrates eagerness to establish a positive behavioural intention toward the other (Van Vuuren, Roberts-Lombard & Van Tonder, 2012:96). So too, when a client trusts a business or brand, he is prepared to form a favourable buying intention towards the organisation. The

relationship between customer trust and customer loyalty is supported by reciprocal arguments. When service providers act in a way that builds customer trust, the perceived risk with the service provider is reduced, thus enabling the customer to make confident predictions about the service provider's future dealings. Trust affects loyalty to the extent that it influences the customer's perception of common values with the enterprise, and such congruence of values is positively related to the customer's satisfaction and loyalty (Van Vuuren, Roberts-Lombard & Van Tonder, 2012:96).

Trust as an element of customer loyalty has an influence on the building of customer loyalty (Aydin & Ozer, 2005:146; Chen & Xie, 2007:64; Du Plessis, 2010:91-92). Sport is considered a type of service in which spectators are not capable of discerning if an unethical game is performed on the field. In such case, the extent to which spectators trust the club or the player influences their willingness to attend the games or purchase related products (Wu, Tsai & Hung, 2012:180). Trust is also expected to play a key role in long-term relationship building (Bee & Kahle, 2006:104) between spectators and the club, as well as among the players.

2.6.4.10 Customer relationship

The development of good relationships with customers also plays a key role in engendering customer loyalty (Dagger, David & Ng, 2011:273; Toedts, 2014:229; Van Vuuren, *et al.*, 2012:94). Buttle (1996:19) is of the view that marketing concerns have evolved from merely making, selling, and providing products/services to establishing and sustaining mutually satisfying and beneficial long-term relationships with customers (Kotler & Armstrong, 2014:27). Lasting relationships with clients offer a unique and enduring competitive advantage that can rarely be matched by competitors (Roberts-Lombard, 2009:410).

The outcome of a relationship approach towards customers is to ensure their long term loyalty and commitment towards the business (Zeithaml, Bitner & Gremler, 2006:182). Businesses have increasingly become aware that the retention of existing customers implies a lower cost compared to the recruitment of new customers (Stefanou, Sarmantiotis & Stafyla, 2003:619). However, customers are increasingly becoming more refined in their expectations of the business. There is also a growing tendency amongst customers to establish a more intimate and enduring relationship with the business (Roberts-Lombard, 2009:410). Such a relationship must be characterised by the involvement and commitment of both parties to the relationship, the reaction of the business regarding the management and resolution of customer queries and complaints as well as the ability of the business to pay individual attention to customers (Clark, 2000:210-211).

The building of a long-term relationship between the business and the customer depends on the principles of trust, commitment, shared objectives and mutual benefit (Brink, 2004:42). Although Paswan, Spears and Ganesh (2007:75-79) and Pressey and Mathews (2000:274) agree with this statement, they do argue that there is a growing need in consumer markets to establish the different components for long-term relationship building in a revolving consumer market. Paswan, Spears and Ganesh (2007:75-79) further stipulate that it is only through continuous research in their consumer markets that a business in a specific industry will be able to identify and manage the components required to establish long-term relationships with customers.

By maintaining current customers, it is suggested that costs are reduced by saving money that would otherwise have been spent on advertising, personal selling, the setting up of new accounts, explaining procedures to new customers and reducing costs of inefficiencies in the customer learning process (Roberts-Lombard, 2009:411). A relationship-orientated view of the customer takes into account the income and profit to be earned over a long-term relationship with a customer (Terblanche, 2007:29). Ndubisi (2007:99-101) stipulates that trust and commitment are two primary principles on which relationship marketing is built. The level of satisfaction which a customer experiences in a relationship with a business is directly related to the principles of trust and commitment. Businesses which recognise the importance of customer orientation create a business culture which takes into consideration the interests of the customer in all its activities (Roberts-Lombard, 2009:411). The business should observe the interests of the customer as a partner in achieving the success of a business, as superior to short-term separate interests which occur within a business, no matter whether it is the interests of the employees, managers or owner of the business (Vranesevic, Vignali & Vignali, 2002:365).

Customer retention is therefore only possible for the business if the principles of relationship marketing, namely trust, honesty, commitment, open communication channels, a focus on the interests of the customer, a commitment to quality, the provision of added value through products and services and the willingness to retain customers are applied by the business and if relationships with customers are managed professionally (Bove & Johnson, 2000:493-494; McPherson, 2006:8). In relation to sport is that spectators' attachment and loyalty is an extremely important asset of a club-sport organisation (Bauer, Exler & Stokburger-Sauer, 2008:205; Gladden, Irwin & Sutton, 2001:308). For sustaining or even enhancing loyalty marketers need to be market focused and be aware of their customers' preferences (Rundle-Thiele, 2006:414) in order to build such a relationship.

2.6.4.11 Switching cost

The influence of customer satisfaction on customer switching behaviour is a well-explored topic (Oliver, 2010:20). The majority of prior studies found that customer satisfaction can act as an effective switching barrier which prevents existing customers from switching to competitors (Chowdhury, 2011:111). However, some other studies revealed that satisfied customers also switch (Bigne & Sanchez, 2009:103-104). For example, in studying the switching behaviour of subscribers in the mobile communication services industry in Taiwan, Chuang (2011:128) concluded that “customers sometimes switch service providers not because they are unsatisfied, but because a competitor offers a lower price or more value-added service”. In so far as healthcare insurance is concerned, it is generally considered that the more satisfied a customer is with the service and procedures s/he currently has, the more reluctant it is for him/her to switch to another insurer (Nath & Mukherjee, 2012:168). Nevertheless, research on the influence of reliable knowledge on health plan switching by consumers in the Minneapolis-St. Paul region (Abraham, Feldman, Carlin & Christianson, 2006:762) revealed that there is no link between perceived health plan satisfaction and switching.

From an organisation’s perspective, the primary purpose of switching costs is to stimulate customer loyalty (Edward & Sahadev, 2011:332). From a consumer’s point of view, switching from a familiar service provider to a new service provider costs time, effort and money (Chuang, 2011:128; Dimitriadis, 2011:296; Keramati, 2011:349). Therefore, unless there is a considerable performance gap in service delivery with respect to the current service provider, for example a serious service failure which the service provider has failed to recover from or the presence of an aggressive marketing campaign by a competitor, it is unlikely that customers will make a decision to switch lightly (Chowdhury, 2011:111; La & Choi, 2012:111).

Switching costs play an important role in brand preference. A substantial amount of research has pointed to the influence of switching costs on preferences, as customers are unlikely to change service providers when switching costs are high (Oliver, 2010:20). While studying the Portuguese mobile telephone service industry, Grzybowski and Pereira (2011:25) suggested that switching costs and brand preference are two important factors affecting customer behaviour and that there is a strong association between the two constructs. Since healthcare insurance, online brokerage and mobile telephone services share some common characteristics, such as high intangibility and subjectivity in value and quality evaluation (Kotler & Armstrong, 2010:31) it was envisaged that the same relationship may also exist in the healthcare insurance industry (Gera, 2011:225; Kotler & Armstrong, 2010:32).

In other studies, Lam *et al.* (2004:293) have found that switching cost correlates positively to customer loyalty, and it also affects the customers' willingness to recommend other customers. In many markets, there are invariably costs attached to switching between different brands of products or services that consumers have to bear. Klemperer (1987:376), classifies at least three types of switching costs: transaction costs, learning costs, and artificial or contractual costs. Transaction costs are those that were incurred to begin a new relationship with a business and sometimes also include the costs necessary to terminate an existing relationship. Learning costs refer to the effort required by the client to reach the same level of comfort and familiarity with a new product as they had for an old product. Artificial switching costs are those created by deliberate actions of companies and are very common in the marketplace. Some examples include frequent flyer programmes, repeat-purchase discounts, and "clickthrough" rewards (Aydin & Ozer, 2005:27). If the client considers switching to an alternative relationship, the costs can be a significant impediment (Morgan & Hunt, 1994:26). Dwyer (1987:14) is of the view that "the buyer's anticipation of high switching costs gives rise to the buyer's interest in maintaining a quality relationship".

Jones, Mothersbaugh and Beatty (2002:441) contended that "from a theoretical standpoint, switching costs represent an important avenue for better understanding and predicting customer retention. Managing customer perceptions of switching costs to foster retention represents a powerful tactical element in customer loyalty programs" (Hsieh, Roan, Pant, Hsieh, Chen, Lee & Chiu, 2012:10) and that switching costs are regarded as one of the easiest strategies to prevent customers from changing to alternative suppliers (Oliver, 2010:11). Dagger and David (2012:448) indicate the importance and role of the costs of switching in the relationship, which is causal, between customer satisfaction and loyalty in several services based industries.

2.6.4.12 Waiting time and dependability

Many service enterprises are concerned about long queues, as the clients' waiting time is known to have a negative effect on the perceived consumer service (Areni & Grantham, 2009:449; Zhao, Hou & Gilbert, 2014:296). So the importance of proper management of customer waiting time is of significant interest to most organisations (Au, 2009:39). Both parties place a premium on their time. Service enterprises can lose business if their waiting time is too long; whereas few consumers regard waiting time as a sacrifice to get the required service (Bielen & Demoulin, 2007:174). In other words, these studies found that the longer customers think they have waited, the less satisfied they are with their service experience (Areni & Grantham, 2009:450). Therefore increasingly more services based, client centred organisations highlight the time consumers save. Lovelock and Gummesson (2004:20) and Voorhees, Baker, Bourdeau, Brocato and Cronin, (2009:138) emphasise the critical role that time plays in most services. They recommend that

enterprises should give more attention to improve their knowledge of how clients perceive, value, budget, and use time.

Several researchers have examined the effect of waiting time on customer satisfaction and loyalty (Bielen & Demoulin, 2007:174; Voorhees *et al.*, 2009:138). They have concluded that even if waiting time does not influence loyalty directly, it affects service satisfaction which has a direct effect on customer loyalty (Bielen & Demoulin, 2007:175). Bielen and Demoulin (2007:175) hold that waiting time concerns arise because of an imbalance in demand and capacity. When the clients' waiting time is too long, it may well make them dissatisfied. Service providers could miss one or several sales occasions; or worse, lose loyal clients, even though they may have an effective strategy for service recovery (Bielen & Demoulin, 2007:175).

Kumar *et al.* (2011:161) have also found that when waiting time was long, it influenced customers' perception of service delivery negatively, which impacted negatively on loyalty. The waiting time comprises four dimensions, namely objective, subjective, cognitive and affective (Bielen & Demoulin, 2007:175):

- a) The objective waiting time is measured by a stopwatch and is the time it takes before a client is served (Taylor, 1994:57).
- b) The subjective waiting time refers to the customers' estimation of time elapsed before service is received. In prior studies, the subjective dimension was measured by means of the perceived waiting time (Pruyn & Smidts, 1998:321). The estimated time depended on objectively measured elapsed time though (Antonides, Verhoef & Van Aalst, 2002:195-196).
- c) The cognitive dimension refers to the clients' assessment of the wait as being, or not being reasonable, acceptable and tolerable (Durrande-Moreau, 1999:179), as well as if it was regarded as short or long (Pruyn & Smidts, 1998:324).
- d) The affective dimension of the wait refers to emotional responses to waiting, such as irritation, frustration, boredom, stress, or pleasure (Pruyn & Smidts, 1998:322). These affective and cognitive dimensions assist to form the assessment of the wait.

Managers have made efforts not only to reduce actual waiting times, but also to explore new ways of improving customer satisfaction with a given waiting time (Zhao *et al.*, 2014:297). Many companies institute a variety of programmes to enhance customer waiting experiences. An important initiative that many companies have undertaken for managing customer waiting time is the institution of waiting time guarantees (Allon & Federgruen, 2008:827). Numerous service industries use waiting time standards as an explicitly advertised competitive instrument (Zhao *et al.*, 2014:297).

A waiting time guarantee is an organisation's commitment to its customers that it will deliver the products or services within a specified period of time. An organisation can enhance customer waiting experiences by providing assurances of products or services within the expected time as well as evidence for the progress that customers are making in the system. To estimate the waiting time guarantee (maximum waiting time), managers need to know both the average of waiting time and the variance of waiting time (Zhao *et al.*, 2014:297). In relation to sport, an important determinant that could influence waiting time is the layout of a facility or stadium (Baker & Jones, 2011:52). Live sports venues include all facilities that are designed and managed for the specific purpose of providing the opportunity and services to large crowds of people to watch matches in person and in real time. In these environments, queues may form at any one or more of the services areas during the consumption experience. Those responsible for designing, constructing and managing these facilities should therefore carefully take into account how the different service elements could affect waiting time (Baker & Jones, 2011:52). For instance, proper signage directing customers, adequate and efficient parking, queuing control methods and the aesthetics of the facility could all influence the overall perceptions of the service experience (Baker & Jones, 2011:52).

2.6.4.13 Identification

Although several researchers have dealt with how clients perceive brands and the positive outcomes of brand loyalty (Ahearne, Bhattacharya & Gruen, 2005:574; Jensen & Klastrup, 2008:122). The one area that has been almost completely ignored by marketing researchers is brand identification (Kuenzel & Halliday, 2010:167). For long, identification was based on social identity theory and it has been studied in the disciplines of sociology and psychology. Recently it has been examined in organisational behaviour and human resources management as well (Fink, Parker, Brett & Higgins, 2009:143; Meir, 2009:35).

Marketing managers and researchers should give greater attention to brand identification for several reasons. For instance, brand identification could lead to significant favourable behavioural outcomes such as brand loyalty (Ahearne *et al.*, 2005:574). In terms of social identity theory, people express their sense of self and usually go beyond their personal identity to establish a social identity also (Fink *et al.*, 2009:143; Meir, 2009:35). Haslam and Reicher (2006:1037) state that it refers to "...people's internalized sense of their membership in a particular group setting". It serves to identify common attributes, qualities or beliefs that could bring people together, while at the same time differentiating them from some others (Haslam & Reicher, 2006:1037; Meir, 2009:35). According to Costa (1995), all societies comprise social groups that share common

characteristics. Schwarzwald, Koslowsky and Allouf (2005:648) suggest that individuals may be motivated to find outlets in which the in-group can positively distinguish them from out-group/s thus providing "...a means for maintaining a positive image or enhancing it".

In the context of marketing, consumers do so by associating themselves with brands that match and reinforce their self-identities, self-image and self-esteem (Bhattacharya & Sen, 2003:77-78; Gabriel & Lang, 2006:78). When a person identifies with an organisation, s/he observes, "a oneness with or belongingness to the organisation, where the individual defines him or herself in terms of the organisation(s) of which he or she is a member" (Mael & Ashforth, 1992:104). Individuals are more likely to become identified with an organisation (or team) when it represents the attributes they assign to their own self-concepts (Fink *et al.*, 2009:143). This is significant as it is critical for marketing managers and researchers alike to appreciate the dynamics of self, the symbolic meaning of goods and the role played by brands (Elliott & Wattanasuwan, 1998:131; Gabriel & Lang, 2006:78).

In the context of brands and customers, reliance on the identification concept is justifiable in social identity theory, where identification with an enterprise may also happen without a need to interact or have formal ties with it (Ahearne *et al.*, 2005:575). Scott and Lane (2000:46) support this perspective by proposing that people may want to identify with an organisation even when they are not its formal members: 'To the extent that the group category is psychologically accepted as part of the self, an individual is said to be identified with the group' (Fink *et al.*, 2009:143). Thus identification could be regarded as a perceptual construct where the individual is not required to expend any effort towards meeting the group's goals (Ashforth & Mael, 1989:475).

Bhattacharya, Roa and Glynn (1995:16) suggested that the reputation of an organisation often serves as an indicator of organisational success, because well-regarded organisations are assumed to be successful. If the reputation is perceived as successful and well known by consumers, this may also enhance their pride in identifying with a brand that has a good reputation (Ahearne *et al.*, 2005:574; Smidts, Pruyn & Van Riel, 2001:1051). Several stakeholders, such as industry experts, shareholders, or employees could assess the reputation of a brand. Reputation is sometimes assessed based on personal experiences. However, it could also come from oral information or reports in the media (Fombrun & Shanley, 1990:233). Bergami and Bagozzi (2000:556-557) indicate that when someone associates himself with a reputable brand, then it generates positive identification. This influences people to associate themselves with reputable brands to increase their own self-esteem (Bergami & Bagozzi, 2000:556-557; Naicker, 2008:31). Sport is unique as it generates a personal attachment with consumers who identify themselves with the sport personally, often with likeminded supporters (Meir, 2009:19). This creates potential opportunities for improved brand loyalty in those products linked to the sport (Shilbury, Quick &

Westerbeek, 1998:31). Thus brands could play a huge part in social cohesion and community or national unity and identification with a team or club. Therefore clear evidence appears of team brands being used as totems around which spectators gather and express their support, illustrating strong homogenous or tribal characteristics and conduct (Meir, 2009:19).

2.6.4.14 Commitment

Many scholars have widely acknowledged the importance of commitment (Haghkhah, Hamid, Ebrahimpour, Roghanian, Gheysari, 2013:159). Some felt that there is no difference between commitment and loyalty (Hennig-Thurau, 2004:460). Most researchers, however rejected this idea and felt that the two were related (Ulaga & Eggert, 2006:315-316) but different, and that commitment is a prerequisite for loyalty (Shabbir, Palihawadana & Thwaites, 2007:280). Initially researchers in the field regarded loyalty simply as repeat purchases but they later realised that repurchase alone is insufficient evidence of loyalty (Newman, 2001:126). Day (1969) indicated that, repurchasing of goods can result from spurious loyalty. He also stated that loyalty should be understood as commitment to the producer encouraged by favourable attitudes, as commitment shows the motivation to maintain a relationship as turnover decreases among those who are committed customers (Gounaris, 2005:128).

One of the chief factors influencing customer loyalty is commitment and it has played a key part in the business to business environment (Ruyruen & Miller, 2007:21). Further, commitment has played a mediating role with the prerequisites in relationship marketing that lead to customer loyalty (Hennig-Thurau, 2004:460). Commitment creates positive intentions to maintain and strengthen a business relationship. Hence, commitment influences customer loyalty positively (Cater & Cater, 2010:1321).

Several researchers (Haghkhah *et al.*, 2013:159; Sharma, Young & Wilkinson, 2006:65-70) recently conceptualize commitment as comprising four components, namely affective, positive calculative, negative calculative, and normative commitment. Affective commitment refers to Bagozzi's (1975:316) "social man". This "emotional, social sentiment" (Gilliland & Bello, 2002:24) reflects attachment that arises from liking of and identification with the organisation.

Sharma *et al.* (2006:65-69) elaborate further that affective commitment also involves "a desire to develop and strengthen a relationship with another person or group because of familiarity, friendship, and personal confidence built through interpersonal interaction over time". Affective commitment arises from shared values, identification, attachment and involvement (Al-Abdi, 2010:45). Also affectively, committed clients maintain the relationship since they like their suppliers

and enjoy working with them (Fullerton, 2005:1372). Affective commitment thus originates from a generally good feeling towards the other partner in the relationship (Al-Abdi, 2010:46). Customers with a strong affective commitment will remain in the relationship as they want to do so, based on their positive feelings toward the supplier (Kumar Anderson, Mortlock, Froelich, Kubik, Dittrich-Hannen & Suter, 1995:675). Calculative commitment, on the other hand, refers to Bagozzi's (1975:316) "economic man" and relates to a "rational, economic calculation" (Bolton *et al.*, 2008:47; Gilliland & Bello, 2002:25). Kumar, Scheer, Jan-Benedict and Steenkamp (1995:352) regard this kind of commitment as an attachment for instrumental reasons. It represents some kind of constraining force that binds the customer to its supplier arising out of a need (Bansal, Irving & Taylor, 2004:236). Whereas affective commitment represents a positive motivation, calculative commitment mainly represents a negative motivation for maintaining the relationship (de Ruyter, Moorman & Lemmink, 2001:272).

Sharma, Young and Wilkinson (2006:69) recently suggested that calculative commitment can be negative (locked-in commitment) or positive (value-based commitment). Locked-in commitment denotes staying in the relationship because of a perceived lack of alternative suppliers or perceived switching costs. Value-based commitment involves the rational calculation of benefits arising from sustaining the bond (Sharma *et al.*, 2006:69). Whereas customers with strong locked-in commitment stay in the relationship because they perceive they need to do so (Kumar *et al.*, 1995:352), clients with strong value-based commitment maintain their relationship because they benefit from it. In addition to affective and both calculative components of commitment, some researchers (Sharma *et al.*, 2006:70) also recognise a fourth component, that is normative commitment, and describe it as an attachment owing to obligations felt (Bansal *et al.*, 2004:236-237). If customers are affectively committed to a supplier, they are likely to buy additional services from that supplier rather than from their competitors. However, since calculative commitment is based on economic factors, a customer with calculative commitment will not necessarily purchase additional services.

A high level of commitment provides the environment in which the client and business can achieve personal and joint goals without any fear of opportunistic behaviour as committed partners will exert more effort and balance short-term challenges with long-term goals (Van Vuuren, *et al.*, 2012:97). Success of the relationship will require higher levels of commitment (Cai & Wheale, 2004:516-517). Commitment is thus the means which differentiate successful relationships from unsuccessful ones; hence, the strongest relationships are built on a foundation of mutual commitment (Ibrahim & Najjar, 2008:14).

It can be seen that commitment is generally considered to be an important outcome of good interactions in the relationship and it is affected by the customer's perception of the efforts made by

the seller. Commitment is encouraged by the on-going benefits accruing to each side in the relationship, because of recognising that committed partners have a greater propensity to act because of their need to maintain their relationship commitment (Van Vuuren, *et al.*, 2012:97). When the level of commitment becomes raised, it is fair to infer that the relationship on both sides becomes more stable. Subsequently, commitment is a crucial variable in measuring customer loyalty (Du Plessis, 2010:96; Liang & Wong, 2004:70-71). Commitment operates similar to trust in that certain levels of commitment are required to initiate the relationship, and as the relationship evolves, so does the level of commitment.

In relation to sport, to see an increase in attendance at a sporting event, sport spectator involvement should be seen as a first step to becoming a loyal sport spectator who is committed, loyal, and identifies strongly with a specific club or player (Capella, 2002:30; Lough & Kim, 2004:36). Thus, developing a profile of sport spectator involvement provides an opportunity for a sport organisation to identify spectators' interest and commitment (Choi, Martin, Park & Yoh, 2009:268).

In this study, the drivers of customer loyalty have been discussed. These drivers were found to be relevant in line with an analysis and definition of loyalty, apart from the multitude of drivers which are found in the literature. In previous studies by (Kanagal, 2009:1; Lin, 2009:145; Wong, Chan, Ngai & Oswaldw, 2009:84) some of the interrelationships such as customer satisfaction, customer retention and customer loyalty were assessed and found to have correlation but not in the sport environment. The loyalty drivers were discussed from a management and marketing perspective as there is not an available set list of drivers that can be applied to this study. It is also because very little research has been done on this topic in sport and even less in soccer, particularly in South Africa. The drivers of customer loyalty will be measured in the empirical phase of this research. From this chapter a theoretical model was developed as a base as well as the hypotheses of the study to be tested in the empirical phase.

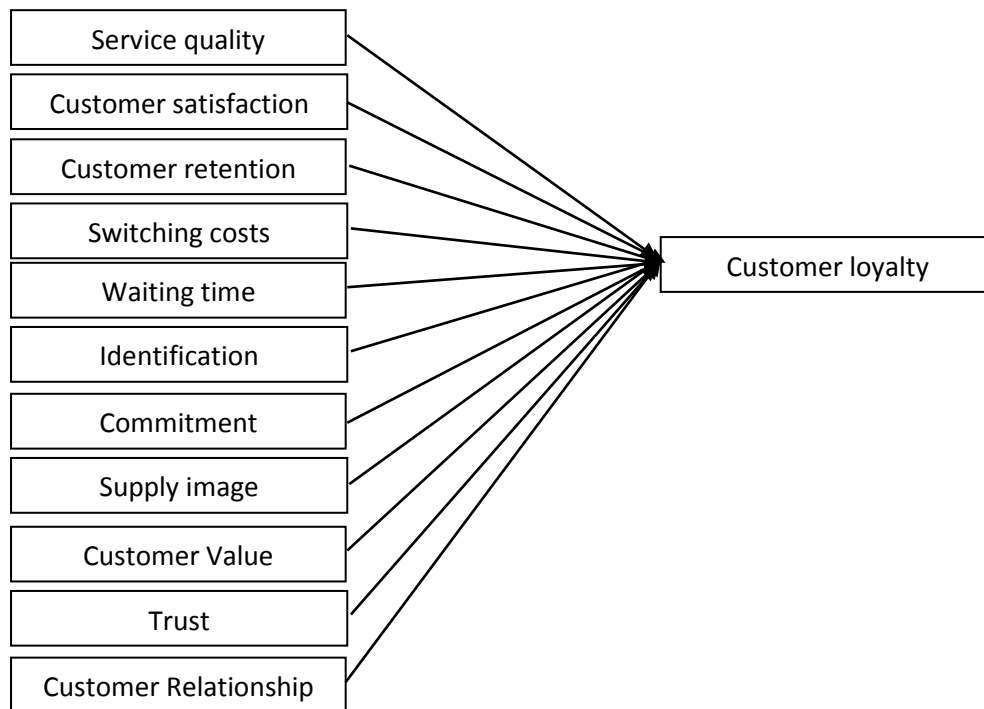


Figure 2.5: Theoretical model

Hypotheses of the study:

- 1) There is a direct relationship between commitment and loyalty
- 2) There is a direct relationship between satisfaction and loyalty
- 3) There is a direct relationship between quality and loyalty
- 4) There is a direct relationship between value and loyalty
- 5) There is a direct relationship between identification and loyalty
- 6) There is a direct relationship between trust and loyalty
- 7) There is a direct relationship between information and loyalty
- 8) There is a direct relationship between retention and loyalty

2.6.5 Loyalty programmes in marketing

Businesses around the world are becoming increasingly competitive by day (Bose & Rao, 2011:544; Pujari 2013:1). Therefore in order to generate more customers and retain existing ones, organisations engage in various forms of activities to build relationships which are known as “Relationship Marketing” (Pujari, 2013:1). “Customer Relationship Management” is considered as one of the chief components of relationship marketing. Payne and Frow (2005:168) describe Customer Relationship Management (CRM) as, “a strategic approach that is concerned with creating improved shareholder value through the development of appropriate relationships with key customers and customer segments”. One of the most commonly used CRM strategies of an organisation are loyalty programmes, which are designed to give a variety of benefits to increase customer loyalty.

In the present multi-channel retailing environment, companies seek to provide satisfaction to customers through various loyalty programmes (Pujari, 2013:1). 'Loyalty programme' in short refers to a programme that aims to progressively reward a client who returns and purchases the product or service again and continues to do so (Bose & Rao, 2011:544). In many cases, retailers with very limited amount of products and services would form joint ventures of loyalty programmes to encourage customers to visit the retail stores which are part of such loyalty programmes. This demonstrates the importance of integrated CRM strategies within the organisation in the current business environment (Pujari, 2013:1). In order to examine loyalty programmes further, an introduction to CRM is needed to contextualise it to the study.

2.6.5.1 Customer relationship management

In the past, the limited competition and increasing consumer demand allowed organisations within any industry to neglect the relationship-thinking since consumers were buying anyway (La Voie, 2010:9; Reineskoski, 2009:15). The traditional marketing vision had an emphasis on acquiring new customers and by doing so, gaining market share. Today, however, market competition has intensified; consumers have countless buying options, they demand more and they are harder to satisfy (La Voie, 2010:9). The view on traditional marketing has shifted to a marketing philosophy where sustainable competitive advantage is gained through the design and management of the customer relationship (to increase the loyalty of customers), not necessarily through the attainment of new customers (La Voie, 2010:9; Reineskoski, 2009:15).

The main goal of CRM is to obtain new customers and keep existing ones, making operations of organisations more effective and profitable (Ozok, Oldenbuger, Kristen, Salvendy & Gaveriel, 2007:284). Customers should be seen as investments because an organisation will not have any profits, no revenues and no market value without its customers. Customers are without a question the life-blood of any organisation (Gupta & Lehmann, 2005:41). According to the basic assumption of CRM, acquiring new customers can cost up to five times more, than satisfying and retaining existing customers (Jang & Mattila, 2005:402; Kotler & Keller, 2009:178). This investment should be handled as a relationship that ultimately benefits both the organisation and the customers, so that a mutually beneficial relationship is generated (Ozok *et al.*, 2007:287).

Most recently, the concept of CRM is often associated with software solutions, which enable the organisation to collect and integrate important customer data (James, Peter & Sid, 2007:929). The purpose is that companies can gain better understanding and profit from each and every customer

relationship (Rygielski, Jyun-Cheng & Yen, 2002:493). In order to utilize customer management, prior research confirms certain criteria that companies need to consider.

- a) Without knowledge of customers there cannot be functional customer management; with database technology it is now possible to assess large numbers of customers and distinguish who the active customers are (Winer, Russell, 2001:92).
- b) It is essential to select the right kind of customers to build relationships with because it is virtually impossible for organisations to create a bonding relationship with every single one of its customers (Liu, 2007:15-32).
- c) It may not always be the best strategy to find the biggest spenders, but rather identify those who are the loyal ones (Grewal, Levy & Kumar, 2009:11).

As indicated most organisations cannot create a relationship with every single customer. In order to identify the loyal customers, a selection can be performed by segmenting the customers into distinctive groups with different preferences, characteristics or behaviour (La Voie, 2010:11). It appears from the three criteria above that a CRM strategy should engage the whole customer base, but it should be adjusted depending on customer activity and profitability (Winer & Russell, 2001:93).

Previous research shows that regular contact is the significant factor in the development of the relationship (La Voie, 2010:11). There is a positive effect on customer relationships if the organisation manages to keep optimal contact with its customers. One of the cornerstones of CRM is to perform intentional, measurable and adequate amounts of communication that are conducted at the right time, and with the right customisation and through the right channel (La Voie, 2010:11). Previous research has indicated that the most important reason why customers switch to competitors is a lack of contact or insufficient communication from the organisation (La Voie, 2010:12).

In summary, CRM is a strategic issue that needs to be aligned with the organisation's business idea and competitive advantage strategy (La Voie, 2010:12). As previous research has shown, organisations today have noticeably created different means of carrying out CRM and customer loyalty programmes are constantly utilized when companies are planning how to enhance the loyalty among their customers (Richard, James, Thirkell & Huff, 2007:930). The application of such strategies might prove successful even in a sport environment.

2.6.5.2 Overview of customer loyalty programmes

As an important component of organisations customer relationship management (CRM) strategy, loyalty programmes aim to increase customer loyalty by rewarding customers for doing business with the organisation (Liu, 2007:19). Through these programmes, organisations can potentially gain more repeat business and, at the same time, obtain rich consumer data that aid future CRM efforts (Liu, 2007:19). The airline industry in the early 1980s originated the first customer loyalty programmes (Palmer & Mahoney, 2005:272; Ha, 2007:25). American Airlines, the first airline to utilize a customer loyalty programme, launched its AAdvantage programme in 1981 with the goal of increasing repeat travel (Ha, 2007:25; McCall & Voorhees, 2010:35). Since this introduction, customer loyalty programmes have grown exponentially in many sectors, including the tourism and hospitality industries, hotels, retail, travel and airlines, casinos, grocery stores and financial industries (Ha, 2007:25; Liu, 2007:19; Palmer & Mahoney, 2005:272).

Despite the prevalence of loyalty programmes, most people do not clearly understand their effectiveness (Bolton, Kannan & Bramlett, 2000:95-96; Liu, 2007:19). Some researchers question the value of loyalty programmes. For instance, Dowling (2002:95) suggests that loyalty programmes do not necessarily foster loyalty in the long term and that they are not cost effective and that their proliferation is hype or a “me-too” scheme. Conversely, some recent studies show that loyalty programmes have a positive impact on consumers’ repatronage decisions and their share of wallet (Lewis, 2004:281). Although customer loyalty programmes are researched from various perspectives, it still remains as an interesting phenomenon to investigate (Reineskoski, 2009:5). Results suggest pros and cons for the functionality of these programmes (Reineskoski, 2009:5). With limited empirical validations, the debate on whether loyalty programmes are truly effective continues (Liu, 2007:19). The divergent views suggest a need to understand these programmes better. This is also of strategic importance because such programmes are costly investments and require an organisation’s long-term commitment. It is vital for managers to know whether and how these programmes work before they take the plunge (Liu, 2007:19).

2.6.5.2.1 *Goals and objectives of customer loyalty programmes*

The objectives of loyalty programmes can vary from programme to programme as they are used in different industries and environments (Reineskoski, 2009:20). The objectives that attracted companies to introduce loyalty programmes are still present today, although the emphasis might have altered (Reineskoski, 2009:20). Historically, loyalty programmes had the intention of building a stronger relationship between the organisation and its customers (Yonggui Wang, Lei Du, Shunping Han, Guicheng Shi, 2005:204-210). This concept was driven by the idea of creating “ultimate customers” and differentiating the organisation from its competitors. As stated previously,

the expense of acquiring new customers can rise up to five times more, than satisfying and retaining existing clients (Jang & Mattila, 2005:402; Kotler & Keller, 2009:178). Companies normally have common expectations of the outcomes for their loyalty programme, which has to do with maximizing the profit or funding an organisation's strategic vision (Reichheld, Robert Markey, Hopton, Christopher, 2000:134).

An organisation's decision to utilise customer loyalty programmes is dependent on several factors, including peer pressure from competitors (Crofts, 2011:9). Palmer and Mahoney (2005:272) find that enterprises employ customer loyalty programmes to increase their revenues, profit and market share, to identify customers who are profitable and attempt to increase their patronage and/or market share, as well as, identify new markets and grow these markets using information gathered from members of the customer loyalty programme. Dowling and Uncles (1997:72) and Meyer-Waarden and Benavent, (2006:61) agree that the goals of customer loyalty programmes are to maintain sales levels, margins, and profits providing a "defensive outcome" to protect the existing customer base. Another goal of customer loyalty programmes is to increase customer loyalty. Palmer and Mahoney (2005:273) define loyal customers as "customers who a) maintained a relationship with an organisation over a period of time and b) purchased products/services at regular intervals". Dowling and Uncles (1997:72) agree that increasing customer loyalty is a goal, in addition to increasing the potential value of existing customers.

An additional goal of customer loyalty programmes can be to induce cross-product buying by existing customers (Crofts, 2011:9). A successful customer loyalty programme will enhance the product or service value proposition and broaden the availability of the product or service (Dowling & Uncles, 1997:81). Nunes and Dreze (2006:504) argue that goals of customer loyalty programmes also include retaining customers, increasing customer spending, and gaining customer insights. In addition loyalty programme members make higher average transactions (\$110) and more frequent store visits (6 times a year) than non-members who make one-time transactions of \$74 on average (Howell, 2006:18). Because consumers are becoming more selective than ever before most retailers operate loyalty programmes, but the implementation of a successful loyalty programme seems to be an ever-present challenge (Ha, 2007:27).

Nowadays as the programs have reached maturity stage, it could be argued that instead of customer acquisition, customer retention has become a central objective of these programmes (Reineskoski, 2009:20). Also Uncles, Dowling and Hammond (2003:294) mention that maintaining the current customer base is one major objective. Arantola (2003:72-73) states an interesting factor that instead of goals concerning the number of members, loyalty programmes have started to focus on improving the customer experience (Reineskoski, 2009:20).

2.6.5.2.2 Proliferation of customer loyalty programmes

In mature markets in North America and Europe, loyalty programmes involve millions of customers owning loyalty cards (Cedrola & Memmo, 2010:206). Ferguson and Hlavinka (2007:313) report that from 2000 to 2006, the total customer loyalty programme enrolments in the US increased by 35.5% to 1.5 billion. The average US household belongs to twelve loyalty programmes; of those twelve programmes, 4.7 involve active participation (Ferguson & Hlavinka, 2007:313). In 2002, twenty distribution companies with over one million registered customers were monitored in Europe: six of these had more than five million card-holding customers in their database (Cedrola & Memmo, 2010:206). In Italy, since the early 2000s, the biggest twenty distributors manage loyalty programmes involving over one million registered customers with around twenty million active cards in all sectors (Cedrola & Memmo, 2010:206).

The “follow the leader” approach is primarily responsible for the proliferation of customer loyalty programmes in a particular industry. Palmer and Mahoney (2005:272) defined them as “competitive reaction to the introduction of a loyalty program by an industry innovator”. Within weeks of American Airlines’ AAdvantage frequent flier programme launch, competitive airlines began offering similar programmes (Dowling & Uncles, 1997:74).

In addition, proliferation of loyalty programmes is evident in the retail industry where individual-level marketing is important for business success (Deighton, 2005:233). In today’s multi-channel retail environments where consumers have a range of competitive alternatives for shopping, including a growing number of Internet shopping options, customer loyalty programmes have been widely adopted by online, offline and multi-channel retailers to earn their customers’ loyalty (Ha, 2007:25-26). The proliferation of customer loyalty programmes in a specific industry also signifies a changing market, usually characterised by severe competition and consumers who are very demanding and well informed (Liu & Yang, 2009:93). Liu and Yang (2009:93) argue that this innovation causes a “development toward relationship marketing and customer relationship management in marketing and thinking practice”. Companies are now clearly focusing on developing long-term relationships with their clients instead of single transaction relationships (Crofts, 2011:8).

2.6.5.2.3 Reviews of customer loyalty programme literature

The prime goal of loyalty programmes is to build and sustain a loyal relationship between customers and the organisation by providing rewards to certain customers for their business with the organisation (Lacey, Suh & Morgain, 2007:242). Loyalty programmes have become an increasingly popular tool in customer relationship marketing efforts, serving a critical role in

developing relationships and retaining customers (Keh & Lee, 2006:127; Kumar & Shah, 2004:327-328). The successful implementation of a customer loyalty programme is necessary to produce relationship marketing benefits for customers (for example economic, psychological, and social benefits), as well as the focal organisation (for example customer attitudinal and behavioural loyalty responses, membership behaviours) (Ha, 2007:28). Therefore, customer loyalty programmes have become a major interest in academia and business (Ha, 2007:28).

In accordance with marketers' great commitments to loyalty programme management, researchers have studied loyalty programmes in different industry sectors, such as airlines (Ha, 2007:25; McCall & Voorhees, 2010:35), restaurants (Jang & Mattila, 2005:402), consumer goods (Roehm, Pullins & Roehm, 2002:202), financial services (Bolton *et al.*, 2000:95), and retailing (De Wulf, Odekerken-Schroder & Iacobucci; 2001:33) across different countries such as European (Gómez, Arranz & Cillán, 2006:387; Meyer-Waarden *et al.*, 2006:61), Asian (Keh *et al.*, 2006:127, Wirtz, Mattila & Lwin; 2007:327), and US markets (Lacey *et al.*, 2007:241).

The literature review revealed that much attention has been devoted to better the understanding of loyalty programmes generally and specifically their influence on customer retention and loyalty. In the context of a convenience store, Liu (2007:20) found that membership of their loyalty programme led to higher purchase levels among light and moderate buyers and helped improve their loyalty towards the business. Leenheer, van Heerde, Bijmolt and Smidts (2007:31) found that loyalty programme membership amongst Dutch households affected the clients expenses with the patronized grocery store in a small yet significant manner. Sharp and Sharp (1997:473), on the other hand, in their study of members of a large scale loyalty programme reported a mixed effect of loyalty programmes on the purchase behaviour of the customer towards participating brands.

O'Brien and Jones (1995:79) and Dowling and Uncles (1997:76) identified five key elements that should be taken into account when designing loyalty programmes. These elements are as follows:

- a) cash value of the reward,
- b) choice of the reward,
- c) aspirational value attached to the reward,
- d) relevance of the reward to the customer, and
- e) convenience.

Hoffman and Lowitt (2008:44) found that loyalty programmes with a short term orientation and not aligned to the customers' needs would lead customers to consider switching to competitor programmes with equivalent benefits. Noble and Philips (2004:300) found that customers refuse loyalty programme memberships out of their concern for time, unfavourable benefits and perceived personal losses such as the loss of social status or privacy. Loss of freedom in choosing brands

and the presence of contractual obligations like minimum purchase levels also encouraged customers to reject loyalty programme memberships (Wendlandt & Schrader, 2007:294).

Demoulin and Zidda (2009:402), in their study of grocery store customers found that perceptions of the advantages of the loyalty programme, its complexity, customers' nearness to the store, and number of loyalty cards already in their possession influenced the acceptance of loyalty programme memberships. They also found that attitudinal loyalty (customers' disposition towards the store) and behavioural loyalty (actual purchases made from the store) also affected the chances of a customer accepting the membership of a loyalty programme. Demoulin and Zidda (2009:391) were of the view that attitudinal loyalty measures like commitment to the store influenced the customers' decision to accept membership of loyalty programmes far more than their behavioural loyalty towards the store.

2.6.5.2.4 *Limitations in customer loyalty programme literature*

Although customer loyalty programmes have been drawing considerable attention among researchers, consumers and practitioners (Kumar & Shah, 2004:328), not much empirical research on customer loyalty programmes has been found. Additionally, while most prior empirical research on customer loyalty programmes has focused on consumers' behavioural responses to loyalty programmes putting emphasis on economic benefits (for example willingness to join the loyalty programme, share-of-wallet, shopping frequency) and potential or actual impact on organisational profits (for example sales volume, share of visits, customer defection rate), relatively less attention has been paid to non-economic consumer behaviours in loyalty programme marketing contexts such as consumers' attitudinal and evaluative reactions to them (Ha, 2007:32).

In research conceptualising profitable customer loyalty for the 21st century, Kumar and Shah (2004:318) underscore the importance of attitudinal aspects of customer loyalty in developing loyalty behaviours through which both organisation and consumers achieve benefits. The researchers assert that, without understanding the underlying attitudinal aspects of customer behaviours, it is almost impossible to build true customer loyalty (Ha, 2007:32). Yet, up to present, not much research has investigated the impact of customer loyalty programmes with the focus on attitudinal and evaluative aspects of consumer loyalty responses such as satisfaction, trust, commitment, word of mouth, and re-purchase intention (Lacey *et al.*, 2007:244-245).

In addition, notwithstanding the objective of a customer loyalty programme that is to cultivate a relationship between a customer and an organisation, very few studies have explored consumers' relational responses to customer loyalty programmes (Lacey *et al.*, 2007:245). The ramifications of consumer relational response to a customer loyalty programme and the focal organisation may be

more substantial than other marketing strategies. Also individual psychological and social factors have significant impacts on facilitating and retaining relationships (Ha, 2007:32) and may exceed the impact of economic factors. However, few have attempted to investigate customer loyalty programmes with relational and/or socio-psychological insights.

As discussed earlier, mixed findings on loyalty programme effectiveness highlight the need for additional examination (Ha, 2007:33). Whereas some found that retail loyalty programmes have positive effects on purchase behaviour (Taylor & Neslin, 2005:293) others found that loyalty programmes that did not generate the same advantages (Ha, 2007:32). This ambiguity regarding the effectiveness of customer loyalty programmes is both troubling and intriguing. That is, it is troubling because the increasing skepticism among marketers suggests that extra scrutiny of current loyalty programme marketing is necessary to improve the effectiveness of their programmes. On the other hand, the inconsistency is intriguing for researchers because it implies that there are likely to be a variety of unidentified factors that can explain the divergent effects of customer loyalty programmes.

Lastly, the effects of customer loyalty programmes on customer loyalty may vary by type of retail business or retail store (Rosenbaum, Ostrom & Kuntze, 2005:222). Although loyalty programmes are prevalent in every industry sector, extant studies have examined loyalty programme marketing mainly in the grocery retail setting (Ha, 2007:33).

2.6.5.2.5 *The effectiveness of customer loyalty programmes*

Similar to relationship marketing, empirical research examining customer loyalty programme performance has documented mixed findings (Ha, 2007:29). First, supporting the proposition that loyalty programmes generate stronger customer-company relationships, a number of prior studies have observed the positive performance of customer loyalty programmes (Bijmolt & Smidts, 2007:31; Lacey *et al.*, 2007:241; Leenheer, van Heerde; Meyer-Waarden, 2006:61-62; Wirtz *et al.*, 2007:328). Previous research finding positive performance of customer loyalty programmes can be categorized with two outcome approaches: (1) economic advantages and (2) non-economic advantages relating to psychological, sociological and relational outcomes (Ha, 2007:29).

A successful loyalty programme generates economic return on investment that benefits both the customer and the organisation. By taking the extra effort to enrol in a loyalty programme, consumers obtain access to special sales and promotions offered via the loyalty programme (Ha, 2007:29). Likewise, consumers' continuing purchases with their loyalty programme retailer assure profit for the organisation. Such benefits allow the organisation to reinvest in their customer loyalty programme and thus strengthen and maintain a relationship with customers (Ha, 2007:29). More

specifically, successful loyalty programmes provide economic benefits for consumers and companies such as financial profit and purchase frequency (Ha, 2007:29) customer share of wallet (SOW) (Leenheer *et al.*, 2007:31; Meyer- Waarden, 2007:66; Wirtz *et al.*, 2007:327), value perception (Yi & Jeon, 2003:229), and share of customers (Lacey *et al.*, 2007:241).

Successful customer loyalty programmes also can create performance exceeding economic expectations. Prior research has identified a number of non-economic advantages that customer loyalty programmes generate, such as attitudinal loyalty (Wirtz *et al.*, 2007:387;), behavioural loyalty (Gómez *et al.*, 2006:387), satisfaction (Heskett *et al.*, 2008:121), lower price sensitivity (Keh & Lee, 2006:131), lower switching intention (Gómez *et al.*, 2006:388), positive word of mouth (WOM) (Lacey *et al.*, 2007:241), and positive customer feedback (Lacey *et al.*, 2007:241). Moreover, other desirable outcomes that customer loyalty programmes produce in relation to social and/or relational performance are repatronage intention and decision (Bobalca, 2013:110), consumers' perceived relationship quality (De Wulf *et al.*, 2001:33), customer lifetime duration (Meyer-Waarden, 2007:69), consumers' relational association toward the organisation (Lacey *et al.*, 2007:245), likelihood of joining the membership (Kivetz, 2005:733), trust (Gómez *et al.*, 2006:388), and commitment (Gómez *et al.*, 2006:388; Lacey *et al.*, 2007:241).

However, customer loyalty programmes do not always create anticipated outcomes. There is research that shows null or negative performance of customer loyalty programmes (O'Malley & Prothero, 2004:1286). In a study modelling the efficiency of reward programmes varying by reward types, reward value, and shopper segments, Kim, Shi and Srinivasan (2001:99) analytically demonstrated that loyalty programmes neither generate customer loyalty nor create customers as an asset in a consumer-company relationship. They argue that current loyalty programmes in which consumers' future purchases are required for rewards are "shams" and produce only short-term revenue from customers (Ha, 2007:31).

2.6.5.2.6 *Rewarding in customer loyalty programmes*

Rewards in customer loyalty programmes are to work as incentives to encourage the customer to centre purchases to one store or to purchase more (Reineskoski, 2009:18). Dowling and Uncles (1997:72) have explored how rewards are linked to loyalty programmes. They divide the impact of rewards to indirect and direct effects. Indirect effects induce loyalty mainly to the programme, not the product itself or store in this case. Especially in low involvement products the incentive is the primary reward and once the incentive is removed, the reason to buy disappears (Reineskoski, 2009:18). This could be the case with promotions and freebies. Direct effects on the other hand support directly the value proposition, where the product is the primary reward, not the incentive (Reineskoski, 2009:18).

Marketers want to create loyalty towards the product instead of the programme. Dowling and Uncles (1997:76) and O'Brien and Jones (1995:80) suggest elements that are the basis on how customers value rewards. These include the cash value of the reward, the variety of rewards, the aspirational value of the reward, the likelihood of achieving a reward and the programme's ease of use (Reineskoski, 2009:18). In order for loyalty programmes to create loyalty, the timing of the reward is essential. Dowling and Uncles (1997) suggest that immediate rewards are preferred to delayed ones.

Other studies (Hu, Huang & Chen, 2010:129) indicate that rewards may be either instantaneous or delayed and there is no consensus about which reward timing is better. Rewards that are instantaneous are "psychological, namely, a feeling of participation, the anticipation of future rewards, and a sense of belonging" (Hu *et al.*, 2010:129). Hu *et al.* (2010:128) suggest that immediate rewards are more effective than delayed rewards to build the value of a loyalty programme and they are more effective especially when clients have had an unsatisfactory experience. Leenheer and Bijmolt (2008:429) argue "delayed rewards in a loyalty programme have a significant impact on customer loyalty, whereas one-shot promotional features do not" (as cited by Liu & Yang, 2009:94). Hu *et al.* (2010:128) are of the view that delayed rewards work better than instantaneous rewards only if clients are satisfied with their experience. Furthermore, satisfied customers are prepared to wait for higher-valued, deferred rewards in comparison to lower valued immediate rewards, whereas dissatisfied customers prefer immediate direct rewards to delayed direct rewards, even though they may be higher in value (Keh & Leh, 2006:127).

Consumers need to have a sense that they are worthy of and have earned their rewards. If a reward threshold is too low, the lure of that reward is reduced (Crofts, 2011:20). Instead, the "perception of exclusivity of acquired status is likely to drive future loyalty" (McCall *et al.*, 2010:37). Rewards can also be congruent or incongruent with the brand. It is believed that brand congruent rewards are more effective than incongruent rewards, and such effect is moderated by factors such as involvement of the client and reaction to promotions (Kivetz, 2005, as *cited* in Liu & Yang, 2009:96). Dowling and Uncles (1997:81) contend that "loyalty programs which directly support the value proposition and positioning of the target product better fit the goals of loyalty marketing". Cash or free products may also be offered as rewards. Kim *et al.* (2001:100) found offering cash is more effective if there are few price-sensitive, heavy buyers; while offering free products is more effective when the heavy buyer group is large and not very price-sensitive. Also, free rewards offered by companies that charge higher prices are appreciated more by clients (Kopalle & Neslin, 2003:1-2).

According to the literature review about the effect of rewards in the performance of loyalty programmes, there are many authors who admit their positive influence (Villacé-Molinero, Reinares-Lara & Ponzoa-Casado, 2011:174). Even Meyer-Waarden and Benavent (2006:81) highlight the ability of the rewards to influence purchasing behaviour. Specifically, they state that satisfaction with the rewards influences more behavioural loyalty than on the attitudinal one, because satisfied customers have more spending, more visits, and their preferences for the retailer's brand are higher than for those who are not satisfied with the reward (Demoulin & Zidda, 2008:396). However, against these points of view, researchers such as Bolton *et al.* (2000:96-97) show their misgivings about whether rewards influence the development of loyalty or not.

Shugan (2005:188) reaffirming his negative opinion about loyalty programmes, even notes that the programmes fail to choose the right person to be rewarded for his purchasing behaviour, rewarding the person who takes the decision to buy rather than the payer, this is the case of business travellers. Kivetz (2005:725) maintains an intermediate position, on the one hand, he says that incentives attract consumers to loyalty programmes, so they are very important, but, on the other hand, consumers may develop rejection to the brand. This is because customers want to act freely, without external constraints, and the reward of a programme can be considered as an external impulse to act (Villace-Molinero *et al.*, 2013:176). Therefore, to get a positive effect to the brand, the rewards should be designed to increase the intrinsic motivation of the client to achieve the reward, reducing the external pressure. Thus, the incentives which the customer has in his mind, without the marketing efforts made by the organisation, will be better valued by customers than incentives obtained from the programme, without premeditation (Jakobson, 2004:9). Other investigations about rewards show that redemption of points accumulated through the use of the loyalty programme, is not directly related to greater behavioural loyalty by its members (Villace-Molinero *et al.*, 2013:176).

However, it appears that customers who redeem their points have better values in all variables of purchase behaviour in comparison to customers who do not do it (Villacé Molinero, 2010:198). In fact, customers who redeem their points show a greater basket's volume, a higher frequency (a higher average annual number of visits), and a greater number of categories and items purchased. The most significant increases were seen in the average price and annual expenditure compared with non-members of the programme. This trend supports the results achieved by Moore and Sekhon (2005:625).

Regarding the relationship between the different types of rewards and the purchasing behaviour, it is necessary to point out that for some researchers like Cedrola and Memmo (2010:221-222), utilitarian tangible rewards based on price reductions and discounts, despite producing higher levels of satisfaction, are not the most effective in improving behavioural loyalty, as improvements

occur only in the short term. At the same time, these rewards are usually related to the volume and not to the frequency of purchase, so they are less interesting to develop customer loyalty (Shugan, 2005:190). Otherwise, intangible rewards or “soft rewards” (such as travel and experiences) are more effective in terms of attitudinal loyalty (Ponzoa & Reinares, 2010b; Rosenbaum, Ostrom & Kuntze, 2005:230). However, Mimouni-Chaabane and Volle (2010:35) are against these claims in that their research shows that utilitarian benefits explain the loyalty better than other types of incentives; rewards based on preferential treatment are not significant.

On the other hand, when there is a high involvement with the product purchased, incentives directly related to it are preferred (for example free flights in a loyalty programme of an airline) (De Wulf & Odekerken-Schröder, 2003:97), even immediate and intangible incentives are preferred (Yi & Jeon, 2003:229) and vice versa. Overall, it can be said that the immediate rewards are preferred for behaviour modification, at least in the short term (McCall & Voorhees, 2010:37). Against this point of view, some investigations show that in situations in which a loyalty programme requires high efforts by consumers, they prefer hedonistic and luxury incentives, such as travels or hotels (Villace-Molinero *et al.*, 2013:178). Moreover, hedonic rewards are especially preferred among consumers who have a sense of guilt associated with the consumption of non-necessities (as they feel that they do not spend their savings on luxury goods, but are rewarded for their purchasing behaviour) (Villace-Molinero *et al.*, 2013:178). For the same reason of guilt, customers who make use of loyalty programmes for professional purposes (for example hotel stays and car rentals) also prefer hedonic rewards instead of cash. By contrast, incentives based on needs (usually of a monetary nature) are more attractive when the effort to participate in the programme is low (Villace-Molinero *et al.*, 2013:178).

Regarding the cost of the incentive for the organisation, Wansink (2003:301-302) argues that the most expensive incentives are the most inefficient ones in terms of cost-outcome, being also those which have the least influence on loyalty. To Mimouni-Chaabane and Volle (2010:35) what matters is the perception of the clients about the investment that is holding the organisation to get their loyalty, not the intrinsic value of the reward. In the travel industry, programme rewards (for example flights and hotel rooms) are seen as having high added value for customers, while for sponsoring companies they represent a small additional cost. According to Leenheer, Van Heerde, Bijmolt, and Smidts (2007:31), valuable incentives only serve to encourage new members to the programme. In this regard, Reinares and García de Madariaga (2007:38) claim that if the objective of an organisation is to attract new members, the rewards should be intangible and more specifically, they should be related to leisure.

In concluding on this section, it is clear that customer relationship management is important in building a relationship between the consumer and the organisation towards customer loyalty

programmes. Because business has evolved over time, the focus is no longer only on profits but on building customer relationship that can create loyalty towards the business or product. Organisations today have created customer relationships through the development of customer loyalty programmes. According to literature, these programmes are used to develop loyalty towards customers. Although the relationship and loyalty is built through these programmes other researchers believe that customer loyalty programmes are not effective and they are also expensive. However from other literature, customer loyalty programmes benefit both the customer in terms of rewards and build loyalty towards the organisation. The organisation as a result profit, gains market share, revenue and is able to grow and sustain itself. It is therefore important for an organisation to understand customer needs so that the relationship that can be established is informed by market research dynamics of customers so that effective customer loyalty programmes can be planned properly to benefit all parties.

2.7 CONCLUSIONS

The literature reviewed from this chapter has assisted in analysing loyalty as a marketing construct. Marketing as a field of endeavour, was explained. The general consensus among market researchers is that marketing in the twenty first century is about satisfying and building customer relationship with profitability. Furthermore it was also demonstrated how marketing can be important in the development and growth of companies. Today enterprises implement the marketing mix (product, price, place, promotion) as a tool to grow client loyalty. Customer loyalty also has emerged as the important construct in marketing.

In this chapter the conceptualisation of loyalty has been elaborated. In a number of studies it is indicated that there is a need for more research to provide a more in-depth and holistic explanation of loyalty. Even the term loyalty does not have a universally accepted definition or measurement among researchers. There is one generalisation that does exist among researchers and that is that loyalty is a very complex construct. A review of the literature indicates that loyalty is still a complicated and conflicting area of research to this day.

Furthermore, studies on loyalty models were also explained describing each one of them. It was also demonstrated that these models vary substantially. Some of the models were developed in the context of business suitable for developed socio-economic environment countries. None of these models fit in the South African situation. As explained in the section of drivers of customer loyalty, they were discussed because there is no available set list of drivers that can be applied to this study. It was also said that minimal research has been conducted on this topic in the sport context, especially in soccer. With regard to the discussed drivers of customer loyalty (customer

satisfaction, customer retention, service quality, supplier image, corporate and brand image, perceived/customer value, trust, customer relationship, switching cost, waiting time and dependability, identification and commitment) the study has shown that there is interrelationship and positive impact towards customers and companies.

According to the literature, in order to retain customers and be satisfied, the service quality has to be up to standard. Therefore once the customer is satisfied there is the likelihood that the customer will be committed, will trust the organisation, identify with the organisation's vision and as a result loyalty would be developed. Furthermore in the literature, companies have adapted towards realising the importance of customer relationship and that putting customers first and satisfied is the golden rule in the twenty first century with profitability. The importance of loyalty programmes were also discussed in this chapter. Recognising the importance of loyalty programmes in sustaining the existing and recruiting of new customers is phenomenal as mentioned in the literature. Companies today are under immense pressure in winning new and retaining existing customers. Therefore the focus for companies should be to package attractive loyalty programmes that can benefit them profitably. The next chapter is on the implementation of loyalty in the sport context, specific in relation to the spectators.

CHAPTER

3

THE APPLICATION OF LOYALTY IN SPORT WITH SPECIFIC REFERENCE TO SPECTATORS

“Success is no accident. It is hard work, perseverance, learning, studying, sacrifice and most of all, love of what you are doing.” - Pele

3.1 INTRODUCTION

In recent years the behaviour of sport spectators has received increasing attention in the academic literature. A better understanding of how and why sport spectators go to stadiums, travel to away games of their club, consume media and buy merchandise is of great interest to sport marketers (Horble & Woratschek, 2007:1). In particular, soccer is perhaps one of the greatest phenomena in terms of attraction to people of every age, gender and thousands of occasional spectators who come together in soccer stadiums around the globe every week to watch the games (Horble, & Woratschek, 2007:1). Being a loyal spectator of a soccer club is undoubtedly a high meaningful activity (Tapp, 2004:225). Understanding sport consumer loyalty is arguably one of the most important concerns in sport marketing and customer-relationship management (Caro & Garcia, 2007:108; Bickel, 2012:7). Kim, Trail and Ko (2011:576) found that a ‘good relationship with sport consumers is a critical factor for successful sport business’ because it is much cheaper to serve loyal customers and easier to maintain their support (Sebold, 2001:15).

One area that is in great need of retaining spectators is professional sport clubs, as clubs have been losing their spectators drastically because the market place has become very competitive (Mullin, Hardy & Sutton, 2007:174; Rein, Kotler & Shields, 2006). Understanding what makes spectators decide to return to the game, how they refer the game product and service received to others such as family members, friends and community is important for clubs to better understand spectators and accordingly formulate an effective marketing mix (Byon, 2008:24). The aim of this chapter is to analyse the application of loyalty in sport with specific reference to spectators. This will be done firstly by analysing the importance of the sport industry. Secondly, the definition and characteristics of sport marketing will be briefly discussed. In this chapter, the researcher will further contextualise loyalty within the sport perspective and finally discuss the motives for sport attendance.

3.2 UNDERSTANDING THE IMPORTANCE OF THE SPORT INDUSTRY

Sport moves mountains: mountains of people (supporters, athletes, spectators, managers, directors, businessmen, agents, workers from a variety of jobs and others); millions of minutes of sport events, games, parallel activities, television transmissions and amazing or shocking headlines; and millions of Euros or Dollars, moving from hand to hand, in a more or less, depending on the circumstances, sportive, clean and serious situation (Carvalho, 2008:5; Krabbenbos, 2013:2).

Sport has become a business and is seen as an economic sector (Viseu, 2006:89). People are surrounded by the sport industry, without even noticing (Pitts & Stotlar, 1996). More and more, it is becoming a profitable and money-making activity and less and less local and voluntary. The professionalisation of the sector is taking place, maximising its socio-economic role (Carvalho, 2008:5). Companies use sport to increase prestige and sales of their products.

It is increasingly accepted that sport is also an industry in its own right and, in some cases, even perceived as being a commercial activity (Chadwick & Arthur, 2008). The evidence is compelling: the United Nations believes that sport may account for almost 3 per cent of global economic activity; in the European Union, the figure is thought to be around 1 per cent of Gross Domestic Product (GDP) and in the UK sport is thought to generate around 2.5 per cent of GDP (Krabbenbos, 2013:2). Estimates for the USA indicate that sport is worth almost \$300 billion per annum to the US economy. In South Africa, the sport industry is making an estimated 2.1 per cent contribution to the country's GDP (Mothilall, 2012:47). It is acknowledged that the sport industry is of moderate size relative to other industries in South Africa in terms of GDP contribution (Mothilall, 2012:9). Contributing to these figures, some sports and sporting organisations are of such a size and scale that they warrant comparison with large, global organisations (Krabbenbos, 2013:2; Piipponen, 2011:2). In South Africa the business context of sport has grown significantly in size, stakes and diversity (Mothilall, 2012:5).

The sport industry is growing fast and becoming more and more complex (You, 2013:1). The soccer industry is no exception. The 2010 World Cup Final between Spain and the Netherlands in South Africa drew a total of 24.3 million US viewers, making it the most watched soccer game in US television history (Gorman, 2010:1). The World Cup information network handled ticketing for 2.5 million spectators, accreditation of 50,000 staff, volunteers and players, and the information and transportation needs of 10,000 journalists (Howard & Crompton, 2005:461). Howard and Crompton, (2005:461) also stated that the World Cup website received 20 million internet hits a day.

Soccer is one of the most popular sports (Stuivenberg, 2008:9; Stolt, 2010:4; Koo, 2009:1; Richelieu, Lopez & Desbordes, 2008:32). It is the number one sport with regard to media attention and audience reception globally (Horne & Manzenreiter, 2002:195; Stolt, 2010:4). However, there is a multibillion euro industry in professional soccer that is hardly recognized in scientific articles, as demonstrated by Nilsson (2005). Soccer has experienced dramatic changes over the last 10 years, with some estimates indicating that the global game is now worth \$12 billion per annum while commentators suggest the industry grew in size by up to 25 per cent during the same period (Garcia, 2008:3). In South Africa, soccer is arguably the most popular sport, recreationally, economically as well as regarding active and passive participants (Dubihlela, Dhurup & Surujlal, 2009:155). South African soccer has increased financially from approximately R140 million in 2003 to around R222 million in 2007 (Solberg, 2008:4).

In most of the European countries, soccer is largely ahead of the other sports, when it comes to attendance, news generated in sport magazines, journals or generalist journals, and money around it - clubs like Manchester United (246.4 million euro income in 2004/5) or Real Madrid (275.7 million euro income in the same season) are true companies, much more than only clubs (Mays, 2012:2). In South Africa large clubs like Orlando Pirates and Kaizer Chiefs from Premier Soccer League have managed to secure a deal of broadcasting rights over three years in exchange of R110 million (Solberg, 2008:2) which makes them also competitors to Europe. The sport industry is larger than many established industries (Piipponen, 2011:2). In South Africa other developments from the sport industry have been the proliferation of sport websites, sport publications, the introduction of the franchise system, the advent of professionalism and international club competitions, the commercialisation of major sporting codes (soccer) and the selling of broadcasting rights (Mothilall, 2012:5; Solberg, 2008:2).

According to Wright (1999:124), soccer has attracted special academic interest both with regard to the globalisation of the sport and the impact of the worldwide game on national identities. European soccer is becoming more and more important to research in international business and business administration (Hamil, Walters & Watson, 2010:475). The reason is that it is a giant and fast growing business, working at a global level, but still in need of more systemised knowledge (Krabbenbos, 2013:2). In contrast, South African universities were relatively slow in joining this new 'trend'. Intellectuals in African universities and scholars overseas also took a long time to recognize the need for soccer (and sport in general) to be studied both for its own merit and for its utility in social analysis (Bolsmann, 2006:292).

In general, soccer clubs have originated since the 1850s and the majority of European clubs are about 100 years of age (Forslund, 2006:7; Garcia, 2008:26). When the game attracted spectators

and players and became financially compensated, business practices developed in the clubs that were until then just sporting associations (Forslund, 2006:7; Krabbenbos, 2013:2). Thus, to a certain extent business has always been a part of sports (Krabbenbos, 2013:2; Meir, 2009:3). However, since the 1980s there has been a large economic development in the sport with an involvement of corporations and other business institutions. During these last decades business in soccer has grown enormously and soccer clubs have commercialised largely (Fallahi, Asadi & Khabiri, 2011:159).

Consequently, the soccer industry now is an international business; international professional competitions are established, players are transferred all over the world and the European Championship finals and FIFA World Cup finals are top media events with television broadcasting all over the world (Fallahi *et al.*, 2011:159). In recent years, several top class players from South Africa like Mark Fish, Lucas Radebe, Sibusiso Zuma, Benny McCarthy and Steven Pienaar have been exported to European clubs (Bolsmann, 2006:292). The many talented players attract foreign clubs and scouts who are looking for the 'next' Weah, Yeboah or Milla (Solberg, 2008:3). The increased globalisation of sport is of great significance to African soccer in general, because it has become easier to buy, scout for and invest in human capital (Solberg, 2008:3). Although the currently very challenging economic times are problematic, there is a continued revenue growth in European soccer, illustrating the continued loyalty of spectators and the continued appeal of soccer to sponsors and broadcasters (Garcia, 2008:3). In South Africa the commercialisation of soccer has made the revenue to grow with other sponsors wanting to invest their capital in the Premier Soccer League. Sponsors such as Nedbank, MTN, Castle Lager and Telkom are amongst the brands that have already partnered with PSL to generate revenue (Solberg, 2008:3).

While the finances of professional soccer clubs have increased massively in terms of revenue (Koo, 2009:1) and attitudes have changed, the spectators among others have experienced important changes in the cultural organisation of the sport (Giulianotti & Robertson, 2004:545). Often there is a change of culture and some traditions are lost among clubs that have commercialised (Krabbenbos, 2013:2). As a result many of the supporters have shown their discontent and have contested the fast changing state of modern soccer (Nash, 2000:465).

Furthermore, an interesting situation in the soccer industry is that a minority of clubs are owned by their supporters. In these so called membership clubs, the ownership is spread out among a large number of spectators (Krabbenbos, 2013:2). Consequently, the spectators at these clubs have an important influence on how the club is commercialising (Krabbenbos, 2013:2). This holds true for South Africa, where popular soccer teams such as Orlando Pirates, Kaiser Chiefs and Sundowns have a large following and spectator base (Feinberg, 2010).

As soccer clubs are rapidly commercialising and diversifying their business interests, it is now essential to establish a client base which is willing and able to purchase products and services offered by the club (Koo, 2009:2). Clubs in Europe and South America have been in the lead previously, but Asian and African clubs, especially those in South Africa, have followed suite. The major difference between these groups may be in their brand value (Koo, 2009:2).

One of the main problems with increasing commercialism is the alienation of soccer spectators. Frequently, erosion occurs of the identities and traditional values upon which soccer clubs are built. As a result of these changes, supporters often cannot identify anymore with their soccer club and a lack of satisfaction among supporters starts to develop (Krabbenbos, 2013:2).

In soccer, a spectator also plays an important role (Kim & Trail, 2010:190). In USA, watchers spent around 17.1 billion dollars a year on tickets (Plunkett, 2008). Eleven billion dollars were spent on Korean professional soccer K-league tickets and Japanese spectators spent 35 billion dollars on tickets (Won & Kitamura, 2007:93). Taiwanese spent 19 million dollars on Chinese Taipei baseball tickets (Lin & Lin, 2004:62). There are huge business opportunities from sport spectators (Huang, 2011:95). The South African PSL clubs survive on corporate sponsorships and streams of income such as attendance revenues which add to the clubs' financial resources (Dhurup, Dubihlela & Surujlal, 2010:447). An understanding of the various forms of attachment may assist the management of soccer teams to better market their clubs, players, coach and the sport in general to attract spectators to their games, thereby increasing revenues for their clubs (Dhurup et al., 2010:447).

Sport has become an increasing interest of sport spectators as consumers (Al-Thibithi, 2004:1). Sport clubs and companies are very interested in attracting as many consumers as possible to purchase game tickets or products. Therefore, sport marketers should acknowledge the factors that drive spectators to follow sport by attending, watching on television, or purchasing products (Al-Thibithi, 2004:1). Spectator attendance levels for the PSL soccer matches bear potential benefits to the country, and at its heart and core the South African sportscape is driven by the people's pure, unadulterated and uncomplicated love of the game (Dubihlela et al., 2009:156). It is therefore critical to analyse, understand and define sport marketing in the context of spectators.

3.3 UNDERSTANDING AND DEFINING SPORT MARKETING IN THE CONTEXT OF SPECTATORS

Sport marketing is that type of marketing that is applied in the sport industry (Jin, 2006:1). Today's sport is not just about a physical game, but it is a microcosm of society, and touches on the economy and all aspects of human life. Thus sport marketing has unique characteristics, while also being very diverse and complex. Nelson Mandela believed: "Sport has the power to change the world!". The best part of that power comes from the huge effect of sport marketing (Jin, 2006:1). Many corporates have a close association with sport marketing. For instance, Coca-Cola is an established brand globally but uses many types of sports in its marketing initiatives. Sport marketing involves the marketing of facilities, events, activities, and sport stars. It brings the products or services and sports together, combines sport culture with brand culture to build a corporate culture (Jin, 2006:1).

In his monograph, "Sports Marketing: A Strategic Perspective", Shank (2001), describes the marketing of sport as the organisation's marketing strategy through the association of brands and products to sport actions in general, with the alternative corporate return goal of institutional image, brand image, publicity and sales. Stotlar (1993:98) argues that any sports marketing organisation should follow the traditional marketing approach in setting up a marketing plan.

Sport marketing is defined in the literature as pricing, promotion, the process of designing a channel and implementation of activities for a certain physical product, aimed to meet the demand or desire of consumers and then finally reaching the ultimate goal (Jin, 2006:6). Like traditional marketing, sport marketing is a process and a strategy that relies on physical activity.

Recently, according to Karlsson and Skannestig (2011:19), the Advertising Age, which is an advertising magazine, came with the term 'sport marketing' in 1979 to describe how service marketers used sport as a promotional vehicle to market products. This definition is rather limited as it fails to recognise the marketing of sport events and services, which are central aspects of the sport market (Mullin, *et al.*, 2007:11). Mullin, *et al.* (2007:11) state that sport marketing "consists of all activities designed to meet the needs and wants of sport consumers through exchange process. Sport marketing has developed two major thrusts: the marketing of sport products and services directly to consumers of sport and the marketing of other consumers and industrial products or services through the use of sport promotions".

The sport marketing industry has historically faced a problem called "marketing myopia" or "a lack of foresight in marketing ventures" (Karlsson & Skannestig, 2011:19). This problem is built on the

assumption that sport marketing ideally consists of different activities of how to satisfy sport consumers wants and needs (Mullin *et al.*, 2007:12).

According to Mullin *et al.* (2007:12), sport marketing myopia can be characterised through different general symptoms, for example:

- a) Rather than identifying and satisfying the wants and needs of the consumers and their market, there is a focus on producing and selling goods and services.
- b) The thought that winning solves other activities than sport.
- c) Short-term thinking and focus on quick-return investments, such as price hikes rather than long-term investments through relationship marketing.

It is important to have these different symptoms in mind and there are different ways to reduce and cope with them (Karlsson & Skannestig, 2011:20). One example of this is that Atlanta Hawks (which is a basketball club in the USA) used ticket promotional advertisements on cinemas to attract consumers. They had data that showed that their spectators attended movies four or more times during three months. Statistics showed that cinema-goers had eighty percent recall the next day, compared with 15-20 percent from television advertisements. Atlanta Hawks thereby used other competitive activities to increase their spectator attendance (Mullin, *et al.*, 2007:13).

Beech and Chadwick (2007:4) provide a different but interesting definition of sport marketing: "It is an on-going process through which contests with uncertain outcomes are staged creating opportunities for the simultaneous fulfilment of direct and indirect objectives amongst sport consumers, sport businesses and other related individuals and organisations". Beech and Cadwick (2007:4) state that there is a big difference between marketing regular products and sport products. Armstrong and Kotler (2007:199) define regular products as "anything that can be offered to a market for attention, acquisition, use, or consumption that might satisfy a want or need. Products include more than just tangible goods. Broadly defined, products include physical objects, services, events, persons, places, organisations, ideas, or mixes of entities (Armstrong & Kotler, 2007:199).

Beech and Chadwick (2007:4) mention that in order to market a sport product a marketer has to consider several influencing factors that are unique to sport. The most distinctive and challenging factors mentioned are for example that: sport is product led, sport is all about the uncertainty of outcomes, sport customers help to produce the product and sport spectators are unlikely to purchase products from a rival organisation.

The success of a marketing effort is highly influenced by the sport organisation's performance on the pitch, which indicates they are product led (Karlsson & Skannestig, 2011:20). It is often

dominating players that determine and influence what happens in a sport organisation rather than spectators or customers (Beech & Chadwick, 2007:4). The uncertainty of outcomes in sport is one of its cornerstones and the core of the sport product, and it is the motivating factor for why people consume sport (Karlsson & Skannestig, 2011:20). Excitement, emotion, stress and tension are different levels of the uncertainty of outcomes and these words are not often associated with repeated purchase behaviour. The challenge for sport marketers is how to act in order to market the experience the sport consumers experience during a game (Beech & Chadwick, 2007:4).

One unique aspect that sport marketers have to have in mind is that sport customers help to produce the product. The presence of other customers is a fundamental part of the product, and it is vital for the customer's total consumption experience. The consumption experience, for the customers, can be further enhanced if they watch the game together with their friends, family or other supporters (Karlsson & Skannestig, 2011:20).

The fact that many sports spectators are unlikely to purchase products from a rival sport organisation is a big challenge in sport marketing. Products that are clearly associated with one club tend to be seen as undesirable by rival spectators. Therefore it is common that sport organisations' marketplaces are clearly geographically bound. This is a clear example of the big difference between sport marketing and marketing of regular products (Karlsson & Skannestig, 2011:20).

Mullin *et al.* (2007:17) have a quite similar understanding of the sport product as Beech and Chadwick (2007:4) but their explanation is more thorough. The sport product usually consists of the following elements; playful competition, separation from "normal" space and time, regulation by special rules, physical prowess and physical training and special facilities and special equipment. Other elements important in the basic sport product according to Mullin *et al.* (2007:18), are for example:

Sport as a product is ephemeral, experimental, intangible and subjective, which makes it open to a wide array of interpretations by consumers. It is hard for sport marketers to ensure a high probability of consumer satisfaction, because what each customer sees in sport is subjective. The benefits of consuming sport are hard to sell because it is hard to identify or describe them (Mullin *et al.*, 2007:18). It is often common that the sport consumers are co-producers of the game they consume (Karlsson & Skannestig, 2011:20).

There are strong levels of emotional and personal identification which mean that spectators identify themselves with players and clubs. When spectators' favourite clubs win, "basking in reflected glory" is a common concept. Spectators then use words such as "we", "us" and "our" to connect

them with the club. The opposite of this is “casting off reflected failure”, which mean that spectators use words such as “them” or “they” when their club lose (Mullin *et al.*, 2007:18). Core-product control beyond marketer’s hands refers to the limited control sport marketers have of their core-product, which is the game itself. Game rules and schedules are decided by the league and it is often the general managers who are responsible for transfers (Karlsson & Skannestig, 2011:20).

3.3.1 The characteristics of sports marketing

According to Mullin *et al.* (2007:17), sport products have a number of characteristics. These characteristics are summarised in Figure 3.1 below.

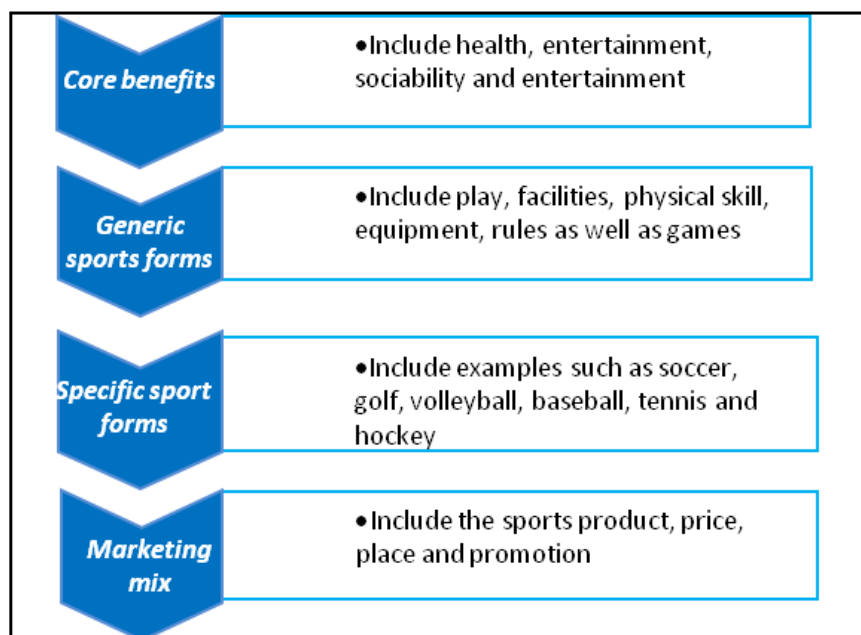


Figure 3.1: The bundle of characteristics of the sports product

Source: Adapted from Mullin *et al.* (2007:17)

Figure 3.1 illustrates the importance that this bundling has for the sport products. At its core, the sport product offers the consumer some basic benefit such as health, entertainment, sociability or achievement (Mullin *et al.*, 2007:17). Of course, many other products may offer the same core benefits. The sport marketer must understand why a consumer chooses to satisfy a given want or need by purchasing a sport product rather than some other type of product. Why do some people seek achievement in sport while others prefer to raise prize tomatoes? (Mullin *et al.*, 2007:17). Although research on such a question is sparse, it cannot be assumed that the preferences relate partially to the generic product components of sport: emphasis on physical activity that is regulated in special game forms (Mullin *et al.*, 2007:17). At the same time, the golfers among this ‘sport’ group might scorn tennis, and vice versa. The tennis players may split into groups that prefer public courts and those that prefer private club membership. One can recognise the complex dynamics behind each level of segmentation. The fundamental point, however, is that the sport

product is unique. It is important to consider all of the characteristics highlighted above when developing a marketing campaign for sport products, for example products directly aimed at sport consumers such as soccer balls and tennis racquets (Mullin *et al.*, 2007:17).

In addition, it is important to note that the sport market has a number of special characteristics (Mullin *et al.*, 2007:19-20):

- a) Firstly, sport clubs cannot exist in isolation, as they require the co-operation of other clubs in order to compete.
- b) Secondly, it is important to note that the demand for sport products will fluctuate because of the time limit associated with the season of sport tournaments.
- c) Thirdly, one should realise that sport has a universal appeal and ability to link mankind; and it should therefore be marketed accordingly.
- d) One should be aware of the importance of eating and drinking as an element of the sport market. This can be seen in the sponsorship of cricket by Castle Lager.
- e) Fifthly, one should note that gender stereotyping in the sport market is on the demise; and that sport marketing should therefore be adapted accordingly.
- f) Another feature of the sport market is the disregard of religious persuasion when choosing a favourite sport or club.
- g) Lastly, the sports market places such an important emphasis on sport that it is even expected that political leaders and presidential candidates will make their choice of club, as well as their support of this club public.

Taking into account what the literature considers the essential nature of sport marketing, this section regards sport marketing as the marketing of every one of the following elements (Chacko & Wagers, 2000:90; Morgan & Summers, 2005:6; Mullin *et al.*, 2007:17; Richard, 1999:517-535; Shank, 2005:10):

- a) Sports codes (for example soccer, rugby, cricket, tennis, golf);
- b) Sports events (for example premier soccer league);
- c) Sports clubs (for example Orlando Pirates, Kaizer Chiefs);
- d) Services or products utilised directly in sport (such as memorabilia or sport equipment, such as soccer balls); and
- e) Services or products indirectly involved in sport, chiefly via sport sponsorship (for example Vodacom, MTN, Castle Lager).

According to Kotze (2011:27), sport marketing is a complex and dynamic construct implemented with the goal of ensuring spectator satisfaction. Furthermore, Morgan and Summers (2005:5) insist that sport marketing should adhere to the fundamental principles of marketing in general - with a

specific focus on the 4 P's of marketing (product, price, place and promotion). The sport marketing mix conceived by Morgan and Summers (2005:6) is illustrated in Figure 3.2.

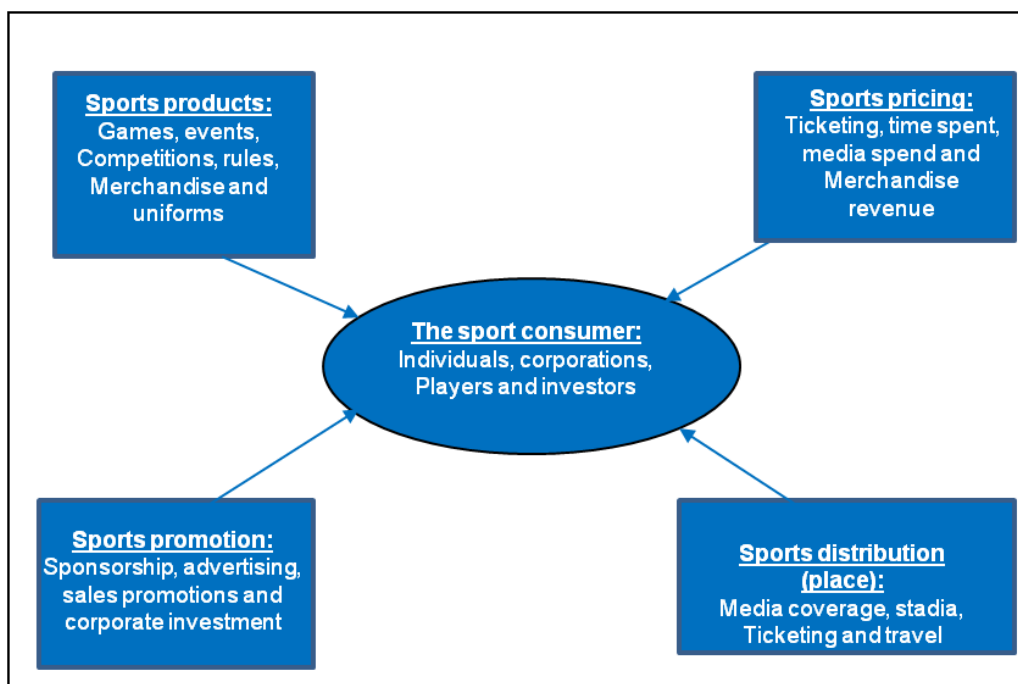


Figure 3.2: The sports marketing mix
Source: Morgan and Summers (2005:6)

Morgan and Summers (2005:30) suggest that the sports spectator plays a vital role in the sport marketing process. The 4 P's illustrated in Figure 3.2 above are directly aimed at the sports customer in order to facilitate a mutually beneficial relationship between the sports marketer or club and the customer or spectator. The relationship between these two entities is illustrated in Figure 3.3 below.

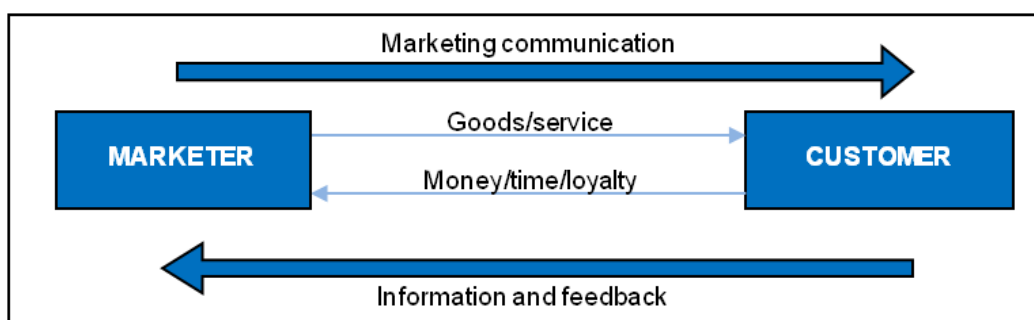


Figure 3.3: A simplified model of exchange for sports products/services
Source: Morgan and Summers (2005:31)

Based on Figure 3.3 above, it is clear that the aim of the sport marketer is to communicate information regarding the club and event to the customers or spectators. In return, the marketer

wishes to receive feedback from the customers/spectators in the form of loyalty, as well as the money and time spent on the club (Kotze, 2011:27). These customers or spectators are discussed in the next section.

3.3.2 Sport marketing consumers

The features of the sport market were highlighted in order to become acquainted with the personalities, needs and preferences of sport spectators (Mullin *et al.*, 2007:19-20). In addition, Mullin *et al.* (2007:22) suggest that one of the main goals of sport marketing is to build and market an event in such an appealing way that sport or club marketers will convince their target consumers to buy the event, either live (for example by attending the match) or via the media (for example watching the match on television).

It is important to be familiar with the types of consumers in the sport market (Shank, 2005:12) as depicted in Figure 3.4 below.

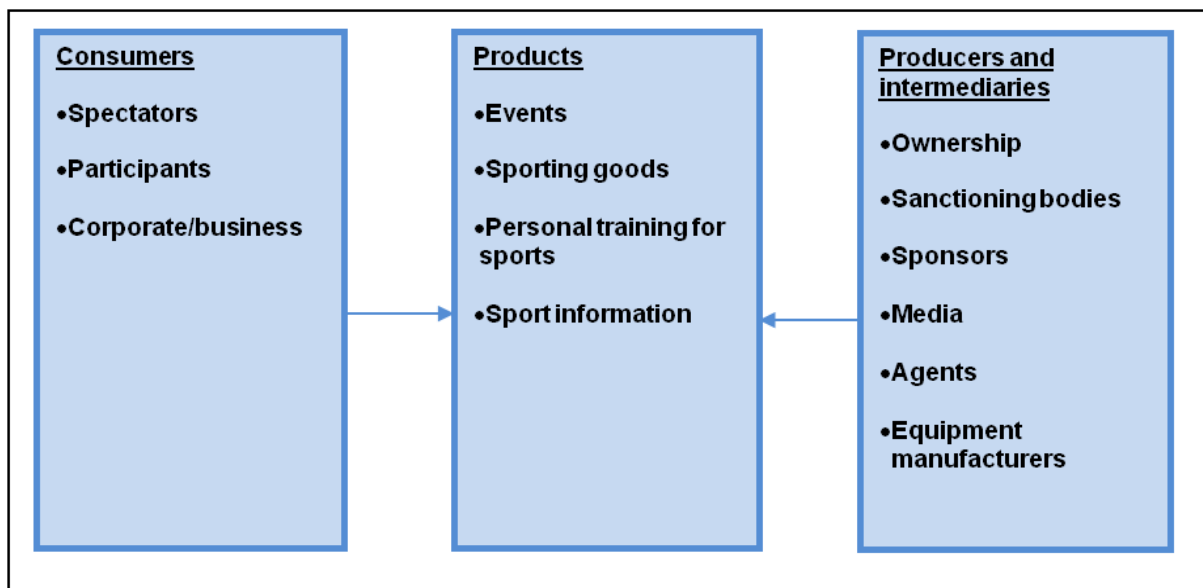


Figure 3.4: A simplified model of consumer-supplier relationships in the sport industry

Source: Adapted from Shank (2005:12)

To reap the benefits of a loyal consumer base, the interests of the three types of consumers identified in Figure 3.4 (Shank, 2005:12) should be addressed. An example of a spectator is a person attending a soccer game in order to watch the game. This spectator is regarded as a consumer because s/he may derive pleasure or satisfaction from his or her club's performance and win. The soccer player playing in the game can therefore then be referred to as a participant. The soccer player's objective is to ensure that he displays a good entertaining game so that spectators are attracted to return to watch soccer. Vodacom (a telecommunications organisation that acts as

a sponsor of tournament) can be referred to as the corporate/business interest. Sponsors invest in soccer clubs that provide greater mileage in return as an investment. Companies today associate themselves with clubs which have a huge spectator base and this gives them the opportunity to sell their products. The products can be the merchandise and information which can be derived from news papers or television. The soccer game which spectators attend can also be referred to as product because spectators come to the game to consume or enjoy themselves. The game of soccer involves many things such as owners of the clubs who will invest in the team in order to be successful. In the same breath, agents will use the opportunity to manage players contracts so that they are in return able to benefit.

Furthermore, according to Mullin, Hardy and Sutton (2000:223), sport marketing consists of three subsystems, namely the media, the sponsors and the spectators. The relationship between these three subsystems is symbiotic; and these subsystems collaborate in order to attract additional spectators to a sporting event (Mullin *et al.*, 2000:223). The relationship between these subsystems is illustrated in Figure 3.5 below.

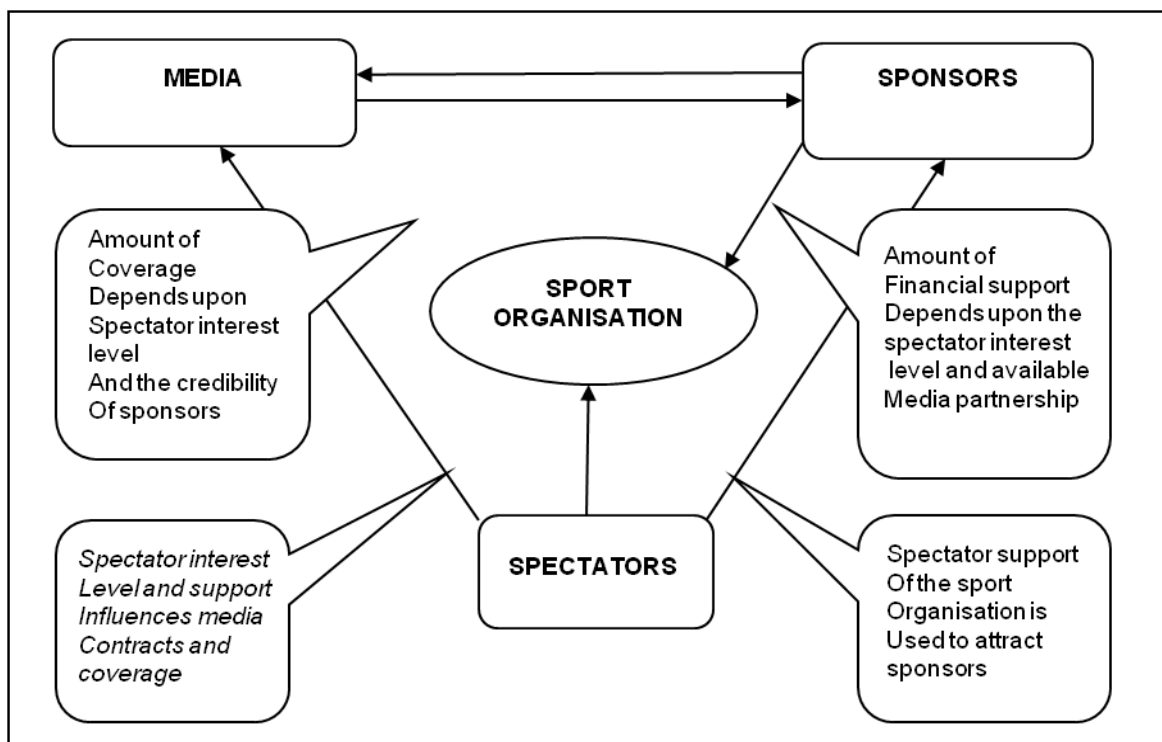


Figure 3.5: The relationship among media, sponsors and spectators

Source: Mullin *et al.* (2000:223)

Figure 3.5 above, illustrates the symbiotic and interdependent relationship between the three subsystems of sport marketing. The media supply the amount of coverage needed, as determined by the interest level of the spectators, as well as the level of credibility that the sponsors can afford.

Furthermore, sponsors provide financial support to the sport organisation dependent on the level of spectator interest, as well as the available media partnership. Lastly, the level of spectator support for a sport organisation can influence the number of sponsors attracted to the club (Mullin *et al.*, 2000:223). Figure 3.5 emphasises the importance of the spectators of a sport organisation as the spectators have a direct impact on both the media and sponsors attracted to the organisation.

According to the figures illustrated above, as well as the discussion regarding the benefits of spectator loyalty, it is clear that spectators play an important role and have a significant position in sport marketing. The importance of spectator loyalty will now be discussed.

3.3.3 The importance of spectator loyalty

There has been a surge in the importance of the role that a loyal and stable spectator base plays in a club's competitive advantage (Kotze, 2011:25). This may be attributed to the increasing professionalisation of the sporting industry (Bauer *et al.*, 2008:205). According to Buhler and Nufer (2006:3), the loyal sport spectator plays a major role in the marketing of sporting events and differs significantly from loyal customers or ordinary consumer goods in three major ways.

Firstly, the level of passion for a sport club or sport product is considerably higher than the passion for a favourite consumer goods brand. Secondly, sport consumers are much more loyal to their clubs than to their favourite consumer products; and they experience sporting events as events that break the routine of their everyday lives. Thirdly, this level of passion and loyalty leads to a consumer that is much more irrational than in any other consumer targeted by marketers.

In addition, according to Rosner and Shropshire (2004:164), there has been an increased need for sport clubs to deliver financial results and returns. These financial results can only be achieved by following proper marketing strategies or principles. The main goal of the marketing function of a club should be to develop and maintain relationships with spectators, as well as to boost the popularity of the game (Rosner & Shropshire, 2004:164). Spectators should be treated as stakeholders of clubs and their need to belong to a club, their need to express their views and opinions of a club, as well as their need to be acknowledged as spectators of a club should all be satisfied.

The recognition of a spectator as a stakeholder in a club will, in turn, increase the revenue or monetary worth of the club (Rosner & Shropshire, 2004:170). The commercialisation of the sport industry is dependent on ticket sales, the involvement of spectators in a club, as well as the selling of club merchandise. According to Rosner and Shropshire (2004:164), there should be a much

stronger emphasis on the selling of merchandise bearing the name, logo and marks of a club than on ticket sales alone.

Figure 3.6 below demonstrates the different levels of spectator loyalty (Mullin *et al.*, 2007:43). The highest level of spectator loyalty indicated in Figure 3.6 is heavy users, and this is what sport organisations aim to achieve. By following the desired direction of movement in the frequency of game attendance, the organisation will reach the goal of turning light users (non-loyal spectators) into heavy users (loyal spectators). Only by reaching this level of spectator loyalty will the organisation be able to achieve the benefits of spectator loyalty.

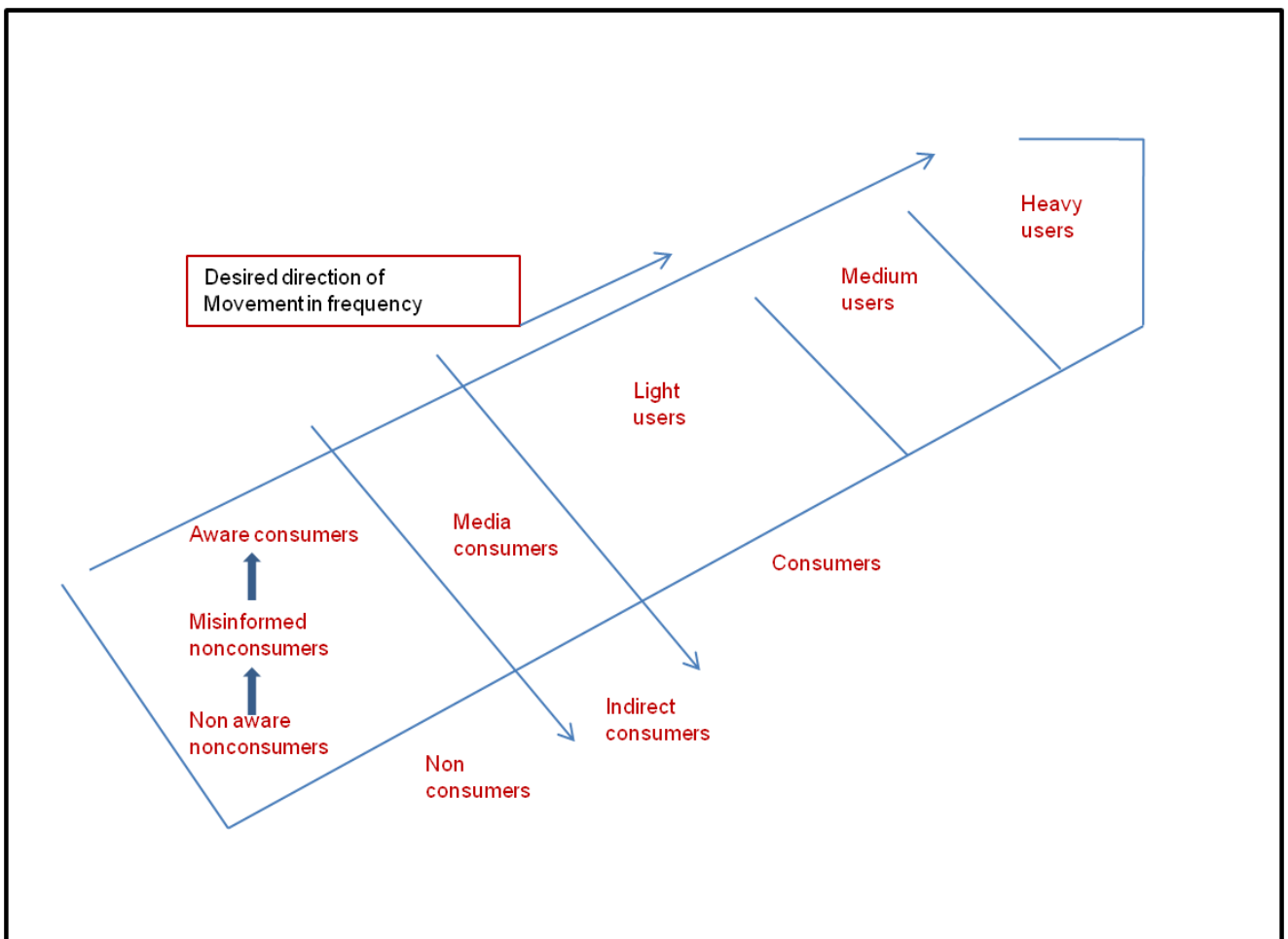


Figure 3.6: Different levels of spectator loyalty

Source: Adapted from Mullin *et al.* (2007:43)

Furthermore, according to Mullin *et al.* (2007:43), sport organisations should aim to redesign and promote their products in a way that will appeal to the targeted spectators. Based on the above discussion, it is clear that the importance of loyal spectators should not be underestimated. Therefore analysing the application of customer loyalty in sport is essential. This is discussed in the next section.

3.4 CUSTOMER LOYALTY IN SPORT

Consumer loyalty has been a topical issue in many different industries and this was discussed in chapter two. However in this section the focus is on sport where the nature of loyalty is quite unique (Piipponen, 2011:22). At spectator sport events, most sport activities are professionalised and commercialised (Lai, 2014:14). Neale and Funk (2006:307-308) described that consumer loyalty at spectator sport events is more explanatory when it includes both attitudinal and behavioural dimensions. Mahony, Madrigal and Howard (2000:15) asserted that measures of behavioural loyalty are readily available in sport related indicators (for example attendance, television viewing). For example, Bauer *et al.* (2008:205-206) used the concept of consumer loyalty to analyse sport spectator behaviour. Their results included many indicators which fit into the concept of behavioural loyalty, such as the actual attendance, spectators' favourite club's live games, watching them on TV or purchasing club merchandise. However, appropriate measures of attitudinal loyalty were not as developed, even though many studies have tried to measure attitudinal loyalty. From this background it is therefore critical to discuss the application of loyalty in sport with specific reference to spectators.

3.4.1 Consumer satisfaction in sport spectator event

Kotler (1999) indicated that the way to attract more sport spectators was to increase satisfaction of spectators. In a study conducted by Huang (2011:95) on the determinant factors and satisfaction of spectators at the selecting national table tennis club competition in Taiwan, the result of satisfaction of spectators indicated that the "attraction of game" was the top satisfaction of spectator attendance.

Standeven and De Knopp (1999:4) stated that to attract and retain spectators, marketers should try to create memorable experiences, because some spectators may be motivated to attend sport events by desires for entertainment and spectacle, emotional stimulations, curiosities or social outings (Getz, 2008:414). It is clear that some spectators go to stadia for live games not only for game itself (core products or services), but also for something different, an extraordinary experience. However, the main characteristics of experiences are internal, mental, subjective, personal, singular, and not universal (Lai, 2014:5). Spectators are strongly influenced by multidimensional constructs which come from different types of individual responses (Carù & Cova, 2003:270).

Further studies were conducted on customer satisfaction in sport. For instance, Cronin, Brady and Hult, (2000:204) assessed the effect of consumer satisfaction on consumer behavioural intentions

in six service environments (including sport events and health clubs). The finding shows that consumer satisfaction can affect future revisit intentions of attending sport events. It is also in line with other studies (Kwon *et al.*, 2005:263-264; Brady, Voorhees, Cronin & Bourdeau, 2006:84). In other words, customer satisfaction is seen by many authors as a reliable predictor of revisiting intentions in sport spectating events (Lee, Kim, Ko & Sagas, 2011:54).

Some previous correlative studies (Heung & Ngai, 2008:86-87; Kim, Ng & Kim, 2009:10) indicated that consumer loyalty is an outcome of consumer satisfaction which means that when the consumers display higher levels of satisfaction, they are likely to spread more positive word-of-mouth (WOM) endorsement and remain loyal. Gale and Wood (1994) indicated that consumer satisfaction is the first step towards achieving customer loyalty. Torres-Moraga, Vasques-Parraga and Zamora-Gonzalez, (2008:303) also proposed that consumer satisfaction can be seen as a direct antecedent of loyalty. This relationship was also demonstrated in sport contexts (Bodet & Bernache-Assollant, 2011:781). Ferrand, Robinson and Valette-Florence, (2010:83), and Kouthouris and Alexandris (2005:101) focused on the relationship between consumer satisfaction and intention-based behavioural loyalty in sport organisations, and their results showed there is no strong evidence to prove that higher consumer satisfaction is able to guarantee better intention based behavioural loyalty.

3.4.2 Service quality in sport spectator event

Various studies from the fields of marketing strategies (Dale, Iwaarden, Van der Wiele & Williams, 2005:470; Getz, O'Neil & Carlsen, 2001:380) have concluded that, in the context of sport spectating, spectators evaluate service quality based on several dimensions: club performance/game result (Shofield, 1983:196), amenities and additional services (Hansen & Gauthier, 1989:16), human resource management (staff, or volunteers) and service-delivery systems (Getz, 2005:179). However, Theodorakis, Alexandris, Tsigilis and Karvounis (2013:85) described that service quality in the sport spectating context could be distinguished into two types: First, outcome quality refers to a core aspect of the sport product or service which is focused on what the consumers are left with, after the production (or consumption) process is over. Second, functional quality refers to the peripheral or supportive elements of the sport product or service (for example the facility or stadium environment, the supporting services).

Howard and Crompton (2004:88) and Ko, Zhang, Cattani and Pastore, (2011:304) explained that sport spectating events represent a large, expanding, and competitive industry. However, many professional sports leagues in various countries are struggling to balance between reducing operational costs and providing the best-possible on-field products and services. This means that many sport spectating event providers are facing dissatisfaction, and sometimes resistance, from

their consumers as a result of increasing prices and rising expectations regarding sport spectating event quality (Lai, 2014:22). As for other service industries, enhancing the profitability of the sport spectating event relies on providing high-quality products or services to consumers so as to improve consumer satisfaction and loyalty (Dagger, Sweeney & Johnson, 2007:123).

In this regard, some studies (Tsuji, Bennet & Zhang, 2007:199; Yoshida & James, 2010:338) have concluded that service quality has been seen as an antecedent of consumer satisfaction and game attendance (for example consumer loyalty) in the context of spectator sports. Theodorakis, Koustelios, Robinson and Barlas (2009:456) indicated that service quality has both direct and indirect (via consumer satisfaction) connections with consumer loyalty. However, Theodorakis and Alexandris (2008:162) found that the link between service quality and spectators' repurchase intentions is weak and restricted due to some personnel and other dimensions.

Greenwell, Fink and Pastore, (2002:129) studied spectators at ice hockey games and concluded that, in line with Langeard, Bateson, Lovelock and Eiglier, (1981:104), there are at least three interrelated components between consumer experience and service quality (for example inanimate environment, service personnel and a bundle of service benefits). In other words, there is a clear link and some shared components between consumer experience and service quality. However, other scholars (Yoshida & James, 2010:388; Lee & Chang, 2012:103) suggested that consumer experience and service quality should be seen as two separate variables and both of these could be seen as antecedent variables of consumer satisfaction and loyalty.

Clemes, Brush and Collins, (2011:370) explained that the notion of service quality only focuses on functional elements. For instance, a competitive price could provide a high contribution to consumer satisfaction through value even if the service quality is poor. Thus, even some attributes of service quality heavily rely on customer experience properties (Parasuraman, Zeithaml & Berry, 1985:42). Furthermore, more and more product or service providers have realised that only offering a functional value with products or services is not enough, and that they need to provide experiential elements to distinguish their product or service in the competitive business environment (Walls & Wang, 2011:82). Therefore, it is important not to focus only on tangible and rational elements, but to also consider intangible subjective elements offered by product or service providers (Hosany & Witham, 2010:351; Garg, Rahman, Qureshi & Kumar, 2012:201).

Drotskie (2009:109) explained that creating experiences which include strong subjective elements has become a trend in the service sectors; while Pine and Gilmore (1999) are convinced that competitive advantage can be built by focusing on offering consumer experience. Thus, consumer experience should be seen as another influential aspect in assessing the emotional and sensory aspects of the consumption service quality, which would focus on its functional aspects. Many

service providers have created more opportunities for consumers to react emotionally to the employees and the service setting (Montonen & Tanski, 2004). This applies especially in the entertainment and leisure sector, which includes sport spectacles. O'Sullivan and Spangler (1998) explained how some industries such as entertainment, hospitality, and sports can be seen as experience makers which provide particular experiences as their core mission. Moreover, Lundberg (2007:187) also described that sport can be seen as an entertainment industry which is a proto industry of the experience economy.

In this case, watching sport is more like entertainment in terms of excitement and wonderful memories generated, alongside the competition. Spectators expect specific experiences from the game and other aspects during their consumption. As part of the experience industry, the main objective of sports event marketers is to create an experience environment that allows people to live great and if possible extraordinary experiences as opposed to only providing a basic functional service. For example, Howat, Absher, Crilley and Milne, (1996:77) described that because of the outcome of games, spectators are emotionally influenced by the club, rivals or players. Therefore the experience lived by the spectators would increase their perceptions of the quality of the functional aspects (Lai, 2014:50).

Perceived quality is according to Beech and Chadwick (2007:190) the component that is the hardest for sport managers to control. Spectators' perception of quality is closely connected to the club's success as well as other club-related aspects. Spectators will most likely perceive a higher club quality if a club extends the contract of their star player or if the club wins the league (Karlsson *et al.*, 2012:30). However, it should be said that sport marketers often are unable to influence club-related aspects because it is beyond their control. In order to increase the perception of quality in a club sport marketers can use brand elements such as a star coach or players (Beech & Chadwick, 2007:190). For example, Manchester City has increased the perceived quality of their club by investing a huge amount of money in star players (Karlsson *et al.*, 2012:30). Special offerings and promotions tied to winning the league could work as an effective method for strengthen the perceived image of quality in a club. In addition to this sport marketers can portray the clubs "coaching staff and players as quality individuals by involving them in a promotional campaign (for example advertising spots, profiles, talk shows), or in a comprehensive community relations plan (for example visiting hospitals, autograph sessions, fundraisers) (Beech & Chadwick, 2007:190).

3.4.3 Spectator identification in sport spectator event

The impact that identification with a sport club has on the conduct of spectators has received the attention of several studies (Kwon, Trail & James, 2007:540). Spectator behaviour is manifested in many ways, such as wearing of the club's outfits, studying a club blog, going to games, or keeping

up to date with details of a game on a cell phone (Martin, 2012:28). As obvious as it may sound, Turner (1982:15) indicates that supporters display such conduct as a consequence of belonging to a group.

Tajfel (1982:24) similarly holds that individuals need to identify socially with a group to develop a self-image. When they participate in these typical spectator behaviours, they display conduct that is considered the norm for conduct in a mob. Such conduct is especially relevant since an individual's decision to scream for a specific club and to buy its merchandise denotes an area in which the individual has control over shaping his social identity (Martin, 2012:28).

Underwood, Bond, and Baer (2001:2-3) have found that, , sports clubs, when compared to other businesses, have the advantage of generating very high levels of identification among clients. Such association directly influences spectators' behaviours (Wann & Branscombe, 1993:1). It follows that a more solid understanding of spectator behaviour and identification would assist researchers in better understanding the intricacies of sport fandom. In an effort to determine the relationship between identification and behaviour, Wann and Branscombe (1993:1) polled University of Kansas basketball spectators. They found that highly identified spectators were more likely to invest more time and money in a club and report a higher level of club involvement (for example game attendance).

Other studies by Laverie and Arnett (2000:225) assessed the effects of identification and satisfaction on spectator attendance for women's college basketball. They found that club identification had a stronger impact on game attendance than game satisfaction, indicating that as club identification increases, club records become less indicative of future game attendance (Laverie & Arnett, 2000:225). Similar findings were reported by Matsuoka, Chelladurai, and Harada (2003:244) through their analysis of the Japanese Football League and Japanese League spectators. Results of their study provided evidence that these results are not limited to North American sport spectators only.

James and Trail (2008:427) surveyed 507 Basketball season ticket holders to measure their levels of club identification and consumption behaviours. Specifically, James and Trail (2008:427) hoped to determine if identification had an equal impact on all consumption behaviours (for example apparel purchases, ticket sales, media usage). Their findings revealed that identification's impact is not equally distributed across all consumption behaviours. Survey data showed that spectator identification had a much larger impact on both media and club merchandise consumption than it did on game attendance, signifying that club identification is more important to spectator decisions regarding apparel purchases and media consumption than it is to their decision to purchase tickets.

This finding provides further proof that the ability of sport spectators to identify themselves with products and merchandise from their favourite club(s) has a direct impact on their social identity.

Furthermore research has indicated that there are factors which may foster identification (Underwood, Bond & Baer, 2001:1). Underwood *et al.* (2001:1) identified four characteristics that could positively influence both a consumers' identification with a service as well as brand equity: (1) group experience, (2) history and tradition, (3) the role of the physical facility, and (4) ritual. Sports provide spectators with a unique group feeling. They experience a feeling of belonging to a group and bias against outsiders of the group when they attend sport events as spectators. It is thus common to find that several of the most established global service brands use their history and tradition as a vehicle to raise their client's association with the brand (Chen, 2007:2). The spectators become identified with a specific sport club by embracing its history and traditions, which in turn give them with something solid to latch on to when the game is over (Chen, 2007:2). The sport arena or venue is an important element of a service brand as it provides consumers with the most tangible part of a service offering. Stadia or arenas form the most tangible brand of a club and make spectators aware of the service.

There are four managerial factors, namely club characteristics, organisational characteristics, affiliation characteristics, and activity characteristics that directly influence the intensity of identification with a club (Chen, 2007:3). According to Shank (2005:174), club characteristics refer to the success of the club on the field, while organisational characteristics refer to the successes and failures of the club off the field. Furthermore, affiliation characteristics refer to the sense of community that a spectator can build by being part of a club, whereas the activity characteristics refer to the attendance and exposure of a sporting event.

These four characteristics all have an influence on the varying levels of spectator identification (Shank, 2005:174). These levels can be below, medium or high. A low level of spectator identification depicts a spectator that only supports a club on a social level, whereas a medium level of spectator identification indicates a spectator that is comparatively focused on the club. The highest level of spectator identification is referred to as "vested", which indicates that a spectator is loyal to the club (Shank, 2005:174).

The role of spectator loyalty from a sport manager's perspective can be seen in Figure 3.7 below. Shank (2005:173) highlights the benefits of a spectator's identification with a club to sport managers. It also illustrates the antecedents and outcomes of spectator identification (See Figure 3.7).

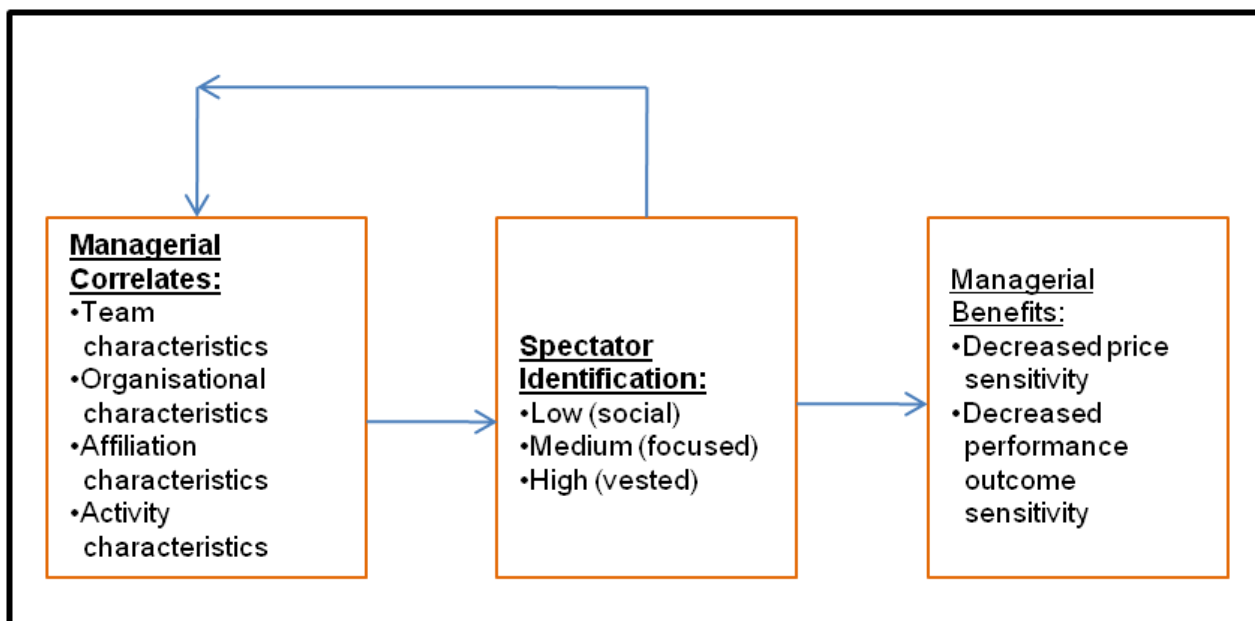


Figure 3.7: A model for spectator identification

Source: Sutton, McDonald, Milne and Cimperman in Shank (2005:174)

At this point, it is important to note that a high level of club identification therefore indicates spectator loyalty. According to Shank (2005:176), sport managers can obtain various benefits from spectator identification (Couvelaere & Riechelieu, 2005:23-46; Shank, 2005:176; Smith & Stewart, 2007:155-181). These benefits include:

- a) A willingness to purchase club memorabilia;
- b) A decrease in price sensitivity;
- c) A readiness to sacrifice time and resources; and
- d) A willingness to travel long distances to support the club

Shank (2005:176) also identifies a decline in the sensitivity of the performance of a club for the spectator as a benefit of spectator loyalty, whereas Couvelaere and Riechelieu (2005:23-46) believe that having a loyal spectator base will lead to a stronger emotional connection between the club and its spectators. Also, as profit-oriented goals of sport clubs have increased in the sport industry, sport clubs have experienced an increase in rivalry amongst their competing clubs for the attention and loyalty of their spectators (Smith & Stewart, 2007:155).

3.4.4 Supplier image in sport spectator event

Sport event participation has seen better days (Hirvonen, 2014:12). In today's world the media owns the broadcasting rights for all major sports. Broadcasting has increased enormously during the last few decades and this has caused a decrease in spectator numbers in sport events (Hirvonen, 2014:12). People have the mind-set that they experience the same event from their own couch without physically going anywhere and without paying for the ticket. Broadcasting has also

allowed some features including highlights, replays, statistics, commentary which are critical for some sport consumers. Nowadays sport marketers and event producers face a lot of challenges concerning variation in spectator numbers which have decreased through the years. Atmosphere is still one of the big factors that cannot be experienced that well via media (Shank, 2009:13.)

In a study conducted by Huang (2011:95) on the determinant factors and satisfaction of spectators at the selecting national table tennis club competition in Taiwan, promotion of the event was rated as part of satisfaction outcome. De Schriver and Jensen (2002:311) mentioned that there is a positive correlation between promotion and spectator attendance. Parkhouse (1996) also noted that promotion would increase people's attention on sport events. Thus improving determinant factors of "media promotion" could be the most helpful in gaining the best result for spectator attendance. Funk and James (2001:119-120) stated that media promotion plays an important role to attract spectator attendance.

Robinson, Trail, Dick and Gillentine (2005:52) also mentioned using websites to interact with spectators, providing discussion section and information of contests in order to attract spectators' attention. Su (2007) stated that providing a lot of information and pictures through newspapers and magazines to interest different group of spectators. He further indicated that through television broadcasting, people would have the opportunity to be involved in sports. Wann and Branscombe (1993:1) also pointed out that if spectators read many sport related newspapers and magazines and frequently discuss it with others, they would watch and participate more in sport competitions. Therefore, there is a need to pay attention to promotion and maintaining good public relations with the media in order to have more opportunities to show up on television and in newspapers (Huang, 2011:99).

The possible effect of the electronic media on relationship marketing has been examined by researchers. Greenwell and Andrew (2006:157), did a study on the communication preferences of baseball spectators, and advised that sport organisations include in their marketing plans viral marketing, social networking, and blogging. Likewise, Girginov, Taks, Boucher, Martyn, Holman and Dixon, (2009:165) studied how the use of websites influenced the relationship marketing of Canadian national sport organisations. They found that the full potential of web-based, or computer mediated communication was not yet harnessed by these organisations . Computer mediated communication (CMC) describes any text-based interaction that passes through digitally-based technologies at some point during the interaction (Spitzberg, 2006:630). The fast changing CMC technologies enables more immediate and efficient exchange of messaging between people (Martin, 2012:23). This continuous and instantaneous ability to provide feedback affects relationship management by opening up novel opportunities to grow positive relationships (Kent & Taylor, 1998:321) and perhaps influence the conduct of sport consumers (Martin, 2012:23).

3.4.5 Perceived value in sport spectator event

Research has revealed the effectiveness of perceived value that increases consumer behaviour (Kim, 2010:21). Cronin *et al.* (2000:193) revealed that, across various industries (spectator sports, participation sports, entertainment, health care), perceived value was not only a direct predictor of behavioural intentions, but also played a mediating role between service quality and behavioural intention. Baker *et al.* (2002:137-138) studied merchandise products and patronage intention; they found that high levels of perceived value result in both future purchase intentions and actual behaviour. Lee, Petrick and Crompton, (2007:402) investigated festival attendees' future behavioural intentions and determined that perceived value was the best predictor of behavioural intentions.

In sports industries, Murray and Howat (2002:25) found that perceived service positively affects satisfaction, which affects consumption intention within a sports and leisure context. Furthermore, perceived value significantly played a mediating role in the formation of satisfaction. Kwon *et al.* (2007:540) found a mediating role of perceived value between club identification and licensed products purchasing behaviour. In their study, club identification alone did not effectively drive purchasing behaviour, but that perceived value did. Although various scholars have identified the important role of perceived value in consumption behaviour, perceived value has received far less attention than service quality and satisfaction (Tam, 2008:3). In addition, perceived value has not been studied in the field of sport management.

Westerbeek and Shilbury (2003:13) contend that spectators obtain value from the various components of sport quality. The true value derived from sport competitions is the emotional association and appeal of the experience. It is the intensity, uncertainty of the match, quality and standard of the sport services that create the emotional appeal for the spectators. Regardless of their club winning or losing, each type of spectator undergoes several different emotions, ranging from joy, anger, suspense, contentment, disappointment and so forth. It is the practical things that employees at the venue or match do that contribute to the perceived value. A simple smile, greeting, acknowledgement or kind assistance does much to enhance the ambience. Unlike in the case of the core product and services offered, servicescape value is not solely reliant on the players or employees. For example equipment may either work or not; sport facilities may either be available or not. Consequently, it is essential that everything required for a sporting event is in good operating condition. The risk of injuries to spectators at the stadium or facilities can negatively affect the brand of the stadium, as well as its reputation and dissuade spectators from associating with it. Yusof and See (2009) examined the link between spectator perceptions on

sportscape and satisfaction of spectators. They found that there was a relationship between these variables.

3.4.6 Customer relationships in sport spectator event

In all businesses, fostering existing customer relations is one of the key elements in companies' operations (Piipponen, 2012:36). It is generally recognized that acquiring new customers is clearly more expensive than maintaining existing customers (Zineldin, 2006:431). The central marketing challenge is managing loyalty and improving customers' loyalty towards products and services (Basu & Dick, 1994:99). Customer relations have to provide value beyond the core product (Zineldin, 2006:431) and sport business is no different (Piipponen, 2012:36). "All sports marketing transactions, in fact, involve some type of relationship marketing". The relations are one of the most powerful aspects in sport marketing (Bee & Kahle, 2006:102). Relationship marketing activities move the focus from the transactions to the relations (Stotlar, 2002:55). The key for sports organisation's success and competitiveness are loyal game-attending spectators and their management (Bee & Kahle, 2006:104; Bauer *et al.*, 2008:205).

Companies can try to create loyalty by differentiating relations or by giving recognition to loyal customers (Zineldin, 2006:430). Sport organisations need to enhance their spectator base, find new spectators and help the existing ones to become more loyal (Greenwell, Mahony & Park, 2010:453). Separate marketing strategies should be considered for different spectator types (Dale *et al.*, 2005:481-482). It is suggested that in future smart sport marketers will shift their communications away from the object (club or sport) and highlight the element of belonging to something. Traditional demographic or psychographic market segmentation is in danger of losing its magic. In a highly fragmented, information overloaded society sport consumers are not that easily defined into conventional market segments. Instead they will increasingly belong to tribal groupings, sharing similar principles and values (Smith & Westerbeek, 2004:77). The key to segmentation in future's sport business is in identifying the core values and behaviours that release members' extreme support, passion and ultimately their cash.

Marketers have used relationship marketing in the sport industry in several settings (Williams & Chinn, 2010:422). Shani (1997:9) found similarities between the performance of a sport club and an organisation's service, and concluded that this is an area that could benefit from utilising relationship marketing. This required the deliberate segmentation of sport consumers to create tailor made marketing strategies. Expanding on this model, Stavros, Pope, and Winzar (2008:135) examined sport in Australia. Their revised model focused on organisational structure, research, and the systematic use of relationship marketing tactics. They found that although organisations may be interested in implementing relationship marketing, the unique history and varying

structures of organisations make it difficult to put relationship marketing into action. Researchers have also focused on the investigation of emotional and attitudinal variables.

Bee and Kahle (2006:102) examined why consumers get involved in relationship marketing and how their engagement is practically implemented. They found that when sports organisations promote those values that are similar to their clients, they increase their likelihood to be viewed as credible and reliable. It is these shared values that have the most significant, durable and consistent impact on customers (Bee & Kahle, 2006:104). Other research in this area had a focus on the quality of the relationship between spectators and sport organisations. Kim (2008:20) studied the relationship-quality characteristics (such as trust, commitment, liking, intimacy, connection, reciprocity, satisfaction) and their effect on the conduct of sport consumers (for example purchase of club licensed apparel, game attendance, media usage). The results revealed that relationship quality helped to predict behavioural outcomes. The spectators who reported high levels of relationship quality with a sport organisation were more likely to purchase club apparel and tickets and consume more mediated sport than spectators that reported low levels of relationship quality.

3.4.7 Commitment in sport spectator event

Laverie and Arnett (2000:225) utilized the construct of sport spectator involvement, defined as the active interest in, engagement with, and commitment to a sport event exhibited by the sport spectator. Theoretically, two important aspects of sport involvement or commitment have been proposed in studying sport spectator involvement: psychological and behavioural involvement (Choi *et al.*, 2009:268).

Funk, Ridinger and Moorman, (2004:35) suggested that this multidimensional perspective of sport spectator involvement provides useful insights to understanding the different patterns of sport spectator behaviour useful in segmenting the spectator base. In a study done by Funk *et al.* (2004:35) the club sport involvement was designed to assess relationships among the 18 antecedents which fell into two categories (individual characteristics and social situation) and three facets (attraction self-expression, centrality to lifestyle, and risk) of psychological spectator involvement with a professional sport club. According to their findings, the utility of psychological spectator involvement allows sport marketers to better understand spectator behaviours in an increasingly diverse sport industry. Capella (2002:30) also developed the spectator behaviour questionnaire to examine the emotional and behavioural involvements of spectators. The results indicated that sport spectators that are emotionally or psychologically attached to their club will likely make many purchases of club apparel (Choi *et al.*, 2009:268). These two studies suggested that psychological spectator involvement is a meaningful area of research (Choi, *et al.*, 2009:268).

Funk, Mahony, Nakazawa, and Hirakawa (2001:291) have also asserted that spectators' psychological attachment to sporting events is an essential predictor of sport spectator behaviour because it allows sport marketers to identify the pattern of sport consumer behaviour associated with the different levels of motivation. However, Milne and McDonald (1999) have stated that the behavioural aspect of spectators also plays a significant role in sport spectator involvement because a person must participate in sport events in a direct or indirect way to become a sport event consumer. Furthermore, they suggested that psychological involvement represents emotional responses that spectators experience during the sporting events or are associated with their club in general while behavioural involvement is considered displays of positive support for the club. Therefore, behavioural aspects of spectators in terms of purchasing tickets, searching for information about the club or player, and cheering actions should be included and measured to predict sport spectator behaviour as a result of psychological involvement (Choi *et al.*, 2009:269).

Psychological involvement in a sport club is one of the best indicators of attendance (Kwon & Trail, 2001:147). Psychological involvement represents the attitude, the tendency of resistance to change, of an individual to a brand (Pritchard, Havitz & Howard, 1999:333). In a sport context, psychological involvement can be seen as an individual's attitude toward a sport club which involves spectator identification (Milne & McDonald, 1999), and an internalisation process (Funk & James, 2004:2). Motivations of sport spectatorship can vary depending upon the strength of an individual's psychological involvement to a sport club. Research has suggested that when an individual's psychological involvement is weak, s/he is usually motivated by hedonic factors (Funk & James, 2004:7-8; Kolbe & James, 2003:25). Conversely, an individual is more likely to be motivated by psychological factors when the psychological association with the club is strong (Funk & James, 2001:119).

3.4.8 Trust in the sport spectator event

Wu, Tsai, and Hung (2012:177) conducted a study on baseball spectators which was designed to understand the role that trust has on spectator loyalty relationships. The factor that was found to be a significant indicator of a spectator's intended support, known as re-patronage of a club, was the level of identification towards that club. In essence, the stronger a spectator identified with a club, the greater the possibility he or she would continually support the club. The study found that one of the most important characteristics of a spectator's identification level towards a club was their trust in that club. The more trust a spectator had in the club, the stronger the spectator would identify with that club; thereby increasing support for the club. Wu *et al.* (2012:177) concluded that it was more important for a sports club to invest in the long-term future of the club, gaining trust in spectators, rather than the short-term future. Although spectators want to see a winning club as

soon as possible, it is important to achieve sustained success. The findings indicate that the more an owner invests his or her own money in a club, the more spectators are willing to invest their money by purchasing tickets, merchandise, and sports television packages.

Biscaia, Correia, Rosado, Ross and Maroco (2013:296) researched how club loyalty affected perception and loyalty towards club sponsors. The survey, which was completed on professional soccer spectators in a marketing database, found that “attitudinal loyalty was a significant predictor of behaviour loyalty” in terms of club support and trust. Behavioural loyalty, not attitudinal loyalty, can significantly predict the amount of awareness spectators may have of the clubs’ sponsors. A very important part of recalling specific club sponsors was the amount of repeat exposure a spectator got to those sponsor’s advertisements. In terms of spectators’ attitudes, it was found that a significant relationship existed between the spectators’ attitudes to a club and towards a sponsor (Biscaia *et al.*, 2013:288) and thus believing in a club.

Several studies have examined relationship quality in the context of Australian and European sport organisations. (Magnusen, Kim & Kim, 2012:503-504). Of note, Farrelly and Quester (2005:211) looked at the relationships between sponsors and Australian Rules football clubs. They reported that as trust increased between the clubs and sponsors, so did commitment and satisfaction levels. In addition, Buhler, Heffernan, and Hewson (2007:291) assessed the relationship quality between sponsors and clubs in both the German Bundesliga and Premiership in England. They noted communication, cooperation, and satisfaction are key elements for successful sport sponsorship relationships. Sport organisations should focus on increasing spectators’ club identification by devoting greater effort on building trust toward the club (Wu, Tsai & Hung, 2012:179-180). For example, they can issue guidelines for off-field behaviour for players, increase opportunities for interaction between spectators and the club, fulfil every promise made by the club, provide timely and accurate information to spectators, and attend or represent activities launched by non-profit organisations (Palmatier, Dant, Grewal & Evans, 2006:137-139).

3.4.9 Waiting time in sport spectator event

Durrande-Moreau (1999:171), investigated the influence of waiting on consumer evaluations and noted that it is a complex matter that involves “intimate perceptions of the person in wait and his/her mental state”. A variety of studies have been conducted in sport focusing on the factors influencing waiting time, and how they influenced the resultant assessments of the service encounter.

Feelings about the layout of the facility should also be positively related to attitudes to waiting. A facility that lacks sufficient signage, a proper access control system or easily accessible parking is likely to cause confusion and frustration and, in extreme cases, even lead to chaos (Baker & Jones, 2011:52). Poor conditions like these are likely to raise the anxiety and frustration levels of spectators. On the other hand, subtle aesthetic characteristics of a facility layout, which are seen as favourable, may positively affect feelings on waiting (Gorn, Chattopadhyay, Sengupta & Tripathi, 2004:215). Although the layout may be well designed to accommodate large crowds, it may not necessarily eliminate the negative effects of waiting, it could make the inconvenience more bearable.

Any well designed sport venue should reduce the time spent waiting in queues (Baker & Jones, 2011:52). Exterior signage should inform spectators of contraband items, while preparing them for the screening requirements of entry. An access system with the capacity to process large numbers of spectators could ensure their most efficient entry into the facility, use of toilets and access to concessions (Baker & Jones, 2011:52). The effective management of one aspect of the total wait time (such as parking) may give the spectator a cue that waiting may be minimised at other places where one might expect to encounter a queue (such as ticket turnstiles, toilets or concessions) (Baker & Jones, 2011:52). In this regard, a favourable perception of facility layout is created and it could make consumers feel that the likelihood of waiting may be reduced.

However, spectators attending large sport events may also recognise that a facility with the features above has been designed to accommodate large numbers of spectators. Intuitively, then, it seems likely that large parking lots, frequent directional signage and lengthy queuing structures (which characterise large sport stadiums) will act to reinforce the perception that spectators, lines and the resulting waits are common at the venue (Baker & Jones, 2011:52). In this regard, even though these facility features are intended to reduce the length of time in a queue, they also serve as indicators that a reasonable wait should be expected. Most importantly, perhaps, if such layout features offer a signal that moderate waits are to be expected, this may also have a positive effect on overall perceptions. As pointed out by Hui and Tse (1996:82-83), if a spectator expects a wait, the effect of having one may be reduced.

Marketers should take into consideration the factors leading to waiting experienced prior to the spectator reaching the sport facility. For instance, public transport that does not have the capacity for the large number of spectators trying to get to a stadium could have a negative influence, which may spill-over to the facility's attempts to manage wait time. Facility managers should therefore work closely with municipal officials and traffic control authorities to ensure that waiting time experienced by spectators going to the venue is minimised.

3.5 THE MOTIVATIONAL FACTORS OF SPECTATORS ATTENDING GAMES

Spectators have very different reasons to attend a certain sport event. Competitive sports have always drawn attention and spectators around them and there is no wonder why. Athletes have always been the ones taking the human body to its limits and this level of competition among athletes has always been entertaining for sport consumers. Several researchers have studied sport consumers' motives to attend sport events through the years using for example Abraham Maslow's work hierarchy of needs and Seppo Iso-Ahola's escape-seeking model. Psychologists have created numerous different theories to explain spectators' and spectators' attending motivation (Funk, Filo, Beaton & Pritchard, 2009:127). Motivational factors to attend an event have also changed in recent years prior to the change in economy from the service economy to the experience economy (Pine & Gimore, 2011:3).

Defining the motives of spectators is of course a difficult task. Individuals have their own set of mind, own personalities and own values of course. Spectators have numerous different motivational reasons to attend sport events. Robinson and Trail stated (2005:58) that there are nine basic motives why people consume sport. Wann (1995:377) instead noted that there are eight basic motives for sport spectating. Wann (1995:377) and Robinson and Trail (2005) both noted that most of these motives are based on social and psychological needs of consumers. Wann's (1995) eight basic motives for sport spectating are listed below (Shank, 2009:142).

a) Self-esteem enhancement

Success, achievements and winning are one of the most important sides of sport and thus a big factor that athletes become athletes and spectators come and see them competing. It is odd that spectators get pleasure from someone else's success, but for quite some time it has been so. Apparently spectators associate themselves with something positive (Sloan, 1989:193). Most of the spectators feel some kind of respect towards the competing athletes and this esteem in many cases creates enough attention to bring spectators to sport events. Esteem is parallel to motives such as self-esteem, group connection achievement and community support (Funk *et al.*, 2009:129). Many spectators are also participants in the same sport themselves so they fulfil their need for achievements through supporting their favourite club for example (Basks in Reflected Glory). BIRGing is a term used to describe a situation where a spectator enhances or maintains self-esteem by associating with winning clubs. (Shank, 2009:143).

b) Diversion from everyday life

Healthful and salubrious effects theories state that people want to get involved in sport events because it brings pleasure and wellbeing. Most common theories in this category are the Recreation - and Diversion theories. Recreation theory states that people restore their fatigue and energy by the positive experience they get from sport events. Diversion theory states that people want to escape from normal routines and struggles of life and forget their problems for a moment (Sloan, 1989:184). These spectators also come to sport events to socialize with their friends and family and of course with other spectators. This fact means that sport spectators are eager to attend sporting events to enhance their personal human relationships by external interactions with family, friends, and other social networks. According to one American stereotype especially young men tend to go to sport events to relax with their friends and enjoy a few beers and have fun (Funk *et al.*, 2009:129-130). Sport events can be seen as an escaping experience as well. In many entertainment events as well as professional sport events the participants not only pursue for escape from normal routines but also voyage to specific places worthy of their time (Pine & Gilmore, 2011:96).

c) Entertainment value

Sport events are one of the most entertaining events of the whole entertainment business. Nowadays sport is a huge multi-billion dollar business especially in America but also in Europe, Russia and in Asia. Entertainment is these days one of the biggest motivation factors in people's everyday life not just in sport world. People seek entertainment constantly and they are linked to entertainment the entire time they are awake through, for example, social media. One of the aspects that makes sport entertaining is its spontaneous and uncontrollable characteristics. Emotions in sporting events are unpredictable and that makes sport entertaining and pleasurable (Shank, 2009:4). Excitement is one big factor that controls the motives of spectators. Consumers seek experiences from sport events which provide unique experience of mental action and exploration in sport atmosphere. Excitement alone can produce many smaller motives for spectators to attend an event. Such factors are, for example, celebrity attraction, eustress, drama and wholesome environment (Funk *et al.*, 2009:129).

Sport events have one big advantage against broadcast sport: the atmosphere. Television, radio, internet streams and other forms of media are good ways to watch sport and they are also an entertaining way to witness sport events, but these forms have nothing to offer against the actual atmosphere that occurs in the real event. Atmosphere is a factor that can be included in nearly all of these theories but the entertaining value is quite critical for spectators (Funk *et al.*, 2009:129). The outcome of an entire event means much to spectators. Winning is, of course a big factor but the spectators are also seeking for a good all-round event for their money's worth. Thus, a

spectator somehow takes a “risk” when attending an event and the process of taking the risk arouses them (Sloan, 1989:185-186).

In too many sad cases, violence has been regarded as a motivational factor for sport spectator attendance. The fact that sport fanatics are aggressive can be explained by catharsis and aggression theories. Catharsis which means the reduction of aggression levels occurs during participation in sports or watching it from the stands, especially when the athletes behave aggressively. According to the frustration-aggression theory, the spectators get aggressive due to the losing outcome of the event and the aggression motivates them to re-attend a similar event. In some sport cultures, for example in the British soccer culture, aggressive behaviour and hooliganism are common reasons for sporting events for some group of spectators (Sloan, 1989:187).

d) Eustress

Stress and stimulation seeking is also a key motivational factor for many spectators. Psychologist Klausner notes that people who do not feel stressed in their normal lives, seek situations that really makes them stress and worry about something which sport events most definitely are. Sport creates stress in its spectators and the more extreme the sport is the more stress it brings. This pleasure seeking stress is called “eustress” (pleasant stress). Eustress is a common term in motivation psychology and is seen as a positive and healthy force for people (Sloan, 1989:185).

e) Economic factors

Sport spectators can also be present in the event to make money or they are motivated, for example, by free or cheap tickets. These spectators smell potential to make money by gambling. Sport spectators who have lost the spark from normal sport events usually gamble to make the event more interesting. Sport clubs are also an investment for many people (Shank, 2009:147). Economic factors of the whole world are also very crucial. Sport marketing aspects are controllable factors, such as ticket prices and perceived value of the event. Uncontrollable factors are the economic situation of the world, average income of the population and the overall situation of the country (Shank, 2009:147).

f) Aesthetic value – performance

Performance is one key factor in spectators’ minds. Events provide excellence, dominance, creativity and beauty in motion for the spectators’ eyes. Each athlete is unique like every situation in sport event also. That is one of the main reasons for people to witness it and be around when something spectacular happens (Funk *et al.*, 2009:129).

g) Need for Affiliation

Affiliation and need for belonging is one key factor also. Largely, a spectator's involvement can be explained by the fact that the spectator shows a strong empathy toward to a competing athlete. Spectator sport also creates an impact so effective that the spectator experiences a strong identification with situations happening in the arena. Spectators may also get aroused of being part of the crowd. For many people it is a significant experience to yell and cheer for their club and act as a part of the loud crowd (Sloan, 1989:186).

h) Family ties

One key customer segment when it comes to socialization in sport events is of course the interest group and family ties of the athletes who are competing; their families, friends and acquaintances who attend the events supporting only one particular athlete (Funk *et al.*, 2009:129).

i) Other factors

All the games are not as attractive as others. Game attractiveness is a factor that is affected by a certain day, week, opponent, records and league standings and also the fact if a certain game is a special event such as opening of the season (Shank, 2009:147). Competitive factors can be divided into direct (other sport events) and indirect (other entertainment) competition. Demographic factors are also an influence. Population, age, gender, education, occupation and ethnic background are important variables for sport event attendance (Shank, 2009:147). Venue is an extremely important factor. Location, access, newness, facility aesthetics and overall comfort of the arena are seen as positively relating factors to attendance numbers (Shank, 2009:148). Sport is important for the community. Sport can be seen creating value to the community, especially professional sports are seen as boosts for communities(Shank, 2009:149).

Dubihlela *et al.* (2009:168) mentioned that the six dimensions of spectator motivation, namely social interaction, display of skills, escape, sharing in glory, drama and entertainment artistry can be used by the management of professional soccer clubs and sport marketers to develop advertising messages around the dimensions to lure spectators into stadiums thereby increasing the attendance figures which contribute to the coffers of clubs. In this way effective and creative message strategies can be developed to refine specific advertising appeals. In addition, facilities and general environment of the stadiums should be modified to provide opportunities for social interaction with other spectators (Dubihlela *et al.*, 2009:168). For example, entertainment provided before and after matches may also provide avenues for social interaction. Post celebrations where players and spectators can interact can be a useful starting point to attract more spectators. Sport marketers and club officials can work together to satisfy the desire for drama by showing replays or key plays or moves of past games on the big screens at stadiums (Dubihlela *et al.*, 2009:168).

3.6 CONCLUSION

The purpose of this chapter was to review and discuss the application of loyalty to sport with specific reference to spectators and what drives their loyalty levels. From the above discussion, the sport industry in general has been well described in literature. Most authors agree that the sport industry is changing more and more into globalized business corporations. Soccer clubs in particular continually seek to enlarge revenues from sponsoring, merchandising and broadcasting in order to be able to attract better resources (soccer players) for their sustainability. Couvelaere and Richelieu (2005:26) stated that the construction of brand strategy assists clubs to grow, expand and provide them with long term commercial viability. Success on the sports field, as a result of a strong financial capital position, is necessary for soccer clubs to prosper today using marketing. Soccer clubs should therefore consider to establish a supporter base which would buy the products and services provided.

Concerning the issues of spectators, it is clear that they are an important element of the clubs success as mentioned from the literature. Sport clubs and companies should try and attract spectators to purchase game tickets or products to follow and support their clubs. Spectator loyalty plays an important role and should not be underestimated. In analysing loyalty to spectator behaviour from literature, it was found that spectators support and attend their clubs games influenced by factors such satisfaction, service quality, identification, supplier image, perceived value, customer relationship, commitment, trust and waiting time. Although these have been highlighted as important it has not been assessed in the South African Soccer environment and the effect of all these factors together have also not been assessed. After this in-depth discussion on the relevant issues in the literature it will be tested in the next phase of the research, namely the empirical investigation.

CHAPTER

4

METHOD OF RESEARCH

“Do not give up, the beginning is always the hardest.” – Anonymous

4.1 INTRODUCTION

The literature review in Chapter 2 and 3 focused on the importance of loyalty in marketing and the application of loyalty in sport with specific reference to spectators. It became evident that loyalty remains a complex area of research with many conflicting views. As a result of research pertaining to this, it motivated this study to fill this theoretical and empirical gap in the body of knowledge. In this regard, Yiannakis (2000:119) and Thomas, Nelson and Silverman (2011:11-17) state that researchers should be prepared to put their research to the test outside the academic world. This would enable the researcher to fill the gap in research and develop a loyalty model based on scientific research.

For this reason, it is imperative for the researcher to be absolutely sure as to which approach or method would provide the information required (Clough & Nutbrown, 2010:29-35; Druckman, 2005:46). The research design should be scientifically grounded, as well as trustworthy and reliable (Cooper & Schindler, 2011:138-139; Drew, Hardman & Hosp, 2008:158; Moss, 2007:470-475). The method of research that assisted in achieving the aim and objectives of this thesis are discussed in this chapter starting with the research design.

4.2 RESEARCH DESIGN

Mouton (2001:55) defines research design as a plan or blueprint of how you intend conducting research. According to him, research design focuses on the end product, formulates a research problem as a point of departure and focuses on the logic of research. This study followed descriptive and explanatory research design. Descriptive research explains the basic features of the information in the study (Trochim & Donnelly, 2008:264; Pallant, 2010:53). After the information has been explained, one should interpret why the results show as they do. This process is called explanatory research. Cherry (2013:10) indicate that within explanatory research, causal explanations are used to analyse why one aspect has an impact on another aspect. Monroe

College (2012:37) and Kirshenblatt-Gimblett (2006:1) mention that there is a third type of research design called exploratory research. Exploratory research encourages the discovery of new ideas and assists researchers to investigate their hypotheses that may at a later stage be tested (Huysamen, 1993:10).

The present study is a combination of the descriptive, explanatory and exploratory research designs. The researcher employed this research design to achieve the objectives of this study. Descriptive research was used to determine the socio demographic profile of the communities and spectators as well as to measure to what extent communities and spectators experienced certain impacts with regard to soccer in their areas. Exploratory research was used to determine how the loyalty drivers impacts measured can be factorised in order to build a model. Causal research was used to determine how loyalty drivers influence communities' and spectators' perceptions of soccer. The method followed for executing the research design will now be discussed.

The next section will discuss how the research design is implemented.

4.3 LITERATURE REVIEW

According to Ridley (2012:3) literature review is part of a thesis that critically focuses at the previous research done on the same topic as that being undertaken by the author of a thesis. It builds a general understanding of the research to be done as well as where there are gaps needed to be filled. The findings at the end of the thesis can afterwards be compared to that in the literature review which will make it clear if the research delivers a contribution or if it corresponds with previous research conducted. One of the main functions of a literature review is thus to see the broad range of one's research and then guides one gradually to a narrow, more focused study addressing the problem at hand. This furthermore creates an understanding of how research fits into and builds upon literature (Oliver, 2012:5). A number of sources for this study was analysed to write a factual based literature review. These sources included books, journal articles, theses, dissertations; as well as other literature with regard to the research topic. In order to gather the most recent and applicable information for the purpose of this study, information searches were conducted through library catalogues and indices, as well as the Internet. Scientific databases such as; Nexus, Proquest, Academic search premier, Hospitality and tourism index, Sport discuss, SAcat, SA-e publications, Google Scholar, Ebsco Host, Sabinet and the Ferdinand Postma library were utilised to secure recent and relevant publications and information. Key words used during searches in this thesis include: loyalty, marketing, spectators, model, residents and community.

The literature review in this thesis is two-fold (Chapter 2 & 3). Chapter two contains an in-depth discussion on loyalty as a marketing construct. Chapter two concluded that the importance of customer relationship and that putting customers first and satisfied is the golden rule in companies to be successful. Chapter three deals with the application of loyalty in sport with special reference to spectators and concluded that spectators are an important element of the club's success as they also contribute immensely in the development of clubs. The literature review lay a knowledge foundation and revealed gaps in current research which then prompted further analyses which are discussed in the next section.

4.4 EMPIRICAL ANALYSIS

An empirical investigation was undertaken for the current study, using a mixed method approach, namely qualitative and quantitative methods to obtain data that would strengthen the trustworthiness and validity of the research. The term empirical refers to knowledge derived by the process of practical and scientific experience, experiments and inquiries (Skager & Weinberg, 1971:4). An empirical investigation involves a planned process of collecting and analysing data – in a way that is systematic, purposeful and accountable (Isaac & Michael, 1997:2). The purpose of this empirical investigation is, therefore, to obtain reliable and valid data, in accordance with the research problem and the accompanying research aims.

It would seem appropriate to assume that the empirical research section of any research would play an important role; and as such, it would go a long way to provide appropriate, reliable and valid data to support the research problem and the accompanying research questions (Gorin, 2007:456; Mislevy, 2007:463). Hence, turning the focus to the current study, the purpose of the empirical section of this research is to describe an applicable research design as a scientific process to obtain reliable and valid data concerning the research problem and the accompanying research questions.

The information obtained from the empirical research of a study serves to support and provide evidence for the stated problem and the accompanying research questions. An analysis of the data, as well as information from the extensive literature overview, led towards the development of a spectator loyalty model for soccer clubs in South Africa.

For any research process to be complete, an applicable research design to obtain reliable and valid data has to be described. Hence, the relevant research design for the study that would meet the expectations and requirements of the researcher, as well as the research intentions related to the research problem, research questions and related research aims, is necessary. The research

design should enable the researcher to justify that the research was undertaken – only after careful considerations regarding the enquiry. Based on the scope and complexity of the research problem, it was deemed appropriate to follow a mixed method design to ensure detail in findings and analyses.

Scott and Morrison (2007:158) share the belief of advocates of mixed method research, who argue that:

- a) A combination of methods enhances triangulation;
- b) A combination facilitates both *outsider* and *insider* perspectives; and the research is thus improved;
- c) A combination may facilitate a better understanding of the relationship between variables; and
- d) A combination allows appropriate emphases at different stages of the research process.

Advocates of mixed methods research also argue that quantitative and qualitative methods of measurement and accompanying analyses are compatible, and complementary to each other in a mixed method research design. The purpose of the mixed methods research design in the context of this research is to (Mingers, 2001:244; Rocco, Bliss, Gallagher, & Pérez-Prado, 2003:22, 23; Johnson, 2004:264,265):

- a) Increase the validity of the research by the convergence of the different methods of research, because mixed methods research is regarded as a form of triangulation;
- b) Widen the scope of the research in that expansion calls for the use of mixed methods research to increase both the "*breadth and range of a study*"; and to
- c) Complement different facets of the inquiry because of the "*overlapping*" that occurs between the different methods.

The value (advantages) of employing a mixed methods design for this research can be summarised (enumerated) as follows (Creswell & Plano Clarke, 2011:12-13):

- a) An apparent weakness of quantitative research is that it is often perceived and seen to be weak in understanding the context or setting in which people talk and the voices of respondents are accordingly not directly (verbally) heard. On the other hand, qualitative research is seen as deficient, because of the personal interpretations and the involvement of the researcher that may lead to bias.
- b) Mixed method research provides more comprehensive evidence for studying a research problem than either qualitative or quantitative research alone.
- c) Mixed method research helps to answer questions that cannot otherwise be answered.

- d) Mixed method research is “*practical*”, as the researcher is free to use relevant methods, skills and thinking to address a research problem. Mixed method research enables the use of an all-encompassing paradigm, such as pragmatism.

4.4.1 Method for data collection

The qualitative and the quantitative data collection methods were applied for the purpose of this thesis.

4.4.1.1 Qualitative analysis and Trustworthiness

Qualitative approaches are those in which the procedures are not as strictly formalised, while the scope is more likely to be undefined, and a more philosophical mode of operation is adopted (Delpont & De Vos, 2011:66). Oliver (2012:20) defines qualitative data as “data which is in the form of words” such as interview transcripts. Qualitative research is a method of research which aims at creating an in-depth understanding of human behaviour through rich descriptive data that mainly assists in answering questions that ask ‘why?’ and ‘how?’ pertaining to a particular phenomenon or context (Nieuwenhuis, 2008:50) and is ideally suited for smaller samples. This is because it may contain respondents’ personal experiences with regard to a certain aspect which means that one has to physically interview respondents. This method is, however, costly, both timely and financially, it takes time to interpret and it is subjective, meaning that it is only concerned with the uniqueness of a particular situation (Denzin & Lincoln, 2005:3; Nieuwenhuis, 2008:51).

Qualitative writing tends to be rich with quotation, description and narration, as researchers attempt to capture conversations, experiences, perspectives, voices and meanings. This is research with words instead of numbers (Willis, 2008:40). As such, a qualitative study is concerned with non-statistical methods and small samples, often purposively selected (Delpont & De Vos, 2011:65).

The characteristics of qualitative research are as follows (Kumar, 2005:12; Jones & Kottler, 2006:83; Bogdan & Biklen, 2007:3-8;40-41; Ivankova Creswell, & Clarke, 2007:257; Creswell, 2009:175-177; Leedy & Ormrod, 2010:94-97; Kumar, 2011:13,20,104-105):

- a) It is usually conducted in natural settings. Natural settings (such as classrooms, schools and sports fields) are the overwhelming preference for qualitative studies.
- b) The extensive use of descriptive data. Qualitative researchers are likely to describe a phenomenon with words, rather than with numbers.
- c) The emphasis is on process rather than on product.
- d) It is often based on inductive logic: going from the specific to the general.

- e) The search for meaning is often evident. The search for meaning focuses in qualitative research on how people try to make sense of their lives.

In the case of this study qualitative research was done to obtain relevant information from the senior management of the nine clubs with regard to the aspects of loyalty in marketing and the role of spectators within the clubs. During interviews the fourteen senior management were assured that their answers they provide are confidential and to be used for the purpose of this study as a means of ensuring trustworthiness and qualitiveness. Selecting these people was based on their relevance for the study and their status in the senior management. The trustworthiness of data is mainly justified by the validity or reliability thereof. Validity and reliability are mainly determined by measuring what the true meaning of a concept is as reflected by the research method which is being used and to get the same results by the same research technique which is repeatedly used on the same population (Rubin & Babbie, 2005:186; Babbie, 2009:105).

4.4.1.2 Quantitative analysis

Mouton and Marais (1990:59;164-165); Kumar (2005:12); Creswell (2007:37-39; 2009:4); Leedy and Ormrod (2010:96), as well as Kumar (2011:13,20), are of the opinion that the quantitative approach is highly formalised, as well as more explicitly controlled than the qualitative, with a range that is more exactly defined, and that is relatively close to the social sciences.

When referring to quantitative research, Maree and Pieterse (2008:145) define it as “a process that is systematic and objective in its ways of using numerical data from only a selected subgroup of a universe (or population) to generalise the findings to the universe that is being studied”. Matveev (2002:62) names the following advantages of using quantitative data collection:

- a) Very specific research problem and set terms.
- b) It is inexpensive to conduct.
- c) It is relatively easy to tabulate and analyse the data using statistical programmes.
- d) It clearly and precisely specifies both the independent and the dependent variables under investigation.
- e) It arrives at conclusions that are more objective by firmly following the original set of research goals.
- f) It achieves high levels of reliability of gathered data because of controlled observations.
- g) It minimises or even eliminates subjectivity of judgment.

In the case of this study quantitative research was done to obtain information from communities and spectators of Royal Bafokeng (Phokeng) and Orlando Pirates (Soweto) in South Africa.

4.4.2 Selection of the sampling frame

Kanninen (2007:23), and Siu and Comerasamy (2013:55), define a sampling frame as a list of sample units from which a researcher can select suitable unit which can be researched to achieve the objectives of the study. For the purpose of this study, communities and spectators from Royal Bafokeng and Soweto have been selected as sampling frame.

4.4.2.1 Selection of the sampling frame for qualitative research

With regard to the qualitative research, the questionnaire was developed from the literature chapters. This questionnaire was then used to interview different Senior Managers who can answer the research questions adequately due to their well-grounded club knowledge from the nine clubs such as Platinum Stars, Orlando Pirates, Sundowns, Bloemfontein Celtics, Ajax Capetown, Kaizer Chiefs, Polokwane City, Amazulu and Supersport United. These people are the most senior personnel in charge of marketing and communication to profile their clubs. Their contribution in providing information relevant to the marketing aspects and the role of spectators within their clubs added significant value to the study.

4.4.2.2 Selection of the sampling frame for quantitative research

The sampling frame of this thesis included the communities and spectators of Royal Bafokeng (Phokeng) and Orlando (Soweto) in South Africa.

From a sport history perspective, Soweto is a strong soccer orientated city which gained its rich history from the origin of the big clubs such as Orlando Pirates and Kaizer Chiefs. Kaizer Motaung and Jomo Sono traded their skills in Europe in the 1970s and came back to establish their clubs which are now household names in South African soccer. The Soweto population is estimated at 3.5 million (Ramchander, 2004:29). Orlando Stadium consists of forty thousand seats for spectators. Orlando Pirates plays its eighteen league games in this stadium. The community and spectators of Soweto were selected as a sample since this area has an international stadium which served as a training venue during the 2010 FIFA World Cup. This area is home to Orlando Pirates soccer club which participates in the Premier Soccer League.

With regard to Royal Bafokeng, it is home to approximately 150 000 people (Horner, 2012:2). It consists of 29 villages in 5 regions with the capital town called Phokeng. The closest major town outside of their land holding is Rustenburg, situated to the south east of Phokeng. The community

and spectators of Royal Bafokeng were selected as a sample since this area has an international stadium that hosted FIFA World Cup in 2010. This area is home to Platinum Stars soccer club which participates in the Premier Soccer League. The village enjoys an influx of sport tourists over weekends who want to experience the game and the beautiful surroundings such as Sun City within Phokeng.

4.4.3 Sampling method and distribution

According to Maree and Pietersen (2008:172), there are two main classes to which sampling methods belong, namely probability methods and non-probability methods. Probability sampling relies on principles of randomness and probability theory which satisfies the requirements for the use of probability theory to accurately generalise a population. Probability sampling allows for anyone in a given area to be included in the survey (Tustin, 2005:344). With non-probability sampling methods it is important to draw conclusions with caution since the sample is not selected at random. This method is not necessarily representative of the sampled population but can still reveal some interesting results (Babbie, 2011:194).

4.4.3.1 Sampling method and distribution for qualitative analysis

For the qualitative analysis it was decided to implement the non-probability sampling method (purposively) with regard to the clubs. This is a sampling method in which researchers use their knowledge to determine who or what study units are the most appropriate (Jennings, 2001:139). The clubs were sampled according to their popularity and average performance in the Premier Soccer League. For the qualitative analysis, two senior managers responsible for marketing and communication from the nine clubs were recruited. Each club session interview took place at a central location, convenient for participants. The same researcher was present during each of the club's meetings to keep data accurate and consistent. Notes were taken and all sessions were recorded. Participants in the interview were informed about the aims and procedures of the study. Participants were given the assurance that the information they would provide was confidential and to be used for research purposes only.

4.4.3.2 Sampling method and distribution for quantitative analysis

Probability sampling was used for this study. According to Kirk(1999;367) and Seaberg(1988:244) a probability sample is one in which each person (or other sampling unit) in the population has the same known probability of being selected. For the quantitative analysis it was decided to

implement probability sampling since it allows for generalisation of the results. De Vos, Strydom, Fouche and Delport (2009:200) state that there are four types of probability sampling such as simple random sampling; systematic sampling; stratified sampling; and cluster sampling that can be applied for quantitative analysis.. For quantitative research Krejcie and Morgan (1970) and Huysamen (1993:45) recommend that for a population (N) of 1 000 000 people, the sample size should be (S) 384 in order for it to be representative. Given the population sizes for each community and spectators it was deemed appropriate to complete 800 questionnaires in Royal Bafokeng (consisting of 400 community and 400 spectators), and 800 questionnaires in Soweto (consisting of 400 community and 400 spectators). This is sufficient for all sampling areas selected.

In the case of this study, communities from Royal Bafokeng and Soweto were stratified according to the different residential areas to obtain data. In the strata convenience sampling was applied where fieldworkers distributed an equal number of questionnaires (N=50) in each strata and respondents were asked to willingly participate in the survey. In the case of spectators the two stadiums were stratified according to the blocks in the stadium. In each of these blocks (strata) every second spectator was asked to participate in the survey and thus random sampling was applied in this phase of the research. The number of questionnaires obtained from the Royal Bafokeng and Soweto communities (Horner, 2012:2) and spectators are summarised in the following two tables.

Table 4.1: The number of questionnaires distributed and obtained from Royal Bafokeng and Soweto communities

Town/city	Population	Number distributed	Number obtained	Number used in the analysis
Royal Bafokeng	150 000.00	400(n)	305 (n)	271
Soweto	3.5million	400(n)	320(n)	311

Table 4.1, indicates the number of questionnaires that were distributed by field workers to **communities** in Royal Bafokeng and Soweto respectively. The duration for completion of the questionnaire for communities took 5 days on average. In total 800(n) questionnaires were distributed within these communities during the week from 1st to 5th January 2015, of which 597 were returned. The number of the sample used in the final analysis was 271 for Royal Bafokeng and 311 for Soweto.

Table 4.2: The number of questionnaires distributed and obtained from Royal Bafokeng and Soweto spectators

Town/city	Population	Number distributed	Number obtained	Number used in analysis	Stadium Capacity	Number of spectators attended
Royal Bafokeng	150. 000.00	400(n)	374(n)	288	40500. 00	1000.00
Soweto	3.5million	400(n)	275(n)	284	40.000.00	15000.00

Table 4.2, indicates the number of questionnaires that were distributed by field workers during the matches to **spectators** in Royal Bafokeng stadium on the 16th December 2014 and Orlando stadium on the 20th December 2014 respectively. The duration for completion of the questionnaires for spectators during the matches took 10 minutes on average. In total 800(n) questionnaires were distributed, of which 649 were returned. The total number of the sample used in the final analysis was 288 for Royal Bafokeng and 284 for Soweto

4.4.4 Development of the questionnaire

Best and Kahn (2006:313) mention that the development of questionnaire as a tool is critical in data requirement to prove or disapprove a hypothesis. In order for the questionnaire to be user friendly, it must be simple and not very long so that respondents can fill it in correctly without missing the points and its purpose (Maree & Pietersen, 2008:159). Using the questionnaire as a research instrument has definite advantages (Wilkinson & Birmingham, 2003:39; Muijs, 2011:38-39), but also has disadvantages (Wilkinson & Birmingham, 2003:39; Muijs, 2011:38-39), as will be pointed out below in Table 4.3.

Table 4.3: Advantages and disadvantages of questionnaires

ADVANTAGES	DISADVANTAGES
It is familiar to users and allows them to complete the questionnaire at their own convenience, while allowing some time to think about their answers.	Questionnaires often provide low response (return rates), time-consuming follow-up and data entry.
Questionnaires facilitate the collection of vast amounts of data with minimal effort.	Ease of production and distribution can result in the collection of far more data than can be effectively used.
The availability of a number of participants in one place makes possible economy of time and expense and provides a high proportion of useable responses.	Questionnaires are everywhere, competing for participants' time.
As research instruments, questionnaires can be used time and time again to measure differences between groups of people. They are thus reliable data gathering tools.	Lack of adequate time to complete the instrument may result in the return of superficial data.

The person administering the instrument has the opportunity to establish rapport, explain the purpose of the study and elaborate on the meaning of items that may not be clear.	Lack of personal contact (if the questionnaire is mailed) may mean that response rates suffer, necessitating the expense of follow-up letters, telephone calls and other means of chasing the participant.
Well- designed questionnaires can allow relationships between data to be identified. They are particularly useful to showing relationships with data that are easily quantifiable.	

Sources: *Wilkinson and Birmingham, (2003:39); Best and Kahn, (2006:313); Muijs, (2011:38-39)*

Wilkinson and Birmingham (2003:19) state that when designing questionnaires, it is easy to overlook mistakes and ambiguities in question layout and construction. The design of the questionnaire affects the response rate, the reliability and the validity of the data collected. Response rates, validity and reliability can be maximised by:

- a) Careful design of individual questions;
- b) Clear layout of the questionnaire form;
- c) Lucid explanation of the purpose of the questionnaire; and
- d) Pilot testing.

4.4.4.1 Development of the questionnaire for qualitative analysis

The questionnaire was designed to analyse and obtain information from the two senior management participants of the nine clubs. The questionnaire was developed based on studies done by Agbor (2011); Byon (2008); Carvalho (2008 7) and Chao (2010). The questionnaire consisted of issues relating to spectator loyalty with reference to questions such as:

- a) How would you view the current status of spectator loyalty to your club?
- b) What is the value of having loyal spectators?
- c) How do you currently improve loyalty of spectators to your club?
- d) Soccer club? (See Annexure B for the complete qualitative questionnaire)

4.4.4.2 Development of the questionnaire for quantitative analysis

The questionnaire was designed to be completed anonymously by the respondents. A covering letter (See Annexure C) for the attention of the respondents was written to accompany each questionnaire. The covering letter explained the purpose of the research; and it contained important information for the completion of the questionnaire.

In relation to this study, a questionnaire was constructed in alignment with the literature overview Agbor (2011); Byon (2008); Carvalho (2008) and Chao (2010), theoretical framework, the semi-

structured interviews (qualitative research) and the research aims. As a result hereof subsequent quantitative data were “built” or developed and thus connected with the qualitative results. Because an already existing or generally accepted instrument (questionnaire) was not available in the literature (practice), a related questionnaire developed by Vavier and Slabbert (2012) and other sources were adapted in alignment with the theoretical framework and qualitative findings according to the research aims. Besides taking into consideration the existing questionnaire of Vavier and Slabbert, the questionnaire was also developed while taking into consideration existing questionnaires (Agbor, 2011; Byon, 2008, Carvalho, 2008, Chao, 2010) relevant to loyalty in marketing.

The questionnaire items were developed to include responses of general information and perceptions of communities and spectators with regard to soccer. Principles accounted for during the development of the questionnaire were (Best & Kahn, 2006:319,320; Morris, 2006:42; Thiétart, 2007; Delport & Roestenburg, 2011:192)

- a) The principle of economy, which would enable respondents to provide as much information as possible in the shortest possible time and space available;
- b) The format of the questionnaire was developed to have a professional appearance with a clear, neat and easy to follow layout;
- c) Clear and precise instructions were provided for the completion of the questionnaire;
- d) The theoretical foundation (Chapters 2 and 3) and the framework served as a parameter for the development of the questionnaire, in accordance with the research aims and purpose of this study ; and
- e) Particular and thorough attention was given to question formulation.

The questionnaire consisted of four sections. Section A focused on the demographic information of the community and spectator respondents. Demographic questions aimed at determining respondents' age, gender, occupation, level of education and the level of income. These were all list questions, meaning that respondents could select an answer from a fixed list – (see annexure D for the questionnaire).

Section B focused on soccer spectator behaviour and the aim of these questions was to collect information from respondents on spectator behaviour in accordance with soccer. This section measured the time frame of being a spectator, why they attend matches and why they do not attend matches. Respondents were given the opportunity to rate their views on a five point Likert scale (Maree & Pietersen, 2008:167). (See annexure D for the questionnaire).

Section C dealt with loyalty of communities and spectators towards soccer. In this section the communities and spectators were asked about the number of games they have attended in a

season, how long they have been supporting soccer and the money they spend on buying soccer merchandise. The question measuring communities' and spectators' loyalty allowed respondents to indicate the importance of attending soccer games using a five point Likert scale (Maree & Pietersen, 2008:167). Furthermore this section also gave communities and spectators an opportunity to measure their loyalty (drivers) towards soccer teams using a seven point Likert scale ranging from strongly disagree to strongly agree.(See annexure D for the questionnaire).

Section D focuses on the impact of Premier Soccer League on communities and spectators. The communities and spectators were asked how soccer affects their quality of life, and how soccer benefits the residents in the area. The impact of soccer was measured using a four point Likert scale. (See annexure D for the questionnaire).

4.4.5 Data analysis

For the descriptive analysis, Microsoft© Excel© was used to capture the data. This data was then used by means of descriptive statistics to analyse the socio–demographics of the respondents (Maree & Pietersen, 2008:183). In order to have this data useful, the services of North-West University statistics was asked to analyse the raw data into usable information. Statistical software, such as IBM® SPSS and IBM® SPSS® Amos were used. Statistical analyses such as Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), and an ANOVA, T-test, Spearman correlation were conducted and through AMOS Structural Equation Modelling (SEM) were performed to indicate the relationship between loyalty factors and aspects influencing these factors. The above-mentioned data analyses will be described in the next section.

4.4.5.1 Qualitative analysis

From the qualitative analysis, questions were asked to the senior managers of the clubs in order to collate data for the purpose of the study. Each club session interview took place at a central location, convenient for participants. The researcher was present during each of the club's meetings to keep data accurate and consistent. Notes were taken and all sessions were recorded on tape. From these sessions the common ideas from participants were drawn to formulate conclusions.

In this study, data took the following steps formulated by Creswell (2003). These include:

Step 1: organise and prepare data for analysis: The information for the interviews was captured in Microsoft Word and prepared for analysis with selected headings as indicated in the questionnaire.

Step 2: Read through all data, gain a general sense of the information and reflect on the meaning: After capturing the data the researcher read thoroughly through the responses to gain an understanding of the meaning of the responses. The data was organised in specific themes with reference to loyalty and loyalty indicators.

Step 3: Conduct analysis based on the specific theoretical approach and method: After the categorisation the collective data was analysed and described to identify the deeper meaning thereof. Where similar aspects were evident it was identified and where different themes emerged was also identified and discussed. Novel ideas from the interviews were highlighted which also served as a major contribution to this study.

Step 4: Generate a description of the setting or people and identify themes from the coding: The context of the research was discussed and motivation was given about the specific people interviewed.

Step 5: Represent data within a research report:
This data was represented in the qualitative chapter.

Step 6: Interpret the larger meaning of the data (Cresswell, 2009):
The data was interpreted with the quantitative study as well as previous research to develop the final model as needed for the study. Cross-reference with previous studies were made.

4.4.5.2 Quantitative analysis

From the quantitative analysis, the questionnaires for both the communities and spectators were formulated from the literature chapters and the results of the qualitative research. The questions were developed to obtain relevant information with regard to loyalty in marketing and its application to sport with specific reference to spectators.

4.4.5.2.1 *Frequency analyses*

In analysing data, descriptive statistics by means of frequency tables and figures were used to determine the socio-demographics of the communities and spectators. Data analysis was done by using the Statistical Package of Social Sciences, version 20.0 (SPSS Inc., 2012). De Vaus, (2002:195) and Macfie and Nufrio (2006), indicated that descriptive statistics are methods which describe a large amount of data in a more reduced way after which these are shown in frequency tables. For this study tables and figures were compiled to describe the information. Mean value and the standard deviations were applied to the study. The mean is the point that minimizes the collective distances of scores from the point (Huck, 2012:28). It is found by dividing the sum of the scores by the number of scores in the data set. The standard deviation is determined by figuring how much each score deviates from the mean and putting these deviation scores into a computational formula (Huck, 2012:35).

Thus frequency tables were developed to report on the descriptive data of communities, spectators as well as these two groups as a whole.

4.4.5.2.2 *Factor analyses*

In order to determine how the loyalty drivers impact on communities and spectators, Exploratory Factor Analyses were done on the data to reduce the data into various factors. Factor analyses were conducted on section C of the questionnaires for both communities and spectators to determine and compare the loyalty drivers.

i. Defining an Exploratory Factor Analysis (EFA)

Baggio and Klobas (2011:42), explain that applying a factor analysis is to keep down the volume of information in order for it to be easier, permitting one to identify underlying aspects in an information set. Gorsuch (1983:2) and Kline (1994:3) alluded to the fact that a factor analysis simplifies information by summarising the inter-relationships of variables. Cooper and Schindler (2006:533) and Pallant (2010:181) contributed that the EFA is mainly applied during the beginning phases of a new research project to analyse the interrelationship between variables used in a Likert-scale. Baggio and Klobas (2011:46) identified Principal Component Factor Analysis (PCA) and the other a factor analysis (FA) as the two techniques for conducting a factor analysis. Despite the techniques looking the same, Stevens (1996:636) believes that PCA is “psychometrically sound and simpler mathematically” which helps in avoiding “factor doubt”. This was also applied in this thesis.

ii. Steps for conducting an EFA:

Factor analysis consist of three steps namely the assessment of the suitability of the data for analysis, the factor extraction and the factor rotation and interpretation.

EFA step 1: Data suitability

Consideration must be made towards the sample size and the strength between variables when analysing the suitability of data. Tabachnick and Fidell,(2007:613) believe that 300 cases is good for a FA , however Stevens (1996:372) on the other hand argues that the number of cases required for a FA is reducing as research continuous. Pallant, (2010:97) mention that when analysing the reliability of a scale, it is essential to determine to what extent the different cases of the scale fit together, in other words, “are they measuring the same constructs?”, also termed the internal consistency. Lehman, O’Rourke, Hatcher and Stepanski, (2013:173) further alluded to the fact that by determining the internal consistency of cases in scales, one should compute the Cronbach’s Alpha coefficient which should measure above .6 in order to be perceived as reliable Pallant (2010:97) suggests that Cronbach’s Alpha (α) values are sensitive towards the number of items in a scale, therefore it is also suggested to report the mean inter-item correlations for the items which should be in an optimal range of between 0.15 and 0.55 (Clark & Watson, 1995:315).

On the other hand, if one wants to determine the factorability of the data, Bartlett’s test of sphericity (value should be smaller than 0.05) as well as the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (with value 0.6 as minimum and one as maximum) should be used (Pallant, 2010:183). The next step in the EFA process is the factor extraction which is explained.

EFA step 2: Factor extraction

Tustin, (2005:670) state that factor extraction is the process of analysing the smallest number of factors that must be used to reveal the interrelationships among sets of variables . There are various techniques of extracting factors such as principal components, principal factors, image factoring, maximum likelihood factoring, alpha factoring, unweighted least squares and generalised least squares. The most popular is the principal component technique. Pallant (2010:183) and Tustin, (2005:670) indicate that extracting factors involves finding as few factors as possible while still explaining as much of the variance of the original data set as possible. Tabachnick and Fidell (2007) recommend researchers to take an exploratory approach by experimenting with different numbers of factors until a solution is found. There exist three techniques that assist in selecting the number of factors to be used, namely Kaiser’s criterion, the Scree test as well as Parallel analysis

(Tustin, 2005:671). Kaiser's criterion is the most popular. It works according to the eigenvalue rule which states that only factors with an eigenvalue of 1.0 or more should be used in further analysis. The rotation and interpretation of the EFA will be explained in the next section.

EFA step 3: Factor rotation and interpretation

According to Pallant (2010:183), factors should be 'rotated' after the number of factors has been determined. This does not change the data; it simply improves the pattern of loadings in a manner that makes it easier to interpret. SPSS does not name the categories that variables are placed into, but rather just shows one which variables bundle together. Thereafter the researcher(s) should use own knowledge based on the literature review and personal experiences to interpret the data. Orthogonal (uncorrelated) and oblique (correlated) are two approaches one may use for data rotation. Pallant (2010:183) recommends using the Oblimin rotation which is an oblique rotation to determine factors in order to improve the interpretation of data.

4.4.5.2.3 ANOVA and T-test

In order to analyse if the communities and spectators have different perceptions towards soccer, an ANOVA was conducted on occupation to compare the loyalty drivers for respondents. ANOVA stands for Analysis of Variance, which is a technique applied when comparing more than two independent groups on a single quantitative measure with the objective of testing whether groups have different average scores (Maree & Pietersen, 2008:229) .

A *t*-test is then used on the ANOVA test results to determine the overall regression formula significance. The *t*-test was conducted on gender to compare the loyalty drivers for respondents. Rutherford (2001:1) states that ANOVAs are popular seeing that "it suits most effect conceptions by testing for differences between means. A post-hoc test, namely, Tukey's Honestly Significant Difference (HSD) test was furthermore applied to analyse the statistical importance of differences between factors. If $p \leq 0.05$, then a significance difference exists (Pallant, 2010:271). Determining if there are significant differences does however not reveal how strong the differences are, in other words, it does not indicate the *practical* significance (or the magnitude of the difference). This is an issue seeing whether sample size can play a major role in determining significance. A smaller sample may show large differences as insignificant, while with larger samples even the smallest differences can be indicated as very significant. Maree and Pietersen, (2008:210) indicate that to overcome this, the effect sizes of the differences between groups need to be analysed. Effect sizes can either be determined by calculating the difference between two means or by calculating the relationship between variables. The effect size is indicated by *d*. An effect size of $d=0.2$ indicates a

small effect, while $d=0.5$ indicates a medium effect and $d=0.8$ is a large effect (Maree & Pietersen, 2008:211). An ANOVA with Tukey's Honestly Significant Difference (HSD) post-hoc test was conducted on the study data and thereafter the effect sizes were determined in order to prove the differences and similarities between communities.

4.4.5.2.4 Spearman Correlation

Taylor (2012:90) mentioned that correlation of 0 indicates no relationship at all, a correlation of 1.0 indicates a perfect positive relationship, and a value of -1.0 indicates a perfect negative relationship. Spearman correlations were used for this study to draw between demographic factors (age, education and income) and the loyalty drivers as well as spectator behaviour variables. The correlations were interpreted according to the guidelines of Cohen (1988) as cited by Ellis and Steyn (2003:52) who suggest that: small rho = 0.10-0.29, medium rho = 0.30-0.49 and large rho = 0.50-1.0.

4.4.5.2.5 Structural Equation Modelling

According to Schumacker and Lomax, (2010:2) and Hoyle, (2012:3) Structural Equation Modelling or SEM is a term that is applied for explaining various statistical models that show relationships between observed variables with the ultimate objective of validating a hypothesised theoretical model with empirical data. Raykov and Marcoulides (2006:1) as well as Lei and Wu (2007:34) agree that this statistical methodology gives researchers with a comprehensive method for quantification and testing of significant hypotheses. Schumacker and Lomax, (2010:2) state that the main objective of SEM analysis is thus to analyse the extent to which a theoretical model is supported by sample data.

Lei and Wu, (2007:33); Schumacker and Lomax, (2010:2) mention that SEM is done with the software, IBM® SPSS® Amos, through statistical methods such as regression, path analyses and CFA). The authors' further state that there are two major types of variables such as latent variables and observed variables. Latent variables are constructs or factors from Factor Analysis which measure a collection of data, thus meaning that the underlying variables are not visible or individually measurable, while observed variables are a set of variables that are used to define a latent variable or construct. There are furthermore dependant and independent variables of which dependant variables are influenced by other variables while independent variables are not (Schumacker & Lomax, 2010:2-3).

SEM consists of the following six stages (Hair, Black, Babin & Anderson, 2010:653-678):

Stage 1: **Defining individual constructs**

The first step in SEM is to define individual constructs through analysis of relevant theory on the specified subject of different variables and constructs as well as their interrelations. Chapter 3 contributes all the factors that were taken into consideration.

Stage 2: **Develop and specify measurement model**

According to Whitman and Woszczyński, (2004:49) a measurement model is developed in order to analyse the relationships allowing for specified relationships between the latent as well as observed variables). Andrew, Tomarken and Niels (2005:32) indicate that this can be done by means of identifying and including each latent construct and assigning measured indicator variables to them.

Stage 3: **Designing a study to produce empirical results**

Hair *et al.* (2010:702-707) indicate that research design such as the sample size, sample area, questionnaire development as well as statistical analysis to be done through different statistical software packages available (such as IBM SPSS & AMOS) is addressed in this section). According to Schumacker and Lomax (2010:60), this step requires a general knowledge of the estimation techniques of which several estimation procedures are available.

Stage 4: **Assessing Measurement Model Validity**

Once the parameter is obtained for a SEM, the fit of the model (or goodness-of-fit) must be determined in order to see how well the theoretical model supports the obtained data (Schumacker & Lomax, 2010:63; Hoyle, 2012:10). Various fit indices can be used to interpret the model fit. The following Goodness-of-fit indices (Hair *et al.*, 2010:669; Hoyle, 2012:204-214) were used to determine the model's fit:

- Minimum value of discrepancy divided by value of freedom (CMIN/DF) – This is an absolute fit measure (suggested values is between 2 and 5.).
- Comparative Fit Index (CFI) – The CFI is an incremental fit index which is an improved version of the normed fit index. CFI values above .90 usually indicate a good fit.
- Root Mean Square of Approximation (RMSEA) – The RMSEA is one of the

most widely used measuring mechanisms which is used to accommodate large sample sizes when determining supplementary fit (a value below 0.08 is indicated as good).

- Confidence interval - Lower and higher limit of 90%.

Stage 5: **Specify Structural Model**

In this step, the relationships from one construct are assigned to another as assigned in the proposed theoretical model. In other words, the relationships between constructs will be determined as set out in the proposed hypothesis (Hair *et al.*, 2010:673).

Stage 6: **Assess Structural Model Validity**

This step serves as measurement of how well the researcher's theorised constructs relate to reality. This is done by determining how well the structural model fits the observed data to the extent that the equilibrium is reached between the empirical covariance matrix and model-implied covariance matrix (Thetsane, 2010:27; Whitman & Woszczyński, 2004:56).

SEM will be used to draw up a spectator model for soccer clubs by taking into account the various loyalty drivers. All these different methods and analyses will contribute to the development of the loyalty model to be presented in chapter 6.

4.5 CONCLUSION

The objective of this chapter was to create an understanding with regard to methods that were used throughout this thesis, which helped in achieving the objectives for the study as stated in Chapter 1. Aspects covered in the empirical analysis section included: the method for data collection, the selection of the sampling frame, the sampling method, the development of the measurement instrument (the questionnaire), the sample as well as the various data analyses that were done on the obtained data. Each of these aspects were critically analysed and the most suitable options for the purposes of this study were chosen.

The results of the explained research in this chapter are discussed in (Chapter 5 & 6) of this thesis.

CHAPTER

5

DISCUSSION OF QUALITATIVE RESULTS

“Life is like riding a bicycle. To keep your balance, you must keep moving.”- Albert Einstein

5.1 INTRODUCTION

It is important for research to analyse a problem from different perspectives and by utilising different methods as this provides deeper insight to the problem at hand. The purpose of this chapter is to present the results of the qualitative research contributing to solving the research problem. These results will provide the basis for the formulation of the questionnaire and the proposed spectator loyalty model (SLM) that can be used by soccer clubs. Due to the scarcity, and in some cases lack, of relevant contextual information it was deemed necessary to conduct qualitative research regarding the problem at hand and gain an in-depth understanding of the relevant issues. The qualitative research focused on interviews with selected respondents analysing their views on loyalty to clubs and the extent to which spectators support these clubs. The research also analysed respondents' views on marketing as an aspect which is critical in the overall promotion of spectatorship. Semi structured interviews were conducted by means of a structured questionnaire with nine managers of soccer clubs belonging to Premier Soccer League in South Africa.

The questions were derived from the literature study, more specifically from chapter two and three on loyalty in marketing and its application in sport with specific reference to spectators. The management of these clubs were selected on the basis of their experience in this environment and their work and understanding of marketing. These clubs were also selected because of their popularity and average performance in Premier Soccer League (PSL). The purpose of the qualitative interviews was thus to gather information from these respondents on the role played by them in marketing and recruiting spectators to support their clubs as well as attend the games while improving their loyalty. This means that the opinions of these respondents will be used to draw common ideas, inputs and suggestions which will contribute to the development of the spectator loyalty model. The following shows each interviewee's responses to the questions set in the questionnaire.

5.2 RESULTS OF THE QUALITATIVE INTERVIEWS

The following sections elaborate on the information gathered from the qualitative interviews.

5.2.1 Results of interview with Ajax (Cape Town)

The first interview was held with both the Commercial Manager and Sales Executive Manager of Ajax (Cape Town).

5.2.1.1 The current status of the spectator loyalty club

The respondents indicated that loyalty at the games does not reflect the number of spectators the club has and current attendance of games is not ideal. Reasons for low participation and loyalty in their opinion can be ascribed to transport challenges, quality, and the lack of heroes, current results, television coverage and technology. People have so many options nowadays and so many things to do and soccer is just another one of them. They stated that the cost of tickets is not a big problem and if people want to be somewhere and they want that experience, they will pay. The one interviewee indicated that he wrote an article on this topic available on the website (See www.ajaxcapetown.co.za).

5.2.1.2 Value of having loyal spectators

It was stated by the interviewees that loyal spectators bring about consistency of attending the games. Support at the games will have a direct effect on the quality of soccer which will probably be better and players will perform better. If this club could get 15 000 people to a game on average, it will make a vast difference to budgets and it would help the management to run the club even better. This club has on average about 7 000 spectators, but it is quite poor if one compares this to a Pirates game average. It is thus clear that there is room for improvement and those loyal spectators do hold value.

5.2.1.3 Improvement of spectator loyalty to the club

The interviewees stated that the one way to improve spectator loyalty is to communicate more information to the spectators about the club and keep them up to date and keep their interest level high. The interviewees indicated that they went to the local townships a few years ago, where they attracted children at a young age, educated and spoke to them about drugs and hoping or believing that they will become Ajax spectators. Starting with kids as young as 7 years old is seen as important because they will be able to attend games when they are above 17. The interviewees

stated that marketing can be used as a tool but the problem is that clubs do not have money to spend on marketing. The interviewees are of the opinion that it is difficult to market the clubs today because players are paid more than in the past and that the grant they receive is mainly for salaries and wages. They also stated that the grant is not enough to do marketing, even though clubs depend on better attendance by spectators to get more money to do other things.

5.2.1.4 Attraction of spectators to attend games

The interviewees indicated that better quality soccer attracts spectators. The challenges mentioned by the interviewees were that there are no heroes any more, and coaches today prefer playing a defensive style of soccer, which is not entertaining. They do this because they do not want to lose their jobs. In Europe and England, people support the club in the area that they live in. However, in South Africa, Kaizer Chiefs has a big support base even in Cape Town. Instead of locals supporting the Cape Town club, they support clubs from other cities and provinces, perhaps because of the country's political history. The interviewees indicated that they hope to change that by bringing in juniors from Guguletu and Khayelitsha Townships with the hope that they will raise their support towards Ajax Cape Town more than towards Kaizer Chiefs. The interviewees mentioned value for money, to see good soccer, pay a reasonable price for it and interact with players as ways to attract spectators to the games. They want information from the club more than rugby and cricket as there is a higher sense of pride.

5.2.1.5 Benefits received by loyal spectators to the club

The interviewees mentioned that loyal spectators get discounts on tickets. They also mentioned that Ajax Cape Town sold over 42 000 season tickets and this was not necessarily at a special price. Eighty percent of the season tickets were sold out for one of the games. The interviewees indicated that benefits should not influence one to become a spectator. The interviewees stated that they do not have a sponsor but that they are trying to create and form a loyalty programme for the spectators.

5.2.1.6 Challenges facing the club with regard to spectators when attending games

The challenges they have raised were that games are played mid-week games and at night, which makes it difficult to get 50 000 spectators. They also mentioned transportation, communication, changing of fixtures which come out too late as further factors. A further challenge is that ticketing

is a problem since it is not easily accessible to spectators. Tickets cannot be bought at the stadium on game day because of safety and security concerns. The interviewees suggested that tickets should be sold at least 400 metres away from the stadium, from a caravan for example where ticketers can sell tickets. There are several issues, but fixtures are the biggest challenge. An example of England and Europe was given where every Friday to Monday there are games for people to plan around those days. In South Africa games are played on Tuesdays or Wednesdays, then on Saturdays and Sundays, which is very hard for people to plan. Game days are thus scattered. The interviewees suggested that league games be scheduled on weekends so that people will at least be able know that every weekend or second weekend there will be games so they can reserve those days. One of the interviewees stated that there is a need for the PSL to do proper research to determine the challenges of clubs generally.

5.2.1.7 Club providing support towards loyal spectators

It was indicated by one of the interviewees that people's interest has changed and the technology has emerged as a challenge. Children no longer play soccer in the street as a result of this. People want to be entertained with live music, a live Disc Jockey (DJ) and dancers. It must be entertaining all the time as spectators do not like to wait for hours without something happening.

5.2.1.8 Identification of loyal spectators towards the club

The interviewees stated that the loyal spectators know what Ajax Cape Town is about because they understand the philosophy of the club over the past fifteen years. One of the interviewees mentioned that a shop has been opened to sell outfits so that spectators can get what they want to wear and this is used also as part of marketing. Selling of replica jerseys is also an attempt to get more money.

5.2.1.9 Number of games on average which loyal spectators attend in a season

The interviewees mentioned that they hire five buses for the weekend games so that they can get at least 200 spectators. They also indicated that they pick up on social media that they have many supporters, especially black supporters and their idea is to improve on their communication strategy. They have much support in as well as outside of the Western Cape. They regard themselves as the second most supported team.

5.2.1.10 Spectators are satisfied with the club

One of the interviewees stated that pride is everything and that spectators are proud to see their club winning. It is also mentioned that there are many things to be proud of such, as seeing local children teaching other local children from the township soccer in the streets. In terms of safety, the interviewees gave an example of spectators who came to their game against Kaizer Chiefs being drunk, and these spectators were refused entry into the stadium because of safety. It was also mentioned that there is a perception in the white community that soccer is not safe and that these perceptions come from apartheid. However the interviewees mentioned that soccer is a lot safer than going to rugby. Today South Africans enjoy the game together in a safe environment.

5.2.1.11 Commitment of spectators towards the club

It was indicated that spectators are very committed despite the club going through a lean spell and in the last few years getting bad results. The interviewees gave an example of having won the league three years ago, and spectators still attended the game on a Saturday afternoon against Maritzburg United although they lost the league by one goal to Orlando Pirates that year. That showed that spectators wanted to watch a winning club. The spectators are believed to be happy when the club ends the season within the top eight positions in South Africa. One does not have to win the league but at least they should be seen to be doing well.

5.2.1.12 Club activities on weekends and holidays

The interviewees mentioned that they probably have the best youth structure in the country and this structure performs its work on weekends and holidays to recruit and provide programmes to youth and children. They also mentioned that many people come and support that. They do not have a concrete loyalty structure because it takes money and manpower.

5.2.1.13 Club interaction with the community

One of the interviewees indicated that they have a community programme which has 140 schools in the Western Cape that teaches learners about the bad things that they should not be doing like alcohol and drugs, and this is mixed with a bit of soccer. This is communicated through their website and facebook page. The interviewees also mentioned that they have their own television show which is on channel 263 Cape Town TV and that is used to improve loyalty and communication.

5.2.1.14 Club interaction with broader society

They further mentioned that they get involved in events like the Big Walk, where they expose their brand and are part of the community and broader society. The club as indicated is creating also a spectator base in black townships called Guguletu and Khayelitsha Townships.

5.2.1.15 External support from Government, community and business in terms of financial aid, facilities, and manpower

The interviewees stated that they rely on the PSL grant. However the club has a printing sponsor and other supplier sponsors. They are in the process of finalising a deal with the City of Cape Town regarding the use of their stadium.

5.2.1.16 Club partnership with other groups to enhance marketing

The interviewees stated that marketing is important but no specific partnerships with other groups were indicated. The club use its own resources to market the games.

5.2.1.17 Needs analysis on spectator loyalty marketing

Interviewees indicated that they did very basic analyses because it cost money to do proper surveys. Transport is indicated as the most important challenge that inhibits people to go to the stadium.

5.2.1.18 The need to have a marketing strategy for the club

It was indicated by the interviewees that they have not done a marketing strategy. They further stated that they need to get basic things right, like tickets and transport for spectators for them to be able to succeed.

5.2.1.19 Other comments related to spectator loyalty

The interviewees stated that Kaizer Chiefs has been in the game for many years and Ajax Cape Town are very young in this industry and that they cannot be compared with them. For a short period of time Ajax Cape Town have grown extensively as a club and will continue to grow and become a force in South African soccer in the next ten years. They suggested that the PSL needs to respond to the challenges of ticketing, transport and to do research on soccer generally. The

example of German soccer was given because they have done extensive work and it has paid off. It was stated that players like Keagan Donnelly came from their club and clubs like Sundowns buy them because soccer has become a business today. Sundowns, like other large clubs are able to afford to buy these players with the assistance of sponsorship. The current practice is that those clubs which cannot afford to pay their players good salaries, loose them to larger clubs such as Sundowns, Kaizer Chiefs and Orlando Pirates.

In summary, the interview with Ajax Cape Town revealed interesting and relevant results. It was clear that reasons for low levels of participation included transport challenges, quality, the lack of heroes, current results, television coverage, technology, changing of fixtures and time and place of games. The importance of having loyal spectators was noted as it will contribute to easier management of the club. Spectator loyalty can be improved with increased communication, but the challenge is limited budgets which only makes provision for salaries and wages and not marketing. More spectators will be attracted by creating value for money, good soccer and paying reasonable prices. Benefits for spectators included discount on tickets. However it was noted that high levels of commitment exist towards the club even when the club is not doing well. The support of specific sponsors is important.

The lack of research regarding soccer and the support thereof was highlighted. It was also clear that support for soccer should start at a young age and this can also influence attendance of the games. The club takes pride in the work done with the youth and the role they play therein. Information of the club is communicated to spectators more often to keep them up to date and keep their interest levels high. Satisfaction with the club seems to be related to pride and it thus more than just winning. Lastly, the importance of marketing was noted but the lack of funding influences this initiative.

5.2.2 Results of interview with Amazulu Club

The second interview was held with the Marketing Manager of the Amazulu Club.

5.2.2.1 The current status of the spectator loyalty club

The interviewee stated that Amazulu is not where it is supposed to be because of its history. It was mentioned that the club is performing relatively poorly in the league. Realistically speaking, there are only three clubs in the league that draw huge crowds which is Kaizer Chiefs, Orlando Pirates and Sundowns and that is where Amazulu want to be. Amazulu in the eightee's and ninetie's, used to be at its best, considering the province, the City and representing a very large constituency. The

support should be much larger and the commitment from spectators should be much greater than it is today. Amazulu managed to get many people behind the club, not only from the townships but also from the hostel dwellings. The loyalty of the 35% of spectators is still considered good as they are there through thick and thin. The loyalty of the others is results driven. When Amazulu is doing well the spectators support them, but when they are not performing well, the spectators abandon them. The loyalty is not where the club wants it to be. Loyalty is about supporting the club during bad and good times. The interviewee stated that the challenge is to compete with Kaizer Chiefs and Orlando Pirates as the majority of supporters are still supporting these clubs.

5.2.2.2 Value of having loyal spectators

The interviewee mentioned that spectators are important for commercial value. Loyal spectators also assist in buying of tickets for the games and merchandise and this influences sponsors to be attracted to the game of soccer. Secondly, spectators motivate the club and players to be successful. Loyalty is key to the success of the club commercially and in terms of the game of soccer also.

5.2.2.3 Improvement of spectator loyalty to the club

The interviewee indicated that marketing is used to increase the number of loyal spectators. Amazulu have tried to create products that promote soccer as a brand. An example given and introduced was a funeral plan for the spectators. This funeral policy is believed to be the best in the market: in time of need Amazulu will be there to help families. Amazulu also introduced season ticket offerings where discounts can be obtained from Sun Coast Casino Hotel because they partnered with Amazulu. Besides the benefit of supporting Amazulu, the Sun Coast Casino Hotel provides an entertainment card for spectators to be able to use them at the Casino. This is to draw people so that Amazulu can become part of spectators' lives. The interviewee stated that these days the reality is that people, especially the youth who constitute the vast majority of population, are loyal to those brands that are successful in the market. The youth these days are very image conscious and there is no escaping the fact that there is a need at some point to be a successful club since spectators associate with success. Amazulu has a corporate social investment programme which assists in the development of communities. This initiative helps local people so that they can see over and above that Amazulu is a caring brand.

5.2.2.4 Attraction of spectators to attend games

The interviewee mentioned that over the years, spectators do not expect to win every single game because they understand when the club loses. What really upsets spectators is when the players do not seem to show a high level of commitment. That is very subjective, but when they get the feeling that there are other things outside that are interfering with the performance, for example things that are being said in the newspapers, that information is always a problem. That is a problem, but for Amazulu the difference between the spectator and the supporter is that a spectator is someone who just comes to watch, a supporter will come and follow the club and be part of the club in everything it does.

5.2.2.5 Benefits received by loyal spectators to the club

It is stated that card carrying members receive benefits. Spectators are rewarded once in a while with discounted tickets to the games. Spectators do get support in terms of attending games by giving them further benefits other than the fourty rands pay-off to come to the games. Whenever they want to run branch activities, Amazulu assists them. Amazulu has branches mostly in KwaZulu-Natal and in Gauteng. There are one or two in Mpumalanga but the distance creates challenges.

5.2.2.6 Challenges facing the club with regard to spectators when attending games

The interviewee stated that the challenge is scheduling of the games. He explained that spectator attendance is not good at evening games during the week. An example is from people who live in KwaMashu and have to travel home at after the game at half past ten at night. Secondly, transport to travel to and from the game is a challenge. Many people do not have cars and taxis are regarded as costly to use. Furthermore, safety is also mentioned for spectators, especially when games are played at night. Ticket prices are expensive and people are not earning much, so therefore two hundred rands is a lot for them as they still have to buy food and pay for a taxi. The interviewee explained that Amazulu do not own the stadium and thus it is difficult to generate money. In England or Germany clubs own their stadiums and are able to build their base without challenges. In Rugby, for example, clubs such as the Sharks have the Shark tank (stadium), they have huge youth operations and that is another way of creating loyalty. Some also have an Academy. If Amazulu could be given ownership of a stadium, of branding and running activities it will add much value to its soccer clubs.

5.2.2.7 Club providing support towards loyal spectators

The interviewee indicated that spectators make a club and without them, it will be difficult for television to support soccer as television needs mileage. He also gave an example of Spar as a franchise, for instance. This franchise encourages Amazulu spectators to buy and shop at Spar. In return spectators receive discounts on some of the products they buy. He again mentioned that spectators receive discounts for game tickets and merchandise. For this reason they are involved with the club and the Spar franchise is important to the spectators. An example of clubs in England was given in that they have different structures that support the spectators, for example the Arsenal supporters' trust. The clubs also have their own revenue streams and that is where Amazulu want to be ten years from now. As a start, Amazulu has a full time official who is there to communicate on a daily basis with spectators with regard to their needs.

5.2.2.8 Identification of loyal spectators towards the club

The interviewee mentioned that 35% of spectators attend Amazulu games through thick and thin. They travel with the club, have the attire to identify themselves with the club and they even make themselves heard. They have given their loyalty in terms of support. For example Scini Thusi is very visible when it comes to travelling with the club. Mr Thusi is a season spectator who attends every single game because he is a business man and can afford to buy tickets. Some of the spectators may not attend the games due to funerals on Saturdays' but this does not mean that they are not loyal to the club.

5.2.2.9. Number of games on average which loyal spectators attend in a season

On average spectators attend seventeen to eighteen games. Most of the games that spectators attend are the home games. Travelling becomes a challenge when they have to go to Cape Town, Johannesburg and so on.

5.2.2.10. Spectators satisfaction with the club

The interviewee stated that spectators are very satisfied, and the club is working very hard on that and the environment in itself is very safe. The club has tried at times to have some entertainment at the stadium as well so that it is not just the soccer to attract more spectators, but it is very costly.

5.2.2.11. Commitment of spectators towards the club

It is indicated that those spectators who have been with the club for years are committed. The new generation are committed to the club when there is a good aura around the club, good publicity, but once the club starts losing as during this year, they disappear. That is the reality and characteristics of the new generation of supporters which is not loyal when compared to generations before them.

5.2.2.12. Club activities on weekends and holidays

The interviewee indicated that AmaZulu formed a community trust to purely focus on running Community Service Initiative projects (CSI) continuously throughout the year and separately from the AmaZulu Company. The trust focuses only on youth, the homeless and education. This is done not only in Durban but also in Ezakheni and areas up to East London. The club donated money, and ran a golf day challenge and throughout the year visits hospitals and schools. There are people who love the work of the trust and they prefer to sponsor CSI to a club. By forming these separate bodies it is easier to raise funds. Even though it is a separate entity, in many people's eyes it is one and the same thing. Amazulu uses the players to interact with the community. Amazulu have Usuthu television just as Chiefs, Pirates, Sundowns, Supersport and Celtics have theirs. The purpose of this is to cover Amazulu off the field and not only to focus on games. Television is there to profile players, covering CSI, jersey launches and award evenings.

5.2.2.13. Club interaction with the community

The interviewee mentioned that Amazulu uses branches as a form of interacting with the community. The club also uses cell phones and email as a form of communication to contact their community about the club. However, the community supports success and Amazulu need to be a winning club to get their community to support it. A club is likely to recruit more community support if it is developing top players and has a high level of success. Once this is happening spectators and people identify with the club.

5.2.2.14. Club interaction with broader society

The interviewee mentioned that Amazulu has broader support of Blacks, Indians and the White community members. The club focuses also on township schools as well as schools in other suburbs.

5.2.2.15. External support from Government, community and business in terms of financial aid, facilities, and manpower

It was stated that businesses such as Spar for example are assisting the club . The interviewee stated that the challenge is to get the local municipality to finance and allow the club to use the stadium without costs. The stadium becomes a centre where the club can operate from and this forms a support base around them. The stadium needs to be the home of AmaZulu for it to invest because ownership of a stadium and facility is very important. The business sponsor has been Spar and they have been loyal to the club since the year 1987. Another sponsor is Kappa and other technical sponsors and suppliers are South African Breweries (SAB) and Tourism KwaZulu-Natal.

5.2.2.16. Club partnership with other groups to enhance marketing

The interviewee stated that marketing is very important. Marketing takes many shapes and forms and the club uses this to communicate with a variety of people. The young people use social media but older people in the townships are still used to newspapers and radios. The club has partnered with KwaZulu-Natal radio to market the games. It is becoming very complicated because a communication and marketing strategy is needed at all times. The club receive R1.5m per month as a grant from Premier Soccer League but the reality is that to run a club professionally the club need around R2,5 to R4 million per month. The grant covers operational costs, wages and the salaries that the coaches demand and the players salaries are quite high. There is a need to run the youth development programmes; the club needs to travel and play; the travelling costs escalate by staying in hotels. It is expensive and the club still needs to find money to market itself, to host games and to provide entertainment. R1,5 million is insufficient, which is why Amazulu need additional sponsors and other revenue streams so that the club can continue operating as a soccer club.

5.2.2.17. Needs analysis on spectator loyalty marketing club

The interviewee stated that it is the first time that this survey has been done in the club. The lack of resources makes it difficult to do need analysis.

5.2.2.18. The need to have a marketing strategy for the club

The club has a marketing plan which is a five year plan. The only problem was a cost issue and a formal research study into the market is needed.

5.2.2.19. Other comments related to spectator loyalty

The interviewee stated that there has been a problem at AmaZulu and South African sport as a whole in terms of spectators attending games. Stadiums are forever empty. He gave an example that in cricket there would always be many people at the game. When one goes to rugby, unless the Sharks are playing, it is not that full anymore. If the Sharks loose this week to the Puma's, next week there are 5 000 people in the stadium because people love a winning club. The interviewee indicated that people love a winning club, and if this does not happen, they stop attending the games and this affects Durban's ability to stage other events. The behaviour of people has changed. He also gave an example of Germany, in that clubs there have about 80 000 season ticket holders. Every game in that part of the world is sold out. He also indicated that in Augsburg, for example, everything is about soccer. The trains, malls and shebeens, the restaurants, and everything about the city are branded Augsburg. Reality is, the mayor of Durban must be seen walking around and supporting AmaZulu. Once it starts there right down to even Moses Mabhida stadium, the home of AmaZulu, then the mind-sets of the people will be changed. AmaZulu can be a big power house in South Africa once more, and they can have the entire province to themselves. There is a history, and there is no need to even try and look elsewhere for support.

If AmaZulu were to sign on Messi tomorrow, attendance will be 10-15 0000, but Amazulu do not have those exciting players anymore. This is why there is a need to go back to what used to work before. The interviewee mentioned that school sport produced players like Joel Faya and Jomo Sono and it is important to discover other players through school sport. School soccer was huge and that is why now through the AmaZulu community trust the club tries to revive that and scouts from schools and to get schools active. Soccer needs those exciting players that people would want to go and watch. The interviewee stated that talent of players needs to be discovered very early rather than being recruited very late in the age group of nineteen to twenty years. Boys should be identified at about thirteen to fourteen years of age so that they can be developed to top class quality players that are exciting to watch.

In summary the interview with AmaZulu also revealed relevant results. It was clear that reasons for the lack of attendance by spectators have been as a result of the club not winning. The lack of attendance by spectators was because AmaZulu is not doing well compared to in the 1980's and 1990's. It was also stated that reasons for the low level of attendance included scheduling of games, transport, safety, game prices and lack of ownership of a stadium to generate money and exciting players. It was also generally mentioned that Kaizer Chiefs, Orlando Pirates and Sundowns are the only clubs that attract more spectators to the games.

However, the importance of spectators was also noted in that spectators are commercially viable and without them, it is difficult for television to support soccer as television needs mileage. Benefits for spectators also included discounts on tickets. The importance of marketing was also noted to improve loyal spectators, especially targeting the youth. The youth are indicated as a challenge in AmaZulu as they only support the club when it is winning and this has become a trend in some of the large clubs because there are competing needs for them today.

The club uses marketing to communicate with these spectators, including interaction with communities and youth. The club also indicated the importance of having a sponsorship such as Spar as part of the broader support for soccer. The lack of formal research and funding was noted. Lastly the need to focus on school sport to discover talent at a young age is critical to develop the best players in soccer.

5.2.3 Results of interview with Bloemfontein Celtic

The third interview was held with the Public Relations Manager of Bloemfontein Celtic.

5.2.3.1 The current status of the spectator loyalty club

The interviewee stated that Celtic is faced with a challenge as management of the club. He said that for the past two years there has been a decline in terms of spectators attending PSL games which is currently low. The PSL together with the clubs are trying their level best to improve the numbers. However the Celtic situation is not that bad but according to standards there is a lot to be done compared to where Celtic used to be.

5.2.3.2 Value of having loyal spectators

The interviewee stated that Celtic spectators have dropped significantly from 45 000 registered spectators to 25 000 registered ones. The reason is because their membership has expired and they did not renew them. It was indicated that this challenge also impacted on the partners to sponsor the club. It was stated that the numbers of loyal spectators are important to have good partnership with sponsors. Spectators are important in terms of the marketing aspect. The numbers of spectators are important in influencing negotiation of sponsorship because sponsors want value for money when they support the club. It was also mentioned that it is important for spectators to fill up the stadium and buy merchandise to demonstrate their loyalty with the club.

5.2.3.3 Improvement of spectator loyalty to the club

It was indicated that Celtic is fortunately negotiating with a number of partners to try and improve on loyalty of spectators. The partnership with MTN as a sponsor was signed in June 2015.

5.2.3.4 Attraction of spectators to attend games

The interviewee stated that everyone is born a 'Siwelele' spectator, even the young ones. People are attracted to Bloemfontein Celtic, particularly those who are within Motheo Municipality, knowing that this is the home club. He explained that spectators also need to feel part of the club and feel attached in one way or the other. Spectators use weekends as their leisure time, by going to watch soccer games. Some spectators also sell things such as food for their livelihood. For spectators, it is part of leisure to come together to support Celtic. Everybody loves a winning club and also from the management, Celtic always tries its level best knowing that some of the spectators sacrifice to come and support the club even though they do not have money. This is one of the things that Celtic is trying to inculcate within players to be aware that many people going to the stadium are unemployed and they do not have enough money and yet they go and support the club. Hence they also want to support a winning club and that is what Celtic is trying to achieve.

5.2.3.5 Benefits received by loyal spectators to the club

The interviewee stated that spectators do have benefits. They receive large discounts on transport, whereas they would be spending R600 to go from Bloemfontein to Durban, those loyal spectators with memberships cards would pay around R200, which is almost a 50% discount. With the partnership with Tsogo Sun in terms of accommodation for their spectators, they also get discounts. Spectators are able to stay in four or five star hotels for merely R150 as part of their discount. Those benefits are only available to card carrying spectators. With the Foschini group, spectators would, for as little as R220, buy a t-shirt which normally cost about R300. These benefits only go to the Celtic card carrying spectators. The membership card costs R100.00, which most spectators cannot afford.

5.2.3.6 Challenges facing the club with regard to spectators when attending games

The challenges that Celtic is facing is not having its own stadium. Sometimes the club have to play games sixty to seventy kilometres outside of Bloemfontein at Botshabelo. The challenge sometimes with the evening games is that there would not be sufficient transport and the people would not want to risk going over there. Celtic used to play at Seisa Ramabodu stadium and even if it was a midweek or evening game people would walk to the stadium. Transport was not an

issue. Transport became a challenge when the club played at the Rugby stadium in the city of Bloemfontein. The other challenge is if the club is not getting good results, sometimes numbers tend to drop. One thing that Celtic is trying to address is to sign good players for the club and also to be competitive.

5.2.3.7 Club providing support towards loyal spectators

The interviewee indicated that Celtic is absolutely nothing without spectators. Spectators are the life blood of this club. Bloemfontein Celtic is surviving not because of the management but because of the spectators. Celtic relies on them and also on their gate takings for supporting the club. In Bloemfontein, Celtic relies on the large numbers of spectators attending the game to intimidate the opposition club during the play. Spectators form part and parcel of the game. Bloemfontein Celtic is more than a soccer club, it is a family unit where people come together and share the excitement among them.

5.2.3.8 Identification of loyal spectators towards the club

Currently with the change of technology, social media platforms are used to engage in facebook, twitter, e-mails and faxes with loyal spectators. Two weeks before the club was sold, spectators went down to the office as this was all over the media and it was a bit of a concern for them. Supporters felt that from management, little was done to inform them about the situation. Celtic normally calls them the spiritual owners of the club. The management did not communicate to the spectators about the sale of the club, and this was a challenge. They went to the office to demand answers to what exactly was happening. Celtic does not look at them as ordinary spectators. Bloemfontein Celtic spectators are the best because they identify with the club during good and bad times.

5.2.3.9 Number of games on average which loyal spectators attend in a season

With home games they would attend all the home games, that is eighteen to nineteen games. The challenge is when Celtic plays away games, because some of the spectators are working and it is difficult for them to leave their work and travel with the club. Midweek games are a challenge to the spectators.

5.2.3.10 Spectators are satisfied with the club

The interviewee stated that it is a combination of different factors when it comes to satisfaction. Celtic is trying to have a stadium as a facility where the whole family can go and support the club. Celtic started with the kids' corner so that families going to the stadium at the end of the day can take five or six year old children to enjoy themselves. When the club is winning everything becomes good and the opposite is also true when the club is not doing well. Spectators from other clubs always want to show off about their clubs. If the club is not doing well, it is a bit of a challenge and some of the spectators would say that they are unable to eat at home because the club did not win its game. When the club was winning about two seasons ago, it was known in Bloemfontein that spectators would embrace Celtic as part of the culture.

5.2.3.11 Commitment of spectators towards the club

The interviewee mentioned that they realise commitment but when things do not go well, spectators would demand answers as to why the club is not doing well. For spectators in Bloemfontein, PSL soccer is one of their priority forms of entertainment. The interviewee stated that Celtic's spectators view the club as part and parcel of their lives.

5.2.3.12 Club activities on weekends and holidays

Celtic have a television programme called Siwelele show. Celtic has a few activities under CSI projects for spectators where there will be soccer tournaments where branches play against each other. With CSI projects Celtic visit different hospitals to be engaged in many activities as part of the club. Celtic believes that it is important to also give back to the community. Celtic also gives spectators a platform every year in the form of a general meeting and listens to their suggestions on how to improve the relationship.

5.2.3.13 Club interaction with the community

It was clear that there is club interaction with the community. The interviewee mentioned road shows around Bloemfontein and branch meetings with the community. This allows for effective communication with the community as well as the broader society. It seems that supporters are encouraged to support their local clubs even if they support other clubs such as Kaizer Chiefs and Orlando Pirates.

5.2.3.14 Club interaction with broader society

The interviewee stated that the club includes all people in South Africa for their programmes such as CSI. Even the players and spectators come from black and white communities.

5.2.3.15 External support from Government, community and business in terms of financial aid, facilities, and manpower

The interviewee stated that Celtic receive assistance from different Government departments such as the Traffic and Health department. It was indicated that the club did not have training facilities in the past and had to use the Grey College facilities. The challenge has now been resolved in that the club has its own training facility where the offices are also based. The facility has four fields, that is two normal pitches, one artificial and one seven-a-side pitch and gym equipment. It was also mentioned that the club have signed Beatri as the lead sponsor, and MTN, KAPPA, Southern Sun and Coca Cola as part sponsors.

5.2.3.16 Club partnership with other groups to enhance marketing

The interviewee stated that working with organisations like United Nations Children Fund is important as it will benefit the club and take the Celtic brand beyond South African borders.

5.2.3.17. Needs analysis on spectator loyalty marketing club

It was indicated that this is the first survey that Celtic is involved with. The club once had a session with the University of Cape Town students 4-5 years ago in relation to needs analysis.

5.2.3.18. The need to have a marketing strategy for the club

It was clear that a marketing strategy is important for the club. The interviewee used the example of Coca Cola as the biggest marketing sponsor throughout the world. Coca Cola is forever sold because it has a good marketing strategy. It was indicated that the new owners will interact with the community to start developing short-term and long-term strategies in order to take the club to the next level.

5.2.3.19. Other comments related to spectator loyalty

The interviewee stated that Celtic had meetings with spectators together with legends to ensure that there is consultation to plan and have a proper three to five year marketing strategy.

From the interview with Bloemfontein Celtic it was clear that the results were relevant to the study. It was mentioned that the club experienced a decline of spectators including PSL games. This is attributed to the non-renewal of the membership by spectators. Further challenges include lack of transport and distance from and to the game, safety and performance of the club influencing the spectators' numbers to drop significantly.

The importance of spectators was also noted in that spectators use weekend games as part of leisure time. Spectators are attracted by the club's win. These spectators contribute towards the club in terms of gate takings and buying of merchandise. The club values the spectators in terms of marketing aspects, obtaining sponsorship and the sustainability of the club. The benefits that spectators get include discounts for transport, accommodation and merchandise. Therefore the support of sponsors is also vital. The lack of research regarding soccer and the support thereof was also highlighted. Commitment and satisfaction of spectators is seen as an important element of sustaining the club.

5.2.4 Results of interview with Kaizer Chiefs

The fourth interview was held with the Executive Manager of Kaizer Chiefs.

5.2.4.1 The current status of the spectator loyalty club

The executive manager indicated that Kaizer Chiefs have loyal spectators. The challenge is that there are competing issues such as other forms of entertainment which make spectators to prioritise. It was mentioned that spectators demonstrate loyalty in different ways, such as by purchasing of merchandise. It was also indicated that in the olden days compared to today, merchandise was not available, because people then showed loyalty in terms of attending games. The interviewee said that currently people are loyal in terms of their membership because they benefit in terms of receiving insurance from the club.

The challenge is that there are competing needs that are available to people. The market is very saturated and challenges that make it very difficult in terms of people having to purchase tickets or to attend games. The TV structure has changed things substantially because now people can choose between attending the game or watching it on television. In the past there was no access to watch the game on TV and they wanted to be at the stadium. It was mentioned that TV deals have changed access to the game, the cost and time for people. Another challenge mentioned by the executive director was scheduling of games at night on Wednesdays. Transport issues are regarded as a challenge because spectators had to also go to work the next day. She mentioned

that despite these challenges, there is still loyalty in the sports market. She also indicated that Kaizer Chiefs own 34% of that sport market soccer. She indicated that people are showing their loyalty differently through, for example, social media and that the environment has changed.

5.2.4.2 Value of having loyal spectators

The interviewee stated that Kaizer Chiefs value spectators in terms of huge commercial value which is driven through the sales of merchandise, attendance of games, sales of spectators' club and all other products. The value commercially as well as emotional connection that spectators have with the brand is very important for the club as indicated by the interviewee.

5.2.4.3 Improvement of spectator loyalty to the club

The interviewee stated that the game experience is important in attracting and offering spectators good soccer games. She mentioned that in order to improve spectators' loyalty to the club, the players need to play good soccer and this will safeguard the Kaizer Chiefs brand. Spectators identify with the club and engender more loyalty through winning. These spectators identify with the slogan: 'Amakhosi for Life'. It was said that the club interacts with spectators through community special initiatives by touching communities, and changing people's lives, which is important to loyalty. Creating programmes that impact communities and which educate and empower people, is one of the game areas that Kaizer Chiefs is instrumental in the lives of people.

5.2.4.4 Attraction of spectators to attend games

The interviewee indicated that spectators always expect the best by putting the club under pressure to deliver good results. They always expect to be ahead of the game and to be innovative, to be the first club to do things. It was also indicated that Kaizer Chiefs were the first ones to have an insurance product, to bring exciting licenced products and to play the best soccer in South Africa. They want to have those bragging rights that say they as Kaizer Chiefs have the best. Spectators, as mentioned want the club to set very high standards and to be ahead of other clubs.

5.2.4.5 Benefits received by loyal spectators to the club

The interviewee indicated that spectators participate in CSI projects. The club provides the opportunity to use its sponsors as part of partnership to promote Kaizer Chiefs as a brand. She mentioned that the funeral plan as a form of benefit has also done really well, and there is the legal

policy and the club has other products as well for spectators to benefit. The fact that the club had the spectators' card is very important. Tickets are a huge benefit that the club gives to spectators, in some cases through sponsors. Kaizer Chiefs give value to spectators in all areas of their lives.

5.2.4.6 Challenges facing the club with regard to spectators when attending games

The interviewee indicated that the challenges are costs. Even though the PSL have not increased the price of ticketing frequently, the cost of living is high, the economy is very difficult currently for people, and transport is a challenge in terms of public transport. The suggestion was given to stage the games at six o' clock in the evening on weekends instead of a quarter past eight, because in that way people can get to the game and still have transport to travel back home. She also explained that Wednesday night games are very difficult, whether it is at half past seven or particularly if it is at a quarter past eight. People have to get home from work, get to the stadium, then from the stadium they have to get home. Taxis don't drop them in front of their gates and people have to walk at night. Television is also indicated as a challenge because people no longer want to travel and will prefer to stay home and watch the game on TV. The club does not subsidise transport but has partners like Inter Cape and Metrorail giving discounts. The other challenge is for families who cannot go with kids late at night, the environment is not safe because people smoke and drink alcohol. Therefore it is about creating areas for people to be able to come to the stadium with their family.

5.2.4.7 Club providing support towards loyal spectators

The interviewee stated that spectators are the twelfth men because they drive business of the club on and off the field and players need them to perform. Kaizer Chiefs need them from a brand and commercial point of view. Kaizer Chiefs attract sponsors and partners through the support of spectators and that is why the club supports them in whatever they want to do.

5.2.4.8 Identification of loyal spectators towards the club

It was stated that spectators identify with the club by wearing the club's outfit and the way in which they live their lives through the branches and the various structures that the club has on the ground. The interviewee indicated that Kaizer Chiefs is able to track that through initiators like the Carling Cup initiative which showed over one million people interacting and voting for Kaizer Chiefs to play against Orlando Pirates. These various structures, according to her, ensure that they mobilize within the communities to get more support for the club. The interviewee also mentioned

that the club has branch managers and executive committees responsible for the establishment of the club's structures or branches.

5.2.4.9 Number of games on average which loyal spectators attend in a season

The interviewee stated that Chiefs have about sixteen to eighteen home games. On average, people attend about sixteen to eighteen home games. The interviewee stated that it is dangerous to focus on an individual's attendance because the club caters for a large group of spectators. Sometimes there is a tendency to commercialize one or two spectators when there are a number of very good loyal spectators. She mentioned that some people are great on TV, but in reality they do not mobilize spectators to attend the games. What attracts the spectators to the games is that the club continues to build new icons and create new stars. There are some spectators who follow them but spectators are also coming for the broader brand. They are attracted by the history and what it stands for, where it comes from and where the club is going. Sometimes the club has to make sure that the marketing of a player does not exceed their performance. That is what is starting to happen these days. For example, players like Khune have attracted followers to the club because he is playing well. Some of the spectators who support the club support it because of the previous players and because of the Chairman and what he has been able to achieve and also what the club represents to them in the future. Therefore building those youth structures and bringing in players who understand Chiefs ways and their role in the bigger society is critical. The interviewee identified the need to review how money and salaries of players can be dealt with in a broader way. The challenge is that some of those players who are chasing money end up damaging their careers because they end up not playing and this affects attendance.

5.2.4.10 Spectators are satisfied with the club

The interviewee stated that soccer is such a good sport where spectators get to see their heroes and this makes them satisfied. She also mentioned that soccer is used as a de-stresser in that people come and have fun and the game becomes a social event for people. The interviewee stated that safety at the stadium has improved. Clubs take it very seriously because everybody who comes with the kids or even on their own wants to be safe and Kaizer Chiefs want to make sure that people are comfortable and satisfied. There are always challenges but clubs are establishing the right systems. Some of those perceptions have been changed and the 2010 FIFA World Cup and various other events have broken the barriers in terms of white people attending. The lessons of the 2010 FIFA World Cup have taught the club that it is important that right systems are put in place. The responsibility is also with the spectators that they come on time, park their cars and adhere to the rules.

5.2.4.11 Commitment of spectators towards the club

It was clear that spectators demonstrate a high level of commitment through attending the game. Commitment is shown when the club delivers value (win) and spectators become committed. She indicated that the youth culture is very different because they do not understand the history of the club and their level of commitment is different. It was stated that in the past, families generationally supported this club and the loyalty was then passed on to the next generation. However, today youth have access to other things such as entertainment. They will even support international clubs and this depletes loyalty in some cases. People generally want to be associated with something that is good and as a result commitment is important.

5.2.4.12 Club activities on weekends and holidays

The interviewee stated that the club's main focus is to constantly have a face to face interaction with their spectators and the club leverages that a lot with partners as well. The club does activations and shares the Kaizer Chiefs experience with spectators. Branches are activated and the club also goes out into the community. There are activities with sponsors to showcase the relationship with sponsors to the community. There are also merchandising teams that go out to sell Kaizer Chiefs merchandise, marketing, insurance and mobile products. Players appear when they go out and there are activations where it is just sponsors and the various products which have to be marketed. She also explained that community special initiatives are conducted to expose the spectators to the Kaizer Chiefs brand. She mentioned that the club has developed umbrellas' and winter jackets which they sell to spectators during summer and winter months as part of marketing.

5.2.4.13 Club interaction with the community

According to the interviewee the club have a 360 approach in terms of communication. They use radio because it gets to communities. There is a use of mobile devices because many spectators have mobile devices where they can be contacted. The club uses television through advertising and public relations opportunities. Kaizer Chiefs also uses its players to interact with the community. Communities, particularly the youth get excited to see their favourite players side by side.

5.2.4.14 Club interaction with broader society

From a broader society point of view what the club does on the ground is to involve various communities. Whether as a Chiefs spectator or a player of the club, the club empowers everyone to become a better citizen in the country. Some people that come from the club youth programme learn things such as the history of the club and its management. The interviewee indicated that the club has currently launched Kaizer Chiefs innovation centre with the North West University as part of community initiatives.

5.2.4.15 External support from government, community and business in terms of financial aid, facilities, and manpower

Kaizer Chiefs has partnered with sponsors such as Vodacom, Nike, Nissan and Hollard to leverage a great deal on the CSI activities. There is also the Carling Black Label Cup which is a cup that makes the spectators to vote for their favourite players to play against Orlando Pirates.

5.2.4.16 Club partnership with other groups to enhance marketing

The FNB stadium is a commercial deal. The executive director stated that whilst she was in the US she engaged the United Nations (UN) around initiatives. She mentioned that being an African brand, the UN and other institutions become very key because Kaizer Chiefs do not want to make a difference only in South Africa. She said that Hollard have done initiatives with Kaizer Chiefs in Namibia where the club has contributed to a hospital that created a wing for mothers with children with cancer. The club is not only partnering with the commercial partners but also with broader institutions like the United Nations and other bodies.

The interviewee's observation is that some of the clubs do not see the value in marketing. She mentioned that Kaizer Chiefs is constantly talking to consumers and telling them and promoting the club as an investment.

The interviewee stated that clubs should not rely on the PSL. Clubs should be out to market themselves. It is said that the PSL has created platforms such as radio and TV to give exposure and opportunity. Clubs receive very substantial grants and the advice is that they should reserve some of the money to go into marketing. Clubs' brands would not be growing if they rely only on the PSL.

5.2.4.17 Needs analysis on spectator loyalty marketing club

The interviewee stated that the club has an on-going research process. Research is done through branches who will be working with other marketing companies to understand what is happening in the overall South African landscape. Kaizer Chiefs also have international partners who inform them of new trends in marketing.

5.2.4.18 The need to have a marketing strategy for the club

The club has a very robust strategy which is being reviewed from time to time. The industry is changing and growing and becoming more dynamic. With the absence of a plan one is not able to measure whether one is actually getting results.

5.2.4.19 Other comments related to spectator loyalty

The interviewee stated that there are a number of things that PSL clubs are not doing. The advice was that clubs must look at what is unique to them. Further ideas were given that clubs should use their regional space to market themselves. Clubs must avoid trying to chase a national sponsor when actually they can partner locally with a sponsor who can invest in the club and grow locally. The suggestion was also made to build true connections with spectators and understand that things take time. She mentioned that the Kaizer Chiefs brand is turning 45 in 2016 and that it has taken time, work and strategy to develop the brand. She further advised that clubs need to understand that a professional outfit is important and investing in the right areas becomes critical.

The interview with Kaizer Chiefs revealed relevant results. It was indicated that there are loyal spectators and that this loyalty is demonstrated in different ways, such as buying of merchandise and attending the club games. Further loyalty is shown by the renewal of membership because they benefit from it. Spectators are valued in terms of commercial value. It was indicated that players need to play good soccer so that spectators can be attracted to the games. However the challenges such as economic down turn, market saturation, TV, game schedule, transport and safety are barriers towards spectators attending soccer games.

In this interview benefits such as insurance, funeral plans, legal policies and tickets are given to the membership who demonstrate their loyalty to the club. Marketing and sponsorship are important elements in creating the brand for the club. Research is highlighted as critical as it is done through branches. The exposure to international partners was also highlighted as a good platform to sell the club and do social responsibilities. It was noted that building a brand and creating loyalty takes time.

5.2.5 Results of interview with Sundowns

The fifth interview was held with the Senior Advisor Marketing Manager and Public Relation Manager of Sundowns.

5.2.5.1 The current status of the spectator loyalty club

One of the interviewees stated that Sundowns have a group of some of the most loyal spectators in the Premier Soccer League. These spectators are loyal in terms of their feelings and commitment towards the club. It was indicated that Sundowns does not have massive spectators like Kaizer Chiefs or Orlando Pirates, but do have a core of loyal spectators who have been with the club through thick and thin, bad times and good times.

It was also indicated that Sundowns have loyal spectators in terms of numbers. However they are not as many as they used to be in the past. Loyal spectators are those who had players in the squad. One of the interviewees indicated that spectators would support people like Master Moripe, Ace Ntswelengoe and Jomo Sono. These spectators are attracted to clubs because of the icons within those clubs. It was mentioned that the current players do not have iconic status. Those iconic players are the people who are partly marketers and make sure that people talk about the forthcoming games. Spectators no longer come to the games because those favourite players do not exist anymore.

5.2.5.2 Value of having loyal spectators

The interviewees stated that it is necessary to have loyal spectators. One of the interviewees stated that in the past players were grown up in the club; everyone in the family, for example, supported the club such as Orlando Pirates and Pretoria Callies. It was said that on Sundays the clubs' rivalries such as Orlando Pirates and Pretoria Callies or Moroka Swallows and Orlando Pirates would attract people from all sections of the townships to come and see their iconic players, which is missing currently. The players of those days even had nick names like Deco and Zicko given by the spectators. There would be one player who would almost hold the spectators together and who people would look forward to see during the game. One of the interviewees stated that Kaizer Chiefs used to get players from Randfontein, Durban, Cape Town and Pretoria and brought them all together to make a club. It was also mentioned that Moroka Swallows had the oldest group of spectators who has great attachment to the club. It was stated that loyalty started with the players wherein players such as Jomo Sono and Kamusu Banda came from

Orlando Township and have played for the club until they retired. Sundowns had 90% of their players coming from Mamelodi and that is where loyalty started.

The one interviewee gave an example that Pele of Brazil only played for Santos during his time when he was playing soccer, which demonstrated loyalty. He said that soccer is no longer the same, because players today change clubs all the time. Today spectators go from Pirates to Sundowns and back to Pirates, and that is not loyalty. The interviewee indicated that the current players are in it for the money but no longer for the love of the club. He further indicated that there are no factors that pull people any more about their clubs because players seem not committed.

5.2.5.3 Improvement of spectator loyalty to the club

One of the interviewees stated that the basic principle of marketing is to identify the need and then work out a strategy. He expressed that marketing should satisfy a particular need or desire that people have. The interviewee stated that the game of soccer has become professional and that it is important to recruit the best players from all communities, including foreign nationals. The interviewee mentioned that it is important for clubs to own their stadiums because this has an impact on spectator attendance. It is said that when clubs change the venues every time, this discourages spectators from attending the games, given the travelling. The culture of attending games was seen at amateur levels where families used to leave their homes early in the mornings to go and spend the whole day following their club.

One of the interviewees further elucidated that clubs had to win in order to market their brand. He said that winning with a great deal of style and entertainment makes the game even more exciting.

5.2.5.4 Attraction of spectators to attend games

The interviewees stated that good soccer and entertainment attracts spectators to the game. They also mentioned that iconic players used to bring many spectators to the stadium, unlike today.

5.2.5.5 Benefits received by loyal spectators to the club

One of the interviewees indicated that Sundowns spectators are the best taken care of and people would even say they are spoiled. An example was given that when Sundowns played against SuperSport United, the President of the club (Mr Motsepe) provided buses as an indication to attract spectators. The spectators did not pay for the buses but went free of charge. One of the interviewees indicated that the club has a membership card which has benefits such as funeral benefits and free access to games for card holders. The club is creating more exciting benefits

which include airtime, free access depending on how many times spectators' swipe when attending games.

It was also indicated that Sundowns have branches all over the country and the club has employed coordinators who work with the National and Provincial structures of the spectators. The club is focusing on women and youth. The interviewee stated that other clubs do not have a marketing department because they rely on the grants that they get from the Premier Soccer League. The grant is used to pay all the players and the staff. It was mentioned that whenever Sundowns play outside of Gauteng, it always outnumbers the home club in terms of spectators. This is because the club has a spokesperson and understands marketing.

5.2.5.6 Challenges facing the club with regard to spectators when attending games

The challenges for spectators would be money and transport to attend these games.

5.2.5.7 Club providing support towards loyal spectators

As stated by the interviewees, the club always provides support in the form of transport and discounts tickets to be able to attend the games.

5.2.5.8 Identification of loyal spectators towards the club

The spectators identify with the club by wearing attire which is yellow and buy merchandise to look attractive for the game.

5.2.5.9 Number of games on average which loyal spectators attend in a season

The club, on average plays eighteen home games.

5.2.5.10 Spectators are satisfied with the club

One of the interviewees stated that the spectators are satisfied with the club. The big challenge is that the bulk of spectators are based in Mamelodi and unfortunately when the club plays, spectators have to travel far. The spectators from Atteridgeville will complain because they will have to get two taxis to get to Mamelodi. The HM PITJIE stadium which is a local stadium for the club was condemned because of structural problems on the grand stand and that is why the club is using the Loftus Versveld stadium in Pretoria.

5.2.5.11 Commitment of spectators towards the club

The interviewees also indicated that there are spectators who are committed to the club.

5.2.5.12 Club activities on weekends and holidays

Spectators keep themselves busy when it is off season. All structures organize on their own to build relationships through social games. It is said that Mamelodi Sundowns has the biggest CSI projects in the country. The club has a programme which is done through the Motsepe Foundation called CHRISTMAS WITH OUR PEOPLE. Every year the President hands out toys to needy children.

5.2.5.13 Club interaction with the community

Sky is the limit show on (TV) is the slogan for Mamelodi Sundowns. It is what the club is trying to reach out to communities with generally. The club determines the content of the programme like player profiles, to spectators' profiles.

5.2.5.14 Club interaction with broader society

The club covers the broader spectrum of the community including black and white people through CSI projects.

5.2.5.15 External support from Government, community and business in terms of financial aid, facilities, and manpower

The interviewee stated that Sundowns have Nike, Honda and Translux as sponsors.

5.2.5.16 Club partnership with other groups to enhance marketing

The interviewees stated that they regard sponsors as important partners.

5.2.5.17 Needs analysis on spectator loyalty marketing club

The one interviewee stated that the club had a workshop at the beginning of the year to review their marketing strategy.

5.2.5.18 The need to have a marketing strategy for the club

He indicated that Sundowns have a marketing strategy over a short period of one to two years.

5.2.5.19 Other comments related to spectator loyalty

One of the interviewees indicated that after the 2010 FIFA World Cup, spectators paid much money to attend the PSL games. The PSL increased the cost of entry from R20 to R30 which is a lot according to one of the interviewees. The suggestion was made that the PSL charge R40 for cup games and league games should be reduced to half the price. All the games that people are going to watch are on TV and some people want to come to the game at night. People have to choose between R40 and watching the game on TV. The other thing as explained by the interviewee was that soccer is not well marketed like it used to be. The interviewee suggested that there is a need to have media relation officers to promote the clubs. He further gave the example that during those days a man called Abdul Bhamjee from the PSL took progressive steps by calling Press Conferences every Tuesday for clubs to market themselves. All the public relations officers would assemble at the PSL offices to give inputs about their games in the evening and the electronic and print media would publish them in the morning. It is only Kaizer Chiefs and Orlando Pirates that the media now cover.

The interview with Mamelodi Sundowns revealed relevant results. The importance of spectators was noted as it contributes to the management of the club. Loyalty of spectators is demonstrated in terms of commitment towards the club. Spectators are attracted to the club because of iconic players. These iconic players were important as they used to serve as marketers of the club. Loyalty started in families supporting a specific club.

The challenges such as money and transport make it difficult for spectators to attend the game. Benefits for spectators included discount on tickets, funeral plans, and free transport. The game of soccer has become professional and it is critical to recruit the best players everywhere in order to improve the club. The lack of research regarding soccer and the support thereof was highlighted. Ownership of a stadium is important as it contributes to gate takings and management and sustainability of the club.

5.2.6 Results of interview with Orlando Pirates.

The sixth interview was held with the Public Relations Manager and Marketing Manager.

5.2.6.1 The current status of the spectator loyalty club

One of the interviewees indicated that the club has loyal spectators. Spectators associate with the club because of its history and the brand. The spectators attend the games and the club provides the platform to buy merchandise and to also recruit other people to have membership cards.

5.2.6.2 Value of having loyal spectators

The interviewee stated that spectators play an ambassadorial role, they are foot soldiers, they deal by word of mouth and they do advertising for the club. The interviewee stressed that these spectators are referred to as the 'each one teach one' kind of people. It was mentioned that Orlando Pirates have been supported by old people from generations immemorial and this shows a great value towards the club. People will bring families to come and watch soccer because of loyalty. The interviewee stated that the club in the olden days was used more from a liberation position where it generated awareness about issues that were discriminatory towards communities.

5.2.6.3 Improvement of spectator loyalty to the club

It was mentioned that the club has membership cards and part of the membership card is to attract spectators to come into the club and retain them. The loyalty card with benefits is used to attract spectators to support the club as one of the brands. The club provides spectators with the membership card so that they qualify for packages such as discounts on tickets and merchandise.

5.2.6.4 Attraction of spectators to attend games

One of the interviewees stated that in their attempt to recruit loyal spectators, the club had to do a SWOT analysis to build its spectator base. In this analysis one of the interviewees said that clubs such as Kaizer Chiefs are always threats and every time Orlando Pirates loose against Kaizer Chiefs, the club loses spectators. One of the interviewees also stated that spectators want to win against Kaizer Chiefs every time the club plays against them, and that makes the spectators even more loyal. He said that Orlando Pirates care about spectators because they are the ones that generate excitement for the club.

The club also brings in sponsors like Vodacom and Adidas to generate this element of excitement and loyalty by giving products at a low cost. It was stated that players' performance is important in attracting spectators as well.

5.2.6.5 Benefits received by loyal spectators to the club

The loyalty benefits that spectators get are at 10% discount rate for any purchase of the club apparel. Spectators have to be card members to benefit from this. The club also gives out tickets with the Telkom Knockout Cup and other official games as well as transport as part of the package for the benefit.

5.2.6.6 Challenges facing the club with regard to spectators when attending games

The one interviewee stated that transport and money are the challenges that are facing the spectators. In some cases the club assists where there is a dire need. The distance plays a role as the club play throughout the country. The club also encourages independence in that spectators should be able to go the extra mile to attend the club games whenever they play by arranging transport for themselves.

5.2.6.7 Club providing support towards loyal spectators

The interviewee stated that during the Ellis Park disaster between Orlando Pirates and Kaizer Chiefs game, the club was able to open a trust for the bereaved families to benefit from the funding which was given by both clubs.

5.2.6.8 Identification of loyal spectators towards the club

One of the interviewees indicated that spectators' consistency is key. Spectators are seen more often and this creates identification with the club.

5.2.6.9 Number of games on average which loyal spectators attend in a season

One of the interviewees mentioned that last season (2013/14) Orlando Pirates played an overall total of fifty eight games, which included Club Championship games in Africa. Spectators were able to attend these games despite money and transport challenges.

5.2.6.10 Spectators are satisfied with the club

One of the interviewees stated that spectators go to the stadium primarily to watch the club win. If the club does not win but they have played well, then it's acceptable. So there is a little bit of happiness in that it shows some level of positivity that the club is moving in the right direction. He

mentioned that the Pirates brand is about coming together through adversity, being there through all odds when the club plays.

5.2.6.11 Commitment of spectators towards the club

One of the interviewees indicated that attendance shows that spectators are committed. He indicated that the club's brand is so entrenched in spectators' lives that even if the club loses, the spectators will come the following day in their attire supporting Pirates especially with the rivalry club called Kaizer chiefs. That is commitment driven by rivalry.

5.2.6.12 Club activities on weekends and holidays

The interviewee explained that the club always maintain that spectators clubs need to be as autonomous as ever. It is an opportunity for them to host branch activities and events. The club sanctions each and every one as long as it is not contrary to brand policy (no to abuse women and children) of Orlando Pirates soccer club.

5.2.6.13 Club interaction with the community

The clubs interact with the community mainly through outreach projects and also CSI's. Outreach projects where the club particularly looks at the community based on the proposal that comes from the branch. The interviewee mentioned that these activities are done in schools and early learning centres. Partners such as the children's home and reach for a dream assist the club in doing activities for 67 minutes for Nelson Mandela. The activities are about availing players to the children to see their icons and know them better.

5.2.6.14 Club interaction with broader society

The CSI's and outreach programs are used to cover the broader society.

5.2.6.15 External support from Government, community and business in terms of financial aid, facilities, and manpower

One of the interviewees mentioned that Vodacom and Adidas sponsor the club. From the club side, sponsors put down a lot of money on Pirates brand. He indicated that government is not in partnership with the club. The club is in negotiation with local municipality in order to buy the stadium.

5.2.6.16 Club partnership with other groups to enhance marketing

One of the interviewees mentioned that there is a need to partner with organisations such as UNICEF and SOS Children's Villages because this enhances the marketing of the club. It was stated that Orlando Pirates is part of 1000 brands on a global platform. When Orlando Pirates won the champions league in 1995, Adidas joined in as a sponsor. The interviewee indicated that Orlando Pirates jerseys are marketed the same way as the German clubs are marketed by Adidas internationally and this gives exposure.

5.2.6.17 Needs analysis on spectator loyalty marketing club

The interviewee stated that every year the club reviews its strategy. Needs analysis are done every season and it also shapes the direction which is taken as a club.

5.2.6.18 The need to have a marketing strategy for the club

One of the interviewees mentioned that there is a need to have a marketing strategy. The interviewee said that some clubs lack strong public relations to develop marketing strategy and as a result this hampers the development of soccer. Moroka Swallows was given as an example because it has been relegated from the PSL to the second division as a result of the lack of good management. The stadiums become empty because clubs are unable to sell themselves in the form of packaged products.

5.2.6.19 Other comments related to spectator loyalty

It was stated that the clubs should be innovative because soccer is a global game.

From the interview with Orlando Pirates it was clear that the results were relevant for the study. It was clear that the club has loyal spectators who also contribute to the management of the club. These spectators serve as ambassadors of the club and use word of mouth to market the club. The spectators are associated with the club because of history and the brand and this assist in retaining them. These spectators are also attracted to the game because of players' performances and wins. Benefits for spectators included discounts on tickets and merchandise. It was noted that high levels of commitment and satisfaction exist towards the club.

The support of specific sponsors is important in that it keeps and sustains the development and management of the club. The importance of marketing and needs analysis were noted. It was also noted that clubs need to be innovative because the soccer industry is a global game which requires the support of management, spectators and sponsors.

5.2.7 Results of interview with Platinum Stars

The seventh interview was held with the Chairman of the club and Marketing Manager.

5.2.7.1 The current status of the spectator loyalty club

The chairman of the club stated that the club does not have loyal spectators because Platinum Stars is a relatively a new brand. He further said that the club went through a number of changes moving from one province to the other and changing its image. It was also said that this club had new management in terms of ownership. He indicated that this has been a challenge and that is why it is difficult to have loyal spectators.

5.2.7.2 Value of having loyal spectators

The interviewee indicated that spectators are the owners of the club and they are regarded as spiritual shareholders. Soccer as a brand influences sponsors to come on board and this depends on brand loyalty and loyal spectators and TV coverage. The interviewee mentioned those spectators loyalty also go as far as purchasing merchandise and other things that will market the club.

5.2.7.3 Improvement of spectator loyalty to the club

The chairman stated that the club needs marketing and a number of initiatives for the club to engage on. The challenge as he mentioned was that there were a number of changes in the club marketing department and there has been no continuity. The club was also trying to formalize the branches and structures of the supporters and from there develop loyal spectators. He indicated the need to have affinity programmes that would be incentives to the spectators. He also explained that soccer and entertainment are integral in the development of the club. It was also said that if the club has membership packages for supporters and spectators they will become loyal to that brand.

5.2.7.4 Attraction of spectators to attend games

One of the interviewees stated that no one wants to be associated with a loser. He cited an example that soccer is a very competitive environment and people mock each other if the club loose. Spectators will expect the club to win to be associated with it. It was also indicated that Platinum Stars are taking membership records and the implication is that there is steady growth of

spectators joining the club. It was indicated that the club has a bunch of loyalty spectators who through thick and thin will be there for the club.

5.2.7.5 Benefits received by loyal spectators to the club

It is said that the benefits which spectators receive are the club home game entry for membership which is R120. Spectators receive jerseys/T-shirts with the club colours, free tickets for a number of games, the number of competitions, and the number of events the club hosts. It is also indicated that spectators are invited to a year-end function to introduce to them new players' and the new brand of the season.

5.2.7.6 Challenges facing the club with regard to spectators when attending games

The chairman stated that the accessibility of tickets in terms of a number of outlets has been a challenge including the travelling to the games where spectators use two sets of transport to be able to go and watch Platinum Stars.

5.2.7.7 Club providing support towards loyal spectators

He mentioned that the clubs have spectators' coordinators who are paid to facilitate the formation of branches because spectators are part of the stakeholders of the club.

5.2.7.8 Identification of loyal spectators towards the club

The chairman stated that spectators use the opportunity and the initiative to use brand images, jerseys, *vuvuzelas*, and club colours as part of its identity. The club has people who are manufacturing the clothes and logos for the spectators to purchase as part of identity.

5.2.7.9 Number of games on average which loyal spectators attend in a season

It was indicated that the club has eighteen home games. The loyal spectators travel with the club beyond the province. Spectators are assisted with subsidised buses. There is a group of spectators that normally come to games. It was also indicated that one of the spectators has composed the song for the club which assist in adding value and benefit to the club.

5.2.7.10 Spectators are satisfied with the club

The chairman stated that spectators are satisfied with the club because, they come to the games with families which are what the Premier League is trying to encourage. The club have targeted the schools in the area where it gives packages for these schools.

5.2.7.11 Commitment of spectators towards the club

The chairman also indicated that commitment is growing and it is just that the club brand must grow.

5.2.7.12 Club activities on weekends and holidays

The club tries to encourage a number of initiatives to get players and the marketing division to go into communities to identify with them, to adopt the schools, the charities, and the hospices that are in area. In addition the club has local soccer clubs that serve as a foundation. The players are used as role models and the young stars love to see them often. During the sports awards in local schools two or three players and the chairman will be invited to those schools and present the awards and give motivational talks. The club regards that as loyalty programmes and membership cards are also introduced for pensioners.

5.2.7.13 Club interaction with the community

The chairman stated that the club introduced the Dikwena show and has ABSA as a partner of the league as well as local radio stations which are their partners. North West radio which is the club media partner, have outreach programmes which are used to interact with the community. There is also an annual car wash event in the township where the players wash the cars and the proceeds get donated to charities.

5.2.7.14 Club interaction with broader society

The CSI's and outreach programmes are used to cover the broader society.

5.2.7.15 External support from Government, community and business in terms of financial aid, facilities, and manpower

The chairman stated that the main benefactor is the Royal Bafokeng Nation and local business men and women sponsor some of the club awards and assist in subsidising spectators to travel.

The chairman indicated that the club got ACCELLI, Neons Motors, and Kedasit Lodge as sponsors. In addition to the sponsors, government assists with sport facilities including Bakgatla traditional authority which owns the Moroleng Sports facility.

5.2.7.16 Club partnership with other groups to enhance marketing

The chairman stated that the club is pushing the Platinum Stars Foundation where all charity issues, and community outreach programmes would be handled by the Platinum Stars Foundation.

5.2.7.17 Needs analysis on spectator loyalty marketing club

The club has not done a spectator needs analysis. It was mentioned that the club is finalising the spectators' constitution which will formalise the establishment of branches.

5.2.7.18 The need to have a marketing strategy for the club

The interviewee indicated that there is a need for a marketing strategy because the club does not have it.

5.2.7.19 Other comments related to spectator loyalty

The chairman indicated that soccer is competing with a number of entertainments, popular culture and there is a need to be flexible in scheduling the games which is important. Other leagues are shown on TV and people will make a choice whether to attend the games or not. The PSL clubs need to work hard to attract spectators by playing entertaining soccer. The chairman said that the club is a sleeping giant which is a brand for the future. The club needs to position itself in the North West Province, which has adequate spectators to recruit to join the club.

The Platinum Stars interview revealed relevant results. It was clear that reasons for low levels of participation included transport and accessibility of tickets for spectators to watch the games. The fact that the club management is changing every time, this create a lack of loyalty towards spectators. Spectators are regarded as stakeholders and spiritual owners of the club. Benefits for spectators included free tickets and merchandise. The support of specific sponsors is important. The lack of research regarding soccer and the support thereof was highlighted. The importance of marketing was noted.

5.2.8 Results of interview with Polokwane City.

The eighth interview was held with the Marketing Manager and Public Relations Manager of Polokwane City.

5.2.8.1 The current status of the spectator loyalty club

One of the interviewees stated that majority of the spectators all over the country support Chiefs, Pirates and Sundowns. He indicated that it is about developing a support base that can sustain itself as a club. He stated that the clubs should play in specific areas so that they are able to create a support base. The example of Bloemfontein Celtic, Manchester City and Liverpool was given as these clubs are based within their cities. The interviewee mentioned that the Jomo Sono club does not have a specific area and this influences the lack of support and affects spectators. It was indicated that Polokwane City is relevant to have its base in the area so that spectators can be recruited. One of the interviewees indicated that the club targets schools to recruit them as spectators. There are spectators' coordinators all around the area of Polokwane and the province of Limpopo. They have started the branches so that this can grow to recruit more spectators as the club is new.

5.2.8.2 Value of having loyal spectators

One of the interviewees indicated that players are motivated by the number of spectators coming to support them. It was stated that loyalty of these spectators helps the club and the community to grow. The club represents the Limpopo Province.

5.2.8.3 Improvement of spectator loyalty to the club

One of the interviewees stated that spectator loyalty is improved through CSI projects. These projects target schools and the community to do programmes such as soccer camps and feeding schemes. Players are afforded the opportunity to interact with the community as indicated by one of the interviewees.

5.2.8.4 Attraction of spectators to attend games

The interviewee indicated that coming to every match makes spectator's loyal spectators. This should be the case not only when Polokwane City is playing, or Orlando Pirates or Kaizer Chiefs, but for all the games. A loyal spectator will attend every game, whether the club wins or loses.

5.2.8.5 Benefits received by loyal spectators to the club

The interviewees indicated that they are new in Polokwane City. The club is at the moment providing buses and discount tickets to membership card carrying spectators.

5.2.8.6 Challenges facing the club with regard to spectators when attending games

Resources in the form of money for transport and paying for tickets are a challenge for spectators. Most of the spectators are from rural areas and are unemployed. The club has a contract with the Great North Transport company that picks up the people to come to the game.

5.2.8.7 Club providing support towards loyal spectators

One of the interviewees stated that the club provides buses and discounts with regard to tickets for the card carrying members.

5.2.8.8 Identification of loyal spectators towards the club

Spectators dress in club colours, wear caps or replica jerseys or t-shirts when Polokwane City plays. These spectators take photos with the club whenever the opportunity arises and this gives them some form of identification with the club.

5.2.8.9 Number of games on average which loyal spectators attend in a season

On average, eighteen home league games are played and attended by loyal supporters. The interviewee stated that subsidized buses are made available to transport the spectators whenever the club plays.

5.2.8.10 Spectators are satisfied with the club

One of the interviewees stated that the stadium is safe. The club makes sure that security checks are in place before the game for the safety of spectators and that is why people come with families as an outing.

5.2.8.11 Commitment of spectators towards the club

The interviewee indicated the spectators do come to watch the games even though they are not doing well. They are still willing to buy tickets to come and watch the game and this demonstrates commitment.

5.2.8.12 Club activities on weekends and holidays

CSI projects are used to reach out to the community. The players are given the opportunity to interact with the community to have signing sessions and to take photographs at the shopping complex.

5.2.8.13 Club interaction with the community

It was indicated that the club normally goes to the rural areas to kick a ball around with the community as well as to promote the players. The players also do visits to hospitals and give out some presents.

5.2.8.14 Club interaction with broader society

One of the interviewees indicated that the club does not want African and Coloured people only but also the White and Indian people so that the whole community is involved with the club. Soccer is not just for a certain ethnic group or a certain race group. It is a beautiful game and it is there for everybody.

5.2.8.15 External support from Government, community and business in terms of financial aid, facilities, and manpower

The interviewee indicated that the club does not have any sponsor. EXCEO is a technical sponsor. It is only the owner of the club who assists with money and administrators from his business that help the club. It was indicated that the club is renting the stadium for games. It gets a grant from PSL.

5.2.8.16 Club partnership with other groups to enhance marketing

One of the interviewees stated that partnering with groups helps the club to give back to the community. By doing that it shows the people of South Africa that soccer can bring the nation together. Marketing is important in the terms of where one needs sponsors to grow the club.

5.2.8.17 Needs analysis on spectator loyalty marketing club

One of the interviewees mentioned that it is the first time for the club to have this survey. The indication was that the club was promoted in 2013/2014 season to play in Premier Soccer League and never undertook any need analysis.

5.2.8.18 The need to have a marketing strategy for the club

One of the interviewees stated that there is a need for a marketing strategy. Every club needs to have their own marketing strategy so that they can attract spectators as well as sponsors. One of the interviewees stated that it will be totally unfair to compare soccer in South Africa with European countries. He said that those clubs have existed for hundreds of years. Clubs in Europe have been marketed over decades and this has created loyalty amongst those clubs. What is very important is that clubs in South Africa need to have one base, one stadium and not to move around. A club like Kaizer Chiefs or Orlando Pirates can do that because of the support base that they have all around the country. Smaller clubs have to start focusing where they come from, the area that they are in and focus on the support base. They have to build support in that local area and then they can move out of Polokwane as stated by one of the interviewees.

5.2.8.19 Other comments related to spectator loyalty

It was mentioned that in order to build loyalty, the club should play in one area so that there is growth of their support base. Players should be recruited within the area, just as in the case of clubs like Mamelodi Sundowns. One of the interviewees stated that it is important for clubs to employ people who studied sport management so that they can help improve the game. Currently most clubs appoint people who have no ideas about the game and this compromises the standard of soccer in South Africa.

The interview with Polokwane City was relevant for the study. It was clear that reasons for low levels of participation included transport and money to be able to buy tickets for the games. The club is of the view that developing a support base and playing in one area leads to loyalty of spectators. This loyalty is also improved through CSI projects whereby communities are targeted to provide opportunities for players to interact with them.

The players are motivated by these spectators to come and support the club when it plays. Benefits for spectators included discounts on tickets and transport. Satisfaction with the club

seems to be related to safety at the game and this motivates spectators to attend. The lack of research regarding soccer and the support was highlighted. It was also clear that support for soccer should start at school so that the children also attend the games. The importance of marketing and the need to appoint people who studied sport was noted.

5.2.9 Results of interview with SuperSport United

The ninth interview was held with the Marketing Manager of SuperSport United.

5.2.9.1 The current status of the spectator loyalty club

The interviewee indicated that their group of spectators is small compared to Kaizer Chiefs, Orlando Pirates and Sundowns. The club has loyal spectators who come to the games. The club relocated to the township from Loftus Versveld in order to attract spectators and grow their loyalty. He stated that the club has record of winning six cups, which influences young people to support them as target market. The interviewee indicated that the club is introducing loyalty programmes to spectators.

5.2.9.2 Value of having loyal spectators

The interviewee mentioned that spectators are important because they love sport and they get entertainment from soccer. When they support the club, at the end of the day it will help the club to perform better because players want someone to cheer them in order to showcase their potential play.

5.2.9.3 Improvement of spectator loyalty to the club

The interviewee indicated that the club recruits people to come and join them especially within Atteridgeville. The club is reviving soccer in the township. In addition, the club is sponsoring the schools league and they play during every Friday. They recruit more players from Atteridgeville for their academy.

5.2.9.4 Attraction of spectators to attend games

The interviewee stated that the club is open to their spectators and this club wants them to see that they are part of the club. Everybody expects the club to win and they expect it to take care of them.

5.2.9.5 Benefits received by loyal spectators to the club

The interviewee stated that the club stages competitions for registered members to give them an opportunity to win things such as decoders or hampers from Kappa.

5.2.9.6 Challenges facing the club with regard to spectators when attending games

The interviewee mentioned that soccer is supported by people who are not working and they love to go to the stadium, but they do not have money. The prevailing socio-economic conditions make it difficult for them as most of them are unemployed. People cannot afford to go to the games and at the end of the day they watch soccer on TV. The club provides transport but not to every game. The interviewee also indicated that in the last season, the club provided transport with the help of the City of Tshwane. Because of the partnership, the municipality was able to provide ten buses to make sure that people came to the stadium and the club gave those spectators tickets.

5.2.9.7 Club providing support towards loyal spectators

The interviewee stated that the club needs support because it cannot play at an empty stadium. The club sees the value of them coming to the stadium; they influence the performance of the players. The club also puts a brass band together to entertain spectators in the form of music and to add value to watching the game.

5.2.9.8 Identification of loyal spectators towards the club

Super Sport spectators wear the club colours when they come to the stadium to support their club. They usually wear blue and white and this serves as their identity. The dress code obviously is branded with the club colours and they are proactive. They wear the replicas and overalls in blue that has the word *Matsantsantsa* written on them and the logo printed on.

5.2.9.9 Number of games on average which loyal spectators attend in a season

He indicated that there are ten to fifteen games. Spectators are unable to attend games whenever they play in Cape Town because of costs.

5.2.9.10 Spectators are satisfied with the club

The interviewee indicated that there is satisfaction with the club because one sees spectators returning with no complaints. Spectators seem happy with the way the club is run, and the way it is performing.

5.2.9.11 Commitment of spectators towards the club

The interviewee also indicated that spectators are committed because wherever the club plays, whether home or away games or at Polokwane, they are there to support the club.

5.2.9.12 Club activities on weekends and holidays

The club has CSI projects. The club usually arranges seven-a-side tournaments for spectators with their community.

5.2.9.13 Club interaction with the community

The club interacts with the community through radio, social media, facebook, whats-app and instagram. The club also has a *Matsantsantsa* TV show which covers coaches, players and spectator columns. The TV show is more of a recruiting strategy seeking spectators to support the SuperSport United Club. The club has the SuperSport United Cup that sponsors the community from school level to the Local Soccer Association. The club players normally would visit the safety homes such as Zotwa Community Safety home, Lamoetswa and Zotwa Special School to motivate the people and provide presents.

5.2.9.14 Club interaction with broader society

In partnership with the sponsors, the interviewee stated that the club is currently doing cycling with Engen as partners to give people of all race groups the opportunity to participate in cycling.

5.2.9.15 External support from Government, community and business in terms of financial aid, facilities, and manpower

The City of Tshwane provides the stadium free of charge as part of their partnership. Engen and Dstv, are the sleeve sponsor and Build-It are also sponsors.

5.2.9.16 Club partnership with other groups to enhance marketing

At the moment the club does not have any partnership with organisations such as the United Nations Children Fund. The interviewee indicated that marketing is important for any business and the club cannot do without it.

5.2.9.17 Needs analysis on spectator loyalty marketing club

The club has done its own survey in 2012 as to why the club does not have many spectators.

5.2.9.18 The need to have a marketing strategy for the club

The club has a marketing strategy every year. Today there are competing priorities or distractions such as play station and social media. Therefore marketing is important to attract spectators.

5.2.9.19 Other comments related to spectator loyalty

The interviewee indicated that he would like to see a loyalty programme that will identify with the soccer loving people of this country that will benefit them. He gave an example that people have a very low income and they cannot bank any money, yet these are the people who live from hand to mouth but support soccer. The banks need to pay them back in terms of loyalty programmes that will give them proper discounts like Checkers discount, Pick and Pay, and KFC with things that they use daily. Most clubs in South Africa are community based and this makes it easy to get support. The interviewee indicated that the club has major plans to be recognised internationally.

The interview with Super Sport United revealed relevant results. It was also clear that reasons for low levels of participation included transport and money challenges to attend the games. Further challenges include socio economic factors that result in many of the people being unemployed and this impact on spectators to attend the games. The clubs group of spectators is small compared to the larger clubs. The club had to relocate from the city to the township to recruit more spectators and also to grow loyalty.

Benefits for spectators included subsidized buses. The support of specific sponsors is important. The importance of research and marketing was noted but the lack of funding influences this initiative. The need to develop relevant loyalty programmes was also noted as this assists in the recruitment of spectators.

5.2.10 The overall assessment of the interviews

The following challenges regarding loyalty were mentioned by interviewees:

- a) Unemployment. Most of the spectators sacrifice to attend and support their clubs even though they are unemployed.
- b) Membership. According to the interviewees most of the spectators are unable to renew their club memberships when they expired. This is as a result of the lack of money.
- c) Transport. The lack of transport impacts on spectators attending the games.
- d) Safety. It was also mentioned that because of the games played at night, this posed risks to the spectators lives.
- e) Quality of players. According to spectators, the current players do not play entertaining soccer, as a result they do not attract spectators to the games.
- f) Lack of heroes or iconic players. The indication from the interviewees is that there are no longer iconic players that spectators love and are attracted to the clubs because of them.
- g) Results of the club. The interviewees mentioned that spectators will attend the game that is exciting and produces results (winning).
- h) Marketing. The interviewees indicated that marketing (including television, technology) is not properly addressed by their clubs and as a result this impacts on attendance and the recruitment of spectators towards the clubs.
- i) Accessibility and price of tickets. One of the interviewees indicated that after the 2010 FIFA World Cup, the PSL increased the price of tickets and this resulted in the spectators' inability to purchase them. Secondly, the league introduced the compu-ticket system and this also created inaccessibility of tickets.
- j) Change of fixtures and schedule of games. The indication from the interviewees was that the PSL stages games during the week and sometimes suddenly change the schedule and this affects the whole team and spectators.
- k) Sponsorship. The interviewees stated that sponsors find it difficult to sponsor them as there are competing needs.
- l) Research. The interviewees indicated that to a large extent, they have not used research in their attempt to do needs analysis of their clubs. However these clubs appreciate the importance of research in general.
- m) Loyalty programmes. The interviewees mentioned that although they provide CSI projects to communities, loyalty programmes are not necessarily implemented by the clubs which they must introduce to spectators.

The following key aspects regarding loyalty were mentioned by interviewees:

- a) Satisfaction. Most of the interviewees indicated that their spectators are satisfied with their clubs. According to the literature, Yoshida and James (2010:338) mentioned that satisfaction is found by creating an exciting game and atmosphere which positively influence spectators returning for future events. Thus, sport spectators become more concerned about pleasure, enjoyment and experience of psychological feeling about the game. Yoshida and James (2010:338) further indicated that it is very important to attract people to experience exciting games.
- b) Service quality. Most of the clubs do not own the stadiums; the services of rented stadiums are appreciated and accepted by these clubs as spectators also attend the games at these stadiums. Offering high-quality sport spectating products or services as mentioned by Martinez and Martinez (2010:93) has become a critical issue for professional sports organisations to attract sport spectators to the games. Underwood, Bond and Bear (2001:2), mentioned the physical facilities (Couvelaere & Richelieu, 2005:24) as all elements that can enhance the experience and help create a belonging to the team and contribute to the development of a sports team brand. The physical facilities can become an important factor; it can be a place to represent the club history and a “sacred” place where the unique atmosphere could help create an attachment to the spectators (Underwood *et al.* 2001:2).
- c) Commitment. The interviewees indicated that most of the spectators demonstrate their commitment towards their clubs despite not performing as expected. Spectators are involved with the club, particularly Bloemfontein Celtic spectators. Capella, (2002:30); Lough and Kim, (2004:36) indicated that to see an increase in attendance at a sporting event, sport spectator involvement should be seen as a first step to becoming a loyal sport spectator who is committed, loyal, and identifies strongly with a specific club or player. Thus, developing a profile of sport spectator involvement provides an opportunity for a sport organisation to identify spectators' interest and commitment (Choi *et al.*, 2009:268).
- d) Identification. Most of the interviewees stated that spectators will buy the club's merchandise to wear them so that they identify with the club. Meir (2009:19), stated that sport evokes personal attachment with consumers identifying themselves personally with the sport. Therefore clear evidence of the use of team brands being used as totems around which spectators gather and express their support is important (Meir, 2009:19).
- e) Customer relationship. The interviewees indicated that their clubs used CSI projects to build and develop relationships with communities so that spectators can be recruited.

Spectators' attachment and loyalty is an extremely important asset of a club or sport organisation (Bauer *et al.*, 2008:205; Gladden *et al.*, 2001:308). For sustaining or even enhancing loyalty, marketers need to be market focused and be aware of their customers' preferences (Rundle-Thiele, 2006:414) in order to build such a relationship.

- f) Supplier image, corporate and brand image. Most of the interviewees, in particular Kaizer Chiefs and Orlando Pirates believe that the clubs need to be promoted as a brand among their spectators in South Africa and beyond. These two clubs have Vodacom as an international sponsor promoting the clubs as a brand. Chadwick and Clowes (1998:194) mentioned that sport clubs such as Manchester United and Liverpool in the English Premier League derive value from their brand names and performances in the pursuit of line and brand extension strategies. Doyle (2001:262) supports this view and states that "the longer a brand name endures, other things being equal, the greater its value to investors".
- g) Customer retention. The interviewees, in particular Sundowns and Ajax Cape Town mentioned that iconic players are important in attracting and retaining the loyal spectators. As Bee and Kahle (2006:102) indicated, for sport organisations to be successful in their endeavours, they should view spectators as lifetime partners and try to understand their changing wants, desires, and values. This has become easier with the development of new technology that encourages sport organisations to communicate with their global audiences and maintain and enhance relationships with them (Stavros, Pope & Winzar, 2008:135).
- h) Waiting time and dependability. The interviewees, in particular Ajax Cape Town indicated waiting time to buy tickets as a challenge for spectators. Baker and Jones (2011:52) mentioned that signage directing spectators, ample and efficient parking, queuing methods and the aesthetics of the facility may all impact overall perceptions of the service encounter.
- i) Perceived value. The interviewees of the clubs value spectators as part and parcel of the whole team. Murray and Howat (2002:25) found that perceived service positively affects satisfaction, which affects consumption intention within a sport context.

It was clear from the interviews that the main elements of loyalty, as identified in the literature review, are also evident in the interviews. However specific insights were gained as to the application of these elements to soccer and how to approach the questions in the quantitative questionnaire.

5.3 CONCLUSION

From the preceding interviews it is clear that various clubs had common views with regard to spectator loyalty and marketing. Most of the clubs are in agreement with the literature as revealed in Chapters two and three, that spectators are attracted to soccer games for various reasons. These clubs cited that spectators would support a winning and entertaining soccer club. Other views were that spectators join clubs based on history and heroes as well as iconic players. Because spectators love their clubs, challenges such as unemployment, money and transport sometimes do not stop them from attending the games. From the interviews, it is said that some of the clubs would provide resources to those spectators who are card carrying members and this serves as benefits. Despite these challenges, clubs have been able to attract a reasonable number of spectators.

Further views were made with regard to marketing. Most of the clubs do not have marketing strategies to promote themselves. This is indicated by their lack of research and needs analysis. It appeared that only Kaizer Chiefs, Orlando Pirates and Mamelodi Sundowns attract more spectators because they have a marketing department and have relevant officials who understand the field. All the clubs interviewed received conditional grants from the Premier Soccer League. Almost all the clubs use it for paying the players, accommodation, food and travelling of the club. Very few of them are able to use this grant for the purpose of marketing. Other clubs have partnerships and are receiving sponsorships such as Vodacom, Adidas and Nike to sustain them. Although these clubs aims are to play soccer, they also have social responsibilities to assist communities. These clubs have Community Social Initiatives which are used to assist communities especially schools and hospitals. From the qualitative analysis it is evident that clubs need to do surveys in order for them to plan properly. The absence of surveys will result in the clubs' inability to know the spectators' needs. Therefore the Premier Soccer League should encourage all clubs to appoint marketing managers to be able to assist in the development of marketing plans. Therefore the views discussed above will form the basis for the proposed hypothetical model for spectator loyalty. The next chapter will discuss the quantitative results.

CHAPTER

6

QUANTITATIVE RESULTS AND FINDINGS

“The journey of a thousand miles begins with one step.” - Lao Tzu

6.1 INTRODUCTION

The aim of this study is to develop a spectator loyalty model for soccer clubs in South Africa. Firstly, loyalty as a marketing construct was analysed by means of an in-depth literature review where attention was given to aspects such as loyalty models, drivers of customer loyalty and loyalty programmes which were critically discussed. Secondly, the relevance of and application of loyalty to sport with specific reference to spectators were analysed and in this case attention was given to the importance of the sport industry, understanding and defining sport marketing and assessing the loyalty constructs in a sport context. The loyalty drivers were deduced from these chapters and formed the theoretical base for the empirical phase of this research. The purpose of this chapter is thus to analyse and discuss the data gathered by means of the empirical research. Based on the importance and potential of communities to be spectators and the current spectators of soccer, four surveys were completed: a community survey in Soweto, and Royal Bafokeng, and a spectator survey in Soweto and Royal Bafokeng respectively.

The first part of this chapter focuses on the descriptive results of the study and the second part on the exploratory results.

6.2 DESCRIPTIVE ANALYSIS FOR THE COMMUNITY SURVEY

The descriptive results of this part of the study are divided into four sections. Firstly, the socio-demographic information of the respondents is discussed, followed by the respondents' soccer spectator behaviour. In the third section attention is given to the respondents' loyalty towards soccer clubs and lastly the impact of the Premier Soccer League on community respondents is discussed.

6.2.1 Socio-demographic characteristics of the community respondents

The socio-demographic information provides an overview of the type of respondents that participated in the survey. In this survey, two communities, namely Royal Bafokeng (Rustenburg)

and Soweto were identified for the research. For these communities research questionnaires were distributed by the fieldworkers from the 15th to the 20th of December 2014. The descriptive data is thus reported per community survey and as a combined dataset.

6.2.1.1 Gender

According to Figure 6.1, more males participated in the Royal Bafokeng survey (62.9%) than in the Soweto survey (28.3%). However it is clear that overall more females participated (67.7%) than males (32.3%).

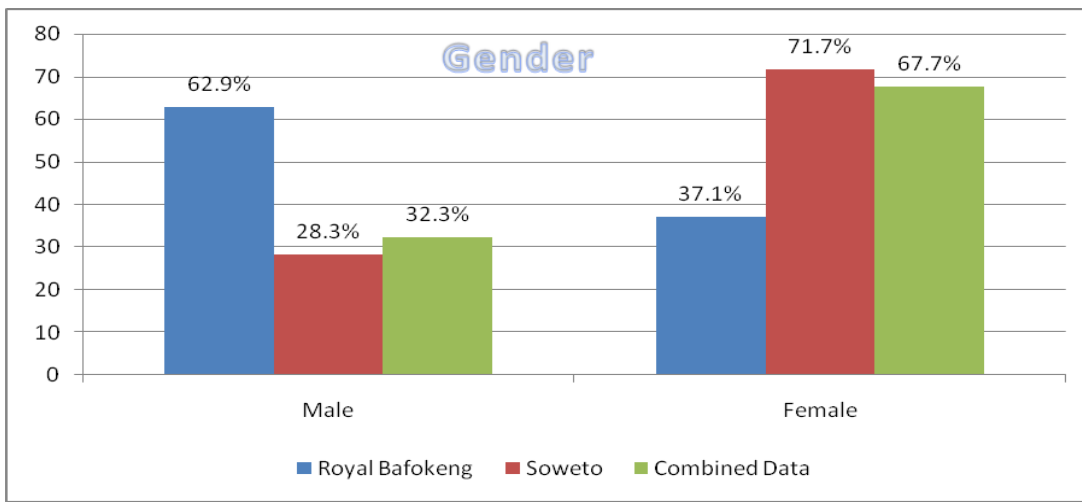


Figure 6.1: Gender distribution

6.2.1.2 Age distribution

According to Figure 6.2, in the age category 31-40 Royal Bafokeng indicated 32.5% whilst in the age category 41-50 Soweto indicated 26.4%. The average age for Royal Bafokeng respondents were 32 years of age and for Soweto 43 years of age. Respondents from Royal Bafokeng communities were younger than the respondents from Soweto.

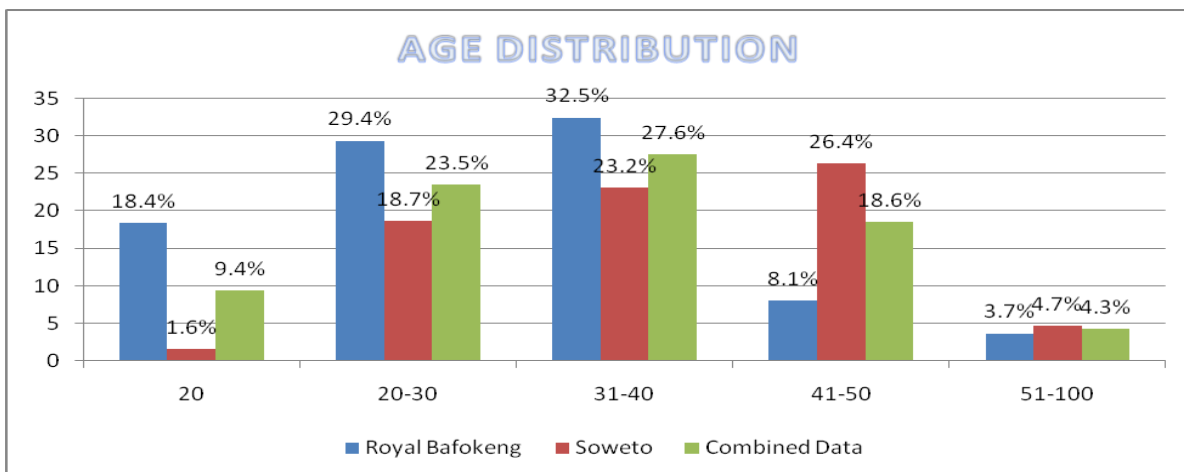


Figure 6.2: Age distribution

6.2.1.3 Occupation

In Table 6.1 respondents from Royal Bafokeng indicated that they are unemployed (30.7%) whilst respondents from Soweto indicated that they are self-employed (12.5%). Respondents from Soweto indicated that they are pensioners (13.6%) whilst 2.2% of the respondents from Royal Bafokeng indicated the same result. Respondents from Soweto indicated that they are in the civil service (13.9%) whilst 12% of the respondents from Royal Bafokeng have the same occupation. However for the combined data most of the respondents were unemployed (24.4%).

Table 6.1: Occupation

	Royal Bafokeng	Soweto	Combined Data
Professional	3.7%	4.7%	4.3%
Manager	1.9%	1%	1.4%
Self Employed	10.1%	12.5%	11.4%
Technical	2.6%	2%	2.3%
Sale Person	3%	9.5%	6.4%
Administrative	3.7%	8.1%	6%
Civil Service	12%	13.9%	13%
Education	18%	3.1%	10.1%
Home Duties	2.2%	1.4%	1.8%
Pensioner	2.2%	13.6%	8.2%
Unemployed	30.7%	0.1%	24.4%
Others	9.7%	-	10.5%

6.2.1.4 Level of Education

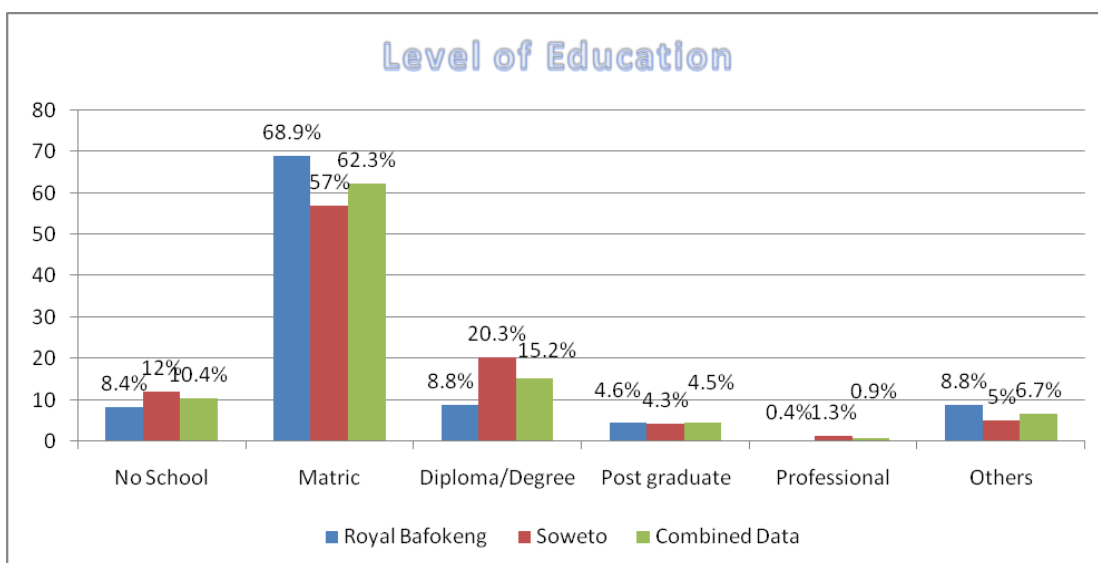


Figure 6.3: Level of Education

It is clear from Figure 6.3 that most of the respondents in all groups had a matriculation qualification. For the combined data, 15.2% had either diploma or degree.

6.2.1.5 Income

According to Figure 6.4, 44.6% of respondents from Royal Bafokeng earn two thousand rands and less compared to the 29.3% of Soweto respondents that earn the same. For the combined data, it was clear that 35.5% of the respondents were earning two thousand rands and less. This correlates with the occupational status of Royal Bafokeng where 31% were unemployed. This can have a direct influence on their ability to attend soccer games.

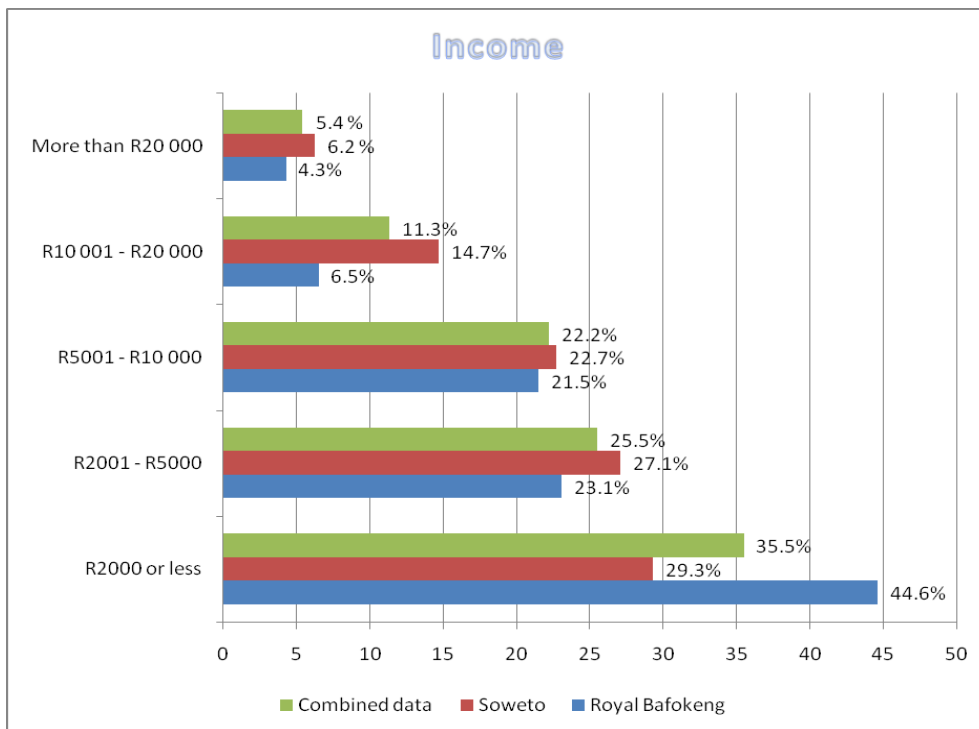


Figure 6.4: Income

6.2.2 Soccer spectator behaviour

In this section, respondents were required to indicate to what extent they support soccer clubs, for how long and the number of games they have attended as well as the money they spend on merchandise as a demonstration of loyalty towards a club.

6.2.2.1 Supporting a specific club

In Figure 6.5 it is clear that both Royal Bafokeng and Soweto respondents indicated that they fully support their club with 92.6% and Soweto respondents with 91.2% respectively. High levels of loyalty towards specific clubs are evident.

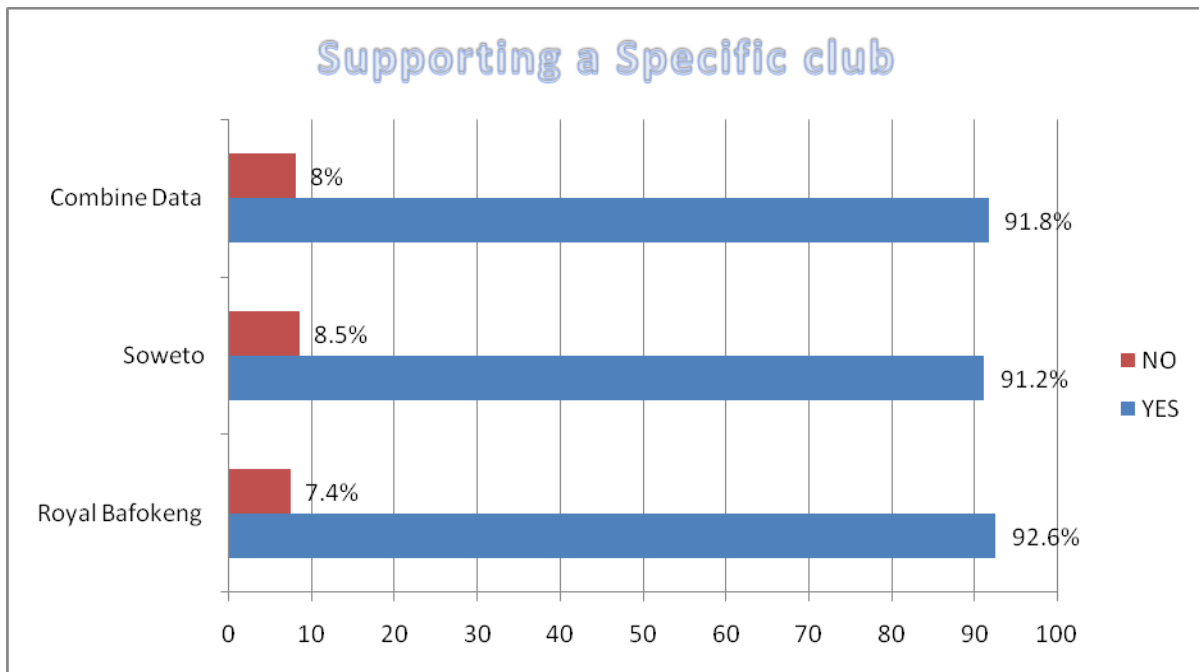


Figure 6.5: Supporting a specific club

6.2.2.2 Duration of being a soccer spectator

According to Figure 6.6, more respondents from Soweto (67.6%) indicated that they have been a soccer spectator for more than ten years whilst 39.8% of Royal Bafokeng respondents indicated the same results. It was also evident that 29.7% of the Royal Bafokeng respondents have been a soccer spectator for between four to six years. However the combined data for both groups indicated that 54.6% of respondents were a soccer spectator for more than ten years. These respondents are not new to this sport and support it to a great extent.

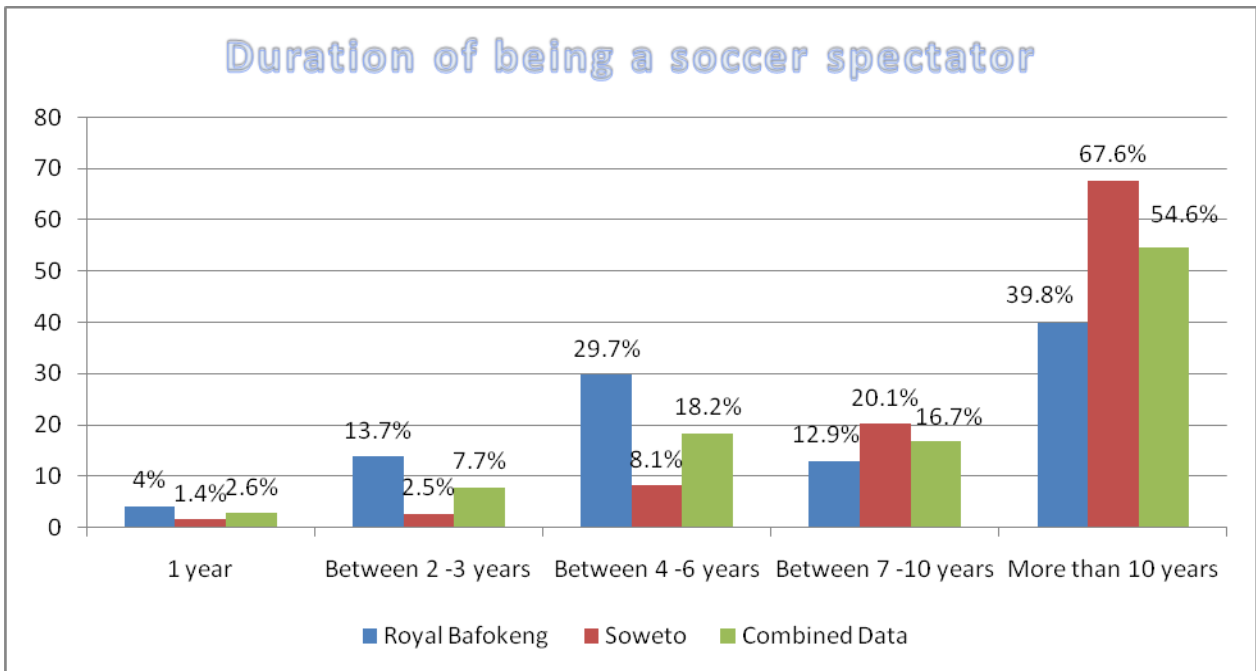


Figure 6.6: Duration of being a soccer spectator

6.2.2.3 The number of games attended per season

According to Figure 6.7, 63% of the respondents from Soweto attended more than eleven games whilst 35.9% of the respondents from Royal Bafokeng attended more than eleven games per season respectively. However all groups attended more than eleven times as indicated from the combined data (50.3%).

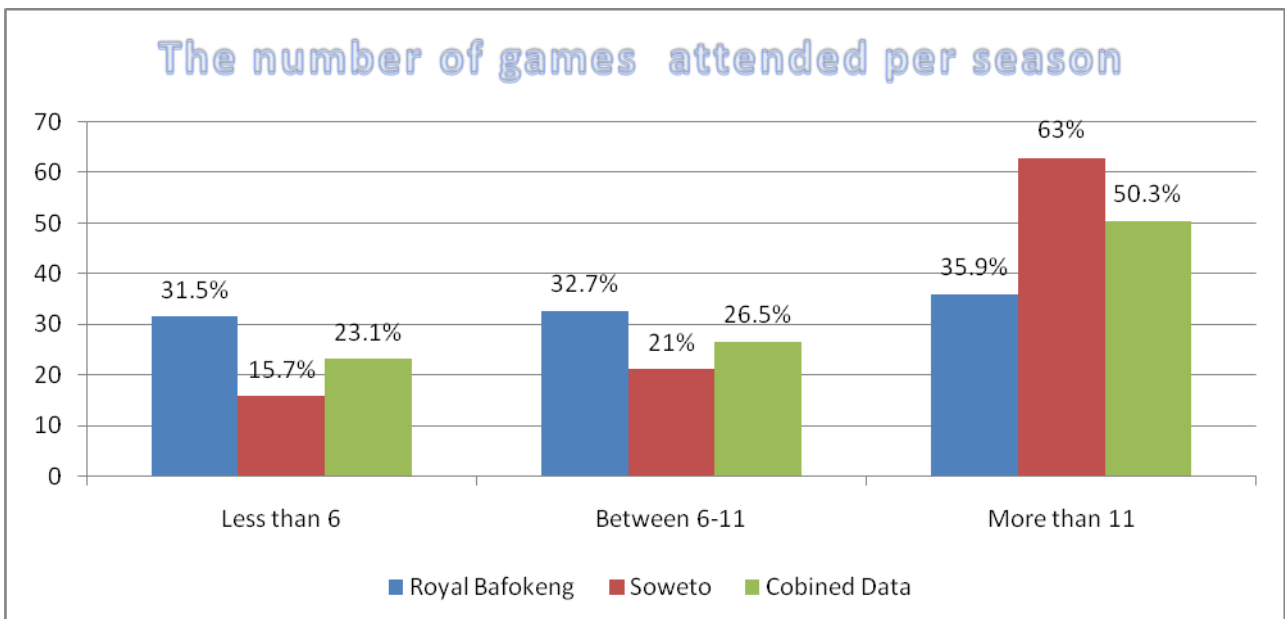


Figure 6.7: The number of games attended per season

6.2.2.4 Money spent on merchandise per season

Most respondents from Soweto (38.9%) spend between R150 and R500 on merchandise whilst 32.9% of the Royal Bafokeng respondents do the same. It is clear that Soweto respondents spend on average more on merchandise per season than respondents from Royal Bafokeng.

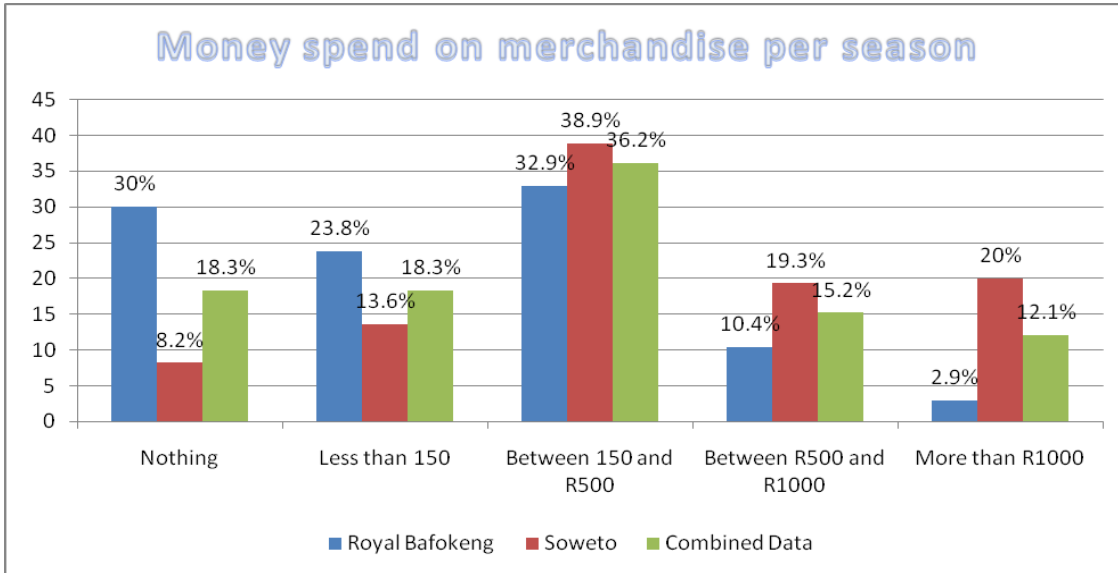


Figure 6.8: Money spend on merchandise per season

6.2.2.5 Being a member of a spectator club

Most respondents from Royal Bafokeng (71.1%) were a member of a spectator club and 82.9% of the respondents from Soweto indicated the same. The combined data for all groups was 77.4%. The results show a great commitment towards their respective clubs.

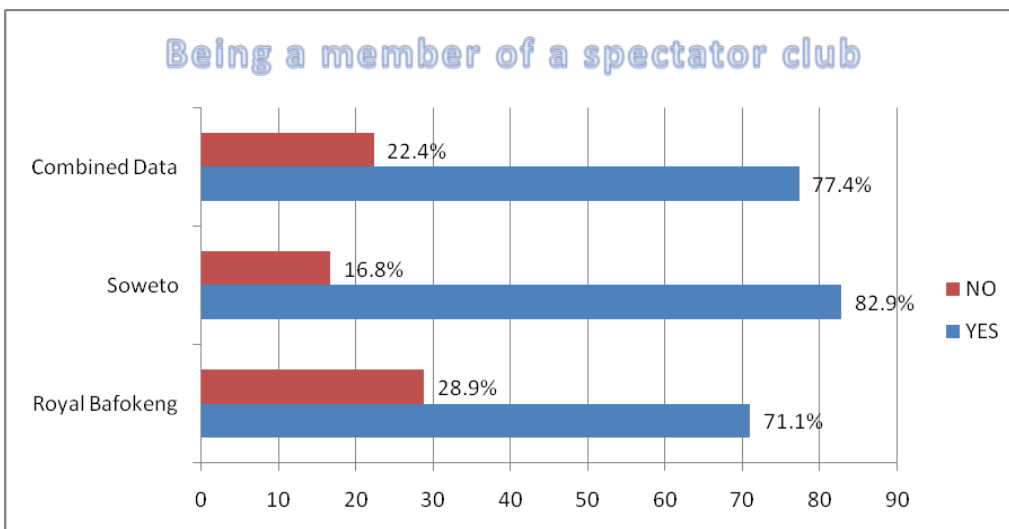


Figure 6.9: Being a member of a spectator club

6.2.2.6 Loyalty towards the club

It is clear from Figure 6.10 that 42.2% of the respondents from Soweto indicated extreme loyalty towards the club whilst 41.3% of the respondents from Royal Bafokeng indicated to be loyal towards the club. However the combined data for all groups in relation to loyalty was 33.9%.

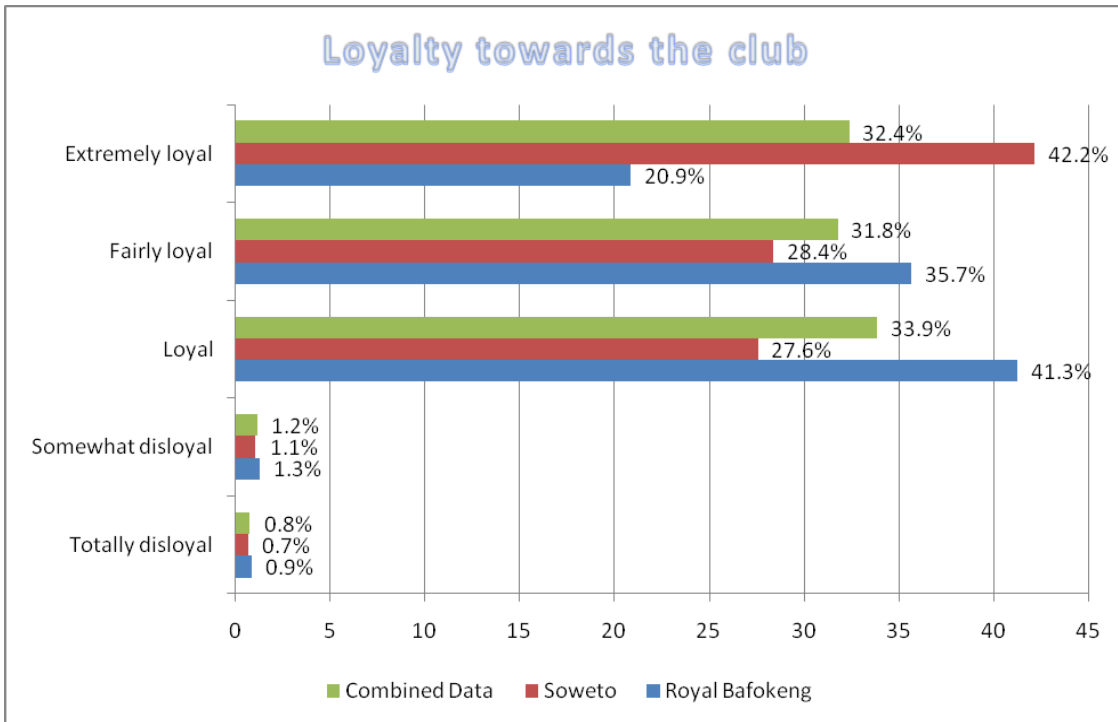


Figure 6.10: Loyalty towards the club

6.2.2.7 Loyalty towards soccer teams

In this section, the highest percentages of each group per variable from the tables have been highlighted and explained to give an understanding in a descriptive manner of the importance of the drivers of loyalty towards soccer teams. The drivers of loyalty are interpreted in the form of statements which have allowed the respondents to choose the most relevant option from the seven point Likert scales where one was strongly disagree and seven was strongly agree.

6.2.2.7.1 Commitment to soccer

With regard to commitment to soccer, both respondent groups, as per percentages from Likert scale, indicated their degree of loyalty towards soccer teams.

Table 6.2: Commitment to soccer

Loyalty towards soccer teams	Strongly disagree			Somewhat Disagree			Disagree			Undecided			Agree			Some-what Agree			Strongly Agree			
	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	
Commitment to soccer																						
Companionship and social interaction are influencing my decision to attend matches	2.4%	3.3%	2.9%	.4%	1.1%	.8%	8.5%	3.6%	6.0%	9.3%	3.3%	6.2%	61.0%	52.9%	56.7%	6.9%	9.1%	8.1%	11.4%	26.6%	19.4%	
I was exposed to soccer at a very young age	2.0%	.1%	1.5%	1.2%	7%	1.0%	5.3%	4.3%	4.8%	2.8%	1.4%	2.1%	39.3%	39.1%	39.2%	6.5%	10.8%	8.7%	42.9%	42.7%	42.8%	
My cultural background encouraged my support for soccer	8%	3.5%	2.1%	1.7%	1.3%	1.5%	8.7%	3.0%	5.9%	6.6%	1.7%	4.2%	40.7%	45.7%	43.1%	7.9%	7.4%	7.6%	33.6%	37.4%	35.5%	
I regularly attend soccer matches	1.6%	2.6%	2.1%	2.0%	1.1%	1.5%	10.5%	4.4%	7.3%	4.0%	2.2%	3.1%	40.3%	50.6%	45.7%	11.7%	12.9%	12.3%	29.8%	26.2%	27.9%	
Being loyal to a team during periods of poor results show strength of character and commitment.	.8%	1.4%	1.1%	.8%	.4%	.6%	4.4%	1.1%	2.7%	5.2%	2.2%	3.6%	46.8%	44.4%	45.5%	9.3%	9.0%	9.1%	32.7%	41.5%	37.3%	
Through vocal and committed support I feel that I can contribute to the team's success.	.8%	.4%	.6%	.4%	.4%	.4%	2.4%	1.8%	2.1%	5.2%	1.1%	3.1%	49.4%	49.3%	49.3%	10.8%	10.6%	10.7%	30.9%	36.5%	33.8%	
I would be happy to spend my entire life supporting my team.	1.2%	.4%	.8%	1.2%	0%	.6%	.8%	1.1%	1.0%	4.8%	2.2%	3.4%	39.0%	38.6%	38.8%	9.2%	9.6%	9.4%	43.8%	48.2%	46.1%	
It would be difficult for me to leave my team when they are losing.	4.0%	2.2%	3.0%	.8%	0%	.4%	2.8%	2.5%	2.7%	3.6%	3.2%	3.4%	45.6%	38.7%	41.9%	8.1%	10.4%	9.3%	35.1%	43.0%	39.3%	
I do believe that a person must always be loyal to his team.	1.2%	.7%	3.0%	.4%	0%	.4%	2.8%	1.8%	2.7%	2.4%	2.2%	3.4%	39.8%	40.9%	41.9%	10.4%	8.0%	9.3%	43.0%	46.4%	39.3%	
I am proud to be a soccer supporter.	1.6%	.4%	.9%	.4%	.4%	.4%	2.4%	.4%	1.3%	2.4%	.7%	1.5%	34.0%	34.8%	34.4%	8.8%	6.5%	7.6%	50.4%	57.0%	53.9%	

Respondents *strongly agreed* with the following commitment statements:

- a) Exposure to soccer at a young age: Royal Bafokeng: 42.9%; Soweto: 42.7%
- b) Continuous support to the team: Soweto: 48.2%; Royal Bafokeng: 43.8%
- c) Staying with the team despite losing: Soweto; 43.0%
- d) Loyalty towards the team: Soweto: 46.4%; Royal Bafokeng: 43.0%;
- e) Proudly support soccer: Soweto: 57.0%; Royal Bafokeng: 50.4%

The strongest influencer for both Soweto and Royal Bafokeng respondents was being a proud soccer supporter. The items identified showed high levels of commitment in general.

Respondents *agreed* with the following commitment statements:

- a) Meeting people make me to attend the matches: Royal Bafokeng: 61.0%; Soweto: 52.9%
- b) I traditionally attend soccer matches: Soweto: 45.7%; Royal Bafokeng: 40.7%
- c) I regularly attend soccer matches: Soweto; 50.6%; Royal Bafokeng: 40.3%
- d) Support the team during good and bad times; Royal Bafokeng: 46.8%; Soweto: 44.4%
- e) Cheering the team during matches contribute to the team's success; Royal Bafokeng: 49.3%; Soweto: 49.2%
- f) Staying with the team despite losing; Royal Bafokeng: 45.6%

It is clear from most of the statements above that the attendance of games is important. The social benefits of attending games are more important to the respondents from Royal Bafokeng whereas being a proud supporter of soccer is more important to respondents from Soweto.

6.2.2.7.2 Customer satisfaction

With regard to customer satisfaction, both respondents indicated their degree of loyalty towards soccer teams according to the percentages from the Likert scale.

Table 6.3: Customer satisfaction

Loyalty towards soccer teams	Strongly disagree			Somewhat Disagree			Disagree			Undecided			Agree			Some-what Agree			Strongly Agree			
	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	
Customer Satisfaction																						
Previous success of the team encourage me to attend again	0%	.7%	.4%	0%	0%	0%	4%	2.5%	3.2%	3.6%	2.2%	2.9%	61.9%	50%	55.6%	5.7%	8.6%	7.2%	24.7%	36%	30.7%	
I am satisfied with the way my team is playing.	.4%	0%	.2%	.4%	1.1%	.8%	8.3%	10.4%	9.4%	3.7%	5.4%	4.6%	55.2%	41.8%	48.0%	7.5%	8.6%	8.1%	24.5%	32.9%	29.0%	
I am satisfied with my decision to support this team.	.8%	0%	.4%	2.0%	.4%	1.2%	3.2%	1.5%	2.3%	3.2%	1.1%	2.1%	51.0%	41.0%	45.8%	8.1%	10.7%	9.5%	31.6%	45.4%	38.8%	
My team is playing a good style of soccer.	1.2%	1.1%	1.2%	.8%	.7%	.8%	6.5%	6.5%	6.5%	8.2%	3.6%	5.8%	50.2%	43.8%	46.8%	6.9%	10.5%	8.8%	26.1%	33.7%	30.1%	
I will recommend anyone to support soccer in general.	.4%	0%	.2%	1.2%	1.5%	1.3%	4.5%	1.5%	2.9%	3.7%	1.1%	2.3%	49.2%	44.9%	46.9%	8.5%	10.2%	9.4%	32.5%	40.9%	36.9%	
I enjoy being part of greater group of supporters for the team	2.5%	1.5%	1.9%	.8%	.7%	.8%	3.3%	.7%	1.9%	3.8%	1.8%	2.7%	49.2%	45.8%	47.4%	8.8%	10.6%	9.7%	31.7%	38.8%	35.5%	
If my friends were to stop supporting my team I would do the same	2.5%	1.5%	1.9%	.8%	.7%	.8%	3.3%	.7%	1.9%	3.8%	1.8%	2.7%	49.2%	45.8%	47.4%	8.8%	10.6%	9.7%	31.7%	38.8%	35.5%	
I prefer to watch soccer live	31.7%	28.3%	29.9%	.8%	1.4%	1.1%	28.5%	14.5%	21.1%	5.6%	1.1%	3.2%	20.1%	29.7%	25.1%	4.0%	5.4%	4.8%	9.2%	19.6%	14.7%	

In the Soweto sample, 45.4% of respondents strongly agreed with the customer satisfaction statement "Satisfied with the decision to support the team".

The following proportions of respondents at Royal Bafokeng and Soweto *agreed* with the corresponding customer satisfaction statements:

- a) Satisfied with the way the teams plays: Royal Bafokeng; 55.2%; Soweto; 41.8%
- b) Satisfied with the decision to support the team: Royal Bafokeng; 51.0%; Soweto; 41.0%**
- c) Team is playing good style of soccer: Royal Bafokeng; 52.2%; Soweto; 43.8%
- d) Soccer is generally supported by everyone: Royal Bafokeng; 49.2%; Soweto; 44.9%
- e) I will stop supporting the team just like my friends Royal Bafokeng; 49.2%; Soweto; 45.8%
- f) Prefer watching soccer live: Soweto; 29.7%

In the Royal Bafokeng sample, 31.7% of respondents strongly disagreed with the customer satisfaction statement "Prefer watching soccer live".

It is clear from most of the statements above that the respondents from Royal Bafokeng were more satisfied with their team than Soweto respondents. It was however interesting to note that respondents from Royal Bafokeng did not necessarily prefer to watch soccer live.

6.2.2.7.3 Customer value

From Table 6.4 reflecting on customer value, both respondent groups indicated their degree of loyalty towards soccer teams according to percentages from the Likert scale.

Table 6.4: Customer value

Loyalty towards soccer teams	Strongly disagree			Somewhat Disagree			Disagree			Undecided			Agree			Some-what Agree			Strongly Agree			
	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	
Customer Value																						
The team makes me feel valued as a spectator of their club.	.8%	.7%	.8%	8%	0%	.4%	4.1%	1.4%	2.7%	7.4%	4.0%	5.6%	56.6%	47.8%	51.9%	7.0%	10.9%	9.0%	23.4%	35.1%	29.6%	
The rewards given by the team increase my game attendance and support.	2.0%	1.1%	1.6%	0%	0%	0%	4.9%	3.3%	4.1%	6.1%	7.0%	6.6%	55.7%	45.2%	50.2%	9.3%	14.1%	11.8%	22.0%	29.3%	25.8%	
The match services (eg. Tickets) are reasonably priced.	.8%	3.3%	2.1%	.8%	.7%	.8%	8.9%	5.6%	7.2%	6.1%	5.6%	5.8%	50.4%	47.8%	49.0%	9.3%	13.3%	11.4%	23.6%	23.7%	23.6%	
The game offers me value for money	3.7%	3.3%	4.5%	1.6%	.7%	2.1%	15.1%	5.6%	12.6%	12.7%	5.6%	10.3%	42.0%	47.8%	43.4%	7.3%	13.3%	8.9%	17.1%	23.7%	18.0%	
The availability of promotion packages provides value	2.0%	1.8%	1.9%	1.6%	2.6%	2.1%	8.1%	10.2%	9.2%	13.8%	6.9%	10.2%	51.2%	41.6%	46.2%	7.3%	14.2%	11.0%	15.9%	22.6%	19.4%	

The following proportions of respondents at Royal Bafokeng and Soweto *agreed* with the corresponding customer value statements:

- a) Valued as a spectator: Royal Bafokeng; 56.6%; Soweto; 47.8%
- b) Teams rewards increase my game attendance: Royal Bafokeng; 55.7%; Soweto 45.2%
- c) Services are reasonable: Royal Bafokeng; 50.4%; Soweto; 47.8%
- d) There is value for money: Soweto; 47.8%; Royal Bafokeng; 42.0%
- e) Promotion packages are available: Royal Bafokeng; 51.2%; Soweto; 41.6%

Value is created for respondents of Royal Bafokeng and Soweto by team efforts to make them feel valued as a member of the spectator club. There is thus significance in creating value in the spectator clubs.

6.2.2.7.4 Identification with the team

With regard to identification with the team, both respondents indicated their degree of loyalty towards soccer teams according to percentages from the Likert scale reflected in Table 6.5.

Table 6.5: Identification with the team

Loyalty towards soccer teams	Strongly disagree			Somewhat Disagree			Disagree			Undecided			Agree			Some-what Agree			Strongly Agree		
	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD
I feel a close connection towards the team and its players.	1.6%	1.1%	1.3%	.4%	.7%	.6%	6.9%	2.9%	4.7%	4.8%	5.7%	5.3%	59.3%	49.5%	54.1%	3.6%	13.6%	8.9%	23.4%	26.5%	25.0%
I enjoy discussing my team with everybody.	.8%	.4%	.6%	0%	.4%	.2%	3.6%	1.1%	2.3%	2.8%	1.4%	2.1%	44.8%	43.7%	44.2%	11.3%	7.9%	9.5%	36.3%	44.8%	41.0%
I feel part and parcel of my team	.4%	.7%	.6%	.8%	.4%	.6%	5.2%	2.9%	4.0%	4.4%	3.3%	3.8%	50.6%	44.5%	47.4%	10.4%	13.9%	12.2%	28.1%	34.3%	31.4%
I feel a strong sense of belonging to my team.	0%	.7%	.4%	.4%	.7%	.6%	3.2%	.7%	1.9%	4.4%	2.5%	3.4%	54.0%	44.4%	49.0%	8.1%	11.2%	9.7%	29.8%	39.7%	35.0%
My loyalty to the team is part of my lifestyle and self-identity.	0%	1.4%	.8%	.8%	.7%	.8%	3.2%	3.3%	3.3%	6.5%	2.2%	4.2%	49.0%	42.4%	45.5%	9.7%	9.4%	9.6%	30.8%	40.6%	35.9%

The following proportions of respondents at Royal Bafokeng and Soweto *agreed* with the corresponding statements:

- a) Respondents enjoy discussing the team with everybody: Soweto; 44.8%
- b) I am loyal and identify with the team: Soweto; 40.6%
- c) There is a close connection with the team and players: Royal Bafokeng; 59.3%; Soweto; 49.5%
- d) Everybody enjoy talking about the team: Royal Bafokeng; 44.8%; Soweto; 43.7%
- e) I am part of the team: Royal Bafokeng; 50.6%; Soweto; 44.5%
- f) Belonging to the team: Royal Bafokeng; 54.0%; Soweto; 44.4%
- g) Identify with the team: Royal Bafokeng; 49.0%; Soweto; 42.4%

It is clear from most of the statements above that the respondents from Royal Bafokeng identify more with the team than Soweto respondents. Although the respondents agreed with the statements related to identification about the team, the level of identity can be improved to levels of strong agreement.

6.2.2.7.5 Information about the team

With regard to information about the team, both respondents indicated their degree of loyalty towards soccer teams according to percentages from the Likert scale as reflected in Table 6.6.

Table 6.6: Information about the team

Loyalty towards soccer teams	Strongly disagree			Somewhat Disagree			Disagree			Undecided			Agree			Some-what Agree			Strongly Agree			
	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	
Information about the team																						
I buy magazines and newspapers to read about my team.	1.1%	1.2%	1.1%	1.1%	0%	.6%	1.8%	6.0%	3.8%	5.0%	2.8%	4.0%	46.8%	49.4%	48.0%	8.2%	6.8%	7.6%	36.1%	33.7%	35.0%	
I follow the team on their website	2.8%	4.7%	3.8%	.4%	1.8%	1.1%	16.1%	8.3%	12.0%	4.0%	4.7%	4.4%	40.2%	45.1%	42.8%	7.2%	7.9%	7.6%	29.3%	27.4%	28.3%	
I follow the team on social media (such as facebook and twitter)	2.8%	4.4%	3.6%	1.2%	2.2%	1.7%	12.9%	6.5%	9.5%	4.4%	6.2%	5.3%	38.8%	43.6%	41.8%	8.0%	9.5%	8.8%	30.9%	27.6%	29.2%	
My team has a website that is reliable and updated	1.6%	2.6%	2.1%	2.0%	1.8%	1.9%	8.4%	2.6%	5.4%	8.8%	8.4%	8.6%	39.4%	39.4%	39.4%	4.8%	4.8%	6.7%	34.9%	36.9%	35.9%	

The following proportions of respondents at Royal Bafokeng and Soweto *agreed* with the corresponding statements about the team:

- a) Respondents buy magazines and newspapers to read about their team: Soweto; 49.4%; Royal Bafokeng; 46.8%
- b) Follow the team on the website: Soweto; 45.1%; Royal Bafokeng; 40.2%

c) Follow the team on social media: Soweto; 43.6%; Royal Bafokeng; 38.8%

d) There is reliable a website for the team: Soweto; 39.4%; Royal Bafokeng; 39.4%

It is clear that respondents from both communities enjoy reading about their teams and buy magazines and newspapers to do so. Although the respondents agreed with several of the statements related to information about the team, the level of trust can be improved.

6.2.2.7.6 Trust

From Table 6.7 in relation to trust, both respondents show their degree of loyalty towards soccer teams according to percentages from the Likert scale.

Table 6.7: Trust

Loyalty towards soccer teams	Strongly disagree			Somewhat Disagree			Disagree			Undecided			Agree			Some-what Agree			Strongly Agree			
	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	
Trust																						
I trust that my team will win the league this year.	4.4%	3.6%	4.0%	.8%	3.2%	2.1%	20%	12.9%	16.2%	7.6%	8.9%	8.3%	40.4%	37.1%	38.7%	4.4%	3.6%	4.0%	22.4%	30.7%	26.8%	
The coach is trustworthy	.4%	5.8%	3.2%	2.0%	2.5%	2.3%	13.2%	8.6%	10.8%	10.0%	10.8%	10.4%	46.8%	38.8%	42.6%	4.4%	7.2%	5.9%	23.2%	26.3%	24.8%	
The support of sponsors improve my levels of trust in the team	.8%	2.5%	1.7%	.8%	.7%	.8%	5.6%	5.8%	5.7%	12.4%	6.5%	9.3%	55.8%	45.7%	50.5%	5.6%	9.0%	7.4%	18.9%	29.9%	24.7%	
My team always meet my expectations.	2.0%	1.4%	1.7%	1.2%	2.2%	1.7%	12.0%	7.2%	9.5%	13.7%	7.6%	10.4%	46.6%	44.2%	46.3%	7.2%	13.7%	10.6%	15.3%	23.7%	19.7%	
I can count on my team to offer a good game.	.4%	.4%	.4%	1.2%	.7%	1.0%	5.2%	3.6%	4.4%	3.6%	6.5%	5.1%	59.0%	43.7%	51.0%	6.4%	8.7%	7.6%	24.1%	36.5%	30.6%	
I feel that my team is reliable	.8%	.4%	.6%	.4%	1.1%	.8%	4.4%	4.3%	4.3%	4.4%	7.2%	5.9%	57.6%	44.1%	50.0%	7.2%	7.5%	7.4%	25.2%	35.5%	30.6%	

The following proportions of respondents at Royal Bafokeng and Soweto *agreed* with the corresponding trust statements:

- a) The team will offer a good game: Royal Bafokeng; 59.0%; Soweto; 43.7%
- b) Team will win the league: Royal Bafokeng; 40.4%; Soweto; 37.1%
- c) Coach is trustworthy: Royal Bafokeng; 46.8%; Soweto; 38.8%
- d) The support of sponsors improve trust to the team: Royal Bafokeng; 55.8%; Soweto; 45.7%
- e) Team meet my expectations: Royal Bafokeng; 46.6%; Soweto; 44.2%
- f) Team is reliable: Royal Bafokeng; 57.6%; Soweto; 44.1%

6.2.2.7.7 Service quality

With regard to service quality, both respondents indicated their degree of loyalty towards soccer teams according to percentages from the Likert scale reflected in Table 6.8.

Table 6.8: Service quality

Loyalty towards soccer teams	Strongly disagree			Somewhat Disagree			Disagree			Undecided			Agree			Somewhat Agree			Strongly Agree			
	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	
Service Quality																						
The stadium is easily accessible through public transport.	.6%	2.2%	1.1%	.5%	.4%	.4%	4.6%	2.6%	3.6%	3.2%	1.3%	2.2%	51.6%	54.8%	53.2%	.9%	11.3%	6.3%	39.2%	27.4%	33.1%	
Attending the match games at the stadium is secure and safe.	1.6%	.7%	1.1%	1.2%	2.5%	1.9%	3.2%	3.3%	3.3%	2.8%	4.0%	3.4%	44.9%	46.7%	45.9%	5.7%	10.9%	8.4%	40.5%	31.9%	35.9%	
It is easy to buy tickets for the matches.	.4%	.4%	.41%	1.6%	.7%	1.1%	4.4%	2.9%	3.6%	6.0%	5.1%	5.5%	38.7%	47.6%	43.4%	8.1%	10.9%	9.6%	40.7%	32.4%	36.3%	
The stadium inside and outside surrounding is neat and clean.	0%	1.4%	.8%	.8%	1.1%	1.0%	4.0%	2.9%	3.4%	6.8%	4.0%	5.3%	41.8%	43.7%	42.8%	2.8%	11.2%	7.2%	43.8%	35.7%	39.5%	

The following proportions of respondents at Royal Bafokeng and Soweto *strongly agreed* with the relevant service quality statements:

- a) Buying tickets are easy: Royal Bafokeng; 40.7%
- b) The inside and outside of the stadium is neat and clean: Royal Bafokeng; 43.8%

The following proportions of respondents at Royal Bafokeng and Soweto *agreed* with the service quality statements below:

- a) Stadium is easy accessible through public transport: Soweto; 54.8%; Royal Bafokeng; 51.6%
- b) Attending games at the stadium is secure and safe: Soweto; 46.7%; Royal Bafokeng; 44.9%
- c) Buying tickets are easy accessible: Soweto; 47.6%; Royal Bafokeng; 38.7%
- d) The inside and outside of the stadium is neat and clean: Soweto; 43.7% Royal Bafokeng; 41.8%;

It is clear from the respondents that safety, access and cleanliness at the stadium are important. Although the respondents agreed with the statements, the level of service quality can be improved to the extent that respondent show levels of strong agreement with the statement.

6.2.2.7.8 Customer retention

With regard to customer retention, both respondents indicated their degree of loyalty towards soccer teams according to percentages from the Likert scale reflected in Table 6.9.

Table 6.9: Customer retention

Customer Retention	Strongly disagree			Somewhat Disagree			Disagree			Undecided			Agree			Some-what Agree			Strongly Agree		
	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD
At the moment, remaining and supporting my team is necessary.	.8%	.4%	.6%	.4%	1.1%	.8%	3.3%	1.4%	2.3%	3.3%	3.3%	3.3%	52.7%	45.3%	48.8%	8.2%	10.9%	9.6%	28.3%	41.5%	35.3%
I feel a sense of moral obligation to remain supporting the team.	.8%	.7%	.8%	0%	0%	0%	2.0%	1.1%	1.5%	2.4%	1.8%	2.1%	55.4%	44.9%	44.9%	6.4%	7.6%	7.0%	32.9%	43.8%	38.7%

The following proportions of respondents at Royal Bafokeng and Soweto *strongly agreed* with the relevant customer retention statements:

- a) It is necessary to support the team: Soweto; 41.5%
- b) There is a sense of obligation to support the team: Soweto 43.8%

The following proportions of respondents at Royal Bafokeng and Soweto *agreed* with the customer retention statements below:

- a) It is necessary to support the team: Royal Bafokeng; 52.7%; Soweto; 45.3%
- b) There is a sense of obligation to the team: Royal Bafokeng; 55.4%; Soweto 44.9%

It is clear that respondents from both communities are obliged to support and be retained by the team. Although the respondents agreed with the statements related to customer retention, the level of obligation can be improved to levels of strong agreement with the statement.

6.2.2.7.9 Loyalty

With regard to loyalty, both respondents indicated their degree of loyalty towards soccer teams according to percentages from the Likert scale.

Table 6.10: Loyalty

Loyalty	Strongly disagree			Somewhat Disagree			Disagree			Undecided			Agree			Some-what Agree			Strongly Agree		
	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD
I am likely to attend future matches of my team	.8%	.7%	.8%	0%	0%	0%	2.0%	1.1%	1.5%	2.4%	1.8%	2.1%	55.4%	44.9%	49.9%	6.4%	7.6%	7.0%	32.9%	43.8%	38.7%
I feel emotionally attached to my team.	2.0%	1.4%	1.7%	0%	1.1%	.6%	5.2%	1.4%	3.2%	5.2%	1.8%	3.4%	48.8%	45.5%	47.1%	12.0%	10.0%	11.0%	26.8%	38.7%	33.1%
I buy team merchandise as it gives me a sense of identity.	1.2%	.7%	1.0%	.8%	.7%	.8%	5.3%	2.9%	4.0%	4.0%	4.0%	4.0%	48.6%	44.4%	46.4%	8.9%	6.9%	7.8%	31.2%	40.4%	36.1%
I buy the clothes of my team	.8%	1.1%	.9%	.4%	0%	.2%	9.6%	2.2%	5.7%	3.6%	3.6%	3.6%	54.2%	43.9%	48.8%	4.8%	6.8%	5.9%	26.5%	42.4%	34.9%

The following proportions of respondents at Royal Bafokeng and Soweto *strongly agreed* with the loyalty statement below:

- a) Respondents attend future matches of the team: Soweto; 43.8%
- b) Respondents identify with the team: Soweto; 40.4%
- c) Respondents buy team’s clothes: Soweto; 42.4%

The following proportions of respondents at Royal Bafokeng and Soweto *agreed* with the relevant loyalty statements below:

- a) Respondents attend matches of the team: Royal Bafokeng; 55.4%; Soweto; 44.9%
- b) Respondents are attached to the team: Royal Bafokeng; 48.8%; Soweto; 45.5%
- c) Respondents identify with the team: Royal Bafokeng; 48.6%; Soweto; 44.4%
- d) Respondents buy team’s clothes: Royal Bafokeng; 54.2%; Soweto; 43.9%

From this section, it was evident that both communities from Royal Bafokeng and Soweto regarded their teams as important. This is indicated by the level of buying magazines and newspapers to read about their teams. Further evidence was seen in respondents' value in their support for these teams and as members of the spectator clubs. Respondents also regarded safety, access and cleanliness as an important component of the stadium to watch their teams. Therefore, the teams would be able to retain them. Respondents from Soweto, however, seemed more loyal than respondents from Royal Bafokeng.

6.2.3 THE IMPACT OF SOCCER ON RESIDENTS

In this section, the results below indicate the impact that soccer has on Soweto and Royal Bafokeng residents. This is important as soccer has a major impact on these communities.

6.2.3.1 The effect of soccer on residents' personal quality of life

From Figure 6.11 it is clear that the Royal Bafokeng respondents were fairly positive with 51.3% and Soweto 51.8% with regard to soccer improving their personal quality of life and the combined data it was 51.6%.

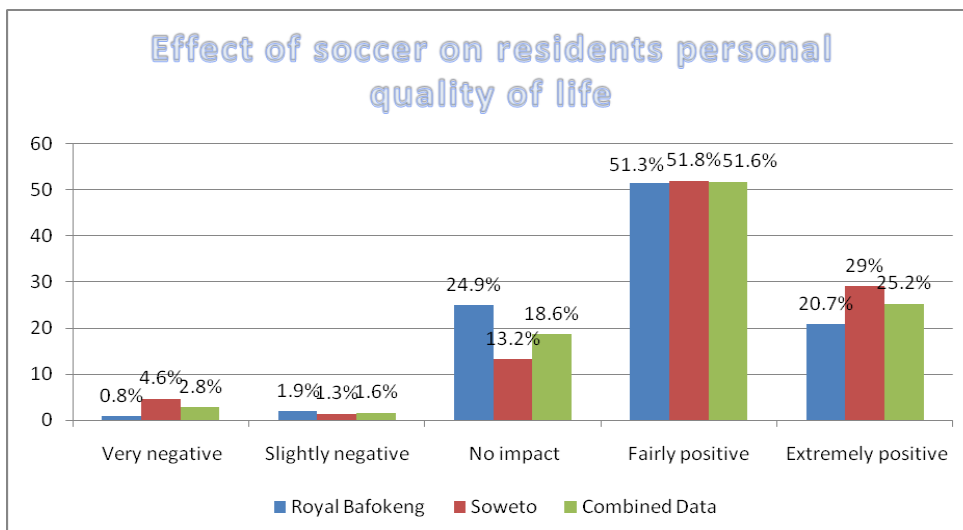


Figure 6.11: The effect of soccer on residents' personal quality of life

6.2.3.2 The effects of soccer on the community

From Figure 6.12 it can be seen that respondents from Royal Bafokeng were fairly positive (57.9%) whilst 52.8% of the Soweto respondents were also fairly positive with regard to the effect of soccer on the community. The combined data for both communities indicated the effect of soccer at 55.2%.

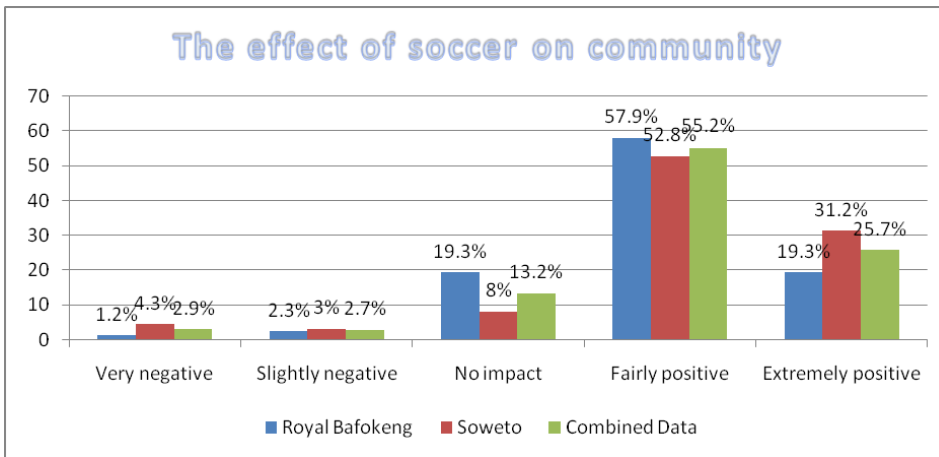


Figure 6.12: The effects of soccer on the community

6.2.3.3 The benefits of soccer events within residents' area

It is clear from Figure 6.13 that most of the respondents (85.1%) from Royal Bafokeng and Soweto (56.8%) agreed that soccer does benefit the residents. Respondents from Royal Bafokeng indicated the following reasons as benefits: They are relaxing, entertain people, create job opportunities and unite people. Respondents from Soweto indicated the following reasons as benefits: Soccer motivates kids, unites people and creates job opportunities. The combined data for both communities indicated that 69.6% of the respondents were of the belief that soccer does benefit communities.

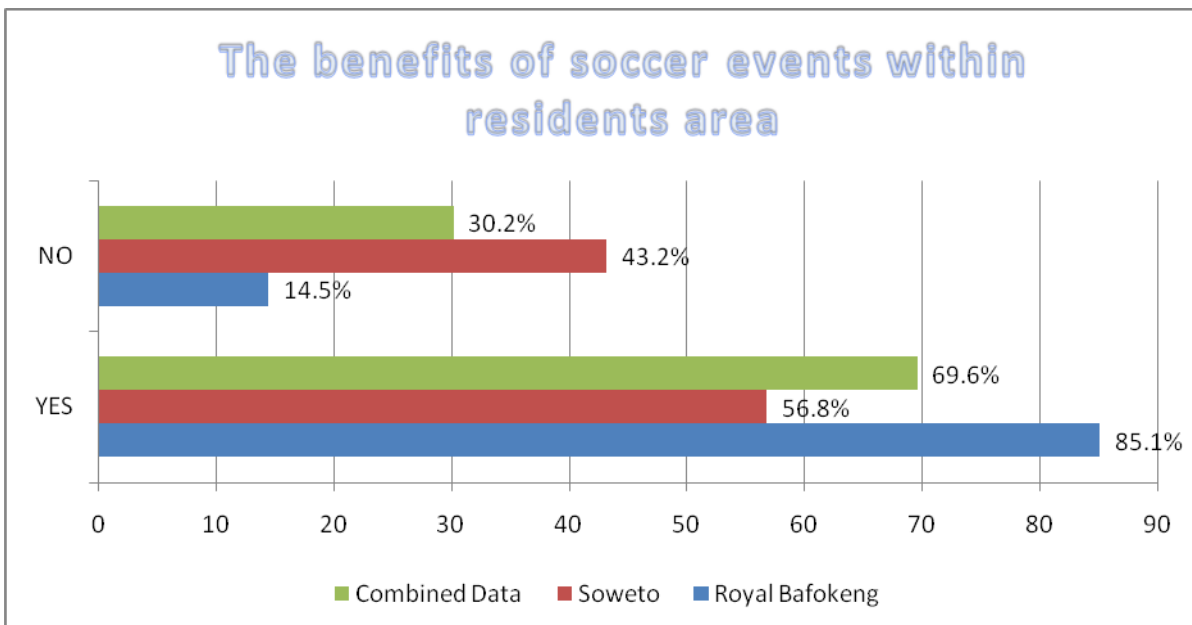


Figure 6.13: The benefits of soccer events within residents' area

6.2.3.4 Information on upcoming soccer matches

From Figure 6.14 it is apparent that respondents from Royal Bafokeng indicated (35.30%) that they received information on upcoming soccer matches through television, and so was the case with respondents from Soweto (22.90%). With regard to radio, 12.80% of Royal Bafokeng respondents indicated that they relied on information from radio, whereas for Soweto the proportion was higher at 22.20%. In relation to newspapers, 8.90% of respondents from Royal Bafokeng indicated that they got information from them, whereas 12.50% of Soweto respondents did so. With regard to getting information from friends, 21.30% of respondents from Royal Bafokeng and 23.60% of respondents from Soweto indicated their reliance on them as a source of information on upcoming soccer matches. The combined data for both communities indicated that television was the most popular form of obtaining information (28.8%).

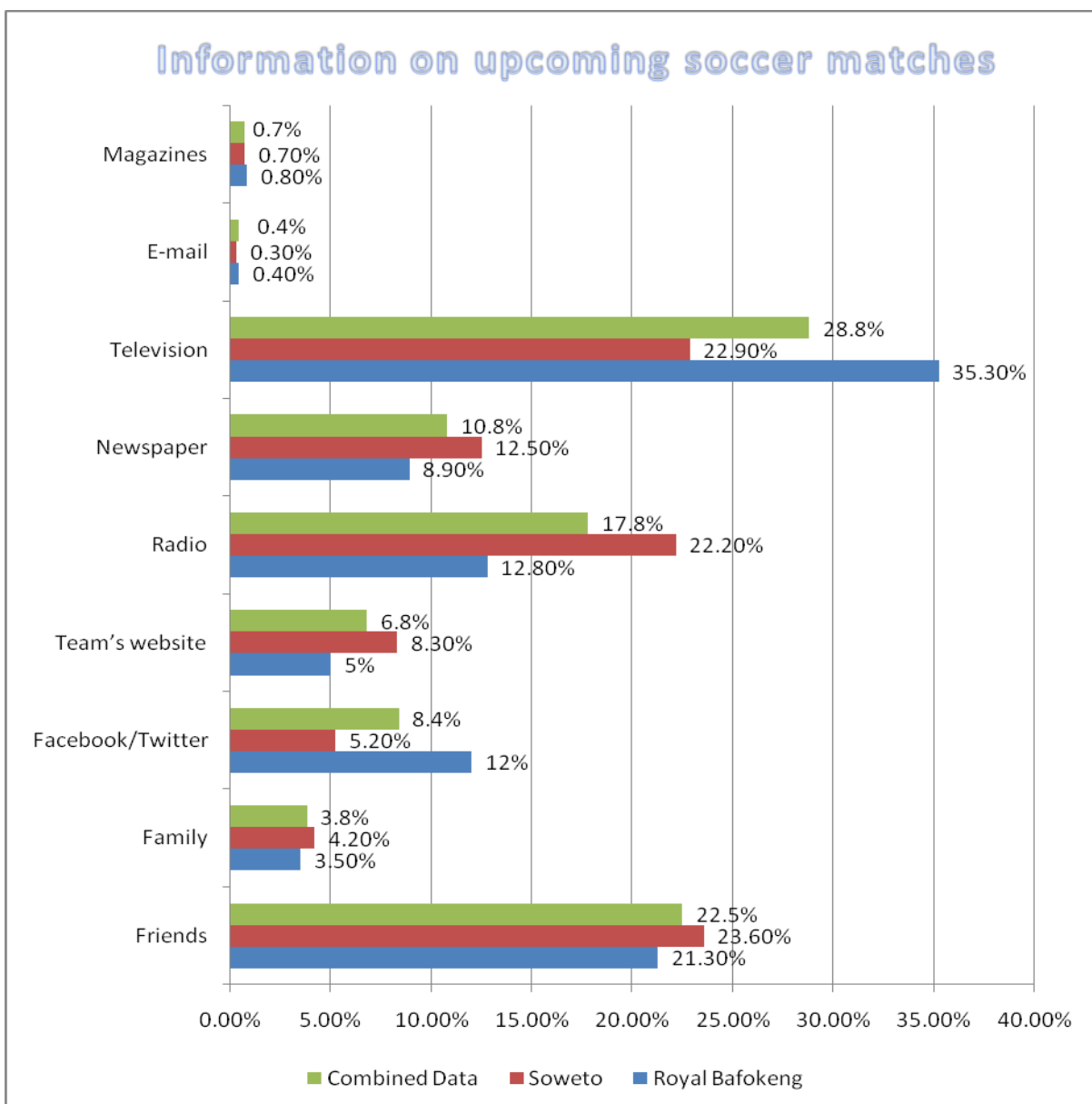


Figure 6.14: Information on upcoming soccer matches

6.2.3.5 The impact of soccer

In Table 6.11, respondents were required to indicate the impact that soccer has on both communities as per percentage from the Likert scale.

Table 6.11: The impact of soccer

The impacts of soccer	Totally disagree			Disagree			Agree			Totally agree		
	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD
BECAUSE OF SOCCER												
employment opportunities in the area have increased	7.1%	8.9%	8.0%	26.9%	52.6%	40.6%	50.7%	25.7%	37.4%	15.3%	12.8%	14.0%
the pride that residents have in area has improved	6.3%	5.2%	5.7%	24.2%	43.6%	34.5%	49.8%	40.1%	44.6%	19.7%	11.1%	15.1%
litter in the area has increased	21.8%	8.2%	14.6%	35.0%	52.3%	44.2%	33.1%	28.9%	30.9%	10.2%	10.5%	10.4%
opportunities for local business have increased	6.8%	3.3%	4.9%	21.4%	47.7%	35.5%	57.9%	36.3%	46.3%	13.9%	12.7%	13.3%
public funding for community activities has increased	11.3%	8.6%	9.8%	25.7%	52.6%	40.1%	50.2%	26.3%	37.4%	12.8%	12.5%	12.7%
there are more disruptive behaviour	24.9%	10.8%	17.2%	37.7%	55.2%	49.5%	28.3%	26.5%	25.1%	9.1%	7.5%	8.2%
damage to the environment has increased	24.5%	10.8%	17.2%	39.6%	58.0%	49.5%	27.2%	23.3%	25.1%	8.7%	7.9%	8.2%
excessive drinking and/or drug use has increased	24.0%	9.1%	16.1%	35.9%	54.5%	45.8%	29.4%	20.5%	24.7%	10.7%	15.8%	13.4%
crime levels have increased	25.6%	14.6%	19.7%	35.3%	51.7%	44.0%	27.8%	22.5%	25.0%	11.3%	11.3%	11.3%
the turnover for local businesses has increased	7.9%	8.6%	8.3%	16.6%	46.5%	32.6%	58.9%	33.3%	45.2%	16.6%	11.6%	13.9%
infrastructure in the area has improved	6.4%	5.6%	6.0%	13.5%	45.4%	30.5%	60.9%	33.1%	46.1%	19.2%	15.9%	17.4%
tourism in and around this area has increased	5.6%	8.3%	7.0%	21.4%	46.7%	34.9%	52.3%	31.8%	41.4%	20.7%	13.2%	16.7%
the image of the area has improved	7.1%	5.6%	6.3%	16.5%	47.0%	32.7%	55.3%	34.1%	44.0%	21.1%	13.2%	16.9%
the living standards of locals have improved	5.6%	9.0%	7.4%	19.5%	49.8%	35.6%	57.1%	29.6%	42.5%	17.7%	11.6%	14.5%
the economy of the area has improved	4.5%	7.5%	6.1%	17.5%	49.3%	34.5%	60.8%	32.4%	45.6%	17.2%	10.8%	13.8%
the maintenance of public facilities has improved	6.8%	6.6%	6.7%	16.9%	46.7%	32.8%	56.8%	34.2%	44.7%	19.5%	12.5%	15.8%
the appearance of the area has improved	4.5%	5.6%	5.1%	14.9%	30.5%	23.2%	58.6%	50.3%	54.2%	22.0%	13.6%	17.5%
there is opportunities for people to have fun with family and friends	3.8%	3.9%	3.9%	10.9%	25.6%	18.8%	49.8%	49.2%	49.5%	35.5%	21.3%	27.9%

public money is well spent	5.6%	13.6%	9.8%	20.9%	37.1%	29.5%	54.5%	38.4%	46.0%	19.0%	10.9%	14.7%
there are too many people in the community	5.6%	3.6%	4.6%	11.3%	26.6%	19.5%	56.0%	50.7%	53.2%	27.1%	19.1%	22.8%
friends come and visit me	7.1%	2.3%	4.5%	6.0%	21.8%	14.5%	58.6%	49.7%	53.8%	28.2%	26.3%	27.2%

RB = Royal Bafokeng, SW = Soweto, CD = Combined data

A significant proportion of the respondents selected disagree or agree which might be due to the 4-point Likert scale. These results are thus interpreted with caution. The following proportions of respondents at Royal Bafokeng and Soweto agreed with the relevant statements on the impact of soccer:

- a) Soccer creates employment opportunities: Royal Bafokeng; 50.7%
- b) Soccer improve residents pride: Royal Bafokeng; 49.8%; Soweto; 40.1%
- c) Soccer increase opportunity for business: Royal Bafokeng; 57.9%
- d) Public funding for community activities has increased because of soccer has increased: Royal Bafokeng; 50.2%
- e) Turnover for local Business has increased: Royal Bafokeng; 58.9%
- f) Soccer has improved infrastructure: Royal Bafokeng; 60.9%
- g) Tourism has increased: Royal Bafokeng; 52.3%
- h) Image of the area has improved: Royal Bafokeng; 55.3%
- i) Living standards of locals have improved: Royal Bafokeng; 57.1%
- j) Economy of the area has improved: Royal Bafokeng; 60.8%
- k) Maintenance of public facilities have improved: Royal Bafokeng; 56.8%
- l) Appearance of the area has improved: Royal Bafokeng; 58.6%
- m) Families and friends have fun.: Royal Bafokeng; 49.8%; Soweto; 49.2%
- n) Money for the public is well spend: Royal Bafokeng; 54.5%
- o) Soccer bring too many people in the community: Royal Bafokeng; 56.0%; Soweto; 50.7%
- p) Soccer influence friends and people to visit: Royal Bafokeng; 58.6%; Soweto; 49.7%

The following proportions of respondents at Royal Bafokeng and Soweto disagreed with the following statements on the impact of soccer:

- a) Soccer has increased employment opportunity: Soweto; 52.6%
- b) Soccer has improved residents pride: Soweto; 43.6%
- c) Soccer has increased littering in the area: Soweto; 52.3%
- d) Soccer increased opportunity for business: Soweto; 47.7%
- e) Public funding for community activities has increased : Soweto; 52.6%
- f) Soccer has brought more disruptive behaviour in the area: Soweto; 55.2%
- g) Soccer has damaged the environment: Soweto; 58.0%
- h) Soccer has increased excessive use of drugs: Soweto; 54.5%
- i) Soccer has increase the level of crime: Soweto; 51.7%
- j) Turnover for local business has increased: Soweto; 46.5%
- k) Soccer has improved infrastructure: Soweto; 45.4%
- l) Tourism has increased: Soweto; 46.7%
- m) Image of the area has improved: Soweto; 47.0%
- n) Living standards of locals have improved: Soweto; 49.8%
- o) Economy of the area has improved: Soweto; 49.3%
- p) Maintenance of public facilities have improved: Soweto; 46.7%
- q) Appearance of the area has improved: Soweto; 30.5%

From this section, it was evident that both respondents from Royal Bafokeng and Soweto acknowledged that soccer has an impact on communities. It was evident that both communities agreed that soccer improved their quality of life. Further evidence was indicated that soccer did benefit them in the creation of job opportunities, entertainment of people, reduction of crime and the positive effect on residents in general. The impact of soccer brought about improvement of the residents' economy, turnover on local business and increased tourism. Other evidence such as maintenance of public facilities and improved infrastructure were as a result of the impact of soccer also. Although some of the residents indicated the negative aspects of soccer, such as increased level of crime, excessive use of drugs and littering in the area generally, these communities support and attend soccer matches. This was also evidenced by these communities in obtaining information of their teams through television, radio, newspapers and friends to update them with regard to soccer.

6.3 DESCRIPTIVE ANALYSIS OF THE SPECTATOR SURVEY

In relation to the spectator survey, the questionnaires were distributed by the fieldworkers in Soweto and Royal Bafokeng stadiums between the 16th and 22nd of December 2014 to enable spectators to answer the questions whilst attending the games.

6.3.1 Demographic Characteristics of Respondents

6.3.1.1 Gender

According to Figure 6.15, more males participated in the Royal Bafokeng survey (73.1%) than in the Soweto survey (54%). However, for the Soweto respondents more females (46%) participated when compared to Royal Bafokeng (26.9%). The combined participation in this part of the study for males (63.7%) was more than females (36.3%).

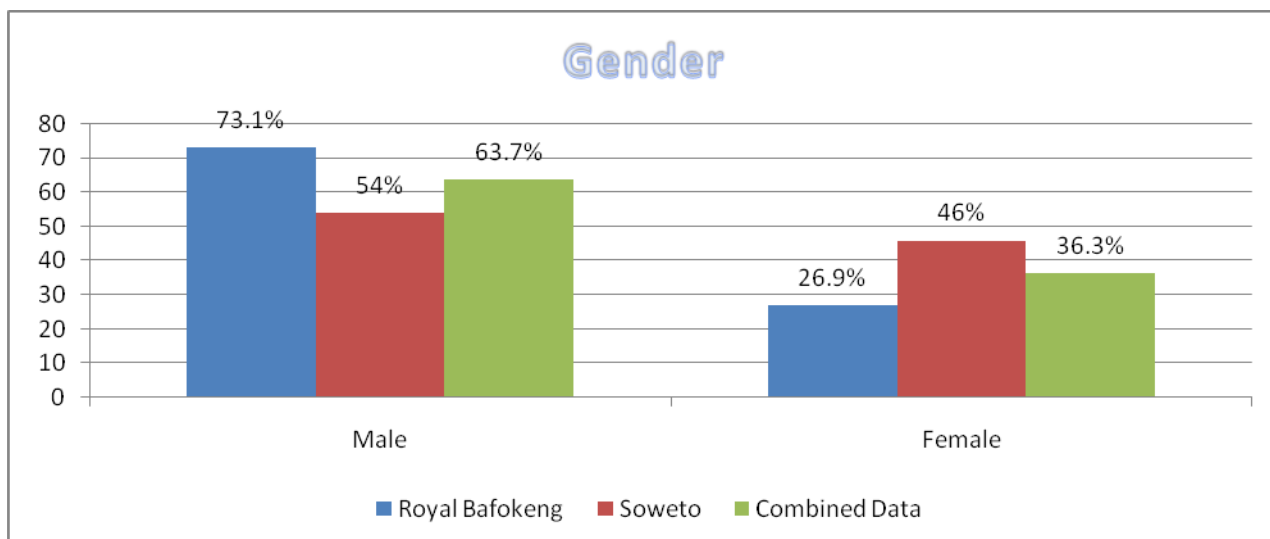


Figure 6.15: Gender

6.3.1.2 Age Distribution

It is clear from Figure 6.16 that most of the Royal Bafokeng respondents (60.4%) were within the category of 31-40 whilst 40.8% of respondents from Soweto were also in the same category and the combined data for both communities in the category 41-50 was (21.6%).

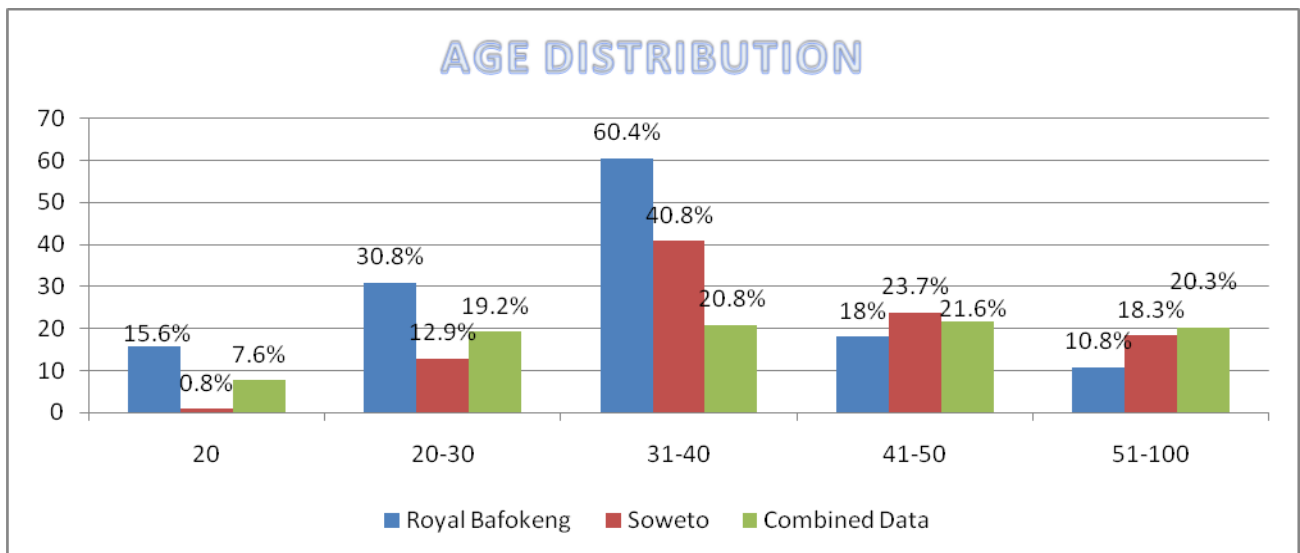


Figure 6.16: Age Distribution

6.3.1.3 Occupation

In Table 6.12 25.7% of the respondents from Royal Bafokeng were unemployed whilst 13.7% from Soweto were self-employed. Respondents from Soweto indicated that 23.6% were in administrative positions whilst for Royal Bafokeng respondents it was 2.2%. For the combined data set most respondents were in other types of occupations (36.6%).

Table 6.12: Occupation

	Royal Bafokeng	Soweto	Combined Data
Professional	10.9%	6.7%	8.8%
Manager	2.9%	3.2%	3%
Self Employed	10.5%	13.7%	12%
Technical	5.4%	3.5%	4.5%
Sale Person	1.1%	6.7%	3.9%
Administrative	2.2%	23.6%	13%
Civil Service	7.2%	13%	10.2%
Education	13.4%	4.6%	8.9%
Home Duties	3.3%	0.7%	2%
Pensioner	0.7%	3.2%	2%
Unemployed	25.7%	10.6%	18%
Others	16.7%	10.6%	36.6%

6.3.1.4 Level of Education

Figure 6.17 reveals that most of the respondents from Royal Bafokeng had a matriculation qualification (63.8%) whereas 46.6% from Soweto also did. However, the combined data for both groups shows that 54.9% had a matriculation qualification.

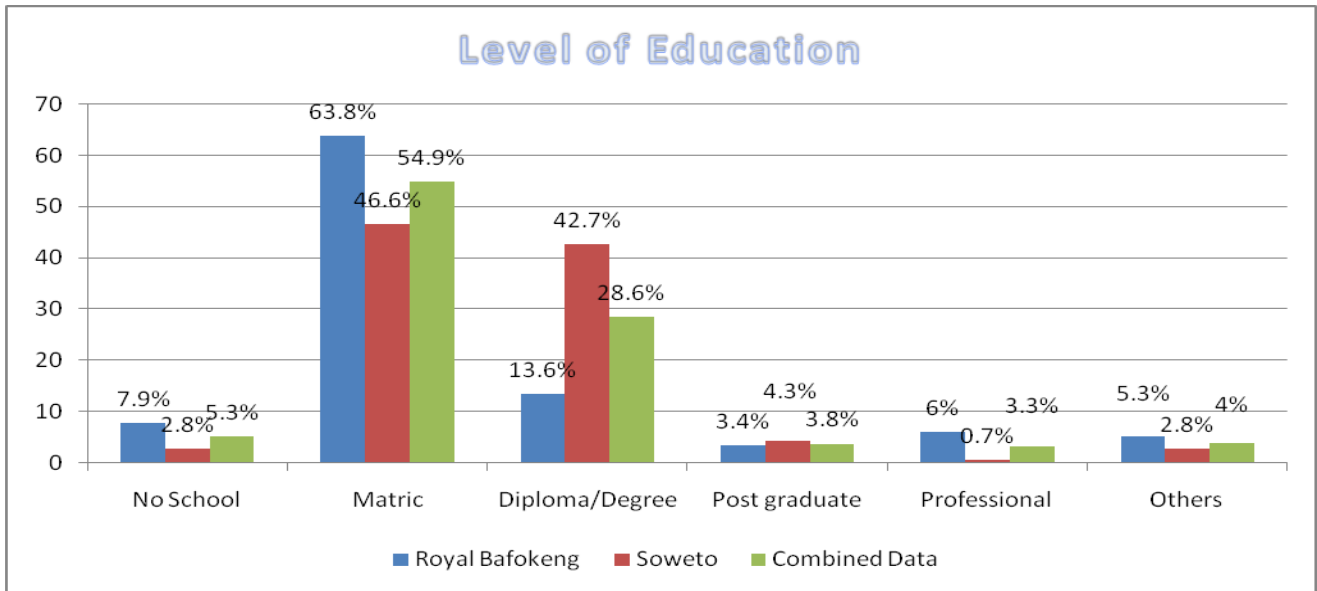


Figure 6.17: Level of Education

6.3.1.5 Income per month

In Figure 6.18 most respondents from Royal Bafokeng (48.6%) earn two thousand rand and less per month. However, more respondents from Soweto (41.8%) earned between two thousand and five thousand rands.

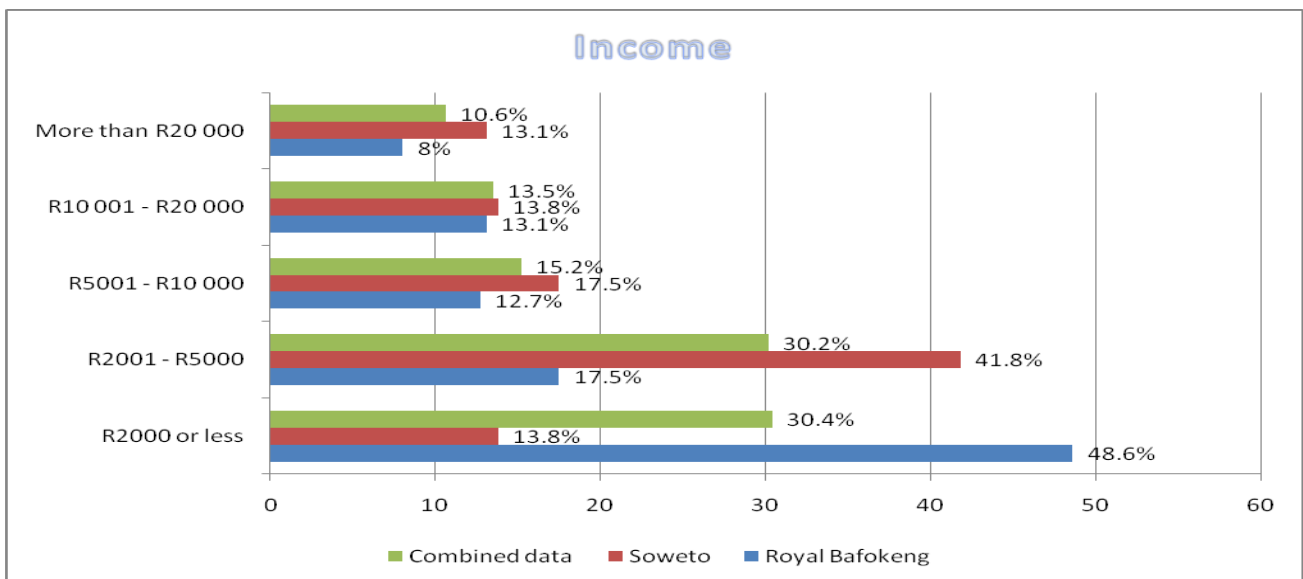


Figure 6.18: Income

6.3.2 Soccer Spectator Behaviour

This section explains the behaviour of spectators from Royal Bafokeng and Soweto respectively.

6.3.2.1 Duration of being spectator

According to Figure 6.19, more respondents from Soweto (56.6%) indicated that they have been a soccer spectator for more than ten years whilst fewer respondents from Royal Bafokeng indicated so (48.1%). Also, more respondents from Soweto (31.7%) indicated that they have been a soccer spectator for between seven and ten years, whilst fewer respondents from Royal Bafokeng indicated so (11.6%). However, the combined data for both communities showed that 52.3% were soccer spectators for more than ten years. High levels of loyalty from spectators are also evident.

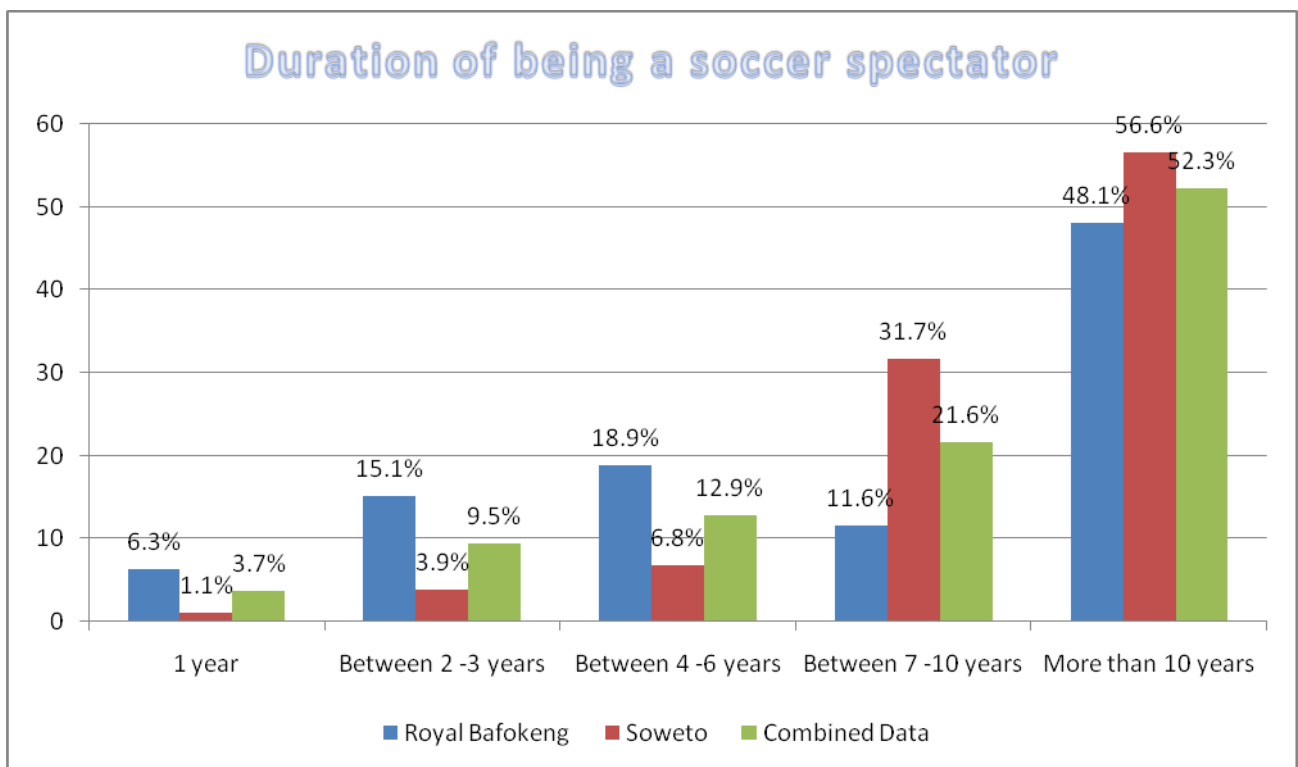


Figure 6.19: Duration of being a soccer spectator

6.3.2.2 The number of games attended per season

Figure 6.20 reveals that 81.7% of respondents from Soweto attended more than eleven games during season whilst 54.3% from Royal Bafokeng attended more than eleven times per season. Overall, 67.9% of the respondents attended more than eleven games per season.

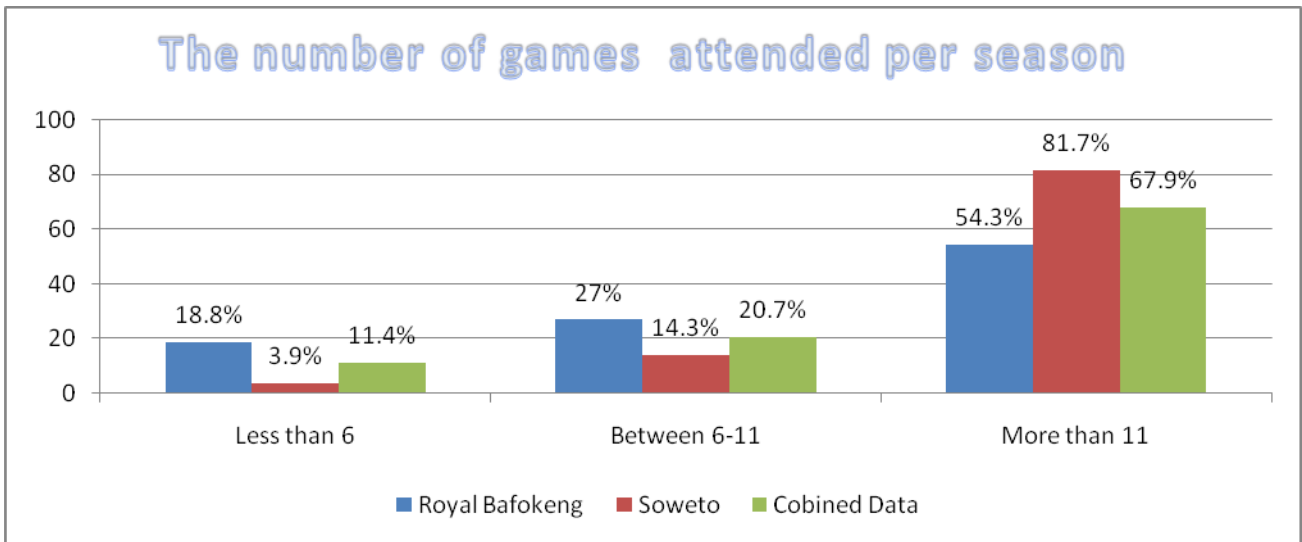


Figure 6.20: The number of games attended per season

6.3.2.3 Money spend on merchandise per season

According to Figure 6.21, Soweto respondents indicated (35.4%) that they spent between R150 and R500 on merchandise per season whilst 28.3% of respondents from Royal Bafokeng spent either between R150 and R500 or less than R150 on merchandise.

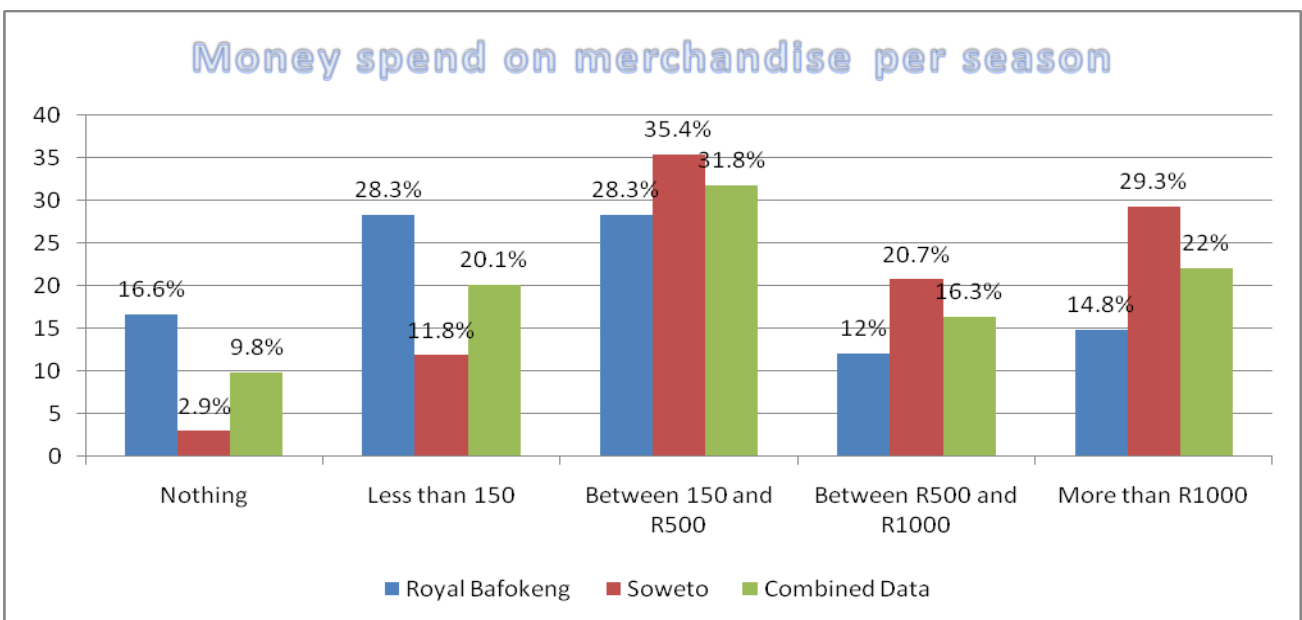


Figure 6.21: Money spend on merchandise per season

6.3.2.4 Being a member of a spectator club

Most respondents from Royal Bafokeng (65.7%) were members of a spectator club whilst only 34.3% of the Soweto respondents were members. However, the combined data for both communities reflects that 75.2% were members of a spectator club.

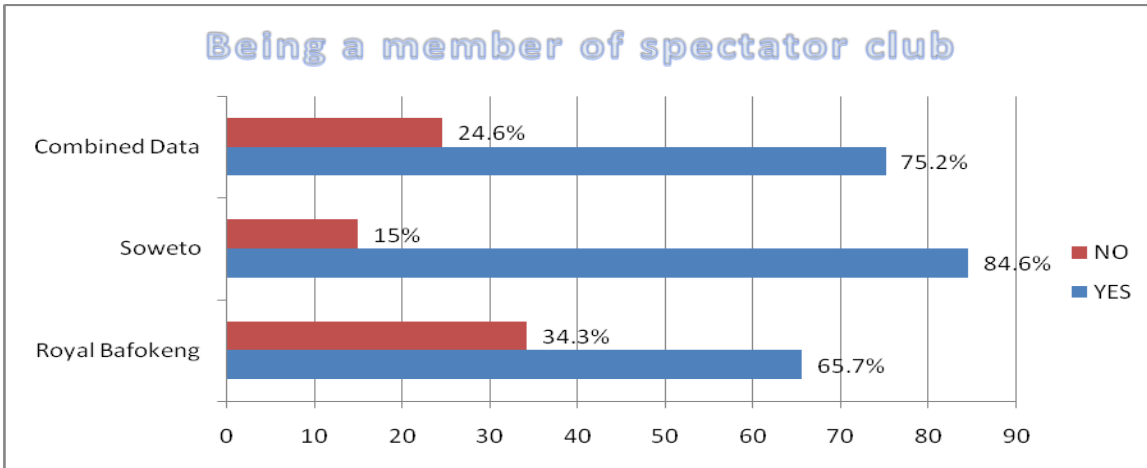


Figure 6.22: Being a member of spectator club

6.3.2.5 Loyalty towards a club

According to Figure 6.23, 52.9% of Soweto respondents can be considered fairly loyal towards the club whilst 41.9% of the Royal Bafokeng respondents can be considered loyal. However, a total of 34.3% of both communities can be considered extremely loyal.

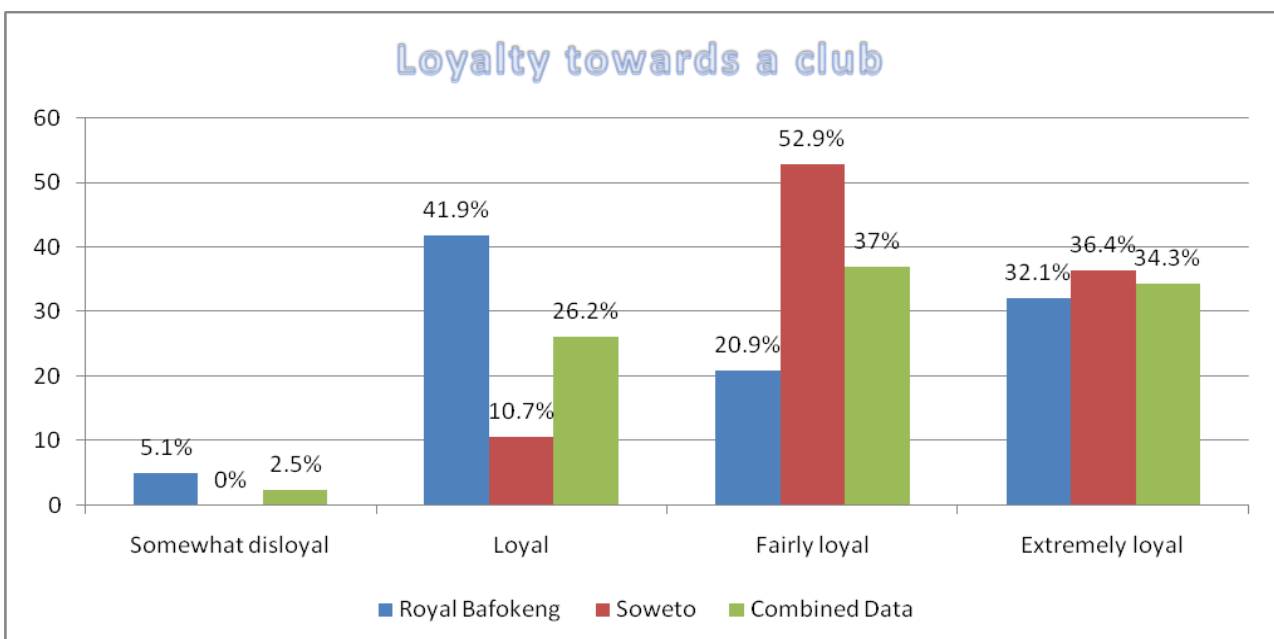


Figure 6.23: Loyalty towards a club

6.3.3 Loyalty towards soccer teams

6.3.3.1 Commitment to soccer

With regard to their commitment to soccer, both respondents indicated their degree of loyalty towards soccer teams according to percentages from the Likert scale reflected in Table 6.13.

Table 6.13: Commitment to soccer

Loyalty towards soccer teams	Strongly disagree			Somewhat Disagree			Disagree			Undecided			Agree			Some-what Agree			Strongly Agree			
	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	
Commitment to soccer																						
Companionship and social interaction are influencing my decision to attend matches	5.4%	2.1%	3.8%	5.4%	1.1%	3.2%	7.5%	2.1%	4.8%	7.1%	0.7%	3.9%	40.0%	52.5%	46.3%	6.8%	13.9%	10.4%	27.9%	27.5%	27.7%	
I was exposed to soccer at a very young age	3.6%	0.7%	2.2%	1.8%	1.1%	1.4%	6.2%	2.5%	4.3%	1.4%	0.4%	0.9%	49.3%	50.0%	49.6%	2.5%	10.3%	6.5%	35.1%	35.1%	35.1%	
My cultural background encouraged my support for soccer	4.9%	0.8%	2.9%	2.0%		1.0%	4.9%	2.1%	3.5%	4.5%	1.7%	3.1%	42.2%	56.2%	49.2%	8.2%	11.6%	9.9%	33.2%	27.7%	30.5%	
I regularly attend soccer matches	4.1%		2.0%	2.2%	0.4%	1.3%	5.6%	0.7%	3.1%	4.5%	1.8%	3.1%	41.3%	54.6%	48.1%	8.6%	12.9%	10.7%	33.8%	29.6%	31.7%	
Being loyal to a team during periods of poor results show strength of character and commitment.	2.1%	0.4%	1.2%	3.5%	0.7%	2.1%	6.7%	1.8%	4.2%	4.9%	1.4%	3.2%	41.2%	50.7%	45.9%	6.3%	14.2%	10.2%	35.2%	30.9%	33.0%	
Through vocal and committed support I feel that I can contribute to the team's success.	2.5%	0%	1.3%	1.8%	0.7%	1.3%	3.2%	1.1%	2.1%	7.8%	1.8%	4.8%	44.8%	53.8%	49.3%	8.2%	12.9%	10.5%	31.7%	29.7%	30.7%	
I would be happy to spend my entire life supporting my team.	2.9%	0.4%	1.6%	2.5%	0%	1.3%	3.2%	1.8%	2.5%	6.5%	1.4%	4.0%	37.8%	53.3%	54.5%	7.2%	13.0%	10.1%	39.9%	30.1%	35.0%	
It would be difficult for me to leave my team when they are loosing.	3.6%	0.4%	2.0%	2.8%	0.7%	1.8%	6.4%	0.7%	3.6%	5.7%	1.4%	3.6%	37.4%	55.9%	46.6%	7.1%	12.5%	9.8%	37.0%	28.0%	32.5%	
I do believe that a person must always be loyal to his team.	2.8%	0.4%	1.6%	2.1%	0%	1.1%	3.2%	0.7%	2.0%	2.8%	0.4%	1.6%	42.0%	56.1%	49.0%	6.4%	11.8%	9.1%	40.6%	30.7%	35.7%	

Respondents *strongly agreed* with the following commitment statements:

- a) Loyalty towards the team: Royal Bafokeng: 40.6%

The strongest influencer for both Soweto and Royal Bafokeng respondents was being loyal towards the team. The items identified showed high levels of commitment in general.

Respondents *agreed* with the following commitment statements:

- a) Meeting people make me to attend the matches: Soweto: 52.5%; Royal Bafokeng: 40.0%;
- b) Exposure to soccer at a young age: Soweto: 50.0%; Royal Bafokeng: 49.3%
- c) I traditionally attend soccer matches; Soweto: 56.2%; Royal Bafokeng: 42.2%
- d) I regularly attend soccer matches: Soweto; 54.6%; Royal Bafokeng: 41.3%
- e) Support the team during good and bad times; Soweto; 50.7%; Royal Bafokeng: 41.2%
- f) Cheering the team during matches contribute to the team's success: Soweto; 53.8%; Royal Bafokeng; 44.8%
- g) Continuous to the team; Soweto; 54.5%; Royal Bafokeng; 53.3%
- h) Staying with the team despite losing: Royal Bafokeng; 55.9%; Soweto; 46.6%
- i) Loyalty towards the team: Soweto: 56.1%; Royal Bafokeng: 42.0%;

It is clear from most of the statements above that the attendance of games is important. The social benefits of attending games are important to both the respondents from Royal Bafokeng and Soweto.

6.3.3.2 Customer satisfaction

With regard to customer satisfaction, both respondents indicated their degree of loyalty towards soccer teams according to percentages from the Likert scale.

Table 6.14: Customer satisfaction

Loyalty towards soccer teams	Strongly disagree			Somewhat Disagree			Disagree			Undecided			Agree			Some-what Agree			Strongly Agree		
	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD
Customer Satisfaction																					
Previous success of the team encourage me to attend again	2.1%	0.4%	1.2%	0.7%		0.4%	1.8%	0.4%	1.1%	3.2%	0.7%	2.0%	36.2%	54.1%	45.1%	5.3%	12.5%	8.9%	50.7%	31.9%	41.4%
I am satisfied with the way my team is playing.	2.5%	0.7%	1.6%	3.2%	0.7%	1.9%	5.3%	1.8%	3.5%	3.2%	1.4%	2.3%	45.4%	55.5%	50.4%	5.6%	14.5%	10.1%	34.9%	25.4%	30.2%
I am satisfied with my decision to support this team.	2.5%	1.4%	2.0%	1.4%	0.7%	1.1%	6.0%	4.3%	5.2%	4.9%	4.6%	4.8%	45.9%	50.7%	48.3%	12.7%	16.4%	14.6%	26.5%	21.8%	24.2%
My team is playing a good style of soccer.	3.2%	0.4%	1.8%	0.7%	0%	0.4%	2.1%	0.7%	1.4%	3.5%	2.1%	2.8%	47.3%	53.7%	50.5%	8.5%	13.4%	11.0%	34.6%	29.7%	32.0%
I will recommend anyone to support soccer in general.	1.4%	0%	0.7%	1.4%	0.4%	0.9%	6.4%	1.4%	3.9%	6.1%	3.2%	4.6%	41.8%	54.4%	48.1%	14.3%	13.9%	14.1%	28.6%	26.7%	27.6%
I enjoy being part of greater group of supporters for the team	1.4%	0%	0.7%	1.8%	0%	0.9%	1.8%	0.7%	1.3%	3.6%	0.7%	2.2%	45.7%	55.6%	50.6%	6.9%	15.2%	11.0%	38.8%	27.8%	33.3%
If my friends were to stop supporting my team I would do the same	2.5%	1.1%	1.8%	0%	0%	0%	2.2%	0%	1.1%	3.9%	2.2%	3.1%	49.5%	56.0%	52.7%	8.2%	10.8%	9.5%	33.7%	29.6%	31.7%
I prefer to watch soccer live.	29.4%	19.9%	24.6%	1.4%	0.7%	1.1%	21.3%	9.9%	15.6%	3.5%	2.1%	2.8%	20.9%	46.1%	33.5%	7.1%	6.7%	6.9%	16.3%	14.5%	15.4%

Respondents strongly *agreed* with the following customer satisfaction statements:

- a) Encouraged to watch the team: Royal Bafokeng; 50.7%

The following proportions of respondents at Royal Bafokeng and Soweto *agreed* with the following customer satisfaction statements:

- a) Encouraged to watch the team: Soweto; 54.1%
- b) Satisfied with teams play: Soweto; 55.5%; Royal Bafokeng; 45.4%;

- c) Decided to support the team: Soweto; 50.7%; Royal Bafokeng; 45.9%;
- d) Team's good style of soccer: Soweto; 53.7%; Royal Bafokeng; 47.3%;
- e) Soccer is generally supported: Soweto; 54.4%; Royal Bafokeng; 41.8%;
- f) Support the team as a group: Soweto; 55.6%; Royal Bafokeng; 45.7%
- g) Friends make me not to support the team: Soweto; 56.0%; Royal Bafokeng; 49.5%;
- h) Prefer watching soccer live: Soweto; 46.1%

Although soccer is important to all the respondents, it is clear that most of the statements above indicated that the respondents from Soweto were more satisfied with their team than Royal Bafokeng respondents.

6.3.3.3 Customer Value

With regard to customer value, both respondents indicated their degree of loyalty towards soccer teams according to percentages from the Likert scale as reflected in Table 6.15.

Table 6.15: Customer Value

Loyalty towards soccer teams	Strongly disagree			Somewhat Disagree			Disagree			Undecided			Agree			Some-what Agree			Strongly Agree			
	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	
Customer Value																						
The team makes me feel valued as a spectator of their club.	3.21%	0.7%	2.0%	2.1%	0.7%	1.4%	6.0%	0.7%	3.4%	6.0%	2.2%	4.1%	50.0%	54.9%	52.4%	4.3%	11.2%	7.7%	28.4%	29.6%	29.0%	
The rewards given by the team increase my game attendance and support.	1.4%	1.1%	1.2%	1.8%	0.7%	1.2%	8.8%	1.8%	5.3%	4.6%	2.9%	3.7%	49.6%	53.6%	51.6%	9.9%	15.4%	12.6%	23.9%	24.6%	24.3%	
The match services (eg. Tickets) are reasonably priced.	1.8%	1.1%	1.4%	3.2%	0.4%	1.8%	7.1%	1.8%	4.5%	5.3%	1.4%	3.4%	46.3%	53.8%	50.5%	7.1%	15.1%	11.1%	29.2%	26.5%	27.9%	

The game offers me value for money	2.5%	1.1%	1.8%	1.8%	0.7%	1.3%	17.8%	3.2%	10.5%	8.2%	3.6%	5.9%	35.9%	54.8%	45.4%	10.7%	14.7%	12.7%	23.7%	21.9%	22.5%
The availability of promotion packages provides value	3.6%	0.7%	2.1%	3.2%	1.1%	2.1%	10.3%	3.2%	6.8%	10.7%	3.2%	7.0%	4.9%	55.2%	48.0%	7.8%	14.3%	11.1%	23.5%	22.2%	22.9%

The following proportions of respondents at Royal Bafokeng and Soweto *agreed* with the customer value statements below:

- a) Valued as a spectator: Soweto; 54.9%; Royal Bafokeng; 50.0%;
- b) Teams rewards increase my game attendance: Soweto 53.6%; Royal Bafokeng; 49.6%;
- c) Services are reasonable: Soweto; 53.8%; Royal Bafokeng; 46.3%;
- d) There is value for money: Soweto; 54.8%
- e) Promotion packages are available: Soweto; 55.2%

Value is created for respondents of Royal Bafokeng and Soweto by team efforts to make them feel valued as a member of the spectator club. There is thus merit in creating customer value in the spectator clubs.

6.3.3.4 Identification with the team

With regard to identification with the team, both respondents indicated their degree of loyalty towards soccer teams according to percentages from the Likert scale as reflected in Table 6.16.

Table 6.16: Identification with the team

Loyalty towards soccer teams	Strongly disagree			Somewhat Disagree			Disagree			Undecided			Agree			Some-what Agree			Strongly Agree		
	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD
I feel a close connection towards the team and its players.	3.9%	0.4%	2.1%	3.9%	0.7%	2.3%	7.7%	0.4%	4.1%	6.0%	2.1%	4.1%	40.1%	58.2%	49.1%	8.1%	11.7%	9.9%	30.3%	26.6%	28.4%
I enjoy discussing my team with everybody.	1.0%	0%	0.5%	1.7%	0.4%	1.1%	4.2%	1.4%	2.8%	3.8%	0.4%	2.1%	50.0%	55.0%	52.5%	6.3%	13.8%	10.0%	32.9%	29.1%	31.0%
I feel part and parcel of my team	1.8%	0%	0.9%	0.7%	0.4%	0.5%	8.5%	1.1%	4.8%	7.7%	2.1%	4.9%	41.9%	52.3%	47.1%	9.2%	12.0%	10.6%	30.2%	32.2%	31.2%

I feel a strong sense of belonging to my team.	1.1%		0.5%	0.7%	0.4%	0.5%	6.8%	0.7%	3.7%	5.0%	1.4%	3.2%	44.6%	54.3%	49.5%	8.9%	12.1%	10.5%	32.9%	31.2%	32.0%
My loyalty to the team is part of my lifestyle and self identity.	1.4%	0%	0.7%	1.8%	0.4%	1.1%	3.9%	0.4%	2.1%	7.4%	1.8%	4.6%	41.1%	55.3%	48.1%	10.2%	12.1%	11.1%	34.4%	30.1%	32.3%

The following proportions of respondents at Royal Bafokeng and Soweto agreed with the relevant statements about identification with the team:

- a) Connected to the team and players: Soweto; 58.2%; Royal Bafokeng; 40.1%;
- b) Everybody enjoy talking about the team: Soweto; 55.0%; Royal Bafokeng; 50.0%;
- c) I am part of the team: Soweto; 52.3%; Royal Bafokeng; 41.9%;
- d) I belong to the team: Soweto; 54.3%; Royal Bafokeng; 44.6%;
- e) I identify with the team: Soweto; 55.3%; Royal Bafokeng; 41.1%;

It is clear that as a result of soccer, respondents from Soweto indicated that they identified more with their team than Royal Bafokeng respondents.

6.3.3.5 Information

With regard to information about the team, both respondents indicated their degree of loyalty towards soccer teams according to percentages from the Likert scale.

Table 6.17: Information about the team

Loyalty towards soccer teams	Strongly disagree			Somewhat Disagree			Disagree			Undecided			Agree			Some-what Agree			Strongly Agree			
	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	
Information about the team																						
I buy magazines and newspapers to read about my team.	7.0%	1.1%	4.1%	1.1%	0.7%	0.9%	9.5%	2.5%	6.0%	4.9%	2.1%	3.5%	44.0%	54.8%	49.4%	7.7%	13.1%	10.4%	25.7%	25.8%	25.7%	
I follow the team on their website	4.9%	1.1%	3.0%	2.1%	.4%	1.2%	11.0%	2.9%	6.9%	6.7%	2.5%	4.6%	42.0%	53.0%	47.5%	9.5%	13.3%	11.4%	23.7%	26.9%	25.3%	
I follow the team on social media (such as facebook and twitter)	4.6%	0.7%	2.7%	2.5%	0.7%	1.6%	13.2%	14.6%	8.9%	6.0%	3.9%	5.0%	41.3%	52.0%	46.6%	8.9%	11.4%	10.1%	23.5%	26.7%	25.1%	
My team has a website that is reliable and updated	3.2%	1.4%	2.3%	1.8%	0.7%	1.3%	4.3%	4.3%	4.3%	8.6%	4.3%	6.4%	42.1%	52.8%	47.5%	10.1%	12.4%	11.3%	29.9%	24.1%	27.0%	

The following proportions of respondents at Royal Bafokeng and Soweto agreed with the relevant statements on information about the team

- a) I read about my team: Soweto; 54.8%; Royal Bafokeng; 44.0%;
- b) I follow the team on website: Soweto; 53.0%; Royal Bafokeng; 42.0%
- c) I follow the team on social media: Soweto; 52.0%; Royal Bafokeng; 41.3%;
- d) There is a reliable website for the team: Soweto; 52.8%; Royal Bafokeng; 42.1%;

It is clear that respondents from Soweto indicated a higher level of exposure to information about their team than Royal Bafokeng respondents.

6.3.3.6 Trust

With regard to trust, both respondents indicated their degree of loyalty towards soccer teams according to percentages from the Likert scale as reflected in Table 6.18.

Table 6.18: Trust

Loyalty towards soccer teams	Strongly disagree			Somewhat Disagree			Disagree			Undecided			Agree			Some-what Agree			Strongly Agree		
	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD
Trust																					
I trust that my team will win the league this year.	7.5	1.8%	4.1%	2.1%	2.5%	2.3%	12.7%	6.1%	9.4%	10.2%	7.9%	9.0%	29.6%	48.6%	39.0%	8.5%	10.7%	9.6%	80.6%	22.5%	26.6%
The coach is trustworthy	2.1%	1.4%	1.8%	1.8%	1.1%	1.4%	4.9%	5.7%	5.3%	9.5%	7.8%	8.6%	41.4%	50.7%	46.0%	6.7%	10.3%	8.5%	33.7%	23.0%	28.4%
The support of sponsors improve my levels of trust in the team	1.8%	0.4%	1.1%	3.2%	1.1%	2.1%	8.2%	2.1%	5.2%	6.4%	6.4%	6.4%	42.2%	52.0%	47.1%	11.3%	12.1%	11.7%	27.0%	26.0%	26.5%
My team always meet my expectations.	1.4%	0.7%	1.1%	2.5%	0.4%	1.4%	9.6%	4.3%	6.9%	7.5%	8.9%	8.2%	45.9%	51.4%	48.7%	9.3%	11.7%	10.5%	23.8%	22.7%	23.3%
I can count on my team to offer a good game.	1.4%	0.4%	0.9%	0.7%	0.4%	0.5%	4.3%	1.8%	3.1%	4.7%	5.8%	5.2%	45.5%	55.0%	50.3%	11.6%	9.7%	10.6%	31.8%	27.0%	29.4%
I feel that my team is reliable	2.1%	0.7%	1.4%	0.7%		0.4%	3.5%	1.4%	2.5%	4.2%	4.3%	4.2%	49.3%	55.7%	52.5%	9.5%	12.8%	11.1%	30.6%	25.2%	27.9%

Respondents strongly agreed with the following trust statements:

- a) My team will win the league: Royal Bafokeng:80.6%

The following proportions of respondents at Royal Bafokeng and Soweto agreed with the relevant statements about trust

- a) My team will win the league: Soweto; 48.6%
- b) The coach is trusted: Soweto; 50.7%; Royal Bafokeng; 41.4%;
- c) The sponsors improve trust to the team: Soweto; 52.0%; Royal Bafokeng; 42.2%;
- d) My team meet my expectations: Soweto; 51.4%; Royal Bafokeng; 45.9%;
- e) My team play good game: Soweto; 55.0%; Royal Bafokeng; 45.5%;
- f) My team is reliable: Soweto; 55.7%; Royal Bafokeng; 49.3%;

It is clear that respondents from Soweto indicated a higher level of trust towards their team than Royal Bafokeng respondents did.

6.3.3.7 Service Quality

With regard to service quality, both respondents indicated their degree of loyalty towards soccer teams according to the percentages from the Likert scale as reflected in Table 6.19.

Table 6.19: Service Quality

Loyalty towards soccer teams	Strongly disagree			Somewhat Disagree			Disagree			Undecided			Agree			Some-what Agree			Strongly Agree			
	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	
Service Quality																						
The stadium is easily accessible through public transport.	1.8%	0.4%	1.1%	2.5%	0.4%	1.4%	4.2%	2.1%	3.2%	5.6%	2.1%	3.9%	40.8%	58.2%	49.5%	4.9%	12.5%	8.7%	40.1%	24.3%	32.3%	
Attending the match games at the stadium is secure and safe.	1.1%	0.7%	0.9%	1.8%	1.1%	1.4%	1.1%	1.1%	1.1%	5.6%	3.9%	4.8%	47.5%	53.6%	50.5%	7.4%	14.3%	10.8%	35.6%	25.4%	30.5%	
It is easy to buy tickets for the matches.	1.4%	0.7%	1.1%	1.8%	0.4%	1.1%	3.5%	2.2%	2.8%	6.0%	2.2%	4.1%	44.0%	57.0%	50.4%	8.5%	11.5%	9.9%	34.9%	26.2%	30.6%	
The stadium inside and outside surrounding is neat and clean.	1.8%	0.4%	1.1%	0.7%	0.4%	0.5%	3.2%	1.1%	2.1%	4.6%	3.9%	4.3%	45.3%	54.5%	49.8%	6.7%	12.5%	9.6%	37.9%	27.2%	32.6%	

Respondents strongly agreed with the following service quality statement:

- a) Stadium is accessible: Royal Bafokeng; 40.1%

The following proportions of respondents at Royal Bafokeng and Soweto agreed with the relevant service quality statements:

- a) Stadium is accessible: Soweto; 58.2%; Royal Bafokeng; 40.8%
- b) Stadium is safe: Soweto; 53.6%; Royal Bafokeng; 47.5%
- c) Tickets are accessible: Soweto; 57.0%; Royal Bafokeng; 44.0%
- d) Stadium is neat: Soweto; 54.5%; Royal Bafokeng; 45.3%;

It is clear that respondents from Soweto indicated a higher level of service quality from their team than Royal Bafokeng respondents did.

6.3.3.8 Customer Retention

With regard to customer retention, both respondents indicated their degree of loyalty towards soccer teams according to the percentages from the Likert scale as reflected in Table 6.20.

Table 6.20: Customer Retention

Customer Retention	Strongly disagree			Somewhat Disagree			Disagree			Undecided			Agree			Some-what Agree			Strongly Agree		
	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD
At the moment, remaining and supporting my team is necessary.	2.2%		1.1%	2.5%	0%	1.3%	3.2%	0.7%	2.0%	5.0%	2.9%	4.0%	47.7%	56.4%	52.0%	8.6%	10.2%	9.4%	30.8%	29.8%	30.3%
I feel a sense of moral obligation to remain supporting the team.	1.8%		0.9%	1.4%	0%	0.7%	2.5%	0%	1.3%	6.8%	1.8%	4.3%	48.9%	56.2%	52.3%	8.3%	9.1%	8.7%	30.2%	32.8%	31.5%

The following proportions of respondents at Royal Bafokeng and Soweto agreed with the relevant statements on customer retention below:

- a) Necessary to support the team: Soweto; 56.4%; Royal Bafokeng; 47.7%;
- b) Obligated to the team: Soweto 56.2%; Royal Bafokeng; 48.9%;

It is clear that respondents from Soweto indicated a higher level of customer retention from their team than Royal Bafokeng respondents did.

6.3.3.9 Loyalty

Both respondents indicated their degree of loyalty towards soccer teams according to the percentages from the Likert scale as reflected by Table 6.21.

Table 6.21: Loyalty

Loyalty	Strongly disagree			Somewhat Disagree			Disagree			Undecided			Agree			Some-what Agree			Strongly Agree		
	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD	RB	SW	CD
I am likely to attend future matches of my team	3.2%		1.6%	2.1%		1.1%	1.4%	0.7%	1.1%	5.7%	2.1%	3.9%	46.8%	55.4%	51.1%	5.0%	10.4%	7.7%	35.8%	31.4%	33.6%
I feel emotionally attached to my team.	1.8%	0.4%	1.1%	2.1%	0.4%	1.2%	7.7%	2.1%	5.0%	6.0%	3.2%	4.6%	44.4%	51.2%	47.8%	8.8%	11.7%	10.3%	29.2%	31.0%	30.1%
I buy team merchandise as it gives me a sense of identity.	2.1%	0.4%	1.2%	2.5%	0%	1.2%	9.6%	1.4%	5.5%	5.4%	3.2%	4.3%	43.9%	53.0%	48.5%	6.4%	11.4%	8.9%	30.0%	30.6%	30.3%
I buy the clothes of my team	3.5%	0%	1.8%	1.1%	0.4%	0.7%	6.0%	1.1%	3.6%	4.6%	2.1%	3.4%	47.5%	54.3%	50.9%	7.8%	12.1%	10.0%	29.4%	30.0%	29.7%
I consider myself a real 'fan' of this team	1.4%	0%	0.7%	0.7%	0%	0.4%	3.5%	1.4%	2.5%	6.3%	3.2%	4.8%	43.7%	52.3%	48.0%	7.4%	10.7%	9.0%	37.0%	32.4%	34.7%

The following proportions of respondents at Royal Bafokeng and Soweto agreed with the statements below on loyalty:

- Attend matches of the team: Soweto; 55.4%; Royal Bafokeng; 46.8%;
- Attached to the team: Soweto; 51.2% Royal Bafokeng; 44.4%;
- Identify with the team: Soweto; 53.0%; Royal Bafokeng; 43.9%;
- Buy team's clothes: Soweto; 54.3%; Royal Bafokeng; 47.5%;
- Fan of the team: Soweto; 52.3%; Royal Bafokeng; 43.7%

From this section it is also clear that soccer is important to both Soweto and Royal Bafokeng communities. In this discussion, it was evident that Soweto respondents had indicated all aspects of spectator loyalty to be more important than Royal Bafokeng respondents. Some of the evidence indicated by Soweto respondents as higher than Royal Bafokeng respondents were level of trust, identification and satisfaction with the team. However, the loyalty of these communities towards soccer in general was demonstrated by the value that was created by the teams' efforts to make them feel valued and as members of spectators clubs.

6.3.4 The impacts of the Premier Soccer League

In this section, the results indicate the impact that the Premier Soccer League matches has on Soweto and Royal Bafokeng residents. This is important as soccer has a positive impact on these communities.

6.3.4.1 The effect of soccer on residents' personal quality of life

According to Figure 6.24, 47.7% of respondents from Soweto indicated they were extremely positive about the effects of soccer on their quality of life, whereas only 33.8% of Royal Bafokeng respondents indicated that they were fairly positive with regard to soccer improving their quality of life. However, the combined data for 46.5% of respondents shows that they were extremely positive about the impact that soccer has with regard to their personal quality of life.

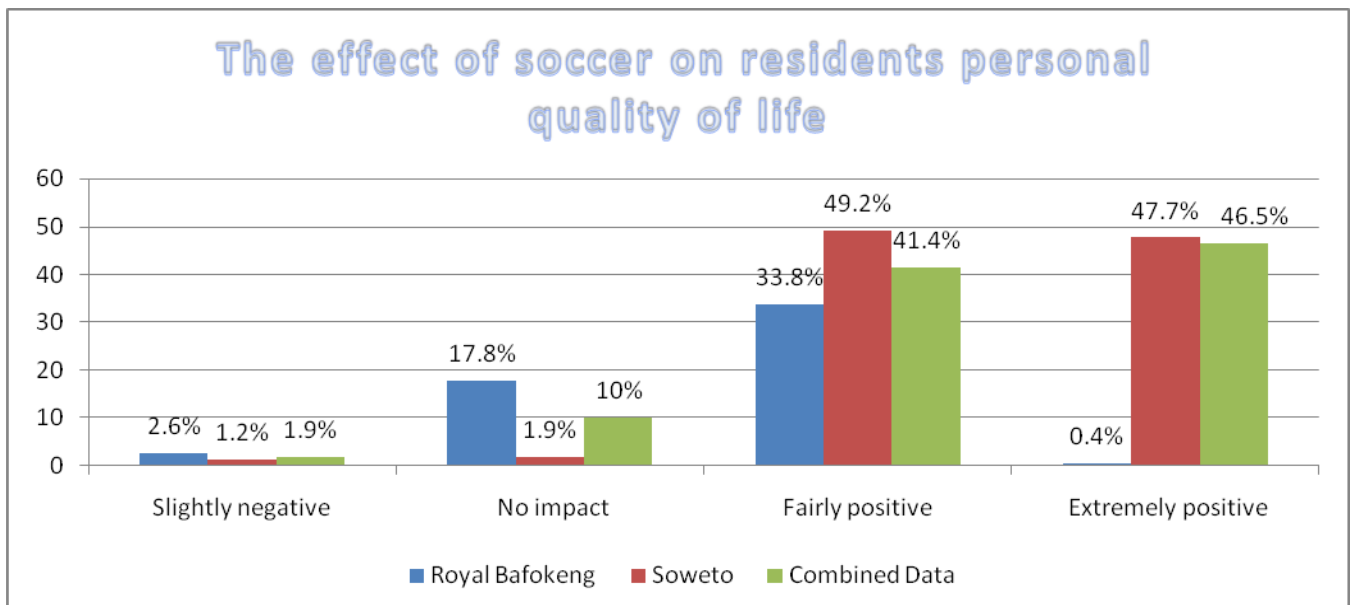


Figure 6.24: The effect of soccer on residents' personal quality of life

6.3.4.2 The effect of soccer on the community

According to Figure 6.25, 52.3% of the respondents from Soweto indicated that they were fairly positive with regard to soccer’s effect on their community and 41.9% of the Royal Bafokeng respondents indicated that they were extremely positive in this regard. However, the combined data shows that 43% of the respondents were extremely positive.

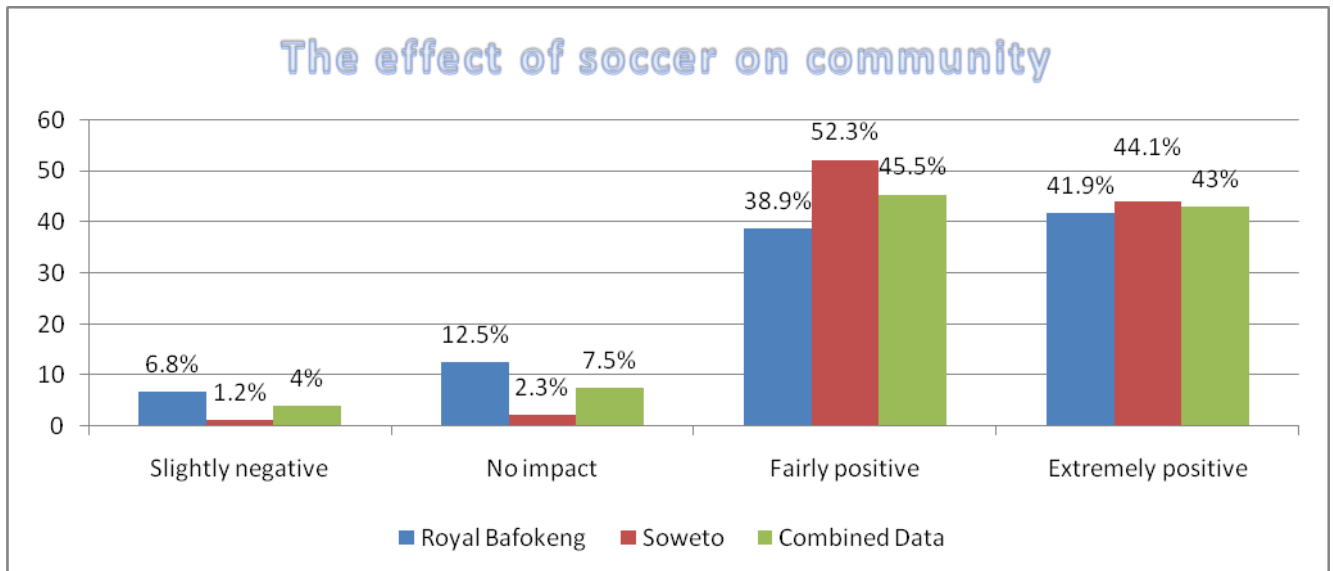


Figure 6.25: The effect of soccer on the community

6.3.4.3 The benefits of soccer events within the residents’ area

According to Figure 6.26, 92.4% of Soweto respondents agreed that soccer did benefit their residents whilst 85.4% of Royal Bafokeng respondents were in agreement. Respondents from Soweto indicated the following reasons as benefits: business opportunities, crime reduction, job opportunities and uniting the people. Respondents from Royal Bafokeng indicated the following reasons as benefits; business opportunities, crime reduction and job opportunities. The combined data reveals that 88.8% of respondents agreed that soccer was of benefit to their communities.

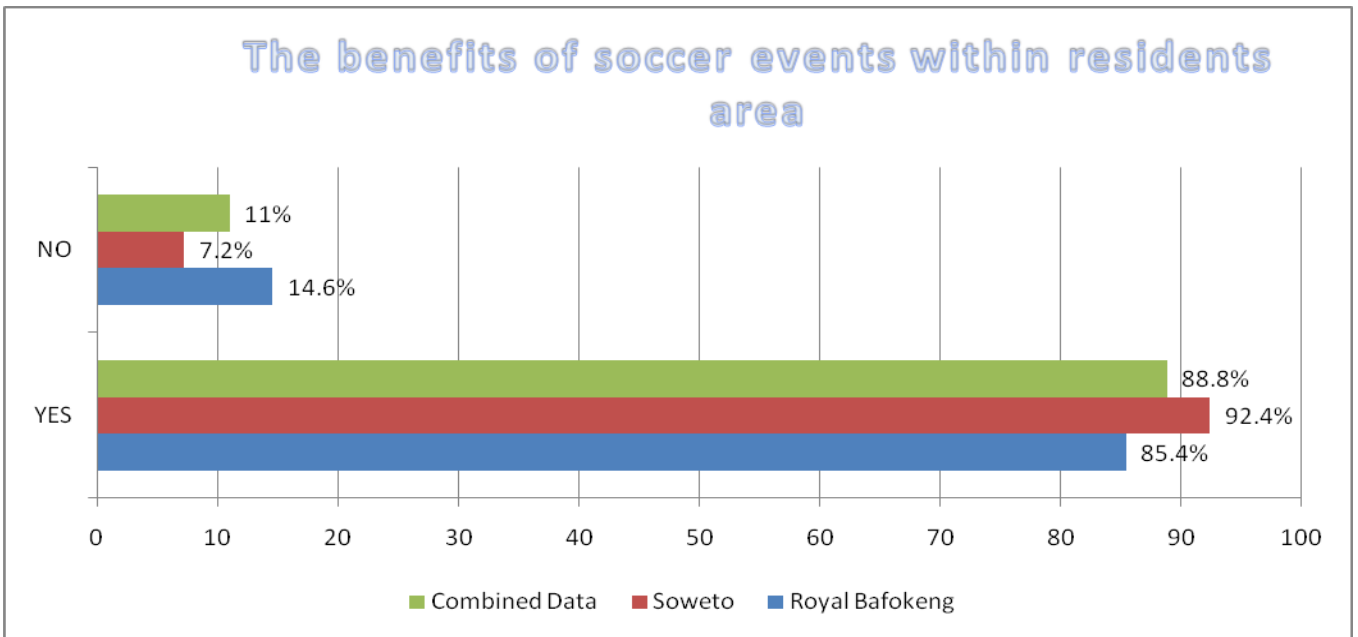


Figure 6.26: The benefits of soccer events within the residents' area

6.3.4.4 Sources of information on upcoming soccer matches

According to Figure 6.27, the combined data for Royal Bafokeng and Soweto in receiving information about upcoming soccer matches from television was 27.7%. However, 24.6% of Soweto respondents indicated that radio was also a source of information whereas 20.7% of Royal Bafokeng respondents indicated that they also received information from friends.

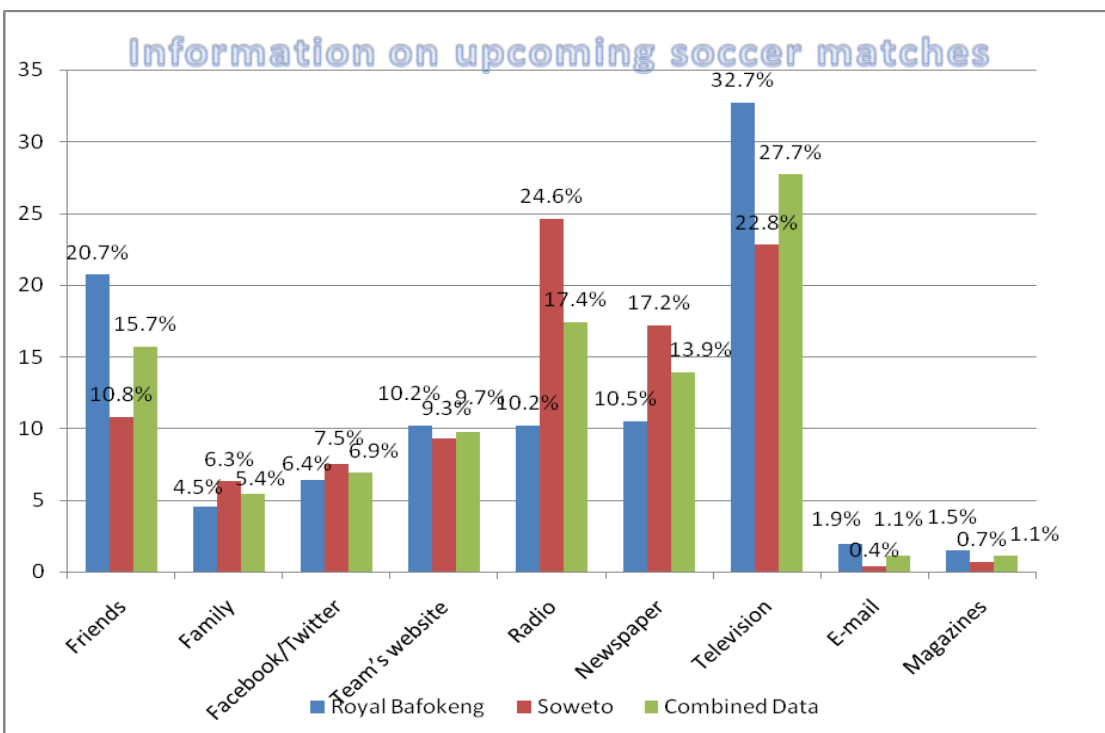


Figure 6.27: Sources of information on upcoming soccer matches

From the descriptive results, it is clear that respondents from Royal Bafokeng and Soweto have shown in both community and spectator surveys that despite the challenges of unemployment and their level of education and income, they were able to support their teams. This was evident with the level of attendance at the matches which indicated that soccer is very important to these communities. It was evident that both communities supported the notion that soccer improved their quality of life and that they benefited in the creation of job opportunities, entertainment of people, reduction of crime and the positive effect on residents in general.

This section also indicated the impact that soccer has on these communities, such as improvement of the residents' economy, turnover of local business, increased tourism, maintenance of public facilities and improved infrastructure. In this discussion, it was evident that Soweto respondents indicated a higher level of trust, identification and satisfaction with their team than Royal Bafokeng respondents did. However, the loyalty of these communities towards soccer in general was demonstrated by the merit of their teams' efforts to make them feel valued.

Respondents also regarded safety, access and cleanliness as important components of the stadium to watch their teams. Despite the negative aspects of soccer in these communities generally, they attended and supported their teams. The results of these community and spectator surveys will further be explored through exploratory research.

6.4 Exploratory Results for data

In this section, the objective of exploratory factor analyses was to analyse each of the loyalty drivers identified by respondents towards soccer clubs.

6.4.1 Factor analysis of loyalty drivers towards soccer clubs

The purpose of factor analysis is to reduce the complexity of a multi-variable data set, so it becomes easier for role players to use the data in an applied setting or in the development of the theory (Huck, 2012:479). Although factor analysis is used in applied research investigations for many reasons, it seems that most researchers utilize this statistical procedure in an effort to achieve one of three goals (Huck, 2012:482), namely data reduction, instrument development and trait identification. In some studies, factor analysis is used to see if a small number of factors can adequately represent a large number of original variables. The different kinds of factor analyses, such as exploratory and confirmatory exist because there are different ways to perform the computations.

Exploratory factor analyses were done for each of the loyalty drivers. In an exploratory factor analysis, the researcher has little or no idea as to the number or nature of factors that will emerge from the analysis (Huck, 2012:484). The initial step in any factor analysis involves checking to see if certain important features of the data set meet basic requirements for this kind of statistical analysis. One basic feature of a study that can make a set of data unsuitable for factor analysis is sample size (Huck, 2012:487), referring to the Kaiser-Meyer Olkin measure of sampling adequacy. The measure of sampling adequacy should be greater than 0.60 (Huck, 2012:499; Terre Blanche, Durrheim & Painter, 2012:251).

Stevens (1992:378-380) stated that the significance of a factor loading will depend on the sample size and recommends that for a sample of 1000 it should be greater than 0.162. Researchers examine the factor loadings and correlations among factors to see if the hypotheses are supported by results (Huck, 2012:499; Terre Blanche, Durrheim & Painter, 2012:251). This is done to establish convergent and discriminant validity. Convergent validity is shown when the factor loadings for a given latent variable's indicators are high. The other kind of validity, discriminant validity is shown via small factor loadings for other indicator variables on that latent variable (Huck, 2012:499).

In addition to considering the sample size, researchers typically do three things when checking to see if their data are suitable for factor analysis (Huck, 2012:487). They inspect the determinant of the correlation matrix, they compute the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy, and they apply Bartlett's chi-square test of sphericity (Huck, 2012:487). From undertaking this analysis, the Bartlett's test of sphericity was found to be significant ($p < 0.000$) for all the drivers and the Kaiser-Meyer-Olkin measure of sampling adequacy was .925 for commitment, .884 for satisfaction, .767 for value, .880 for identification, .880 for information, .872 for trust, .817 for quality, and .861 for loyalty, which are all acceptable (See Table 6.22).

After factor extraction and rotation has taken place, a single numerical value called an Eigenvalue is associated with each factor. In any given analysis, the sum of the Eigenvalues is equal to the number of variables (Huck, 2012:490; Terre Blanche, Durrheim & Painter, 2012:250). Therefore, a factor analysis of four variables might produce four factors with Eigenvalues equal to 2.0, 1.5, 0.4, and 0.1. Any factor's Eigenvalue is large to the extent that it accounts for variance in the full set of original variables. Thus big Eigenvalues imply useful factors, whereas small Eigenvalues imply superfluous factors (Huck, 2012:491). When researchers apply Kaiser Criterion, factors are retained only if they have Eigenvalues larger than 1.0. For this analysis the Eigen values of the nine aspects ranged from 2.702 to 5.388, which are all larger than 1.0 (See Table 6.22).

The Cronbach Alpha values are a method for assessing internal consistency also known as alpha (Huck, 2012:74; Streiner; 2003:127). This technique is identical to Kuder Richardson (K-R 20) whenever the instrument's items are scored in a dichotomous fashion (for example, '1' for correct, '0' for incorrect). However, Cronbach's Alpha is more versatile because it can be used with instruments made up of items that can be scored with three or more possible values such as essay tests and attitude scales that have as possible answers "strongly agree," "agree," and so on (Thomas, Nelson & Silverman, 2011:202). The method involves calculating variances of the parts of a test. The parts can be items, test halves, trials, or a series of tests such as quizzes (Thomas, Nelson & Silverman, 2011:202). Cronbach's Alpha reliability coefficient normally ranges between 0 and 1 (Gliem & Gliem, 2003:87). However, there is actually no lower limit to the coefficient. The closer Cronbach's Alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale (Gliem & Gliem, 2003:87). Reliability factors with a Cronbach Alpha above 0.63 were deemed acceptable for the purpose of this study. The Cronbach Alpha for these loyalty drivers was significant since all of them were above 0.80, which is highly acceptable (See Table 6.22).

Factor analysis uses correlations among a number of variables to try to identify the underlying relationships or factors (Thomas, Nelson & Silverman, 2011:125). Correlation is a statistical technique used to determine the relationship between two or more variables (Thomas, Nelson & Silverman, 2011:125). Inter-item correlation is a subtype of internal consistency reliability (Phelan & Wren, 2005:32). It is obtained by taking all of the items on a test that probe the same construct determining the correlation coefficient for each pair of items, and finally taking the average of all of these correlation coefficients (Phelan & Wren, 2005:32). This final step yields the average inter-item correlation (Phelan & Wren, 2005:32). Researchers recommend that the average inter-item correlation fall in the range of .15-.50 (Clark & Watson, 1995:33). This rather wide range is suggested because the optimal value necessarily will vary with the generality versus specificity of the target construct (Clark & Watson, 1995:20). If one is measuring a broad higher order construct such as extraversion, a mean correlation as low as .15-.20 probably is desirable; by contrast, for a valid measure of a narrower construct such as talkativeness, a much higher mean inter-correlation (perhaps in the .40-.50 range) is needed (Clark & Watson, 1995:20). The inter-item mean correlation for the loyalty drivers was significant since all of them are above .50, which is acceptable (See Table 6.22).

Variance may be explained as an estimate of the average distance each score is away from the mean (Terre Blanche, Durrheim & Painter, 2012:198). It is the most important measure of variability because, just like the mean, every score in the data set contributes towards the estimate. From a statistical perspective, variance is one measure of how cases are distributed within a range. If every case has the same value on some measure, then the variance is 0. The variance explained for the loyalty drivers begin with commitment to soccer which is the lowest (53.88%),

followed by customer satisfaction (54.99%), customer value (59.06%) trust (64.18%), information about the team (67.54%), service quality (71.37%), identification with the team, (71.37%), and loyalty (71.62%).

Table 6.22: Factor analysis for loyalty drivers

Loyalty Drivers	KMO	Bartlett test	Variance Explained	Eigen values	Cronbach Alpha Value	Inter Item Mean Correlation	Mean Value (SD) Spectators	Mean Value (SD) Community
Commitment to soccer	.925	0.000	53.88	5.388	.912	.519	5.55 (1.02)	5.67 (.84)
Customer satisfaction	.884	0.000	54.99	3.850	.863	.478	5.55 (.92)	5.62 (.87)
Customer value	.767	0.000	59.06	2.953	.828	.493	5.33 (1.05)	5.24 (.96)
Identification with the team	.880	0.000	71.374	3.569	.900	.647	5.54 (1.04)	5.63 (.96)
Information about the team	.880	0.000	67.538	2.702	.840	.564	5.28 (1.19)	5.63 (1.16)
Trust	.872	0.000	64.185	3.851	.884	.571	5.35 (1.06)	5.23 (1.08)
Service quality	.817	0.000	71.367	2.855	.863	.613	5.57 (1.03)	5.63 (1.08)
Customer retention	“	“	“	“	.875	.779	5.56 (1.11)	5.67 (1.07)
Loyalty	.861	0.000	71.620	3.581	.902	.649	5.53 (1.06)	5.69 (1.01)

From the exploratory factor analysis for the loyalty drivers it was evident that all drivers yielded only one factor which supports the literature related to the loyalty drivers as well as the validity of the questionnaire.

The first loyalty driver *Commitment to soccer* consisted of ten items all referring to aspects that contribute to higher levels of commitment to soccer such as, “I was exposed to soccer at a very young age, My cultural background encouraged my support for soccer, I regularly attend soccer matches, Being loyal to a team during periods of poor results shows strength of character and commitment and through vocal and committed support, I feel that I can contribute to the team's success”. Commitment to sporting events as indicated by Funk, *et al.* (2001:291) in the literature, is an essential predictor to sport spectator behaviour because it allows sport marketers to identify the pattern of sport consumer behaviour associated with the different levels of motivation and commitment. In a study done by Capella (2002:30) it was said that spectators show and demonstrate emotional and psychological commitment to their club which likely make them to purchase club apparel (Choi *et al.*, 2009:268) and attend the games. Therefore commitment is perceived as an important aspect of loyalty.

The second loyalty driver *Customer Satisfaction* consisted of eight items all referring to aspects that contribute to satisfaction such as: “Previous success of the team encourage attendance; I am satisfied with the way the team is playing; I am satisfied with my decision to support this team; My team is playing a good style of soccer; I will recommend anyone to support soccer in general; I enjoy being part of a greater group of supporters for the team; If my friends were to stop supporting my team I would do the same; I prefer to watch soccer live”. Standeven and De Knopp (1999:4) stated that to attract and retain spectators, marketers should try to create memorable experiences, because some spectators may be motivated to attend sport events by desires for entertainment and spectacle, emotional stimulations, curiosities or social outings (Getz, 2008:414; Kruger, Botha & Saayman, 2012:115) and this creates satisfaction. Huang (2011:95) also indicated that the “attraction of game” is the top satisfaction of spectator attendance. It is therefore important that marketers and sport clubs with reference to soccer clubs must consider these factors in satisfying spectators.

Customer value as the third loyalty driver consisted of five items all referring to aspects that contribute to significant customer value. The items included: “The team makes me feel valued as a spectator of their club; the rewards given by the team increase my game attendance and support; the match services are reasonably priced; the game offers me value for money; and the availability of promotion packages provides value”. Kwon, Trail and James (2007:540) found a mediating role of perceived or customer value between club identification and licensed products purchasing behaviour. In their study, club identification alone did not effectively drive purchasing behaviour, but perceived or customer value did. It was clear that customer value is a factor to be considered in the soccer context.

The fourth loyalty driver, *Identification with the team*, consisted of six items all referring to aspects that were significant to identification, such as: “I feel a close connection towards the team and its players; I enjoy discussing my team with everybody; I feel part and parcel of my team; I feel a strong sense of belonging to my team; My loyalty to the team is part of my lifestyle and self-identity and I feel a close connection towards the team and its players”. Wann and Branscombe (1993:1) found that highly identified spectators were more likely to invest more time and money into a club and report a higher level of club involvement (for example game attendance). This is clearly also the case for soccer spectators in South Africa.

Information about the team, as fifth loyalty driver, consisted of four items all referring to aspects that were significant to information such as: “I buy magazines and newspapers to read about my team; I follow the team on their website; I follow the team on social media (such as facebook and

twitter); my team has a website that is reliable and updated". Robinson, Trail, Dick and Gillentine (2005:52) also mentioned using websites to interact with spectators, providing a discussion section and information of contests in order to attract spectators' attention. Su (2007) stated that providing greater information and pictures through newspapers and magazines do interest different groups of spectators. He further indicated that through television broadcasting, people would have the opportunity to be involved in sports. Wann and Branscombe (1993:1) also pointed out that if spectators read many sport related newspapers and magazines and frequently discuss it with anyone, they would watch and participate more in sport competitions.

Trust as the sixth loyalty driver, consisted of six items all referring to aspects such, as: "I trust that my team will win the league this year. The coach is trustworthy .The support of sponsors improves my levels of trust in the team. My team always meets my expectations. I can count on my team to offer a good game. I rely on and trust the team". The Wu, Tsai, and Hung (2012:177) study found that one of the most important characteristics of a spectator' identification level towards a club was their trust in that club. The more trust a spectator had in the club, the stronger the spectator would identify with that club; thereby increasing support for the club (Wu, Tsai & Hung, 2012:117).

Service quality as the seventh loyalty driver, consisted of four items all referring to aspects that were significant to service quality such as: "The stadium is easily accessible through public transport. Attending the match games at the stadium is secure and safe. It is easy to buy tickets for the matches. The stadium inside and outside surroundings are neat and clean." In the context of sport spectating, spectators evaluate service quality based on several dimensions: such as club performance or game result (Shofield, 1983:196), amenities and additional services (Hansen & Gauthier, 1989:16), human resource management (staff, or volunteers) and service-delivery systems (Getz, 2005:179). These factors influence spectators whether to attend the games or not.

A factor analysis could not be computed for *customer retention* as the eighth loyalty driver due to a limited number of items (2 items), but the Cronbach Alpha shows high internal consistency (.875) and therefore these two items represent customer retention.

Loyalty as the ninth loyalty driver consisted of four items all referring to aspects that were significant to loyalty such as: "I am likely to attend future matches of my team. I feel emotionally attached to my team. I buy team merchandise as it gives me a sense of identity. I buy the clothes of my team". According to Buhler and Nufer (2006:3), the loyal sport spectator plays a major role in the marketing of sporting events and differs significantly from loyal customers of ordinary consumer goods. Sport consumers are much more loyal to their clubs than to their favourite consumer products; and they experience sporting events as events that break the routine of their everyday lives (Buhler & Nufer, 2006:3).

It is clear that loyalty drivers exist for soccer and that these can be utilised to improve loyalty to soccer. Although all loyalty drivers yielded a mean value of above 5 on a 7-point Likert scale, Service Quality and Customer Retention yielded the highest mean values of the various factors.

6.4.2 Factors influencing loyalty drivers

In this section, the objective was to use an ANOVA with Tukey's Honestly Significant Difference (HSD) post-hoc test to analyse the comparison of loyalty drivers by occupation and determining the effect sizes on the statistical as well as practical significant differences.

According to Maree and Pietersen (2008:229), an ANOVA (One-way Analysis of Variance) is a technique used when comparing more than two independent groups on a single quantitative measure with the aim of testing whether groups have different average scores.

An *F*-test is then used on the ANOVA test results to determine the overall regression formula significance. Rutherford (2001:1) states that ANOVAs are popular seeing as "it suits most effect conceptions by testing for differences between means. A post-hoc test, namely, Tukey's Honestly Significant Difference (HSD) test is furthermore used to determine the statistical significance of differences between factors. If $p \leq 0.05$, then a significance difference exists (Pallant, 2010:271). The practical significant differences are indicated by determining the Effect size of the difference. Sample size can also play a major role in determining significance. A smaller sample may show large differences as insignificant, while with larger samples even the smallest differences can be indicated as very significant. In order to overcome this, the effect sizes of the differences between groups need to be determined (Maree & Pietersen, 2008:210).

Effect sizes can either be determined by calculating the difference between two means or by calculating the relationship between variables. The effect size is indicated by *d*. An effect size of $d=0.2$ indicates a small effect, while $d=0.5$ indicates a medium effect and $d=0.8$ is a large effect (Maree & Pietersen, 2008:211). Thus an ANOVA with Tukey's Honestly Significant Difference (HSD) post-hoc test was conducted on the study data and thereafter the effect sizes were determined in order to determine the statistical as well as practical significant differences.

6.4.2.1 Comparison of loyalty drivers by occupation

Table 6.23: ANOVA for comparison of loyalty drivers by occupation

Loyalty drivers	Occupation	N	Mean & Standard Deviation	F- ratio	P-value
Commitment to Soccer	Professional	23	6.11 (.93)	3.043	.004
	Self employed	60	5.69 (.88)		
	Sales person	33	5.86 (.87)		
	Administrative	31	5.66 (.87)		
	Civil service	71	5.65 (.75)		
	Education	46	5.34 (.62)		
	Pensioner	44	5.37 (.72)		
	Unemployed	125	5.71 (.91)		
Customer satisfaction	Professional	23	5.50 (.75)	1.331	.234
	Self employed	59	5.33 (.87)		
	Sales person	33	5.58(.85)		
	Administrative	31	5.36 (.68)		
	Civil service	72	5.34 (.75)		
	Education	46	5.06 (.68)		
	Pensioner	43	5.31 (.69)		
	Unemployed	124	5.35 (.92)		
Customer Value	Professional	23	5.27 (.90)	.882	.521
	Self employed	60	5.30 (1.03)		
	Sales person	32	5.46 (1.06)		
	Administrative	31	5.31 (1.05)		
	Civil service	70	5.11 (.92)		
	Education	46	5.05 (.98)		
	Pensioner	44	5.22 (.76)		
	Unemployed	123	5.32 (.97)		
Identification with the team	Professional	23	5.93 (.95)	1.321	.239
	Self employed	59	5.62 (1.08)		
	Sales person	33	5.85 (.98)		
	Administrative	31	5.66 (1.14)		
	Civil service	71	5.59 (.89)		
	Education	46	5.47 (.72)		
	Pensioner	44	5.36 (.91)		
	Unemployed	123	5.68 (.95)		

Information about the team	Professional	22	5.35 (1.18)	2.038	.049
	Self employed	59	5.47 (1.17)		
	Sales person	33	5.48 (1.07)		
	Administrative	32	5.54 (1.27)		
	Civil service	70	5.51 (1.14)		
	Education	46	5.22 (.96)		
	Pensioner	44	4.80 (1.17)		
	Unemployed	124	5.36(1.16)		
Trust	Professional	23	5.55 (1.16)	.880	.522
	Self employed	60	5.31 (1.13)		
	Sales person	33	5.54 (1.04)		
	Administrative	32	5.17 (1.22)		
	Civil service	72	5.20(1.16)		
	Education	46	5.11 (.97)		
	Pensioner	44	5.13 (.81)		
	Unemployed	125	5.29 (1.06)		
Service quality	Professional	22	6.20 (.98)	3.238	.002
	Self employed	60	5.51 (1.23)		
	Sales person	33	5.6288 (1.02)		
	Administrative	31	5.77 (1.05)		
	Civil service	71	5.63 (1.05)		
	Education	46	5.28 (.99)		
	Pensioner	44	5.39 (.89)		
	Unemployed	124	5.88 (1.00)		
Customer Retention	Professional	21	6.19 (.97)	2.584	.013
	Self employed	60	5.73 (1.26)		
	Sales person	33	5.65 (1.01)		
	Administrative	30	5.75 (.96)		
	Civil service	70	5.77 (.93)		
	Education	45	5.26 (1.18)		
	Pensioner	44	5.34 (.69)		
	Unemployed	122	5.73 (1.08)		
Loyalty	Professional	23	6.36 (.86)	3.601	.001
	Self employed	60	5.82(1.04)		
	Sales person	33	5.66 (1.04)		
	Administrative	31	5.72 (1.04)		
	Civil service	72	5.69 (1.04)		

	Education	45	5.42 (.80)		
	Pensioner	44	5.21 (.89)		
	Unemployed	124	5.67 (1.00)		

Significant differences exist for occupation. Respondents in professional occupations ($\bar{x}=6.11$, $SD= \pm 0.93$) rated *commitment to soccer* higher than respondents in educational occupations ($\bar{x}= 5.34$, $SD= \pm 0.62$) and pensioners ($\bar{x}=5.37$, $SD= \pm 0.72$). Commitment in a sport context was also found to be important as indicated by (Funk, Ridinger & Moorman, 2004:35). Large effect sizes were found between professional and educational occupations (0.82; large effect) as well as between professional occupations and pensioners (0.80; large effect).

Respondents in administrative occupations ($\bar{x}= 5.53$, $SD= \pm 1.27$) rated *information about the team* higher than pensioners ($\bar{x}= 4.80$, $SD= \pm 1.17$) and those in education positions ($\bar{x}= 5.22$, $SD= \pm 0.96$). Information in a sport context was also found to be important as indicated by (Stavros, Pope & Winzar, 2008:135). Large effect sizes were found between administrative occupations and pensioners (0.47; large effect) as well as between administrative occupations and education (0.47; large effect).

Respondents in professional occupations ($\bar{x}= 6.20$, $SD= \pm 0.98$) rated *service quality* higher than respondents in educational occupations ($\bar{x}= 5.28$, $SD= \pm 0.99$) and pensioners ($\bar{x}=5.39$, $SD= \pm 0.89$). Service quality in a sport context was also found to be important as indicated by (Tsuji, Bennet & Zhang, 2007:199; Yoshida & James, 2010:338). Large effect sizes were found between professional occupations and educational occupations (0.93; large effect) as well as between professional occupations and pensioners (0.83; large effect). Respondents in professional occupations ($\bar{x}= 6.19$, $SD= \pm 0.97$) rated *customer retention* higher than respondents in educational occupations ($\bar{x}= 5.26$, $SD= \pm 1.18$) and pensioners ($\bar{x}=5.34$, $SD= \pm 0.69$). Customer retention in a sport context was also found to be important as indicated by (Abeza, O'Reilly & Reid, 2013:120). Large effect sizes were found between professional occupations and educational occupations (0.79; large effect) as well as between professional occupations and pensioners (0.88; large effect).

Respondents in professional occupations ($\bar{x}= 6.36$, $SD= \pm 0.86$) rated *loyalty* higher than pensioners ($\bar{x}= 5.21$, $SD= \pm 0.89$) and those in educational occupations ($\bar{x}=5.42$, $SD= \pm 0.80$). Large effect sizes were found between professional occupations and pensioners (1.30; large effect) as well as between professional occupations and educational occupations (1.10 large effect).

Thus it is clear that respondents in professional occupations have rated commitment, information, quality service, customer retention and loyalty on four occasions higher than those in educational occupations and pensioners. The effect sizes also show greater influence in this regard.

6.4.2.2 Comparison of loyalty drivers by gender

An independent-samples *t*-test was conducted by gender to compare the loyalty drivers for respondents. Table 6.24 shows the statistical differences ($p < 0.05$) between each loyalty driver towards gender. The practical significance thereof is explained by means of an effect size.

Table 6.24: *T*-test for comparison of loyalty drivers for male and female respondents

Loyalty drivers	Gender	Number	Mean	P-value	Effect size
Commitment to soccer	Male	361	5.68 (.82)	.853	0.02
	Female	165	5.66 (.83)		
Customer Satisfaction	Male	358	5.41 (.81)	.168	0.13
	Female	166	5.30 (.81)		
Customer Value	Male	359	5.25 (.99)	.604	0.05
	Female	163	5.21 (.92)		
Identification with the team	Male	359	5.63 (.96)	.966	0.00
	Female	165	5.63 (.95)		
Information about	Male	355	5.36 (1.18)	.939	0.01
	Female	167	5.36 (1.19)		
Trust	Male	360	5.23 (1.10)	.924	0.01
	Female	167	5.22 (1.02)		
Service Quality	Male	359	5.57 (1.06)	.068	0.17
	Female	165	5.76 (1.08)		
Customer Retention	Male	354	5.69 (1.06)	.797	0.02
	Female	163	5.66 (1.09)		
Loyalty	Male	359	5.73 (1.00)	.272	0.10
	Female	166	5.63 (1.00)		

From the analysis of Table 6.24, it is clear that gender does not influence respondents' towards loyalty drivers. In most cases however, males rated the importance of the loyalty factors slightly higher than females.

6.4.2.3 Comparison by selected demographic and spectator behaviour variables

To describe the strength and direction of the linear relationship between the 9 loyalty drivers identified, Spearman rank order correlations were used (Pallant, 2010:103). Peck *et al.* (2001:161) mention that a perfect positive correlation is indicated by a value of 1.0 and a perfect negative correlation is indicated by a value of -1.0. If a negative correlation exists, it indicates that as one variable increases, the other decreases. In the case of this study one becomes more important and the other less important. Contrary to this, a positive correlation indicates that when a variable increases, the other also increases. In this case both the loyalty drivers and other correlated variables increase. The correlations were interpreted according to the guidelines of Cohen (1988), as cited by Ellis and Steyn (2003:52), who suggest that: small rho = 0.10-0.29, medium rho = 0.30-0.49 and large rho = 0.50-1.0.

Significant to this study, correlations were drawn between demographic factors (age, education and income) and the loyalty drivers as well as spectator behaviour variables and loyalty drivers.

From Table 6.25, it is clear that only one significant correlation ($p < 0.05$) occurred between age and the loyalty drivers. The older the respondents were, the more important they considered customer value ($\rho = 0.088$; small correlation) as an important loyalty driver. With regard to education levels, six significant correlations ($p < 0.05$) occurred. The more educated the respondents were, the more important they considered customer satisfaction ($\rho = 0.092$; small correlation), identification with the team ($\rho = 0.114$; small correlation); information about the team ($\rho = 0.115$; small correlation), trust ($\rho = 0.093$; small correlation); customer retention ($\rho = 0.096$; small correlation) and loyalty ($\rho = 0.129$; small correlation) as important loyalty drivers.

Furthermore, seven significant differences ($p < 0.05$) were found between income and selected loyalty drivers. As the income of respondents increase so did their level of commitment to soccer ($\rho = 0.190$; small correlations); their level of customer satisfaction ($\rho = 0.164$; small correlation); identification with the team ($\rho = 0.149$; small correlation); importance of information about the team ($\rho = 0.190$; small correlation); trust ($\rho = 0.122$; small correlation); customer retention ($\rho = 0.109$; small correlation); and loyalty ($\rho = 0.223$; small correlation) increase.

In relation to the length of being a soccer spectator, nine significant differences ($p < 0.05$) were found on the loyalty drivers. As respondents were exposed to soccer longer, so did their level of commitment ($\rho = 0.302$; small correlation), satisfaction ($\rho = 0.240$; small correlation), customer value ($\rho = 0.146$; small correlation), identification ($\rho = 0.200$; small correlation), information about the team ($\rho = 0.127$; small correlation), trust ($\rho = 0.110$; small correlation), service quality

(rho=0.124; small correlation), customer retention (rho=0.176; small correlation) and loyalty (rho=0.244; small correlation) increase.

With regard to the number of games attended, seven significant differences ($p < 0.05$) were found between the selected loyalty drivers. As respondents attended more games their levels of commitment to soccer increased (rho=0.209; small correlation) as well as their customer satisfaction (rho=0.178; small correlation), customer value (rho=0.204; small correlation), identification with the team (rho=0.127; small correlation), information about the team (rho=0.115; small correlation), trust (rho=0.136; small correlation) and loyalty (rho=0.116; small correlation).

Table 6.25: Spearman rank order correlations between selected variables and loyalty drivers

VARIABLE		COMMITMENT TO SOCCER	CUSTOMER SATISFACTION	CUSTOMER VALUE	IDENTIFICATION WITH THE TEAM	INFORMATON ABOUT THE TEAM	TRUST	SERVICE QUALITY	CUSTOMER RETENTION	LOYALTY
Age	Correlation Coefficient	.060	.058	.088*	.058	-.068	.019	.069	.041	.022
	Sig. (2-tailed)	.172	.190	.046	.190	.122	.666	.116	.356	.617
Education	Correlation Coefficient	.079	.092*	.021	.114*	.115*	.093*	.044	.096*	.129**
	Sig. (2-tailed)	.091	.047	.660	.014	.013	.045	.345	.041	.006
Income	Correlation Coefficient	.190**	.164**	.062	.149**	.190**	.122*	.087	.109*	.223**
	Sig. (2-tailed)	.000	.001	.205	.002	.000	.012	.073	.026	.000
Length of being a soccer spectator	Correlation Coefficient	.302**	.240**	.146**	.200**	.127**	.110*	.124**	.176**	.244**
	Sig. (2-tailed)	.000	.000	.001	.000	.004	.011	.004	.000	.000
Games attended	Correlation Coefficient	.209**	.178**	.204**	.127**	.115**	.136**	.067	.028	.116**
	Sig. (2-tailed)	.000	.000	.000	.004	.009	.002	.125	.532	.008
Merchandise	Correlation Coefficient	.353**	.344**	.271**	.334**	.305**	.220**	.150**	.276**	.420**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.001	.000	.000

* small $r_s = .10-.29$; ** medium $r_s = .30-.49$; *** large $r_s = .50-1.0$.

Nine significant differences ($p < 0.05$) were found between spending patterns on merchandise and the selected loyalty drivers. Respondents who bought more soccer merchandise showed a tendency towards higher levels of commitment to soccer ($\rho = 0.353$; small correlation), customer satisfaction ($\rho = 0.344$; small correlation), customer value ($\rho = 0.271$; small correlation), identification with the team ($\rho = 0.334$; small correlation), information about the team ($\rho = 0.305$; small correlation), trust ($\rho = 0.220$; small correlation), service quality ($\rho = 0.150$; small correlation), customer retention ($\rho = 0.276$; small correlation) and loyalty ($\rho = 0.420$; small correlation).

Thus it is clear that age played a critical role for the respondents. The older the respondents were, the more they valued and supported the team. In addition, the more educated they were, the more they were satisfied and identified with the team. These respondents also believed and trusted the team and demonstrated a high level of loyalty. Furthermore, these respondents indicated commitment to soccer as a result of income. With income, respondents were able to attend matches, spend a lengthy time with the team as well as spend valuable money in purchasing merchandise.

6.4.3 Modelling soccer spectator loyalty

According to Hancock and Mueller (2010:371), structural equation modelling (SEM) is a theory driven data analytical approach which assesses specific hypotheses in order to reveal casual relations among measured as well as latent variables. It thus assesses the fit between observed data and the hypothesised model. SEM can furthermore represent these hypotheses in a diagram that makes it easier to understand the relationships between variables. According to Hair, Black, Babin and Anderson (2010:653-678), SEM consists of the following six stages which were followed in this study.

Step 1: Defining individual constructs

After the in-depth literature review (see chapters 2 and 3) the possible individual constructs were included in the questionnaire which was given to two academic experts in the field of Tourism Management of study to review since they have extensive experience in this field of study. The focus was on the identification of loyalty constructs that would be applicable to the South African Soccer environment. A theoretical model was developed stemming from the information obtained in chapters 2 and 3 (See Figure 6.28). This theoretical model identified the various loyalty drivers and the possible correlations hereof with loyalty.

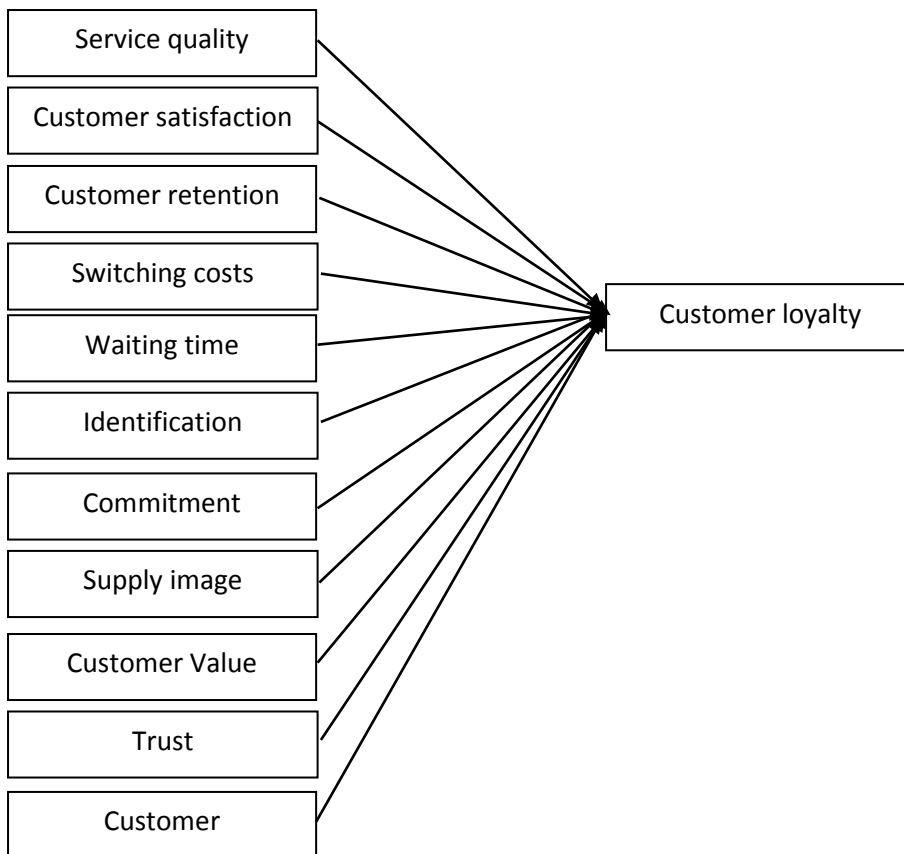


Figure 6.28: Initial theoretical model

However, after evaluation by academic experts on the relevance of all these items as well as the length of the questionnaire, eight items were retained to be relevant to the soccer environment and the creation of loyalty amongst visitors and community members. Switching costs, waiting time and supply image were viewed by experts as less important in the soccer context and thus not included in the questionnaire. This led to the adaptation of the theoretical model as is evident in Figure 6.29. Each loyalty driver consists of specific items as identified in the literature review.

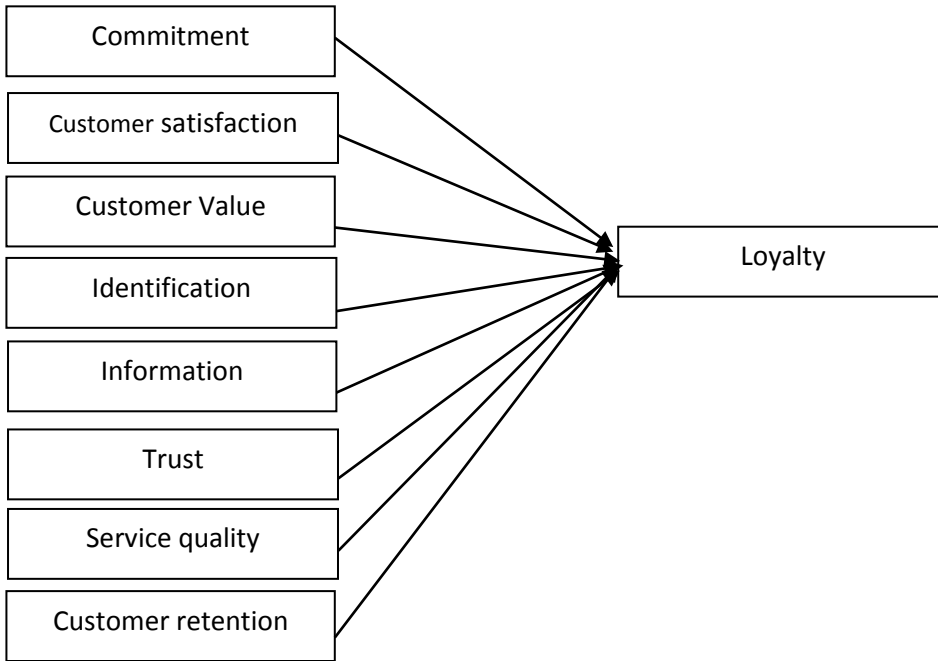


Figure 6.29: Adapted theoretical model

Exploratory Factor Analyses (EFAs) were done on the combined spectator and community data (see Table 6.26 for the comparison of community and spectator factor structures) in order to identify latent constructs. The p-value for comparison of models ($p=1.00$) indicates no difference between factor structures, thus allowing for the aggregation of the data. It was not the aim to compare the residents and spectators but to gain insight into overall spectator loyalty.

Table 6.26: Goodness-of-fit indices

Model	CMIN/DF	CFI	RMSEA	LO 90	HI 90	P
Default model	3.308	0.880	0.045	0.044	0.046	1.000

Commitment to soccer was measured with ten items, Satisfaction with eight items, Value with five items, Identification with six items, Information with four items, Trust with six items, Service quality with four items and Customer Retention with two items. Thus eight loyalty drivers and one loyalty factor with reliable Cronbach Alpha values were obtained. Thereafter a Confirmatory Factor Analysis (CFA) was done by placing the data in the model and the model was confirmed.

Step 2: Designing a study to produce empirical results

During step 2 of the SEM, four issues such the type of data analysed, sample size, model estimation as well as the computer software (AMOS v 21.0.0) used in the current study influencing the outcome of the SEM are elucidated.

- Sample size

Hair *et al.* (2010:742) proposed the following guidelines for the influence of sample size when using SEM:

- SEM models containing five or fewer constructs, each with more than three items (observed variables) and with high item communalities (6 or higher) can be adequately estimated with sample sizes as small as 100-150.
- If any communality is modest (0.45-0.55) or the model contains constructs with fewer than three items, then the required sample size is more in the order of 200.
- When the number of factors is larger than six, some of which use fewer than three measure items as indicators, and multiple low communalities are present, sample size requirements may exceed 500.

In the current study, the conceptual model contains nine components where seven constructs were measured by more than three items and only one was measured by two items, namely Retention. A total of 49 variables were used in a sample of 1154. The method used for examining the relationships between latent variables was inspection of the standardised coefficients for the regression paths (Tabachnick & Fidell, 2007:673).

Step 3: Developing the model

Figure 6.30 indicates the SEM with the latent variables and connection hypothesis lines which will measure the relationships between these constructs. The hypotheses that will be tested in this model are listed in Table 6.27.

Table 6.27: Hypothesis for the model

H1	There is a direct relationship between commitment and loyalty
H2	There is a direct relationship between satisfaction and loyalty
H3	There is a direct relationship between quality and loyalty
H4	There is a direct relationship between value and loyalty
H5	There is a direct relationship between identification and loyalty
H6	There is a direct relationship between trust and loyalty
H7	There is a direct relationship between information and loyalty
H8	There is a direct relationship between retention and loyalty

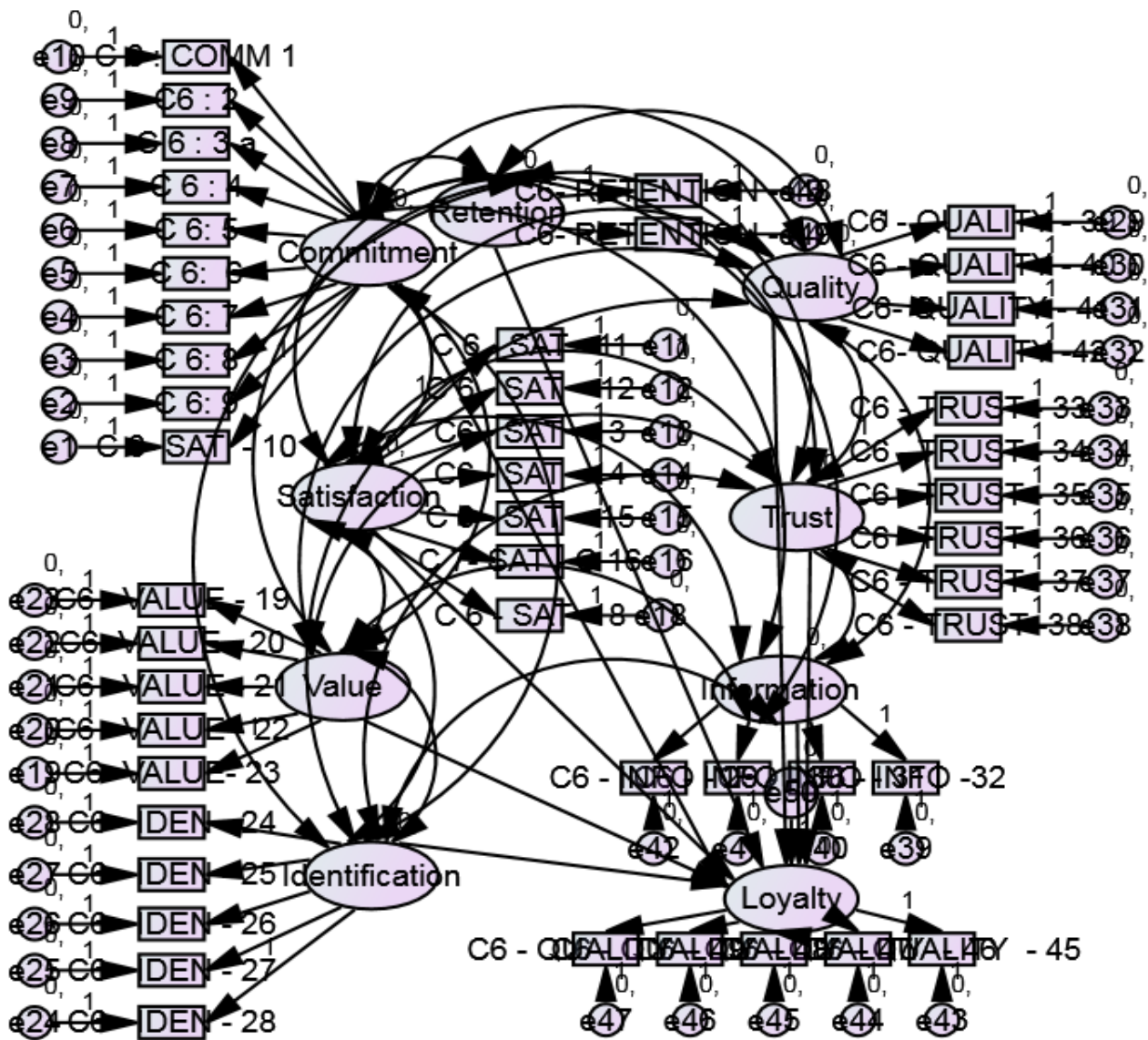


Figure 6.30: Framework for predicting loyalty levels towards soccer

Various estimation techniques have been used to determine to what extent the covariance matrix implied by the model conforms to the observed in the SEM. Maximum Likelihood (ML) estimation was used to estimate the models. Olsson, Foss, Troye and Howell, (2000:557) state that ML is seen as much more robust in comparison to other estimation models, like weighted least squares and generalised least squares. The method used for examining the relationships between the identified latent variables was inspection of the standardised coefficients for the regression paths. The ML estimates for this SEM are indicated in Table 6.28.

Table 6.28: Maximum likelihood estimates – regression weights of structural part of the model

				Standardised regression weights	Estimate	P-label
H1	Loyalty	<---	Commitment	0.128	0.142	<0.003
H2	Loyalty	<---	Satisfaction	0.033	0.039	0.478
H3	Loyalty	<---	Quality	0.038	0.040	0.268
H4	Loyalty	<---	Value	0.076	0.081	0.096
H5	Loyalty	<---	Identification	0.277	0.273	<0.000
H6	Loyalty	<---	Trust	-0.045	-0.041	0.193
H7	Loyalty	<---	Information	0.101	0.106	<0.000
H8	Loyalty	<---	Retention	0.412	0.375	<0.000

It becomes clear from Table 6.28 that four paths were statistically significant and four were not. Not all items had significant regression weights on latent variables. The statistically significant hypotheses will be elucidated in the following section.

Step 4: Assessing Measurement Model Validity

In order to estimate if the model will be valid, one has to analyse various goodness-of-fit indices that show various measures of it. Table 6.29, the model-data-fit for the combined data of the spectators and communities, reveals a good fit seeing as the absolute fit measure, CMIN/DF (minimum value of discrepancy divided by value of freedom), obtained a value of 4.793 (which is between the suggested values of 2 and 5), the relative fit measure, CFI (Component Fit Index), obtained a value of 0.882 (the closer to 1, the better) and lastly, the fit measures based on non-central chi-square distribution, RMSEA (Root Mean Square of Approximation), obtained a value of 0.057 (below 0.08 is good). The lower and higher limit of a 90% confidence interval on the population value of the RMSEA were 0.056 and 0.059 respectively (Hooper, Coughlan & Mullen, 2008:54-55). These results reveal a good fit of the data to the model.

Table 6.29: Goodness-of-fit indices

Model	CMIN/DF	CFI	RMSEA	RMSEA LO 90	RMSEA HI 90
Default model	4.793	0.882	0.057	0.056	0.059

Step 5: Testing Structural Model hypotheses

At this point it is important to assess the hypotheses and those supported by the model and those that are not.

Hypotheses supported

The following includes all the hypotheses which are supported through SEM (Table 6.28).

H1 was confirmed as significant, seeing that it falls well within the 5% significance level, thus confirming the hypothesis which states that there is a direct relationship between commitment and loyalty. This is furthermore supported by the standardised path coefficient of 0.128 ($p < 0.003$). The results confirm that of the literature review as well as the qualitative interviews. Respondents perceived that loyalty to soccer or their club is influenced by commitment and can thus be seen as a critical loyalty driver in soccer. This was also supported by Choi *et al.* (2009:268) who found that developing a profile of sport spectator involvement provides an opportunity for a sport organisation to identify spectators' interest and commitment.

H5 was confirmed as significant seeing, that it falls well within the 5% significance level, thus confirming the hypothesis which states that there is a direct relationship between identification and loyalty. This is furthermore supported by the standardised path coefficient of 0.277 ($p < 0.001$). Respondents perceived that loyalty to soccer or their club is influenced by identification. This relates to aspects such as purchasing and wearing of the club's merchandise. This was also supported by Meir (2009:19) who found that sport evokes personal attachment with consumers identifying themselves personally with the sport. It is thus not different in the case of soccer but one will have to be aware of affordability.

H7 was confirmed as significant, seeing that it falls well within the 5% significance level thus confirming the hypothesis, which states that there is a direct relationship between information and loyalty. This is furthermore supported by the standardised path coefficient of 0.101 ($p < 0.001$). Respondents perceived that loyalty to soccer or their club is influenced by information. In the interviews, it was evident that there is communication with spectators but that lack of funding is influencing the flow and frequency of information. This was also supported by Robinson, Trail, Dick and Gillentine (2005:52) who found that using websites to interact with spectators, providing a discussion section and information of contests is critical in order to attract spectators' attention. Providing adequate information and pictures through newspapers and magazines to interest different groups of spectators, as mentioned by Su (2007), is thus important.

H8 was confirmed as significant, seeing that it falls well within the 5% significance level, thus confirming the hypothesis, which states that there is a direct relationship between retention and loyalty. This is furthermore supported by the standardised path coefficient of .412 ($p < 0.00$).

Respondents perceived that loyalty to soccer or their club is influenced by retention. Given the competitive environment and all the influencing factors, this is difficult to achieve and strategies should be in place to address this issue. This was also supported by Bee and Kahle (2006:102), who found that for sport organisations to be successful in their endeavours, they should view spectators as lifetime partners and try to understand their changing wants, desires, and values. Exposure to soccer at a very young age can contribute to establishing a long term relationships with the spectators.

Hypotheses not supported

It was found, according to Table 6.27, that the following four paths were not statistically significant and they were rejected:

H2: has been found as not statistically significant ($p=0.478$), thus indicating that there is no relationship between satisfaction and loyalty. Respondents perceived that loyalty to a club is not influenced by satisfaction. This refers to aspects such as previous success of the team, satisfaction with the team and recommendations of the team. Thus it can be deduced that even if the team is not performing well, the spectators will still support their team. This is a good finding, but in contrast with the finding of Heskett *et al.* (2008:121) and Lin and Wang (2006:273), who indicated that satisfaction is a driver of loyalty. Novel to this research is the interpretation that satisfaction as a loyalty driver differs between a retail and sport environment. Non-satisfaction with the team does not mean spectators are not loyal anymore.

H3 has been found as not statistically significant ($p=0.268$), thus indicating that there is no relationship between quality and loyalty. A reason for a lack of relationship between these two factors can be attributed to elements of the sport product or service (for example the facility or stadium environment, the supporting services). Thus it can be deduced that even if the stadium environment is not of high quality it will not influence the loyalty levels of spectators. Again, there is a difference between the retail industry and the sporting environment. Clearly the focus is on the team and not the facilities. This is in contrast to the findings of Lai (2014:22), who found that many sport spectating event providers are facing dissatisfaction, and sometimes resistance, from their consumers as a result of increasing prices and rising expectations regarding sport spectating event quality. As for other service industries, enhancing the profitability of the event relies on providing high-quality products or services to consumers so as to improve consumer satisfaction and loyalty (Dagger *et al.*, 2007:123).

H4: has been found as not statistically significant ($p=0.096$), thus indicating that there is no relationship between value and loyalty. This is critical as aspects such as rewards for the

spectators, value for money, availability of promotions and feeling like a valued spectator come into play. A reason for a lack of relationship between these two factors can be attributed to clubs not involving spectators in the management of the team and that they do not have access to the above mentioned attributes. Value is thus not seen by these respondents as a loyalty driver for soccer. This is supported by Bhattacharya and Singh (2008:65) who mentioned that managing the organisation from the perspective of customer value would increase the likelihood of success.

H6: has been found as not statistically significant ($p=0.193$), thus indicating that there is no relationship between trust and loyalty. A reason for a lack of relationship between these two factors may be attributed to a team's poor performance or the poor efforts of the team to build trust with the spectators. Wu, Tsai and Hung, (2012:179-180) indicated that sport organisations should focus on increasing spectators' club identification by devoting greater effort on building trust towards the club. For example, they can issue guidelines for off-field behaviour for players, increase opportunities for interaction between spectators and the club, fulfil every promise made by the club, provide timely and accurate information to spectators, and attend or represent activities launched by non-profit organisations (Palmatier, Dant, Grewal & Evans, 2006:137-139).

When taking all the loyalty drivers at once into consideration, it was clear that the following can be considered significant in a soccer situation:

- a) Commitment
- b) Identification with the team
- c) Information provision
- d) Retention.

6.4.4 Conclusions

The aim of this chapter was to analyse the data and identify the aspects relevant to construct a model for spectator loyalty for soccer clubs in South Africa. This was achieved through various analyses. The data presented gave an indication of the demographic profile of spectators' and communities' views in attending soccer games as well as the possible effects that these demographics had on spectatorship. Furthermore in this chapter, it was evident that both respondents from Royal Bafokeng and Soweto acknowledged that soccer has an impact on communities. This was evident that both communities agreed that soccer improved their quality of life. Further evidence was indicated that soccer does benefit them in the creation of job opportunities, entertainment of people, reduction of crime and has a positive effect on residents in general. The impact of soccer brought about improvement of the residents' economy, turnover on local business and increased tourism.

The factor analyses identified eight aspects to be considered as loyalty drivers, with all of them yielding only one factor which supported the literature as well as the validity of the questionnaire. These aspects were commitment, customer satisfaction, customer value, identification, information, trust, service quality and retention. Loyalty in itself also revealed a high Cronbach Alpha value. Significant to this study, it was found that loyalty drivers existed for soccer and that these can be utilised to improve loyalty to soccer. Although all loyalty drivers yielded a mean value of above 5 on a 7-point Likert scale, Service Quality and Customer Retention yielded the highest mean values of the various factors.

ANOVA with Tukey's Honestly Significant Difference (HSD) post-hoc test was conducted on the study data and thereafter the effect sizes were determined in order to determine the statistical as well as practical significant differences. From the findings, significant differences existed for occupation. Significant to the study was that respondents in professional occupations rated commitment, information, quality service, customer retention and loyalty on four occasions higher than those in educational occupations and pensioners. The effect sizes also showed greater influence in this regard.

Further analysis was conducted by gender to compare the loyalty drivers for respondents using an independent-samples *t*-test. From the analysis it was clear that gender did not influence respondents' towards loyalty drivers. In addition, Spearman rank order correlations were used to compare selected demographic and spectator behaviour variables to describe the strength and direction of the linear relationship between the nine loyalty drivers identified. It was clear that only one significant correlation occurred between age and the loyalty drivers. The older the respondents were, the more important they considered customer value as an important loyalty driver. With regard to education levels, six significant correlations occurred. The more educated the respondents were, the more important they considered customer satisfaction; identification with the team; information about the team; trust; customer retention and loyalty as important loyalty drivers.

Furthermore, seven significant differences were found between income and selected loyalty drivers. As the income of respondents increased, so did their level of commitment to soccer; their level of customer satisfaction; identification with the team; importance of information about the team; trust; customer retention; and loyalty increase. In relation to the length of being a soccer spectator, nine significant differences were found on the loyalty drivers. As respondents were exposed longer to soccer, so did their level of commitment, satisfaction, customer value, identification, information about the team, trust, service quality, customer retention and loyalty increase.

With regard to the number of games attended, seven significant differences were found between the selected loyalty drivers. As respondents attended more games, their levels of commitment to soccer increased as well as their customer satisfaction, customer value, and identification with the team, information about the team, trust and loyalty. Nine significant differences were found between spending patterns on merchandise and the selected loyalty drivers. Respondents who bought more soccer merchandise showed a tendency towards higher levels of commitment to soccer, customer satisfaction, customer value, identification with the team, information about the team, trust, service quality, customer retention and loyalty. It was clear that age played a critical role for the respondents. The older the respondents were, the more they valued and supported the team. In addition, the more educated they were, the more they were satisfied and identified with the team. These respondents also believed and trusted the team and demonstrated a high level of loyalty. Furthermore, these respondents indicated commitment to soccer as a result of income. With income, respondents were able to attend matches, spend a lengthy time with the team as well as spend valuable money in purchasing merchandise.

A conceptual model was devised in order to test the relationship between loyalty and the eight drivers identified in the literature and, subsequently, the factor analysis. Structural equation modelling identified a proposed model, which was tested, and acceptable support was found for the hypothesised model. All hypotheses were supported, except **H2**, **H3**, **H4** and **H6**, which were not supported, which indicated that no significant relationship existed between loyalty and satisfaction, service quality, value and trust. The following chapter presents the conclusions drawn from the study and the resulting recommendations.

CHAPTER

7

CONCLUSIONS AND RECOMMENDATIONS

“Determination gives you the resolve to keep going in spite of the roadblocks that lay before you” – Denis Waitley

7.1 INTRODUCTION

The purpose of Chapter seven is to discuss the results of this study in relation to the aims and objectives of this thesis. This will inform the formulation of conclusions and recommendations.

The main goal of this study was to develop a spectator loyalty model for soccer clubs in South Africa. In order to achieve this goal, various objectives were set in Chapter one and achieved in the chapters thereafter.

The first objective was to contextualise loyalty as a marketing construct by means of an in-depth literature review. The nature and aspects of marketing were discussed in order to understand the value and importance of customers' needs in building relationships with the organisation. From the consumers point of view the aspects of marketing were also identified as important factors in building customer relationships. The term “loyalty” and the drivers of loyalty were also examined. This was thoroughly analysed in the literature review with reference to chapter two.

The second objective was to analyse the relevance and application of loyalty to sport with specific reference to spectators. This was done with a focus on giving an account of the importance of the sport industry. This assisted in understanding and defining sport marketing and how this impacts on and relates to spectators. Furthermore, the loyalty drivers were examined to demonstrate the practical relationship between loyalty, spectators and the motives to attend games. This information is captured in the second part of the literature review with reference to chapter three.

The third objective was to analyse the key elements of loyalty, enabling the development of a loyalty model for selected stakeholders by means of empirical analyses. This analysis focused on the interpretation of the results, both from community and spectator surveys. This was done as part of the development of a model of spectator loyalty for soccer clubs in South Africa, achieved in Chapters five and six.

The fourth and final objective was to draw conclusions, complete the critical review and make recommendations pertaining to the literature review, the results of the study as well as to draw comparisons between literature and the empirical findings. The novel model and its significance are included in this discussion.

The purpose of this chapter was to achieve the final objective of the study. This was done by making conclusions in relation to the objectives, making recommendations for the study and future studies. Finally, attention is given to the limitations of the study.

7.2 RESEARCH CONCLUSIONS

- Conclusions can be drawn on the following broad areas with regard to the research done in this thesis:
 - Conclusions with regard to the contextualisation of loyalty as a marketing construct (objective one);
 - Conclusions with regard to the critical analysis of the application of loyalty to sport with specific reference to spectators (objective two);
 - Conclusions with regard to the critical analysis of the key elements of loyalty. Included in this discussion is the model developed towards spectator loyalty for soccer clubs in South Africa (objective three).

7.2.1 Conclusions with regard to the contextualisation of loyalty as marketing construct

Based on the literature review the following conclusions can be made:

- According to the literature, many people thought that marketing is advertising or selling, but it has been realised that marketing is much more complex. The focus of marketing is the customer, with the goal to facilitate a mutually satisfying exchange between parties and building good customer relationships (c.f.2.2).
- Marketing as a subject and science has developed significantly since 1935, where the focus was on performance. However, more recently what became more evident is the importance of the consumer and creating sustainable relationships with customers as focus of marketing activities. This has implications for loyalty and how to manage these relationships (c.f.2.3).

- A high level of competition is fuelling the importance and relevance of marketing. It is part of consumers' lives and influences economic growth and development with technology playing a huge role in the way organisations and businesses communicate with consumers (c.f. 2.4).
- Defining loyalty has not been easy for researchers, as the construct has different meanings and implications not only in marketing but also in academia and the business environment (c.f.2.6).
- From the various definitions of loyalty, it is clear that loyalty has been defined from an attitudinal point of view, from a behavioural point of view and from the combination of the two viewpoints (c.f.2.6.1).
- It was also noted that loyalty as a construct follows three dimensional approaches, including one-dimension, two- dimensions and three- dimensions (c.f.2.6.2):

One-dimensional: loyalty is said to be achieved when customers continuously purchase the products. Some researchers do not regard frequency as a sufficient indicator of loyalty because the buyer could be trapped by inertia or switching costs. Kussik suggested that behavioural loyal consumers can be divided into three sub-segments; forced to be loyal, loyal due to inertia and functionally loyal. Consumers are forced to be loyal when they are made to buy a certain product or brand even if they do not want to. Consumers do not switch products because of comfort or relatively low importance of the particular service. Consumers are based on objective reason to be loyal (c.f.2.6.2.1).

Two-dimensional: According to this view, loyalty is a relationship between attitude and behaviour (c.f.2.6.2.2).

Three-dimensional: Loyalty is the combination of cognitive, conative and behavioural responses. It is therefore the combination of consumer's thoughts and feelings about a brand that are then expressed as an action. Understanding loyalty dimensions is critical because consumers are unique stakeholders in the growth of the business (c.f.2.6.2.3).

- A number of loyalty models were identified and elucidated in order to give the perspective in terms of understanding customer loyalty (c.f.2.6.3).

Day introduced the two dimensional construct of loyalty in 1969, He stated that loyalty should be evaluated with both behavioural and attitudinal criteria. From his model, loyalty is based on rational decisions made by consumers after an evaluation of the benefits of

competing brands. Day referred the consumers' decision as a commitment to the brand (c.f.2.6.3.1).

Backman and Crompton further conceptualised their model in 1991 as having two dimensions, namely psychological attachment and behavioural consistency. Their model suggested a four cell paradigm into which programme users can be categorised according to:

High loyalty: describes participants who exhibit strong psychological attachment and high intensity of participation.

Spurious loyalty: refers to participants who exhibit high intensity of participation but whose psychological attachment is weak. For example, individuals may consistently play tennis because of peer group influences, but they may not be very strongly committed to it.

Latent loyalty: describes those who have a strong psychological attachment to the activity, but exhibit low intensity of use. Such individuals may lack the resources necessary to increase their intensity of use.

Low loyalty refers to those individuals exhibiting weak psychological attachment and low intensity of use and cannot be considered as loyal.

Backman and Crompton mentioned that the distinction between these loyalty levels is important to leisure service administrators. Although Backman and Crompton operationalised their loyalty model within the sporting environment, it was not specific in the group sport context (c.f.2.6.3.2).

Another loyalty model was developed by *Dick and Basu* in 1994. This model combined both attitudinal and behavioural measures. Their view suggested that loyalty is the result of the interaction between a customer's relative attitudes to a brand. They identified four types of loyalty.

- No loyalty: In a sports context, having a low relative attitude and low attendance behaviour depicts an absence of loyalty. Spectators' attendance at games may be incidental; they may be accompanying other more loyal spectators for social reasons, perhaps corporate guests with no affinity for a sporting team or they simply may be responding to an invitation to attend.
- Spurious loyalty: This describes the state of inertia with low involvement goods where repeat buying takes place due to situational or social influences. In the sport setting, geographical separation or a consistently winning team may be the cause of a spuriously loyal spectator. With a consistently winning club, the spuriously loyal consumer may only

continue their association with the club while they are winning, and reduce their attendance when the club starts to lose.

- Latent loyalty: describes those consumers with high relative attitude and low repeat patronage, and can be a cause of concern for marketers. In the sport context, latently loyal spectators may not be able to afford to purchase tickets to a game, or may be locked out of attending due to stadium capacity constraints.
- Loyalty: loyal customers are more resistant to persuasion from other brands, less likely to search for more information, and more likely to provide positive word-of-mouth communication about the brand.

The Dick and Basu model (1994) was developed for a business environment, even though the model related some of the issues in the context of the sporting environment (c.f.2.6.3.3).

Oliver, developed another model in 1999. Oliver suggests that repeat purchasing behaviour (action) is based on favourable performance (cognition), favourable attitude (affect), and favourable intention (conation) in a cognitive-to-action loyalty sequential framework. In this case a person becomes loyal at each attitudinal stage associating with different phases of the attitude development process. Oliver mentioned that a person initially becomes loyal in a cognitive manner which leads to emotional, conative and action loyalty sequentially. According to the loyalty framework of Oliver, the deepest loyalty level that one can achieve is action loyalty. Oliver's model is appropriate to the business environment, referring to people as customers in the business sense and not in the sporting sense (c.f.2.6.3.4).

- The research emphasised that involving customer loyalty in service organisations has drawn the attention of various researchers concerned with finding the determinants of customer loyalty and their implications in service industries. Because marketing is changing every day, it is important to understand customer needs so that companies can in return become more successful. The drivers of customer loyalty are therefore critical in the overall business (c.f.2.6.4) and are summarised below.
- *Customer satisfaction* is regarded as one of the significant determinants of customer loyalty. Engels supported this view that most companies have acknowledged that happy customers are more likely to be repeat customers than unhappy ones. In terms of sport, it was found that creating an exciting game atmosphere satisfies attendees, and positively influences spectators returning for future events (c.f.2.6.4.1).

- It was also highlighted in the literature that *customer retention* is also important for organisations. In the retention of customers, it is important for an organisation to know who to serve as their customers. It was also revealed that acquiring new customers can cost up to five times more than satisfying and retaining existing customers. Based on these findings, many of the most successful retailers have shifted their focus towards customer relationship marketing strategies which largely embrace the use of loyalty schemes. The goal of such programmes is to establish higher level of customer retention in profitable segments by providing increased satisfaction and value to certain customers (c.f.2.6.4.2).
- *Service quality* is also regarded as a critical success factor for organisations and has also been associated with customer loyalty. Consumers will make their choice when service quality from the company is not satisfactory. Thereby it is important for companies to ensure that they provide good service quality in an effort to retain customers (c.f.2.6.4.3).
- *Supplier image* is also regarded as an important antecedent of loyalty. One of the most important aspects why organisations go into sponsorship deals is either to build the organisations image or to maintain a high level image. Supplier image therefore serves as an important factor influencing customer loyalty, and a favourable image can stimulate repeat patronage (c.f.2.6.4.4).
- It was also pointed out that *customer value* is an important determinant of customer loyalty. Designing and delivering superior customer value is mentioned to be key to a successful business strategy. It was mentioned that value reigns supreme in today's marketplace and market space, therefore customers will not pay more than what a good or service is worth. As a result customers are increasingly searching for the demanding value in products and services (c.f.2.6.4.8).
- *Trust* was also regarded as a crucial factor that leads to customer loyalty. Trust has to be considered as the corner stone of any relationship, and as one of the most desirable qualities in the relationship between a company and its customers and in the relationship between a brand and its consumers. Therefore building trust with the customers is important because it takes time to build trust (c.f.2.6.4.9).
- The development of *good relationships* with customers also plays a key role in generating customer loyalty. The building of a long-term relationship between the business and the customer depends on the principles of trust, commitment, shared objectives and mutual benefit.

By maintaining current customers, it is suggested that costs are reduced by saving money that would otherwise have been spent on advertising, personal selling, the setting up of new accounts, explaining procedures to new customers and reducing costs of inefficiencies in the customer learning process (c.f.2.6.4.10).

- *Switching costs* have also been identified to stimulate customer loyalty. Customers sometimes switch service providers not because they are unsatisfied, but because a competitor offers a lower price or more value-added service. Managing customer perceptions of switching costs to foster retention represents a powerful tactical element in customer loyalty programmes (c.f.2.6.4.11.).
- Proper management of customer *waiting time* is also of significant interest to most companies. Most customers do not want to wait for a long time in queues and this discourages them. Therefore waiting time is considered as having a negative influence on consumer service perception (c.f.2.6.4.12).
- *Identification* is also regarded as an important driver of customer loyalty. From a marketing perspective, consumers identify and associate themselves with brands that reflect and reinforce their self-identities, self-image and self-esteem. It is therefore important that companies create good relationships in order for consumers to identify themselves with the business (c.f.2.6.4.13).
- *Commitment* has also been considered as one of the key factors affecting customer loyalty. In the business setting, commitment of customers is important in maintaining and strengthening a business relationship. It was stated that customer loyalty is positively influenced by commitment, therefore creating and maintaining customer relationships will assist in strengthening the business (c.f.2.6.4.14).
- Companies have also become competitive in the sense that they engage in various forms of activities such as loyalty programmes to build relationships. These loyalty programs are aimed at rewarding a customer who comes back and purchases the product or service again from the company (c.f.2.6.5).
- By increasing customer loyalty, companies use customer relationship management strategies (CRM) to develop loyalty programmes, which are designed to give a variety of benefits to customers'. Despite the use of loyalty programmes by companies, some researchers question the value of loyalty programmes and state that loyalty programmes do not necessarily foster

loyalty and are not cost effective. Others believe that loyalty programmes have a positive impact on consumers' patronage decisions. With these various views loyalty programmes are still being effectively implemented by companies (c.f.2.6.5.2).

- Research has demonstrated the importance of customer loyalty towards companies and that more emphasis should be placed on building and satisfying customer relationships. In order to ensure customer loyalty, it was thus found that the drivers of customer loyalty are important determinants of a successful business investment. Understanding these loyalty drivers by companies will enable them to be successful. It was, however, not clear or evident whether these loyalty drivers are applicable to the sport environment and more specifically to soccer.
- In summary, the following has been identified as loyalty drivers: customer satisfaction, customer retention, service quality, supplier image, corporate and brand image, perceived or customer value, trust, customer relationship, switching cost, waiting time and dependability, identification and commitment.
- These have been applied to various markets and industries but mainly in the retail industry. The application of these in the sport environment is thus unknown. The current pressure on sport teams to perform and to have loyal followers emphasises the importance of understanding the loyalty drivers in a sport context, so that an applicable model can be developed to suit the needs of the sport industry.

7.2.2 Conclusions with regard to the critical analysis of the application of loyalty to sport with specific reference to spectators

Based on the literature review the following conclusions can be made:

- The sport industry and its contribution to the development of communities is one of the important disciplines in the global environment (c.f.3.2).
- Various studies have been done on sport as an industry, mostly emphasising the job creation and income-generating power of the industry (contribution of GDP in the global economic activity) (c.f.3.2).The sport industry has become more complex, particularly soccer which is no exception (c.f.3.2).
- In South Africa, soccer is the most popular sport and it has also become international business by attracting sponsorship in the form of media events with television broadcasting globally. As a

result of soccer clubs becoming commercialised, they are now focusing on developing a consumer base to purchase their products. In order to attract spectators as consumers to purchase game tickets or products highlighted the importance of the application of sport marketing strategies which were clearly not well developed (c.f.3.2).

- The effective marketing of sport is influenced by the following factors: sport is product led, sport is all about the uncertainty of outcomes, sport customers help to produce the product and sport spectators are unlikely to purchase products from a rival organisation (c.f.3.3).

- Sport products have characteristics such as (c.f.3.3.1):
 - health, entertainment, sociability or achievement (core benefits)
 - play, facilities, physical skill, equipment, rules as well as games (Generic sport forms)
 - soccer, golf, volleyball (specific sport)
 - sports product, price, place and promotion (Marketing mix)

- Other characteristics of sport marketing have been highlighted to be important and sport marketers should implement them with the goal of ensuring spectator' satisfaction. These include (c.f.3.3.1):
 - Sport clubs cannot exist in isolation as they require the co-operation of other clubs in order to compete.
 - It is important to note that the demand for sports products will fluctuate because of the time limit associated with the season of sport tournaments.
 - Sport has a universal appeal and ability to link mankind; and it should therefore be marketed accordingly.
 - Importance of eating and drinking as an element of the sport market.
 - Gender stereotyping in the sport market is on the demise; and that sport marketing should therefore be adapted accordingly
 - Disregard of religious persuasion when choosing a favourite sport or club.

- It is critical to know why spectators are attracted to games. It was clear that some derive pleasure or satisfaction from their club's performance and win and others are attracted to the game because of its entertainment value. It is clear that the importance of spectators should not be underestimated in sport marketing (c.f.3.3.2).

- Spectators should be treated as stakeholders of clubs and their need to belong to a club, their need to express their views and opinions of a club, as well as their need to be acknowledged as

spectators of a club should all be satisfied. This recognition will, in turn, increase the revenue or monetary worth of the club (c.f.3.3.3).

- Further, satisfaction can be increased by creating memorable experiences, because some spectators may be motivated to attend sport events by desire for entertainment and spectacle, emotional stimulation, curiosities or social outings. Therefore consumer satisfaction can affect future revisit intentions of attending sport events (c.f.3.4.1).
- Service quality has also been seen as an antecedent of consumer satisfaction and game attendance. Spectators will attend the games if the service quality is up to standard. For example, the facility and environment is clean, players are playing entertaining soccer and the hospitality is good. Once the spectators are satisfied with the service quality, they are likely to attend the games to support their clubs (c.f.3.4.2).
- Spectators are satisfied, particularly when the club is winning and as a result they identify with the club. Sport spectators identify with a particular sport organisation by embracing its history and traditions, which provides them with something concrete to hold on to after the game is over. A high level of club identification therefore indicates spectator loyalty (c.f.3.4.3).
- Spectator loyalty is also demonstrated by spectators support to their clubs through reading a host of information and pictures in newspapers and magazines. These spectators also watch their clubs through television broadcasts, which gives them the opportunity to be involved in sports (c.f.3.4.4).
- The development of a relationship with spectators is very important. This can assist in enhancing the club's spectator base, find new spectators and help the existing ones to become more loyal. Therefore, the quality of relationship between the spectators and the club will influence the spectators' likelihood to purchase club apparel and tickets and to consume more sport (c.f.3.4.6).
- It was indicated that sport spectators who are emotionally or psychologically attached to their club will likely make many purchases of club apparel. These spectators play a significant role in sport spectator involvement because a person must participate in sport events in a direct or indirect way to become a sport event consumer (c.f.3.4.7).

- Spectators have eight motives to attend soccer games and these motives are (c.f.3.5):
 - Self-esteem enhancement; Diversion from everyday life; Entertainment value; Eustress;
 - Economic factors; Aesthetic value – performance; Need for Affiliation; and Family ties.
- It can be concluded that the sport industry has become big business, particularly in soccer. This is demonstrated by the injection of various sponsorships towards funding the sport. Soccer clubs have a very significant role to play in this industry as they attract spectators and create income. Spectators support these clubs by attending the games, purchasing merchandise and reading newspapers and magazines. These spectators are motivated to attend the games, they identify with the club and show a level of commitment towards the club. Creating loyal supporters is the ideal but it was also evident in this South African study that challenges such as unemployment and high levels of poverty impact on the extent to which society supports sport. These challenges should be taken into consideration when working towards loyal soccer supporters.

7.2.3 Conclusions with regard to the critical analysis of the key elements of loyalty (Included in this discussion is the model developed towards spectator loyalty for soccer clubs in South Africa)

Based on the empirical analysis the following conclusions can be made:

From the qualitative study the following was evident:

- The current status of spectator loyalty clubs revealed from the nine interviews that all clubs have active loyalty clubs. All interviews recognise the importance of having a spectator loyalty club.
- It was clear from the various interviews that having loyal spectators are valuable and important for commercial value. Loyal spectators assist in buying of tickets for the games and merchandise and this influences sponsors to be attracted to the game of soccer. Spectators are valuable in the sense that they motivate the club and players to be successful. It was also mentioned that it is important for spectators to fill up the stadium to demonstrate their loyalty with the club. Spectators play an ambassadorial role, they are foot soldiers, they deal with word-of-mouth communication and they do advertising for the club. Spectators are the owners of the club and they are regarded as spiritual shareholders. Soccer as a brand influences sponsors to come assist and this depends on brand loyalty and loyal spectators and television coverage.

- Spectator loyalty can be improved by communicating more information to the spectators about the club and to keep them up to date and to keep their interest level high. The interviewees stated that marketing can be used as a tool, but the problem is that clubs do not have money to spend on marketing. Marketing is used to increase the number of loyal spectators by creating products that promote soccer as a brand. In order to improve spectators' loyalty to the club, the players need to play a high standard of soccer and this will safeguard the brand. Spectators identify with the club and engender more loyalty through winning. The club interacts with spectators through community special initiatives by touching communities, and changing people's lives, which is important to loyalty. Creating programmes that impact communities and which educate and empower people improves clubs and community relationships.
- Loyalty clubs offer benefits such as discount on tickets and transport to attend soccer games. Other benefits that spectators receive are including also discounts on purchasing merchandise of the club and accommodation from specific hotels where these clubs have a partnership.
- More spectators can be attracted to the games when they view better quality soccer. Spectators want value for money, to see good soccer, pay a reasonable price for it and interact with players as ways to attract them to the games. The challenge mentioned by most interviewees was that there are no heroes any more, coaches today prefer playing a defensive style of soccer, which is not entertaining anymore because they do not want to lose their jobs.
- The challenges regarding attendance of games include that most of the spectators sacrifice to attend and support their clubs even though they are unemployed. Most of the spectators are unable to renew the club memberships when they expired as result of lack of money. The lack of money impacts on procurement of transport for spectators to attend the games. It was also mentioned that because of the games played at night, this creates risks to the spectators' lives. The current players, according to spectators, do not play entertaining soccer, as a result this does not attract spectators to the games. The indication from the interviewees is that there are no longer iconic players that spectators love and are attracted to the clubs because of them. The interviewees mentioned that spectators will attend the game that produces results (winning) and excitement. The interviewees indicated that marketing (including television, technology) is not properly addressed by their clubs and as a result this impacts on attendance and the recruitment of spectators towards the clubs. After

the 2010 FIFA World Cup, the PSL increased the price of tickets and this resulted in spectators' inability to purchase them. Secondly, the league introduced the computer-ticket system and this also created inaccessibility of tickets. The indication from the interviewees was that the PSL stage their games during the week and sometimes suddenly change the schedule and this affects the whole team and spectators. The interviewees stated that it is difficult for sponsors to fund them as there are competing needs. The interviewees indicated that to a large extent, they have not used research in their attempt to do a needs analysis of their clubs. However, these clubs appreciate the importance of research in general. Although clubs provide SCI projects to communities, loyalty programmes are not necessarily implemented by these clubs which they must introduce to spectators.

- The challenge in creating loyalty includes a lack of commitment by communities to attend and support soccer because of unemployment and poverty. The clubs also do not have marketing strategies and this impact in providing information to communities.
- In terms of level of satisfaction and commitment towards soccer clubs it was evident that soccer is such a good sport and spectators get to see their heroes and this makes them satisfied. Soccer is used as de-stressor in that people come with families and have fun and the game becomes a social event for them. The interviewees stated that safety at the stadium has improved because clubs and PSL has taken this very seriously that is why everybody comes with the kids and this make people committed and satisfied. Spectators demonstrate a high level of commitment through attending the games. Commitment is shown when the club delivers value (win) and spectators become committed.
- It is important that clubs realise their commitment and interaction with the community and broader society. This happens by means of television programmes which clubs are having through the Super Sport channel to try and reach out to community schools and hospices. These clubs determine the content of the programme, like player profiles, community programmes (visiting schools and hospitals), spectators' profiles and other programmes such as community special initiatives. These community programmes intend to educate and teach community members and learners about the unacceptable things that they should not be doing, like alcohol and drugs and this is mixed with a bit of playing soccer. Players become part of these programmes to appear and motivate community members and learners on how to live a healthy life.

- In terms of the relevance and importance of marketing to clubs it was found that despite the lack of marketing strategies by these clubs, marketing strategy is said to be important. It was mentioned that some clubs lack strong public relations to develop a marketing strategy and as a result this hampers the development of soccer. It was indicated that stadiums become empty because clubs are unable to sell their clubs in the form of packaged products. In addition to this, most of these clubs also do not use research nor needs analysis to develop and enhance the success of their business even though they acknowledge the importance of research.
- In conclusion, it was evident from the qualitative interviews that loyalty to soccer clubs are driven by clubs winning their games, quality and entertaining soccer, iconic players and heroes who attract spectators by their style of play and safety at the stadium.

From the quantitative study the following was evident:

Community Survey conclusions

- The socio-demographic information revealed that most respondents were female, between the ages of 31 and 40 years, mostly self-employed, in civil service or in educational positions. They hold a matric qualification but in general earn less than R5000-00 per month. High levels of unemployment are evident in these communities.
- In terms of soccer spectator behaviour, it was revealed that most respondents indicated that they fully support their clubs. High levels of loyalty towards specific clubs are evident. In addition most respondents indicated that they have been a soccer spectator for more than ten years. These respondents are not new to this sport and support it to a great extent. Further most respondents were a member of a spectator club. The results show a great commitment towards their respective clubs. The type of loyalty can, however, be questioned as it does not necessarily imply action loyalty.
- In terms of the influence of soccer on the community from the spectator's perspective it was evident in terms of community support that soccer improves their quality of life and benefits them in the creation of job opportunities, entertainment of people, reduction of crime and it has a positive effect on residents in general.
- The analysis of commitment to soccer as loyalty driver revealed that respondents highlighted to be a proud supporter as well as exposure to soccer at a young age as important.

- The analysis of customer satisfaction as loyalty driver revealed that respondents highlighted to be satisfied with the decision to support the team as well as the way the team plays.
- The analysis of customer value as loyalty driver revealed that respondents highlighted to be valued as a spectator and that there is value for money in attending the games.
- The analysis of identification with the team as loyalty driver revealed that respondents highlighted to be loyal and identify with the team as well as enjoy discussing the team with everybody.
- The analysis of information about the team as loyalty driver revealed that respondents highlighted buying magazines and newspapers to read about their team as well as follow the team on website and social media.
- The analysis of trust as loyalty driver revealed that respondents highlighted that the team offers a good game as well as the ability to win the league.
- The analysis of service quality as loyalty driver revealed that respondents highlighted that the inside and outside of the stadium is neat and clean and that buying tickets is easy and accessible.
- The analysis of customer retention as loyalty driver revealed that respondents highlighted that there is a sense of obligation to support the team and it is necessary to support the team.
- It terms of overall loyalty it was evident that respondents identify with the team, attend future matches of the team and buy their team's clothes.

Spectator Survey conclusions

- The socio-demographic information revealed that most respondents were males, between the ages of 31 and 40 years, mostly unemployed. They hold a matric qualification, but in general earn less than R2500-00 per month. High levels of unemployment are also evident for these respondents.

- In terms of soccer spectator behaviour it was revealed that most respondents indicated that they have been a soccer spectator for more than ten years. Further, most respondents were members of a spectator club. Respondents are considered to be extremely loyal to their teams.
- In terms of the influence of soccer on the community from the spectator's perspective, it was also evident that community support that soccer improves their quality of life and benefits them in the creation of job opportunities, entertainment of people, reduction of crime and it has a positive effect on residents.
- The analysis of commitment to soccer as loyalty driver revealed that respondents highlighted *to be loyal towards the team* as well *supporting the team during good and bad times*.
- The analysis of customer satisfaction as loyalty driver revealed that respondents highlighted to be *satisfied with teams play* and *encouraged to watch the team*.
- The analysis of customer value as loyalty driver revealed that respondents highlighted to be *valued as a spectator*.
- The analysis of identification with the team as loyalty driver revealed that respondents highlighted to *identify with the team* as well as to be *connected to the team and players*.
- The analysis of information about the team as loyalty driver revealed that respondents highlighted to *read about my team* as well as *follow the team on the website and social media*.
- The analysis of trust as loyalty driver revealed that respondents highlighted that *the team will win the league* and that *the team is reliable*.
- The analysis of service quality as loyalty driver revealed that respondents highlighted that *the stadium is accessible safe and neat*.
- The analysis of customer retention as loyalty driver revealed that respondents highlighted that it is *necessary to support the team* and *obliged to the team*.

- In terms of overall loyalty it was evident that respondents are *attached to the team, identify with the team and attend matches of the team.*

Conclusions with regard to the loyalty drivers:

- The factor analyses on each of the loyalty drivers revealed that all drivers yielded only one factor which supports the literature related to the loyalty drivers as well as the validity of the questionnaire. It was clear that loyalty drivers existed for soccer and that these can be utilised to improve loyalty to soccer. All loyalty drivers yielded a mean value of above 5 on a 7-point Likert scale but Service Quality and Customer Retention yielded the highest mean values of the various factors.
- Loyalty drivers are influenced by occupation determined by statistical and practical significant differences. Results revealed that respondents in professional occupations rated commitment, information, quality service, customer retention and loyalty on four occasions higher than those in educational occupations and pensioners. The effect sizes showed greater influence in this regard.
- Significant to this study, correlations were drawn between demographic factors (age, education and income) and the loyalty drivers as well as spectator behaviour variables and loyalty drivers. It was clear that only one significant correlation ($p < 0.05$) occurred between age and the loyalty drivers. The older the respondents were, the more important they considered customer value as an important loyalty driver. With regard to education levels, six significant correlations ($p < 0.05$) occurred. The more educated the respondents were, the more important they considered customer satisfaction, identification with the team, information about the team, trust, customer retention and loyalty ($\rho = 0.129$; small correlation) as important loyalty drivers.
- Furthermore, seven significant differences ($p < 0.05$) were found between income and selected loyalty drivers. As the income of respondents increased, their level of commitment to soccer, their level of customer satisfaction, identification with the team, importance of information about the team, trust, customer retention and loyalty increased.
- In relation to the length of being a soccer spectator, nine significant differences ($p < 0.05$) were found on the loyalty drivers. As respondents were exposed to soccer longer, their

level of commitment, satisfaction, customer value, identification with the team, information about the team, trust, service quality, customer retention and loyalty increased.

- With regard to the number of games attended, seven significant differences ($p < 0.05$) were found between the selected loyalty drivers. As respondents attended more games their levels of commitment to soccer increased as well as their customer satisfaction, customer value, and identification with the team, information about the team, trust and loyalty.
- Nine significant differences ($p < 0.05$) were found between spending patterns on merchandise and the selected loyalty drivers. Respondents who bought more soccer merchandise showed a tendency towards higher levels of commitment to soccer, customer satisfaction, customer value, identification with the team, information about the team, trust, service quality, customer retention and loyalty.
- The structural equation model revealed that when correlations for all loyalty drivers are considered at once the most significant loyalty drivers in a soccer context are commitment, identification with the team, information provision, and retention.

From the results, findings and conclusions the following model is proposed to build loyalty in a soccer environment: This model (as indicated in Figure 7.1) was developed from the literature analysis and the empirical investigation. The model consists of two quadrants, namely, supply and demand. The balance between supply and demand should be considered and planned for in order to grow loyalty effectively.

Soccer teams need to understand the importance and the contributions that spectators can make in developing the club to become successful. Soccer clubs require that they realise the value of loyal spectators in terms of commercial value, players' motivation and marketing value. These clubs must then find ways and means to improve spectators' loyalty by availing more information about the teams, do marketing and deliver community initiatives. The most influential issue is that the players need to play good soccer because spectators essentially are attracted by it. One of the challenges which clubs are facing that needs to be a priority is the absence of a marketing strategy in most clubs. The lack of funding is a challenge in conducting marketing. As most of the spectators are unemployed, the soccer teams need to subsidise aspects like transport for spectators to be able to attend the games. Spectators are interested in teams winning and to see their iconic players. Hence

accessibility and ticket pricing is critical in ensuring that spectators are able to purchase them at a reasonable price. Soccer therefore affects the spectators in terms of making a choice whether to watch soccer on television or to attend live soccer at the stadium.

Furthermore, the club management need to understand factors that influence spectators' in attending the games. Factors such as occupation, age, education, income, length of being a supporter, number of games and purchase of merchandise need to be taken into consideration. Due to the fact that these spectators are affected by unemployment and poverty it is important that these are taken into account when focusing on growing the spectator base. As a result of clubs being unique, it is important that loyalty drivers such as commitment, value, identification, information, trust, service quality and retention are understood in the context of improving and establishing a spectator base which will improve loyalty of spectators towards the clubs.

This model proposes a holistic view of spectator loyalty to attending soccer club games and supporting the clubs. It will allow club management to determine what it is that affects the decisions of spectators with respect to making a decision and choice whether to attend and support specific club games.

GUIDELINES FOR IMPLEMENTATION OF THE MODEL (See Figure 7.1)

Based on the results and conclusions of this study, the model developed for soccer clubs can be implemented by the relevant stakeholders. Managing loyalty to sport clubs should follow a two-pronged approach namely focus on the supply and demand side of this sport code. The interaction and balance between these two sides are very important. Specific guidelines that can be provided in this study include the following:

Guideline 1: Sport club managers should conduct **a needs analysis** of the spectators to determine their needs concerning soccer and their commitment to the soccer club on a regular basis. It should be realised that soccer has commercial value, marketing value and player motivation value. The needs analysis should address the socio-demographic characteristics and soccer attendance needs of spectators. In the same line the soccer clubs should ensure that there are items that supporters can buy (commercial value), that the type of players that play has value in attracting spectators to the clubs and that additional service and experiences besides the games can be marketed to potential as well as loyal spectators.

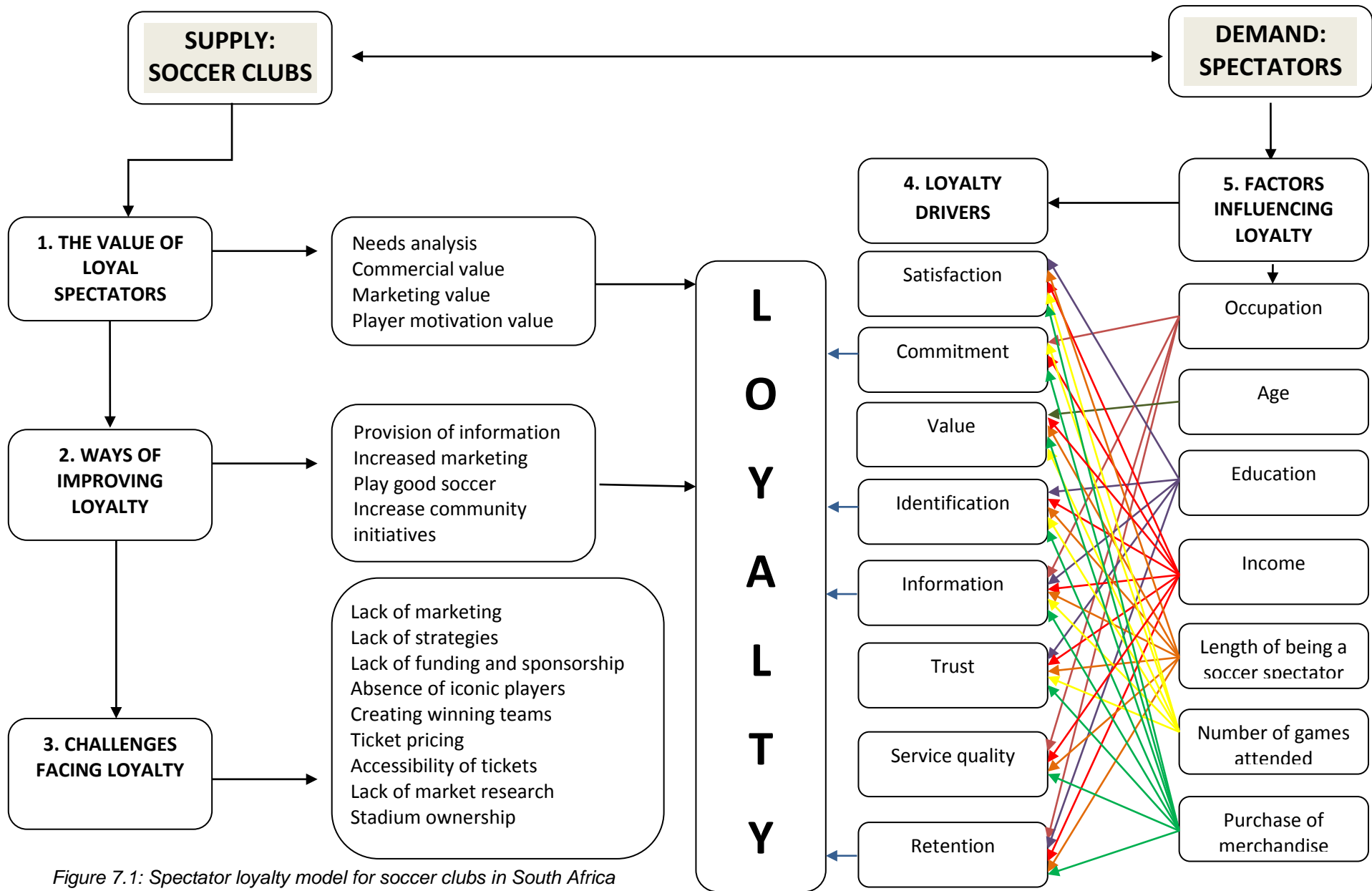


Figure 7.1: Spectator loyalty model for soccer clubs in South Africa

Source: Author's own proposed model based on the literature and empirical results

Guideline 2: Sport club managers should develop **a marketing strategy** based on the profile of the loyal supporters to the club. In this strategy the managers should address specific marketing objectives with the focus to increase support for the clubs and increasing the number of loyal supporters to the club. Also make sure to address the influence of the various socio-demographic variables and attendance variables in the development of the profile and how they view loyalty.

Guideline 3: Sport club managers should develop appropriate benefits for loyal spectators and address challenges such as ticket pricing, accessibility, and etcetera. These benefits should also be marketed and spectators should assess these benefits as being positive.

Guideline 4: The main part of this model relates to the loyalty factors with specific reference to the four factors that has a positive, direct relationship with loyalty. These factors should be addressed in the marketing and management strategy with reference to all factors identified. In order to create higher levels of loyalty to sport clubs attention should be given to the following:

4.1 Retention

It is generally believed that winning games translates into increased attendance figures. In order to improve attendance and retention of spectators, sport club managers should ensure that their games are attractive in terms of buying and fielding players with individual skills who will make the club to win most of the time. Spectators associate themselves with great teams that win as well as iconic players and therefore sport club managers should use the opportunity to attract and retain them. It is also said that when a team is doing well, attendance will be high regardless of the quality of the opponent or the promotional strategies employed by management. When a team is doing poorly, spectators need extra incentives to show up. Incentives such as affiliation or membership discounts for seasonal tickets can be used by sport club managers to increase and retain spectators.

League good standing and breaking of record performance as other variables can also be used to attract spectators rather than them decreasing in numbers for not attending games. Spectators support the clubs which do well in the league and are able to break records of other clubs in relation to performance, Furthermore, substitute forms of entertainment, promotion as well as ticket pricing are variables that sport club managers can use in order to retain 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 of returning customers, making these aspects as important as the game itself.

Promotions that develop and reinforce spectators' involvement and interest, making team members more accessible to spectators through public service and promotional appearances, and

targeting younger spectators and their families with discounted tickets to encourage trial and repeat purchases, are some of the suggested strategies that can be used to retain spectators. Sport club managers need to communicate and build long-term relationships with spectators. Once the members of the non-attendance groups are identified and the appropriate databases are in place, the club needs to start practising relationship marketing to build a spectator base for the club to be successful.

4.2 Information

In order to keep spectators informed about the development of their club, sport club managers should use the approach of strategic planning to engage spectators to know and participate in the club so that they can receive first hand information about the team. Community initiatives (social networking platforms) can also be used as platforms to interact with community and provide information about the team. Further tools and platforms that can be used by sport club managers are newspaper advertising. Information about the games can be distributed locally in a timely manner and can also be utilised to emphasise games as ticket availability demands. Other forms of spectators receiving information about the team can be that sport club managers should sell broadcasting rights to local television and radio stations. This will provide information to spectators about their team's fixtures, games and other activities. The team's website as another method should be created by the clubs to provide information and to update spectators about the team, including players' profiles.

4.3 Identification

In order for spectators to identify themselves with the team, sport club managers should create socialisation platforms for spectators to network with team management and players including their friends and family members so that spectators can eventually identify with the team through this platform. 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. Sport club managers should include and involve community members in their plans to support local teams so that it becomes symbolic and the community identifies with the team. Once a socialisation platform is created, spectators and the community develop a sense of belonging to the team. Furthermore, spectators' identification with the team is created by a winning team. Therefore the sport club managers should ensure that their club purchase players that produce positive results for the team. Spectators generally tend to identify themselves with teams which are known to be successful.

Seeing another person wearing the team emblem on a shirt allows for an instant connection. This shared identity might facilitate communication among individuals or just increase a feeling among spectators that they have shared values. Sport club managers should provide unique factors such

as team t shirt with logo, colours of the team and develop a war song of the team to give to spectators to identify with the team. It is said that part of identifying with the sport team is not just with the team, but with the spectator base. Sport club managers are encouraged to create a spectator base where the team is playing so that more club members can be recruited to support and identify with the team. Sport club managers can use this opportunity through promotion to give out discount concessions tickets and merchandise to encourage spectators to attend future games. Furthermore, sport club managers should target families early in their lives as highly identified spectators tend to be socialised to sports early and view it not just as a game but also as an emotional experience. Many people state that they can remember going to games with family as a child, or that games remind them of pleasant childhood memories.

4.4 Commitment

In order to keep spectators committed to the team, sport club managers should ensure that they sign and register players that will perform and give winning results to the spectators. Spectators want to be associated with a winning team and if their team loses, or struggles or does not perform optimally, attendance will fluctuate and this may reflect non commitment. Sport club managers should continue to nurture and strengthen emotional bonds and associations by encouraging the team members to interact with spectators as well as working to develop and maintain a positive image within the local community and sport industry as a whole. It has been determined that committed spectators are important to teams in the scope of stable attendance, purchasers of team merchandise and therefore sport club managers should ensure that the team offers all-inclusive packages to spectators consisting of tickets, parking, and discounts on merchandise and concessions. It is important for clubs to take committed spectators and establish them as part of a team so that they can further be given responsibilities such as coordinators of spectators in the local area to benefit from the club.

7.3 CONTRIBUTIONS OF THIS STUDY

The following contributions are made with regards to scholarly content:

7.3.1 Scholarly contributions

- This study contributes to the scholarly body of tourism marketing research by analysing the loyalty drivers in a sporting context and determining their influence for the first time on sport spectatorship.
- It is the first study of its kind where a critical analysis was done with regard to loyalty in marketing relevant to sport spectators from the South African context. Loyalty was elaborated upon also within the broader customer loyalty drivers.

- Loyalty originates from many different field of study. This construct consist of various theoretical frameworks/models to describe substantial underlying notions distinctively. Loyalty includes theoretical framework to indicate how companies can apply loyalty drivers in building customer relationship. A significant contribution is thus made to the literature as a theoretical and practical model is derived for the study consisting of loyalty drivers and spectatorship.
- The research fills a gap in the literature by bridging the relation between sport and loyalty, specifically in soccer.

7.3.2 Practical contributions

Through this research, a unique model for spectator loyalty for soccer clubs in South Africa was developed. A model was developed to build loyalty in a soccer environment. This model consists of two quadrants, namely, supply and demand. The balance between supply and demand should be considered and planned for in order to grow loyalty effectively within sport clubs.

- Guidelines for the implementation of the model were also developed in order to guide sport clubs on how to go about improving loyalty levels of spectators. The guidelines provide knowledge and insight on how to increase number of sport spectators by sport clubs
- As clubs and spectators are not homogenous, this model has to be applied to other sporting codes, as it was optimised for this type of application with good Cronbach Alpha values. It is foreseen that this model can be applied to other sporting codes as well.
- The two-pronged approach (demand and supply) enable sport clubs to plan from a holistic point of view and provide the optimal experience to the benefit of clubs and spectators. Through this research management of the clubs should design programmes for communities and spectators in order to understand the benefits of spectatorship and encourage attendance to the games.
- It is now known that loyalty to sport clubs is driven by factors such as retention, continuous provision of information, high levels of identification with the team and club commitment. Club managers should thus focus on driving an active and relevant loyalty club to keep spectators engaged.
- It was evident that ticket pricing and accessibility are sensitive aspects to be considered by club management as these can have negative effects on loyalty. Management should design strategies to ensure that they do not have increase ticket prices for the games and they should provide entertainment throughout the soccer season.
- Management should develop strategies to ensure that some of the money generated through soccer games and sponsorship is put back into the community (for example funding soccer academies in the area) but also into marketing strategies.

7.3.3 Methodology contributions

- The questionnaire that was utilised in this study was a first of its kind to measure loyalty in a South African sport context. Given the high Cronbach Alpha values it can be considered as a reliable measuring instrument that can be used in future similar studies.
- The approach to include both supply and demand in the analyses is novel since this has not been done in previous studies. It did however prove to be successful and the right approach to follow in measuring loyalty to sport clubs.

7.4 RECOMMENDATIONS

In this section, recommendations are made followed by limitations and recommendations for future research.

7.4.1 Recommendations regarding the study

- Management should implement the model to improve loyalty levels according to the guidelines set. This should be done by analysing both the supply and demand side of any sport code researched.
- The model can be optimised for other sport codes and might be applied to group and individual sport codes.
- Managers should focus on each of the loyalty drivers with specific focus on retention, identification, information provision and commitment to improve loyalty towards the soccer clubs. Thus managers should apply the various aspects applicable for each loyalty driver.
- The loyalty process should be driven every day by means of engaging communities and spectators in the day to day management of the team.
- Since clubs rely on spectators, this study aims to increase the awareness of clubs to market, attract and retain existing spectators so that the club can be sustainable.
- Soccer clubs are encouraged to use and apply the marketing strategies to improve their relationship with the communities and spectators. The cultures of these communities and spectators as well as their values and beliefs in the clubs should form part of marketing. Marketing material such as brochures containing photos of players and clubs should be included. This will attract and motivate the communities and spectators to rally behind the club.
- Clubs need to appoint public relations officers and marketing managers who are qualified and have the inherent knowledge of sport management.

7.4.2 Recommendations for future research

The following recommendations are made pertaining to future research on this study subject:

- The model developed in this thesis should be applied to other third-world country clubs in order to see if the relationships are also applicable in these contexts.
- Even though great care has been taken to simplify the statements and questions in the questionnaire, the education levels of the residents and spectators in the communities should be considered in future research.
- This research, with an adapted questionnaire, should also be applied to other sporting codes in South Africa.

7.4.3 Limitations

With regard to the survey, the researcher would like to point out some limitations and provide recommendations for future surveys. The following recommendation is made:

The study only made use of two research areas (Phokeng and Soweto) in order to determine the level of spectator attendance to soccer games. Therefore the findings cannot be generalised to all areas in South Africa. It is suggested that other areas be incorporated in research to gain a more holistic and comprehensive view of the research topic, as findings may be dissimilar.

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If you can't fly, then run, if you can't run, then walk, if you can't walk, then crawl, but whatever you do, you have to keep moving forward.
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ANNEXURE A

Mr Sello Nduna
Public Relation Officer
Bloemfontein Celtic

Information: Spectator loyalty model for soccer clubs in South Africa.

I am a candidate at North-West University, Potchefstroom campus, studying a PhD in tourism Management. The title of my thesis is spectator loyalty model for soccer clubs in South Africa. My thesis starts by investigating the loyalty of spectators towards Bloemfontein Celtic soccer team. A literature study is done on loyalty marketing as well as sport tourism that will culminate into a spectator loyalty model for soccer clubs in South Africa.

In this thesis the following question is asked. Which model is suitable to improve the loyalty of spectators for soccer clubs in South Africa? One of the objectives of the study is to identify key elements that have to be part of the model by determining the reasons why the spectators do not attend Bloemfontein Celtic games.

As you can see a large part of my thesis will cover loyalty of spectators, marketing and sport tourism. The aim of this communiqué is to start a dialogue in order to assist South Africa in developing this model. There are no costs involved from your side. This study is financed by me as the candidate.

We intent to have an interview of two people (chairman, public relation officer, marketing manager). From this interview, we will then formulate a questionnaire that will be distributed in the stadium during one of the games for spectators to complete. This information will be made available to you for future planning. Kindly identify a relevant person who will take responsibility for this interaction and the development of the model.

Please note that your input is critical for the future of your team.

Any comments and inputs you would like to make, please contact the undersigned at (0824187729), tel. 018-6320526 or fax 0186320526

Thank you for your kind cooperation.

Name.....

Signature.....

ANNEXURE B

SEMI-STRUCTURED INTERVIEW QUESTIONS ON SPECTATOR LOYALTY MODEL FOR SOCCER CLUBS IN SOUTH AFRICA

Greetings, welcoming and opening:

Introduce self: (e.g. My name is Dr Victor Mogajane)

Introduction:

Explain the purpose of research: (Spectator loyalty model)

Explain the reason for voice recording: (The reasons for voice recording are: Anonymity; Remember all the information.)

Ask permission to use recorder – switch on the voice recorder and test!!!

Do you have questions about what I just explained?

Club: Orlando Pirates

Position of interviewees(Public Relation Officer) and(Marketing Manager)

Body of the Interview:

1. How would you view the current status of spectator loyalty to your club?

We do have loyalty spectators and what helps us is the strength of Orlando Pirates brand and also based on the fact that where it emanates from, how it has evolved and what innovations we put in place today in ensuring that it still remain solid and it attracts youngsters. We cater for all but the medalion (1:25) is our key focal point. The people that attend are the people that brand themselves so we make sure that we have elements that cater for all of them whether being merchandise, membership cards, we anticipate in putting in place. That in itself give them that passion to associate themselves with the club to actually leave the club in a manner that they are part and parcel of the team.

2. What is the value of having loyal spectators?

They also play a ambassadorial role for us, those are the people that are your foot soldiers, they deal with word of mouth, advertising, get the brand to be mobile and move. I refer to them as the each one teach one kind of people. They bring along their kids to show them the team they should be associated with. Orlando Pirates moved from the apartheid era, it was the only team then and also being used more from a liberation position where it can generate awareness about issues that are discriminatory based and how do we go about eradicating apartheid. They can say my grandfather, father and I support Orlando Pirates and therefore my kids will support Orlando Pirates. The core business is football and we also appeal to a wide market that don't have an interest in football. The way we position ourselves with the brand just from a simple thing like the kit, it wont necessarily appeal to the soccer fan but it can appeal to a fashion fundi and that person likes the jersey and can wear it with different things. I might think its a Pirates fan but it is not necessarily a pirates fan. We appeal to people who care about the community not so much the football seeing that the club is doing something that is community based, already there is that association that these guys care about what we are doing here when they see us on the TV or they read about us in the newspaper they will remember that these guys give back to the community. It helps with the positioning of

us when we put together strategies at the end of each season so that we can prepare for the next one. It helps guide and shape us.

3. How do you currently improve loyalty of spectators to your club? (Probe: Do you think marketing can be used as a tool to promote loyalty?)

We have our membership cards and part of your membership card is that you must attract people to come into the program, get them glued and retain them forward. The loyalty card is also elements that make you want to be associated with the product. Once you have the membership card there are certain products that you get that will recruit you as a member and over and above that what is also interesting is that the activities that we turn to come up with our association with other products that become our silent partners. We try and make sure that we segment our fans very well. We appeal to the guys that are attracting to very interesting things they will show their association through a pen, a wallet, a watch. The ladies prefer to buy ticket for a R1000 for his and her and she will get champagne and he will get a whisky. It was what attracts them and we need to keep it that way. Segmentation for us is key. Segmentation comes down to understanding who your supporter. If we have supporters on the database we can understand what your needs are and find a way to retain you within a broader strategy. Eg for a person living in Orlando if you think education is key, as a club I would open a learning centre which is open to kids within the community which allows them that education. The world is moving in a technological way. Already Orlando Pirates, it is meeting that objective which is key to you and important. The kids in that community is getting that education they don't need to pay for it and it is something that is provided by the club. Already you feel there is an association there, they would stick with these guys, because they care about community. The young guys are technologically like facebook, twitter, apps. Etc. It is all about understanding the demographics from understanding the guy drinking expensive whisky to the guy in the taxi, each and every person needs to be touched in such a way that they feel the club is talking to them.

4. What make a spectator a 'loyal spectator? What do these spectators expect from their soccer club?

What makes them loyal is interesting, see one of the things that we are trying to do and Mr Chairman is to maintain the autonomous aspect of the supporters clubs. Orlando Pirates has supporters clubs across the country. What happens is that we don't dictate to them but we indicate further that whatever projects are put in place as long as it is not in contrast with the brand policy and as long as does not amount to the abuse of women and children. They sign a pledge and the pledge state that they will never abuse women and children. We bring in players to that they can have that feel good factor to say that we are Orlando Pirates supporters. You need to have a membership card to be part of this. It builds your bond with the organisation. The merchandise range, we give them a platform where they can indicate what do they want, what do they get. We also bring in our sponsors like Vodacom and Addidas to say what other low entry product can be given to the fans out there and then we can generate this element of excitement. Most important it is the players performance and that is what makes us retain our fans and we have to keep on winning because that in itself generate a very interesting discussion and also give them a feel good factor. As you know, we talk about the SWOT analyses and look at our strength and weakness, opportunities and threats. What makes us good, what are the opportunities that we can capitalise on a Orlando Pirates perspective. What are the threats that are out there. Our eminent rival is Kaizer Chiefs. Mamelodi Sundowns is not so much a threat to us because their supports based in Chloorokop. They do not have so much branding rights as compared to these two. The challenging part is that whenever we face them the

one that wins always takes a certain chunk of supporters with them that is why we always maintain the fact that we can lose any other game except the rivalry. We always emphasize on the fact that it is always about entertainment we create a feel good factor and that is what we do. When your supporter is tired and he earns less, he's got social economic challenges but once he gets to the stadium he wants his team to win and that itself create a feel good factor for him. In the midst of everything else his team is winning and that makes him loyal. We care about them, they are the ones that generate movement. They make this brand what it is.

5. Do loyal spectators receive any benefits of being 'loyal' to your club?

Yes, remember there are fans and fans are very weak, and then there are supporters. Supporters are the ones that commit themselves saying that I want my name of the data base of Orlando Pirates football club. I want to be a supporters club member of Naledi. I want to be a club member of Ntuzu. Those are the kind of people that whenever there are other event, whenever we host adverts and we want fans to be part of the advert and demonstrate association those are the people that we tap into. We already have a prescribed number for them, we tap into them and get them engaged. Whenever a sponsor wants to give out any mass products that would demonstrate association those are the people we tap into first. The loyalty benefits that they will get like the 10% discount people come on board and say we have cards for every Orlando Pirates fan and we give away 10% discount at a reduction rate for any purchase that they do. They benefit that, but they have to be card members to be supporters. For every product that they buy they are entitled to a certain 10% discount. They do that and remember the more you buy it accumulates into points that are redeemable at a later stage. So from Orlando Pirates football club those are the benefits that are hooked to our fans and that in it self gives them that feel good factor. They boast and brag what does your team do for you and that is why you will see that our stadiums are forever full plus minus 15 000 to 25 000. We also brought them home to Orlando stadium whereby they can commute and it is easy for them.

Recently we together with our sponsor Vodacom with the Telkom knockout cup we asked 120 spectators and fans and supporters of the club we asked them to be at the final. We gave them match tickets, took care of their transports, took care of the food and that was a surprise element for them. They knew nothing about that and they were preparing to go to the match themselves and simply because they are a part of one of the branches in Nelspruit, Standerton all of those places just simply because they are on our data base we managed to send communication out to them because they are loyal . From there the following week we had guys from the region who want to join and become members. They obviously have been talking about it saying this is what the club did for me simply because I am a member and I didn't ask for it. I join to be a member because I love the team but someone in the office was saying this is one of our guys. On a broader scale it is a small gesture but is probably the biggest one because it goes a long way. These guys have that memory and the experience that they have gone through. Should an opportunity arise we put the communication out calling all members saying that something is happening here they would be the first to go because they would remember last time I was there something happened. You were not there but the team has called a meeting so come with me there might be something there for you and typically when they get there it could be just a normal meeting but suddenly players appear there and they can sign autographs and spend time with the players, engage with them and ask questions finding out who they are . They are people and usually you just see them on TV or if you are at the stadium while they are playing and they run past but because you are a supporter and you are loyal to the club we bring those guys to you.

They chat and everyone has a good time and they spend a decent amount of time there and then go home. It is the experience, it is not every day that you have time to sit with Lekgwate(captain) in a group. If you see him in the Mall he will give you two minutes of his time and then carrying on with his life and what he needs to do. We create those environments where it is possible for you to spend with the guys.

6. What challenges is your club facing with regard to spectators when attending your games? (Probe: Are there available resources to assist them to attend your games?)

Like we have indicated, from the chairman perspective, they have to be as independent as possible. People that you have to spoon feed don't take pride into it. That is how the human mind operates. People who strive to achieve those people will go the extra mile they attend your game whenever you play . So from the club side we are saying to them they need to arrange their own transport to make sure that they attend our games and our events however we will somehow grant them tickets in terms of each and every match but they must notify us how many they are who are coming to that particular match. The distance plays a role eg. If you have to travel from Kimberley and come to FNB stadium, you are somehow entitled to a certain number of tickets. But if you have to travel from Orlando stadium or Soweto stadium you can walk to the game, but have to buy your ticket. That in itself give them a feel good factor. When we play in Nelspruit we will meet with our branches but however only the ones that don't have tickets or couldn't buy them because normally these ticket get sold out at an early stage. We always say to them, when your friend has a ticket, it shows that you really wanted to be part of this event however make sure that you arrive as a group. The branches will send us a list of the ones who have been attending then we make sure that they benefit. What we look into moving forward is to get them a road side assistance cover and it is also going to depend on type of supporter's card. Others don't have cards but those who have make sure that they fall into the road side assistance if they have breakdowns etc. Should they end up in a crash in any given stage, as a club we will monitor and see what assistance we will be able to give to them. We don't promise because Orlando Pirates have over a million supporters otherwise we are going to be bankrupt. We make sure that they take insurance as an individual to save guard them as they attend our games.

7. How does your club provide support to loyal spectators? (Probe: Are spectators very important to your club achievement?)

Lost of lives (What did Pirates do)

There was a committee formulated which involved stadia management Ellis Park, both clubs, Pirates and Chiefs. A trust was put in place whereby all the contributions were put into a trust where each and every family of a bereaved supporter as entitled to a certain portion of that and since then we have always emphasised for those who can make sure you have a cover to safe guard you as a individual because it may not be enough when there are 43 million people who have passed on and then there is 3 million definitely it is not enough because the value of life is immeasurable. When you are still alive you are better off than someone who has passed on when you are alive is when you generate revenue as compared to someone who has passed. We always emphasise that they try and safe guard themselves.

Very, when you want to travel it was the best thing, travel twice. We went 10 years without anything. What we did was to visit each and every branch. We went to Nelspruit, Gauteng and Cape Town and did a trophy tour. That in itself made them to feel good and go out and say wow look what we have.

8. How sure are you that loyal spectators identify themselves with your club?

Consistency is key. We see you more often we understand the branch you come from we communicate to and also in the manner that you are proud and brand yourself with this product.

9. How many games on average does loyal supporters attend in-season?

Last season we played an overall of 58 games. We played each and every game that was on offer on the PSL in terms of league games. We still went on and played champions games. There is a fan like for instance Jwaga that in my opinion attended about 52 games because he was there for each and every game with an exception of the championship league games. He went to Zambia when we played Zanako but he couldn't travel any further based on financial issues. There were a few that attended the match in Egypt. It is easy to pick out Jwaga because he is a new face. Where there is him it is a guarantee that there is another 50 supporters. Every game that is available that is possible they will attend.

10. Is there any satisfaction that loyal spectators derive in supporting the team and attending the games?(Probe: is your club winning, are players playing good football, and the stadium is safe)

It is all of the above because they go to the stadium primarily to watch the team and watch the team win so if the team wins its been a great outing. If the team doesn't win but they have played well, then its acceptable so there is a little bit of happiness in that it shows some level of positivity it shows that the team is moving in the right direction. If they go to the stadium and the team had a bad game they are not happy but at least they were there. The Pirates brand is about coming together through adversity, being there through all odds, its about even in laugh and in difficult times there is a way out. Having been at a game like that the weekend before there is another game coming is almost put the supporter in that frame of mind that today won't be as bad as last time we've been through it and we start again together. They go through different emotions based on the results. We were at the bottom and we made it through whatever happens is almost like hitting the reset button and starting again.

Satisfaction view

Whichever way we look at it we cannot shunt away from the fact that we offer entertainment. Our key factor is entertainment. It is a feel good fact. Over and above the association I want to take my children there instead of going to a stockfell to go and sit there for the next three hours and watch football whether we win or lose. What makes us pull out a man from his house to come and watch football at the stadium? We have to ensure that that becomes a smooth process in terms of where they buy their refreshments also what hospitality do we offer that day and how transitional smooth that phase is for them to get in there. Entertainment for us is the key. Even when the team has lost they must come out and say we had fun. That is why is also open with our sponsors like Vodacom to come up with prices so that we can create that excitement from the gates open up until the final whistle. It is the entertainment that we offer that derive satisfaction. If we win that is double satisfaction.

11. Do you think spectators are committed to your club and why?

I think they are very committed if you look at the attendance. We had a terrible week before and the next week there was still supporters at the stadium. We could've had a terrible game yesterday and tomorrow there is still a guy wearing the jersey. It is not a case of we lose the game and then we play in front of an

empty stadium where nobody is there and we lose the game and in the morning you see people burning their jerseys. The brand is so entrenched in peoples' lives that we are unshaken and it is going to take a lot more than winning or losing a few games even if the club would disappear and cease to exist we will still have people who will support it based on what they have supported and what they know they will continue to tell the stories and the club will continue to live based on the stories that they tell and the memories they derive from certain aspects. The commitment is unwavering, unshaken. When something is in your blood, unless they drain your blood completely there is still those elements that they'll miss.

Commitment when playing chiefs

That is commitment driven by rivalry. When you look into the history of these two teams you will understand where this rivalry emanates from. Kaizer Chiefs was part and parcel of Orlando Pirates, when Kaizer went overseas and he came back he took some of Orlando Pirates players with to form Kaizer Chiefs. That rivalry is so deeply rooted in such a way that when we play we want to show them that they are our youngsters or they are our kids. That in itself generate that excitement.

12. What keeps your club active on weekends and holidays? (Probe: Are there any loyalty programmes available for spectators (youth, children, the aged and disabled people) to participate in?)

We always maintain that our supporters clubs need to be as autonomous as ever. It is a opportunity for them to host branch activities and events. We sanction each and everyone as long as it is not contrast to brand policy of Orlando Football club. They can host a braai on a particular day and they can request one of two players to join them for a photo opportunity. They can have a beauty pageant. They can have a football tournament of a particular day. At a club perspective, us not having too much time based on the fact that we have a very tight schedule sometimes when we are not playing we always prefer that weekend to be given to players to spend time with family and friends. They can continue to do whatever they want we will continue to give them support.

13. How does your club interact with the community? (Probe: Is it by meetings, invitations or radios and televisions?) and do you think it is important?

Our club interacting with the community mainly is outreach projects and also CSI's. Outreach projects where we can particularly look at the community based on the proposal that we got from our branch. We want to go to clean because that place is rodent manifested. We go there and that place becomes one of the outreach projects. In terms of CSI we can identify a school and maybe at that school they have needs we do a needs analyses for them and say they got the following needs we go there and alleviate the plight of those kids. We have also done activities with early learning centres for our last Nelson Mandela 67 minutes . We have identified three early learning centres, we went to them and painted the walls, gave them products, gave them toys just to create that feel good factor. What is important is that association that they need to see. We have partners like the children's home and reach for a dream what happens is that they link up with us to say that we have a child that love so, and so in the team but that child is not going to recover anytime soon. It is not a PR exercise that we do for us we are giving back to the community and saying to them thank you for being our loyal fan. It is more of a tour relationship and our fans love it.

14. How can one improve loyalty from the local community?

Already answered

15. How can one improve loyalty from the broader society?

Already answered

Community interaction (42:25)

We use it as a tool to take what we do to the community and to the public. We deal with CSI's and outreach programs and if you have any of this that you want us to join you with, here is a platform, please send us your details then we will take it from there.

16. Is your club receiving external support for example the government, community and business in terms of financial aid, facilities, and manpower? (Probe: What ways can be followed to improve the situation?)

From the club side, we have sponsors and sponsors put down a lot of money on this brand. In countries where there is no sponsorship, or there is challenges as far as the socio-economic specs are concerned, the government comes in. The government dictates what direction a particular brand must take. So as from our side we want to keep it as independent as possible. Based on the amount of sponsorships that are out there, businesses join into football because that is where they are able to display and demonstrate their products. So each one wants exclusive rights without any challenges that is why you have sponsors, branding, and logos displayed on our shirts. These show that they are associated Orlando Pirates sponsors and have put in money into moving this brand forward. Nothing from the government unless we have won a trophy and they do lunch for us and we meeting with the minister or president.

Building the stadium.

The stadium is our home base until 2017. The stadium belongs to the city of Johannesburg. We are still negotiating with the office of the mayor to hand it over to us so that it can be utilised and that can be the Orlando Pirates home. Negotiations are going on. We are a little reluctant on going all out in terms of the branding. We want this to be solely Orlando Pirates home. We have our learning centre that we have introduced. That learning centre is part of our project CSI project and houses about 100 kids. It brings in groups of students to come in and learn computer skills. We have done it with one of our sponsorships called ASA. Everyday there is a school that comes and learn how to utilise computers, how to sit and be part of the network. We are going to put up a shop there that is going to sell our products and merchandise. Our supporters' cards will also be manufactured from there. Maybe are also looking at coffee shops that can generate traffic but more Orlando Pirates associated.

17. Is there a need for your club to partner with other groups such as United Nations Children's Fund (UNICEF), to enhance its marketing credibility? Do you think marketing is important to sport clubs and how so? (Probe: Do you know anything about marketing tools?)

All it does is put what we are doing on a global scale. UNICEF and SOS children pretty much do the same thing and the only difference is that UNICEF has that global appeal whereas SOS children mainly local. It will only highlight what we are doing on an international and global scale. From a point of enhancing what we

are doing on a marketing level not necessarily. What we are doing is not for market purposes. We do not go into the CSI aspect for people to see. We are doing it because we want to do things for the community. If someone in USA go in on UNICEF they will see that Pirates is involved in UNICEF as well.

Marketing tools

Winning is the main tool. Orlando Pirates is a super brand which means. We are part of a 1000 brands on a global platform. The more you win the more you generate more traffic to the brand. When we won the champions league in 1995, you would find that after that we found a sponsor like addidas. Our jerseys are marketed the same way that the Germany team is marketed by addidas international. Were you find the jersey of Germany team you will find the jersey of Orlando Pirates football club on the world platform. The more you win the more you get exposure and your product travel than not winning anything.

18. Has your club done a spectator needs analysis on loyalty marketing of your club? (Probe: Is it the first time you have this survey in your club?)

Definitely we have done that and also every season from a workshop perspective we revisit the strategies. What shapes strategies is the needs analysis. It gives you a clear comprehensive direction which your product needs to follow. Every season our product has a different tag, our logo change. How can we make is more friendly in the past it was just the skull and cross bones. We have brought in the shield and it still doesn't attract youngsters, lets make it more funkier. Therefore what we did was look at the world brands and see how they shape and evaluate and evolve their products. We saw that the more you do this the more you do that is what it attracts. Needs analysis we do every season and it also shapes the direction which we should take as a club.

19. Is there a need to have a marketing strategy for the club? (Probe: (a) In 5 – 10 years from now?)

There is a need. Look at Moroka Swallows Football club was established in 1947 and Orlando Pirates in 1937, but they can't capitalise on their strength or their opportunities because I don't think they do a needs analysis or even a brand evaluation of their product. Unfortunately when people are young, when they have fresh minds, they are able to follow the trends, they can give you direction as to new trend as a brand. Our strategy is revisited every year, but however it is more of a three year plan where we sit and plan where do we go. Every season we will bring in evolution so that we remain as part of the brands. Right now people tweet which is the key thing. We make sure that we are part of the products that are tweeting. Whats on facebook, we see how many followers we have on facebook, what information do we give out there. What do we do, we give information, let our supporters now first. Those are part of the brand strategy and also the evolution that is forever introduced because we need to pitch it as high as possible.

From our club we hope that somehow we can assist other team to say how we fill in those stadiums and how do other teams make their stadiums full. Some teams lack consistency, others lack strong PR, others lack a marketing strategy and that in itself hampers the development of football in South Africa because people prefer to sit at home and watch TV. What we see on TV is empty stadiums because of the marketing strategy. PR is the one that shapes your product and marketing takes it from there and runs with it. Other teams don't see this significance of having this marketing strategy with regard to making sure that your product grows.

Any other comments related to spectator loyalty that you want to mention?

We are in football to grow the football brand ultimately and we always try to innovate and lead and all those things that we do but it is important that we lead in such a way that it is positive for everyone to look at and try and take things that we are doing with the hope that it will enhance and improve on what they are doing. I think with football being such a global game there is a lot that we can learn from each other. We want to see our overall football what we do with the club filtering down to what other clubs do so that the local football scene can be better. Hoping that as we continue to advance and do well in the market that those around us can learn and apply.

Closing: Thank you very much for your time, kindness and willingness to share with us the valuable information regarding spectator loyalty.

Switch off the voice recorder

ANNEXURE C

Dear participant,

RESEARCH BY DR VICTOR SOLOMON MOGAJANE

The above is a student at the North West University (Potchefstroom campus) and he is doing research for his PhD (Tourism Management) under the supervision of Prof E. Slabbert and Dr L. Du Plessis. The study has the approval of the University.

The purpose of the study is to develop spectator loyalty model for soccer clubs in South Africa. As part of this study you have been selected by the researcher as one of the representative sample of spectators for soccer. Your participation is voluntary. The information obtained will be treated as strictly confidential, and remain anonymous. Your contribution to this study is extremely important to ensure the success of this research.

The questionnaire has been structured in such a way that it facilitates quick and easy completion. It is envisaged that the questionnaire will take 10 minutes to complete. Your task is to answer the questions by means of questionnaire to be filled in.

The value and outcome of this research depends on your willingness to take part in this project. If you have any queries, which you would like to discuss, please contact Dr V. S. Mogajane on 0824187729.

Yours faithfully,
Dr Victor Solomon Mogajane
Researcher

ANNEXURE D

Premier Soccer League Games Survey: Community Survey

Section A: Demographics

Please tick X in the box for the questions below.

1. Please indicate your gender:

Male	1
Female	2

2. In what year were you born?

19 _____

3. Occupation?

(Please mark only one box)

Professional	1
Manager	2
Self-employed	3
Technical	4
Sales personnel	5
Administrative	6
Civil service	7
Education	8
Home duties	9
Pensioner	10
Unemployed	11
Other (Please specify)	12

4. What is the highest educational level you have completed?

(Please mark only one box)

No school	1
Matric	2
Diploma, degree	3
Post graduate	4
Professional	5
Other (Specify)	6

5. Please indicate your average level of income (*per month*)

R2 000 or less	1
R2001 - R5 000	2
R5001 - R10 000	3
R10 001 - R20 000	4
More than R20 000	5

Section B: Soccer Spectator behaviour

1. Are you a supporter of a specific soccer team?

Yes (1)

If yes complete Section C and the rest

2. Evaluate your reasons for **not** supporting soccer:

	Totally disagree	Disagree	Undecided	Somewhat agree	Strongly agree
a. I am not interested in soccer	1	2	3	4	5
b. The team's performance is poor	1	2	3	4	5
c. The team plays far from home	1	2	3	4	5
d. I do not get value for money in supporting soccer	1	2	3	4	5
e. I do not have the time to support a team	1	2	3	4	5
f. It is too expensive to support a team	1	2	3	4	5

Section C: Soccer Loyalty

1. How long have you been a soccer spectator?

1 year	1
Between 2-3 years	2
Between 4-6 years	3
Between 7-10 years	4
More than 10 years	5

2. Indicate the number of games attended per season:

Less than 6	1
Between 6 and 11	2
More than 11	3

3. How much do you spend on merchandise per season (for example: replica jersey, scarves, caps)?

Nothing	1
Less than R150	2
Between R150 and R500	3
Between R500 and R1000	4
More than R1000	5

4. Are you a member of a spectators club?

Yes	1
No	2

5. How would you characterise your loyalty towards the club?

Totally disloyal	Somewhat disloyal	Loyal	Fairly loyal	Extremely loyal
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6. Rate on the scale of importance why you attend soccer games:

	Not at all important	Less important	Important	Very important	Extremely important
a. To support my team	1	2	3	4	5
b. To watch my favourite team play	1	2	3	4	5
c. It is a sociable event	1	2	3	4	5
d. It is the closest stadium for me	1	2	3	4	5
e. To support Soccer in general	1	2	3	4	5
f. To meet new people	1	2	3	4	5

g. To relax	1	2	3	4	5
h. To see well known soccer players	1	2	3	4	5
i. To spend time with friends	1	2	3	4	5
j. To spend time with family	1	2	3	4	5
k. I love sports	1	2	3	4	5

Section D: The impacts of Premier Soccer League

1. Overall, how does soccer affect your personal quality of life?

Very negative	Slightly negative	No impact	Fairly positive	Extremely positive
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2. Overall, how does soccer affect the community as a whole?

Very negative	Slightly negative	No impact	Fairly positive	Extremely positive
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3. Do you think soccer events benefit the residents in your area?

Yes	1
No	2

Please provide reasons for your answer in question 3:

4. Where do you obtain information on upcoming soccer matches?

Friends	1
Family	2
Facebook/Twitter	3
Team's website	4
Radio	5
Newspaper	6
Television	7
E-mail	8
Magazines	9

5. The impacts of soccer. Please answer all the questions below:

BECAUSE OF SOCCER	TOTALLY DISAGREE	DISAGREE	AGREE	TOTALLY AGREE
employment opportunities in the area have increased	1	2	3	4
the pride that residents have in area has improved	1	2	3	4
litter in the area has increased	1	2	3	4
opportunities for local business have increased	1	2	3	4
public funding for community activities has increased	1	2	3	4
there are more disruptive behaviour	1	2	3	4

damage to the environment has increased	1	2	3	4
excessive drinking and/or drug use has increased	1	2	3	4
crime levels have increased	1	2	3	4
the turnover for local businesses has increased	1	2	3	4
infrastructure in the area has improved	1	2	3	4
tourism in and around this area has increased	1	2	3	4
the image of the area has improved	1	2	3	4
the living standards of locals have improved	1	2	3	4
the economy of the area has improved	1	2	3	4
the maintenance of public facilities has improved	1	2	3	4
the appearance of the area has improved	1	2	3	4
there are opportunities for people to have fun with family and friends	1	2	3	4
public money is well spent	1	2	3	4
there are too many people in the community	1	2	3	4
friends come and visit me	1	2	3	4

Section C (continue): Loyalty towards soccer teams

Make an X in the appropriate box that corresponds best with your feelings on the following statements using the scale below:

Commitment to soccer:	Strongly disagree	Somewhat disagree	Disagree	Undecided	Agree	Somewhat agree	Strongly agree
1. Companionship and social interaction are influencing my decision to attend matches	1	2	3	4	5	6	7
2. I was exposed to soccer at a very young age	1	2	3	4	5	6	7
3. My cultural background encouraged my support for soccer							
3. I regularly attend soccer matches	1	2	3	4	5	6	7
4. Being loyal to a team during periods of poor results show strength of character and commitment.	1	2	3	4	5	6	7
5. Through vocal and committed support I feel that I can contribute to the team's success.	1	2	3	4	5	6	7
6. I would be happy to spend my entire life supporting my team.	1	2	3	4	5	6	7
7. It would be difficult for me to leave my team when they are losing.	1	2	3	4	5	6	7
8. I do believe that a person must always be loyal to his team.	1	2	3	4	5	6	7
9. I am proud to be a soccer supporter.	1	2	3	4	5	6	7

Customer satisfaction	Strongly disagree	Somewhat disagree	Disagree	Undecided	Agree	Somewhat agree	Strongly agree
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10. Previous success of the team encourage me to attend again	1	2	3	4	5	6	7
11. I am satisfied with the way my team is playing.	1	2	3	4	5	6	7
12. I am satisfied with my decision to support this team.	1	2	3	4	5	6	7
13. My team is playing a good style of soccer.	1	2	3	4	5	6	7
14. I will recommend anyone to support soccer in general.	1	2	3	4	5	6	7
15. I enjoy being part of greater group of supporters for the team	1	2	3	4	5	6	7
16. If my friends were to stop supporting my team I would do the same	1	2	3	4	5	6	7
17. I prefer to watch soccer live.	1	2	3	4	5	6	7

Customer value	Strongly disagree	Somewhat disagree	Disagree	Undecided	Agree	Somewhat agree	Strongly agree
18. The team makes me feel valued as a spectator of their club.	1	2	3	4	5	6	7
19. The rewards given by the team increase my game attendance and support.	1	2	3	4	5	6	7
20. The match services (eg. Tickets) are reasonably priced.	1	2	3	4	5	6	7
21. The game offers me value for money	1	2	3	4	5	6	7
22. The availability of promotion packages provides value	1	2	3	4	5	6	7

Identification	Strongly disagree	Somewhat disagree	Disagree	Undecided	Agree	Somewhat agree	Strongly agree
23. I feel a close connection towards the team and its players.	1	2	3	4	5	6	7
24. I enjoy discussing my team with everybody.	1	2	3	4	5	6	7
25. I feel part and parcel of my team	1	2	3	4	5	6	7
26. I feel a strong sense of belonging to my team.	1	2	3	4	5	6	7
27. My loyalty to the team is part of my lifestyle and self identity.	1	2	3	4	5	6	7

Information about the team	Strongly disagree	Somewhat disagree	Disagree	Undecided	Agree	Somewhat agree	Strongly agree
28. I buy magazines and newspapers to read about my team.	1	2	3	4	5	6	7
29. I follow the team on their website	1	2	3	4	5	6	7
30. I follow the team on social media (such as facebook and twitter)	1	2	3	4	5	6	7
31. My team has a website that is reliable and updated	1	2	3	4	5	6	7

Trust	Strongly disagree	Somewhat disagree	Disagree	Undecided	Agree	Somewhat agree	Strongly agree
32. I trust that my team will win the	1	2	3	4	5	6	7

league this year.							
33. The coach is trustworthy	1	2	3	4	5	6	7
34. The support of sponsors improve my levels of trust in the team	1	2	3	4	5	6	7
35. My team always meet my expectations.	1	2	3	4	5	6	7
36. I can count on my team to offer a good game.	1	2	3	4	5	6	7
37. I feel that my team is reliable	1	2	3	4	5	6	7

Service quality	Strongly disagree	Somewhat disagree	Disagree	Undecided	Agree	Somewhat agree	Strongly agree
38. The stadium is easily accessible through public transport.	1	2	3	4	5	6	7
39. Attending the match games at the stadium is secure and safe.	1	2	3	4	5	6	7
40. It is easy to buy tickets for the matches.	1	2	3	4	5	6	7
41. The stadium inside and outside surrounding is neat and clean.	1	2	3	4	5	6	7

Customer retention	Strongly disagree	Somewhat disagree	Disagree	Undecided	Agree	Somewhat agree	Strongly agree
42. At the moment,remaining and supporting my team is necessary.	1	2	3	4	5	6	7
43. I feel a sense of moral obligation to remain supporting the team.	1	2	3	4	5	6	7

Loyalty	Strongly disagree	Somewhat disagree	Disagree	Undecided	Agree	Somewhat agree	Strongly agree
44. I am likely to attend future matches of my team	1	2	3	4	5	6	7
45. I feel emotionally attached to my team.	1	2	3	4	5	6	7
46. I buy team merchandise as it gives me a sense of identity.	1	2	3	4	5	6	7
47. I buy the clothes of my team	1	2	3	4	5	6	7
48. I consider myself a real 'fan' of this team	1	2	3	4	5	6	7

ANNEXURE E

Premier Soccer League Games Survey: Spectator Survey

Section A: Demographics

Please tick X in the box for the questions below.

1. Please indicate your gender:

Male	1
Female	2

2. In what year were you born?

19 _____

3. Occupation?

(Please mark only one box)

Professional	1
Manager	2
Self-employed	3
Technical	4
Sales personnel	5
Administrative	6
Civil service	7
Education	8
Home duties	9
Pensioner	10
Unemployed	11
Other (Please specify)	12

4. What is the highest educational level you have completed?

(Please mark only one box)

No school	1
Matric	2
Diploma, degree	3
Post graduate	4
Professional	5
Other (Specify)	6

5. Please indicate your average level of income (*per month*)

R2 000 or less	1
R2001 - R5 000	2
R5001 - R10 000	3
R10 001 - R20 000	4
More than R20 000	5

Section B: Spectator Behaviour

1. How long have you been a soccer spectator?

1 year	1
Between 2-3 years	2

Between 4-6 years	3
Between 7-10 years	4
More than 10 years	5

2. Indicate the number of games attended per season:

Less than 6	1
Between 6 and 11	2
More than 11	3

3. How much do you spend on merchandise per season (for example: replica jersey, scarves, caps)?

Nothing	1
Less than R150	2
Between R150 and R500	3
Between R500 and R1000	4
More than R1000	5

4. Are you a member of a spectators club?

Yes	1
No	2

5. How would you characterise your loyalty towards the club?

Somewhat disloyal	Loyal	Fairly loyal	Extremely loyal
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SECTION C: Loyalty toward Soccer teams

Section C (continue): Loyalty towards soccer teams

Make an X in the appropriate box that corresponds best with your feelings on the following statements using the scale below:

Commitment to soccer:	Strongly disagree	Somewhat disagree	Disagree	Undecided	Agree	Somewhat agree	Strongly agree
1. Companionship and social interaction are influencing my decision to attend matches	1	2	3	4	5	6	7
2. I was exposed to soccer at a very young age	1	2	3	4	5	6	7
3. My cultural background encouraged my support for soccer							
3. I regularly attend soccer matches	1	2	3	4	5	6	7
4. Being loyal to a team during periods of poor results show strength of character and commitment.	1	2	3	4	5	6	7
5. Through vocal and committed support I feel that I can contribute to the team's success.	1	2	3	4	5	6	7
6. I would be happy to spend my entire life supporting my team.	1	2	3	4	5	6	7
7. It would be difficult for me to leave my team when they are loosing.	1	2	3	4	5	6	7
8. I do believe that a person must always be loyal to his team.	1	2	3	4	5	6	7
9. I am proud to be a soccer supporter.	1	2	3	4	5	6	7

Customer satisfaction	Strongly disagree	Somewhat disagree	Disagree	Undecided	Agree	Somewhat agree	Strongly agree
10. Previous success of the team encourage me to attend again	1	2	3	4	5	6	7
11. I am satisfied with the way my team is playing.	1	2	3	4	5	6	7
12. I am satisfied with my decision to support this team.	1	2	3	4	5	6	7
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14. I will recommend anyone to support soccer in general.	1	2	3	4	5	6	7
15. I enjoy being part of greater group of supporters for the team	1	2	3	4	5	6	7
16. If my friends were to stop supporting my team I would do the same	1	2	3	4	5	6	7
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Customer value	Strongly disagree	Somewhat disagree	Disagree	Undecided	Agree	Somewhat agree	Strongly agree
18. The team makes me feel valued as a spectator of their club.	1	2	3	4	5	6	7
19. The rewards given by the team increase my game attendance and support.	1	2	3	4	5	6	7
20. The match services (eg. Tickets) are reasonably priced.	1	2	3	4	5	6	7
21. The game offers me value for money	1	2	3	4	5	6	7
22. The availability of promotion packages provides value	1	2	3	4	5	6	7

Identification	Strongly disagree	Somewhat disagree	Disagree	Undecided	Agree	Somewhat agree	Strongly agree
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30. I follow the team on social media (such as facebook	1	2	3	4	5	6	7

and twitter)							
31. My team has a website that is reliable and updated	1	2	3	4	5	6	7

Trust	Strongly disagree	Somewhat disagree	Disagree	Undecided	Agree	Somewhat agree	Strongly agree
32. I trust that my team will win the league this year.	1	2	3	4	5	6	7
33. The coach is trustworthy	1	2	3	4	5	6	7
34. The support of sponsors improve my levels of trust in the team	1	2	3	4	5	6	7
35. My team always meet my expectations.	1	2	3	4	5	6	7
36. I can count on my team to offer a good game.	1	2	3	4	5	6	7
37. I feel that my team is reliable	1	2	3	4	5	6	7

Service quality	Strongly disagree	Somewhat disagree	Disagree	Undecided	Agree	Somewhat agree	Strongly agree
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40. It is easy to buy tickets for the matches.	1	2	3	4	5	6	7
41. The stadium inside and outside surrounding is neat and clean.	1	2	3	4	5	6	7

Customer retention	Strongly disagree	Somewhat disagree	Disagree	Undecided	Agree	Somewhat agree	Strongly agree
42. At the moment, remaining and supporting my team is necessary.	1	2	3	4	5	6	7
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Loyalty	Strongly disagree	Somewhat disagree	Disagree	Undecided	Agree	Somewhat agree	Strongly agree
44. I am likely to attend future matches of my team	1	2	3	4	5	6	7
45. I feel emotionally attached to my team.	1	2	3	4	5	6	7
46. I buy team merchandise as it gives me a sense of identity.	1	2	3	4	5	6	7
47. I buy the clothes of my team	1	2	3	4	5	6	7
48. I consider myself a real 'fan' of this team	1	2	3	4	5	6	7

SECTION D: The impacts of Premier Soccer League

Section D: The impacts of Premier Soccer League

1. Overall, how does soccer affect your personal quality of life?

Very negative	Slightly negative	No impact	Fairly positive	Extremely positive
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2. Overall, how does soccer affect the community as a whole?

Very negative	Slightly negative	No impact	Fairly positive	Extremely positive
---------------	-------------------	-----------	-----------------	--------------------

3. Do you think soccer events benefit the residents in your area?

Yes	1
No	2

Please provide reasons for your answer in question 3:

4. Where do you obtain information on upcoming soccer matches?

Friends	1
Family	2
Facebook/Twitter	3
Team's website	4
Radio	5
Newspaper	6
Television	7