

Prólogo

ESIC sigue apostando por la investigación en el ámbito turístico

Sin duda, la industria turística representa uno de los sectores económicos más relevantes de la economía española. Las cifras hablan por sí solas: según el Ministerio de Industria, Energía y Turismo, en 2014 casi 65 millones de turistas internacionales visitaron España, superando por segundo año consecutivo nuestro récord histórico. Por otra parte, en el sector turístico se está observando una evolución imparable en diversos ámbitos: los cambios en el comportamiento del turista han determinado que las nuevas tecnologías se conviertan en grandes aliadas para conocer a un cliente mucho más exigente e informado. En este sentido, el Big Data se alza como el principal protagonista en un mercado cada vez más segmentado. Precisamente, las nuevas preferencias de los turistas están motivando la aparición de nuevos modelos de negocio que se adapten a aquello que demandan los turistas. Asimismo, resulta imperativo contar con los medios necesarios para analizar e interpretar correctamente los datos procedentes del ámbito turístico y situar al cliente en el centro de la estrategia empresarial.

Conscientes de la preocupación por mejorar las estrategias de comunicación y marketing de la industria turística, este monográfico de aDResearch ESIC, ha querido contribuir con la difusión de trabajos académicos a esta importante área para la economía de los países y regiones.

Son muchas las líneas de investigación abiertas sobre este sector. Entre ellas cabe destacar, el análisis del comportamiento del consumidor a la hora de buscar información online con dispositivos móviles como los *smartphones* y *tablets* que va

aumentando su frecuencia, en los últimos años, frente al clásico ordenador. Esta tendencia creciente es importante a la hora de definir las estrategias de comunicación y marketing de las empresas ya que son canales tanto de comercialización como de comunicación en el sector turístico.

Por otra parte, gran parte de la investigación también se ha detenido en el estudio de la imagen de un destino turístico, ya que resulta clave para el éxito del mismo; además, con la creciente exigencia por parte de los consumidores, del afloramiento de nuevos destinos competidores y el incremento en la promoción por parte de destinos tradicionales, es necesario dirigir los esfuerzos a la proyección de una imagen favorable como elemento diferenciador del destino con el fin de que los consumidores potenciales encuentre motivadora su visita al mismo.

Por otro lado, no hay que olvidar la experiencia que vive un viajero en un determinado lugar bien sea por visita turística, viaje de negocios, estancia de estudio o asistencia a un determinado evento. El visitante traslada las percepciones de experiencia hacia el valor percibido, ya que asistiendo a los eventos se viven experiencias, lo que revierte en la mejora de la imagen del destino que celebran los mismos.

Por todo ello, se hace necesario realizar un seguimiento de la innovación y revolución digital sobre el sector; de la monitorización de las opiniones y comentarios de los viajeros antes, durante y después de su experiencia; del impacto del móvil y las redes sociales en la distribución turística; de la conversión de la publicidad de productos y servicios para conseguir la adecuación al nuevo tipo de viajero; de la transformación de los redes sociales y los cambios venideros.

Con el objetivo de favorecer la profesionalización y la competitividad, pero también la labor investigadora en materia turística, ESIC Business

& Marketing School viene celebrando en el campus de Valencia el Simposio Internacional de Innovación en Marketing Turístico, IMAT. Estos encuentros, impulsados por INMETUR, Centro de Innovación de Marketing en Empresas Turísticas integrado en ESIC Valencia, recoge y difunde los análisis de las tendencias de innovación en marketing y comunicación turística. Este encuentro a partir de sus dos ediciones tiene, entre otros objetivos, convertirse en un lugar de referencia para fomentar la conexión entre universidad y empresa.

Es por ello, que desde AdResearch ESIC hemos querido refrendar esta iniciativa y dedicar este número especial a la comunicación y el marketing en el turístico.

Este monográfico recoge diferentes proyectos de investigación que abordan aspectos interesantes desde el punto de vista de las estrategias de comunicación y marketing en la industria turística.

Así, el artículo *«Marketing Communication and Sport Tourism Application of Empathy Mapping to Spectator Football Tourism»*, los profesores Remondes y Pinto analizan al espectador de fútbol portugués, como turista deportivo utilizando el Mapa de Empatía, como contribución al desarrollo de estrategias de comunicación de marketing efectivas por parte de los clubes de fútbol. Para ello los profesores utilizaron una encuesta nacional para evaluar el comportamiento de los espectadores de fútbol como turistas deportivos. El Mapa de Empatía se aplicó a los resultados obtenidos.

Por su parte el profesor Figueroa de la Universidad de Sonora, plantea una propuesta conceptual para el diseño de una imagen que puede aplicarse a cualquier comunidad rural, considerando que la mayoría cuenta con recursos naturales y atributos propios que las diferencian entre sí. Su propuesta se basa en tres etapas: la identificación de los recursos naturales y las características de una comu-

nidad; la creación de una ventaja competitiva, y el propio establecimiento de la forma para diseñar la imagen turística aplicable a muchas comunidades rurales.

Abundando en el análisis del comportamiento del turista deportivo y en las teorías del patrocinio, las profesoras Aragonés, Küster y Vila de la Universidad de Valencia proponen un modelo teórico, que tras un exhaustivo análisis de la cuestión recoge, tanto la transferencia de valor y experiencia entre el evento y el patrocinador, como los antecedentes del comportamiento del visitante de un gran evento deportivo.

En el artículo, *«Algunas aproximaciones a las paradojas de la comunicación turística. De lo global a lo local»*, los profesores de la Universidad de Valladolid, Berrmejo-Berros y de la Université de Toulouse III, Bouzon y Marty realizan un análisis de la manera de hacer publicidad turística oscilando entre lo global y lo local, dependiendo de las concepciones dominantes y del contexto en cada momento. Los autores señalan que la eficacia de la comunicación turística en el futuro debe pasar por la capacidad de aglutinar estas dimensiones en sistemas integrados.

Por último, Ayestarán y Trapero, en su artículo *«De Tour OnLine por España, Un Plan Estratégico (2012-2015)»* se detienen en las nuevas tecnologías de internet para analizar cómo los usuarios de estas plataformas, que navegan por el portal *spain.info*, amparado por la Marca España, se convierten en turistas.

Es nuestro deseo que este número aporte valor y utilidad entre la comunidad académica y entre los profesionales y contribuya a una mejor toma de decisiones por parte de los agentes involucrados en la industria turística.

Myriam Martí Sánchez
Consejo de Redacción adResearch ESIC

Marketing Communication and Sport Tourism

Application of Empathy
Mapping to Spectator
Football Tourism

Turismo deportivo y comunicación de marketing

Aplicación de Mapeos
de Empatía en el Turismo de
Espectadores de Fútbol

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ABSTRACT

The theoretical framework on which this presentation is based is the Empathy Map, a tool of the Business Model Generation (Osterwalder and Pigneur, 2010). This model provides a means to structure consumer profiles coherently or to develop hypotheses about their profiles. The aim of this study is to characterize Portuguese football spectator tourists using the Empathy Map as a contribution to the development of effective marketing communication strategies by the football clubs. We made use of a national survey to assess the behaviour of football spectators as sports tourists and the Empathy Map was applied to the results. The survey questions were tested through exploratory factor analysis; to evaluate the socio-economic tourists' characteristics we applied an ANOVA test. A review of current literature on consumer behaviour, marketing communications and sports tourism is also presented. The article produces a visual map in order to demonstrate how the technique can be used to support decision making in sports tourism and marketing communication. Our results reveal that the football spectators vibrate with victories, hear friends and family, and are influenced by digital media; they carefully observe the teams in the game, the friends, and the animation of the event. They also celebrate the goals, they participate actively in the event and support their team. On the other hand, the football spectators as sports tourists are concerned about the safety and about the access to the stadiums. This instrument provides an example of how sports managers can get to know the behaviour of football spectator tourists more deeply, together with the environment and the factors that influence it. This technique can thus be an aid to the development of more effective decisions in the scope of animation in the stadiums, security inside and outside the stadiums, in accesses to the stadiums and communication through the web and social networks appropriate to various targets. The empirical application of the Empathy Map is to characterize football spectators as sports tourists. This framework has been used to understand the consumer profiles of micro, small and medium enterprises, large companies and start-ups. However, it has never been used to characterize the football spectator and its empirical application is unusual.

JEL Classification:**M31, M37****Key words:**

Consumer Behaviour,
empathy,
football,
Marketing Commu-
nication,
Sport Tourism.

RESUMEN

El marco teórico en el que se basa es el Mapa de Empatía, una herramienta de Generación de Modelo de Negocio (Osterwalder and Pigneur, 2010). Este modelo proporciona un medio para estructurar los perfiles comerciales de manera coherente, o de desarrollar hipótesis sobre sus perfiles. El objetivo de este estudio es describir al espectador de fútbol portugués, utilizando el Mapa de Empatía, como contribución al desarrollo de estrategias de comunicación de marketing efectivas por parte de los clubes de fútbol. Se utilizó una encuesta nacional para evaluar el comportamiento de los espectadores de fútbol como turistas deportivos, el Mapa de Empatía se aplicó a los resultados obtenidos. Las preguntas de la encuesta se revisaron mediante el análisis de factores exploratorio. Utilizamos el test ANOVA para evaluar las características socio-económicas de los turistas. De igual manera, se ha presentado un análisis de la literatura actual sobre el comportamiento del consumidor, comunicación de marketing y turismo deportivo. El artículo crea un mapa visual para demostrar como se puede utilizar la técnica para apoyar la toma de decisiones en el turismo deportivo y la comunicación de marketing. Nuestros resultados muestran que los espectadores de fútbol vibran con las victorias, escuchan a los amigos y familia, y están influenciados por los medios digitales. Observan, con atención, a los equipos en los partidos, los amigos, y la animación del evento. También celebran los goles, y participan activamente en el evento, apoyando a sus equipos. Por otro lado, los espectadores de fútbol, como turistas deportivos, se preocupan por la seguridad y el acceso a los estadios. Este instrumento proporciona un ejemplo de como los directores deportivos pueden conocer el comportamiento de los turistas espectadores de fútbol con profundidad, junto con los factores y ambiente que les influyen. Esta técnica, por lo tanto, nos puede ayudar en el desarrollo de decisiones más efectivas en el campo de la animación en los estadios, la seguridad dentro y fuera de los mismos, los accesos y la comunicación a través de la web y redes sociales adecuadas para los diferentes objetivos. La aplicación empírica del Mapa de Empatía es caracterizar a los espectadores de fútbol como turistas deportivos. El contexto se ha utilizado para entender los perfiles del consumidor de microempresas, PYMES y grandes compañías, así como empresas de reciente creación. Sin embargo, nunca se ha utilizado para describir al espectador de fútbol y su aplicación empírica no es habitual.

Clasificación JEL:**M31, M37****Palabras clave:**

Comportamiento
del consumidor,
empatía,
fútbol,
Comunicación de
marketing,
turismo deportivo.

1. Introduction

Sport in general and football in particular are areas where marketing communications techniques began to be applied later than in other fields. These techniques contribute to acquiring and retaining supporters, and therefore to performing attractive spectacles of the cities and locations in a perspective of sports tourism.

In sport there is a deep involvement and passion of the public (Brito and Lancaster, 2014). For this reason, the sports product, which for part of the spectators is also a touristic product, has a relevant role. This refers to the need to understand who buys and consumes the sports and/or tourism product. In fact, marketing has a fundamental principle to characterize the profile of consumers that purchase a product or service, so that the best value proposition is possible to provide in every moment and context.

But most sports clubs in Portugal continue, despite increasing efforts, not knowing very well who the kind of people who attend their games are, how many times a year, if they will go as they move, when they decide to go, if they go alone or accompanied and even how much money they spend each year with the club (Sá and Sá, 2008). This panorama in sports is clearly unsatisfactory, there is not information at all about the consumers and their psychological profile, essential pieces of information for marketing professionals (Sá and Sá, 2008).

In this context, we intend to characterize the Portuguese football tourists using the Empathy Map as a contribution to the development of effective marketing communications strategies by the football clubs. The approach made to the subject is innovative for two reasons. The first relates to the fact that there are more studies that characterize mega events such as the Olympic

Games or the World Championships (Richard *et al.*, 2013). In the purpose of the prologue of the World Cup Brazil 2014, for example, Richard *et al.* (2013) concluded that the destination influences the satisfaction of sport tourists, including security or the lack of it and it has implications in loyalty to the destination host. The second reason is related to the application of the Osterwalder and Pigneur model (2010), the Empathy Map, to characterize the spectator tourists football, an analytical model of the latest consumer profile and poorly applied even in areas of society where marketing has been a reality since the previous century.

The general objective of this paper is to understand the behaviour, the attitudes and the motivations of the football spectator tourists in Portugal. Specific objectives are defined as: (1) to characterize the socio-economic profile of football spectator tourists; (2) the application of the Empathy Map to better characterize the football spectator tourists point from the behavioural and motivational point of view (3) pointing marketing communications strategies amenable to implementation by the national football clubs view.

In applying the Empathy Map, the following questions were formulated: What do the football spectator tourists think, feel, hear, see, say and do? What are the aspirations and fears of the football spectator tourists? The methodology was based on a national survey. The data was analysed considering the descriptive statistics and factorial analysis, to answer research questions and achieve the goals set analysis.

In section 2 the main literature review is presented and section 3 describes the methodology and the structure of the survey questionnaire administered to football spectator tourists. Section 4 is devoted to the analysis of the results

using the statistical analysis and in section 5 the results and strategic reflection are discussed. The paper ends with Section 6 with the main conclusions, including some references to limitations and suggestions for future research.

2. Literature Review

2.1 Sport Tourism

The sports tourism attractions provide opportunities for strategic development of a destination (Hinch and Higham, 2008). If a destination capitalizes on the sport as a tourist attraction, it can be managed strategically as a cultural attraction. Therefore, the investment in the sports side of tourism can generate a positive return. Li and Jago (2013) evaluate the impact of tourism expenditure associated with regular sporting competitions, and prove that this kind of event has a significant and an important net economic activity. On the other hand, the small-scale sporting events also have untapped potential for the development of tourism on host communities (Gibson *et al.*, 2003).

Weeb (2007) states that in tourism, paradoxically, the motivation for a trip is often related to the return. In sports tourism, the risk associated with the purchase can be both a danger to be avoided and a thrill to be sought. Thus, mega-sporting events can be a social and cultural success but also an economic disaster (or vice versa).

So whether for communities, clubs, sponsors or advertisers, the principle of creating a business model that is based on a value proposition for the customer and an operational model advocated is essential (Thompson *et al.*, 2013). These authors explain that the value proposition describes the customers who are the target, the products and services desired to offer to satisfy wants and needs at a price they consider as a

good value. Only then, can you retain sporting tourists, targets for which we must continually study the variables that influence their loyalty to be able for organizations to enhance the relationship with the same (Bee and Havitz, 2010).

Spectator tourists football falls within the concept of sports tourism which, according to Hall (1992), is to «travel by non-commercial reasons not to participate or observe sporting activities outside the home». The author believes sport to be a major tourism attraction, has identified not only the events as key elements of sports tourism, but also adventure tourism and health and fitness tourism.

Carvalho & Lourenço (2008) distinguished sports tourists, who are people who make a trip out of their usual environment and who stay at least a night in the place visited and sports day visitors, who stay less than a night at the site. In this article, we consider a football spectator tourist, one who moves to watch a game outside the district of residence.

For their part, the sports events can be classified according to their size and reach, in (Ishiy, 1998): (1) locations (2); regionals (3); nationals (4) continental ; and (5) worldwide.

2.2 Marketing Communications in Sport

Kotler and Armstrong (2013) define marketing as «the process by which companies create value for customers and build strong relationships with them to capture their exchange value» and emphasize a clear way that companies that stand out for their guidance marketing seek to learn and understand the needs, desires and demands of their customers. Therefore, they plan research on models of consumer behaviour and analyse data. An important aspect of the work of these classics is the distinction they make between

culture, as the main determinant of the desires and behaviours of a person, and the subculture, as a group of people who share the same values. For example, Salomé (2009) studied the ultra-subculture in football, to which Portuguese supporters groups adhered, which demarcate the traditional supporters and concluded that since the 90's both parties accept each other despite their differences. Cultural Studies in the light of the thought of Stuart Hall in the 1970's considered these forms of popular culture as valid in the post-modern area, due to their democratic traits and their impact on mass culture.

Therefore, it will be possible to assert that the sports-marketing and marketers should seek to identify cultural changes in followers, who behave as «tribes» (Brito and Lancaster, 2014; Dionísio, 2009; Sá and Sá, 2008), because they compare a stadium to a «sacred place», and they identify themselves with rituals such as the input the competing teams, among others, and studying subcultures that are also important market segments. In the stadiums, not only the rituals but also the animation based on a number of parallel activities, which can either be directed to those who participate and for those attending (Almeida and Araújo, 2012) is an important variable of the sports spectacle. But still as the stadiums are concerned, Solomon (2012) believes that sporting events can be defined as «sacred» because it is common for teams to gather in prayer before the game, the stadium is a «worship temple», and «fans» are members of the congregation. Other authors also speak of fans as «fans» (Wiid, 2012; Dionísio, 2009; Sá and Sá, 2008).

In sports marketing, the marketing concept still applies to the activities performed by enterprises exterior to the sporting events, as sponsors and advertisers, companies already cited in

this article, which direct their messages to consumers-football spectators on site and through traditional and online media (Brito and Lancaster, 2014), media influencing fans (Almeida, 2008). Gastaldo (2011) means that the entry of new communication technologies in sport has expanded its historical links with the media, because of the mediatizing of sports events being responsible for successive audience phenomena.

2.3 Consumer Behaviour in Sport

According to Flecha & Pontello (2015), within the framework of the study of sport consumer behavior there are three dimensions of analysis: (1) the behaviour of the individual while spectator; (2) the decision-making process in consumption, and (3) the motivations.

The studies developed by some authors, can point to the following characteristics of the tourists football viewers: (1) as in other areas these consumers can be considered «blended», underscoring this reality in the generation of the nineties or in this century, which did not make the transition from traditional to digital (Viegas, 2012); the consumers of sport can be considered one of the best examples of the «why generation», this meaning that new consumers want to have a voice about the products that they consume. For example, in the 2011/12 sports season, the blue colour of TMN had to be removed from the sweatshirts of Sport Lisboa and Benfica, as it was the colour of the rival FC Porto, having become only the white sweatshirts lettering the TMN brand on red background (Marketing Future Lab, 2012); (3) the predominant emotion in the football spectator competition is high anxiety, represented by body behaviour «stand still» most of the time, and for many episodes that are unique physical behaviours as «embrace» for the

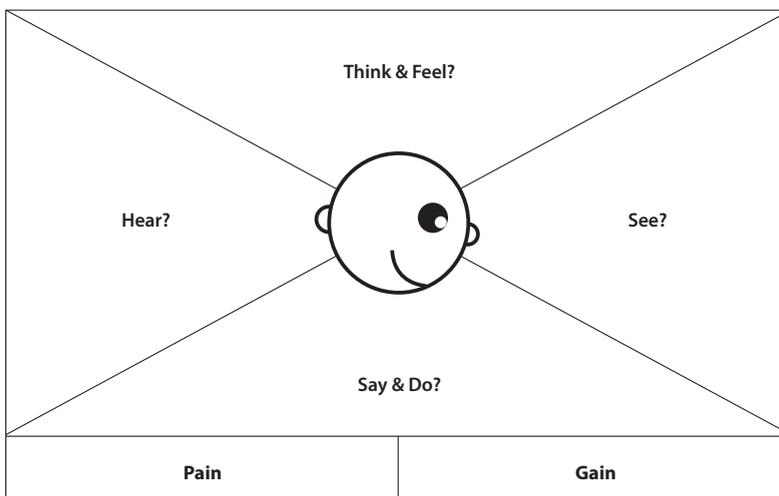
goal «bounce with high elevation and high rhythm» and «jump with low elevation and high rhythm» for victory (Neto, 2009); (4) the consumer spectators are enthusiastic supporters and put other consumers beside with behaviours of young hoodlums of supporters teams or whistles and insults of organized supporters ; (5) the consumer spectators share with fans of their club the common goal that is always to win, although they may disagree about the means to achieve that purpose, such as this or that player that should play (Almeida, 2008); (6) there may be alcohol and drug problems and destructive behaviour by the crowd rising and criminality (Madeira *et al.*, 2007); (7) the adept may be called the «Exclusive fan» - elusive fan - having higher expectations and living in new technologies, individualism and time pressure environment; (Rein *et al.*, 2006.) (8) the female consumers in most sports value more

loyalty, socialization, self-realization and equality through sport than male consumers who are more motivated by stress, affiliation with a group and entertainment do (Chen, 2010). Analysis of the various characteristics of football spectators tourists, as Bee and Kahle (2006) refer, the sports marketing always involves some kind of relationship among the public.

In this paper, we study the behaviour of the football spectator tourist using the Empathy Map, a concept map which is always a tool that is both simple and an elegant complexity (Novak and Cañas, 2010), precisely to contribute to greater knowledge of this market segment and simultaneously to help administrators and managers to develop suitable strategies for the organizations involved.

The Empathy Map (see Figure 1) is an integral part of the methodology of development of busi-

Figure 1 · Empathy Map



Source: Osterwalder and Pigneur (2010).

ness concepts «Business Model Generation», already applied in brands such as 3M, Panasonic, Michelin, Mastercard, SAP, Intel, Colgate and Syngenta, among others, created by XPLANE, the visual thinking company, which Osterwalder and Pigneur (2010) like to call «makers of truly simple customer profiles» feature helps to characterize consumers not only in a demographic perspective, but to better understand the environment, their behaviour, concerns and aspirations.

For the authors described above, making the Empathy Map allows designing a stronger business model because a deeper knowledge of the consumer guides the elaboration of better value propositions and communication strategies than traditional methods. The Empathy Map allows us to understand better what it is that consumers are truly willing to purchase, looking for answers to: 1. What the customer sees when consuming? 2. What the customer hears when consuming? 3. What do you think and feel when client consumes? 4. What customer speaks and makes to consume? 5. What are the pains to consume (doubts, fears, difficulties)? 6. What are the gains that can surprise the consumer?

These were the variables set out in an online questionnaire, whose planning and implementation we justify and detail in the following section. To assess what the tourist spectator cup in Portugal sees, hears, thinks and feels, talks and does when watching a game, their «pain» and gains, having finally identified design opportunities for better value and better communication techniques in football clubs.

3. Methodology

Our main purpose in this paper is to characterize Portuguese football tourists applying the Em-

pathy Map. To reach this goal a self-complete questionnaire was designed to survey the Portuguese football tourists and it was made available online on various social networks (Facebook, Google Plus, LinkedIn e Twitter). Moreover, the survey was made available in open forums and most actively in some football clubs.

The online survey was hosted on Facebook for the intended market segment (respondents from 18 years of age and both genders), so that the contents was viewed by many people and would reach audiences nationwide. The total number of views obtained was 145.797. The questionnaire was available during three months and 203 valid responses were obtained.

It is important here to remember, that in this article, it is considered as football tourist spectator, one that moves for a game outside the district of residence and in total a sample of 109 individuals was obtained.

According to Silvestre (2007) one of the most useful sampling methods is the method of casual simple random sampling. In accordance with this method, each element of the universe has equal chance of being chosen for the sample. Given the population around 8,000,000 people (according to the INE, 2015) the sample should be of at least 97 respondents, with a confidence range of 95% and a sample error of 10%, so the sample collected may be representative of the population under study.

The questionnaire was divided taking three groups into account: the socio-demographic characteristics of the respondents; the description of the football spectators in terms of the favourite and member of football club, the national and international tourism to watch the football match and expenses with the trip; and two scales, one relating to the frequent beha-

viour of the football spectator tourist (think and feel, hear, see, say and do) presented on 5-point Likert-type scales ranging from (1) «never» to (5) «always», and the other relating to aspirations and concerns of the football spectator tourist presented on 5-point Likert-type scales ranging from (1) «strongly disagree» to (5) «strongly agree».

Initially, we proceeded to the general characterization of the football spectators based on descriptive analysis. With the objective to better understand the behaviour of the spectator as a sports tourist, the expenditure on trip, food and beverage, inside and outside the country, we considered the different socio-economic tourists' characteristics and we applied an ANOVA test.

Finally, the survey questions, of the frequency behaviour in relation of *think and feel, hear, see, and say and do*, were tested through exploratory factor analysis to acknowledge the dimensions perceived by the spectator as sports tourist. The same analysis was done for the survey questions of aspirations and concerns with the objective to understand the main dimensions. We applied the exploratory factor analysis because it is an appropriate instrument to reduce data to a smaller set of summary variables and to explore the underlying theoretical structure of the phenomena (Marôco, 2011).

4. Research Findings

Characterization of the sample

The sample contains 70,4% males, 29,6% females and the following age breakdown: less than 18 (3,0%), 18-22 (22,7%), 23-28 (21,2%), 29-35 (20,2%), 36-45 (20,2%), 46-55 (9,4%), 56-65 (3,0%) and more than 65 (0,5%). As to the marital status, 60,6% are single, 29,1% married, 8,9% divorced and 1,5% widowed. Concerning

the net monthly income, 32,0% have less or equal to 1.000€, 35,5% between 1.001€ and 2.000€, 20,7% between 2.001€ and 3.000€ and 11,8% more than 3.000€. About numbers of individuals in the household, until 1 person 16,7%, between 2 and 5 persons 79,8%, and more than 5 persons 3,4%. Regarding schooling and qualifications, 2,5% of the respondents have a basic level, 32,5% have secondary education, 41,9% have a graduation level, 17,7% have a Master level and 5,4% have a PhD.

Football spectators as sports tourists

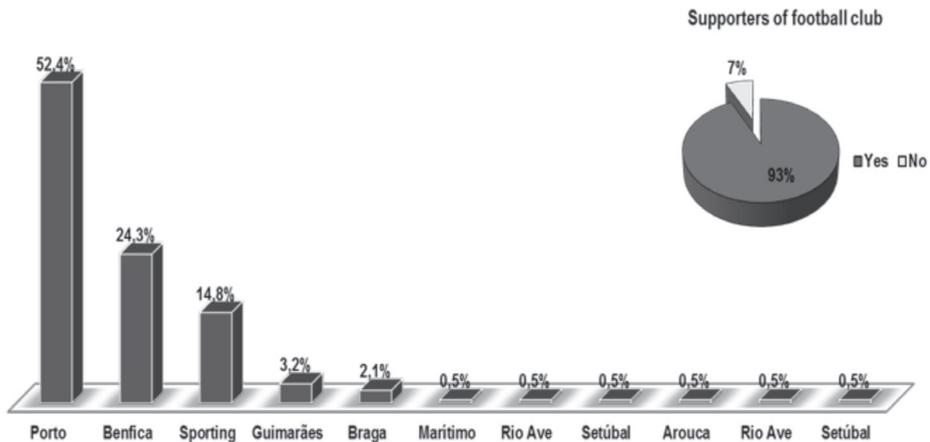
In our whole sample we observe that 93,1% (189 respondents) are supporters of a football club and the majority are fans of Futebol Clube do Porto (52,4%), followed by Benfica fans (24,3%), Sporting fans (14,8%) and other clubs (8,5%) (See graphic 1 - pag. 18).

Only 27,6% (56 respondents) are members of a football club. Of the respondents who answered that they were members of a club, we observe the predominance of Porto club members (55,4%), followed by Benfica club members (19,6%), Sporting club members (7,1%) and other clubs members (17,9%) (See graphic 2 - pag. 18).

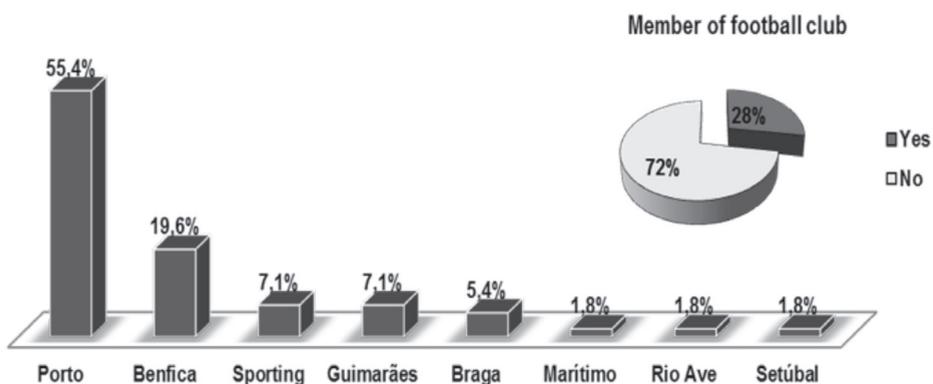
More than half of the respondents, 53,7% (109 respondents), attend the football match outside the district of residence, and 46,8% moves at least once a month (See graphic 3- pag. 19).

For the respondents that revealed that they attend the football match outside the district of residence, 53,7% (109 spectator as sports tourist), the average expenditure on the trip is equal to 47,67€ and on food and beverage it is 21,32€; the maximum expenditure is equal to 950€ and 400€, respectively. The sports events, in this context, football match, have potential to increase the city revenue, while increasing the travelling

Graphic 1 · Favourite football club (n=203)



Graphic 2 · Member football club (n=203)



Graphic 3 · Frequency and attending of the football match outside the district of residence (n=203)

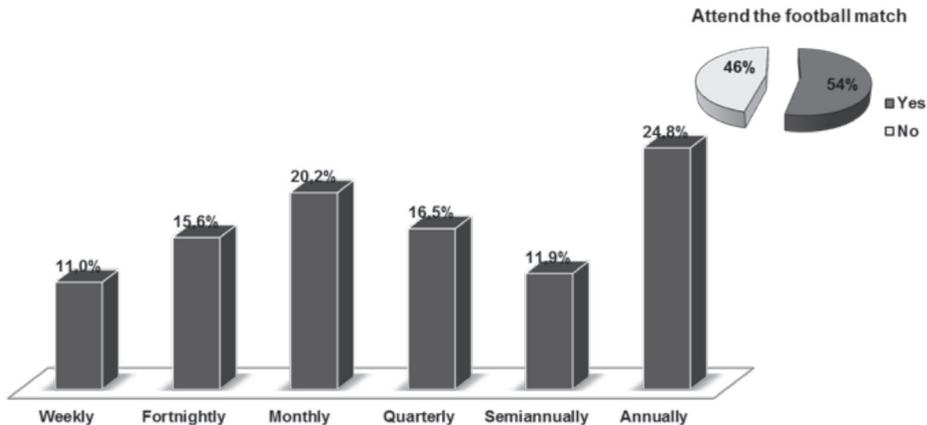


Table 1 · Descriptive statistics of spending (€), outside the district of residence (n=109)

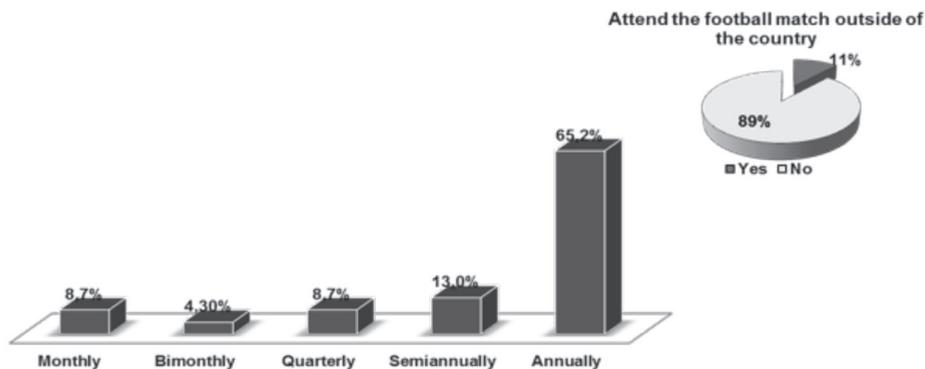
	Maximum	Mean	Std. Deviation
Spending on trip	950	47,67	116,108
Spending on food and beverage	400	21,32	41,848

desire of the supporters of the football club (Table 1).

The average expenditure is separated in two different columns for each category of expenditure, by different socio-economic respondents' characteristics. Results of the ANOVA test are reported in order to compare the means of expenditure related to the selected respondent's characteristics (see Table A1 in Appendix A). The expenditure on trip is significant with respect to marital status, with married people spending more, with the number of individuals in the household, with

more than five persons to spend more, and with schooling and qualifications, with persons with more education to spend more. The expenditure on food and beverage is significant with respect to age, with the persons from age 36 to 45 years spending more; with respect to marital status, with married persons spending more, and increasing with function net monthly income.

The respondents evidence that 11,3% (23 respondents), attend the football match outside the country and the majority, 65,2%, assist annually.

Graphic 4 · Frequency and attendance of the football match outside of the country (n=203)**Table 2 - Descriptive statistics of spending (€), outside of the country (n=23)**

	Maximum	Mean	Std. Deviation
Spending on trip	1500	384,13	367,778
Spending on food and beverage	700	189,13	206,324

For the respondents that revealed that they attend the football match outside the country, 11,3% (23 tourists), the average expenditure on trip is equal to 384,13€ and on food and beverage it is 189,13€ (See Table 2).

The average expenditure outside the country is separated in two different columns for each category of expenditure, by different socio-economic respondents' characteristics. The results of the ANOVA test are reported in order to compare the means of expenditure related to the selected respondent's characteristics (see Table A2 in Appendix A). The expenditure on trip is significant with respect to age, with the persons between 36 and 45 years old spending more, and as for marital status, with married people

spending more. The expenditure on food and beverage is only significant with respect to marital status, with married persons spending more.

The concern with the economical impact of small sports tourism has been growing (Gibson *et al.*, 2005; Daniels and Norman, 2003; Wilson, 2006; Allan *et al.*, 2007). Small-scale sports events take into account regular season sporting competitions, as for example football championships. This contrasts with mega-events through their use of existing infrastructure, their need for less public support to host, their avoidance of tourism seasonality, and their more easily managed scale (Higham, 1999). Our paper does not focus on a particular event (see for example, Gibson *et al.*, 2002; Allan *et al.*, 2007) and its

main objective is not to quantify the impact of the tourism expenditure associated with regular season sporting competitions. However, we observed that the expenditures are large per person, and increase with married people and with a greater number of family elements. The net economic activity supported by this form of sports tourism is significant.

Empathy of the football spectator tourist

In the context of the Empathy Map, in the evaluation of *think and feel*, we observe that the football spectator tourist presents high levels of frequency in all items, with special attention to the goals of the team and with its victory (see Table B1 in Appendix B where the descriptive statistics of scale applied are presented). The expectation of seeing new destinations, although that not being the main objective, has a high interest. In the evaluation of *hear* the tourists give more attention to the friends, family and social networks. To characterize what the tourists *see*, we observed that they expect to see the teams in the game and in the environment created by the media: radio and television, the friends and the animation in the stadium. In the context of *say and do*, the tourists intend to celebrate goals, the victory, support the team and attend the match in full (see Table B1 in Appendix B).

In the aspirations, the football spectator tourist presents high levels of concordance with the items related to the football match, with the victory of the team and its fun (see Table B2 in Appendix B where the descriptive statistics of scale applied are presented). The desire for seeing the attractions of the tourist destination, although this not being the main objective, has a high interest. In opposite, the football spectator tourists do not see the football match as an opportunity

to do network. The main concerns are related to the security inside and outside of the stadium, and in the eventual poor access to the stadium (see Table B2 in Appendix B).

The main dimensions of the football spectator tourist

In the first moment, we present the factor analysis to understand the dimensions of the football tourists in the *think and feel, hear, see, and say and do* aspect. The first indicators of this type of analysis are the KMO (Kaiser-Meyer-Olkin) and the Bartlett test giving an indication of how far the factor analysis should be performed with the data in question. The data obtained show us that the factor analysis should be performed (KMO = 0,924). The statistical value of the Bartlett's test ($X^2 = 4772,665$) is significant ($p = 0,000$), and the correlations between variables are suitable for doing a factor analysis.

We conducted factor analysis using the Varimax rotation for the items and six distinct factors emerged in the sample which explained 68,038% of the total variance for the data. All items loaded highly on the factors, and no item loaded on more than one factor, supporting the independence of the dimensions. The criteria for acceptance of the results were defined by the academic literature. As we can see in the table below, the factors that resulted from the data analysis were the victory of the team (factor 1), the animation in the stadium (factor 2), the teams (factor 3), the social part (factor 4) the media (factor 5) and the touristic component.

Factor 1 is the most important, it is related to the team's victory and with the support. It is an expected result because the supporters always want their team to win. Factor 2 combines the variables that make a live football spectacle unique:

the audience, the supporters group and the animation in the stadium. Factor 3 joins all necessary teams to carry out a football game: technical teams, refereeing team and teams of the clubs. Factor 4 is related with an important component of this kind

of events, the social part that includes the friends and the family. Factor 5 evidences the relevance of the media online. Factor 4 exhibits the tourist component that can be followed when the supporters move to see a football match.

Table 3 · The main dimensions of the football tourists in the think and feel, hear, see, and say and do aspect (n=109)

Variables	Loading*					
	Team victory	Animation in stadium	Teams	Social part	Media	Tourist component
□□□ 36 I celebrate the goals of my team	0,797					
□□□ 42 I celebrate the victory of my club	0,784					
□□□ 39 I always support my team during the match	0,776					
□□□ 4 I am entranced with the goals of my team	0,741					
□□□ 3 I believe in the victory of my team	0,729					
□□□ 40 I support my team when it is winning	0,711					
□□□ 37 I express my dissatisfaction with refereeing errors	0,637					
□□□ 22 Audience		0,734				
□□□ 23 Supporters group		0,710				
□□□ 34 Animation in stadium		0,606				
□□□ 27 Technical teams			0,780			
□□□ 26 Refereeing team			0,756			
□□□ 25 Teams in game			0,619			
□□□ 28 Friends				0,739		
□□□ 29 Family				0,728		
□□□ 7 Friends				0,647		
□□□ 15 Social Networks					0,801	
□□□ 14 Online Newspapers					0,763	
□□□ 6 I am happy to get to know a new destination						0,666
Eigenvalues/Rotation Sums Squared Loadings	14,149	2,121	1,843	1,432	1,192	1,036
% Variance	44,215	6,628	5,760	4,474	3,725	3,236

Extraction Method: Principal Component Analysis. Rotation Method Varimax with Kaiser Normalization.

Table 4 • The main dimensions of the aspirations and concerns of the football spectator tourist (n=109)

Variables	Loading*	
	Security concerns	Gaining aspiration
□□□ 53 Lack of security outside the stadium	0,954	
□□□ 52 Lack of security at the stadium	0,943	
□□□ 54 Poor access to the stadium	0,862	
□□□ 46 I wish that my team is the best		0,948
□□□ 47 I wish my team wins the game		0,945
□□□ 45 I desire to attend a good football match		0,795
Eigenvalues/Rotation Sums Squared Loadings	3,663	1,539
% Variance	61,056	25,653

Extraction Method: Principal Component Analysis. Rotation Method Varimax with Kaiser Normalization.

In the second moment, we present the factor analysis to understand the dimensions of the aspirations and concerns of the football spectator tourist. The indicators $KMO = 0,736$ and Bartlett's test $c2 = 1320,897$ confirm that the factor analysis should be performed, and the correlations between variables are suitable for doing a factor analysis.

We conducted factor analysis using the Varimax rotation for the items and two distinct factors emerged in the sample which explained 86,709% of the total variance for the data. All items loaded highly on the factors, and no item loaded on more than one factor, supporting the independence of the dimensions. The factors that resulted from the data analysis were the security concerns (factor 1) and the gaining aspiration (factor 2).

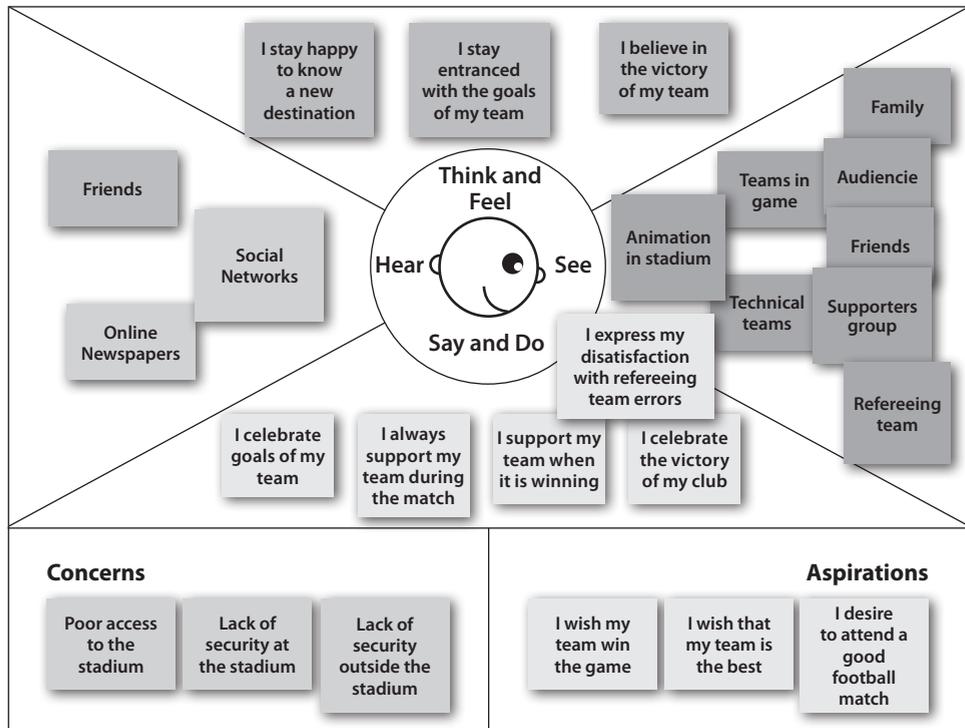
Factor 1 is related to the security concerns in relation to the inside and the outside of the stadium and the poor access. Factor 2 reflects the

desire by the tourist that the team wins and is the best.

The results obtained in the light of the Empathy Map in analysis may be synthesized through Figure 2 that intends to represent the football spectator tourist. (See Figure 2 - Pag. 24).

5. Discussion

The results allow us to characterize the profile of the tourist spectator of football based on the Empathy Map and, in this sense, confirm that the same show predominantly related to the behaviours that come when they go watch a football game outside of their site, like the animation in the stadium, teams, friends and family, teams, staff, supporters and what they say and do when they watch the show, as the celebration of goals, supporting their team, expressions of displeasure by the refereeing errors and celebration of the victory of their team, which means we are faced with active consumers and that the dimension view, appreciates not only the football game at

Figure 2 · Empathy Map: Football tourist spectator

the destination, but also tourist attractions, although this is not the main purpose of their journeys.

As consumers manifest themselves more in these dimensions, and obviously leaving behind what the spectator tourist hears (social networks, online newspapers and acquaintances) and what he/she thinks and feels, as he almost always thinks about the victory of his/her team but also about the happiness that destiny can bring, one may suggest to sports managers that the investment in terms of marketing and strategic communication should fall preferentially on the following efforts:

- Win titles (Factor 1 - most important);

- Investing in improving in the internal and external security of the stadium (Factor 1 - most important);
- Animate the events to delight and excite the audiences (Factor 2);
- Providing competitive teams to fans and supporters team, (Factor 3);
- Managing the notoriety and brand reputation in every moment, since friends and family influence each other (factor 4);
- Manage strategically and operationally the presence of the club in various social networks (Factor 5).

The effort of winning titles is crucial because the main aspirations revealed by the respon-

dents were watching a good football game, their team was the best and one wins. Security must be considered because access to the stadium and security abroad and inside the stadium is what most concerns the football spectators. The animation events, competitive teams and a strategic and operational management of digital communication that allows managing the notoriety and reputation, allows the spectators to be more satisfied with what they see and hear, generating behaviours (and speaking about them) more favourably to the sports event.

However, the information gathered through this study confirms the trend for communication blended in Dionísio (2009), and thus must follow their recommendations for the sports clubs: creation of official sites with information, data bases of supporters to rapidly identify targets, spaces that may enable the online dialogue such as forums or Facebook which amidst other social networks help the meeting of supporters that follow the club.

The animation of the sporting events can also certainly go through the proper management of lighting, traffic flows of people (Madeira *et al.*, 2007), the interior and exterior design of the stadium (Widd, 2012) and the animation on the lawn.

Not only to sports managers, but also to policymakers, it is required to provide good access to sporting venues if they wish to attract football spectator tourists to their cities. Policy makers are also asked to devise a marketing strategy for cities that allow sharing value propositions with their visitors, so that they will feel like coming back. Their loyalty or capture remains a prerequisite for the survival of the sports clubs (Rein *et al.*, 2006), because most sporting events imply high costs for the consumer-spectator when he

wants to attend the game (Viegas, 2012), related costs not only with the price of entry in the stadium, but also related to the hotel and food and beverage, among others.

In this field, we think there are still some challenges to be overcome by the entities, since sports tourism is a recent area to be managed on a marketing perspective. However, we believe that entities do not bother to know the reality around them, are likely to lose space to adapt. This study helps to know tourist profile football spectator a little better, and that should be the focus. The supporter is a priority for any club and the tourist is decisive not only for the club but for the cities where sporting events take place, including regular football games .

6. Conclusions

The aim of our study is to understand the behaviour, attitudes and motivations of football spectator tourists, so that sports managers can make decisions and appropriate marketing communication. This goal was achieved with the conceptual contribution which resulted in the development and empirical verification of the relationship between the concepts of sports tourism, marketing communications in sport and football spectator tourist behaviour, having culminated in the preparation of the study Empathy Map of Osterwalder and Pigneur (2010), that made it possible to draw the profile of this type of tourist. In the end, we were able to identify marketing communications strategies for football clubs and for those responsible for the management of the cities.

At the bottom, with this study we answer the questions raised earlier in the research: what do the football spectators tourists think, feel, hear, see, say? What are the aspirations and fears of

the football spectator tourists? We can conclude that, in general, the football spectators tourists feel the victory of the team more and if the team reaches the objectives or not, preferably hear friends, family, and are influenced by social networks, like to see the teams play, the environment created by the media, friends and the animation in the sports event as well as celebrate goals, victories, actively participate in the event and support the team. It seems that the main aspiration is even the victory of the team. The desire to see the tourist attractions of the destination, although not being the primary goal, also has a high interest. On the other hand, the football spectator tourists are concerned about the safety inside and outside the stadium and about the lack of access to the stadium. However, the dimensions see and talk and do have statistically proven to be more significant.

The strategies identified in the study refer primarily to the need for the teams to win games and competitions and for clubs to invest in improving safety and access to the stadium, in the provision of sporting activities and competitive

teams, managing notoriety, reputation and communication through social networks.

Limitations and suggestions for future research

This study is another step towards understanding the «fan» football tourist, personage of our Map of Empathy, whose knowledge lacks clear links and systematic studies (Jones, 2008). However, it has limitations that future research should try to overcome precisely by repeating the Map of Empathy with new participants. It also proposes the monitoring of certain consumers in their tourist-sporting experiences in order to better get to know their behaviours and attitudes on events that might reveal significant changes in the profile of these football spectator tourists and the variables that influence these changes. Therefore, the use of triangulation, i.e. the integrated quantitative research with qualitative research, can afford to do Map of Empathy in greater depth, and identify other unobserved variables in this first approach to the model used.

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Appendix A

Table A1 · Descriptive statistics of spending (€), outside the district of the residence (n=109)

Variables	Average of spending on			
	trip	ANOVA (p-value)	food and beverage	ANOVA (p-value)
Gender		0,135 (0,714)		1,182 (0,279)
Female	45,2		18,7	
Male	54,48		28,55	
Age		0,593 (0,735)		2,557*
less than 18	23		11	
18-22 years old	51,65		11,26	
23-28 years old	22,76		10,52	
29-35	46,9		26,5	
36-45	86,47		54,33	
46-55	70,63		31,25	
56-65	-		-	
more than 65	-		-	
Marital status		16,199**		5,049**
single	24,71		12,3	
married	77,7		46,19	
divorced	58,75		32,5	
widowed	49,5		6	
Net monthly income		1,306 (0,276)		6,735**
Less or equal 1.000€	55,09		11,79	
1.001€ and 2.000€	29,33		14,77	
2.001€ and 3.000€	42,48		23,33	
more than 3.000€	102,08		67,5	

.../...

Variables	Average of spending on			
	trip	ANOVA (p-value)	food and beverage	ANOVA (p-value)
Individuals in household		3,895*		0,412 (0,663)
1 person	47,46		22,31	
2 and 5 persons	39,38		22,19	
more than 5 persons	172,5		6,17	
Schooling and qualifications		5,488**		1,345 (0,258)
Basic level	26,91		5	
Secondary education	30,51		17,26	
Graduate	35		15,89	
Master	71,91		35,14	
PhD	103,02		44,4	

Notes: All test results are not significant unless indicated otherwise: ** significant at $p \leq 0,001$,

Table A2 · Descriptive statistics of spending (€), outside of the country (n=23)

Variables	Average of spending on			
	Trip	ANOVA (p-value)	Food and Beverage	ANOVA (p-value)
Gender		0,027 (0,872)		0,101 (0,754)
Female	390		195,53	
Male	356,25		158,75	
Age		2,976*		1,371 (0,284)
less than 18	-		-	
18-22 years old	127,5		157,5	
23-28 years old	201		159	
29-35	244		172	

.../...

Variables	Average of spending on			
	Trip	ANOVA (<i>p-value</i>)	Food and Beverage	ANOVA (<i>p-value</i>)
36-45	760		365	
46-55	600		230	
56-65	-		-	
more than 65	-		-	
Marital status		6,010*		5,570**
single	185,42		165,32	
married	688,89		323,89	
divorced	-		-	
widowed	-		-	
Net monthly income		0,962 (0,431)		1,060 (0,389)
Less or equal 1.000€	130		135	
1.001€ and 2.000€	236,67		170,83	
2.001€ and 3.000€	489,44		213,33	
more than 3.000€	458,33		225,83	
Individuals in household		1,524 (0,242)		1,674 (0,213)
1 person	176,25		92,5	
2 and 5 persons	451,11		193,33	
more than 5 persons	-		-	
Schooling and qualifications		1,213 (0,332)		2,578 (0,084)
Basic level	-		-	
Secondary education	260		101	
Graduate	245,71		96,43	
Master	556,11		252,22	
PhD	405		450	

Notes: All test results are not significant unless indicated otherwise: ** significant at $p \leq 0,001$, * significant at $p \leq 0,05$.

Appendix B

Table B1 · Frequent behaviour of the football spectator tourist (n=109)

Variables	NEV %	RAR %	SOM %	OFT %	ALW %	Mean	Std. Dev.
Think and Feel							
☐☐☐ 1 I like to see my idols	11,8	8,4	19,2	32,0	28,6	3,6	1,3
☐☐☐ 2 I appreciate the animation in football stadium	6,9	5,4	18,7	33,0	36,0	3,9	1,2
☐☐☐ 3 I believe in the victory of my team	3,4	3,4	8,9	20,2	64,0	4,4	1,0
☐☐☐ 4 I feel entranced with the goals of my team	3,4	2,0	5,4	21,7	67,5	4,5	0,9
☐☐☐ 5 I feel good physically and psychologically	5,4	4,4	10,3	36,0	43,8	4,1	1,1
☐☐☐ 6 I am happy to know a new destination	8,4	7,4	18,7	34,5	31,0	3,7	1,2
Hear							
☐☐☐ 7 Friends	3,4	5,9	22,2	46,8	21,7	3,8	1,0
☐☐☐ 8 Family	6,4	8,4	26,6	35	23,6	3,6	1,1
☐☐☐ 9 Coworkers	16,7	13,3	30,5	32	7,4	3,0	1,2
☐☐☐ 10 Public	13,8	18,2	36,5	21,2	10,3	3,0	1,2
☐☐☐ 11 Sound information of the stadium	12,8	19,2	37,4	19,7	10,8	3,0	1,2
☐☐☐ 12 Radio	23,2	20,7	27,6	19,2	9,4	2,7	1,3
☐☐☐ 13 TV online	26,6	14,8	25,6	25,1	7,9	2,7	1,3
☐☐☐ 14 Online Newspapers	21,2	17,2	20,7	27,1	13,8	3,0	1,4
☐☐☐ 15 Social Networks	14,3	12,3	23,2	32	18,2	3,3	1,3
☐☐☐ 16 Supporters group	25,6	21,2	19,2	18,2	15,8	2,8	1,4
☐☐☐ 17 Other	41,4	15,8	31,5	6,4	4,9	2,2	1,2
See							
☐☐☐ 18 Environment created by the media: radio and television	9,9	9,4	21,2	34	25,6	3,6	1,2
☐☐☐ 19 Conflicts between supporters outside the stadium	21,2	32,5	28,6	11,3	6,4	2,5	1,1
☐☐☐ 20 Attractions in the city where the match takes place	11,8	18,2	32	22,7	15,3	3,1	1,2

.../...

Variables	NEV %	RAR %	SOM %	OFT %	ALW %	Mean	Std. Dev.
Think and Feel							
□□□ 21 Inner zone of the stadium	8,4	10,8	27,6	36,5	16,7	3,4	1,1
□□□ 22 Audience	7,9	10,8	27,6	37,4	16,3	3,4	1,1
□□□ 23 Supporters group	12,3	13,3	20,2	29,6	24,6	3,4	1,3
□□□ 24 Electronic information	13,3	13,3	34	27,1	12,3	3,1	1,2
□□□ 25 Teams in the game	6,9	3,4	16,3	30	43,3	4,0	1,2
□□□ 26 Refereeing team	11,3	16,7	25,6	26,6	19,7	3,3	1,3
□□□ 27 Technical teams	10,3	15,3	29,6	27,6	17,2	3,3	1,2
□□□ 28 Friends	6,4	7,9	30,5	37,9	17,2	3,5	1,1
□□□ 29 Family	8,9	14,3	30	33,5	13,3	3,3	1,1
□□□ 30 Coworkers	25,6	17,2	36,5	15,8	4,9	2,6	1,2
□□□ 31 Marketing/Merchandising clubs	16,3	19,2	31,5	21,2	11,8	2,9	1,2
□□□ 32 Food and Beverage	12,8	19,2	34,5	25,1	8,4	3,0	1,1
□□□ 33 Conflicts between supporters inside the stadium	23,2	33,5	28,1	9,9	5,4	2,4	1,1
□□□ 34 Animation in stadium	8,4	8,9	27,1	37,4	18,2	3,5	1,1
Say and do							
□□□ 35 I comment orally during the match	11,3	19,2	23,2	27,6	18,7	3,2	1,3
□□□ 36 I celebrate the goals of my team	4,9	3	8,4	23,6	60,1	4,3	1,1
□□□ 37 I express my dissatisfaction with refereeing errors	6,9	11,3	27,1	31,5	23,2	3,5	1,2
□□□ 38 I use the merchandising of my club	15,8	14,3	20,7	23,6	25,6	3,3	1,4
□□□ 39 I always support my team during the match	4,4	3,9	14,3	30,5	46,8	4,1	1,1
□□□ 40 I support my team when it is winning	5,4	2,5	15,3	29,1	47,8	4,1	1,1
□□□ 41 I contest my team when it is losing	17,7	22,2	29,6	18,2	12,3	2,9	1,3
□□□ 42 I celebrate the victory of my club	3,9	3,9	9,4	25,1	57,6	4,3	1,1
□□□ 43 I celebrate the victory of the adversary team	10,8	25,6	45,3	11,8	6,4	2,8	1,0
□□□ 44 I attend the match in full	7,4	3	12,8	27,6	49,3	4,08	1,2

NEV = never; RAR = rarely; SOM = sometimes; OFT = often; ALW = always.

Table B2 · Concordance of the football spectator tourist (n=109)

Variables	SDIS %	DIS %	NAND %	AGR %	SAGR %	Mean	Std. Dev.
Aspirations							
□□□ 45 I desire to attend a good football match	4,4	2	11,3	21,2	61,1	4,33	1,05
□□□ 46 I wish that my team is the best	3,4	1,5	6,9	21,7	66,5	4,46	0,945
□□□ 47 I wish my team wins the game	3,4	1,0	7,4	16,7	71,4	4,52	0,935
□□□ 48 I desire to enjoy myself at the destination	5,9	2,0	11,3	29,6	51,2	4,18	1,1
□□□ 49 I desire to know the attractions of the tourist destination	8,9	5,9	23,2	31,5	30,5	3,69	1,218
□□□ 50 Network	28,1	20,2	28,6	14,8	8,4	2,55	1,271
Concerns							
□□□ 51 Bad football match	6,9	8,9	22,7	34	27,6	3,67	1,171
□□□ 52 Lack of security at the stadium	8,4	8,4	10,3	27,1	45,8	3,94	1,286
□□□ 53 Lack of security outside the stadium	7,4	8,4	10,8	30,5	42,9	3,93	1,241
□□□ 54 Poor access to the stadium	7,4	7,9	18,2	39,4	27,1	3,71	1,164
□□□ 55 Parking	7,4	7,4	16,7	34,5	34	3,8	1,198
□□□ 56 Delay in the exit of the stadium stage after the match	8,4	7,9	25,1	31,5	27,1	3,61	1,203
□□□ 57 Absence of immediate transportation after the show for my area	14,3	8,9	29,1	27,6	20,2	3,31	1,288
□□□ 58 Little comfort place on the bench	12,3	13,3	26,1	32,5	15,8	3,26	1,233
□□□ 59 Unfavourable weather conditions	9,4	8,4	25,1	29,1	28,1	3,58	1,242

SDIS = strongly disagree; DIS = disagree; NAND = neither agree nor disagree; AGR = agree; SAGR = strongly agree.

