

## **RECIPROCAL MARKETING VALIDATION FROM A SERVICE-DOMINANT LOGIC PERSPECTIVE**

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### **ABSTRACT**

*This study explores the impact of an innovative service model on consumer emotions and purchase intentions in a sports context. A quasi-experimental design was adopted. Participants comprised two classes of sport-related consumers. A four-week intervention was conducted with a pre-test and a post-test. Data were assessed using descriptive statistics, general linear regression and hierarchical regression. The veracity of the experimental intervention was evaluated and reviewed using an objective assessment checklist. Significant relationships were found between service-led logic, consumption emotions and purchase intentions. This results suggest that sports consumers are affected by the innovative service behaviour of the service-dominant logic model. Their consumption emotions and purchase intentions were enhanced. The abstract and concrete construal of service-dominant logic can expand the visible diversity of both sport and consumer behaviours. It provides a different perspective on the consumer behaviour process, as well as the feasibility of applying an innovative service model to sport and consumer behaviours. The present findings address the deficiency in innovation services research related to sports marketing. Implications and applications are proposed.*

**Keywords:** Consumption emotions; Purchase intentions; Social Exchange Theory; Innovative services.

### **INTRODUCTION**

The effects of service delivery by service providers on customers have been well-studied (Kotler, 1997; Sierra & McQuitty, 2005; Ballantyne & Varey, 2006; Vargo & Lusch, 2017). However, sports economic theory and management models have frequently been criticised for insufficient explaining of this phenomena in sports marketing (Funk *et al.*, 2016) marketing problems in order to derive appropriate strategies.

In the past, the sports market created the value of sports consumption through exchange of services, goods and money. In this pattern, factors influencing the exchange process, such as interactive service behaviours, were often ignored (Sierra & McQuitty, 2005; Ordanini & Parasuraman, 2011). Moreover, in a market emphasising interactive services, research in two-way behavioural exchange between suppliers and receivers is key to marketing experts. As such, sports service providers should focus on the application of the innovation service model of service-dominant logic (SDL) (Vargo & Lusch, 2008).

In the service industry, products are heterogeneous and potentially intangible. Coordinating the expectations and roles of all parties is the key to creating a mutually beneficial marketplace. In particular, with the development of the sports service industry and universal recognition that providing “good service” is desired by consumers, this industry has become conflict-ridden and chaotic (Sierra & McQuitty, 2005; Ballantyne & Varey, 2006; Vargo & Lusch, 2017). However, promotional activities, such as price competition and dramatic marketing that attract the consumer’s attention but ignore actual needs, have resulted in decreased service quality. These changes have caused many businesses to experience operational crises (Kim *et al.*, 2015; Funk *et al.*, 2016).

The vigorous development of the sports service industry has affected global economic development trends, and the combination of mass media and sports commercialisation has allowed the global sports market to mature (Funk *et al.*, 2016). Past research on sports consumption behaviours indicates that service quality and customer satisfaction are important drivers of consumption intentions and the decision making of sports consumers (physical education teachers teaching about the effects of sports at a fitness centre) (Ordanini & Parasuraman, 2011; Kim *et al.*, 2015). Accordingly, the physical education teachers’ teaching services effect is a common topic in research regarding economic, social, and organisational management and are an important part of sports operations and marketing (Sierra & McQuitty, 2005; Vargo & Lusch, 2017). However, in sports marketing, the operators are service providers and sports consumers. For example, students at a sports fitness centre are active service participants and recipients. Thus, it is important to examine how these two groups reciprocally benefit from a service-dominant logic (SDL) innovation service model.

Marketing has adopted the model of exchange from economics, which has a dominant logic base on the exchange of “goods”, which are usually manufactured outputs. Over the past several decades, new perspectives with a revised logic focused on intangible resources and the co-creation of value and relationships have emerged. Vargo and Lusch (2004) believe that a new dominant logic for marketing is emerging where service provision, rather than goods, is fundamental to economic exchange. In the past, the sports market created the value of sports consumption through the exchange of goods and money. In this consumption pattern, factors influencing the exchange process, such as interactive service behaviours, were often ignored (Sierra & McQuitty, 2005; Ordanini & Parasuraman, 2011; Funk *et al.*, 2016).

Given the competitive nature of the sports market, sports operators should provide sports consumers with a positive consumption experience that emphasises interaction. Moreover, in a sports market that emphasises interactive services, research into two-way behavioural exchanges between suppliers and receivers is of interest to marketing experts. As such, sports service providers should focus on the application of the innovation service model of SDL (Vargo & Lusch, 2008). Simultaneously, it is important to understand the emotions and perceptions of sports consumers regarding reciprocal service behaviours. One could thereby measure the effectiveness of sports service providers' innovative service models. Moreover, the SDL model presents a service revolution and its marketing implications approach will be utilised for development and application in education and training programmes within the field of sports marketing and other careers within the sports industry.

Overall, the study intends to contribute to the literature in several ways. This article starts with an overview of SDL, the traditional perspective of economic exchange and intends to show that conventional sport marketing thought is in line with this perspective. With this overview, it is intended to demonstrate why the SDL model perspective is suitable for fully

understanding the nature of sports marketing and provides with some considerations about the implications of SDL for future research in sports marketing.

## PURPOSE OF RESEARCH

### Customer purchase intentions and SDL in sports service marketing

Vargo and Lusch (2008) proposed an emerging service model in which SDL is created by interaction, active resources, source integration, transformation, networks, customer orientation, innovative orientation, and co-creation of value. Through the SDL theoretical framework and service system perspective, past research (Ordanini & Parasuraman, 2011; Jaakkola & Alexander, 2014) revealed a reciprocal relationship between these factors. Further, new consumption markets will also be developed to create new customer clusters through SDL. Consumer loyalty and purchase intentions will be enhanced by providing service behaviour as well as maintaining enterprises' competitive advantage in the market (Levitt, 1981; Jaakkola & Alexander, 2014; Vargo & Lusch, 2016).

The interactions involved in interpersonal support often include exchange components. For example, the performance of service personnel in the re-consumption market is crucial to the success or failure of service delivery and, at the same time, the behaviour and attitudes of service personnel also affect consumers' perceptions of the services they have received (Levitt, 1981; Bowen, 1990; Vargo & Lusch, 2017). As mentioned previously, few studies of the sports service industry have explored how operators provide services, how consumers receive services, and the factors that influence these two aspects. This represents an important research gap. Hence, it is necessary to explore the 'service history' of the sports service industry.

Using an SDL framework, Ordanini and Parasuraman (2011) found innovative service models not only increase consumer satisfaction but also generate the foundation of friendly affective connections. Leckie *et al.* (2018) found SDL as an innovative service model that interacts with customers to effectively increase customer loyalty and enhance perceived value, which promotes positive consumer behaviour and creates new customer clusters.

Economics uses the concept of a 'market' to study human economic behaviour; human economic behaviour involves striking a balance between 'supply' and 'demand'. Lawler (2001) also confirmed interactions between service personnel and customers of organisations who represent behaviour that may be described by social exchange theory. That is, the interaction between individuals enables both parties to obtain positive rewards from such behaviours. Jaakkola and Alexander (2014) also suggested that in the service interaction process, the customer and service provider have an interdependent relationship. Meanwhile, past studies have also confirmed consumers' emotional responses to services that could be attributed to the experiences, attitudes, situations, and behaviours expressed by service providers (Berry, 2000; Lawler, 2001; Ordanini & Parasuraman, 2011).

In the service process, customer emotions directly affect the perceptions and emotions associated with consumption. When the relationship between the customer and service staff generates positive emotions in customers, this enhances the customer's willingness to repurchase services (Sierra & McQuitty, 2005).

Purchase behaviour is determined by the purchase intentions of consumers toward products or the process of providing the product. Such intentions are a measure of the likelihood of a consumer purchasing a product, while purchase behaviour can only be predicted when higher purchase intentions represent a greater probability of purchase behaviour (Schiffman &

Leslie, 2007). Service-led logic not only triggers consumer purchasing behaviour, but is more likely to affect their satisfaction and subsequent purchase intentions (Ordanini & Parasuraman, 2011). With respect to chain hotels, Sierra and McQuitty (2005) found that the overall marketing model of service-led logic and each perspective had a significant positive impact on purchase intentions. Based on this research, the first hypothesis is as follows. **H1**: Consumption intentions will be positively impacted following an intervention that uses the SDL theory.

### **Customer emotions and SDL in sports service marketing**

Emotion refers to the state of an individual's stimulation caused by physical and mental arousal (Mehrabian & Russell, 1974). The consumption emotions are defined as the specific emotional reactions of consumers that are triggered in the course of product use or consumption along with the psychological context (Westbrook & Oliver, 1991). More specifically, when a consumer perceives a difference between the product consumption expectation and the actual experience, it triggers a specific emotional response. The consumption situation is an interaction between consumers and the environment and the pleasurable emotions that arise could be assessed within the framework of the emotional perspective theory (Mehrabian & Russell, 1974).

The theory considers emotions as consisting of quantities of three particular emotions, namely pleasure, arousal, and dominance. Havlena and Holbrook (1986) argued, however, that these emotional dimensions are primarily derived from the emotional response to environmental stimuli and would not apply to all consumer emotions. They proposed seven basic emotional factors related to the consumption situation: happy/unhappy, pleasant/unpleasant, satisfied/unsatisfied, content/discontent, enjoying/not enjoying, comfortable/uncomfortable, and joy/joyless. These factors permit the description of human emotions related to sentiment and mood. Moreover, there is a social exchange component in the service process, and consumers and service personnel will also perceive a certain degree of mutual responsibility in the process of mutual communication.

Regardless of the quality of mutual communication, an emotional reaction will be generated in both parties. Sierra and McQuitty (2005) also emphasised that social relations are sources of emotions. Accordingly, they attempted to describe the unique emotional effects of different exchange structures (Luo, 2002; Russell, 2003). That is, emotions generated by social network communication affect social relationships, and successful service behaviour will also affect relationships between customers and service personnel. Based on the above literature review, the second hypothesis is as follows. **H2**: Consumption emotions will be positively affected following an intervention that adheres to the SDL model.

### **PRESENT STUDY**

The purpose of this study was to use the SDL model to intervene in the delivery of a sports-centred curriculum via the interaction between the physical education teacher teaching at a sports fitness center and students as well as to explore the impact of the SDL intervention on sports consumption behaviour. The study used an experimental design to introduce the general ideas of SDL, which will serve as the basis for the development of sports marketing initiatives.

## METHODOLOGY

### Procedure and participants

This study adopted a pre-test–post-test experimental design. In the week of the experimental intervention, both groups completed pre-test questionnaires including a Service Leading Logic Scale (Ordanini & Parasuraman, 2011), the Purchase Intention Scale (Havlena & Holbrook, 1986), and the Consumption Emotion Scale (Sierra & McQuitty, 2005). After the experimental intervention, both groups of students had already taken part in a voluntary fee-based exercise course of four weeks' duration, consisting of one 90-minute session per week (students who purchased a fitness course at a sports fitness centre).

The control group received a general learning scenario. Students in this group did not receive any experimental intervention. The teaching staff were required to maintain their usual teaching methods when interacting with consumers and conducting sports courses. The experimental group received an intervention that emphasised service-led logic.

During each intervention period, perceived service-leading logic scenarios had to be reached for students, that is, seven elements had to be fulfilled: that is, physical educational teacher teaching effect seven elements had to be fulfilled: interaction, customer orientation, service and innovation, value co-creation, active resources, network, integration, and transformation. Both randomly assigned groups comprised 25 participants each. In the control group, 25 (100%) were female, and the mean age range was 29–39 (44%) years. In the experimental group, three participants were male (12%), and the mean age range was also 29–39 (64%) years.

### Experimental setting and intervention

The study began on 7 June 2018 and ended on 28 June 2018 (a four-week intervention period) and was performed weekly at the sports fitness centre. The duration of the study was chosen so multiple time points would be available for analysis (Niew & Wu, 2011). The experimental SDL intervention was investigated with an evaluation and review (i.e. discussion of 20 to 30 minutes before each course was performed among the researcher, service teaching staff, supervisors, and administrators to confirm the complete involvement of SDL so as to ensure the reliability of the experimental intervention), using an objective assessment checklist, so a third party could ensure that the situational intervention complied with the criteria of the model.

### Measurements

#### *Service-Dominant Logic Scale*

The Service-Dominant Logic Scale was compiled and modified in accordance with the proposal of Ordanini and Parasuraman (2011), based on the theoretical framework of SDL proposed by Vargo and Lusch (2004). The scale consisted of 33 statements that assess seven perspectives: interaction, integration and transformation, network, value creation, active resources, customer orientation, and service and innovation. Questions included, 'I feel that I have good interactions with the teaching staff of the sports centre', and, 'I think the teaching staff fully understand the students' demands'. Each question was rated using a five-point Likert scale (1=strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=agree, and 5=strongly agree). The researchers obtained the approval of Ordanini and Parasuraman to use this scale. Correlation coefficients that assessed the test-retest reliability of this scale ranged from 0.95 to

0.96. Internal consistency was assessed by Cronbach's  $\alpha$  coefficients. The  $\alpha$ -coefficient of each score was between 0.80 and 0.88.

### ***Purchase Intentions Scale***

Purchase intentions were assessed with three items from Havlena and Holbrook (1986): 'I will buy this class or other sports course', 'I will accept the sports courses at the current price or others', and 'I will participate again in the sports courses'. Items were rated on a five-point Likert (1=strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=agree, and 5=strongly agree). The correlation coefficient assessing the test-retest reliability of this scale ranged from 0.87 to 0.90 (all  $p < 0.05$ ). Internal consistency as assessed by Cronbach's  $\alpha$  ranged from 0.90 to 0.92.

### ***Consumption Emotions Scale***

This scale assessed the emotions exchanged with consumers. The scale was originally prepared by Havlena and Holbrook (1986) and modified by Sierra and McQuitty (2005). It includes seven questions that pertain to the emotions happy/unhappy, pleasant/unpleasant, satisfied/unsatisfied, content/discontent, enjoying/not enjoying, comfortable/uncomfortable, and joy/joyless. Items were rated using a seven-point Likert scale (1=strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=half agree, 5=agree, 6=fully agree, and 7=strongly agree). Internal consistency was assessed by Cronbach's  $\alpha$  (0.92 to 0.98).

### **Analysis of data**

First, pre-test data descriptive statistics were obtained, and Levene's test was used to seek the presence of significant differences in the mean and consumption emotions in the two student groups, as well as to assess the post-test differences between the two groups of students. Then, general linear regression and hierarchical regression were used to test the predictive power of sports consumers' post-test emotions and purchase intentions following the intervention. Statistical analyses were performed using IBM SPSS for Windows 20.0 (IBM Corp, Armonk, NY). Significance was set at  $p < 0.05$ .

### **Ethical considerations**

This research protocol falls within the scope of exemption categories for IRB review, as announced by the competent authority. This study was conducted as per the protocol within the scope of the exemption categories for IRB review, and all study participants consented to participate. In addition, all authors participated in a workshop on research ethics held by a center for research ethics, obtaining an IRB certificate.

According to the Laws & Regulations Database of The Republic of China Human Subjects Research Act (2018), "Human subject research (hereinafter 'research'): refers to research involving obtaining, investigating, analysing, or using human specimens or an individual person's biological behaviour, physiological, psychological, genetic or medical information. Prior to conducting research, the principal investigator submitted the research protocol for review and approval by the Institutional Review Board (hereinafter 'IRB'). However, the research protocol within the scope of exemption categories for IRB review, as announced by the responsible authority, shall not apply."

## RESULTS

### Test for equality of pre-intervention SDL scores of groups

The mean pre-test SDL subscale scores and standard deviations of consumers in the experimental group and control group were equivalent on all SDL measures (Table 1). The differences between experimental and control groups for each SDL subscale did not reach significance ( $F=2.58, 17.32, 6.24, 9.55, 16.95, 7.98, 1.93$ , all  $p>0.05$ ). Since the two groups reported equivalent SDL subscale scores at baseline, the analysis of the experimental intervention could be carried out without needing to adjust for baseline differences.

**Table 1. TESTS OF HOMOGENEITY**

Dimension	Group	Mean±SD	F
CUST	Control	16.44±2.64	2.58
	Experimental	16.24±2.55	
PART	Control	16.04±2.93	17.32
	Experimental	15.32±3.35	
EMP	Control	13.52±1.71	6.42
	Experimental	13.08±2.19	
KIM	Control	21.76±3.40	9.55
	Experimental	21.08±3.75	
RAD	Control	13.08±2.88	16.95
	Experimental	12.52±2.02	
COR	Control	39.00±5.80	7.98
	Experimental	37.76±7.17	
INNO	Control	19.32±2.76	1.93
	Experimental	17.56±2.00	

CUST=Customer collaboration; PART=Business-partner collaboration; EMP=Employee collaboration; KIM=Knowledge integration mechanisms; RAD=Radicalness; COR=Customer orientation; INNO=Innovative Orientation

### SDL as predictor of consumer purchase intentions

Before conducting regression analysis, bivariate Pearson correlations were inspected (Table 2). SDL was positively correlated with purchase intentions ( $r=0.41, p<0.05$ ) and consumption emotions ( $r=0.48, p<0.05$ ); purchase intentions were positively correlated with consumption emotions ( $r=0.41, p<0.05$ ).

**Table 2. MEANS, STANDARD DEVIATIONS AND BIVARIATE CORRELATIONS**

M±SD	Variables	Gender	Age	SDL	PI
1.88±0.33	Gender	--			
2.16±0.75	Age	0.08	--		
4.43±0.52	SDL	-0.12	0.32	--	
6.08±0.92	PI	0.21	0.18	0.54**	--

SDL=All dimension      PI=Purchase intention      \*p<0.05      \*\*p<0.01

In the regression analysis, extreme values were removed. Additionally, collinearity problems and influential observations were characterised. Inspection of residual plots and the cumulative normal probability plot (p-p plot) showed that residuals were distributed normally. A Durbin-Watson test value of 1.76 indicated residuals were not auto-correlated. Regarding collinearity diagnostics, the variance inflation factor (VIF) (Hair *et al.*, 2010) ranged from 2.23 to 5.56, which indicated no collinearity was found. The regression results are shown in Table 3, which present models that predict consumer's purchase intentions from SDL characteristics for experimental groups.

**Table 3. LINEAR REGRESSION ANALYSIS OF PURCHASE INTENTIONS OF EXPERIMENTAL GROUP**

Variables	B	SE B	β
CUST	1.15	0.43	0.58*
PART	0.08	0.26	0.07
EMP	0.08	0.58	0.05
KIM	-0.50	0.71	-0.30
RAD	0.23	0.45	0.18
COR	-1.07	0.36	-0.81
INNO	-0.27	0.58	-0.11
SDL	0.79	0.37	0.41*
R <sup>2</sup>	0.68		
Adj R <sup>2</sup>	0.52		
F	4.22*		
df	(8,16)		

CUST=Customer collaboration; PART=Business-partner collaboration; EMP=Employee collaboration; KIM=Knowledge integration mechanisms; RAD=Radicalness; COR=Customer orientation; N=25      \*p<0.05



The results for the experimental group, shown in Table 4, indicate SDL had a significant relationship with purchase intentions ( $\beta=0.41$ ,  $p<0.05$ ); that is, the more the SDL was followed, the greater the purchase intentions were. These results support H1. Further, interaction perspective had a significant relationship with purchase intentions ( $\beta=0.58$ ,  $p<0.05$ ), such that more interaction was associated with greater purchase intentions.

### SDL as predictor of consumption emotions

Table 4 shows regression models predicting consumption emotions according to SDL. For the experimental group, SDL had a significant relationship with consumption emotions ( $\beta=0.47$ ,  $p<0.05$ ), whereby the more the SDL model was followed, the more positive the consumption emotions were. Therefore, H2 was supported. Further, active resources and customer-oriented perspective were significantly related to consumption emotions ( $\beta=0.49$ ,  $p<0.05$  and  $\beta=0.41$ ,  $p<0.05$ , respectively).

**Table 4. LINEAR REGRESSION ANALYSIS OF CONSUMPTION EMOTIONS OF EXPERIMENTAL GROUP**

Variables	B	SE B	$\beta$
CUST	-0.60	0.32	-0.19
PART	-0.23	0.19	-0.11
EMP	-0.42	0.42	-0.18
KIM	-0.44	0.53	-0.17
RAD	1.03	0.34	0.49*
COR	0.86	0.27	0.41*
INNO	-0.17	0.43	-0.04
SDL	1.47	0.56	0.47*
R <sup>2</sup>	0.93		
Adj R <sup>2</sup>	0.90		
F	27.17*		
df	(8,16)		

CUST=Customer collaboration; PART=Business-partner collaboration; EMP=Employee collaboration; KIM=Knowledge integration mechanisms; RAD=Radicalness; COR=Customer orientation; N=25 \* $p<0.05$

The greater the active resources and customer orientation, the better consumption emotions were. Consumption emotions were not related to interaction ( $\beta= -0.19$ ,  $p=0.08$ ), network ( $\beta= -0.11$ ,  $p=0.25$ ), service and innovation ( $\beta= -0.18$ ,  $p=0.34$ ), integration and transformation resources ( $\beta= -0.17$ ,  $p=0.42$ ), or value co-creation ( $\beta= -0.04$ ,  $p=0.70$ ).

## DISCUSSION

### Main effect of SDL on purchase intentions

The results showed SDL had significant explanatory power for purchase intentions, whereby the more the innovative service behaviours of SDL were perceived, the higher the consumer's purchase intentions were. This study's results are consistent with reciprocal behaviour in SDL, in which both parties gain reciprocally positive rewards during the service interaction process: the two parties have an interdependent relationship (Berry, 2000; Lawler, 2001; Ordanini & Parasuraman, 2011; Sierra & McQuitty, 2005). In terms of SDL in the sports consumption context, there was a significant relationship between interaction perspective and purchase intentions. Specifically, when service personnel more actively interacted with customers, consumer purchase intentions were fostered.

This study's results also confirm that in the sports market, the SDL innovative service model could not only trigger consumer buying behaviour but also affect their satisfaction and subsequent purchase intentions (Sierra & McQuitty, 2005; Ordanini & Parasuraman, 2011). Schiffman and Leslie (2007) noted that the process of providing products or services affects the consumer's purchase intentions. In the service process, customer emotions directly affect the perceptions and emotions associated with consumption. When the relationship between customers and service staff is promoted through good communication and interaction, customers experience positive emotions and hence elevate their purchase intentions.

The current results revealed that the SDL model enhanced consumer purchase intentions following frequent interactions with the teaching staff of the sports course. Therefore, sports service providers could express SDL behaviours to increase consumer purchase intentions; such behaviours include caring about consumers' sports experiences and their related opinions. Therefore, sports operators should plan for consumers to play a mutually beneficial role in the service process.

### Main effect of SDL on consumption emotions

The results showed that SDL had significant explanatory power for consumption emotions such that greater SDL innovation service behaviour was associated with more positive consumption emotions. The results of this study support our hypotheses, confirming that successful service behaviour directly engenders positive or negative emotions in consumers, which in turn affects marketing effectiveness (Russell, 2003; Sierra & McQuitty, 2005; Ryu & Jang, 2007). In terms of SDL, consumption emotions were significantly related to active resources and customer orientation. That is, when service personnel provided more active resources, consumers generated more positive consumption emotions. Furthermore, when service personnel provided customer-oriented behaviour, the consumer's consumption emotions were also more positive. Thus, in the sports market, the service staff's demonstration of customer-oriented service behaviour affected consumers' perceptions of their service experience.

This study's results are consistent with previous studies (Levitt, 1981; Bowen, 1990; Ordanini & Parasuraman, 2011; Leckie *et al.*, 2018) that suggested the SDL innovative service model would lead consumers to generate positive emotions, which would enhance subsequent purchase behaviours. As mentioned earlier, this result reveals that positive emotions can be fostered in consumers by SDL behaviours exhibited in the sports market.

## **PRACTICAL APPLICATIONS**

This study suggests how to effectively formulate marketing strategies and establish a sound marketing model. Sports operators should implement more SDL concepts via talent cultivation and training. In the highly competitive sports service industry, employees with innovative service thinking and flexibility can not only alleviate limited marketing resources but also perform innovative services that express maximum value of the SDL model and thereby provide notable marketing benefits. At the same time, sports operators are part of the sports service space, and should advocate resource integration and value co-creation, such as by taking part in community actions, assisting consumers with sports participation, and correcting specific service behaviours. This could facilitate expansion of sports marketing and ‘subvert service’ to generate new patterns in the sports service market.

## **CONCLUSIONS**

### **Future directions**

Providing good service has been pursued by various sports operators in the market. Given that SDL-related research has been well described in other fields, and the increasing maturity of the sports industry, the academic community should explore the specific issues of the sports industry. Most domestic and foreign SDL-related literature has focused on predicting the effectiveness of the operator’s marketing (Sierra & McQuitty, 2005; Vargo & Lusch, 2008; Ordanini & Parasuraman, 2011; Leckie *et al.*, 2018) but has rarely considered the consumer’s perception of the services he or she receives. Therefore, other theoretical models could be integrated in the future, such as the emotional self-report accessibility model (Robinson & Clore, 2002), to explore the consumer’s emotional changes while receiving service behaviour and any factors that may cause negative affect. At the same time, it is recommended that researchers continue to utilise the SDL model for sports research, considering its multiple relevant dimensions.

### **Limitations**

This study was not without limitations. Firstly, this study used self-report scales to measure participants' consumption emotions, subjective judgments of SDL and purchase intentions. Although all of the questions arising from it cannot yet be answered, it is hoped the authors have successfully shown that changes are needed in how one could think about sport marketing. Applying SDL is an adventure, and one looks forward to seeing where it will catch on in the future. One thing is certain, there would be a different approach to sport marketing in the years to come. No longer should sport events be considered as goods, but as platforms marketers can use to co-create value in their business-and-leisure activities.

### **Declaration of conflicting interests**

The author(s) declare no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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