

EXPERIENCE-BASED TYPOLOGY OF SPECTATORS AT AN INTERNATIONAL CRICKET SIXES TOURNAMENT

Martinette KRUGER & Melville SAAYMAN

*Tourism Research in Economic Environs and Society (TREES), North-West University,
Potchefstroom, Republic of South Africa*

ABSTRACT

This innovative research on managing and marketing team sport events was completed for the first time at an international Cricket Sixes tournament held in South Africa (SA). A visitor survey was conducted at SuperSport Park in Centurion during the Global Softech Sixes Tournament in 2014. Finally, spectators, who were selected by applying a stratified random sampling method, returned 278 of the self-administered questionnaires. The analysis was performed in three stages, two factor analyses, a cluster analysis and an analysis of significant differences between the experience-based clusters of the cricket-sixes spectators. Different cricket spectator segments were identified based on the factors that are regarded by the spectators as important for a memorable experience. The research identified three distinct cricket spectator clusters, namely Occasional, Selective and Comprehensive experience seekers (OSC-typology). These clusters differ in terms of their motives, socio-demographic and behavioural characteristics. Based on the findings, an OSC-typology of cricket spectators is proposed. The research also confirms that the motives for spectators differ from sport to sport and even from one category to the next in the same type of sport. The same applies to aspects pertaining to memorable experience.

Key words: Market segmentation; Cricket spectators; Cricket Sixes tournament; Memorable experience; Motives; South Africa.

INTRODUCTION

Sport events are big business and can be seen as the backbone of sport tourism (Saayman & Saayman, 2014). Cities and destinations are spending large sums of money on developing infrastructure to be able to host sport events. Therefore, amongst others, sport events are used to create a particular image, to attract investors, to offer tourists and residents the opportunity to enjoy various sports as a form of entertainment, to grow tourism, to grow sport participation and development, to grow their economies and to promote cities and destinations (Davies, 2010; Li & Jago, 2013; Thomson *et al.*, 2013; Saayman & Saayman, 2014). However, of all the role players in sport events, one of the most important is the spectator, especially in team sport, such as football, baseball, rugby, soccer and cricket (Gibson, 1998; Bull & Weed, 1999; Wann *et al.*, 2001; Cannon & Ford, 2002).

Spectators have an important role and function, since they generate income for sport stadia and they create an atmosphere at the event. Therefore, from a management point of view, it is not only important to know who the spectators are, but also what their needs are and that

these needs should be translated into aspects that can be managed, for example, memorable experience factors. Since sport events not only compete amongst one other for the time and money of spectators, they also compete with all the other activities that might interest potential spectators during their leisure time, such as watching television, going to the movies, spending time with their families, etc. Therefore, it is of paramount importance to understand the needs of spectators (Dolinting *et al.*, 2015).

This is especially true in the case of a sport such as cricket, which is played in various formats. Cricket is a traditional English bat-and-ball sport that is immersed in history. The first reference game was played as early as the 13th century (Leach, 2007). The cricket game had two formats, namely double-innings and single-innings matches. The first format takes four days of domestic competition and five days of international competition, of which the latter is known as a test match. The second format of the game is played on one day, with limited overs (50 overs). Dhurup and Niyimbanira (2012) explain that the difference between the two formats is that the number of overs that each team bowls is predetermined. Fans displayed more interest in the second format in comparison to the first format (Dhurup & Niyimbanira, 2012).

Over time, crowd attendances began to dwindle and in 2003, cricket authorities in England introduced a new format to the game, known as Twenty20 cricket, where each team bats for only twenty overs (Craig, 2007; Goldman & Johns, 2009). With the format of the game continuously evolving, Cricket Sixes is another fast format of the game introduced in 1992. There are only six players per team on the field during each game and every innings consists of five 6-ball overs. A batsman must retire on 31 runs but can return when five wickets are down and the teams are encouraged to try to finish their games within the hour (Momentum Cricket Sixes, 2015).

While Cricket Sixes tournaments have been played since 1992, with the Hong Kong Cricket Sixes tournament being the most notable, this form of cricket has never before been played in SA (Momentum Cricket Sixes, 2015). In a move set to revitalise cricket on the African continent and kick-start the domestic season in September 2014 in style, six teams from Africa (SA, Tanzania, Uganda, Namibia, Zimbabwe and Kenya) and six South African franchises contested the Global Softech Sixes at SuperSport Park in Centurion in September 2014.

LITERATURE REVIEW

Memorable experience

Gao *et al.* (2012) maintain that in today's world visitors are seeking experiences rather than products. Equally important, Ryan (2002) asserts that the tourist experience is essentially what tourism is all about, therefore, it is paramount to manage experiences satisfactorily based on the desires of tourist. Hence, there has been a shift from a product focus to an experience focus and tourism businesses are placing greater emphasis on creating and managing experiences (Oh *et al.*, 2007; Zomerdijk & Voss, 2010). Pine and Gilmore (1999) highlight that, on the one hand, tourism businesses must understand the experiences of tourists, yet on the other hand, they also need to understand the tangible and intangible

attributes of a destination or tourism offering when creating a memorable experience. Cohen (1979) and Kruger and Saayman (2012), not only confirm that a memorable experience depends on how satisfied tourists are, but also that the level of satisfaction differs from one tourist to the next and from one tourism sector to the next. Tourism is thus part of the experience economy as indicated by Pine and Gilmore (1999).

The question that remains is what is a memorable experience? An experience, according to Page and Connell (2009:649), is defined as "the overall impression, understanding, rating and meaning a visitor attaches to their encounter with a particular place, event, holiday or activity". Since the work conducted by Pine and Gilmore (1999), the literature (see for example Hudson & Ritchie, 2009; Kim *et al.*, 2010; Tung & Ritchie, 2011; Kruger *et al.*, 2013; Kim, 2014; Manners *et al.*, 2014), has revealed a shift from offering an experience to offering a memorable experience. This occurred due to the definitions of experience which did not address the essence of what people experience when they engage in activities or travel, rather they engage in experiences at emotional, physical, spiritual and intellectual levels (Chandralal & Valenzuela, 2013; Kim, 2014). According to Citrine (1995), one could also refer to it as the 'wow factor' when designing events. Kruger *et al.* (2013:147) define memorable experience as one that is "not only remembered, but also treasured long after the experience is over"; which implies an experience that has beneficial psychological outcomes.

A tourism product has five distinct areas or phases where it impacts on the total experience (Saayman, 2012). The first phase is the planning of the event, the second is the journey to the destination or event, the third, is the experience of the destination or event, followed by the journey back, and lastly, the recovery and recollection phase. This implies that for management, it is not only the actual event or the experience at the destination that influences the total experience. Rather, all the phases exert an influence, which renders it even more important for managers to know about in order to be able to contribute to a memorable experience.

Critical memorable experience factors

To offer a memorable experience, management needs to identify those factors that make a contribution to it, and according to Brotherton (2004), these are referred to as key management factors or critical success factors or even key result areas. From a pure management theory point of view, critical management factors are aspects that influence the ability to be successful and attain goals (Thompson & Strickland, 1999; Aaker, 2005). Various researchers (Godfrey & Clarke, 2000; Gibson, 2005; Shipway & Kirkup, 2011; Engelbrecht *et al.*, 2014), highlighted the benefit of identifying the critical management factors, as it would improve service levels, it will indicate the areas of improvement or the gaps in service delivery, it will contribute to being more competitive, it will lead to higher levels of satisfaction and contribute to loyalty.

Various studies, for example Getz and Brown (2004), Marais and Saayman (2011), Lin and Fu (2012), Du Plessis *et al.* (2014), Padilla-Meléndez and Garrido-Moreno (2014) and Wang and Hung (2015), to name but a few, have focused on determining the critical management factors applicable to different tourism sectors. The results of these studies, however, collectively indicate that although certain management aspects, such as general management,

marketing and human resources, seem to overlap, the combination and importance of the factors differ from one tourism sector and product to the next. Thus, there is no universal set of memorable experience factors that can be applied to different tourism sectors and products.

Kim and Kim (1995) identified eleven dimensions of service quality at sport centres, namely ambience, employee attitude, reliability, information giving, programming, personal consideration, price, exclusivity, ease of mind, convenience and stimulation. Kelley and Turley (2001) identified nine distinct dimensions of service quality for sporting events, namely employees, price, facility access, concessions, fan comfort, game experience, show time and convenience of smoking. Ko and Pastore (2005) found that the range of programmes, operating times, information, client-employee interaction, inter-client interaction, physical challenge, valence, sociability, ambient conditions, design, equipment and giving support to programme quality are additional aspects that influence spectator satisfaction. Additional critical success factors that play a fundamental role in creating a memorable and satisfying spectator experience include, the distance travelled, standard and capacity of transport, stadium infrastructure, duration, location and scheduling of the sport event, standard of a team or individual performance, competitive outcomes of a contest, layout of the sports ground/terrain, information signs, ancillary activities and entertainment, effective marketing, atmosphere, spatial distribution, and accessibility of sports facilities and venues (Hinch & Higham, 2004; Yoshida & James, 2011).

Other important aspects to consider are the memorabilia of the experience, along with the promotional activities, such as live entertainment, in-game activities and fan-player interactions in spectator sport settings (Kahle *et al.*, 2003), as well as the design, theme, big screens and festive atmosphere (Wakefield *et al.*, 1996; Pine & Gilmore, 1998; Berry *et al.*, 2002; Yoshida & James, 2011). In the only South African study that has been conducted to date, Kruger and Saayman (2012) confirmed in their research that was carried out on the critical management factors for a memorable spectator experience at the Two Oceans Marathon held in Cape Town, SA during April, that different aspects influence spectator experiences at an event. Four factors were identified, namely amenities, comfort and visibility, marketing and personnel and provisions. Of these factors, amenities and marketing were considered the most important factors that contributed to a memorable spectator experience at the event.

In terms of research conducted on specifically cricket spectators and the game experience, Saayman and Uys (2003) found that fans at a one-day international test match in Potchefstroom, SA between SA and Australia were mainly males, aged 35 to 49 years, who attend one to two international cricket matches annually. The main reasons for attending the match included, to enjoy cricket, have fun, support their team and be with family and friends. In another study, Saayman *et al.* (2005) determined the spending patterns of fans at three World Cup Cricket matches also held in Potchefstroom, SA. Their findings showed that foreign fans spend more than nationals and that different age groups have different spending patterns (higher spenders were older). Dhurup and Niyimbanira (2012) identified six motives for fans who attended a Twenty20 test when and where match, namely escape, knowledge and skill, socialisation, drama, game aesthetics and fascination. Various research projects (Van Leeuwen *et al.*, 2002; Lough & Kim, 2004), found that cricket fans attend games to

meet certain motivational needs, including group affiliation and entertainment value, and meeting these needs would exert influence overall satisfaction with attending the game.

Attending a cricket match requires that spectators dedicate their time and effort as cricket matches can be played for five to six hours in a day (Kuenzel & Yassim, 2010). Kuenzel and Yassim (2010) identified four themes or variables that are considered by cricket fans to be important to their game experience, namely star players, the quality of the game, social facilitation, and auditory and olfactory elements. Star cricketers are those players who have a proven record of accomplishment of high-quality and exciting performances in international and/or first-class country games. These players are recognised as 'stars' if the fans, management and media analysts perceive them as such and they are consequently popular among fans (Kuenzel & Yassim, 2010). To watch 'crowd-pulling' players is regarded as a form of enjoyment and reason for attendance. Many fans also claim that they would attend different venues and games to see various star players, regardless of the team they play for.

The overall performance of the two teams and the level of competitiveness that is portrayed by the teams during a contest constitute the quality of the game (Kuenzel & Yassim, 2007). Several terms have also been used, such as game experience (Kelley & Turley, 2001), and entertainment value (Lough & Kim, 2004). Victory for their favourite team provides fans with great satisfaction. However, there is evidence (Madrigal, 2003; Matsuoka *et al.*, 2003) suggesting that there is greater entertainment value in watching a 'close game' in which both teams display high-quality performance.

This is especially true in cricket, where, due to its various formats, quality of the game (as opposed to victory), needs to be emphasised (Kuenzel & Yassim, 2010). Kelly and Turley (2001) agree and recognise that the athletic contest itself is a principal factor that affects the quality of the service encounter and game experience. This includes aspects, such as 'good cricket' and 'a competitive match'. In a five-day test match, where the result is only known on the last day, many fans may not be present for the entire competition. Thus, fans of these games would value a close competition as opposed to victory. Fans attending a one-day or Twenty20 competition regard quality of contest and strength of opposition to be more important than victory (Yassim, 2011).

'Social facilitation' refers to the interaction of fans with others, including friends and family, as well as people whom they have just met during a particular game, and sharing the experience of the game with others (Westerbeek, 2000; McDonald *et al.*, 2002). Deighton (1994) emphasised that spectators can have a good time in the stands, even if the game is not rewarding overall. Therefore, it could be argued that spending an enjoyable time with family and friends is one of the key reasons why fans may enjoy themselves despite the outcome of the game. Due to the length of most cricket games, social facilitation becomes even more important as fans spend a whole day at the game. Thus, opportunities to interact with fellow fans and devote more time with family and friends would add value to their positive game experience (Kuenzel & Yassim, 2010).

With the experiences that are derived from other popular games, such as football, cricket fans also expect an exciting atmosphere at the match (Kuenzel & Yassim, 2010). Auditory and olfactory components refer to the sounds, the noise of the crowd and smells at a sport facility

that help to enhance the atmosphere (Wakefield & Blodgett, 1996; Westerbeek, 2000). Although 'ambient conditions' are important in spectator enjoyment, it is difficult for management to control them. However, Wakefield and Blodgett (1996:45) state that, "despite elements of ambient conditions, such as weather not being in the control of management, it is important that they understand which of their fan segments place greater emphasis on it, and try to control the elements that are within their control, such as music and noise".

When comparing the atmosphere between four-day and one-day games, fans have observed that crowds are generally more boisterous during one-day games, which enhances the atmosphere, whereas the atmosphere is quieter and more reserved during four-day games (Parry & Malcolm, 2004). Relating to the findings by Westerbeek (2000), Kuenzel and Yassim (2010) found that older fans at four-day games dislike the singing of crowds and loud music, whereas younger fans enjoy the noise and colour. In addition, they found that four factors influence the experience of English and Welsh domestic cricket fans, namely star players, quality of the game, social facilitation and auditory and olfactory factors. Kuenzel and Yassim (2007) indicated that social facilitation, quality of play and auditory factors are dimensions that contribute towards a memorable spectator experience.

PURPOSE OF THE STUDY

After examining these studies, it became clear that there are differences about the factors that generate memorable experiences at different types of events, as well as similar events that span over different timeframes. However, no studies have segmented cricket fans to date in terms of the factors they regard as important for a memorable experience and no study to date focused on spectators at a Cricket Sixes tournament. The purpose of this research was to identify the factors that spectators regarded as important for a memorable experience and used them to profile the various market segments and to determine how cricket spectator markets differ. This information would allow event marketers and managers of team sports to deliver an optimally run and well-advertised event that will leave spectators more than satisfied, thereby facilitating to increase the appeal of the game to a wider audience.

METHODOLOGY

This study followed a quantitative research approach and a structured questionnaire was used to collect the data. This section describes the sampling method, survey and profile of the respondents, as well as the statistical analysis.

Questionnaire

The questionnaire was divided into 4 sections. Section A captured demographic details (gender, home language, age, occupation, home province, annual gross income, level of education, marital status), and spending behaviour (number of persons paid for, length of stay and expenditure). Section B captured respondents' cricket behaviour in terms of a number of matches previously attended; preferred type of matches, age first exposed to cricket and live test matches and sources of information about the test matches. Section C captured motivational factors, measuring 21 items on a 5-point Likert scale, where 1=not important at all; 2=less important; 3=important; 4=very important and 5=extremely important. Section D measured 39 factors for a memorable spectator experience on a similar 5-point Likert scale.

The following steps, as proposed by Field (2005) and Tustin *et al.* (2005) were followed to design and validate the questionnaire: (1) *Content validity*: An in-depth literature analysis was conducted to identify the relevant motivational factors and critical success factors for a memorable cricket spectator experience (Matsuoka *et al.*, 2003; Saayman & Uys, 2003; Saayman *et al.*, 2005; Yassim, 2011; Dhurup & Niyimbanira, 2012); (2) *Face validity*: Statistical consultation services at the North-West University, Potchefstroom Campus advised on the formulation of the statements, as well as the measurement scales used; (3) *Construct validity*: Factor analyses were performed on both the motivational and memorable experience factors in order to determine the degree to which the statements measure what it claims and purports to be; and (4) *Reliability*: Establishing the reliability of the identified factors by means of reliability coefficients (Cronbach's alpha) that were calculated by applying inter-item correlations.

Sampling method and survey

Self-administered questionnaires were distributed during the Global Softech Sixes Tournament at SuperSport Park in Centurion, SA. The survey took place from 4 to 7 September 2014. A stratified sampling method was used. In order to limit bias, a simple random sampling method was used within the stratified sample, where 3 trained fieldworkers followed specific guidelines when questionnaires were handed out to different non-homogeneous age groups, gender group and nationalities. This process was eased as fans seated on the fields (grass) paid a lower entrance fee compared to spectators seated on the stands, meaning that they might have had different levels of experience. This implies that a more improved distribution of questionnaires was achieved. Only 1 person per travelling group in every second group of spectators was asked to complete the questionnaire. Groups were identified by using screening questions. Fieldworkers remained in close proximity to respondents in order to limit the number of questionnaires being lost. Krejcie and Morgan (1970) recommend that for a population (N) of 1 000 000 people, the sample (S) should be 384 in order to be representative. With SuperSport Park's 22 000-attendee capacity in 2014, it was decided that 400 questionnaires should be distributed. The researchers were unsuccessful in obtaining the exact number of spectators to the matches on the 2 survey days. Based on availability sampling and loss of questionnaires, 300 respondents formed part of the survey of which the 278 completed questionnaires were included in the analysis.

Profile of respondents

The general demographic profile of the respondents to the Global Softech Sixes revealed that they were married (42%), males (65%), well-educated with a diploma or degree (49%), Afrikaans-speaking (63%), of an average age of 33 years, and received an annual income of less than R20 000 (27%) per annum. The majority of the respondents were South African (99%), lived in Gauteng (95%) and were either students (21%) or in professional occupations (20%). The average size of a travelling group was 4.57 people, of whom the respondents were financially responsible for an average of 2 people. On average, respondents spent R414.21 during the event/tournament and stayed in Gauteng for an average of 1 night. In the preceding 3 years, the respondents had supported an average of 3 international test matches, 4 domestic matches and 5 to 6 club cricket matches. Respondents indicated that 1-day matches (83%) and Twenty20 (80%) were their preferred types of cricket. This group was first exposed to cricket at the age of 10 years (on average) and the first live match they attended was at the average age of 16 years.

Statistical analysis

Microsoft Excel was used to capture the data while SPSS (2015) and Statistica (StatSoft, 2015) were used for the analysis. The analysis was performed in 3 stages: 2 factor analyses, a cluster analysis and an analysis of significant differences between the experience-based clusters of the cricket-sixes spectators.

Firstly, 2 principal axis factor analyses, using an Oblimin rotation with Kaiser normalisation, were performed on the 21 motivation items and 39 critical factors for a memorable cricket experience in order to explain the variance-covariance structure of a set of variables through a few linear combinations of these variables. The Kaiser-Meyer-Olkin measure of sampling adequacy was used to determine whether the covariance matrix was suitable for factor analysis. Kaiser's criteria, for the extraction of all factors with Eigen values larger than 1, were used because they were considered to explain a significant amount of variation in the data. All items with a factor loading greater than 0.3 were considered as contributing to a factor, and all items with loadings less than 0.3 as not correlating significantly with this factor (Steyn, 2000). Any item that cross-loaded on 2 factors and with factor loadings both greater than 0.3, was categorised with the factor where interpretability was best. A reliability coefficient (Cronbach's alpha) was computed for each factor to estimate its internal consistency. All factors with a reliability coefficient above 0.6 were considered acceptable in this study. The average inter-item correlations were also computed as another measure of reliability of which these, according to Clark and Watson (1995), should lie between 0.15 and 0.55.

Secondly, a cluster analysis using Ward's method with Euclidean distances was performed in Statistica (StatSoft, 2015) based on the memorable experience factors as identified in the factor analysis. Thirdly, ANOVAs were used to investigate any significant differences between the identified market segments. Effect sizes were used to further identify any significant differences between the clusters. The purpose of effect size is to establish whether any differences exist between the clusters; in this case, in which combination of clusters of the mean values of the motives and the averages of the socio-demographic and behavioural variables, as well as mean values of the memorable experience factors, had the smallest or largest effect. Cohen (1988), Ellis and Steyn (2003) and Steyn (2009) offer the following guidelines for the interpretation of the effect sizes: small effect: $d=0.2$, medium effect: $d=0.5$ and large effect: $d=0.8$.

RESULTS

The results of the factor analyses (motives to support the tournament and factors for a memorable cricket experience), and of the cluster analysis and ANOVAs to investigate significant differences are presented.

Factor analyses

The pattern matrix of the principal axis factor analyses using an Oblimin rotation with Kaiser normalisation identified 5 motivational factors and 5 factors for a memorable experience. These were labelled according to similar characteristics (Table 1 and Table 2). These factors account for 70 and 66% respectively of the total variance.

All factors have relatively high reliability coefficients, ranging from 0.86 to 0.94 for the motivational factors and 0.74 to 0.91 for the memorable experience factors. The average inter-item correlation coefficients of between 0.54 and 0.67 for the motivational factors and 0.43 and 0.83 for the memorable experience factors also imply internal consistency for all factors. Moreover, all items loaded on a factor had a loading greater than 0.3, and the relatively high factor loadings indicate a reasonably high correlation between the factors and their component items. The Kaiser-Meyer-Olkin measure of sampling adequacy (0.91 and 0.95 respectively) indicates that patterns of correlation are relatively compact and yield distinct and reliable factors (Field, 2005). Barlett's test of sphericity reached statistical significance in both cases ($p < 0.001$), supporting the factorability of the correlation matrix (Pallant, 2007).

Table 1. MOTIVES OF SPECTATORS: FACTOR ANALYSIS

Motivational factors and items	Factor loading	Mean value	Reliability coefficient	Inter-item correl.*
<i>Factor 1: Event novelty</i>		3.36	0.90	0.59
To see my favourite cricketer(s) in action	0.77			
To support the various teams	0.72			
It is a unique type of cricket test match – the first in SA	0.62			
It is a unique, once-in-a-lifetime experience	0.54			
To be part of the event	0.53			
To see world-class cricketers perform	0.49			
<i>Factor 2: Fun and escape</i>		3.94	0.77	0.46
For fun	0.73			
To relax and get away from my routine	0.67			
To spend time with family and friends	0.64			
It is an accessible match to attend (closest stadium to me)	0.47			
<i>Factor 3: Cricket affinity</i>		3.43	0.90	0.62
I am a cricket enthusiast	0.90			
I regularly attend cricket matches	0.70			
Because I enjoy watching cricket matches	0.67			
I annually attend/follow test matches between various teams	0.61			
To enjoy the art of the game	0.43			
<i>Factor 4: Socialisation</i>		3.10	0.74	0.43
To socialise	0.75			
To meet new people and interact with other supporters	0.51			
It is a sociable event	0.43			
To see the cricketers I despise or do not like in action	0.36			
<i>Factor 5: Knowledge</i>		2.76	0.91	0.83
To learn technical aspects of the game	0.84			
To improve my knowledge of the game and game strategy	0.72			

Factor scores were calculated as the average of all items contributing to a specific factor in order to interpret them on the original 5-point Likert scale of measurement. As seen in Table

1, the following motives were identified: *Event novelty* (Factor 1), *Fun and escape* (Factor 2), *Cricket affinity* (Factor 3), *Socialisation* (Factor 4) and *Knowledge* (Factor 5). *Fun and escape* (Factor 2) obtained the highest mean value (3.94) and was the most important motive for supporting this new format of the game. *Cricket affinity* had the second highest mean value (3.43), followed by *Event novelty* (3.36) and *Socialisation* (3.10). *Knowledge* (Factor 5) had the lowest mean value (2.76) and rated as the least important motive.

Five factors for a memorable cricket experience are presented in Table 2. *Parking, facilities and affordability* (Factor 4) obtained the highest mean value (4.02). It was regarded as the most important factor for a memorable experience. *Visibility, comfort and accessibility* (3.99), *engaging match* (3.84) and *match qualities and crowd atmosphere* (3.81) followed this closely. *General management* with a mean value of 3.78, although still important when interpreted on the Likert scale, was regarded as the least important of the 5 factors for a memorable cricket experience.

Table 2. FACTORS FOR MEMORABLE EXPERIENCE: FACTOR ANALYSIS

Memorable experience factors and items	Factor loading	Mean value	Reliability coefficient	Inter-item correl.*
Factor 1: General management		3.78	0.94	0.58
Visibility of emergency personnel	0.73			
Personnel that are easily noticeable	0.72			
Personnel that are trained to handle any match enquiries	0.64			
Accessibility for the disabled	0.60			
Variety of food and beverages available (e.g. Halaal, vegetarian)	0.57			
Adequate safety precautions in place during the match	0.57			
Visibility of security on the sport grounds	0.54			
Friendly and professional personnel in and around the stadium	0.44			
Adequate number of rubbish bins at the stadium	0.41			
Effective and reliable marketing prior to the match regarding date, time, venue etc.	0.41			
High quality performances of both teams	0.39			
Good quality viewing of the match on a big screen	0.34			
Factor 2: Match quality and crowd atmosphere		3.81	0.90	0.55
Furious batting	0.70			
A fast paced game	0.65			
Beer tents available	0.63			
Dynamic bowlers	0.61			
Good atmosphere and entertainment	0.52			
Energetic, lively and cheerful crowd	0.49			
Favourable weather conditions	0.47			
Effective technical aspects during the event	0.38			

Table 2. FACTORS FOR MEMORABLE EXPERIENCE: FACTOR ANALYSIS (cont.)

Factor 3: Visibility, comfort & accessibility		3.99	0.89	0.54
Good visibility of the players from all viewpoints at the stadium	0.79			
Good layout of the stadium	0.73			
Adequate information boards on the terrain and effective signage and directions to the stadium	0.70			
Accessibility of seats in the stadium	0.59			
Adequate seats in the stadium	0.50			
Comfortable seating	0.49			
Spending an enjoyable time with family, friends and fellow supporters.	0.37			
Factor 4: Parking, facilities and affordability		4.02	0.86	0.55
Adequate security at parking areas	0.87			
Adequate parking arrangements	0.76			
Adequate, clean and hygienic ablution facilities inside/outside the sport ground	0.49			
Affordable tickets	0.40			
Affordable food and beverages at the stadium	0.35			
Factor 5: Engaging match		3.84	0.91	0.67
An engaging and competitive match	0.64			
A nail-biting match/drama of a close game	0.61			
An entertaining and action packed match	0.52			
Seeing star players in action	0.41			
A victorious match for my team	0.37			

Cluster analysis: Identification of segmented clusters

An exploratory cluster analysis based on all cases in the data was performed on the motivational factors. A hierarchical cluster analysis, using Ward's method of Euclidean distances, was used to determine the structures of the clusters based on the memorable experience factors. A three-cluster solution was selected as the most discriminatory solution (Figure 1).

The results of the multivariate analyses were used to identify the 3 clusters and to indicate that significant differences existed between them ($p < 0.05$). According to Table 3, ANOVAs revealed that all 5 memorable experience factors contributed to differentiating between the 3 experience-based clusters ($p < 0.05$) with large effect size differences.

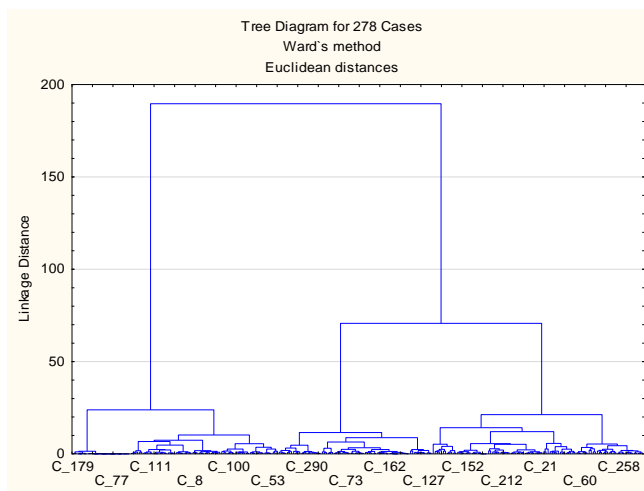


Figure 1. **THREE CLUSTER SOLUTION: WARD'S METHOD WITH SQUARED EUCLIDEAN DISTANCE MEASURES**

Table 3. **MULTIPLE COMPARISONS FOR MEMORABLE EXPERIENCE-BASED FACTORS IN THREE CLUSTERS OF SPECTATORS**

Memorable experience factors	Experience-based segments			F-ratio	Sign. level	Effect sizes **		
	Cluster 1 (n=103)	Cluster 2 (n=75)	Cluster 3 (n=100)			1 & 2	1 & 3	2 & 3
General management	3.00 ^a	3.87 ^b	4.60 ^c	311.619	0.001*	1.65	2.71	1.18
Match quality & crowd atmosphere	3.06 ^a	3.80 ^b	4.63 ^c	226.231	0.001*	1.13	2.19	1.44
Visibility, comfort and accessibility	3.33 ^a	3.95 ^b	4.66 ^c	181.876	0.001*	1.03	2.02	1.29
Parking, facilities and affordability	3.20 ^a	4.22 ^b	4.75 ^c	269.130	0.001*	1.63	2.33	1.06
Engaging match	3.03 ^a	3.76 ^b	4.74 ^c	259.185	0.001*	1.08	2.37	1.77

Cluster 1= Occasional seekers Cluster 2= Selective seekers Cluster 3= Comprehensive seekers

^{a, b, c} Group differs significantly from type in row * Significant difference: $p \leq 0.05$

** Effect sizes between clusters: $d = 0.2$ (small effect); $d = 0.5$ (medium effect); $d = 0.8$ (large effect)

Cluster 3, the second largest with 100 respondents was labelled, *Comprehensive experience seekers*, because these respondents assigned the highest rating to all 5 memorable experience factors and seemed to value the entire experience. Cluster 1, the largest with 103 respondents was labelled *Occasional experience seekers*, because this cluster yielded the lowest mean values across all 5 memorable experience factors. However, these respondents still value the game experience and rated *visibility, comfort and accessibility, parking, facilities and affordability*, as well as *match quality and crowd atmosphere* as important aspects for a memorable experience. Cluster 2, the smallest one with 75 respondents was labelled, *Selective experience seekers* because they singled out certain aspects, especially management

aspects that they valued particularly in order of importance: *parking facilities and affordability, visibility, comfort and accessibility* and *general management* as the most important factors.

ANOVAs, Tukey's post hoc multiple comparisons and effect sizes

ANOVAs, Tukey's post hoc multiple comparisons and effect sizes were used to determine the differences between the respondents based on their socio-demographic and behavioural characteristics. As indicated in Table 4, the statistically significant of 3 clusters of spectators do not differ based on their socio-demographics, spending behaviour or supporter behaviour. The clusters of spectators of the Cricket Sixes differed significantly based on television ($p=0.007$), radio ($p=0.010$), email ($p=0.008$) and Facebook ($p=0.003$) as media sources and in terms of all five motivational factors ($p<0.05$).

With regard to the media sources, *Comprehensive experience seekers* were influenced more by television (3.17) and radio (2.37) compared with *Occasional experience seekers* (2.61 and 1.77 respectively). *Selective experience seekers* were influenced more by emails (2.13) compared with *Comprehensive experience seekers* (1.77), while *Selective experience seekers* along with *Comprehensive experience seekers* (2.05 and 2.02 respectively), were influenced more by the social media network, Facebook, compared with *Occasional experience seekers* (1.45). Concerning the motivational factors, all 3 clusters showed distinct preferences for the various motives. *Occasional experience seekers* were motivated by *cricket affinity* (3.92) followed by *fun and escape* (3.55). *Fun and escape* (3.98) followed by *cricket affinity* (3.33) and *event novelty* (3.28), were the main motives for *Selective experience seekers*, while *Comprehensive experience seekers* scored the highest ratings among all 5 motivational factors. This cluster was especially motivated by *fun and escape* (4.29).

DISCUSSION OF FINDINGS AND PRACTICAL APPLICATION

Motives to support a Cricket Sixes Tournament

Although previous studies (Saayman & Uys, 2003; Dhurup & Niyimbanira, 2012) show similar motives, the combination and importance of each motive found in this study is distinct from other literature. It supports the notion by Kruger and Saayman (2012) that the type of sport greatly influences motives of spectators for support. Additionally, cricket spectators were primarily motivated by intrinsic motives, confirming the results of previous research on sport spectators. Five motives for supporting the Cricket Sixes Tournament were identified, namely (in order of importance): *fun and escape, cricket affinity, event novelty, socialisation* and *knowledge*.

Table 4. MULTIPLE COMPARISONS AND EFFECT SIZES FOR CLUSTERS OF VISITOR CHARACTERISTICS: (ANOVA and TUKEY'S POST-HOC)

Characteristics	Cluster 1 (n=103)	Cluster 2 (n=75)	Cluster 3 (n=100)	F- ratio	Sign. level	Effect sizes **		
						1 & 2	1 & 3	2 & 3
<i>Socio-demographics</i>								
Average age	31.81	31.89	34.59	1.331	0.266	0.01	0.20	0.19
Average group size	5.00	4.16	4.28	1.538	0.217	0.22	0.19	0.03
Average number paying	2.23	2.03	2.00	0.290	0.749	0.08	0.09	0.01
Length of stay (nights) visitors	0.76	1.27	1.79	1.909	0.154	0.23	0.37	0.19
Spending categories:								
<i>Tickets</i>	60.12	57.35	72.42	0.805	0.448	0.03	0.15	0.19
<i>Accommodation</i>	5.95	1.47	60.24	2.794	0.063	0.08	0.19	0.20
<i>Transport</i>	52.38	42.35	52.52	0.617	0.541	0.10	0.08	0.16
<i>Food and restaurants</i>	94.02	111.79	131.04	1.549	0.215	0.15	0.23	0.12
<i>Beverages</i>	120.24	112.96	148.98	0.837	0.435	0.04	0.14	0.17
<i>Souvenirs</i>	9.04	5.88	21.95	1.897	0.152	0.09	0.16	0.20
<i>Entertainment</i>	12.38	6.42	20.49	1.260	0.286	0.11	0.11	0.20
<i>Other</i>	23.75	8.66	20.49	0.479	0.620	0.10	0.08	0.06
Total spending	304.37	312.81	435.81	2.323	0.100	0.02	0.21	0.20
Spending per person	166.65	161.78	214.18	1.468	0.233	0.03	0.21	0.23
<i>Supporter behaviour</i>								
Previously supported an international test match	2.70	2.86	3.69	1.292	0.277	0.04	0.23	0.20
Previously supported a domestic test match	3.49	3.69	4.49	0.678	0.509	0.04	0.17	0.14
Previously supported club cricket matches	3.27	5.05	7.12	1.955	0.145	0.15	0.29	0.16
Age exposed to cricket	10.06	10.22	9.72	0.104	0.901	0.02	0.05	0.06
Age exposed to live cricket match	15.52	16.10	15.60	0.990	0.905	0.06	0.01	0.05

Table 4. MULTIPLE COMPARISONS AND EFFECT SIZES FOR CLUSTERS OF VISITOR CHARACTERISTICS:
(ANOVA and TUKEY'S POST-HOC) (continued)

Characteristics	Cluster 1 (N = 103)	Cluster 2 (N = 75)	Cluster 3 (N = 100)	F- ratio	Sign. level	Effect sizes **		
						1 & 2	1 & 3	2 & 3
<i>Influential media</i>								
Television	2.61 ^a	2.77 ^{ab}	3.17 ^b	5.020	0.007*	0.13	0.48	0.32
Radio	1.77 ^a	2.13 ^{ab}	2.37 ^b	4.770	0.010*	0.32	0.48	0.19
Website	1.68	2.05	2.02	2.162	0.118	0.32	0.30	0.03
Email	1.27 ^a	1.82 ^b	1.49 ^{ab}	4.922	0.008*	0.52	0.23	0.31
Magazines	1.42	1.58	1.78	2.304	0.103	0.19	0.32	0.18
Newspapers	1.67	1.81	2.06	2.528	0.083	0.14	0.35	0.22
Word-of-mouth	2.82	2.75	3.00	0.835	0.436	0.06	0.17	0.22
Facebook	1.45 ^a	2.05 ^b	2.02 ^b	5.926	0.003*	0.49	0.47	0.03
Twitter	1.33	1.63	1.67	2.344	0.099	0.30	0.32	0.04
Internet blogs	1.28	1.56	1.59	2.204	0.114	0.30	0.31	0.03
<i>Motives to attend</i>								
Event novelty	2.81 ^a	3.28 ^b	3.94 ^c	34.170	0.001*	0.48	1.09	0.64
Fun and escape	3.55 ^a	3.98 ^b	4.29 ^c	20.241	0.001*	0.49	0.85	0.37
Cricket affinity	3.92 ^a	3.33 ^b	3.99 ^c	28.760	0.001*	0.41	1.06	0.63
Socialisation	2.76 ^a	2.96 ^s	3.44 ^b	12.851	0.001*	0.21	0.68	0.48
Knowledge	2.31 ^a	2.45 ^b	3.37 ^c	20.275	0.001*	0.12	0.74	0.65

Cluster 1= Occasional seekers Cluster 2= Selective seekers Cluster 3= Comprehensive seekers

^oExpenditure per person, which was calculated by adding the spending of the respondent on the various components asked about, and dividing the total by the number of people for whom respondents indicated they were financially responsible.

* Significant difference: $p \leq 0.05$ Effect sizes: **small effect: $d = 0.2$; medium effect: $d = 0.5$ and large effect: $d = 0.8$

[#] Respondents were asked to indicate to what extent the various media had influenced their decision to attend the cricket matches: 1= not at all, 2= to a lesser extent, 3= to a greater extent, and 4= completely.

The motives *escape* and *socialisation* were also identified by Saayman and Uys (2003) and Dhurup and Niyimbanira (2012), and *cricket affinity* (to enjoy the game) was identified by Saayman and Uys (2003). *Knowledge* and *event novelty* have not been identified previously as motives to support cricket matches and can be regarded as distinct motives for this research. This finding implies that marketing messages should promote the sport of cricket and especially this format of the game to current and potential fans as a relaxing and fun pastime, which is ideal for socialisation in an environment that provides high class and fast-paced entertainment. This is vital since the sport of cricket not only competes against itself and its different formats, but also with other sport, recreation and leisure activities. Although the factor *knowledge* was regarded as the least important motive, it would also benefit cricket in general if the event/tournament makes provision for educating spectators on the rules and basics of cricket.

It is especially important to create exposure to the rules of Cricket Sixes, which is a relatively unknown format of the game in SA. This could be achieved in an entertaining manner and by using star players to convey the message on the big screens during breaks or during wickets. In turn, *cricket affinity* could also be enhanced among spectators. The results furthermore confirm that the type and format of the cricket game influence the motives of spectators. Although not the purpose of this study, comparing the results with a 1-day cricket match in SA as reported by Saayman and Uys (2003), similarities exist in terms of the motives *socialisation* and *escape*, as well as *cricket affinity*. However, distinct motives were identified for the spectators of Cricket Sixes confirming that cricket spectators cannot be regarded as homogenous in terms of their motives for the different formats. This emphasises the need for further research to identify the diverse motives of cricket spectators.

Management factors for a memorable experience

The results confirm the notion of Kruger and Saayman (2012) that memorable experience factors differ from one sporting event to the next. Compared to previous research on the cricket experience as discussed in the literature review, although some factors resemble the current factors, for example, parking (Kruger & Saayman, 2012), match qualities (Kuenzel & Yassim, 2007), quality of the game, social facilitation (Kuenzel & Yassim, 2010) and crowd atmosphere (Yassim, 2011), the combination of the factors identified in this research is distinct. This research identified 5 memorable experience factors, namely (in order of importance) *parking, facilities and affordability, visibility, comfort and accessibility, engaging match, match qualities and crowd atmosphere* and *general management*. The identified factors furthermore revealed a higher correlation with the factors that were obtained by previous research that was conducted on spectators at various team sport events (Kim & Kim, 1995; Kelley & Turley, 2001; Hinch & Higham, 2004; Ko & Pastore, 2005; Yoshida & James, 2011; Kruger & Saayman, 2012), than the results that were obtained in the cricket-related research (Kuenzel & Yassim, 2010).

Furthermore, there is a combination of factors that management has a direct control over and those it cannot control. However, most of the factors can be managed, for example, general management and affordability, crowd atmosphere, visibility, comfort and accessibility. These factors contribute towards a memorable experience even though aspects, such as match qualities and engaging match, cannot be controlled. Focusing on the identified memorable

experience factors should contribute to greater satisfaction, as well as greater loyalty and positive word-of-mouth referrals. This can help expand the market base of this distinct format of the sport. The high rating of the factor, *parking* can be ascribed to the setting and location of SuperSport Park where the said tournament took place and the fact that spectators want to be assured of adequate and safe parking, especially during test matches that require their support for numerous days. This implies that cricket marketers should emphasise and promote the parking options available at the venues. This aspect can deter fans from attending; organisers can also introduce a park-and-ride system to counter this problem.

Experience-based market segmentation

From a methodological point of view, this research confirms that memorable experience factors constitute a useful segmentation base thereby challenging the use of traditional socio-demographic segmentation bases, which do not provide a detailed overview of a market and its characteristics. This approach proves to be effective, especially for organisers wanting to understand a relatively unknown market, such as the spectators of Cricket Sixes in SA. The results provide an OSC-experience-based typology of supporters of Cricket Sixes that is descriptive of the characteristics of each market, thereby filling a gap in the current sports tourism literature.

Based on the identified memorable experience factors, three distinct cricket sixes supporter segments have been identified, namely *Occasional*, *Selective* and *Comprehensive experience seekers*. *Comprehensive experience seekers* accorded the highest rating to all five memorable experience factors and appeared to value the entire experience. While *Occasional experience seekers* had the lowest mean values while still valuing the game experience and rated *visibility, comfort and accessibility, parking facilities and affordability* as well as *match quality and crowd atmosphere* as important aspects for a memorable experience. *Selective experience seekers* singled out management aspects that they particularly valued, such as *parking facilities and affordability, visibility, comfort and accessibility* and *general management* as the most important factors.

Based on the results of this study, it is evident that cricket spectators cannot be regarded as homogenous and that the type and format of the game greatly influence the market. Apart from the significant differences between the segments in terms of the memorable experience factors, the three clusters further differed significantly in terms of their media preferences and their motives to attend the matches. *Comprehensive experience seekers* were influenced more by mass media, such as television and radio, while *Selective experience seekers* were influenced more by emails and by the social media network, Facebook. *Occasional experience seekers* seem not be influenced by media. Concerning the motivational factors, all three clusters show distinct preferences for the different motives with *Occasional* and *Selective experience seekers* being motivated by *fun and escape* and *cricket affinity*. The *Comprehensive experience seekers* had the highest ratings among all five motivational factors. It is thus crucial that marketers approach each of the three clusters separately, as each cluster is a viable and sustainable fan market, but this can only be achieved by focusing on each specific need of the market in terms of a memorable experience. Cricket marketers and organisers of similar tournaments should consider the results of this research to ensure a memorable experience.

CONCLUSION

The research set out to identify the management factors in creating a memorable experience at a cricket sixes tournament and, based on these factors, to identify different cricket fan segments at the matches and to determine whether these segments differ in terms of socio-demographic and behavioural characteristics, as well as motives for attending. Based on the results and findings, this research makes an important contribution to the greater understanding of sport spectators, specifically cricket spectators and the literature on managing and marketing of team sports events of this nature. The research proposes an OSC-experience-based typology of cricket sixes spectators that could be applied to other cricket match formats and team sports. As markets change and a sport, such as cricket, reinvents itself by adopting different versions of the game, this research concurs that different spectators exist and that their needs differ. It further highlights which areas event managers should focus on. However, the findings also caution that events differ hence the recipe for success can differ from one event to the next. As a greater focus of entertainment falls on sporting events, it is recommended that further research explore other forms or formats of cricket, and levels, for example international competitions.

REFERENCES

- AAKER, D. (2005). *Strategic market management* (7th ed.). Hoboken, NJ: John Wiley and Sons.
- BERRY, L.L.; SEIDER, K. & GREWAL, D. (2002). Understanding service convenience. *Journal of Marketing*, 66(3): 1-17.
- BROTHERTON, B. (2004). Critical success factors in UK budget hotel operations. *International Journal of Operations and Production Management*, 24(9): 944-969.
- BULL, C.J. & WEED, M.E. (1999). Niche markets and small island tourism: The development of sports tourism in Malta. *Managing Leisure*, 4(2): 142-155.
- CANNON, T.F. & FORD, J. (2002). Relationship of demographic and trip characteristics to visitor spending: An analysis of sports travel across time. *Tourism Economics*, 8(3): 263-271.
- CHANDRALAL, L. & VALENZUELA, F.R. (2013). Exploring memorable tourism experiences: Antecedents and behavioural outcomes. *Journal of Economics, Business and Management*, 1(2): 177-181.
- CITRINE, K. (1995). Site planning for events. In S. Kennedy (Ed.), *Event operations* (pp.17-19). Port Angeles, WA: International Festivals and Events Association.
- CLARK, L.A. & WATSON, D. (1995). Constructing validity: Basic issues in objective scale development. *Psychological Assessment*, 7(3): 309-319.
- COHEN, E. (1979). A phenomenology of tourist experiences. *Sociology*, 13(2): 179-201.
- COHEN, J. (1988). *Statistical power analysis for the behavioural sciences* (2nd ed.). Hillsdale, NJ: Erlbaum.
- CRAIG, E. (2007). "Twenty20 roles the pitch". Hyperlink: [<http://www.businesday.co.a/Articles/TarkArticles.aspx?ID=2980975>]. Retrieved on 20 March 2014.
- DAVIES, L.E. (2010). Sport and economic regeneration: A winning combination? *Sport in Society*, 13(10): 1438-1457.
- DEIGHTON, J. (1994). Managing services when the service is a performance. In R.T. Rust & R.L. Oliver (Eds.), *Service quality: New directions in theory and practice* (pp.123-138). Thousand Oaks, CA: SAGE Publications.

- DHURUP, M. & NIYIMBANIRA, F. (2012). Twenty20 cricket – fast, furious, fascinating and free hits: Motivational variables that influence spectators to watch the game on television. *African Journal for Physical, Health Education, Recreation and Dance*, 8(Supplement 1:1): 150-164.
- DOLINTING, E.E.; YUSOF, A. & SOON, C.C. (2015). Application of push & pull theory in Island sport tourism: A study of Sipadan Island, Sabah. *Journal of Physical Education and Sport*, 15(2): 295-304.
- DU PLESSIS, L.; SAAYMAN, M. & POTGIETER, M. (2014). Key success factors in managing a visitors' experience at a South African international airport. *Journal of Contemporary Management*, 11(1): 510-533.
- ELLIS, S.M. & STEYN, H.S. (2003). Practical significance (effect sizes) versus or in combination with statistical significance (*p* values). *Management Dynamics*, 12(1): 51-53.
- ENGELBRECHT, W.H.; KRUGER, M. & SAAYMAN, M. (2014). An analysis of critical success factors in managing the tourist experience at Kruger National Park. *Tourism Review International*, 17(4): 237-251.
- FIELD, A. (2005). *Discovering statistics using SPSS* (2nd ed.). Thousand Oaks, CA: SAGE Publications.
- GAO, L.; SCOTT, N.; DING, P. & COOPER, C. (2012). Tourist experience development: Designed attributes, perceived experiences and customer value. In R.H. Tsiotsou & R.E. Goldsmith (Eds.), *Strategic marketing in tourism services* (pp.215-230). Bingley, UK: Emerald.
- GETZ, D. & BROWN, G. (2004). Critical success factors for wine tourism regions: A demand analysis. *Tourism Management*, 27(1): 146-158.
- GIBSON, H.J. (1998). Sport tourism: A critical analysis of research. *Sport Management Review*, 1(1): 45-76.
- GIBSON, H.J. (2005). Understanding sport tourism experiences. In J.E.S. Higham (Ed.), *Sport tourism destinations: Issues, opportunities and analysis* (pp.57-72). Oxford, UK: Butterworth Heineman.
- GODFREY, K. & CLARKE, J. (2000). *The tourism development handbook: A practical approach to planning and marketing*. New York, NY: Continuum.
- GOLDMAN, M. & JOHNS, K. (2009). Sportainment: Changing the pace of limited overs cricket in South Africa. *Management Decision*, 47(1): 124-136.
- HINCH, T. & HIGHAM, J. (2004). *Sport tourism development*. Clevedon (Somerset), UK: Channel View Publications.
- HUDSON, S. & RITCHIE, J.R. (2009). Branding a memorable destination experience: The case of 'Brand Canada'. *International Journal of Tourism Research*, 11(2): 217-228.
- KAHLE, L.; AIKEN, D.; DALAKAS, V. & DUNCAN, M. (2003). Men's versus women's collegiate basketball customers: Attitudinal favourableness and the environment. *International Journal of Sport Marketing and Sponsorship*, 5(2): 145-159.
- KELLY, S.W. & TURLEY, L.W. (2001). Consumer perceptions of service quality attributes at sporting events. *Journal of Business Research*, 54(2): 161-166.
- KIM, D. & KIM, S.Y. (1995). QUESEC: An instrument for assessing the service quality of sport centres in Korea. *Journal of Sport Management*, 9(2): 208-220.
- KIM, J.H. (2014). The antecedents of memorable tourism experiences: The development of a scale to measure the destination attributes associated with memorable experiences. *Tourism Management*, 44(October): 34-45.
- KIM, J.H.; RITCHIE, J.B. & MCCORMICK, B. (2010). Development of a scale to measure memorable tourism experiences. *Journal of Travel Research*, 51(2): 12-25.
- KO, Y.J. & PASTORE, D.L. (2005). A hierarchical model of service quality for the recreational sport industry. *Sports Marketing Quarterly*, 14(2): 84-97.

- KREJCIE, R.B. & MORGAN, D.W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3): 607-610.
- KRUGER, M. & SAAYMAN, M. (2012). Creating a memorable spectator experience at the Two Oceans. *Journal of Sports Tourism*, 17(1): 63-77.
- KRUGER, M.; VILJOEN, A. & SAAYMAN, M. (2013). Who pays to view wildflowers? *Journal of Ecotourism*, 12(3): 146-164.
- KUENZEL, S. & YASSIM, M. (2007). The effect of joy on the behaviour of cricket spectators: The mediating role of satisfaction. *Managing Leisure*, 12(1): 43-57.
- KUENZEL, S. & YASSIM, M. (2010). Game experience: An analysis of English and Welsh domestic cricket spectators. *International Journal of Non-profit and Voluntary Sector Marketing*, 15(1): 52-66.
- LEACH, J. (2007). "From lads to lords: The history of Cricket, 1300-1787". Hyperlink: [<http://www.jl.sl.btinternet.co.uk/stampsite/cricket/ladstolords/1300.html>]. Retrieved on 22 March 2014.
- LI, S. & JAGO, L. (2013). Evaluating economic impacts of major sports events: A meta-analysis of the key trends. *Current Issues in Tourism*, 316(6): 591-611.
- LIN, S.W. & FU, H.P. (2012). Uncovering critical success factors for business-to-customer electronic commerce in travel agencies. *Journal of Travel and Tourism Marketing*, 29(6): 566-584.
- LOUGH, N.L. & KIM, A. (2004). Analysis of socio-motivations affecting spectator attendance at women's professional basketball games in South Korea. *Journal of Leisure Research*, 27(1): 205-227.
- MADRIGAL, R. (2003). Investigating an evolving leisure experience: Antecedents and consequences of spectator affect during a live sporting event. *Journal of Leisure Research*, 35(1): 23-48.
- MANNERS, B.; SAAYMAN, M. & KRUGER, M. (2014). Managing the "wow factor" at live music performances. *African Journal of Hospitality, Tourism and Leisure*, 3(2): 1-19.
- MARAIS, M. & SAAYMAN, M. (2011). Key success factors of managing the Robertson Wine Festival. *Acta Academica*, 43(1): 146-166.
- MATSUOKA, H.; CHELLADURAI, P. & HARADA, M. (2003). Direct and interaction effects of team identification and satisfaction on intention to attend games. *Sport Marketing Quarterly*, 12(4): 244-253.
- MCDONALD, M.A.; MILNE, R.G. & HONG, J. (2002). Motivational factors for evaluating sport spectator and participant markets. *Sport Marketing Quarterly*, 11(2): 100-113.
- MOMENTUM CRICKET SIXES (2015). Hyperlink: [<http://momentumcricketsixes.co.za/news-press-releases/>]. Retrieved on 22 March 2014.
- OH, H.; FIORE, A.M. & JEONG, M. (2007). Measuring the tourist experience using experience economy concepts. *Journal of Travel Research*, 46(2): 119-132.
- PADILLA-MELÉNDEZ, A. & GARRIDO-MORENO, A. (2014). Customer relationship management in hotels: Examining critical success factors. *Current Issues in Tourism*, 17(5): 387-396.
- PAGE, S.J. & CONNELL, J. (2009). *Tourism: A modern synthesis* (3rd ed.). Andover, South Hampshire, UK: South-Western Cengage Learning.
- PALLANT, J. (2007). *SPSS survival manual: A step-by-step guide to data analysis using SPSS Version 15* (3rd ed.). New York, NY: McGraw-Hill.
- PARRY, M. & MALCOLM, D. (2004). England's Barmy Army: Commercialisation, masculinity and nationalism. *International Review for Sociology of Sport*, 39(1): 75-94.
- PINE, B.J. & GILMORE, J.H. (1999). *The experience economy: Work is theatre and every business a stage*. Boston, MA: Harvard Business Press.

- PINE, B.J. & GILMORE, J.H. (1998). Welcome to the experience economy. *Harvard Business Review*, 76(1): 97-105.
- RYAN, C. (Ed.) (2002). *The tourist experience* (2nd ed.). Mansell, London, UK: Cengage Learning EMEA.
- SAAYMAN, M. & UYS, C. (2003). Profiling spectators at a one-day international cricket match. *Journal of Sport Tourism*, 8(4): 293-301.
- SAAYMAN, M. (2012). *An introduction to sports tourism and events management*. Bloemfontein, RSA: Sun Media.
- SAAYMAN, M. & SAAYMAN, A. (2012). Determinants of spending: An evaluation of three major sporting events. *International Journal of Tourism Research*, 14(2): 124-138.
- SAAYMAN, M. & SAAYMAN, A. (2014). Appraisal of measuring economic impact of sport events. *South African Journal for Research in Sport, Physical Education and Recreation*, 36(3): 151-181.
- SAAYMAN, M.; SAAYMAN, A. & DU PLESSIS, C. (2005). Analysis of spending patterns of visitors of three World Cup cricket matches in Potchefstroom, South Africa. *Journal of Sport Tourism*, 10(3): 211-221.
- SHIPWAY, R. & KIRKUP, N. (2011). Understanding sport tourism experiences: Exploring the participant-spectator nexus. In R. Sharpley & P.R. Stone (Eds.), *Tourist experience: Contemporary perspectives* (pp.127-139). London, UK: Routledge.
- SPSS (2015). *SPSS® 21.0 for Windows, Release 21.0.0, Copyright© by SPSSinc*. Chicago, IL: SPSS Incorporated.
- STATSOFT (2015). "STATISTICA (data analysis software system), version 12". Hyperlink: [www.statsoft.com]. Retrieved on 11 February 2015.
- STEYN, H.S. (2000). Practical significance of the difference in means. *South African Journal of Industrial Psychology*, 26(3): 1-3.
- STEYN, H.S. (2009). "Manual: Effect size indices and practical significance". Hyperlink: [http://www.nwu.ac.za/p-stats/index.html]. Retrieved on 26 August 2014.
- THOMPSON, A.A. & STRICKLAND, A.J. (1999). *Strategic management: Concepts and cases* (13th ed.). Boston, MA: Irwin McGraw Hill.
- THOMSON, A.; SCHLENKER, K. & SCHULENKORF, N. (2013). Conceptualizing sport event legacy. *Event Management*, 17(2): 111-122.
- TUNG, V.W.S. & RITCHIE, J.B. (2011). Exploring the essence of memorable tourism experiences. *Annals of Tourism Research*, 38(4): 1367-1386.
- TUSTIN, D.H.; LIGTHELM, A.A.; MARTINS, J.H. & VAN WYK, H. De J. (2005). *Marketing research in practice*. Pretoria, RSA: UNISA Press.
- VAN LEEUWEN, L.; QUICK, S. & DANIEL, K. (2002). The sport spectator satisfaction model: A conceptual framework for understanding the satisfaction of spectators. *Sport Management Review*, 5(2): 99-128.
- WAKEFIELD, D.L. & BLODGETT, J.G. (1996). The effect of the services cape on customers' behavioural intentions in leisure service settings. *Journal of Services Marketing*, 10(6): 45-62.
- WAKEFIELD, D.L.; BLODGETT, J. & SLOAN, H.J. (1996). Measurement and management of the sports cape. *Journal of Sport Management*, 10(1): 15-31.
- WANG, S. & HUNG, K. (2015). Customer perceptions of critical success factors for guest houses. *International Journal of Hospitality Management*, 48(July): 92-101.
- WANN, D.L.; MELNICK, M.J.; RUSSELL, G.W. & PEASE, D.G. (2001). *Sports fans: The psychology and social impact of spectators*. New York, NY: Routledge.

- WESTERBEEK, H.M. (2000). The influence of frequency of attendance and age on 'place' specific dimensions of service quality at Australian Rules football matches. *Sport Marketing Quarterly*, 9(4): 194-202.
- YASSIM, M.S. (2011). The role of emotions in game experience: Linking emotions, game experience and return intentions. Unpublished PhD. dissertation. London, UK: University of Greenwich.
- YOSHIDA, M. & JAMES, J.D. (2011). Service quality at sporting events: Is aesthetic quality a missing dimension? *Sport Management Review*, 14(1): 13-24.
- ZOMERDIJK, L.G. & VOSS, C.A. (2010). Service design for experience-centric services. *Journal of Service Research*, 13(1): 67-82.

Prof Martinette KRUGER: *Event management, tourism management and market segmentation, North - West University, Potchefstroom Campus, Private bag X6001, Tourism Research in Economic Environs and Society (TREES), Box 204, Potchefstroom2531, Republic of South Africa, Tel.: +27 (0)18 299 1980, Cell.: +27 (0)82 7244354, Fax.: +27 (0)18 299 4140, Email: Martinette.Kruger@nwu.ac.za*

(Subject Editor: Prof Albert Stydrom)