



---

## **Service Quality and Behavioral Intentions in NCAA Division I Football: A Case of Season Ticket Holders and Athletic Donors**

---

**Skyler F. Fleshman, M.S.**  
*University of Florida*

**Khirey B. Walker, Ph.D.**  
*Ball State University*

**Robert M. Turick, Ph.D.**  
*Ball State University*

**Benjamin J. Downs, Ph.D.**  
*Ball State University*

---

*The purpose of this study is to examine the relationship that the sportscape, service quality, and personal fandom have with the customer satisfaction of season ticket holders and athletic donors of National Collegiate Athletic Association (NCAA) Division I football institutions, and whether customer satisfaction varies between different levels of college football competition (i.e., Football Bowl Subdivision Power Five (FBS P5), Football Bowl Subdivision Group of Five (FBS G5), & the Football Championship Subdivision (FCS)). Results indicated that aspects of personal fandom and the sportscape had a significant positive relationship with satisfaction, while the service influence did not. Additional results indicated that significant differences were present between reported satisfaction among each competition level, with FBS G5 respondents reporting the highest levels of satisfaction, followed by FBS P5 respondents and FCS respondents. Further differences between the three samples are analyzed and implications from the findings are discussed.*

*Keywords: service quality, behavioral intentions, NCAA, DI college football*

The popularity of intercollegiate football as a spectator event creates numerous commercial opportunities and benefits for universities. As early as the late 19<sup>th</sup> century, universities in the United States capitalized on the popularity of college sports through the sale of tickets and the collection of donations from alumni and loyal fans (Ingrassia, 2012; Smith, 2011). Today, the business model of major college athletics remains largely similar to the strategy used over a century ago, as ticket sales and athletic donations continue to represent two of the largest revenue sources at the Division I level (Fulks, 2018). Additionally, athletics offer national visibility with marketing opportunities for universities, especially regarding major revenue sports such as college football and men's basketball (Gustafson, 2005; Ingrassia, 2012; Smith, 2011). Athletic events also provide a space for strengthening ties between current students and alumni, as well as fans within the local community (Grundy & Rader, 2016).

However, recent concerns over attendance at college football games has threatened the financial viability of the traditional college sport business model. The vast majority of NCAA member institutions operate at a yearly financial deficit. Even at the Football Bowl Subdivision (FBS) level, comprised of the NCAA's most prominent athletic institutions, only 19% of athletic departments turned a profit in the 2018 fiscal year, according to the NCAA revenues and expenses report (Fulks, 2018). It could be argued that football programs are poor financial investments for universities to undertake, despite their mass popularity. According to Fulks (2018), only 54% of FBS football programs were profitable in the 2018 fiscal year, and in the Football Championship Subdivision (FCS), that statistic falls to just 2%. Therefore, researching and understanding ways to improve the profitability of college athletics has become a major concentration for athletic departments and scholars, alike.

Furthermore, the 2019 college football season marked the lowest per game average attendance across the FBS since the 1996 season (Dodd, 2020). The average of 41,477 spectators per game across the FBS was down 379 from the 2018 season and marks a sixth straight year-to-year attendance decrease (National Collegiate Athletic Association, n.d.). These statistics align with a larger trend of average home football game attendance for FBS institutions, which has shown a total decrease of more than 5,000 spectators over the last 10 years (Dodd, 2020; NCAA, n.d.). The FCS has also experienced declines in average game attendance. In fact, between the 2017 and 2018 seasons, average FCS home game attendance decreased by 4.5% and dipped below an average of 8,000 spectators for the first time since the NCAA first recorded average attendance (Burton, 2019; NCAA, n.d.). In 2019, FCS attendance decreased again, albeit at a far less drastic rate, to an average of 7,830 spectators per game (NCAA, n.d.).

While a definitive reason for the decline in college football attendance is unknown, researchers continue to investigate why fans choose to attend live sport events and what factors influence them to return to a venue for future sport events. Initially, fans may attend spectator sports such as college football for reasons such as personal appreciation of the sport, quality of the competition, perceived stakes of the game, social experience and comradery with others, success of the team, presence of high caliber athletes and coaches, promotional activities, ticket prices, and facility quality/aesthetics (Deschraver, 1999; Kahle et al., 1996; Koo & Hardin, 2008; Snipes & Ingram, 2007). Repeat attendance is then largely dependent on the spectator's satisfaction with the event experience (Wakefield et al., 1996). While uncontrollable factors such as game outcome or weather may exist, researchers and practitioners are able to control the service quality of a sporting event, which has been shown to have a significant positive

relationship with behavioral intentions such as repeat attendance, likelihood to recommend an event at a venue, stay longer than anticipated at an event, and spend more than anticipated at an event (Cho et al., 2019; Jang et al., 2020; Wakefield et al., 1996).

Researchers have measured the relationship between service quality and spectators' behavioral intentions through the tangible service influences at a sporting event (i.e., sportscape) (Gustafson, 2005; Jang et al., 2020; Ko & Pastore, 2004; Koo & Hardin, 2008; Koo et al., 2015; Wakefield et al., 1996; Yoshida & James, 2010), as well as intangible service influences, including interactions with employees and time spent waiting at a facility (Greenwell et al., 2002; Hardin et al., 2013; Jang et al., 2020; Ko et al., 2011; Mahoney & Pastore, 2014; Palmero & Price, 2015). Furthermore, research suggests that personal aspects such as sport fandom and identification with a team significantly impact behavioral intentions with a sporting event as well (Bennett, 2016; Cottingham, 2012; Hardin et al., 2013; Lock & Heere, 2017). Based on this understanding, recognizing and responding to fans' expectations of the college football game day experience becomes imperative for Division I athletic departments in light of the aforementioned declines in attendance.

By improving service quality in the college football game day experience, especially for highly identified and loyal fans (e.g., season ticket holders and athletic donors), athletic departments may avoid the current trend of declining college football attendance. Furthermore, appealing season ticket holder and athletic donors is more critical now within intercollegiate athletics considering how the COVID-19 pandemic has impacted athletic department budgets.

## Review of Literature

### *Service Quality in Sport*

Bitner and Hubbert (1994) defined service quality as "the consumer's overall impression of the relative inferiority/superiority of the organization and its services" (p. 77). Bitner's (1992) seminal work on service quality hypothesized that individual aspects of the physical service environment (i.e., servicescape) would have a profound effect on a patron's positive and negative internal responses to the service, and in turn could lead to future approach or avoidance behaviors. Importantly, some aspects of a sporting event are unique from other service environments, which impacts spectator pleasure with the facility and event (Byon et al., 2018; Gustafson, 2005; Jang et al., 2020; Ko & Pastore, 2004; Koo & Hardin, 2008; Koo et al., 2015; Wakefield et al., 1996; Yoshida & James, 2010). Wakefield et al. (1996) modified Bitner's servicescape model in order to develop the sportscape model, which describes the physical service environment of a sporting event through five dimensions: (a) Stadium access, (b) Facility aesthetics, (c) Scoreboard quality, (d) Seating comfort, and (e) Layout accessibility.

The sportscape model has been cited as an effective predictor in determining the relationships between the physical facility or stadium, pleasure with the event, and behavioral intentions of a desire to stay and repatronage (Jang et al., 2020; Ko et al., 2011; Slavich et al., 2018; Wakefield et al., 1996; Yoshida & James, 2010). These findings have significantly influenced the sport industry, with many facilities constructed or renovated with improving the sportscape and spectator experience as top design priorities (Greenwell et al., 2002; Ko et al., 2011; Palmero & Price, 2015). However, understanding the context of the sporting environment is critical when attempting to gauge how much of an effect the sportscape has on spectator behavioral intentions. Importantly, the longer a sporting event typically lasts, the more critical

sportscape quality becomes in facility design and management (Gustafson, 2005; Koo et al., 2015). Based on previous findings related to the sportscape (Greenwell et al., 2002; Gustafson, 2005; Jang et al., 2020; Wakefield et al., 1996), the following hypothesis was proposed.

Hypothesis 1 (H1): The sportscape influence (i.e., scoreboard quality, venue aesthetics, space allocation, layout accessibility, seat comfort, & venue cleanliness) will exhibit a significant positive relationship with behavioral intentions.

While the sportscape is a significant part of the sporting environment experience for spectators, it alone does not account for all intrinsic elements that influence the way fans experience a sporting event (Hardin et al., 2013; Lee et al., 2012; Sutton et al., 1997; Underwood et al., 2001; Verhoef et al., 2009). Many aspects of a service experience are directly presented to customers through the attitudes and performance of service employees such as ushers or concessions staff (Greenwell et al., 2002; Jang et al., 2020; Ko et al., 2011; Mahoney & Pastore, 2014). Additionally, event aspects which contribute to time spent waiting, such as lines for concession stands or bathrooms, can negatively influence satisfaction with the service experience (Baker & Jones, 2011; Dickson et al., 2005; Hightower et al., 2002; Jang et al., 2020). These previous findings related to intangible service influences (Bitner, 1992; Greenwell et al., 2002; Hightower et al., 2002; Jang et al., 2020; Ko et al., 2011; Mahoney & Pastore, 2014; Yoshida & James, 2010) led to the following hypothesis.

Hypothesis 2 (H2): The service influence (i.e., employees & wait time) will exhibit a significant positive relationship with behavioral intentions.

### *Sport Fandom & Identification*

Recognizing and interacting with fans is key to success for sport organizations, especially in collegiate athletics (Bennett, 2016; Hardin et al., 2013). To better understand their fanbase, sport marketers are often interested in a target population's level of sport fandom, or the importance of sport in the lives of individuals within that population (Wann, 2002). Additionally, sport marketers are concerned with individuals' identification with their organization. More specifically, sport organizations wish to understand the degree to which an individual identifies with the team, or aspects of the team (e.g., athletes, coaches, rivalries) (Lock & Heere, 2017; Wann & Branscombe, 1993). High levels of identification lead to affective responses related to social prestige, self-esteem, and a sense of empowerment linked to attachment with an organization, also known as vicarious achievement (Cottingham, 2012; Fink et al., 2002). Notably, Wann and Branscombe (1990) explored the behavior of subjects who possessed high levels of fan identification, in response to the success or failure of the organization with which they associated themselves. They indicated that highly identified fans respond to their organization's success by BIRGing, or "basking in reflected glory" (p. 103) by using words such as *we*, *us*, or *our* when discussing their associated team with others. The opposite of BIRGing is known as CORFing, or "cutting off reflected failure" (Wann & Branscombe, 1990, p. 103). In this practice, individuals use language, such as *they* or *them* to distance themselves from an organization, especially after the organization's public failures. However, research has shown

that highly identified fans are less likely to practice CORFing, compared to individuals with low levels of fan identification (Wann & Branscombe, 1990).

Understanding sport fandom and identification with the team is important for sport managers, as highly identified fans have been shown to provide many benefits to organizations including higher commitment, pride, loyalty, and involvement with a specific team (Bennett, 2016; Drenton et al., 2009). Based on the previous research findings in sport fandom and identification (Drenton et al., 2009; Fink et al., 2002; Wann, 2002; Wann & Branscombe, 1990; Wann & Branscombe, 1993), the following hypothesis was developed.

Hypothesis 3 (H3): The fandom influence (i.e., sport fandom & identification with team) will have a significant positive relationship with behavioral intentions.

### *Season Ticket Holders and Athletic Donors*

Producing loyal fans is key to the financial success of sports organizations, especially in collegiate athletics where ticket sales represent the largest stream of revenue for athletic departments (Fulks, 2018). The most loyal, involved, and invested fans in major sports are season ticket holders (Koo & Hardin, 2008; Koo et al., 2015; McDonald, 2010). In Division I college football, it is logical to assign a portion of stadium seating to season ticket holders (McDonald, 2010; Pan & Baker, 2005). Doing so assures athletic departments of a fixed income prior to the start of the season (Drayer et al., 2012; Pan & Baker, 2005). The instantly secured capital from season ticket sales largely helps fund core activities of the athletics department (Hardin et al., 2013; Koo et al., 2015). Season ticket bases also aid the program in securing external funding, such as corporate sponsorships, by providing a predictable market base (Hardin et al., 2013; Koo et al., 2015; Pan & Baker, 2005). Additionally, ticket sales are a vital measuring tool for athletic department performance because they have direct impacts on an individual program's revenue, unlike other major sources of income such as conference revenue distributions from athletic performance and media rights contracts (Harden et al., 2013).

An additional financial benefit to cultivating highly loyal and involved fans in collegiate athletics is increased private donations to the university (Koo & Dittmore, 2014; Pan & Baker, 2005; Shapiro, 2010; Shapiro & Ridinger, 2011; Tsiotsou, 1998). Private donations are of major importance to university athletic departments, as they make up one of the top three revenue sources for these organizations (Fulks, 2018). According to the NCAA's 2018 revenues and expenses report, private donations to athletics account for as much as 23% of the total average generated revenues for FBS institutions, and 30% for FCS institutions (Fulks, 2018). Findings from Tsiotsou (1998) suggested that fans donate to athletic departments for many of the same reasons that they purchase season tickets, and many athletic departments have begun maximizing private donations by tying them directly to season tickets, making them available only to athletic donors, and offering the most favorable seats to the greatest contributors (Koo et al., 2015).

With highly involved fans such as season ticket holders and athletic donors taking on such a prominent role as stakeholders at the university and within the athletic department, satisfying these fans is critically important to athletic administrators (Drayer et al., 2012; Hardin et al., 2013; Koo & Hardin, 2008; Koo et al., 2015; McDonald, 2010; Pan & Baker, 2005). As discussed previously, season ticket holders and other fans displaying high loyalty and emotional attachment to the organization tend to have increased repatronage intentions (Kahle et al., 1996;

Koo & Hardin, 2008; Snipes & Ingram, 2007; Trail et al., 2017). However, if expectations are unfulfilled, season ticket holders will likely churn, or choose not to renew their tickets for the following season (Drayer et al., 2012; McDonald, 2010; Pan & Baker, 2005). To that end, and according to Hardin et al. (2013), providing a suitable service environment at sporting events is key to developing and retaining season ticket holders, athletic donors, and other loyal and involved fans.

## Purpose of the Study

The purpose of this study is to examine the relationship of service quality and behavioral intentions of season ticket holders and athletic donors of NCAA D-I football institutions, and whether behavioral intentions vary between different levels of college football competition. The present study also aims to provide recommendations for improving behavioral intentions in the D-I college football setting. However, previous empirical research has found that differences exist in college football settings for fan-related concepts such as attendance constraints (Magliocca, 2020), community support (Barnhill et al., 2016), and satisfaction (Warren, 2013) depending on the program's membership as an FBS Power Five conference (FBS P5), FBS Group of Five conference (FBS G5), or FCS affiliate. Further, D-I athletic departments operate on financial budgets that are vastly diverse in terms of size and proportion, depending on the level of competition they compete at (i.e., FBS P5, FBS G5, or FCS) (Fulks, 2018). Therefore, it is logical to explore any potential differences in the constructs of the present study between participants of each competition level. With these goals in mind, the following research questions were developed:

- RQ 1: Do significant differences exist in behavioral intentions between different levels of Division I college football competition (i.e., FBS P5, FBS G5, & FCS)?
- RQ 2: Do significant differences exist in terms of experience factors (i.e., sportscape influence, service influence, & fandom influence) between different levels of Division I college football competition (i.e., FBS P5, FBS G5, & FCS)?
- RQ 3: Do significant differences exist in terms of assessment dimensions (i.e., scoreboard quality, venue aesthetics, space allocation, layout accessibility, seat comfort, venue cleanliness, employees, wait time, sport fandom, & identification with team) between different levels of Division I college football competition (i.e., FBS P5, FBS G5, & FCS)?

## Method

### *Sample and Data Collection*

This quantitative study utilized a purposive sampling of season ticket holders and athletics donors of NCAA Division I football (e.g., FBS P5, FBS G5, and FCS) institutions within the Midwest region of the United States. The Midwest region, as classified by the Bureau of Economic Analysis' (BEA) Great Lakes region, includes the states of Illinois, Indiana, Michigan, Ohio, and Wisconsin (BEA, n.d.). Researchers contacted athletic department

personnel of eligible universities through email, primarily in the areas of development and alumni services. The link to an online questionnaire was then shared with interested universities, who then distributed it to their football season ticket holders and donors. Additionally, researchers directly recruited participants who were football season ticket holders or donors at eligible universities. Questionnaires were sent to participants in December and January, following the conclusion of the 2019-2020 football regular season. Data collection remained open for a total of eight weeks. At the conclusion of the data collection period, 102 responses were recorded. Of the 30 NCAA Division 1 universities available in the specified region, 20 were represented in the sample (66%). This sample size was deemed appropriate based on the length of the instrument (49 items), and congruent with previous research (e.g., Lee & Ferreira, 2011).

### *Instruments*

The questionnaire was designed based on multi-item scales validated in previous studies (Jang, 2014; Jang et al., 2020; Wann, 2002; Wann & Branscombe, 1993). A seven item demographics form was also included in the questionnaire to determine characteristics of the sample. A total of 19 items measuring Scoreboard Quality (3 items), Venue Aesthetics (4 items), Layout Accessibility (4 items), Seat Comfort (4 items), and Venue Cleanliness (4 items) were included from the Sportscape and Revisit Intention Questionnaire developed by Jang et al. (2020). Additionally, 4 items measuring Space Allocation were included from Jang (2014). These instruments are adapted from prior studies on sportscape (Wakefield et al., 1996) and were utilized to collect Sportscape Influence data in the present study. A total of eight items representing the influence of Employees (3 items) and Wait Time (5 items) were also adapted from Jang et al. (2020). These scales were originally adapted from prior service quality literature (Bitner, 1992; Hightower et al., 2002), and were utilized to collect Service Influence data in the present study.

Sport Fandom, or the importance of sport in a participant's life, was measured via five items from the Sport Fandom Questionnaire developed by Wann (2002). Additionally, Wann and Branscombe's (1993) Sport Spectator Identification Scale was adapted to measure Team Identification (6 items). Together, the 11 items were utilized to collect Fandom Influence data in the present study. Finally, four items were included in the present study from Jang et al.'s (2020) Sportscape and Revisit Intention Questionnaire to measure Behavioral Intention. This scale, which was originally adapted from Ryu and Jang (2007), was purposefully separated from the rest of the Sportscape and Revisit Intention Questionnaire because it was used to collect data for this study's singular dependent variable. Excluding the demographics form, all items were measured on a 7-point Likert scale.

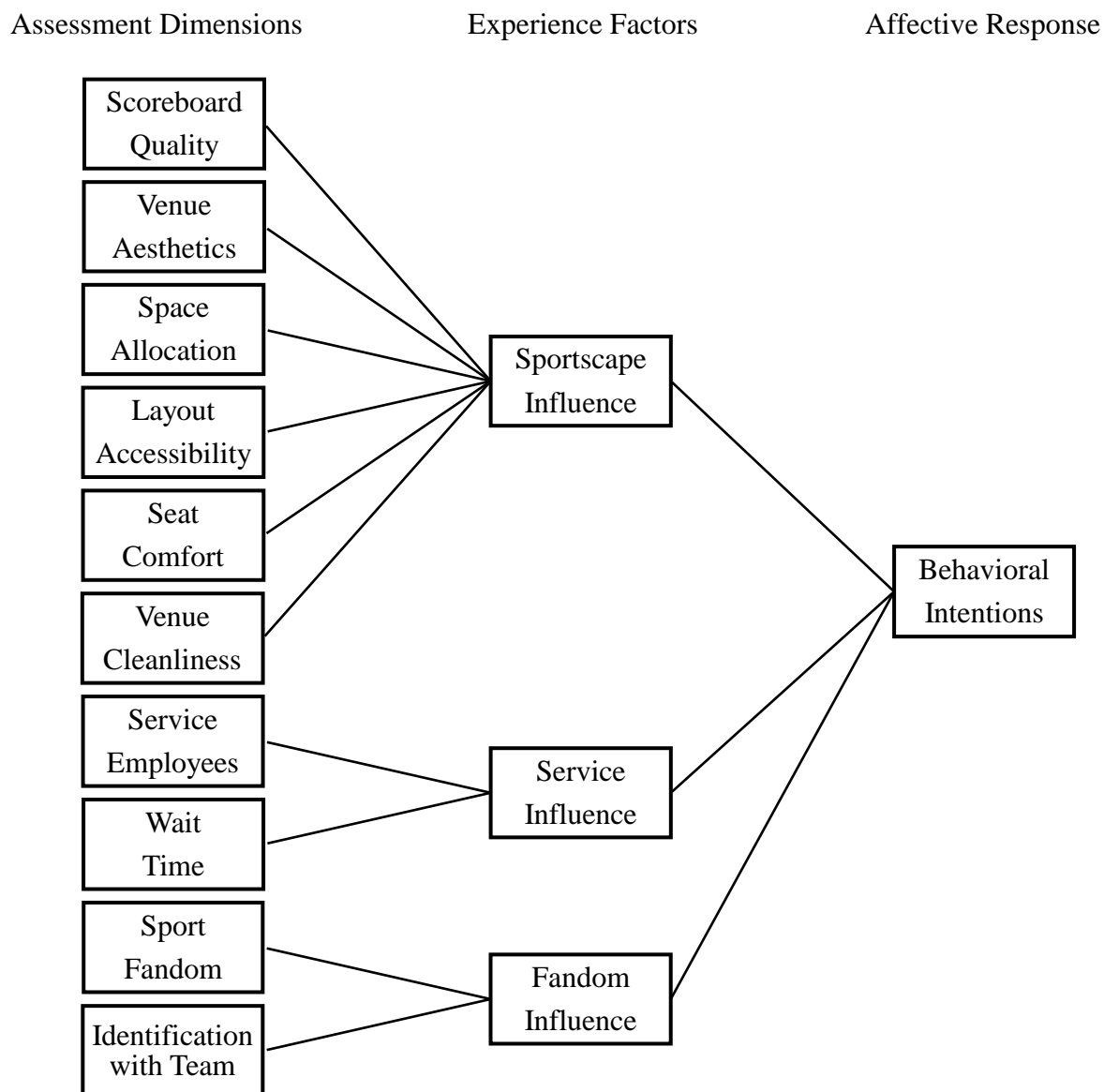
### *Data Analysis*

Data analysis was conducted using STATA 15 for Windows. Reliability assessments were calculated (e.g., Cronbach's alpha) for all independent and dependent variables to measure the internal consistency of each construct. Next, a confirmatory factor analysis (CFA) was executed to test whether the proposed conceptual model (see Figure 1) had proper fit. Additional measures, including the absolute fit indices [e.g., root mean square error of approximation (RMSEA), standardized root mean residual (SRMR), and chi-square], average variance extracted

(AVE) with a cutoff value of .5, and construct reliability (CR) with a cutoff value of .7 were used to measure the psychometric properties of the model. Descriptive statistics were then analyzed to group the data, allowing for a better general understanding of the results to be made, and important patterns or associations to be recognized.

In order to analyze the data, a structural equation model (SEM) was also utilized in order to test the proposed hypotheses. Additionally, three simple regression analyses were performed to examine the relationship between the present study's experience factors (i.e., the sportscape influence, service influence, and fandom influence) and the dependent variable being used to assess behavioral intentions. Furthermore, a one-way ANOVA was utilized to compare means from each of the three individual samples. Lastly, two additional MANOVA tests were carried out to provide further insights into the differences between responses from each classification.

Figure 1.





## Results

In total, 102 responses were collected from season ticket holders and athletic donors representing 20 Midwestern D-I institutions. Almost one-quarter of respondents (22.5%) represented six FBS P5 institutions, 37.3% represented seven FBS G5 institutions, and 40.2% represented seven FCS institutions. Of the three experience factors included in this study, personal fandom ( $M = 5.74$ ,  $SD = .65$ ) had the highest reported scores from participants, followed by service influence ( $M = 4.89$ ,  $SD = .98$ ) and the sportscape ( $M = 4.42$ ,  $SD = .96$ ).

Of the 10 assessment dimensions which made up the three experience factors in this study, the sport fandom ( $M = 5.76$ ,  $SD = .73$ ) and identification with team ( $M = 5.72$ ,  $SD = .69$ ) dimensions had the highest recorded mean scores by season ticket holders and athletic donors. The next highest were service employees ( $M = 5.05$ ,  $SD = 1.06$ ), layout accessibility ( $M = 4.73$ ,  $SD = 1.03$ ), wait time ( $M = 4.73$ ,  $SD = 1.10$ ), venue aesthetics ( $M = 4.65$ ,  $SD = 1.35$ ), space allocation ( $M = 4.60$ ,  $SD = 1.09$ ), scoreboard quality ( $M = 4.56$ ,  $SD = 1.28$ ), venue cleanliness ( $M = 4.49$ ,  $SD = 1.17$ ), and seat comfort ( $M = 3.50$ ,  $SD = 1.31$ ).

The correlations between the three constructs were all significant ( $p < .05$ ), which resulted in positively related low-to-high correlations, including .373 (Sportscape Influence – Fandom Influence), .393 (Service Influence – Fandom Influence), and .848 (Sportscape Influence – Service Influence). Additionally, the normality of the data was examined through evaluating the skewness and kurtosis values. As a result, all of the values were found in the  $< +/- 2.0$  range, which shows a normal distribution.

### Reliability

Tests for reliability of constructs were conducted for all variables included in the present study (see Table 1). Tests revealed Cronbach's alphas for all variables were within an acceptable range (e.g., .70). Therefore, the researchers deemed the chosen variables for this study as reliable.

Table 1  
*Reliability of Constructs*

Assessment Dimension	$\alpha$
Scoreboard Quality	.91
Venue Aesthetics	.92
Space Allocation	.88
Layout Accessibility	.91
Seat Comfort	.93
Venue Cleanliness	.94
Service Employees	.88
Wait Time	.89
Identification with Team	.85
Sport Fandom	.81
Behavioral Intentions	.79

Table 2  
*Confirmatory Factor Analysis*

$\chi^2$	<i>df</i>	$\chi^2/df$	<i>RMSEA</i>	<i>CFI</i>	<i>SRMR</i>
66.45	32	1.70	.08	.95	.05

Moreover, a confirmatory factor analysis, using the maximum likelihood estimation, was utilized to test the goodness of fit for the proposed model. Table 2 shows that the chi-square statistic was significant ( $\chi^2 = 66.45$ ,  $p < .001$ ), suggesting poor model fit. However, according to Kline (2005), the chi-square value is often sensitive to sample size. Additionally, Hoyle (1995) contended that it is vital to examine alternative fit indices. Therefore, the adjusted chi-square, RMSEA, SRMR and CFI were also analyzed to assess goodness of fit. Adjusted chi-square ( $\chi^2/df = 1.70$ ) was below the cutoff value of 3.0, and thus indicated acceptable model fit. Additionally, the CFI and SRMR indicated close fit ( $CFI = .95$ ;  $SRMR = .05$ ) for the proposed model. The value of RMSEA ( $RMSEA = .08$ ) fell between .08 and .10, indicating minimal fit according to Hu and Bentler (1999). Therefore, after reviewing the adjusted chi-square, RMSEA, SRMR, and CFI, the proposed model was deemed to have acceptable fit.

In order to determine model reliability, each factor's construct reliability (CR) and Cronbach's alpha was examined (see Table 3). The Cronbach's alpha value for each factor was found in between the range of .76 to .88. The CR for each of the factors exceeded the .7 threshold, with results ranging from .78 to .89 (Fornell & Larcker, 1981). The average variance explained (AVE) of the factors assured convergent validity as each factor exceeded the .50 threshold (Bagozzi & Yi, 1988). Finally, results of the correlation ( $< .85$ ) showed that there was no multicollinearity issue associated with the dataset.

Table 3  
*Factor loadings and reliability from confirmatory factor analysis (N=102)*

<b>Factor</b>	<b>C.R.</b>	<b>AVE</b>	<b>Factor Loading</b>
<b>Sportscape Influence (<math>\alpha = .88</math>)</b>	.898	.567	
Scoreboard Quality			.542
Venue Aesthetics			.736
Space Allocation			.886
Layout Accessibility			.849
Seat Comfort			.663
Venue Cleanliness			.890
<b>Service Influence (<math>\alpha = .79</math>)</b>	.793	.565	
Service Employees			.792
Wait Time			.822
<b>Fandom Influence (<math>\alpha = .76</math>)</b>	.782	.552	
Identification with Team			.686
Sport Fandom			.891

### Hypotheses & Research Questions

A regression analysis was utilized to examine the relationship between the three experience factors (i.e., the sportscape influence, service influence, and fandom influence) within the proposed model and behavioral intentions. Results from the regression analysis were significant ( $p < .001$ ). The first experience factor, the sportscape, was found to have a significant positive relationship with behavioral intentions ( $\beta = .317, p < .018$ ). Thus, H1: “The sportscape influence will exhibit a significant positive relationship with behavioral intentions” was accepted. The positive relationship between service influence and behavioral intentions was not statistically significant ( $\beta = .085, p < .509$ ). Therefore, H2: “The service influence will exhibit a significant positive relationship with behavioral intentions”, was rejected. The third experience factor in the model, personal fandom, was found to have a significant positive relationship with behavioral intentions ( $\beta = .409, p < .002$ ). To that end, H3: “The fandom influence will have a significant positive relationship with behavioral intentions”, was accepted.

An ANOVA was utilized to assess RQ1: “Do significant differences exist in behavioral intentions between different levels of Division I college football competition”. Results from the ANOVA were significant ( $p < .001$ ), suggesting that there are significant differences in behavioral intentions among season ticket holders and athletic donors between each level of D-I football competition. Results from the ANOVA show that FBS G5 respondents reported the highest levels of behavioral intentions ( $M = 5.50, SD = .80$ ), followed by FBS P5 respondents ( $M = 5.27, SD = .78$ ) and FCS respondents ( $M = 4.76, SD = 1.02$ ).

Two MANOVA tests were run to identify additional differences in responses between the three competition levels. The first assessed RQ2: “Do significant differences exist in terms of experience factors between different levels of Division I college football competition” and results showed significant differences in responses regarding the sportscape influence ( $p = .001$ ) and fandom influence ( $p = .03$ ), but not the service influence ( $p = .06$ ). Additionally, FBS P5 respondents recorded the highest mean fandom influence scores ( $M = 5.90$ ), while FBS G5 respondents recorded the highest mean sportscape influence ( $M = 4.73$ ) and service influence scores ( $M = 5.13$ ). Results from the first MANOVA are displayed in Table 4.

Table 4

*Comparison of Means between Experience Factors and Competition Level*

	FBS P5	FBS G5	FCS
Sportscape Influence	4.68	4.73	3.99
Service Influence	4.95	5.13	4.62
Fandom Influence	5.90	5.86	5.54

*Note. MANOVA results revealed statistically significant differences in responses between classifications regarding the sportscape ( $p = .001$ ) and personal fandom ( $p = .033$ ).*

The second MANOVA assessed RQ3: “Do significant differences exist in terms of assessment dimensions between different levels of Division I college football competition”. Results demonstrated significant differences in responses for all assessment dimensions except service employees ( $p = .22$ ) and sport fandom ( $p = .12$ ). Highlights from this test are provided in the summary of findings, and full results are displayed in Table 5.

Table 5  
*Multiple Analysis of Variance between Assessment Dimensions and Competition Level*

	FBS P5	FBS G5	FCS	<i>p</i>
Scoreboard Quality	5.28	4.76	3.96	< .001
Venue Aesthetics	5.39	4.86	4.05	< .001
Space Allocation	5.05	4.80	4.16	.002
Layout Accessibility	4.87	5.10	4.31	.002
Seat Comfort	2.89	4.02	3.35	.002
Venue Cleanliness	4.61	4.86	4.09	.011
Service Employees	5.28	5.14	4.83	.215
Wait Time	4.62	5.13	4.41	.013
Sport Fandom	5.83	5.91	5.59	.124
Identification with Team	5.97	5.81	5.49	.015

## Interpretation of the Results

Descriptive statistics for the model's experience factors revealed that the fandom influence had a larger recorded mean score by season ticket holders and athletic donors than both the sportscape and service influence. This finding reinforces previous research suggesting that season ticket holders and donors represent an organization's most loyal, involved, and invested fans (Koo & Hardin, 2008; Koo et al., 2015; McDonald, 2010). Therefore, it is unsurprising to see respondents of this study report high levels of sport fandom and identification with a team. Additionally, descriptive statistics revealed that seat comfort, a dimension of the sportscape influence, was particularly unsatisfying for season ticket holders and athletic donors. This finding is intriguing in that it would contribute to what Wakefield et al. (1996) and Jones et al. (2020) called 'perceived crowding', or a negative affective response resulting in feelings of anxiety related to being in cramped and congested surroundings.

Regression analyses used to test H1, H2, and H3 demonstrated statistically significant positive relationships between dimensions of the sportscape influence and fandom influence on the behavioral intentions of season ticket holders and athletic donors. The significance of the sportscape influence in determining behavioral intentions is congruent with prior findings (e.g., Jang et al., 2020; Wakefield et al., 1996). Additionally, the significance of the fandom influence in regards to behavioral intentions of season ticket holders and athletic donors supports prior findings, which suggest that as personal fandom increases, so too do perceived evaluations of the game day experience and stadium environment (Koo et al., 2015; Lee et al., 2017).

Regression analyses also discovered a relationship between dimensions of the service influence and behavioral intentions of season ticket holders and athletic donors that was not significant. This finding is contradictory to Jang et al. (2020), who revealed significant relationships between service quality aspects such as service employee performance and wait time within a facility, and a spectator's willingness to return to future events, stay longer than anticipated at an event, and spend more money than originally anticipated at an event. However, this preceding study was conducted using a sample of professional sport fans rather than collegiate sports fans. Due to the lack of service quality research on collegiate sport fans, future

studies may be beneficial in determining whether there are differences in the ways professional sport fans and collegiate sport fans perceive aspects of service quality.

An ANOVA was utilized to test RQ1 and found that there were significant differences among reported behavioral intentions for season ticket holders and athletic donors of FBS P5, FBS G5, and FCS programs. FBS G5 respondents displayed the most favorable behavioral intentions as a result of their experience, while FCS respondents displayed least favorable behavioral intentions. Additionally, a MANOVA was carried out to compare results for each of the three experience factors in this study between each level of competition. This test found that FBS G5 respondents were most satisfied with the sportscape and service influences, while FBS P5 respondents had the highest reported influence from the fandom influence. However, while there were significant differences between respondents of each competition level regarding the sportscape and fandom influences, no significant differences in responses regarding the service influence were found.

Finally, to reveal further differences in results between respondents of each level of competition, a MANOVA was performed evaluating the 10 assessment dimensions between each level of competition, which yielded some particularly interesting findings. First, results from the MANOVA showed no significant differences in responses regarding the service employees and sport fandom dimensions, but all other assessment dimensions contained significant differences between levels of competition. FBS G5 respondents, which reported the highest overall behavioral intentions, also had the highest values in the layout accessibility, seat comfort, venue cleanliness, and wait time dimensions. FBS P5 respondents reported the highest mean values in the scoreboard quality, venue aesthetics, space allocation, and identification with team dimensions, while recording the lowest value in the seat comfort dimension. Outside of the seat comfort dimension, FCS respondents reported the lowest mean values for all assessment dimensions.

## Theoretical and Practical Implications

The current study is unique in its comparison of season ticket holders and athletic donors between levels of Division I college football competition (i.e., FBS P5, FBS G5, and FCS). Findings from the study provide several implications for NCAA Division I Football administrators. Notably for these practitioners, this study highlights the influence of the sportscape and aspects of personal fandom in relation to behavioral intentions to attend sporting events. When considering the recent decline in Division I football game attendance, these results suggest collegiate sport administrators should focus on supporting fan involvement and commitment, as well as enhancing elements of the sportscape. For example, Louisiana State University recently developed an area within Tiger Stadium, known as “The Chute” (Bonnette, 2019). “The Chute” is now recognized as a premium area within the stadium, in which fans can arrive two hours before kickoff, purchase beer and food, and watch football games on the big screen televisions within the concourse (Bonnette, 2019).

Results from the regression analyses used to test H1, H2, and H3 revealed that the sportscape and personal fandom influences have significant positive effects on behavioral intentions, while the service influence has an insignificant positive effect. Athletic departments can apply these findings in two specific ways. Firstly, they should continue cultivating close relationships with fans, as results from this study show that aspects of personal fandom, such as sport fandom and identification with team, have the largest effect on behavioral intentions.

Secondly, athletic departments would be wise to prioritize investing in aspects of the sportscape or physical facility, such as the seating comfort or venue cleanliness, rather than in the quality of service aspects such as service employees.

Results from the ANOVA used to assess RQ1 revealed that there are significant differences in responses among season ticket holders and athletic donors between each level of competition. Furthermore, the MANOVA tests comparing experience factors and assessment dimensions from the current study's model revealed that there are also significant differences among specific aspects of the spectator experience. These findings suggest that athletic departments should take different courses of action to improve the experience of season ticket holders and athletic donors, depending on their level of competition. Specific implications and recommendations for athletic departments at each competition level are provided below.

### *FBS Power Five*

FBS P5 respondents recorded the highest mean values for both scoreboard quality and venue aesthetics, as well as the second highest mean value for venue cleanliness. These three dimensions share a commonality in that they all lend to aesthetic qualities of the sports venue, suggesting that FBS P5 respondents are more satisfied with these aesthetic qualities, in comparison to FBS G5 and FCS respondents. FBS P5 respondents also recorded the highest mean values for the identification with team dimension, suggesting that FBS P5 season ticket holders and donors are more loyal to one team, in comparison to their FBS G5 and FCS equals. However, FBS P5 respondents reported the lowest mean values in seat comfort by a wide margin, implying that these respondents are particularly unsatisfied with the seat comfort at FBS P5 venues. In response to this, FBS P5 programs would likely be able to improve behavioral intentions among season ticket holders and athletic donors by upgrading seating options for these fans, or at least diversifying the options available for them. Example actions include creating more premium seating options within indoor or outdoor luxury suites. While more permanent options may reduce total seating capacity of the stadium, sport organizations have been able to increase ticket prices for these upgraded seating options, offsetting the costs (if any) of a reduction in total available seats (Steinbach, 2015).

### *FBS Group of Five*

As mentioned previously, FBS G5 respondents recorded the highest behavioral intention levels among the three competition levels included in the current study. Two assessment dimensions in which FBS G5 respondents were significantly more satisfied than their FBS P5 and FCS peers were layout accessibility and wait time. Additionally, FBS G5 respondents reported the second highest mean value for space allocation. These three dimensions share some commonalities in that they suggest that FBS G5 venues are perceived to have a more effective layout design and proper amount of space to comfortably suit the number of spectators they attract each given game day, in comparison to FBS P5 and FCS fan perceptions of facilities. In addition, FBS G5 respondents were the most satisfied with the seat comfort at their respective stadiums. In all, these results lead to a conclusion that spectators in these facilities experience the least amount of perceived crowding, which according to Wakefield et al. (1996) has a significant influence on pleasure with a sporting event. This may explain the comparatively high behavioral intentions related to the spectator experience among FBS G5 respondents. D-I athletic programs

should prioritize effective layout design and space when designing, constructing, and renovating their stadiums in order to provide the most comfortable experience for fans.

### *FCS*

In contrast to FBS G5 respondents, FCS respondents reported the lowest mean values in assessment dimensions related to aesthetic qualities of the facility (i.e., scoreboard quality, venue aesthetics, and venue cleanliness) by a wide margin, indicating that aesthetic qualities of the sports venue is an area in which FCS athletic departments may benefit most from investing significant resources. Practices for improving facility aesthetic qualities may range from as simple as regular cleaning and maintenance, fresh paint, new signage and banners, to more complex or costly measures such as installation of modern video boards and alteration of stadium design and architecture. All of which is done to promote an appearance that is modern and well-kept.

### *Limitations & Future Research*

Several limitations are present in the current study. First, the current study was geographically limited to a single region of the United States. There are a great number of D-I football programs in this region, but responses may not be representative of season ticket holders and athletic donors across all D-I college football in the United States. Furthermore, season ticket holders and athletic donors are highly identified fans of the member institution. The level of investment is much higher than ordinary fans and their feedback could be impacted based on additional factors outside of what this study entails. Also, all survey responses were collected online, which limits the extent to which researchers may ensure that all participants are completing their own surveys with their own views and opinions. There is also no way for researchers to verify reliability of answers from participants and there may be a potential risk for responses to be influenced by factors that are out of control of practitioners and researchers, such as the team's performance or weather. The sample size of 102 is another limitation of the study, yet previous research by Anderson and Gerbing (1984) and Schreiber et al. (2006) acknowledged that sample sizes over 100 are acceptable considering the minimal number of models that fail to converge.

Additionally, the service influence was not shown to have a significant effect on behavioral intentions, nor were there significant differences in assessments of the service influence between responses from each level of competition. However, the service influence was not removed from the study because aspects such as wait time within the facility still offered interesting findings when interpreting the results of the study. Previous research also suggested that intangible service aspects are a vital influence in consumer's perception of service quality (Wakefield et al., 1996). While the service influence was not found to be significant in this study, it may still provide significant results in future research.

Results from the present study reveal that experience factors including the sportscape and fandom influences have a significant positive relationship with the behavioral intentions of Division I college football season ticket holders and athletic donors in their spectator experience. The model provided may be used in future studies to measure the influences that effect spectator behavioral intentions in a variety of sporting events and environments. However, there are some potential recommendations for future research in this area. First, the service influence was not

found to have a significant impact on behavioral intentions among D-I season ticket holders and athletic donors in this study. However, considering that there is very little research assessing the impact of service quality aspects on college sport populations, additional future research utilizing collegiate sport fans may be beneficial in understanding the way these consumers evaluate service quality, and the effect it has (if any) on satisfaction with the total event experience.

Second, the influence of technology and connectivity is becoming increasingly important to spectators at major sporting events (Fisher, 2014). Adapting the current model to include these aspects could prove beneficial in understanding the extent to which they influence spectator behavioral intentions. Third, this study utilized season ticket holders and athletic donors as the target population because they are key stakeholders to athletic departments who invest both financially and emotionally in specific teams and organizations (Drayer et al., 2012; Koo et al., 2015). However, it is important to recognize that some donors invest more than others, and the game day environment may potentially be very different for high- and low-level donors based on the benefits available to them. Therefore, another future research prospect stemming from this study could compare differences in behavioral intentions among different levels of donors. The fourth, and final research suggestion, would be to study students and single game attendees as they make up a large portion of game day attendance at many universities.

## References

- Anderson, J. C. & Gerbing, D. W. (1984). The effect of sampling error on convergence, improper solutions, and goodness-of-fit indices for maximum likelihood confirmatory factor analysis. *Psychometrika*, 49(2), 155–173.
- Bagozzi, R. P. & Yi, Y. J. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, 16(1), 74-94.
- Baker, T. & Jones, S. A. (2011). The inevitable queue: Exploring the impact of wait time at sporting events. *International Journal of Sports Marketing & Sponsorship*, 13(1), 49-59.
- Barnhill, C. R., Palmero, M., & Kim, W. (2016). Students' perceptions of the benefits and costs of transitioning to FBS football: An exploratory study. *Journal of Contemporary Athletics*, 10(2), 73-86.
- Bennett, H. M. (2016). *My blood runneth maroon: Factors affecting sports fan loyalty*. [Unpublished master's thesis]. Texas A&M University. Retrieved from <https://oaktrust.library.tamu.edu/bitstream/handle/1969.1/158610/BENNETT-THESIS-2016.pdf?sequence=1&isAllowed=y>
- Bitner, M. J. (1992). Servicescapes: The impact of physical surroundings on customers and employees. *Journal of Marketing*, 56(2), 57-71.
- Bitner, M. J. & Hubbert, A. R. (1994). Encounter satisfaction versus overall satisfaction versus quality: The customer's voice. In Rust, R.T., & Oliver, R.L. (Eds.). *Service quality: New directions in theory and practice* (pp. 72-94). Thousand Oaks, CA: Sage.
- Bonnette, M. (2019, August 27). 'The chute' in Tiger Stadium's south end. LSUSports.net. <https://lsusports.net/news/2019/8/27/211769061.aspx>
- Bureau of Economic Analysis (n.d.). *Regional economic accounts*. <https://apps.bea.gov/iTable/definitions.cfm?did=243&reqId=70>



- Burton, C. (2019). The solution to declining college football attendance numbers is oversharing. *College Sports Journal*. Retrieved from <http://www.college-sports-journal.com/the-solution-to-declining-college-football-attendance-numbers-is-oversharing/>
- Byon, K. K., Zhang, Y., Hsu, N. Y., Drane, D. D., Pitts, B. G., & Zhang, J. J. (2018). General game support programs associated with professional team sports. In J. J. Zhang & B. G. Pitts (Eds.), *The global football industry: Marketing perspectives* (pp. 303-330, Chapter 12). London, UK: Routledge.
- Cho, H., Lee, H. W., & Pyun, D. Y. (2019). The influence of stadium environment on attendance intentions in spectator sport: The moderating role of team loyalty. *International Journal of Sports Marketing and Sponsorship*, 20(2), 276-290.
- Cottingham, M. D. (2012). Interaction ritual theory and sports fans: Emotion, symbols, and solidarity. *Sociology of Sport Journal*, 29(2), 168-185.
- DeSchrive, T. D. (1999). Factors affecting spectator attendance at NCAA Division II football contests. *International Sports Journal*, 3(2), 55-65.
- Dickson, D., Ford, R. C., & Laval, B. (2005). Managing real and virtual waits in hospitality and service organizations. *Cornell Hotel and Restaurant Administration Quarterly*, 46(1), 52-68.
- Dodd, D. (2020, March 10). College football must innovate as FBS attendance dips for sixth straight year to lowest since 1996. *CBS Sports*. <https://www.cbssports.com/college-football/news/college-football-must-innovate-as-fbs-attendance-dips-for-sixth-straight-year-to-lowest-since-1996/>
- Drayer, J., Shapiro, S. L., & Lee, S. (2012). Dynamic ticket pricing in sport: An agenda for research and practice. *Sport Marketing Quarterly*, 21(3), 184-194.
- Drenton, D., Peters, C. O., Leigh, T., & Hollenbeck, C. R. (2009). Not just a party in the parking lot: An exploratory investigation of the motives underlying the ritual commitment of football tailgaters. *Sport Marketing Quarterly*, 18(2), 92-106.
- Fink, J. S., Trail, G. T., & Anderson, D. F. (2002). An examination of team identification: Which motives are most salient to its existence? *International Sports Journal*, 6(Summer), 195-207.
- Fisher, E. (2014). College football fan satisfaction edges up. *Sport Business Journal*. Retrieved from <https://www.sportsbusinessdaily.com/Journal/Issues/2014/12/01/Colleges/Turnkey-survey.aspx?hl=College+football+fan+satisfaction+edges+up&sc=0>
- Fornell, C. & Larcker, D. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50.
- Fulks, D. (2018). *Revenues & expenses: 2004-2016 NCAA Division I intercollegiate athletics programs report*. Indianapolis, IN: National Collegiate Athletic Association.
- Greenwell, T. C., Fink, S. F., & Pastore, D. L. (2002). Assessing the influence of the physical sports facility on customer satisfaction within the context of the service experience. *Sport Management Review*, 5(2), 129-148.
- Grundy, P. & Rader, B. (2016). *American sports: From the age of folk games to the age of televised sports*. (7<sup>th</sup> ed.). London, UK: Routledge.
- Gustafson, M. W. (2005). The relative importance of the sportscape in football game attendance at a NCAA division I-A university (Doctoral dissertation). Texas Tech University. Retrieved from <https://ttu-ir.tdl.org/handle/2346/16642>
- Hardin, R., Rühley, B., & Veraldo, C. (2013). Game day experience through the lens of critical incident technique. *Journal of Applied Sport Management*, 5(4), 1-26.

- Hightower, R., Brady, M., & Baker, T. (2002). Investigating the role of the physical environment in hedonic service consumption: An exploratory study of sporting events. *Journal of Business Research*, 55(9), 697–707.
- Hoyle, R. H. (1995). *Structural equation modeling: Concepts, issues, and applications*. Thousand Oak, CA: SAGE Publications, Inc.
- Hu, L. & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal*, 6(1), 1-55.
- Ingrassia, B. M. (2012). *The rise of gridiron university: Higher education's uneasy alliance with big-time football*. Lawrence, KS: University Press of Kansas.
- Jang, W. Y. (2014). *Relationship between sportscape and behavioral intention of spectator: Case of four professional major league sport events* (Unpublished master's thesis). University of Georgia. Retrieved from [https://getd.libs.uga.edu/pdfs/jang\\_woo-young\\_201408\\_ms.pdf](https://getd.libs.uga.edu/pdfs/jang_woo-young_201408_ms.pdf)
- Jang, W. W., Byon, K. K., & Yim, B. H. (2020). Sportscape, emotion, and behavioral intention: A case of four professional major league sport events. *European Sport Management Quarterly*, 20(3), 321-343.
- Jones, C. W., Byon, K. K., Williams, A. S., & Pedersen, P. M. (2020). Live events and the sport customer: A sport spectator quality-value-behavior model. *Journal of Global Sport Management*. Advance online publication. doi: 10.1080/24704067.2020.1846908
- Kahle, L. R., Kambara, K. M., & Rose, G. M. (1996). A functional model of fan attendance motivations for college football. *Sport Marketing Quarterly*, 5(4), 51-60.
- Kline, R. B. (2015). *Principles and practice of structural equation modeling*. (4<sup>th</sup> ed.). New York, NY: The Guilford Press.
- Ko, Y. J. & Pastore, D. L. (2004). Current issues and conceptualizations of service quality in the recreational sport industry. *Sport Marketing Quarterly*, 13(3), 159-167.
- Ko, Y. J., Zhang, J., Cattani, K., & Pastore, D. (2011). Assessment of event quality in major spectator sports. *Managing Service Quality: An International Journal*, 21(3), 304–322.
- Koo, G. Y. & Dittmore, S. W. (2014). Effects of intercollegiate athletics on private giving in higher education. *Journal of Issues in Intercollegiate Athletics*, 7, 1-16.
- Koo, G. Y. & Hardin, R. (2008). Difference in interrelationship between spectators' motives and behavioral intentions based upon emotional attachment. *Sport Marketing Quarterly*, 17(1), 30-43.
- Koo, G. Y., Hardin, R., & Dittmore, S. W. (2015). Effects of service dimensions on service assessment in consumer response: A study of college football season ticket holders. *International Journal of Sport Management*, 16(3), 371-392.
- Lee, J. & Ferreira, M. (2011). Cause-related marketing: The role of team identification in consumer choice of team licensed products. *Sport Marketing Quarterly*, 20(3), 157-169.
- Lee, S., Lee, H. J., Seo, W. J., & Green, B. C. (2012). A new approach to stadium experience: The dynamics of the sensoryscape, social interaction, and sense of home. *Journal of Sport Management*, 26(6), 490–505.
- Lee, H. W., Gipson, C., & Barnhill, C. R. (2017). Experience of spectator flow and perceived stadium atmosphere: Moderating role of team identification. *Sport Marketing Quarterly*, 26(2), 87-98.
- Lock, D. & Heere, B. (2017). Identity crisis: A theoretical analysis of 'team identification' research. *European Sport Management Quarterly*, 17(4), 413-435.

- Magliocca, J. A. (2020). *Exploring constraints to student attendance at FBS non-autonomous football games* [Doctoral dissertation, University of Tennessee]. Tennessee Research and Creative Exchange.
- Mahoney, K. & Pastore, D. (2014). The sportsphere: A comprehensive approach to examining the work environment in public assembly facilities. *Journal of Facility Planning, Design, and Management*, 2(2), 104–123.
- McDonald, H. (2010). The factors influencing churn rates among season ticket holders: An empirical analysis. *Journal of Sport Management*, 24(6), 676-701.
- National Collegiate Athletic Association (n.d.). *2019 football attendance*. [http://fs.ncaa.org/Docs/stats/football\\_records/Attendance/2018.pdf](http://fs.ncaa.org/Docs/stats/football_records/Attendance/2018.pdf)
- Palmero, M. & Price, K. (2015). Influence of facility atmospherics on spectator attendance. *Journal of Facility Planning, Design, and Management*, 3(1), 44-56.
- Pan, D. & Baker, J. A. (2005). Factors, differential market effects, and marketing strategies in the renewal of season tickets for intercollegiate football games. *Journal of Sport Behavior*, 28(4), 351-377.
- Ryu, K. & Jang, S. S. (2007). The effect of environmental perceptions on behavioral intention through emotions: The case of upscale restaurants. *Journal of Hospitality & Tourism Research*, 31(1), 56–72.
- Schreiber, J. B., Nora, A., Stage, F. K., Barlow, E. A., & King, J. (2006). Reporting structural equation modeling and confirmatory factor analysis results: A review. *The Journal of Educational Research*, 99(6), 323-337.
- Shapiro, S. (2010). Does service matter? An examination of donor perceptions of service quality in college athletics. *Sport Marketing Quarterly*, 19(3), 154-165.
- Shapiro, S. & Ridinger, L. (2011). An analysis of donor involvement, gender, and giving in college athletics. *Sport Marketing Quarterly*, 20(1), 22-32.
- Slavich, M. A., Dwyer, B., & Rufer, L. (2018). An evolving experience: An investigation of the impact of sporting event factors on spectator satisfaction. *Journal of Global Sport Management*, 3(1), 79-98.
- Smith, R. A., (2011). *Pay for play: A history of big-time college athletic reform*. Urbana, IL: University of Illinois Press.
- Snipes, R. L. & Ingram, R. (2007). Motivators of collegiate sport attendance: A comparison across demographic groups. *Innovative Marketing*, 3(2), 65-74.
- Steinbach, P. (2015, June). Spectator venues realizing the benefits of downsizing. *Athletic Business*. Retrieved from <https://www.athleticbusiness.com/stadium-arena/spectator-venues-are-realizing-the-benefits-of-downsizing-seating-capacity.html>
- Sutton, W. A., McDonald, M. A., Milne, G. R., & Cimperman, J. (1997). Creating and fostering fan identification in professional sports. *Sport Marketing Quarterly*, 6(1), 15-22.
- Trail, G. T., Anderson, D. F., & Lee, D. (2017). A longitudinal study of team-fan role identity on self-reported attendance behavior and future intentions. *Journal of Amateur Sport*, 3(1), 27-49.
- Tsiotsou, R. (1998). Motivations for donation to athletic programs. *Cyber-Journal of Sport Marketing*, 2(2), 1-15. Retrieved from <http://www.ausport.gov.au/fulltext/1998/cjism/v2n2/tsiotsou22.htm>
- Underwood, R., Bond, E., & Baer, R. (2001). Building service brands via social identity: Lessons from the sports marketplace. *Journal of Marketing Theory and Practice*, 9(1), 1-13.

- Verhoef, P. C., Lemon, K. N., Parasuraman, A., Roggeveen, A., Tsiros, M., & Schlesinger, L. A. (2009). Customer experience creation: Determinants, dynamics and management strategies. *Journal of Retailing*, 85(1), 31–41.
- Wakefield, K. L., Blodgett, J. G., & Sloan, H. J. (1996). Measurement and management of the sportscape. *Journal of Sport Management*, 10(1), 15-31.
- Wann, D. (2002). Preliminary validation of a measure for assessing identification as a sports fan: The Sport Fandom Questionnaire. *International Journal of Sport Management*, 3(2), 103-115.
- Wann, D. L. & Branscombe, N. R. (1990). Die-hard and fair-weather fans: Effects of identification on BIRGing and CORFing tendencies. *Journal of Sport and Social Issues*, 14(2), 103-117.
- Wann, D. L. & Branscombe, N. R. (1993). Sports fans: Measuring degree of identification with their team. *International Journal of Sport Psychology*, 24(1), 1–17.
- Warren, C. (2013). Customer satisfaction in NCAA Division I FCS athletics: Testing the application of existing theory. *Journal of Contemporary Athletics*, 7(4), 1-13.
- Yoshida, M. & James, J. D. (2010). Customer satisfaction with game and service experiences: Antecedents and consequences. *Journal of Sport Management*, 24(3), 338-361.