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**FACTORS AFFECTING SPECTATORS' DECISION IN ATTENDING  
MINOR LEAGUE BASEBALL HOME GAMES**

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**Bachelor of Business Administration in Finance**

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August 2012

Submitted in partial fulfillment of the requirements for the degree

**MASTER OF EDUCATION**

At the

**CLEVELAND STATE UNIVERSITY**

December 2016

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We hereby approve this thesis for

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College of Education and Human Services, Department of Health and Human  
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In life, I will always remember that hard work, sacrifice, determination, believing in myself and a little blessing from God will enable me to succeed in my adventures. Will remember: “If you want to succeed as bad as you want to breathe, then you will be successful” – Eric Thomas

FACTORS AFFECTING SPECTATORS' DECISION IN ATTENDING  
MINOR LEAGUE BASEBALL HOME GAMES

MOHANNED S. SHOBIAN

**ABSTRACT**

There are many reasons as to why fans attend home game events. This study examined what motivates individuals to attend Lake County Captains Baseball events. Managers have some influence over many of the factors that affect attendance at the minor league baseball (MiLB) games such as budgeting, concessions, cleanliness or attractiveness of the stadium, and promotional activities. However, there are some factors that managers cannot control (e.g., weather and city population). Two hundred Lake County Captains fans participated in this study. Participants completed a two-sided survey questionnaire that has six different dimensions (29 items): Residual Preferences (6 items), Economics (5 items), Social Aspects (4 items), Enjoyment (5 items), Team Identification (4 items) and Team Affiliation (5 items). The survey questions are based on a 5-point Likert Scale, measuring factors that affect attendance from “strongly disagree,” “neutral,” to “strongly agree.” The survey is also designed using ordinal and nominal scales for the demographic information of the participants in the survey. An exploratory factor analysis was used to examine the factor structure and items of the survey. Descriptive statistics were used to analyze all the demographic factors and items on the survey. Factorial MANOVAs were used to examine the mean vector scores of perfectionisms between the demographics and the seven factors. Significant age differences were found in Residual Preference-Environment and Team-Affiliation based on attendance, whereas significant annual household income differences were found in Economics and Enjoyment based on

attendance. Likewise, significant education levels differences were found in Team-Affiliation. The spectators agreed that all factors played a huge role in motivating them to attend the Lake County Captains Minor League Baseball. Age, household income, and education levels had the most significant effects on attendance. When arranging a plan to increase attendance, it is essential to focus on the 25-36 age group, individuals who earned \$40,000-\$59,000 a year, and participants who obtained bachelor's and master's degrees, the largest groups in attendance at the game. It appears that the primary motivating factors for the adolescents would be socialization and enjoyment.

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## **CHAPTER I**

### **INTRODUCTION**

#### **1.1 Background to the Research Problem**

Nowadays, people are more attracted towards leisure activities than before. Every year many spectators attend home games to reduce their stress level from the rough routine of today's world and to get entertainment (Wiid & Cant, 2015). These spectators play a significant role in successful completion of the event. The players also get motivation by their fans. Spectators are the life of the game, but some conditions play a vital role to motivate the fans who attend the game. Some of the studies that revealed attractiveness and motivational variables as the presence of the star players are (Fillingham, 1977; Jones, 1984; Hill, Madura, & Zuber, 1982) and others talked about the effect of promotions (Hill et al., 1982; Siegfried & Eisenberg, 1980). Fans fall on a broad continuum of intensity and support for their team. For example, some fans enjoy games and frequently attend their favorite sporting events, while some of them are only interested if there is a special promotion or if their star player is on the mound. Bradley Reynolds, general manager of the Double-A Mobile BayBears, highlighted the importance of minor league baseball (MiLB) when he said:

What keeps fans coming back isn't baseball. If they want a better baseball game, they can see it on ESPN. This is about affordability, family fun, wholesome entertainment. That's what makes this business unique and what makes it work. Considered to be "America's National Pastime," baseball holds a special place in the hearts of many (Murphy, 2016, p. 793).

Unlike any other organization, sports also have some associations that promote these games. Two leagues are associated with these games: major and minor leagues. The major league is the top tier of such games (hockey, baseball, football, etc.), while the minor league is the training ground for the beginners. The minor league is divided into four classes, and every struggling player has to go through all the levels to make his way to the major leagues. Minor leagues develop and prepare the players for the major league. Each minor league team plays in a league of teams having same expert level players. The player starts from the bottom and then competes for his rank to the A class, because of more As means more chances of getting into the major league. Based on the MiLB web-page, the different levels of MiLB are as follows, starting with highest level and going down to the lowest: AAA or triple A is the highest Minor League Baseball level, where players are most likely to be picked to play with a major-league team. The follow up levels are AA or double A, Class A advanced or High A, Class A or Low A, Class A short season or short season, and 2 Rookie ball teams. Regarding the two Rookie ball teams, these teams usually play between 70 and 80 games in a season. This is where newly drafted players often start their pro careers. There is also extended spring training where games are played six days a week, but these are not officially a team.

Like any other sports, there are differences between major and minor league, for example: the size of the leagues, pay scales, players, venues, and many other factors that hold them worlds apart. The minor leagues act as a training ground for the major leagues, most of the players start their career from the minor leagues, which have different talent levels and classes (Gitter, 2010). Although it requires a lot of training and hard work to get through all the levels of the minor league, some players are lucky enough to go directly to major leagues, but they are one in a million. The most significant difference between the leagues is money. Gifis and Sommers (2006) stated that major league players also enjoy certain perks like ad campaigns, promotional visits, legal contracts with sports companies, and so on.

The important piece is to identify the factors that affect the choices of people in attending sporting events. According to previous studies that cited factors which influence the decision of fans to attend games, it depends upon certain factors which include, but are not limited to, the attractiveness of the home team, breaking of previous scores, team performance, star players, league standing (Zhang, Pease, Smith, Lee, Lam, & Jambor, 1997). Jones (1984) found certain factors (e.g., team flair, seasons' playoff) that are related to the audience attendance in a game. Other significant factors that affect the fans attendance at a sporting event are game schedule, stadium quality, and weather (Gitter & Rhoads, 2010). It has been observed that most of the attraction is inclined to weekend games and end-of-season games while afternoon games have a decreased amount of interest of fans attending the game.

The researcher chose to investigate why individuals attend the Lake County Captains MiLB games. This interested him because he was from a country where sports

were not considered serious activities, so the researcher wanted to see why people in the United States have an interest in attending various sporting events. The researcher had seen thousands of people across different cities bustle into a crowded arena to watch baseball games and realized how high the demand for professional games is, driving him to question why people attend these events.

As an ex-professional basketball player from Jeddah, Saudi Arabia, there are many opportunities to play and attend a lot of games nationally and internationally. It also allows them to see the vast differences in attendance at professional sports in the US vs. Saudi Arabia. In Saudi Arabia, the basketball stadiums never even fill-up halfway until the finals. The audience during most of the games consists of rookie players from the team or individuals who work in the arena. The arena is never as full or as loud as any of the MLB games in the United States.

In the United States, male and female sports are a major activity, and college sports are taken seriously because of the potential to play professionally. The people who played professional sports in Saudi Arabia thought of it as more of a recreational activity than a profession. Many athletes all around the world play for the fans; to be recognized and respected by the community for what they do. If there are no fans, friends, or family coming to watch, then there is no motivation for one to play a sport (Matthew, Todd, Khalid, & Matthew, 2015).

## **1.2 Statement of the Problem**

The purpose of this study was to determine what motivates individuals, both male and female, to attend Lake County Captains Baseball events. The results can provide valuable information for managers needing to increase spectator attendance and the

revenue generated by MiLB games. In addition, this information can be valuable in improving the services provided at the baseball games (e.g., concessions and souvenirs). Managers have some influence over many of the factors that affect attendance at the MiLB games such as budgeting, concessions, cleanliness or attractiveness of the stadium, and promotional activities. However, there are some factors that managers cannot control (e.g., weather, city population, etc.). The survey's questions were targeting different areas of the market to find the primary reasons why people go to the Captains games. The research about this topic is limited, therefore, more research in this area is warranted.

### **1.3 Definition of Terms**

**Demographic factor.** The following variables of age, marital status, traveling time to the game, gender, household size, annual household income, race, highest education level, and occupation of spectator were analyzed.

**Residual preferences.** These variables have the capability to influence game attendance, such as (1) weather conditions, (2) attending games during the week is preferable, (3) attending game on the weekend is preferable, (4) the behavior of fans attending the game, (5) parking space, and (6) the attractiveness of the stadium.

**Economic factor.** Aspects that may influence the decision of attending a sporting event are: (1) the price of an individual ticket, (2) free tickets, (3) discounted tickets, (4) availability of tickets online or phone applications, and (5) the price of items at the concession.

**Social aspects.** Variables that might influence game attendance include: (1) meeting new people and interacting with other during the game, (2) spending time with



family members, (3) spending time with friends, and (4) spectators will not go to the game unless their friends do.

**Enjoyment.** Items that might influence attendance are: (1) escape, (2) game atmosphere, (3) fireworks show, (4) skillful and athletic performance by the team, and (5) participants' recall of the days they used to play.

**Team identification.** Items that may influence attendance are: (1) believing oneself as a fan of the team, (2) the importance of being a fan of the team, (3) the team's representation of oneself and the community, and (4) sharing sadness with a team loss or happiness with a team win.

**Team affiliation.** Resources that might influence attendance include: (1) the team's current win/loss record, (2) promotional events, (3) the Cleveland Indians affiliation, (4) team's conference standing, and (5) star players who play for the team.

#### **1.4 Delimitations**

1. The survey questionnaire was only administered at two home games during the 2016 season.
2. The survey was only administered with one Minor League Baseball team.
3. The survey was only administered during weekday games.

#### **1.5 Limitations**

1. There is a chance that the participants might not have answered all the questions with 100 percent accurate responses, and this can lead to misinformation and false data.

2. Since the questionnaire filling was an entirely voluntary process, there was no way the data could be gathered from the people who were not willing to participate.
3. The attendance and motivation of fans to attend the game can vary depending upon the sports event and their past experience as well. On the other hand, this study does not explain the motivating factors for spectators to attend the sports event.
4. A certain level of bias is expected from the samples as only two home games samples were drawn.

## **CHAPTER II**

### **LITERATURE REVIEW**

Sports industry is the one of most popular forms of entertainment in United States. According to Wilkins (2012), it is estimated that the entire sports industry is worth more than US\$ 420 billion and out of which almost US\$20 billion is from the Minor League Baseball, Major League Baseball, the National Basketball Association, and the National Football League. Apart from the profits that are generated by the games, the loyal fans of the game bring in more than a million dollars into the home city where the sporting event is conducted. It is important for the sports industry to keep fans interested in attending and entertained throughout the event. Even post-event activities must be based to keep the fans motivated to attend future games.

Some fans are extremely loyal and motivated towards certain athletes and professional teams. The primary purpose of these professional teams is to play, win, and remain profitable while being able to provide complete entertainment to their larger audience to continue high fan attendance. The fan attendance will increase or remain constant only when they feel motivated and encouraged to attend the sports event. The purpose of the research conducted by Wilkins was to find the factors that keep the fans

motivated towards the professional teams on a continuous basis. Since professional games have a tremendous impact on the economic system, it is of utmost importance that strict measures must be taken to keep the fans motivated and entertained to attend the sports event.

According to Bee and Havitz (2010), the understanding of the reasons and factors that motivate individuals to attend a sports event will help to determine what actually keep the fans motivated and employ the best means to keep fans attracted to participate in the sports events in the future in order to remain committed to the professional sports team. Wann (1995) identified eight factors which keep the sports fan motivated and attracted towards the game. These include entertainment, escape, economic benefits, self-esteem, friends and family gathering, affiliation and brand connections with different groups, eustress, and aesthetics (Wann, 1995).

Wilkins (2012), suggests there are five factors that have been examined to analyze the factors that keep the fans committed to the professional teams. The five factors are awareness, situational involvement, attachment, enduring involvement, and identification. First and foremost, it is important that team awareness is developed in the mass public. Some people are interested in sports, but they are not aware of the teams and are not highly attracted towards sports events or watching the teams play in the stadium. This awareness can be created through visual media such as television; advertisements run on social media like Facebook, or promo ads in the newspaper (Funk & James, 2001). Awareness is also influenced by peers and family attending the sports event or being attracted to certain teams or athletes. The child undergoes the same experience as the

parents and will respond in the same manner towards the team or athlete with the same affection as their family (Funk & James, 2001).

Another important factor is known as situational involvement. According to Wakefield and Sloan (1995), it is important that initial interaction with the team or athletes of an individual must be strong enough to adapt him or her into a professionally motivated fan or at least a loyal fan. It is as if the first impression is the last impression as the overall experience of the match, attending the event, stadium appearance, the team winning or losing, will all impact the situation of whether an individual will be interested in participating in the match again.

The third factor is becoming attracted towards the sports event. This means that once a person has had a positive experience of attending or watching the games, one will be drawn to watch it again either on television or in the stadium (Robinson, Trail, Dick, & Gillentine, 2005). Most of the spectators attend the sports event because they want to feel entertained, or they want to spend quality time with their family and friends (Laverie, & Arentt, 2000). Some of them are there just to enjoy the match or have a feeling of free time from a tiring schedule rather than being loyal to the team (Hill & Green, 2000). Once they continue to attend the game, the team loyalty will develop, and attraction level will increase with time (Robinson et al., 2005).

Enduring involvement is impacted by personal, social and environmental factors. This embodies a long-term commitment to a sports team and is related to one's personal convictions and relation to the team. At this stage, fans are attached to the team and will stay avid fans as long as they continue to relate to one's personal beliefs and life choices (Wann & Branscombe 1990).

It is integral that once an attraction phase has been lacking, the sports management and the professional teams must continue their efforts through various means to convert this attraction level into an enduring involvement stage of the team. At this stage, an individual has already selected his favorite team and his favorite athlete and has formed a strong connection with them. This is the time that professional teams must continue with their efforts to work hard and keep the fans motivated (Kyle et al., 2004). The last stage of attachment is the identification of the team. According to Funk and James (2001), once all the factors have been met, a fan is now loyal to the team. At this stage, different motivational factors play their role: extrinsic motivation and intrinsic motivation.

It is important to note that not much research has been done in this regard and more studies can benefit from the research conducted by Wilkins (2012). The future researchers must continue to identify steps that can be taken to keep the fans motivated towards a professional team.

## **2.1 Selection of Factors**

There are many different reasons why spectators attend sporting events. Six factors have been selected to measure sport fan motivators based on an extensive review of literature and translated later on the sport of baseball (Cebula, Toma, & Carmichael, 2009; Gifis, & Sommers, 2006; Gitter & Rhoad, 2010; Hill, Madura, & Zuber, 1982; Howell, Klenosky, & McEvoy, 2015; Lewis, & Yoon, 2016; Paul, Toma, Paul, & Brennan, 2007; Paul & Weinbach, 2013; Siegfried & Eisenberg, 1980; Soebbing & Watanabe, 2014; Wakefield, 1995), where they examined attendance and promotions, the short run demand, effect of weather and timing on attendance, the impact of star power

on attendance, the effects of performance and demographics, the pervasive effects of social influence on sporting event attendance, and the influence of fireworks saturation on both Major and Minor League Baseball. Many studies talked about the sport of football and attendance as a function of involvement and loyalty (Hill & Green, 2000; Robinson, Trail, Dick, & Gillentine, 2005; Wakefield et al., 1996). A study of freedom of entry, market size, and competitive outcome was conducted on the sport of soccer (Buraimo, Forrest, & Simmons, 2007). Fan motivation, demand and survival, spectator satisfaction, and a master's thesis are studies were contacted on the sport of hockey (Fillingham, 1977; Jones, 1984; McKeon, 2004; Zhang et al., 1998). Regarding the sport of basketball, several studies examined factors affecting fan attendance and the influence of identity salience and satisfaction (Laverie & Arnett, 2000; Zhang, Pease, Hui, & Michaud, 1995). A study on the product bundling and causes of attendance and non-attendance in live professional sport examined the sport of rugby (Hill & Green, 2000; Robertson & Pope, 1999). The review of literature had different levels of sporting events where they examined the different factors and motivations affecting attendance such as collegiate (Krohn, Clarke, Paterson, McDonald, & Preston, 1998; Laverie & Arnett, 2000; Robinson et al., 2005; Wakefield et al., 1996), minor league (Cebula et al., 2009; Gifis, & Sommers, 2006; Gitter & Rhoad, 2010; Howell et al., 2015; McKeon, 2004; Paul et al., 2007; Paul & Weinbach, 2013; Siegfried & Eisenberg, 1980; Wakefield, 1995; Zhang et al., 2001; Zhang et al., 1997), and professional (Fillingham, 1977; Hall, 2009; Hill, Madura, & Zuber, 1982; Hill & Green, 2000; Jones, 1984; Lewis et al., 2016; Matthew, Todd, Khalid, & Matthew, 2015; Robertson & Pope, 1999; Soebbing & Watanabe, 2014; Wilkins, 2012; Zhang et al., 1995; Zhang et al., 1998).

The six factors selected are residual preferences, economics, social aspects, enjoyment, team identification and team affiliation. It is assumed that motivators for different sporting events are related and similar. For example, the motivators on attendance of a basketball game are considered to be akin to a football game since spectators attend many sporting events for similar reasons. There were a couple of studies that investigated spectator motivation without distributing a survey at a sporting event (Armstrong, 2002; Wann, 1995). Many of these studies were completed in a classroom setting. Some of the literature reviews about sports spectators and their motivations for attending sporting events came from articles and book chapters (Bee & Havitz, 2010; Buraimo, Forrest, & Simmons, 2007; Krohn et al., 1998)

## **2.2 Residual Preferences**

The residual preferences are basically the environmental factors at any sports event which can include the way coaching is performed, how cheerleaders perform during the event, watching the band, and fan accommodation. This factor has been widely studied at the college (Hill & Green, 2000). The exogenous factors can include environments such as the days during which the sporting event occurs, weather condition, precipitation situation, attraction and cleanliness of the venue and the behavior of the audience at past games. When we analyze fan accommodation, it can include the parking facility and availability of parking space along with how comfortable the stadium seats are. These factors will be studied in detail to give a comprehensive view of the residual preferences and how the fans react to them.

**Weather.** It is imperative to contemplate various exogenous factors that dramatically impact the number of fans attending the sports events. This factor is of



utmost interest for researchers these days. For example, Howell et al. (2015) examined the consequences of various methods of promotions, time-related elements and weather on the number of sports fan attending the event in Minor League Baseball. The data analysis was conducted of the teams that were participating in the International League that was held in 2010. The results indicated that non-working days, promotional giveaways and special events had an extremely positive impact on the attendance of the sports fan, whereas the unusual weather conditions such as heavy rain, thunder storm, etc., led to a negative or slow response or participation rate. To conduct this study the external and internal factors were considered. Two external factors were discussed: time-related and weather.

The study conducted by Howell et al. (2015) was based on 646 games for the teams that were participating in the International League in 2010. The entire data was obtained through local weather organization and the individual game website. When the result of the external factors was examined, it was clear that the temperature and the final games of the season to help in positively influencing the attendance level. On the other hand, the higher precipitation level negatively impacted the attendance level of the sports fan. The temperature level of 84°F was preferred and led to a good attendance level, and any temperature above this would decrease the attendance ratio of spectators.

The analysis of the external factors was as per the expectation and consistent with the previous researches except for the weather and temperature that was not taken into consideration previously. It was also found out from the results that increase in temperature reduced the attendance level, whereas, an average threshold temperature

optimized the attendance of sports fan. Also, when the precipitation levels were high, the attendance level was decreased by 7.8 percent (Howell et al., 2015).

**Time and day.** Many factors affect the attendance of the sports fan of the sports contest, but many external factors are not in control of the team management, such as weather conditions and the period of the game. After reviewing various studies, it is clear that many types of research have their inconsistencies. For example, when the high-value giveaways are given, and fancy fireworks are demonstrated, the attendance of spectators increased towards the Minor League Baseball contest (Paul et al., 2007). One of the most prominent external factor-days of the week-provided inconsistent result. For example, Cebula et al. (2009) illustrated that in weekend games the attendance levels of sports fan increased as compared to the weekday games.

The result of the study demonstrated that apart from these factors, the weekends and the opening or closing of the event also led to a greater attendance in comparison to the weather factors. It indicated that the weekend resulted in a 7.9 percent increase, whereas, the final game resulted in a 19.6 percent increase in attendance in comparison to regular sports event days. All these results were similar to the results of the past researchers (Howell et al., 2015).

**The attractiveness of the stadium.** The attractiveness of the stadium greatly helps in determining the mood of the spectators. This also establishes the fact that whether they will be attracted to attend the current and future events and with the kind of sports fan attitude or not. The attractiveness of the stadium includes every core and major area to cover such as the seating arrangement, the comfort level of seats, the color of walls, the color theme of the seat, and presentation of scoreboard and signage.

According to Wakefield et al. (1996), when the stadium management uses scoreboard façade and directional signage, the spectator's desire to attend the sports event increases, and it leaves a positive impact on the fans regarding the accessibility, overall layout and they want to participate in the event again and again whenever it is conducted in the future. Hence, it was established that the sports fan attended the events with more interest when the outlook of scoreboard is attractive and they are easily able to utilize the facilities inside the stadium (Wakefield et al., 1996).

The Cleveland Indians are extremely proud of the installation of the largest light emitting diode of full color at their stadium facility located in North America (Armstrong, 2002). This installation was done to attract a large audience to the game and increase game attendance. The scoreboard that is installed at Jacob's Field is around 149 feet wide and 36 feet high (Armstrong, 2002). This system is able to entertain the sports fans, as well as inform them and educate them about the sport. This system also helps in providing player data and statistics, replays, pitch information, minute details, lineups, live videos, and team details.

The stadium management must understand that once a scoreboard of high quality and prominence is installed, it attracts the fans towards the event because they have a huge screen to look for to enjoy the game details even when a break occurs in action such as another inning session, time-out, etc. This can also assist in providing open and visible instructions to the spectators that can help in keeping the crowd disciplined and controlled. This should avoid any mishap during or after the event. The facilities these stadiums offers are attractive enough for the fans to return and watch the games, despite the losing record of the teams (Armstrong, 2002). Cleanliness is one of the major factors

as to why the fans continue to attend the games. Even the professionals show their interest in continuously attending the sports events for entertainment purposes (Hill & Green, 2000). And most significantly, the spectators are eager to stay at the stadium because of the level of cleanliness being offered. It is evident from the research that the sports viewers would like not to stay at a dirty place and unattractive arena. Further, it is integral that the amenities must remain the same so that the spectators can develop a long-term relationship with the same place. Hence, a clean stadium will attract a larger audience (Hill & Green, 2000).

**Fan Behavior.** It is integral that the sports management must encourage good fan behavior by all spectators, as most fans would want to attend sports events where the fan behavior is good. Poor fan behavior can include yelling at other spectators, coaches, players, and referees. This behavior may also involve shouting, violence, and throwing objects at the players and other spectators. This can eventually result in physical fights with each other and cause injuries. These activities are detested by many, and people may not want to attend sports events ever again to avoid any mishap that can occur in certain situations (Matthew et al., 2015).

**Parking.** As discussed earlier, the spectators who are interested in attending sports events are interested in comfortable amenities at the stadium so that they can watch the match tension-free (Matthew et al., 2015). Most of these individuals expressed their concern over the parking because parking spaces are not available, and they find quite a lot of difficulty finding a parking space for their vehicles. Hence, it is important that the parking lot should be easily accessible with little walking distance to reach the stadium door. This means that the spectators look for convenience, and that can significantly

impact their attendance. If parking is available, the chances of a higher number of spectators attending the game will increase. Whereas if there is little or no parking, the spectators will show little interest in attending that event.

According to a study conducted by Hay and Roa (1984), in the past, college soccer and football coaches believed that if the stadium offered an excellent parking facility, the spectators would be keener on attending sports events. Likewise, there have been studies which shows that stadium convenience and the attendance of professionals and students to the match has a weak relationship, but it is integral to realize that a relationship will always remain (Wakefield et al., 1996). Every relationship (be it little) will help increase profitability. It has been researched in past studies that the age of the spectators and the parking facility were directly related (Zhang et al., 1998). This was especially true at the professional level where the higher the age of the spectator, the more he or she will be interested in convenience and parking. On the other hand, the younger age group fans are not too concerned with the nearest parking space factor.

### **2.3 Economics**

Various economic factors play a significant role in baseball team attendance, such as how motivated the fan is, different price dispersions, and the outcome. The price dispersal is a phenomenon where same or different sellers offer different prices for the same product. This reflects ignorance of the market towards consumer sale inclination and activities. One of the primary reasons why this price dispersion incurs is that the business is completely uncertain of the kind of demand that will be created for the goods and services they are offering (Soebbing, 2014).

Another major factor that is important for any business is revenue. A study conducted by Wiid (2015) showed that the income of sports events depends upon the fan following, which is entirely dependent upon the number of the population. Hence, national sports events drive more revenue and sports fans in comparison to local sports teams (Buraimo, Forrest, & Simmons, 2007). Robert, Rosentraub, and Sloane (2004) explain that teams with the highest success rates and popularity levels are the ones that have access to great sources of revenue, a subsidized facility rate, or the largest of markets. This can very clearly demonstrate that the higher the financial support, the better the performance of athletes and their teams is expected to be. With better performance, an improved sports fan following can be expected. This will result in more revenue for the sponsors and the team management. Hence, this in itself is a vicious cycle to look into (Buraimo et al., 2007).

**Ticket costs.** To understand the pricing strategy, the ticket market provides a true scope to evaluate, research, and study comprehensively (Soebbing, 2014). Demand in the sports ticket market for sports events and for the professional sports teams can vary drastically and is a task that is accomplished in complete uncertainty. The reason being, the price of the ticket is decided way before the event takes place. Hence underestimating or overestimating the demand is highly likely (Soebbing, 2014).

The results demonstrate that once the ticket price is increased, the average attendance of regular season sports events can decrease (Soebbing, 2014). To examine the actual impact the price dispersion makes on Minor League Baseball, the research conducted by Soebbing (2014) designs a unique ticket data system which is found from

the Minor League Baseball books and media guides. These were released from 1975 to 2008 (Soebbing, 2014).

**Discounted tickets.** When all the other factors were kept constant, this study demonstrated that when the price dispersion was too high, it resulted in a decrease in average attendance during regular season events throughout the sample period that was taken in consideration for study purposes. This could be because the management tends to focus on supplementary/additional forms of revenue, being able to price each seat depending upon the regular season and the full load season, and to sell special seats in the stadium. Overall, we can say that the study conducted by Soebbing, (2014) has a lot of implications and benefits for the management of these events and various practitioners and researchers as well. It is imperative that once the higher price dispersion incurs, it is more important that the effect of pricing policies should be examined on the demand of the service provided (Soebbing, 2014).

**Concessions.** It is also essential that an organization should decide whether the strategies to formulate pricing will focus on improving the revenues or the attendance of the spectators. This relationship and context can vary league to league. For example, a well-established league like Minor League Baseball will want to increase revenues in comparison to increasing the attendance level (Soebbing, 2014). Whereas the small leagues such as Major League Soccer may want to attract fans with their pricing and marketing strategies, rather than maximizing profits. In this scenario, it is clear that smaller leagues, such as Major League Soccer must focus on pricing strategies for ticket prices in order to attract the spectators. This strategy must concentrate on developing

into long-term strategies and procedures to reap future gains, not just increase the demand for the services offered (Soebbing, 2014).

## **2.4 Social Aspects**

There are spectators who attend the sports events to socialize, be entertained, and relax from their regular working routine. According to Hall (2009), all the major sporting events are mainly used and associated with a chance to socialize with friends and family members. People attend sports to feel relaxed and escape from their regular routines. The group bonding is developed, and social interaction is encouraged.

**Social interactions.** Hudson (2010) determined factors that influence California Polytechnic University student's decisions to attend sporting events and theatrical performances. The purpose of the study was to investigate impacts on student's decisions at Cal Poly in attending sporting events, versus attending performances at the Performing Arts Center. Two hundred students were surveyed during Cal Poly's Spring Quarter in nine classrooms. The research showed that social networking was one of the primary reasons for attending sporting events. The results revealed that students tend to attend games more commonly and have greater attentiveness when attending games than theatrical events. The primary reason for not attending games and theatrical events was the lack of time, and the top motivation for students to attend games was social networking.

## **2.5 Enjoyment**

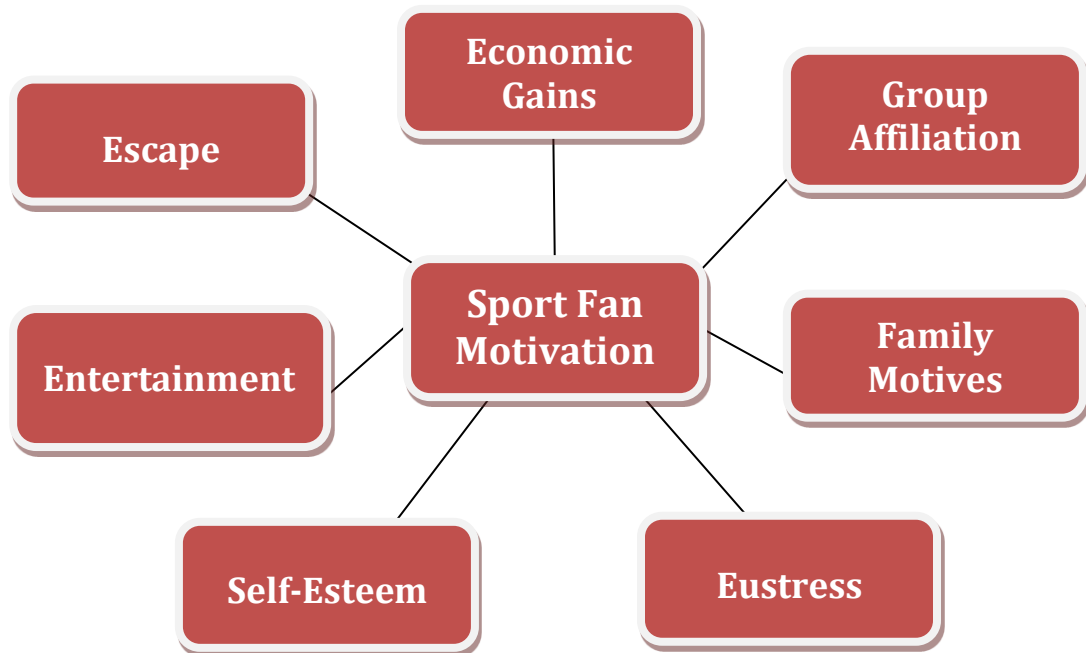
Enjoyment and entertainment are major factors as to why many spectators attend the sports events. They want to feel excited, motivated, and relaxed when enjoying the game with their friends and family. The factor of entertainment is said to generate an



atmosphere and ignite excitement levels within an event (Hall, 2009). These variables that develop an atmosphere of comfort might include proper seating arrangement, cleanliness of the stadium, easy parking facilities, neat and clean restrooms, and access to food and beverages. As discussed earlier in previous research, the venue plays an integral role in developing trust and loyalty among the spectators; the more comfortable they feel, the more they will continue to attend the events in the future. Various studies have revealed that customers include stadiums as part of their entertainment packages and include all of the visual aspects as an important part that influences their decisions to attend the sports (Hall, 2009).

**Escape.** Spectators may want to escape from their regular routine and may want time out with friends and family in order to feel relaxed and entertained. The study conducted by Wiid and Cant (2015) revealed that when the female soccer fans were analyzed, it was clear that they demonstrated lower self-esteem, lower entertainment score, a lower economic gain score but a higher escape score, and also lower affiliation score with groups. This concludes that the female soccer fans attend the event because they want to enjoy some time out from their busy schedules and routines and release their pressure and high-stress levels. As shown in Figure 1, Wann (1995) illustrated that the escape motives line up closely with the entertainment motive, as it offers people the chance to break away from their daily life and indulge in a past-time or hobby.

Figure 1: Sport Fan Motivation Scale (Wann, 1995)



**Previous playing experience.** The spectators who have played sports in their pasts demonstrate keen interest in attending the sports events. For example, if a spectator has played a soccer game in his or her school or college, then he or she will want to attend the sports events of the game of his or her choice. These fans have knowledge about the game and want to increase it further and enjoy the game by attending it. It is clear and understandable that people with experience and knowledge of games are more interested in attending the events than the ones with little or no knowledge (Hall, 2009).

**Fireworks show.** Fireworks act as one of the popular promotions for the Minor League Baseball sports events. Initially, and even still, fireworks were displayed mostly on public holidays such as Labor Day, the 4<sup>th</sup> of July, Memorial Day, and special events, but later on also became a part of games and sports events especially in order to promote

these events throughout the baseball seasons. Some teams have fireworks on a weekly basis on Fridays, some every weekend and some only when game seasons begin. Since fireworks have been a tradition for several years, there is a possibility that the market for fireworks might become saturated and spectators might take it as an advantage on interest in the game itself (Paul, 2013).

This study tends to examine the season for AAA and AA baseball events conducted in 2011. All the factors were taken into consideration that influence the attendance of sports events. The question becomes whether the audience's interest will be reduced or if they will continue to watch baseball games in the same manner even if the frequency of fireworks is increased in order to promote the baseball game. The answer will be found through the research and study demonstration once the events are conducted (Paul, 2013).

In order to check the impact of continuous fireworks and whether the fans still continue to show interest in the game as the frequency of fireworks increases, the firework frequency was tested in the analysis model in three ways: First and foremost the fireworks will be demonstrated as a model variable with no direct impact. Second, the fireworks will be added in frequency as a linear sequence. Third, the square will also be included of fireworks in order to determine the non-linear frequency of fireworks. Economists have added different independent variables in the study such as the success of the game, per-capita income of the spectators, total population, etc. (Noll, 1974).

The study conducted by Gifis and Sommers (2006) focused on the overall impact that promotions make on the attendance of spectators. This study was conducted for the Trenton Thunder in 2004. The result of the study was that bubblehead giveaway,

fireworks and guest appearances all positively impacted the attendance of the spectators. However, fireworks made the highest impact. The study also concluded that the summer season and the weekend days were significant in increasing attendance of spectators.

The research conducted by Paul et al. (2013) analyzed all data from the MiLB website and the team sites. The data of games was collected from the box scores of all the individual sporting events. Even though the Minor League Baseball website is well-functioning and informative in a properly standardized format for every individual team, it is not mandatory to do so. Table 1 below provides complete data into the key variables that were used to determine the attendance of the sports fan in MiLB.

Table 1: Weather Category and Promotions Frequencies by the MiLB (Paul et al., 2013)

	Inter- national League (AAA)	Pacific Coast League (AA)	Eastern League (AA)	Southern League (AA)	Texas League (AA)
Partly Cloudy	358	310	280	255	191
Cloudy	273	177	176	129	52
Clear	236	422	235	202	271
Sunny	72	71	75	46	28
Rainy	16	16	10	6	0
Drizzling	11	12	12	1	3
Overcast	46	61	0	0	23
Opening Day	16	16	11	9	8
Merchandise	186	185	193	64	131
Fireworks	191	192	201	114	95
Group	104	487	214	195	107
Food	126	206	66	81	76
Beer	31	87	76	65	39
Discount Tickets	161	118	206	94	114
Dogs to Park	15	14	21	10	8
Concerts	17	24	29	22	11
# Observations	1012	1069	788	639	568

The relationship of limited attendance and fireworks frequency discloses a dipped relationship in four leagues out of five, whereas the Eastern League took a complex shape over the fireworks (Paul, 2013). The only league that demonstrated the negative range across the fireworks is in the Pacific Coast League. There were 17 incidents where the Pacific Coast League demonstrated fireworks, which clarifies that the league understands how to successfully utilize the fireworks for the success of the event. As the frequency of the fireworks increases from just the special holidays (like Labor Day, Memorial Day or the 4<sup>th</sup> of July) to ten, twenty, or thirty times more during weekdays, special sport events, etc., there is a higher possibility that the market can get saturated, and the attendance will be reduced due to lack of interest by the spectators in attending the game (Paul, 2013).

Overall, if we analyze the impact of fireworks, the results been positive for the attendance in all five leagues. In collaboration with the previous research, it has been evident that fireworks do work as an amazing promotional tactic for Minor League Baseball (Cebula et al., 2009).

The rise in the frequency of the display of firework has not yet saturated the market and does not indeed demonstrate any dramatic changes or problems for the Minor League Baseball events or individual teams. Even if any saturation does occur, it will take place in the internal markets rather than directly impacting the league itself. It has been apparent from the observations made that in AAA and AA level teams, the rise in fireworks has attracted the teenage group towards the league and resulted in overall financial success and higher revenues for the league management (Paul, 2013).

It is imperative to note, it is not surprising that this market has not been saturated and is still attracting spectators because world renowned places like Six Flags theme parks, Disney World, and many other amusement parks have fireworks every other night. Even though most of the consumers prefer to attend these amusement and entertainment parks over their vacation mode, many attendees likely watch the firework shows many times; they never get bored or tired and still enjoy the show. Hence, from the study, it is clear that teams still enjoy good revenues and increasing sales because of the rise in fireworks, and the spectators still enjoy watching the shows rather than becoming bored with them (Paul, 2013).

## **2.6 Team Identification**

A fan associates himself with the team and develops a relationship with it (Hill & Green, 2000). When a fan associates himself with the team, he is loyal and tends to attend most of the sports events of that team. This association is linked with both happiness and sadness when the team loses and wins. The fan feels enthralled by supporting the team in its ups and downs. He also discusses the team with his friends and family members and represents the team in the community, school or college. This association leads to long-term relationships and bonds with the players. The fan would like to associate with and act like their favorite player, and also purchase their souvenirs and advertised products to show love and association with the athlete. Hence, the team identification also increases attendance of the sports events, because many fans attend the events to watch their favorite player or team.

**Personal identification.** As discussed above, the fans develop personal bonding and identification with their favorite teams and players (Laverie & Arnett, 2000). This

can also mean that, once a spectator has an association and personal identification with a particular player or team, they do not regard the price of the ticket in this situation and it can be thought to be relatively lower.

**Team loyalty.** According to various studies (e.g., Hill & Green, 2000), college students and professionals both develop team loyalty. The booster clubs in high school play an integral role in increasing sports attendance, and also developing fan loyalty. The football coaches who have a high winning record pay premium amounts to the booster clubs, rather than losing any of their coaches. We know that when the spectators are loyal to certain teams, they will stay in the stadium until the end of the game, and also repeatedly attend sports events, which increases the attendance level as well as the revenue. When the team loses or performs badly in a match, its fans will be highly disappointed, but, due to the loyalty factor and personal identification with the players, the spectators will continue to support their team and attend the event again.

## **2.7 Team Affiliation**

The fans affiliate themselves with the team based on the particular athletes, past or current win or loss ratio of the team, promotional events, marketing strategies, and quality of home and guests' teams. Many promotional events take place such as bonfires, fireworks, and giveaways. All these help in increasing or reducing the team affiliation and building strong team identification. This helps in increasing the attendance of fans to sports events.

**History of winning.** The winning percentage of the team in both current and previous seasons leaves a positive impact on the attendance of the spectators in all the major or minor leagues that are played (Wells et al., 2000). Attendance is affected by the

winning and losing percentage of the team. According to Krohn et al. (1998), the win and loss ratio is more applicable to college level games, where the association of fans with the team is higher, and they are more excited about the results rather than the performance of the team. It was believed that a 10 percent rise in the winning percentage would lead to an increase in the attendance level (Krohan et al. 1998). We know that winning is an integral part when we understand fan affiliation and personal identification with the team. Hence, winning is important and directly impacts the attendance.

**Promotional event.** It is imperative to contemplate various exogenous factors that impact the number of fans attending the sports events. This topic is of utmost interest for researchers currently. The study conducted by Howell et al. (2015) examines the consequences of various methods of promotions, time-related elements, and weather on the number of sports fans attending the event in Minor League Baseball. The study examined teams that were participating in the International League that was held in 2010. The results indicated that non-working days, promotional giveaways, and special events had a positive impact on the attendance of the sports fan, whereas the unusual weather conditions led to a negative or slow response and attendance rate.

As compared to Major League Baseball, Minor League Baseball needs to be more organized and deliver star players and team quality, so that the spectators are attracted to watch the game. Various researchers clearly indicate that the sports fans of Minor League Baseball attend not just for the game, but also because it provides a reasonably priced form of entertainment along with quality standards (McKeon, 2004). As discussed above, many factors affect the attendance of the sports fans of the Minor League



Baseball, but many external factors are not in control of the team management such as weather conditions and the time period of the game.

After reviewing various studies, it is clear that many researchers have their consistencies as well as inconsistencies; for example, when the high-value giveaways are given, and fancy fireworks are demonstrated, the attendance of spectators increased towards the Minor League Baseball contest (Paul et al., 2007). One of the most prominent external factors, attendance during days of the week, provided inconsistent results. For example, Cebula et al. (2009), illustrated that in weekend games, the attendance levels of sports fans increased as compared to the weekday games. On the other hand, Paul et al. (2007) demonstrated that in weekday games, the attendance levels of sports fans increased as compared to the weekend games.

**League standing.** The league standing has a direct positive impact on the attendance level at the Minor League Baseball event (Zhang et al., 1998). When the team is topping the conference chart, the attendance level increases as more people are interested in attending the game. It is not necessary that the team should potentially win, but simply make the playoffs. The various factors that result in increased attendance are the involvement of the team in playoffs and first place in the play conference. Many fans attend the sports contests because they enjoy supporting their teams in the conference.

**Star power.** In an entertainment industry ranging from television to theater to sports, all involve the attraction of the audience towards the celebrity and their personal life. This is called Star Power, which is significant in the entertainment industry, including movies and sports. It is important because the stars are given a lot of respect, and this sector has many feelings attached to cultural importance and economic

contribution of the entertainment industry towards society. The objective measure of quality is of utmost importance, and the presence of which provides a useful insight into the effect of star power and how the level of quality can be controlled (Lewis et al., 2016). The results of this study illustrated that the rise in Star Power does not have a direct positive impact on the consumer demand. This concern is quite evident and alarming as the result has been unambiguous despite the fact that the quality of the team is maintained and the other competitive factors are balanced.

In sports event situations, where revenue generation is highly unpredictable due to other exogenous factors, big or small market, the pre-event demand and payment to stars can become a difficult task and a concerning situation for the management to face (Lewis et al., 2016). The result of this research will be of utmost importance for leagues to manage their competition. Balancing the competition is a difficult task since the quality of the visiting team, the quality and efforts of home stars, and the overall match will depend on the consumer demand.

## **2.8 Demographics**

Demographics play a major role in determining the interest in the game and the professional behavior of spectators. The demographics can include the age factor, marital status, traveling distance to the stadium, gender perception, income and education, ethnicity, and occupation.

**Age.** The age of the spectators helps determine the level of motivation they will have to attend the Minor League Baseball game. College-level spectators are more enthusiastic and excited in comparison to the professional middle-aged individuals. According to Robertson and Pope (1999), more professionals and older-age spectators

visited the sports event in comparison to younger spectators. The reason being they had more knowledge about the sport and were more eager to learn about it.

**Marital status.** According to Zhang et al. (1998), married individuals were eager to attend the games and they had more knowledge and interest in the sports in comparison to those who were unmarried, divorced, or single.

**Distance traveled.** It has been reported that there is a direct relationship between the sports attendance and the amount of distance spectators have to travel to reach the stadium. Many people are not interested in traveling long distances merely to watch a sports events. Hence, the attendance is increased when the fans live nearby the stadium.

**Gender.** On a broader scale, it has been concluded that male spectators have more interest in football and other sports, including baseball. They watch the sports news and games regularly, even when on TV. As stated earlier, male rugby fans had low scores on self-esteem and low aesthetic results, which meant that they attended the game merely to enjoy it because they had passion and knowledge pertaining to it and not just attend to have some time out from their general routine, unlike their female counterparts who spend time with family and friends (Wiid & Cant, 2015). Another fact is that more male fans purchase the sponsored products of their favorite teams or players in comparison to female fans because they have a strong personal bonding with these games (Wiid & Cant, 2015).

**Size of household.** No specific research exists that has been able to establish any direct relationship between the number of people within households and attendance, but it is understood that in large households, the potential to attend the sports event is relatively lesser than small households. The reason being the large households have more

responsibilities and interests to cater to. This could be related to economics, as to large households, it would cost more to purchase the ticket price than the small households.

**Ethnicity.** The ethnic concern of the spectators made a remarkable difference in the attendance of the sports event. For example, at the college level, the international students were less comfortable in attending the sports events than the local American students. On the other hand, the international students were more concerned with the cleanliness of the vicinity than the American students (Kwon & Trail, 2003).

**Income and education.** Income and education do significantly impact the attendance at the Minor and Major League Baseball games. The more income an individual had, the more knowledge he will possess about the games as he will attend them more in comparison to low-income families. Mainly, the professionals and children who belong to high-income families attend college, which means that in sports events their probability of attendance is greater than the ones who do not have enough income or earn below US\$ 20,000 per year (Armstrong, 2002).

**Occupation.** Different people from various professions are interested in watching different sports events. Hence, the occupation does not directly impact the revenue and attendance levels of the sports events (Zhang et al., 1998).

## **CHAPTER III**

### **METHODS**

The study was conducted at the Lake County Captains field. Two hundred spectators were surveyed in different locations around the field, which are main entrance and concourse. Fans volunteered and answered 38 questions. Questions were not open ended questions, but multiple choice. This study only applied to fans who attended the Lake County Captains baseball games. Participants were told that all responses are anonymous and will be used for research purpose only.

The Lake County Captains is a MiLB team in Eastlake, Ohio. The team is a Class A affiliate of the Cleveland Indians. According to the MiLB website, the Captains joined the Midwest League in the 2009 season in a shuffle caused by the Columbus Catfish's move to Bowling Green, Kentucky for the 2009 season. The permanent stadium features 6,500 seats. The upper level includes 17 luxury suites that can accommodate 20 people each, two large indoor suites that can accommodate up to 40 people and two outdoor party decks that allow up to 60 people to enjoy the views. The total capacity of the

stadium is over 10,000, including additional seating on an outfield grass berm and bleacher area.

### **3.1 Participants**

Participants were Lake County Captains fans ( $N = 200$ ). The set of 200 surveys questioned male and female spectators about what makes one attend the Lake County Captains baseball events. Participants were recruited randomly who attended the events. Participants' age ranged from 18 to over 65 years old.

### **3.2 Instrumentation**

The instrumentation for this study (Appendix B) was a survey questionnaire that has been developed by the primary researcher and designed for the spectators to complete at the Minor League Baseball event. The survey has been developed based on an extensive review of literature as well as input from a panel of experts that included a sport management expert. The instrument was created to be easily completed by the respondents. All the information collected was kept confidential and anonymous. The survey questions were designed to be reliable and valid. The survey for this study has been demonstrated in prior studies (Dr. Eddie T. C. Lam, Personal Communication, 2016).

This survey fits on one, double-sided sheet of paper when being distributed, and is designed to be completed in 5-10 minutes. The 29-item questionnaire has six different dimensions: *Residual Preferences* (6 items), *Economics* (5 items), *Social Aspects* (4 items), *Enjoyment* (5 items), *Team Identification* (4 items), and *Team Affiliation* (5 items). The survey questions for each dimension are based on a 5-point Likert Scale,

measuring factors that affect attendance from “strongly disagree,” “neutral,” to “strongly agree.”

The survey is also designed using ordinal and nominal scales for the demographic information of the participants in the survey. The planning and timeline for conducting this survey tied within the Lake County Captains season. Two hundred people were surveyed in different locations around the arena. The set of 200 surveys asked people about what made them attend Lake County Captains baseball games. The participants answered the questions immediately after receiving them in order to get an instant answer and avoid follow ups.

There were 38 questions in the survey because the researcher believes that this is enough to find out the necessary information, whereas a long survey will not attract people to participate. The survey of this study was short, basic, and to the point. The data of the completed surveys were put into an excel spreadsheet through a computer. The original surveys were documented for reference. Once all the data were collected, SPSS was used to perform the statistical analysis.

### **3.3 Procedures**

An approval letter was received from the general manager of the team in the study. A copy of the approval letter was submitted to the Cleveland State University Internal Review Board (IRB). The cover letter (Appendix A) was attached to the two-sided single sheet survey. The cover letter informed the participants that the survey would take 5-10 minutes to complete and there were no physical risks involved. All participants were informed that participation was strictly voluntary and their participation might cease at any time without penalty. The participants were informed that their information would remain completely anonymous. The participants were given contact

information if they had questions regarding the study. The IRB approved the study and granted permission to perform this investigation.

After consultation with the general manager, the dates of the games were determined for survey distribution and collection. The two game dates were selected based on timing and scheduling. In the event of inclement weather, another date was reserved. The primary researcher arrived at the stadium at least two hours prior to the game in order to be prepared. The primary researcher obtained a table to set up near the main entrance. The table was used as a temporary space for the surveys and other supplies which are described later.

Research assistants helped to collect data by distributing and collecting the surveys. Five research assistants were needed for each event. The research assistants arrived at the game one hour prior to the event. The research assistants checked in with the primary researcher, who was wearing a distinguishing bright blue sweatshirt and a name tag to be found easily. Once all the research assistants were present, the primary researcher gave an orientation session. The orientation session informed the research assistants about the study, where to distribute and collect the surveys, when to distribute and collect the surveys, and how to approach to the participants. After the orientation session, the research assistants were given a package consisting of clipboard, pencils in a zip lock bag, a clear plastic water resistant folder to put completed surveys in and giveaways. The College of Education and Human Services at Cleveland State University had provided the researcher with the giveaways. The giveaways items consisted of zip bags, water battles, pins, flash lights, highlighters, notebooks, headphones, back bags, and magnets. Pencils were provided for the spectators to complete the survey. Each



assistant was responsible for distributing and collecting the surveys in their assigned area.

After the research assistants were given the package and instructions, they began administering the questionnaire to fans around the stadium approximately 30 to 45 minutes before the game started. Spectators were approached by a research assistant in the given assigned area before they found a seat in the stands. The research assistants identified themselves, briefly described the survey, and asked the spectators to complete the survey. If the spectator was willing to participate, a pencil was provided. If a spectator was not willing to participate, they were thanked and then left alone. The research assistants distributed and collected as many questionnaires as possible prior to the game. If a participant had a question, concern, or comment about the survey, the research assistants had the sufficient knowledge of the questionnaire and were able to respond.

### **3.4 Data Analysis**

Data were analyzed using SPSS. A factor analysis was used to generate possible factor categories for items affecting attendance on a baseball game. A factor analysis also examined the factor structure and items of the survey. The purpose of this analysis was to make reliable generalizations to a universe of variables from a sample of variables. Therefore, an alpha extraction was used for alpha factor analysis was adopted for factor extraction. Descriptive statistics were used to analyze all the demographic factors and items on the survey. Factorial MANOVAs were used to examine the mean vector scores. All data was entered into a Microsoft Excel program and was later analyzed using IBM SPSS Statistics 22 for Windows.

## **CHAPTER IV**

### **RESULTS**

The survey was distributed at the Lake County Captains field during the 2016 season. The participants were adults ( $N = 200$ ) in attendance. There were 200 of 200 surveys returned from fans. As a result, 200 of 200 surveys returned, yielding an overall response rate of 100%.

#### **4.1 Demographic Descriptive Statistics**

Descriptive statistics of the demographic variables were shown in Table 1. The males ( $n = 100$ ) in the study consisted of 50% while the females ( $n = 94$ ) were 47%, and 1% ( $n = 2$ ) were transgenders. The largest group in the age variable was between 26 and 35 years of age ( $n = 55$ ), which consisted of 27.5% of the participants, while the second largest age group was those ranging from 51 to 65 years of age ( $n = 46$ ) at 23% followed by those individuals who ranged from 18-25 years of age ( $n = 44$ ) at 22%. The three largest age groups accounted for 72.5% of the sample. In terms of the marital status, the largest group was the married group ( $n = 104$ ) at 52%. The second largest group in

marital status was the single group ( $n = 72$ ) at 36%. The married and singles made up of 88% of the total sample.

In the distance traveled variable, the largest group had spectators ( $n = 56$ ) traveled 5-10 minutes at 28%. The second largest group was the individuals ( $n = 48$ ) who traveled a distance of 25 to 30 minutes at 24%. Those individuals traveling less than five minutes account for 19% of the participants. The results of the ethnicity variable indicated that the largest group was the Caucasian/White ( $n = 138$ ) at 69%. The largest and most commonly identified household size was for two persons living in the same home ( $n = 43$ ) at 21.5%. The second largest group in the household size was for four persons living in the same home ( $n = 26$ ) at 13%, followed by 3 persons living in the same home ( $n = 24$ ) at 12%. The largest group in terms of education level were those individuals ( $n = 79$ ) with a bachelor's degree at 39.5%. The second largest group in level of education were the participants ( $n = 46$ ) with a master's degree (23%). In terms of occupation, the largest group in the occupation variable was the participants ( $n = 28$ ) with the education field at 14%. The second largest occupation of the participants ( $n = 24$ ) was management at 12% followed by the individuals who retired ( $n = 21$ ) at 10.5%. Overall, there were many different types of occupations held by the spectators. The largest group in terms of the annual household income were those individuals who made \$40,000-\$59,999 ( $n = 43$ ) at 21.5%.

The means were calculated for each item on the survey (see Table 2). A mean score of three was the median or neutral. Any mean score below three reveals that spectators disagree with the item. A mean score of one was the lowest. Any mean score above three indicated that spectators agree with the item. A mean score of five was the

highest.

**Residual preferences.** In the residual preferences factor the attendees agree with attending the game when only when the weather is nice (mean = 3.24), disagree with attending the games during the week (mean = 2.97), agree with going to the games on weekend (mean = 3.58), agree that the behavior of the fans being inappropriate (mean = 3.95), agree that parking space is available (mean = 3.91), and agree that the stadium is clean and attractive (mean = 4.10). This means that these individuals prefer going to the game when it's nice out, prefer attending on the weekend, think there is appropriate fan behavior, think there is ample parking, and do believe that the stadium is attractive.

**Economics.** The participants indicated that they agree with the price of the ticket being reasonable (mean = 4.17), the ability to obtain a discount (mean = 3.11), tickets can be found online (mean = 3.66), and the concessions being reasonable (mean = 3.82). On the other hand, fans disagree with admittance being free (mean = 2.96).

**Social aspects.** It appears that the attendees agree with going to the game only when their friends do (mean = 3.79), agree with the fact that they enjoy interacting with others and meeting new people (mean = 4.15), enjoy spending time with family at the game (mean = 4.27) and enjoy spending time with friends at the game (mean = 4.29).

**Enjoyment.** With the enjoyment factor it seems that the participants agree that going to the game is a change of pace (mean = 4.00), enjoy the game's atmosphere (mean = 4.34), enjoy the fireworks show (mean = 4.28), the team provide a skillful performance (mean = 4.24), and enjoy watching the game because they remember the times when they played (mean = 3.87).

**Team identification.** In the team identification factor the attendees agree that

they do consider themselves avid fans to the team (mean = 4.13), agree that being a fan is important to them (mean = 4.01), agree that the team represents them and the community (mean = 3.98), and agree that they feel like they won when the team wins (mean = 3.91).

**Team affiliation.** The results show that the spectators agree attending the game due to the current win/loss record (mean = 3.34), attend the game due to promotional events (mean = 3.46), attend the game due to the Cleveland Indians affiliation (mean = 3.71), the team has a good conference standing (mean = 4.01), and agree that the team has star players (mean = 3.54).

## **4.2 Factor analysis**

An alpha factor analysis was conducted on the original 29-item scale to test whether six factors was an appropriate fit. This procedure is a method to determine the factor structure and relationship of those items to produce a more reliable instrument. Nine of the 29 items were removed from the original instrument because of face validity, double loading, and/or the loading was not significant. There was one item removed from the *Residual Preferences* factor: “I prefer going to the games on weekends.” The single item of the game attendance on weekends did not fit in with any of the other factors that were investigated. However, future research may want to investigate the game attendance on weekends. The one item removed from the *Economics* factor was: “The price of an individual ticket is reasonable.” One item was also removed from the *Social Aspects* factor: “I only attend the game(s) when my friends do.” For the *Enjoyment* factor, there were two items removed: “Going to the game is a change of pace from what I regularly do.” and “I enjoy watching the game because I remember the times when I played.” In teams of the *Team Affiliation* factor, two items were also eliminated:

“The team has a good conference standing.” and “The team has star players.” There were no items removed from the *Team Identification* factor.

Analysis of the factors with the pattern matrix (see Table 3) suggested and generated seven factors rather than the six original thought. The seven factors were identified as *Residual Preferences-Environment* (2 items), *Residual Preferences-Facility* (3 items), *Economics* (4 items), *Social Aspects* (3 items), *Enjoyment* (3 items), *Team Identification* (4 items) and *Team Affiliation* (3 items) (see Table 4). Basically, the initial *Residual Preferences* factor was split into two: *Residual Preferences-Environment* and *Residual Preferences-Facility*.

The Cronbach’s alpha for the above seven factors were .661, .648, .766, .731, .755, .813, and .855, respectively. Except for the *Residual Preferences-Environment* and *Residual Preferences-Facility* factors, the ranges of the alpha reliability coefficients (i.e., from .77 to .85) suggested that all items under each factor were reliable in estimating their respective construct.

### **4.3 Spectator Motivators and Demographics for Game Attendance**

This section presents the relationships between the seven motivating factors of the spectators and the demographic variables of the MiLB surveys. The means scores were compared in relation to the motivating factors and demographics by descriptive statistics. A mean score of three was the median or neutral. Any mean score below three reveals that the spectators disagree with the item; whereas any mean score above three indicates that the spectators agree with the item.

Those individuals who were 18-25 years had the highest mean scores for *Residual Preferences-Environment* (mean = 3.52), *Residual Preferences-Facility* (mean = 4.09),

and *Economics* (mean = 3.49) when compared to other age groups in the study. The group that was between 18 and 25 scored the lowest mean score in the *Enjoyment* (mean = 4.15). The individuals that were 26-35 years had the lowest mean score in *Residual Preferences-Facility* (mean = 3.8). The 36-50 year olds had the highest mean scores in *Social Aspects* (mean = 4.36), and *Enjoyment* (mean = 4.4) when compared to other age groups in the study. The same age group individuals had the lowest mean scores in *Preference* (mean = 2.7), *Economics* (mean = 3.06), *Team-Identification* (mean = 3.93), and *Team-Affiliation* (mean = 3.02) when compared to other age groups. The individuals who ages between 51 and 65 had the lowest mean score in *Social Aspects* (mean = 4.11). The over 65 years of age group scored the highest means in *Team-Identification* (mean = 4.06), and *Team-Affiliation* (mean = 4.05) when compared to other age groups.

In the annual households income, individuals who made under \$20,000 had the lowest mean scores for *Residual Preferences-Facility* (mean = 3.82), *Social Aspects* (mean = 3.98), *Enjoyment* (mean = 3.76), and *Team Affiliation* (mean = 3.05) compared to other households income. An annual Household income between \$40,000 and \$59,999 had *Residual Preferences-Facility* (mean = 4.09), *Economics* (mean = 3.62), and *Enjoyment* (mean = 4.48) as the highest scores when compared to other household income. The individual who made between \$80,000-\$99,999 a year had the highest score in *Residual Preferences-Environment* (mean = 3.54) when compared to other households income. The annual household income of \$100,000-\$199,999 had the lowest scores when compared to other households' income in *Residual Preferences-Environment* (mean = 2.84), *Economics* (mean = 2.82), and *Team-Identification* (mean = 4.27). Individuals who made between \$120,000-\$139,999 a year had the highest score for *Team*

*Affiliation* (mean = 3.92) when compared to other households income. The annual household income of \$140,000 and over had the highest score for *Social Aspects* (mean = 4.37), and the lowest score for *Team-Identification* (mean = 4.27) when compared to other households income.

The participants that went to some high school had the highest mean scores on *Residual Preferences-Environment* (mean = 4.12), *Economics* (mean = 3.96), and *Team-Identification* (mean = 4.12) when compared to other education levels. However, those same high school participants had rated *Residual Preferences-Facility* (mean = 3.91) as the least important motivating factor when compared to the other levels of education (e.g., High School Diploma, Associate's Degree, Bachelor's Degree, Master's Degree, Doctoral Degree, other). The individuals who had a high school diploma had the lowest mean scores on *Residual Preferences-Environment* (mean = 2.75), and *Team Affiliation* (mean = 2.79) when compared to other education levels. The results show that those individuals with an associated degree had the lowest scores for *Enjoyment* (mean = 4.09), and *Team-Identification* (mean = 3.74) when compared to other education levels. The education level of a bachelor's degree had the lowest score when compared to other education levels for *Social Aspects* (mean = 4.13). The results show that those individuals with a master's degree, believe the factor of *Enjoyment* (mean = 4.47), is the most important motivator compared to other education levels. *Residual Preferences-Facility* (mean = 4.26), and *Social Aspects* (mean = 4.56) are another important motivators for individuals who obtained a doctoral degree. Participants who had a doctoral degree had the lowest mean score in *Economics* (mean = 3.22) when compared to other levels of education. The results also show that those individuals with other



education level, believe the factor of *Team Affiliation* (mean = 4.0), is the most important motivator compared to other levels of education

#### 4.4 One-Way MANOVA

**Age.** A one-way MANOVA was used to examine the effect of age on the seven factors: Residual Preference-Environment, Residual Preference-Facility, Economics, Social Aspects, Enjoyment, Team Identification, and Team Affiliation. A significant effect was found ( $\text{Lambda}(4,28) = .726, p = .000$ ). Follow-up univariate ANOVAs indicated that significant age differences were found in Residual Preference-Environment ( $F(2,15) = 4.655, p = .001$ ) and Team-Affiliation ( $F(2,15) = 6.420, p < .001$ ). Post hoc Tukey multiple comparisons showed that fans who were 18-25 years old (mean =  $3.52 \pm 0.97$ ) had significantly ( $p < .01$ ) higher Preference scores than those 36-50 years old (mean =  $2.71 \pm 0.89$ ) or 51-65 years old (mean =  $2.82 \pm 0.99$ ). Likewise, fans who were 26-35 years old (mean =  $3.89 \pm 0.83$ ) had significantly ( $p < .05$ ) higher Team Affiliation scores than those 36-50 years old (mean =  $3.03 \pm 1.14$ ) or 51-65 years old (mean =  $3.28 \pm 1.12$ ).

**Annual household income.** A one-way MANOVA was used to examine the effect of annual household income on the seven factors: Residual Preference-Environment, Residual Preference-Facility, Economics, Social Aspects, Enjoyment, Team Identification, and Team Affiliation. A significant effect was found ( $\text{Lambda}(4,28) = .658, p = .024$ ). Economics and Enjoyment were the only two factors that were found significant. Follow-up univariate ANOVAs indicated that significant annual household income differences were found in Economics ( $F(2,15) = 2.495, p = .018$ ), and Enjoyment ( $F(2,15) = 2.781, p = .009$ ). Post hoc Tukey multiple comparisons showed

that fan who made \$100,000-\$119,999 (mean =  $2.82 \pm 0.94$ ) had significantly ( $p < .01$ ) lower scores than those who made \$20,000-\$39,999 (mean =  $3.62 \pm 0.89$ ), \$40,000-\$59,999 (mean =  $3.62 \pm 1.0$ ), and \$60,000-\$79,999 (mean =  $3.4 \pm 0.92$ ) in terms of economics. Likewise, fan who made \$120,000-\$139,999 (mean =  $3.1 \pm 0.98$ ) had significantly ( $p < .05$ ) lower Economic scores than those who made \$40,000-\$59,999 (mean =  $3.62 \pm 1.0$ ). Regarding the Enjoyment factor, fans who made under \$20,000 a year (mean =  $3.76 \pm 0.6$ ) had significantly ( $p < .05$ ) lower scores than those who made \$20,000-\$39,999 (mean =  $4.36 \pm 0.63$ ), \$40,000-\$59,999 (mean =  $4.48 \pm 0.6$ ), 60,000-\$79,999 (mean =  $4.19 \pm 0.64$ ), \$80,000-\$99,999 (mean =  $4.24 \pm 0.49$ ), \$100,000-\$119,999 (mean =  $4.22 \pm 0.65$ ), \$120,000-\$139,999 (mean =  $4.09 \pm 0.8$ ), and \$140,000 and over (mean =  $4.37 \pm 0.77$ ).

**Education level.** A one-way MANOVA was used to examine the effect of age on the seven factors: Residual Preference-Environment, Residual Preference-Facility, Economics, Social Aspects, Enjoyment, Team Identification, and Team Affiliation. A significant effect was found ( $\text{Lambda}(4,28) = .732, p = .039$ ). One out of the 7 factors was found significant. Follow-up univariate ANOVAs indicated that significant education levels differences were found in Team-Affiliation ( $F(2,15) = 6.420, p < .001$ ).

Post hoc Tukey multiple comparisons showed It showed that spectators who had a high school degree (mean =  $2.79 \pm 0.81$ ), had significantly ( $p < .05$ ) lower team affiliation scores than those who had an associated degree (mean =  $3.46 \pm 1.17$ ), bachelor's degree (mean =  $3.37 \pm 1.01$ ), master's degree (mean =  $3.77 \pm 0.95$ ), doctoral degree (mean =  $3.8 \pm 0.84$ ) and other education levels (mean =  $4.0 \pm 0.89$ ).

## **CHAPTER V**

### **DISCUSSION**

In this chapter, the results from the demographics are discussed. Included in the discussion of this section is how the results compare to previous research. A summary is provided at the conclusion of the discussion.

#### **5.1 Age**

For the age variable, the largest group attending from the sample was the spectators who were 18-25 and 26-35 years old. An explanation to this could be that Residual Preference-Environment and team affiliation plays a big role in terms of age and attending games. Eighteen to 25 years old fans prefer to go to the game when the weather is nice, unlike the older fans whom more likely would attend the games even if the weather is not nice. The younger fans prefer going to the games during the week more than older fans, perhaps because they find it very much relaxing which keeps them motivated towards school and work. Fans who were 26-35 years old had higher

attendance rate and more reasons in attending the games than those 36-50 years old and 51-65 years old. Twenty-six to 35 years old fans do consider the team's current win or loss record. On the other hand, older fans are much supportive to the team regardless of their winning record.

Promotions are used to assist the sponsor in sales and public advertising, help the organization, and most importantly to increase attendance, which shows that younger fans are more attracted to promotional events than older fans. Providing benefits that are related or complement the team are the most effective promotions. They younger fans are more interested in non-price promotions, such as special events or giveaways. The results of the age demographic variable in this study are similar to other research findings. Murrell and Dietz (1992) and Wann (1995) found that the older a fan was the less likely he/she was to attend the sporting event. Zhang et al. (2001) also found that age was related to motivation to attend the game. Robertson and Pope (1999) found that many sport spectators in their study were middle aged. Robert, Louisa, and DeBolt (2008) found that team attendance increases when non-price promotions were existing. The team managers should relate the tactics towards the two largest groups in attendance, the 18-25 year old group and the 26-35 year old group, when considering a plan to increase attendance. Marketing strategies are discussed later. These two age groups accounted for close to 50% of the sample (out of five different age groups).

## **5.2 Household Income**

It has been shown that out of 7 factors, namely Residual Preference-Environment, Residual Preference-Facility, Economics, Social Aspects, Enjoyment, Team Identification, and Team Affiliation, two factors play a significant role in terms of annual

household income and attending games: Economics and Enjoyment. An explanation of this could be that the two factors play a big role in determining the fan attendance on the basis of household income. Regarding the economic factor, spectators with high income levels (\$100,000-\$119,999) are less likely to watch the game than the spectators who earned less, probably because spectators with high income levels have more responsibilities and less leisure time than those who earn less. As far as enjoyment factor is concerned, spectators with low income levels such as under 20,000 are less likely to enjoy than those who earn more, possibly because of the several factors such as affordability and poor seat location. Summarizing the whole discussion through post hoc Tukey test multiple comparisons, the two statistical factors among the total seven factors that affected the attendance of MiLB games based on the income level of the spectators are analyzed and discussed.

### **5.3 Education Level**

It has been shown that the Team Affiliation factor plays a significant role in terms of educational accomplishment levels of spectators and attending games. Fans with associate degree or higher are considered to be more likely to support or affiliate themselves with the team and attend more games when promotional events occur. In the other hand, fans with only a high school diploma, would attend without concerning about the team's win or lose record nor any promotional events. In a nutshell, through multiple comparisons of the post hoc Tukey test, it has been discussed that only one statistically significant factor among total seven factors affected the attendance of MiLB game based on the educational levels of the spectators. The results support the findings of Zhang et

al. (1996) and Zhang et al. (1998) where adults with higher education levels have more reasons to attend a sporting event than those adults with lower education levels.

#### **5.4 Spectator Motivators and Age**

All age groups agreed that the factor of *Residual Preferences* (e.g., being outside, day and time, clean facility, fan behavior, parking space), *Economics* (e.g., ticket price, discounted tickets and availability, concession price), *Social Aspects* (e.g., interacting with others, spending time with friends and family, meeting new people), and *Enjoyment* (e.g., change of pace, game atmosphere and fireworks, watching a skillful performance, remembering the times with the subject used to play), *Team Identification* (e.g., being an avid fan, team represents self and the community, feeling victory when the team wins), *Team Affiliation* (e.g., attending because of the team's win/loss record, attending due to promotional events, attending due to the a Cleveland Indians affiliation, team has good conference standing, team has star players) motivated them to attend. All age groups believed that it was enjoyable to be outside, the facility is clean, fan behavior is appropriate, and parking space is available and agreed with the economics factor (e.g., price of the tickets and concessions were reasonable). Those spectators disagreed about obtaining free tickets. Each age group agreed that socializing was a motivator to attend the game. In terms of enjoyment, all the different age groups enjoyed the fireworks show and game atmosphere, agreed that attending was a change of pace, remembered the times when they played, and thought the performance was exciting.

All age groups agreed that the team identification factor played as a large motivator. Each group felt that they are an avid fan of the team, the team represents self

and community, they enjoyed feeling victory when the team wins. All age groups agreed that the team affiliation factor was a strong motivator. Each age group felt that they are attending the game based on present winning/losing percentage, promotional events, star players, or conference affiliation. The findings of the current study are supported by several other research studies (e.g., Hansen & Gauthier, 1989; Hill & Green, 2000; Kaempfer & Pacey, 1986; Krohn et al., 1998; Melnick, 1993; Robertson & Pope, 1999; Schofield, 1983; Wakefield et al., 1996; Wakefield & Sloan, 1995; Wells, Southall, Peng, 2000; Zhang et al., 1997; Zhang et al., 1995; Zhang et al., 1998).

### **5.5 Spectator Motivators and Annual Household Income**

All annual household income groups agreed that the factor of *Residual Preferences* (e.g., being outside, day and time, clean facility, fan behavior, parking space), *Economics* (e.g., ticket price, discounted tickets and availability, concession price), *Social Aspects* (e.g., interacting with others, spending time with friends and family, meeting new people), and *Enjoyment* (e.g., change of pace, game atmosphere and fireworks, watching a skillful performance, remembering the times with the subject used to play), *Team Identification* (e.g., being an avid fan, team represents self and the community, feeling victory when the team wins), *Team Affiliation* (e.g., attending because of the team's win/loss record, attending due to promotional events, attending due to the a Cleveland Indians affiliation, team has good conference standing, team has star players), motivated their attendance rates. Various annual household income groups found the game time to be convenient, found the facility to be clean, liked being outside, found the behavior of the fans to be appropriate, and agreed with the parking space to be available. Interacting with others, spending time with friends and family, and meeting

new people helped motivate these individuals to attend the game. The game provides an escape of the daily routine of life for these sport spectators. This group enjoys watching the performance and the fireworks show, likes the game atmosphere, and finds the performance to be exciting. Individuals who earned \$100,000-119,999 a year disagreed with the *Residual Preferences* factor. This can be explained because perhaps those who make such a high income per year are pickier than those who make less income when it comes to the stadium being clean, facility is not as attractive, parking space is not big enough, fan's behavior is not appropriate, and day and time does not fit their schedule due to busy agenda.

## **5.6 Spectator Motivators and Education Level**

All education levels agreed that the factor of *Residual Preferences* (e.g., being outside, day and time, clean facility, fan behavior, parking space), *Economics* (e.g., ticket price, discounted tickets and availability, concession price), *Social Aspects* (e.g., interacting with others, spending time with friends and family, meeting new people), and *Enjoyment* (e.g., change of pace, game atmosphere and fireworks, watching a skillful performance, remembering the times with the subject used to play), *Team Identification* (e.g., being an avid fan, team represents self and the community, feeling victory when the team wins), *Team Affiliation* (e.g., attending because of the team's win/loss record, attending due to promotional events, attending due to the a Cleveland Indians affiliation, team has good conference standing, team has star players), motivated their attendance rates. In *Residual Preferences-Environment*, all education levels spectators enjoy being outside, agree with the facility being clean, agree that fan behavior is appropriate, and agree that parking space is available. In *Social Aspects* (e.g., interacting with others,



spending time with friends and family, meeting new people), the educational levels are higher as the mean scores also get higher. This indicated that the motivation to attend the games is stronger in *Social Aspects* with the more educated group. The drive to socialize, meeting new people, and enjoy spending time with family and friends while attending the MiLB game are superior motivations for those individuals that have more education. All education levels agreed with the economics, enjoyment, team identification, and team affiliation. The results show that all education levels believe that attending a MiLB game is not an expensive form of entertainment when compared to other forms of entertainments. This is similar to what previous research found (Kaempfer & Pacey, 1986; Krohn et al., 1998; Robertson & Pope, 1999).

## **5.7 Summary**

The demographics of the study are summarized in the following sentences. Men and women attendance levels were almost equal. The two largest groups in attendance based on age were the individuals 26-35 years old and those between 51 and 65 years old. In terms of marital status, the married group and single group attended the game in greater numbers. The majority of the sport spectators traveled between 5 and 10 minutes to the stadium. Spectators who earned between \$40,000 and \$59,999 had the highest percentage in attending the sporting event. Many of the fans in attendance come from household sizes of 1 to 6. Almost 70% of the sample population was White or Caucasian. The largest group attending from the demographic of education level was those persons with a bachelor's degree. Individuals who are in the education and management field had the highest attending percentage than any other occupation.

The sport spectator motivating factors and demographic variable are summarized

in the following paragraphs and sentences. The entire set of demographic variables agreed that the factor of *Residual Preferences* (e.g., being outside, day and time, clean facility, fan behavior, parking space), *Economics* (e.g., ticket price, discounted tickets and availability, concession price), *Social Aspects* (e.g., interacting with others, spending time with friends and family, meeting new people), and *Enjoyment* (e.g., change of pace, game atmosphere and fireworks, watching a skillful performance, remembering the times with the subject used to play), *Team Identification* (e.g., being an avid fan, team represents self and the community, feeling victory when the team wins), *Team Affiliation* (e.g., attending because of the team's win/loss record, attending due to promotional events, attending due to the a Cleveland Indians affiliation, team has good conference standing, team has star players), were motivating factors toward game attendance. Most fans attended the baseball game because the day and time was convenient, the facility was clean, there was appropriate fan behavior, and there were parking spaces.

The sample population indicated, in terms of economics, that they believe that the price of the tickets and concessions were reasonable and accessible online, while stating that their attendance was not free or discounted. People at the sport event enjoyed interacting with others, meeting new people, and socializing while in attendance. It appears that watching a skillful performance, reflecting back on times when the fan used to play, and finding the game exciting motivated the participants to attend the baseball game. The participants, in terms of team identification, that they considered themselves to be avid fans of the team, team represents them and the community, and they felt they won when the team wins. Based on team affiliation, it appeared that fans would attend regardless of the team win/loss record, attend due to promotional events, attend due to the

Cleveland Indians affiliation, and the team has star players. Overall, one group to focus on when arranging a plan to increase attendance would be the 25-36 age group. Those individuals were the largest group in attendance at the game. It appears that the primary motivating factors for the adolescents would be socialization and enjoyment.

## **CHAPTER VI**

### **RECOMMENDATIONS AND SUGGESTIONS**

#### **6.1 Marketing**

In a perfect world, Baseball fields would be filled every game rather than on special events. Since many minor baseball teams have a small fan base, there is a limited attendance, which supports the importance of marketing and promotion. This chapter is presented in six sections: five sections on the 5Ps of the marketing mix and one section on the summary. The 5Ps of marketing mix consist of the product, place, price, promotion, and public relations. Suggestions and strategies are presented to potentially increase attendance in MiLB events in each section of the marketing mix,

**Marketing mix – product.** It is important to have a quality product in order to encourage spectators to attend baseball games. A product can be defined as any substance or combination of qualities, capabilities, and processes (services, goods, and/or ideas) that will deliver satisfaction and meet the consumer's expectations (Mullin, Hardy, & Sutton, 2000). It can be in the form of events, facilities, services, facility and personnel. Baseball games are fun and increasing fan involvement will increase attendance levels, because of the extra excitement and entertainment (Clowes & Tapp,

2003).

Using the team's mascot more often and having live performances could be an effective way to attract attendance. For example, a mascot promotes the team and creates a fun atmosphere in the stadium. The use of a mascot can be entertaining, especially during down times such as before the game, timeouts, between innings or during rain delay. People love mascots because they are symbols of fun, make great ambassadors for their teams, and they embody team spirit (Mumford, Kane, & Maina, 2004). The use of a mascot can efficiently create team awareness, increase attendance, and develop loyalty.

Another important part of the fun portion and entertainment is a live performance of the national anthem at the home games rather than a recording played over the public speaker system, which adds to the enjoyment factor (Kieffer, 1984). The live performance could be from a singing group or an individual. This could potentially bring more people to the event just to see their friend or family member perform the national anthem.

Another way to increase the value of the product is by creating player recognition or selling the players (Nunamker, 1999b). It is recommended that the coaching staff should provide all the players a motivational booklet containing items such as quotes, stories about baseball or sport, and the upcoming schedule (Kieffer, 1984) to help players believe in the team and themselves. Kieffer (1984) and Nunamker (1999c) also recommend that during the season, the coaches should award players with honors such as "Pitcher of the Week," "Specialist of the Week," or "Hitter of the Week." The player's name and position together with a picture of the athlete should be indicated in a certificate. These awards should be placed in a display box for the community to see. In

the team's locker room, there should be a bulletin board displaying updated information such as quotes, newspaper clippings, statistics, and pictures (Habel, 1990; Kieffer, 1984, Nunamaker, 1999c).

**Marketing mix – place.** The place consisting of the location, layout, access, and amenities is the most important decision in the mix because it is more difficult to change. The easiness to access the facility and amenities does effect attendance and revenue produced. In order to improve the place and increase attendance, it is necessary to assure that the field is easily accessible with parking options and especially for the older population. The parking lot should be freshly paved or maintained (Stier, 1999). There is a need to create a positive atmosphere at the facility to help the team be successful and allow the sports fans to enjoy themselves (Antonelli, 1994). The facility should be clean, in good repair, freshly painted, and presented in a manner that is inviting to the fan-base. Therefore, general maintenance of the facility should be a top priority. There needs to be an emphasis on clean bathrooms, numerous trash cans around the stadium, attractive landscaping, well-lighted areas throughout the stadium, and ample signs communicate with the fans. Sports management must be interested in access, amenities, and convenience to increase attendance at the sporting events (Clowes & Tapp, 2003).

**Marketing mix – price.** This generally involves the cost of the services and products, the reputation of the product, the supply and demand of the product, and any other external factors. The cost of admittance can play a key role in attendance. The participants of this study believe that the admission price to the MiLB game is reasonable. Increasing the value of the product is the key. Cleanliness, aesthetics, comfort, and convenience have an impact on value.

One way to add value to the sporting event is to provide traditional baseball concessions (Nunamker, 1999b; Stier, 1999). Fans are willing to pay for food and drinks since they play a crucial part of the spectator's experience (Mumford et al., 2004). The concessions need to be reasonably priced. A spectator will be less likely to purchase any food or drink if he/she believes it is too expensive. High prices of concessions would have an adverse effect on attendance because the sports consumer may not want to return to future events. In fact, the attendees of this study indicated that the price of concessions is reasonable.

Another way to increase the value of the MiLB game is to provide friendly and fast service at the ticket booths, merchandise stands, and concession stands. The workers must be polite, conscientious, courteous, and customer-service orientated. Sports spectators will be negatively impacted if a worker treats them with a lack of customer service.

**Marketing mix – promotion.** Promotion is the use of communications to raising customer awareness of a product or a brand, creating product or brand loyalty, and producing sales. There is a great need to motivate interest and awareness of MiLB games. This could be accomplished through advertising on local cable channel, area businesses, the internet, recreation centers, local restaurants, and the athletic office at the team (Karabetsos, 1995; Kieffer, 1984). In fact, Karabetsos (1995) found that the biggest percent of fans established game data through the athletic office. It is necessary to promote and gain exposure in order to successfully increase attendance. Community members should be informed and aware of the details of the game in terms of location of the game, time and date of the game, and promotional events (Kieffer, 1984).

Captivating the audience and boosting attendance at the athletic event is accomplished through contests and giveaways (Matano, 1998). This is also a tremendous way to exclude downtime at the baseball game. The members on the fan engagement team could throw promotional items such as baseballs or T-shirts (Kieffer, 1984). The souvenir baseballs could have the name of a community affiliate or sponsor, which is an inexpensive way to promote the baseball program. The local sponsor could in return agree with the team to display or hang the baseball schedules in their restaurant or shop, which is another great way to promote for the sports program at a very low cost. Local businesses could be asked to donate coupons for free or discounted merchandise such as movie passes, meals, fitness center passes, and gift cards (Habel, 1990). A "Predict-a-Score" contest or 50/50 raffle contest are another way to engage fans (Nunamker, 1999a).

To increase exposure of the MiLB team, the athletic director should consider possible forms of media. The forms of media could include local radio, television, word-of-mouth, newspaper, and/or the Internet (e.g., download baseball games). In fact, (Mumford, Kane, & Maina, 2004) found that television is typically the most highly acclaimed form of publicity at the professional and college level. When the game is televised, spectators get excited and may be more likely to attend the game. The baseball game may also be covered by a local radio station. To further promote, it is beneficial for the athletic director to seek out local radio stations and make an attempt to recruit a community newspaper or local cable company to cover the game (Kieffer, 1984; Habel, 1990; Matano, 1998). Furthermore, any type of championship banner should be displayed in the arena for the public to view (Nunamker, 1999b). It has been found that 32% of the fans received game information by word of mouth (Karabetsos, 1995).



However, (Yu & Mikat, 2004) found that more recently the development of electronic media and the World Wide Web (WWW) have distributed people with new techniques of receiving information. The WWW can reach a potentially great number of sports consumers and it is relatively cheap. According to Yu and Mikat (2004), sport websites would be a proper setting to reach the target market or spectators. Communication with the media sources through channels such as telephones, cell phones, fax machines, e-mail, and post mail are important. To allow successful communication with all forms of media, there should be a fax machine, phone line, and Internet access in the press box of the stadium. It is vital to call in scores and provide post game highlights to the media, mainly the local newspapers (Habel, 1990). To allow access for spectators to increase their level of identity with the team and to increase game attendance, sports managers should create as many opportunities for mail and technology driven tactics (Clowes & Tapp, 2003).

The use of internet is another way to promote the MiLB games. It is advised to send personalized e-mail invitations to attend the coming up games or events (Mumford et al., 2004; Robinson et al., 2005). Another inexpensive way to possibly gather fan support is by e-mail. The e-mails could also serve as a link to the Team's webpage. The webpage could cover information such as roster, team statistics, biographies of coaches and players, history and traditions, conference standings, team record, conference championships won, and a Hall of Fame, which should contain accomplishments of past players. In fact, (Clowes and Tapp, 2003) suggested that reinforcement of team history and tradition is an effective marketing strategy. Creating a sports team website can enhance the image of the team and increases the awareness of the product (Yu & Mikat,

2004).

An inexpensive and attractive way to advertise is through the selling of T-shirts. When the team has won the conference or even a state championship, it should be in print on the shirts. These could be sold to the fans, relatives, players, students, administrators, and community members. Shirts should be given to the staff members at the stadium to advertise team merchandise.

**Marketing mix - public relations.** Public relations can be defined as the management function or proposal communication between an organization and its publics that aim to generate goodwill from the people whose opinions are crucial to the organization (Farmer, Mulrooney, & Ammon, 1996). According to Stier (1999), public relations include everything that a sports association does or does not do. If the community image of the team is outstanding, a good and positive reputation will draw quality people to the games (Nunamaker, 1999b).

In the product sector of this chapter, it is suggested to have the mascot heavily involved. From the public relations perspective, the mascot could make special attendances at the local parades, local restaurants, or shopping centers to help generate positive relations with the public (Mumford, Kane, & Maina, 2004). This has a tremendous effect on the community as it creates excitement and joy. When the youth are happy and excited, the parents or guardians are too, and are more likely to attend the sporting events of the team.

The coaches and players should be encouraged to meet and greet the fans, community members, and local business owners at the arena (Nunamker, 1999a). Generating opportunities for participation, social interactions, group affiliation and

increased team/player/coach accessibility were identified as serious problems in marketing strategy to increase attendance (Clowes & Tapp, 2003). An excellent way to accomplish this would be to have friendly pickup games or a sports activity with the community members prior to the season's opening game. This kind of exposure generates a connection with the community and creates great fan support.

Another way to promote public relations is involve the youth of the community and encourage their skill development by offering a summer camp (Habel, 1990; Nunamaker, 1999a). The team coaches and players can conduct a one or two week camp teaching the children/adults some of the basic skills required to participate in the sport of baseball. This should stimulate interest of the game and potentially increase attendance at the baseball arena.

## **6.2 Conclusion**

To ensure sports spectator satisfaction, a successful marketing effort must have a periodic review and testing of all the 5 P's of the marketing mix, and it does not happen by chance. It happens with much hard work, extensive planning, and a long-term vision (Stier, 1999). Surveys, interviews, and focus groups are methods to obtain crucial feedback. Optimistically, the survey instrument created from this study will help athletic directors to obtain feedback from the sports fans. Current day sports administrators must stay on the cutting edge as they remain on top of the needs of the baseball fans to predict their wants and needs in the future (Steir, 1999). The athletic administrator needs to be adaptable and adjust marketing tactics to suit the needs of the sports fans in order to have a successful program and increase attendance (Steir, 1999). Effective marketing is geared to the long term, as popular media changes, sports administrators must adjust the

ways they promote their athletic programs (Yu & Mikat, 2004).

It may seem like marketing the MiLB games requires a great deal of advanced planning. Conversely, the rewards will far compensate the work. Sports managers must delegate much of the effort dedicated to the success of the program (Kieffer, 1984). Marketing is an on-going process in any form of sport. Generating more enjoyment and excitement for the community, players, and fans may boost the game attendance and winning percentage.

To ensure that spectators will return in the future, athletic departments need to listen to their sports fans (Hussion, 2005). This should be done over collaborative communication where feedback is recorded. The feedback can then be used to create new tactics to market and promote the MiLB events. The athletic administrators are responsible for creating a marketing plan to increase attendance, and therefore increase revenue.

### **6.3 Future Research**

Future research is warranted in the area of attendance in MiLB. Since the data for this study was collected at Class A, the following is a list of suggestions for additional research on this subject matter:

1. Future research may focus on additional motivation factors than those investigated in this study (Residual Preferences-Environment, Residual Preferences-Facility, Economics, Social Aspects, Enjoyment, Team Identification, and Team Affiliation).
2. Regional differences may create variations in demographics and sociological data. Future studies may expand the scope of research to encompass a larger region of

interest. Further research across a variety of different regions will likely result in further refinements of the scales and increase the validity of the motivating factors on game attendance.

3. Administration of surveys at varying events could offer deeper analysis, which would provide valuable attendance and promotional information to the team executives.

4. Larger and more diverse sample size would offer more valid conclusions.

5. To obtain a better understanding of game attendees in different situations, it would be advantageous to administer the survey at several regular season MiLB games at several different baseball team's locations. In addition, administering the survey at several special events (e.g., Labor Day, the 4<sup>th</sup> of July, Memorial Day, etc.) would create a unique perspective and a comparison to regular season MiLB games. From there, marketing strategies can be developed.

6. In future research, age groups should be established and targeted separately. The atmosphere for the adults who were at the game who completed the survey may be different those who were under 25 years of age. It would be valuable for athletic directors to compare the results once the adults and younger fans have been analyzed separately.

7. A following research study or project should be conducted to evaluate the attitudes of the sports spectators after the new marketing strategies are implemented to increase attendance at the sporting events. The results of the follow-up study can be compared to prior results to analyze the success of the new marketing tactic.

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## APPENDIX A

### INFORMED CONSENT FORM

#### Factors Affecting Spectators' Decision in Attending MLB Home Games

My name is Mohanned Shobian, a graduate student in the department of Health and Human Performance at Cleveland State University in Cleveland, Ohio. Currently I am conducting a survey to examine the factors affecting spectators' decision in attending MLB home games. This study is approved by the IRB. Information collected in this study as well as participants identities will remain confidential. However, the results of the study will be published for scientific purposes without revealing any of the participant's identities. Participation in this survey is voluntary, there will no penalties involved if participants decide not to participate in the study. There aren't any risks involved in this study. Participants have the right to discontinue and withdraw their consent at any time. The survey should take about 5 minutes. Upon completion the survey. Please feel free to contact Mohanned Shobian at 541-777-0598 (E-mail: [Mohanned.shobain@hotmail.com](mailto:Mohanned.shobain@hotmail.com)), you may also contact the Sport Management program advisor Dr. Eddie T. C. Lam at 216-687-5051 (E-mail: [t.lam@csuohio.edu](mailto:t.lam@csuohio.edu)) if you have any questions regarding the study.

If you have any questions about your rights as a research participant, you may contact the Cleveland State University Institutional Review Board at 216-687-3630.

By signing this form, I am attesting that I am 18 years or older, I have read and understand the information above and I freely give my consent/assent to participate in this study.

Print Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## APPENDIX B

### MiLB HOME GAMES FAN SURVEY

**PURPOSE:** The purpose of this survey is to find out what motivates individuals to attend MiLB home games. The collected information is strictly confidential and will be solely used for research. Your sincere and honest response is greatly appreciated. Please respond to all questions and one survey per person.

**DECISION:** Please circle the appropriate number that best describes your agreement with each statement.

1 = strongly disagree (SD), 2 = disagree (D), 3 = neutral (N), 4 = agree (A), 5 = strongly agree (SA)

<b>RESIDUAL PREFERENCES</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1. I attend the game only when the weather is nice	1	2	3	4	5
2. I prefer going to the games during the week	1	2	3	4	5
3. I prefer going to the games on weekends	1	2	3	4	5
4. The behavior of the fans/spectators attending the game is appropriate	1	2	3	4	5
5. There are plenty of available parking spaces at or near the venue	1	2	3	4	5
6. The stadium is clean and attractive	1	2	3	4	5
<b>ECONOMICS</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1. The price of an individual ticket is reasonable	1	2	3	4	5
2. My admittance to the game was free	1	2	3	4	5
3. I was able to obtain a discount on admittance	1	2	3	4	5
4. Tickets were available online phone applications	1	2	3	4	5
5. The price of items at the concession are reasonable	1	2	3	4	5
<b>SOCIAL ASPECTS</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1. I enjoy interacting with others and meeting new people at the game	1	2	3	4	5
2. I enjoy spending time with my family at the game	1	2	3	4	5
3. I enjoy spending time with my friends at the game	1	2	3	4	5
4. I only attend the game when my friends do	1	2	3	4	5
<b>ENJOYMENT</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1. Going to the game is a change of pace from what I regularly do	1	2	3	4	5
2. I enjoy the game atmosphere	1	2	3	4	5
3. I enjoy the fireworks show	1	2	3	4	5
4. I enjoy a skillful and athletic performance by the team	1	2	3	4	5
5. I enjoy watching the game because I remember the times when I played	1	2	3	4	5
<b>TEAM IDENTIFICATION</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1. I consider myself to be an avid fan of the team	1	2	3	4	5
2. Being a fan of the team is very important to me	1	2	3	4	5
3. The team represents me, the community	1	2	3	4	5
4. I feel like I have won when the team wins	1	2	3	4	5

## APPENDIX B (Continued)

TEAM AFFILIATION	SD	D	N	A	SA
1. I am attending the game because of the team's current win/loss record	1	2	3	4	5
2. I am attending the game due to a promotional event	1	2	3	4	5
3. I am attending the game due to the Cleveland Indians affiliation	1	2	3	4	5
4. The team has a good conference standing	1	2	3	4	5
5. The team has star players.	1	2	3	4	5

### DEMOGRAPHICS: (Please check only one answer to each item)

1. **How old are you?**    <sup>1</sup>☐ Under 18 years    <sup>2</sup>☐ 18-25 years    <sup>3</sup>☐ 26-35 years  
<sup>4</sup>☐ 36-50 years    <sup>5</sup>☐ 51-65 years    <sup>6</sup>☐ Over 65 years
2. **Marital Status (check one):**    <sup>1</sup>☐ Single    <sup>2</sup>☐ Married    <sup>3</sup>☐ Divorced    <sup>4</sup>☐ Widowed  
<sup>5</sup>☐ Other (specify) \_\_\_\_\_
3. **Travel to the game:**    <sup>1</sup>☐ Less than 5 minutes    <sup>2</sup>☐ 5-10 minutes    <sup>3</sup>☐ 15-20 minutes  
<sup>4</sup>☐ 25-30 minutes    <sup>5</sup>☐ More than 30 minutes
4. **Gender:**    <sup>1</sup>☐ Male    <sup>2</sup>☐ Female    <sup>3</sup>☐ Transgender
5. **Household size:** \_\_\_\_\_ (total number of people living in the house)
6. **Total annual household income (before taxes):**  
<sup>1</sup>☐ Under \$20,000    <sup>2</sup>☐ \$20,000-39,999    <sup>3</sup>☐ \$40,000-59,999    <sup>4</sup>☐ \$60,000-79,999  
<sup>5</sup>☐ \$80,000-99,999    <sup>6</sup>☐ \$100,000-119,999    <sup>7</sup>☐ \$120,000-139,999    <sup>8</sup>☐ \$140,000 and over
7. **Race (check one):**    <sup>1</sup>☐ Caucasian/White    <sup>2</sup>☐ Black/African American    <sup>3</sup>☐ Hispanic/Latino  
<sup>4</sup>☐ Am Indian/Alaskan Native    <sup>5</sup>☐ Asian/Pacific Islander    <sup>6</sup>☐ Other (specify): \_\_\_\_\_
8. **Highest Education Level:**    <sup>1</sup>☐ Some High School    <sup>2</sup>☐ High School Diploma  
<sup>3</sup>☐ Associate Degree    <sup>4</sup>☐ Bachelor's Degree    <sup>5</sup>☐ Master's Degree  
<sup>6</sup>☐ Doctoral Degree    <sup>7</sup>☐ Other \_\_\_\_\_
9. **Occupation (check one):**    <sup>1</sup>☐ Clerical    <sup>2</sup>☐ Education    <sup>3</sup>☐ Engineering  
<sup>4</sup>☐ Home maker    <sup>5</sup>☐ Law/Legal    <sup>6</sup>☐ Management    <sup>7</sup>☐ Medical  
<sup>8</sup>☐ Retired    <sup>9</sup>☐ Sales    <sup>10</sup>☐ Student    <sup>11</sup>☐ Skill worker  
<sup>12</sup>☐ Technical    <sup>13</sup>☐ Other (specify) \_\_\_\_\_

**Thank You for Your Time!**

Table 2. Descriptive Statistics for Demographic Variables

Demographic Variable	N	%	Cumulative %
Gender			
Male	100	50.0	51.0
Female	94	47.0	99.0
Transgender	2	1.0	100.0
Age			
18-25	44	22.0	22.0
26-35	55	27.5	49.5
36-50	36	18.0	67.5
51-65	46	23.0	90.5
Over 65	19	9.5	100.0
Marital Status			
Single	72	36.0	36.5
Married	104	52.0	89.3
Divorced	17	8.5	98.0
Widowed	2	1.0	99.0
Other	2	1.0	100.0
Time Traveled			
Less than 5 Minutes	38	19.0	19.3
5-10 Minutes	56	28.0	47.7
15-20 Minutes	31	15.5	63.5
25-30 Minutes	48	24.0	87.8
More than 30 Minutes	24	12.0	100.0
Household Size			
1 person	23	11.5	17.0
2 persons	43	21.5	48.9
3 persons	24	12.0	66.7
4 persons	26	13.0	85.9
5 persons	15	7.5	97.0
6 persons	4	2.0	100.0



Table 2. (Continued)

Demographic Variable	N	%	Cumulative%
Race			
White	138	69.0	71.1
Black	39	19.5	91.2
Latino	2	1.0	92.3
Indian	1	0.5	92.8
Asian	12	6.0	99.0
Other	2	1.0	100
Annual Income			
Under20,000	17	8.5	9.6
20,000-39,999	24	12.0	23.2
40,000-59,999	43	21.5	47.5
60,000-79,999	31	15.5	65.0
80,000-99,999	11	5.5	71.2
100 000-119,999	25	12.5	85.3
120,000-139,999	17	8.5	94.9
140,000 and Over	9	4.5	100
Highest Education Level			
Some high school	8	4	4.0
High school diploma	18	9	13.1
Associate degree	25	12.5	25.6
Bachelor's degree	79	39.5	65.3
Master's degree	46	23	88.4
Doctoral degree	10	5	93.5
Other	13	6.5	100
Occupation			
Clerical	10	5.0	5.0
Education	28	14.0	19.0
Engineering	14	7.0	26.0
Home maker	9	4.5	30.5
Low	17	8.5	39.0
Management	24	12.0	51.0
Medical	10	5.0	56.0
Retired	21	10.5	66.5
Sales	15	7.5	74.0
Student	13	6.5	80.5
Skill worker	12	6.0	86.5
Technical	9	4.5	91.0

Table 3. Descriptive Statistics of the Six Factors

Factors	Mean	S.D.
<b>Residual Preferences</b>		
1. I attend the game only when the weather is nice	3.24	1.16
2. I prefer going to the games during the week	2.97	1.21
3. I prefer going to the game on weekends	3.58	0.96
4. The behavior of the fans/spectators attending the game is appropriate	3.59	0.88
5. There are plenty of available parking spaces at or near the venue	3.91	0.98
6. The stadium is clean and attractive	4.10	0.89
<b>Economics</b>		
1. The price of an individual ticket is reasonable	4.17	0.91
2. My admittance to the game was free	2.96	1.40
3. I was able to obtain a discount on admittance	3.11	1.32
4. Tickets were available online phone applications	3.66	1.14
5. The prices of items at the concession are reasonable	3.82	1.06
<b>Social Aspects</b>		
1. I enjoy interacting with others and meeting new people at the game	4.15	0.77
2. I enjoy spending time with my family at the game	4.27	0.71
3. I enjoy spending time with my friends at the game	4.29	0.75
4. I only attend the game when my friends do	3.79	1.17
<b>Enjoyment</b>		
1. Going to the game is a change of pace from what I regularly do	4.00	1.04
2. I enjoy the game atmosphere	4.34	0.74
3. I enjoy the fireworks show	4.28	0.74
4. I enjoy a skillful and athletic performance by the team	4.24	0.86
5. I enjoy watching the game because I remember the times when I played	3.87	1.19
<b>Team Identification</b>		
1. I consider myself to be an avid fan of the team	4.13	0.86
2. Being a fan of the team is very important to me	4.01	0.91
3. The team represents me, the community	3.98	0.96
4. I feel like I have won when the team wins	3.91	1.08
<b>Team Affiliation</b>		
1. I am attending the game because of the team's current win/loss record	3.34	1.21
2. I am attending the game due to a promotional event	3.46	1.21
3. I am attending the game due to the Cleveland Indians affiliation	3.71	1.11
4. The team has a good conference standing	4.01	0.91
5. The team has star players	3.54	1.23

Table 4. Pattern Matrix of the Spectator Motivation Scale After Extraction

	<b>I</b>	<b>II</b>	<b>III</b>	<b>IV</b>	<b>V</b>	<b>VI</b>	<b>VII</b>
<b>I. Residual Preferences - Environment</b>							
I attend the game only when the weather is nice	<b>0.66</b>	-0.02	-0.07	0.09	-0.02	-0.04	-0.04
I prefer going to the games during the week	<b>0.76</b>	0.10	0.12	-0.08	0.07	0.04	0.01
<b>II. Residual Preferences - Facility</b>							
The behavior of the fans/spectators attending the game is appropriate	0.24	<b>0.50</b>	-0.08	0.05	-0.11	0.08	0.01
There are plenty of available parking spaces at or near the venue	-0.02	<b>0.88</b>	-0.07	-0.07	0.09	-0.13	0.04
The stadium is clean and attractive	-0.05	<b>0.52</b>	0.09	0.04	-0.01	0.07	-0.07
<b>III. Economics</b>							
My admittance to the game was free	0.14	-0.06	<b>0.69</b>	-0.03	-0.03	-0.07	0.07
I was able to obtain a discount on admittance	0.01	-0.14	<b>0.89</b>	-0.05	0.01	-0.08	0.04
Tickets were available online phone applications	-0.04	0.09	<b>0.55</b>	0.11	-0.02	0.05	-0.08
The price of items at the concession are reasonable	-0.13	0.22	<b>0.55</b>	0.11	0.05	0.11	-0.05
<b>IV. Social Aspects</b>							
I enjoy interacting with others at the game	0.11	0.02	0.09	<b>0.59</b>	-0.06	0.03	0.02
I enjoy spending time with my family at the game	-0.02	0.01	0.01	<b>0.78</b>	0.05	-0.10	0.03
I enjoy spending time with my friends at the game	-0.03	-0.05	-0.04	<b>0.64</b>	0.18	0.05	-0.03
<b>V. Enjoyment</b>							
I enjoy the game atmosphere	-0.03	-0.01	0.06	-0.01	<b>0.66</b>	0.11	-0.06
I enjoy the fireworks show	0.15	-0.09	-0.08	0.11	<b>0.81</b>	-0.01	0.01
I enjoy the skillful and athletic performance by the team	-0.10	0.13	0.00	0.03	<b>0.59</b>	-0.08	0.11
<b>VI. Team Identification</b>							
I consider myself to be an avid fan of the team	-0.04	0.01	0.05	-0.15	0.18	<b>0.56</b>	0.05
Being a fan of the team is very important to me	0.02	-0.03	-0.04	-0.09	0.22	<b>0.84</b>	-0.08
The team represents me, the community	-0.08	0.02	-0.04	0.11	-0.17	<b>0.85</b>	0.04
I feel like I have won when the team wins	0.10	-0.04	-0.02	0.08	-0.14	<b>0.65</b>	0.07
<b>VII. Team Affiliation</b>							
I am attending the game because of the team's current win/loss record	-0.04	-0.04	0.01	0.01	0.07	-0.07	<b>0.94</b>
I am attending the game due to a promotional event	0.02	0.00	-0.05	0.03	-0.02	0.06	<b>0.91</b>
I am attending the game due to the Cleveland Indians affiliation	0.00	0.06	0.10	-0.03	-0.03	0.21	<b>0.52</b>