

ENGAGEMENT AS A SOURCE OF POSITIVE CONSUMER BEHAVIOUR: A STUDY AMONGST SOUTH AFRICAN FOOTBALL FANS

Frederick W. STANDER¹ & Leon T. DE BEER²

*1 Optentia Research Focus Area, North-West University, Vaal Triangle
Campus, Vanderbijlpark, Republic of South Africa*

*2 WorkWell Research Unit, North-West University, Potchefstroom,
Republic of South Africa*

ABSTRACT

Football in South Africa (SA) has enjoyed significant commercial growth in recent years. No research has been conducted on the properties of fan engagement of South African football fans. In this study, the reliability and validity of the Fan Engagement Scale (FES) in a context of South African football fans were explored. Further, the potential of fan engagement as a predictor of positive consumer behaviours (match attendance and merchandise expenditure) was evaluated. Participants were 806 football fans who support various teams in the Premier Soccer League (PSL). Information was obtained through self-report measures that participants completed. The research was conducted at stadiums during football matches. A cross-sectional, quantitative research design was implemented. Structural equation modelling revealed a reliable and valid three-factor structure for the FES. The structural paths between fan engagement and match attendance, as well as fan engagement and expenditure on team merchandise, were established. The results strengthen the theory of fan engagement, which flows from customer engagement theory by providing contextual literature specific to South African football fans. A case in terms of the need for focused fan engagement strategies to further promote the industry was put forward and a number of strategies were proposed.

Key words: Fan engagement; Customer engagement theory; Consumer behaviour; Structural equation modelling; Football; South Africa.

INTRODUCTION

Football remains SA's most prominent sport from a spectator perspective, attracting millions of viewers annually through live and television (TV) audiences (Gedye, 2007). The Department of Sport and Recreation (2014) has outlined that the sport continually entices large numbers of people, who share a deeply rooted passion for the game and are willing to invest significant resources to display their support for it. Inspired by the heightened emphasis brought about through the 2010 FIFA World Cup, which was hosted in SA, football has seasoned as a strategic economic resource and sustains its momentum as a business where direct investment and product consumption can occur (Cornelissen *et al.*, 2011).

Saayman and Rossouw (2008) elucidated that a percentage as large as 54% of the entire South African population follows the sport. Adonis (2011) has commented that the business

of football in SA is evolving unremittingly, despite challenging economic circumstances. This is illustrated by extended investment through the private sector, such as internationally recognised sport broadcaster SuperSport, who invested R1.6 billion in securing sole distribution rights to the PSL, the flagship professional football competition in the country; and ABSA bank, a member of the international Barclays Group, who invested more than R500 million in 2007 to ensure its servicing of the PSL as title sponsor. Large corporations generously contribute to the sport through sponsorships in an effort to strategically leverage the forerunning football clubs in the country's well-documented fan following.

Parallel to the global development of the sport industry, football in SA has benefitted from large numbers of loyal consumers who continue to engage through meaningfully interacting with and investing resources in the sport despite difficult economic circumstances (Hanold, 2012). Yet, no research has been conducted to investigate fan engagement in the realm of South African football. The sport, which has proven a vehicle to which direct investment is attracted, is a key strategic commercial resource within the broader tourism and leisure sector, and enjoys sustained consumer engagement from its fans; yet no research has attempted to gauge the properties of such fan engagement. This represents an important research and pragmatic gap.

Conceptualising sport fan engagement

A sport fan refers to someone who has a key interest and is investing, either financially or emotionally, in a particular sport, team or individual athlete (Wann *et al.*, 2001). Yoshida *et al.* (2014) were the first authors who attempted to formally outline the phenomenon of sport fan engagement. The concept, which essentially emerged from the customer engagement theory, is rooted in the notion that consumers make both a cognitive and behavioural decision to invest resources in a particular product (Brodie *et al.*, 2011). In the domain of sport, the consumer refers to the fan; who invests monetary and other resources in their following of sport, experience such investment as meaningful and rewarding and participate in consumption with a broad range of stakeholders - from their co-fans to the management teams of their favourite teams. Fan engagement is postulated in relation to a specific sport team that the fan chooses to support (Cialdini *et al.*, 1976). It entails a firm commitment of an individual to promote the interests of his or her chosen sport team (Yoshida *et al.*, 2014). According to Yoshida *et al.* (2014), three dimensions of sport fan engagement can be distinguished, namely management cooperation, prosocial behaviour and performance tolerance.

Management cooperation

Management cooperation describes the willingness that sport fans display to make a cooperative and constructive contribution to the management of their preferred sport teams. This may refer to abiding by the code of stadium conduct that the team's management prescribes, actively giving feedback as to how fan experiences can be enhanced or contribute to make a specific event more enjoyable (Auh *et al.*, 2007). Sport fans have the need to perceive their input on the strategic decisions of their teams or clubs as important and will be more engaged when they perceive community between themselves and the management teams of their favourite teams (Doherty, 2013; Kanosue *et al.*, 2015).

Prosocial behaviour

Prosocial behaviour refers to the meaningful interaction sport fans seek with fellow spectators; either directly through attending games together at the stadium, or indirectly through interface on social media platforms. It refers to the level of communication that occurs between fans on various discussion platforms. Prosocial behaviour manifests in building networks with other fans, either in person or virtually, in an effort to share information about the team or to attract more fans (Brodie *et al.*, 2011; Doherty, 2013; Yoshida *et al.*, 2014).

Performance tolerance

Performance tolerance as a dimension of sport fan engagement implies the willingness sport fans have to engage with their favourite sport teams regardless of the success that those teams achieve. Kanosue *et al.* (2015) refer to this as the loyalty that engaged fans have to their preferred teams. It manifests in observable behaviours, such as wearing the merchandised apparel of such a sport team, or displaying the logo of such a team, even during a season without many wins (De Ruyter & Wetzels, 2000).

In an effort to empirically assess the fan engagement dimensions, Yoshida *et al.* (2014) developed the Fan Engagement Scale (FES), a psychometrically valid and reliable three-factor instrument designed specifically to measure levels of fan engagement in fans from different sporting codes. The measure assesses the fan engagement dimensions by investigating responses on multiple statements loading onto a particular dimension. These fan engagement dimensions have been found to be reliable (Yoshida *et al.*, 2014). To add to its scientific robustness, the FES must be investigated in a South African context, where sport plays a critical economic role. In this study, the FES will be applied in a sample of South African football spectators who are fans of the most followed sport in SA. Based on the psychometric properties of the FES established in previous studies, as well as the literature, the following hypotheses are proposed:

Hypothesis 1: FES will hold a three-factor structure in a sample of South African football fans.

Hypothesis 2: FES will be reliable and valid for use in a South African football fan context.

Sport fan engagement and positive consumer behaviour

An increasing body of research knowledge suggests that fan engagement plays a significant role in facilitating positive consumer outcomes amongst spectators of sport (Bristow & Sebastian, 2001; Humphries & Smith, 2006; Allison, 2013). The engaged fan is likely to display desired behaviours that are directed at benefitting his/her favourite sport or team, such as consuming its endorsed products, frequently attending key events and interacting with fellow fans on a level that creates social community (Swanson *et al.*, 2003). From the perspective of consumerism, the link between fan engagement and positive consumer behaviour is best explained by the model of Hawkins *et al.* (1998). This model argues that the decision to exhibit particular positive consumer behaviour is influenced by both long term rational decisions and short term affective considerations.

When there is an alignment between these factors and the sport team the fan supports, such a fan will be engaged and subsequently enticed to display positive behaviours, such as purchasing branded merchandise of that team (Hawkins *et al.*, 1998). This model is in line with customer engagement theory, which suggests that a consumer will induce a behavioural action following a cognitive or affective connection to a product (Brodie *et al.*, 2011). In this study, the relationship between fan engagement, match attendance and team merchandise expenditure in the context of South African football fans, will be investigated.

Sport fan engagement and match attendance

Match attendance refers to the frequency with which football fans attend games at the stadium, thus selecting to rather physically attend a game as alternative to following it on the TV. Hall (2009) has argued that several factors influence the decision of a sport fan to go to the stadium, ranging from enjoyment value to the motive of socially interacting with other people at the event. The engaged fan will more likely attend games at the stadium, as this provides the fan with the platform to meaningfully contribute to the dimensions of engagement (Yoshida *et al.*, 2014).

When a sport fan is engaged with the offerings of his/her preferred club, such a fan is likely to experience a higher level of allegiance to the club, which in turn harnesses identification and moves the person to more frequently look for opportunities to attend matches (Wann *et al.*, 2004; Funk *et al.*, 2012). Stadium attendance for sport events is a major creator of revenue, to both cities and regions, as well as the host teams of events, however, in recent years it has been in steep decline (Ross, 2006). By investigating the relationship between fan engagement and match attendance in the context of South African football fans, this study aims to make a contribution in providing a framework to develop engagement strategies to attract fans to the stadium. The hypothesis is:

Hypothesis 3: Fan engagement predicts match attendance.

Sport fan engagement and merchandise expenditure

Regarding match attendance, this study also postulates that fan engagement will predict higher levels of merchandise expenditure amongst South African football fans. Merchandise refers to products that are unique to the particular sport team the fan supports and includes clothing bearing the logo and colours of such team, the team match apparel, unique artefacts and branded consumer items that displays support for such sport team. It is the licensed products that commercially belong to the sport team and from which an income is generated through retail.

Martin (2013) has proven that the commitment, loyalty and motivation of sport fans are directly related to their level of expenditure as pertaining to licensed team products and merchandise. Funk *et al.* (2012) argue that engagement is a key motivator of expenditure on team merchandise amongst sport fans, as engagement represents an emotional attachment between the fan and the brand of his/her preferred team, kindling a sense of reward as perceived by such a fan when purchasing merchandised product.

Merchandising forms an integral part of the business generated through the sport industry. PricewaterhouseCoopers (2011) predicted that revenue generated from sport merchandising will amount to US\$20.1 billion in 2015. Although no such forecasts are available for SA, one can reasonably argue that merchandising also fulfils an important role in the commercial success of local football. Based on the theory and literature outlined above, this paper argues that:

Hypothesis 4: Fan engagement predicts expenditure on merchandise.

Figure 1 serves as a schematic representation portraying the research model.

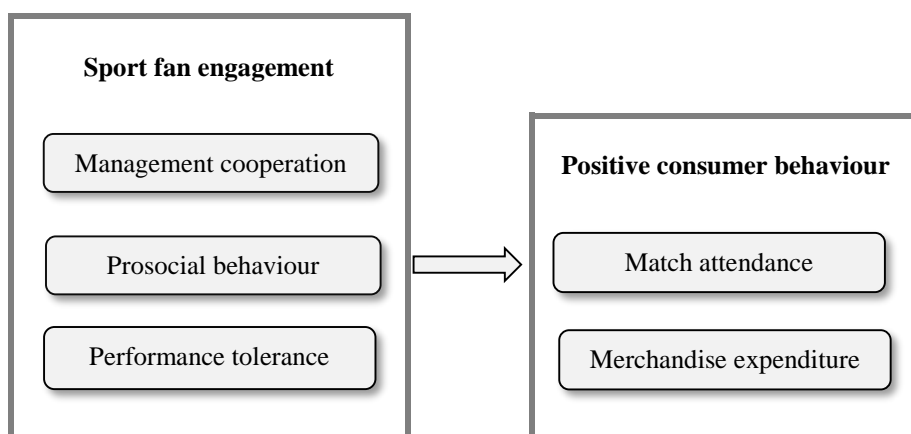


Figure 1. **RESEARCH MODEL**

METHODOLOGY

Research design and participants

This research was conducted by means of a quantitative, cross-sectional design. Participants were fans from different football teams.

A diverse sample of participants was gathered through the research. The research was conducted on site at PSL games at the stadiums. The mean age of the participants was 35.06 ± 10.62 . The detailed demographic information of the participants is revealed in Table 1. With reference to gender, the majority of the participants were male (543, 70.80%). Concerning ethnicity, the majority were black people (685; 91.80%) followed by coloured people (34, 4.56%). In terms of education the majority had general high school education (Matric; 301, 46.45%), followed by less than a general high school education (less than Matric; 198; 30.56%). Furthermore, the majority of the sample attended 4 or more matches per year (565; 75.43%).

Table 1. DEMOGRAPHICS OF PARTICIPANTS

Variables	Category	Frequency	%
Gender	Male	543	70.80
	Female	224	29.20
Ethnicity	Asian people	6	0.80
	Black people	685	91.80
	Coloured people	34	4.60
	White people	15	2.00
	Other people	6	0.80
Education	Less than higher certificate	198	30.50
	Higher certificate	301	46.40
	Degree	96	14.80
	Post-graduate degree	53	8.20
Match attendance	One match per year	49	6.50
	Two matches per year	76	10.10
	Three matches per year	59	7.60
	Four or more matches per year	565	75.40
Expenditure	< R1000 per year	263	35.30
	> R 1000 but < R 2000 per year	221	29.70
	> R 2000 per year	260	34.90

% = Valid percentage taking missing values into account

Measuring instruments

Fan Engagement Scale (FES)

The FES, developed by Yoshida *et al.* (2014), was used to assess the levels of fan engagement of the participants. The FES measures fan engagement on its 3 dimensions by asking respondents to answer 3 items per dimension. An example item for the dimension of management cooperation is, "I do things to make my team's event management easier". The dimension of prosocial behaviour is, for example, assessed through the item "I often advise other fans on how to support my team". For the dimension of performance tolerance, an example item is "I display the logo of my team on my clothing even if they have an unsuccessful season". The FES is measured on a 7-point Likert type scale with responses ranging from *strongly disagree* to *strongly agree*. Yoshida *et al.* (2014) has established internal consistency of 0.86 for the FES through Cronbach alpha coefficients. [A copy of the FES is provided in the Addendum as reference for the readers.]

Biographical questionnaire

This questionnaire compiled by the researchers, was utilised to assess levels of match attendance and merchandise expenditure of the fans participating in the study. Stadium attendance was measured through a 4-point frequency scale. The participants could select either, *1 game per year*, *2 games per year*, *3 games per year* or *4 or more games per year*. Merchandise expenditure was measured through a 3-point ordinal scale. Participants were asked to indicate the amount (in Rand) that they spend annually on the merchandise of their favourite football team. The possible responses included, *less than R1000 per year*, *more than R1000, but less than R2000 per year* and *R2000 or more per year*.

Procedure

Permission was obtained from a large South African professional football club to conduct the research at the stadium during a number of the home games. A research station was set up at the stadium. This station operated for 2 hours before a game, as well as 1 hour afterwards. Prospective participants were approached by the researchers and were asked to complete the surveys. Participants were thoroughly briefed on the nature, intent and outcomes of the research. They were also briefed on the confidential nature of their responses, which would only be utilised for research purposes. The research was entirely voluntary and participants were informed that they were under no obligation to complete the survey, and could withdraw from the research at any time. An informed consent letter accompanied the instrument, outlining the nature and scope of the research project and participants had to sign such informed consent letter before participating in the study.

Statistical analysis

Structural equation modelling was implemented with Mplus 7.31 (Muthén & Muthén, 2015). Firstly, to investigate the factor structure of the FES, confirmatory factor analysis was applied with the maximum likelihood estimator (Brown, 2015). Comparing the models and the fit of the models would be considered by means of the chi-square value (lowest value indicating the best fitting model), comparative fit index (CFI), Tucker-Lewis index (TLI), and the root mean square error of approximation (RMSEA). For the CFI and TLI acceptable values are 0.90 and above, whereas the RMSEA value is considered acceptable at values of 0.08 and below (Van de Schoot *et al.*, 2012).

For the structural model, the outcome variables (match attendance and expenditure on merchandise) were added to the model. Specifically, the dimensions of fan engagement were regressed on the outcomes variables, and the beta coefficient values would be used to determine the size and direction of the relationships. The fit of the model to the data was also considered in terms of the fit indices specified above. For the correlation coefficients, values of 0.30 and above would be considered as medium practical effect, 0.50 and above as large practical effects, and values of 0.85 and above as problematic in terms of construct validity, specifically discriminant validity (Brown, 2015). Shared variance and average variance extracted by constructs will also be considered (Farrell, 2010). All parameters in the model are considered statistically significant at an alpha level of 0.05 ($p \leq 0.05$).

RESULTS

Confirmatory factor analysis of the FES

Table 2 presents the results of the competing models.

Table 2. RESULTS OF CONFIRMATORY FACTOR ANALYSES

Description	χ^2	df	CFI	TLI	RMSEA
One-factor model	785.93	27	0.79	0.72	0.20
Three-factor model	128.18	24	0.97	0.96	0.07

χ^2 =Chi-square; df=degrees of freedom; CFI=Comparative Fit Index; TLI=Tucker-Lewis Index; RMSEA=Root Mean Square Error of Approximation

As can be seen from the results, the 3-factor model was the best-fitting model. The CFI (0.97), TLI (0.96), and RMSEA (0.07) were below the set cut-off points. It has been stated that universal cut-offs for fit indices should not be stringently adhered to and only be used as rules of thumb. The correlations between the 3 factors were below the threshold 0.85 set as cut-off for discriminant validity concerns ($r_s=0.63-0.78$), and the shared variance between the constructs were below the average variance extracted by each construct (Farrell, 2010). Therefore, these results support H_1 .

Table 3. FACTOR LOADINGS FOR FES CONSTRUCTS

Latent variable	Item	Standardised Loading	Standard Error	p-Value	R-square
MC	FES1	0.80	0.02	0.001	0.64
	FES2	0.83	0.02	0.001	0.70
	FES3	0.82	0.02	0.001	0.68
PB	FES4	0.77	0.02	0.001	0.60
	FES5	0.82	0.02	0.001	0.67
	FES6	0.53	0.03	0.001	0.28
PT	FES7	0.88	0.01	0.001	0.77
	FES8	0.88	0.01	0.001	0.78
	FES9	0.85	0.01	0.001	0.71

MC=Management Cooperation;

PB=Prosocial Behaviour;

PT=Performance Tolerance

In terms of the factor loadings (λ), it can be seen that all of the items loaded significantly on their corresponding factor. The items with the lowest factor loading was item FES6 ($\lambda=0.53$). This item reads, "I spend time on social media (Facebook, Twitter) sharing information with other fans of my team", with the latent variable explaining 28% of the variance in that item. The highest factor loading was for items FES7 and FES8, both with standardised factor loadings of 0.88, and the latent variable declaring 77% and 78% of the variance in those items respectively. Thus, given the significant factor loadings and explained variances, as well as the overwhelming better fit of the 3-factor model (significantly better fit), compared to the 1-factor model, it was decided to continue with the 3 components for the structural model.

Fit statistics, reliabilities, correlations and regressions for the structural model

The structural model was also shown to be a good fit to the data with the addition of the 2 outcome variables, namely match attendance and expenditure on merchandise. Specifically, the following values were shown: CFI (0.98), TLI (0.96), and RMSEA (0.06) indicating superior fit.

Based on this well-fitting model, the following results are reported, namely the correlation matrix with Cronbach's alpha reliabilities and then a table containing the outcome of the regression analysis. As can be seen from Table 4, the 3 FES dimensions had acceptable reliability estimates ($\alpha \geq 0.70$) attesting to the internal consistency of the scales (supporting H_2). As match attendance and expenditure was measured by 1 item, calculating reliability coefficients was not practical and was, therefore, not applicable. Furthermore, the correlation coefficients were all statistically significant. Specifically, the 3 FES variables were all

practically significantly correlated with each other with large effects. Attendance had a borderline medium correlation with performance tolerance ($r=0.29$). Expenditure was correlated with management cooperation ($r=0.31$), prosocial behaviour ($r=0.32$) and match attendance ($r=0.46$) with medium effect sizes. The structural regression values are given in Table 5.

Table 4. RELIABILITY COEFFICIENTS AND CORRELATION MATRIX

Variable	Reliability	<i>r</i>				
	α	1	2	3	4	5
1. MC	0.85	—				
2. PB	0.70	0.77**	—			
3. PT	0.90	0.63**	0.78**	—		
4. Match attendance	n/a	0.18	0.23	0.29	—	
5. Expenditure	n/a	0.31*	0.32*	0.27	0.46*	—

n/a=Not applicable; * =medium effect; ** =large effect; All correlations $p < 0.001$;
 MC=Management Cooperation; PB=Prosocial Behaviour; PT=Performance Tolerance

Table 5. REGRESSION PATHS OF RESEARCH MODEL

Regression relationships	Standardised Estimate	Standard Error	p-Value	Significance
MC → Attendance	-0.001	0.075	0.990	None
PB → Attendance	0.016	0.106	0.879	None
PT → Attendance	0.275	0.075	0.001	Significant
MC → Expenditure	0.155	0.074	0.036	Significant
PB → Expenditure	0.171	0.105	0.103	None
PT → Expenditure	0.039	0.075	0.605	None

MC=Management Cooperation; PB=Prosocial Behaviour; PT=Performance Tolerance

Table 5 reveals only 2 significant results, namely performance tolerance had a positive relationship with match attendance ($\beta=0.275$; $p=0.001$), which confirmed H_3 partially. The other significant result was management cooperation having a positive relationship to expenditure on merchandise ($\beta=0.155$; $p=0.036$), which supported H_4 partially.

DISCUSSION

The aim of this study was to ascertain (a) whether the Fan Engagement Scale (FES) will be reliable and valid for use in a context of South African football fans and (b) whether fan engagement of South African football fans will predict positive consumer behaviours, such as match attendance and expenditure on team merchandise. The empirical results revealed a clear three-factor structure for the FES, with sufficient internal consistency, thereby supporting the work of Yoshida *et al.* (2014), and through this ensuring that the FES can be used with scientific rigour and value in a South African sport context. Subsequent to the establishment of the properties of the scale, this study found that some fan engagement

dimensions predicted positive consumer outcomes. The authors provide insight on these dimensions and explore practical interventions.

Firstly, in the case of match attendance, the fan engagement dimension of performance tolerance was revealed as a direct predictor of South African football fans making an effort to support their teams at the stadium. When one considers the history of the best supported professional football clubs in SA, it is evident that these clubs have benefitted from having rich and extended histories of loyal fans, who have frequently attended games even during unsuccessful periods in the performance of their teams on the field.

This research reveals that the management teams of such clubs must design engagement strategies directed at leveraging this loyalty of their fans. For example, individual supporters can be rewarded for being active members of the organised supporter branches of their teams for a prolonged period of time, through initiatives that provide greater rewards to fans that have proven to support the team throughout years of mixed success on the field. Furthermore, the management teams of these football clubs can also direct a concerted effort towards celebrating loyalty amongst its fans, such as sharing stories of stalwart fans on the social media properties of their clubs. Platforms to enhance fan loyalty, such as regional branches of supporters, which have been introduced by SA's major football clubs, can be valuable in this regard. By providing platforms for performance tolerance sustained investment in football can be facilitated (Ross, 2006).

The second positive consumer behaviour investigated through this study was expenditure on merchandise. Results revealed that the fan engagement dimension of management cooperation was a strong predictor of merchandise expenditure amongst South African football spectators. Management cooperation refers to behaviour that exhibit a high level of collaboration with the management teams of a person's favourite sport team (Yoshida *et al.*, 2014). It implies an active effort to be involved in the events management of those teams and playing an intricate part to promote the interests of such team (Auh *et al.*, 2007).

In South African football, a clear example of the value of management cooperation is evident in the Carling Black Label Cup. This once-off, annual game is contested between the country's two most prodigious professional football clubs, Kaizer Chiefs and Orlando Pirates. The uniqueness of the competition is that fans of the respective clubs vote for the players to represent their teams on the day of the event, by purchasing a specially endorsed beer, which holds a unique number to which the choice of the team is then communicated by the fan through short messenger system (SMS). The event has been immensely successful, with a total of 22.2 million votes being recorded in the 2013 competition (South African Info Reporter, 2014). Fans feel engaged and involved in the management of the team, and in turn invest resources to promote the interests of that team; in this case being able to vote for the players they regard as the most likely to achieve success on the day.

To ensure sustainable expenditure on merchandise, the management teams of South African professional football clubs must continually provide platforms where fans can contribute to the management of their teams. Examples of such interventions may include having a dedicated fan forum on the website of the clubs where fans can provide the club with their

feedback, pertaining not only to the selection of players but also advising on general affairs of the management of their teams.

In practice, fans may be provided with the opportunity to vote for the design of a new match jersey of their favourite team at the beginning of the season, rather than the club deciding on it and merely communicating to the fans. The results of this study suggest that such level of management cooperation should lead to higher numbers of purchase of such a jersey amongst the fans. Finally, a further engagement strategy pertaining to management cooperation can be regional indabas, where the formal supporter structures (such as branches) can debate and brainstorm innovative ideas to promote the commercial interests of their club. The best ideas generated at these indabas can then be fed back into the management structures of the club. This form of research has been successfully applied in various consumer sectors, but is yet to be implemented in the realm of sport marketing, particularly in South African football.

CONCLUSION

This study contributes to the literature of sport fan engagement by establishing a valid and reliable three-factor structure for the Fan Engagement Scale (FES) in the context of South African football fans, by means of statistically scrutinising the psychometric properties of the instrument. This ensures the scale can be utilised effectively with scientific integrity in future studies and would further bolster customer engagement theory. Direct paths between the fan engagement dimension of performance tolerance and match attendance were revealed, as well as between management cooperation and merchandise expenditure. Based on this information, practical suggestions were put forward for interventions that can be utilised effectively by the management teams of professional football fans to leverage on these dimensions of fan engagement amongst South African football fans.

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ADDENDUM FAN ENGAGEMENT SCALE

(Yoshida *et al.*, 2014:405)

Please answer the following questions that explore how you feel about your **favourite professional football team**:

FES Items	Strongly disagree	Disagree	Disagree slightly	Neutral	Slightly agree	Agree	Strongly agree
1 I try to work cooperatively with my team	1	2	3	4	5	6	7
2 I do things to make my team's event management easier	1	2	3	4	5	6	7
3 The employees of my team get my full cooperation	1	2	3	4	5	6	7
4 I often interact with other fans to talk about issues related to my team	1	2	3	4	5	6	7
5 I often advise other fans on how to support my team	1	2	3	4	5	6	7
6 I spend time on social media (Facebook, Twitter) sharing information with other fans of my team	1	2	3	4	5	6	7
7 I wear apparel which represents the fans of my team even if the team has an unsuccessful season	1	2	3	4	5	6	7
8 I display the logo of my team on my clothing even if they do not perform well	1	2	3	4	5	6	7
9 I wear clothing that displays the name of my team even if they have an unsuccessful season	1	2	3	4	5	6	7

The clustering of items for the FES is as follows:

Dimension	FES Item nr.
Management support	1, 2, 3
Prosocial behaviour	4, 5, 6
Performance tolerance	7, 8, 9

Dr Frederick W. STANDER: Optentia Research Focus Area, North-West University, Vaal Triangle Campus, P.O Box 1174, Hendrik van Eck Boulevard, Vanderbijlpark 1900, Republic of South Africa. Tel.: +27 (0)16 910 3031, Cell.: +27 (0)84 407 0586, Email: ederick.stander@nwu.ac.za

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