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SERVICE QUALITY AT FOOTBALL STADIUMS
AND ITS EFFECT ON GAME ATTENDANCE

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Service Quality at Football Stadiums and Its Effect on Game Attendance
Stadyumlarda Hizmet Kalitesi ve Maça Katılıma Etkisi

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ABBREVIATIONS

BJK	Beşiktaş JK
FB	Fenerbahçe SK
GS	Galatasaray SK

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ÖZET

FUTBOL STADYUMLARINDA HİZMET KALİTESİNİN MAÇLARA KATILIMA ETKİSİ

Bu tezin temel amacı profesyonel futbol kulüplerinin taraftarlarına sunduğu hizmetin kalitesinin anlaşılması ve taraftarların stadyumlarda sunulan hizmet kalitesi algısını etkileyen faktörler ile maça katılım arasındaki ilişkinin ortaya konmasıdır. Bu çalışma ayrıca Türkiye'deki futbol seyircilerinin hizmet ve hizmet kalitesi algısının örgütsel özdeşleşme ve maça gitme sıklığına etkisini analiz etmeyi hedeflemekte olup, araştırma için kantitatif ve kalitatif araştırma yöntemi kullanılacaktır. Çalışma İstanbul'da 3 büyük profesyonel futbol kulübü Beşiktaş, Fenerbahçe ve Galatasaray taraftarları incelenerek ortaya çıkmıştır. Çalışmada öncelikle kulüp stadyum direktörleri ve taraftarlarıyla derinlemesine mülakat yapılmıştır. Bulgular rafine edildikten sonra pilot çalışma sonucunda 432 katılımcı ile gerçekleştirilen 58 sorudan oluşan amprik çalışmada, taraftarların iki temel boyuttan oluşan hizmet kalitesi algısı ve maça gitme sıklığını etkileyen örgütsel özdeşleşme ve elverişlilik faktörleri ortaya konmuştur. Hizmet kalitesi, örgütsel aidiyet ve maça katılım arasında da anlamlı ilişkiler bulunmuştur.

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ABSTRACT

SERVICE QUALITY AT FOOTBALL STADIUMS AND ITS EFFECT ON GAME ATTENDANCE

The main purpose of this study is to understand service quality professional football clubs present to their fans and to reveal the relationship between factors that affect the fans' perception of the service quality provided at stadiums and game attendance. This thesis also aims to analyze the effect of fans' perception of service quality at football stadiums in Turkey on organizational identification and game attendance, using qualitative and quantitative research methods. The study is conducted with the fans of three biggest professional soccer clubs in Istanbul – Besiktas JK, Fenerbahce SK and Galatasaray SK. First, in-depth interviews are conducted with the clubs' stadium managers and fans. Findings are refined and after the pilot study, the questionnaires consisting of 58 items are collected from 432 fans. As the result of this empirical study, it is discovered that fans' service quality perceptions consisted of two dimensions and organizational identification and convenience factors prominently affected game attendance frequency. Relationships between service quality, organizational identification and game attendance are found to be significant.

Don't sell the steak, sell the sizzle. – Elmer Wheeler.

1. INTRODUCTION

Major spectator sports industry is a competitive industry that is continuously growing. Increase in prices leads to heightened customer expectations for event quality, which poses a challenge for sport organizations (Howard and Crompton, 2004). Yet, major professional sports leagues in the world are struggling to keep operational costs down while continuing to provide the finest on-field product and customer services (Ko, Zhang, Cattani & Pastore, 2011). High quality services promote customer satisfaction and loyalty in the service industry, enhancing the profitability of the service provider, in this case, the football clubs. From this perspective, it is critical for professional sports organizations to offer high-quality events and services to succeed in this competitive business environment (Anderson et al., 1994; Anderson and Sullivan, 1993; Dagger and Sweeney, 2007; Fornell, 1992). Service quality is identified as the most critical issue that contemporary sports marketers need to address, since it is a proxy measure of management performance, a significant aspect in the positioning of the club. Service quality is also a key factor in terms of consumer behaviour variables, such as spectators' game attendance and building a loyal fan base, while generating higher revenues for the club (Martinez et al., 2010). In the context of spectator sports, the research shows that consumers primarily focus on these dimensions with regards to event quality: game performance; amenities and additional services; and event staff and service-delivery systems (Foroughi et al., 2014). Hence, it is argued that the quality of sports events should be evaluated as a combination of programs and service delivery processes (Getz, 2005).

In the recent years, service quality and spectator satisfaction became an important discussion topic with the industrialization of football. Despite of spectators' severe interest and the budget that spectators constitute for clubs, it is thought provoking that the clubs have shortcomings in terms of service quality and face financial problems. Previously, clubs considered service quality merely as equivalent of sporting success, reflecting spectators' narrow perspective on service quality, which resulted in limited value creation within the football world. Sporting

success is seen as quality service these days. The fact that fans are contending themselves with the meager service provided to them, making evaluations based on sporting success and not displaying rational reactions results in contradictions related to service quality in the football world. To bring service quality and spectator satisfaction to high level, improving the quality of existing products will not be enough; continuously presenting new products and memorable experiences to spectators is essential. It is critical to differentiate by being creative and seizing new opportunities in the market. As the spectators become conscious consumers, the consumption culture in football world will also change and with the increasing expectations, modern football sector will not be sustained with the usual products and methods, but rather by experiences.

Fan experience is shaped by the stadium atmosphere. The sport marketing literature focuses on the special atmosphere in sport stadiums as one of the most important reasons why spectators attend events. Yet, researchers paid little attention to the effects of sport stadium atmosphere on consumer behavior (Uhrich & Berkenstein, 2010). Previous research on atmosphere focused on retail stores almost exclusively (Turley & Milliman, 2000). The research on the store atmosphere yielded empirical evidence for the store atmosphere's positive effect on marketing such as length of stay (Donovan & Rossiter, 1982), repatronage intention (Babin & Attaway, 2000) and perceived pleasure (Baker, Levy, & Grewal, 1992; Spies, Hesse, & Loesch, 1997; Tai & Fung, 1997). The striking difference between the majority of service settings such as retail stores and the sport stadium is that the atmosphere in a stadium provides additional value to the core product, while creating a unique entertainment value. In fact, the total service experience may be determined by the entertainment value itself (Kotler, 1973). As Kotler predicted, this study will reveal how the service experience is determined by the game atmosphere, in other words, the entertainment value itself in the case of Turkish football spectators. Our understanding of the construct of sport stadium atmosphere is still at a rudimentary stage. It remains unclear what specific factors contribute to the service quality at football stadiums and the stadium atmosphere. There are no attempts in the literature to develop sport stadium atmosphere as a theoretical construct and to operationalize it for use in empirical studies. It is therefore impossible at present to investigate adequately the

relationship between stadium atmosphere and variables with important financial implications, such as on-site food and beverage consumption, spectator satisfaction, and positive word-of-mouth, all of which make up service quality (Uhrich & Berkenstein, 2010). This study attempts to conceptualize the relationship between service quality and game attendance.

2. LITERATURE REVIEW

As sport marketing gains momentum with recent developments in media, sponsorship and technology among others, this study focuses on service quality for sport marketing research. The fundamental concepts pertaining to this study are analyzed in the context of marketing literature, focusing on service quality at football stadiums.

2.1 SPORT MARKETING

Sport marketing is the specific application of marketing principles and processes to sports products and to non-sports products through association with sport (Shank, 2002). In the realm of sports, the demand for professional marketing has grown over time, as the needs and demographic makeup of sport consumers have become more complex. The competition for the spectator and participant spending has simultaneously increased. From professional teams to small college teams, every organization started to look for ways to attract and maintain consumers. In an attempt to create a coherent market to bring sport consumers with sport products and services, sport marketing came into existence. The term sports marketing was coined by Advertising Age in 1979 to describe activities done by marketers using sport for promotional purposes. The following definition of sport marketing is adapted from standard definitions of general marketing (Mullin, Hardy & Sutton, 1993):

“Sport marketing consists of all activities designed to meet the needs and wants of sport consumers through exchange processes. Sport marketing has developed two major thrusts: the marketing of sport products and services directly to sport consumers and the marketing of other consumer and

industrial products and services using partnerships and promotions with sport properties.” (p. 11)

Making up the sports marketing mix, sport marketing is the application of the four Ps of marketing (pricing, product, promotion and place) to a sport context with the end goal of meeting the needs of the sports customer (Morgan & Summers, 2005). Sport displays characteristics of a service such as intangibility, separability, perishability, and heterogeneity. Yet, sports also display tangible qualities of goods through merchandise and sport memorabilia. Sports customers may include spectators, sports participants, players, corporations and investors (Morgan et al., 2005).

2.2 SERVICE QUALITY

Today, many organizations define their mission as to “serve” the people or their customers in some form. Organizations both in private and public sectors communicate this message to their customer through various channels. Services today encompass many heterogeneous activities across a wide variety of sectors. A service may be an idea, factual information, an innovation, entertainment, even food or security. Since service can be in any form, it is a complex concept and it is difficult to define. Services show differences across a wide range and their relation with tangible goods makes it difficult to define the concept of service. It is feasible to suggest that many businesses provide a combination of goods and services for customers to use (Üneri, 1994). The fact that finished goods differ across a wide range, consisting of pure goods and pure services, gives us the opportunity to categorize as to define the service concept. In reference to this subject, Shostack (1982) suggests the goods and services classification method, ranging from tangible to abstract. The fact that finished goods differ across a wide range, consisting of pure goods and pure services, gives us the opportunity to categorize them and to define the service concept. In reference to this subject, Shostack (1982) suggests the goods and services classification method, ranging from tangible to abstract.

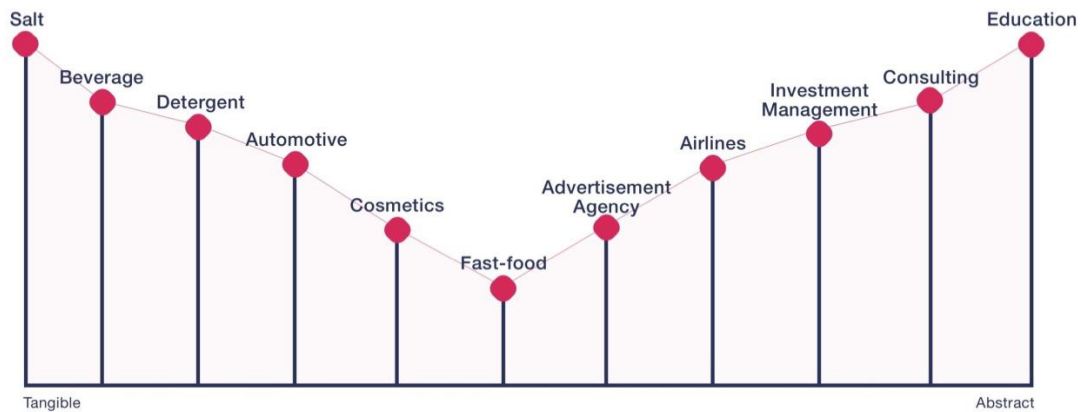


Figure 1. Various Goods Listed in Relation to their Tangible and Abstract Qualities

(Reference: Zeithaml & Bitner, 2000)

In Figure 1, the range of goods and services shows that education has the service property, whereas businesses such as airlines and businesses produce products that are a mixture of goods and services. For instance, airlines companies selling tickets to provide a flight service becomes the main purpose of an activity. On the other hand, customer service representative providing service for a customer, seeking information about airlines' services becomes a supporting factor for selling the service. Hence, service may be defined as “determinable abstract efforts that fulfill customer needs as the main goal or part of an event” (Üner, 1994). The most common definition of service is “a benefit or an activity that is provided by a group to another without resulting in an ownership of anything. Service production may or may not be related to a physical product.” (Rust, 1994).

Services are actions, processes and performances (Zeithaml et al., 2000). Services differ from products generally for their property of being abstract. Yet, most products cannot be delivered to customers without services being offered. For instance, customers meet abstract qualities of services during the process of buying a

product. Similarly, most services include tangible components. Whereas football stadiums take place in service industry, seats that are being seated on carry tangible properties. Since products are tangible, customers feel ownership of products as the result of their purchase; whereas they gain an experience as the result of their service purchase. A customer who buys a car leaves the store with the car he bought, whereas a customer, who buys a service, leaves the store with the experience he bought. (Oral Yüksel, 2006).

Considering the above statements, service can be defined as the fact of physically and psychologically providing time, place and location benefits for the individual and the society from the social perspective. As it can be understood from the definition of services, their importance increased over time because of their social and psychological benefits for the country economy. Some of the developments that have led services sector to rise can be specified as; technological change, changes in market demand, globalization, changes in legal regulations, supply chain development, increase in the number of service producers, and the impact of service quality movement. Development of each of these factors also bring along the growth of the services sector. In many of the developed economies, services sector takes up %70 of GDP (The Worldbank, 2017). The service industry dominates the Turkish economy, accounting for about %64 of Turkey's gross domestic product (GDP) according to 2015 estimates (The Worldbank, 2017). The football economy in Turkey is worth about 1 million Euro and Turkish football league is the fourth most expensive league in the world (Fortune Turkiye, 2016).

Five fundamental SERVQUAL dimensions of services are (Zeithaml, 2000): tangibles, reliability, responsiveness, assurance, and empathy. Tangibles relate to the appearance of physical facilities, equipment, personnel, and communication materials. Reliability dimension stands for the ability to perform the promised service dependably and accurately. Responsiveness is the willingness to help customers and provide prompt service. Assurance dimension refers to the knowledge and courtesy of employees and their ability to convey trust and confidence. Lastly, empathy dimension stands for the caring, individualized attention the firm provides its customers (Zeithaml, 2000). In service sector quality implementations, it is

critical to know the difference between service dimensions and how they differ from other sectors. Most service quality surveys are variations of SERVQUAL, which measures four main intangible characteristics of employee service; empathy, reliability, responsiveness, and assurance. Tangible aspects of the service such as the facility or stadium quality may be measured less reliably by using this instrument (Wakefield, 2007).

Service quality research related to intangibles has been seen as unreliable (as identical studies produced different results) due to two reasons. First, SERVQUAL was developed primarily for pure services such as home telephone service and does not fully account for more complex service environments such as sporting events, where multiple service scenarios exist. In this case, a spectator encounters different groups of employees, attending a sporting event: Parking/Security personnel → Ticket office → Ticket takers → Ushers → Vendors → Concessions (Wakefield, 2005).

For many years, service in sports has been seen as an act restricted to presenting sports events to spectators for their enjoyment. In the recent years, a new product concept emerged as various goods are presented to spectators instead of a service with limited scope. This requires sports events to be examined under a different light. Although the game being played in the field is the most fundamental service that is offered to the spectators, there are many goods and services that accompany the game. Goods such as licensed merchandise along with food and drink services, security service and television broadcasts are just a few examples of products that are offered to spectators in the sports industry. Paralleling the dynamic nature of sports industry, new goods and services are being marketed continually

Goods and services in sports industry can be classified in four categories: sports goods (sport and fitness equipment), sportswear, sports services, and entry fee (Hoga, 1998). A sport is both a consumer product and an industrial product (Argan, 2007). Sports have the characteristics of a consumer product when it is produced as a final product of mass consumption for spectators and participants. Spectators and participants may be catered to by other industries and businesses. Sponsorship

activities, sports broadcast and advertisements may be utilized by organizations aiming to reach their own target consumers. In this regard, sports have the quality of an industrial product. Since no tangible product exists for a team or sporting event, the image of the team or sports venue is the driving force behind market success (Barry, 2000).

2.2.1 Service Quality Dimensions

Service quality is one of the most researched subjects in services, in general, and sporting events in particular. The service provided on the field in the form of the sporting event is the core service provided to fans. The service in the stands is a secondary service provided to fans. However, the secondary service is vital to keeping fans once they come to see the game. Parasuraman *et al.* (1985) defined perceived service quality as "a global judgment, or attitude relating to the superiority of a service". Similarly, Bitner and Hubbert (1994) suggested that service quality is "the consumer's overall impression of the relative inferiority/superiority of the organization and its services". For instance, Besiktas sold season tickets for 2017/2018 season and offered the option to put name tags on each seat for season ticket holders. The core service provided to fans is the guaranteed seat for each game during next season, yet the added value comes from the personalization the club offers to fans holding a season ticket.

Grönroos (1984) studies service quality in two parts, functional and technical quality, while evaluating technical quality as the outcome of service production and delivery and functional quality as the performance result of service. In other words, technical quality concept focuses on what the customer receives as the service, whereas functional quality is about how the customer receives the service.

2.2.2 Service Quality Models

Conceptualization of service quality had been a research interest for marketing studies. The American and Nordic models are used for the conceptualization of service quality. The American model is based on Parasuraman et al.'s (1988) SERVQUAL model, consisting of five dimensions: reliability, responsiveness, empathy, assurance and tangible. SERVQUAL model focuses on the functional property of service quality. The Nordic model is suggested by Grönroos (1988) and consists of functional and technical quality. Brady and Cronin (2001) combine the American and Nordic models and propose a multi-dimensional, multi-level factor model, consisting of interaction, physical interaction and outcome quality. Only the relevant service quality models to the context of this research are designated in this section.

GAP model by Parasuraman et al.'s (1985) and the analysis of service quality dimensions provides an essential framework for defining and measuring service quality (Yarimoglu, 2011). Grönroos (1984) developed the first service quality model and measured perceived service quality based on the test of qualitative methods. Technical quality considers what was delivered as the service and the customer evaluations, whereas functional quality is interested in how the service was delivered. More recently, Brady and Cronin (2001) developed another model for measuring service quality using Likert scale, which highlights interaction quality that was formed by attitude, behavior, and expertise; physical service environment quality that was constituted by ambient conditions, design, and social factors; and outcome quality that was formed by waiting time, tangibles, and valence affect service quality.

Cronin and Taylor (1992) developed SERVPERF, a performance-only model for measuring service quality, specifically used in empirical studies in banking and fast food sectors. A three-dimensional model was proposed by Rust and Oliver (1994), which was built on service product, service delivery, and service environment. The Service Quality Ring is suggested by Rust and Oliver to improve the service quality, arguing for the factors that should be developed by service

organizations to improve the service quality (Berry et al., 1994). These factors are listening, reliability, basic service, service design, recovery, surprising customers, fair play, teamwork, employee research, and servant leadership. Retailers offer a mix of goods and services rather than pure service (Berry, 1986). Since retail stores offer products and services together, measuring service quality in retailers requires different models. Dabholkar et al. (1996) developed the Retail Service Quality Scale (RSQS), which is a multilevel model that has 5 dimensions, 6 sub dimensions, and 28 items. The scale was viewed as a general model to measure service quality of retailers such as department and specialty stores. Finally, Brady et al. (2002) performed a replication of SERVPERF in different sectors such as spectator sports, entertainment, health care, long-distance carriers, and fast food (Yarimoglu, 2011).

2.2.3 Sport Service Quality Models

Service quality has been measured by both the generic SERVQUAL model as well as by modified versions of the scale adapted for the sports industry (Ko et al., 2011). There have also been attempts to measure service quality in the specific context of spectator sports (Kelley and Turley, 2001; McDonald et al., 1995; Theodorakis and Alexandris, 2008; Theodorakis et al., 2001). For instance, the 39-item TEAMQUAL scale is the modified five-dimensional version of SERVQUAL developed by McDonald et al. (1995), measuring the performance of ticket takers, ticket ushers, merchandisers, concessionaires, and customer representatives. In a similar example, Theodorakis et al. (2001) developed SPORTSERV scale to assess the perceptions of service quality among sports spectators. The scale consists of 20 performance-only items representing five dimensions of service quality: (1) tangibles (cleanliness of the facility); (2) responsiveness (willingness of personnel to help); (3) access (accessibility of stadium); (4) security (personal security during games); and (5) reliability (delivery of services as promised) (Ko et al., 2011).

More recently, Theodorakis et al. (2009) averaged the scores of the five SPORTSERV dimensions to examine the relationship between overall service quality and repurchase intentions. Finally, Kelley and Turley (2001) developed a

nine-factor structure for measuring service quality at spectator sports: (1) employees; (2) facility access; (3) concessions; (4) comfort; (5) game experience; (6) show time; (7) convenience; (8) price; and (9) smoking. Ko and Pastore proposed a conceptual model to measure service quality at spectator sports, and developed the Model of Event Quality for Spectator Sport (MEQSS). To test the proposed conceptual MEQSS model, a measurement tool known as the scale of event quality for spectator sports (SEQSS) was developed (Ko et al., 2011).

3. METHODOLOGY

3.1 CONCEPTUAL FRAMEWORK

There are two primary schools of thought used for the conceptualization of service quality, the American and Nordic models. The foundation of the American model of service quality is Parasuraman et al.'s (1988) SERVQUAL model, consisting of five dimensions: reliability, responsiveness, empathy, assurance and tangible. SERVQUAL model focuses on the functional property of service quality. On the contrary, the Nordic model, suggested by Grönroos (1988), consists of functional and technical quality and it is designed to predict brand image. Brady and Cronin combine the two schools of thought, the American and Nordic models together and develop a multi-dimensional, multi-level factor model of service quality, which contains: interaction, physical interaction and outcome quality. According to Brady and Cronin, aesthetic quality remains unexplored. The conceptual starting point of aesthetic quality is rooted in Pine and Gilmore's idea of memorable experiences:

“An experience occurs when a company intentionally uses services as the stage, and goods as props, to engage individual customers in a way that creates a memorable event.” (Pine & Gilmore, 1998).

Increasing competition and deregulation continuously leads businesses to search for profitable ways to differentiate themselves. From this perspective, offering and delivering high service quality has been pointed as a successful differentiation strategy (Parasuraman, 1988).

The purpose of this thesis are to (1) define the construct of service quality in football stadium settings, (2) propose a model conceptualizing two dimensions of aesthetic and functional quality, (3) show aesthetic and functional qualities effect on organizational identification and convenience and (4) examine the relationships between the proposed constructs.

3.1.1 Aim of the research

The aim of the research is threefold; to identify service quality dimensions at football stadiums, to reveal how these dimensions affect organizational identification and convenience in particular and then to present how organizational identification and convenience affect spectators' game attendance for football games in Turkey. An exploratory approach was chosen to explore the service quality at football stadiums. For this study, the biggest Turkish football clubs, known as The Big Three – Beşiktaş, Fenerbahçe and Galatasaray are used for sampling. With the results from the three major teams, this study also aims to generate a model of service quality for football stadiums and to unveil the relationship between spectators' service quality perceptions, organizational identification, convenience and game attendance factors. Service quality is entirely examined from the spectator perspective. In this sense, this study will enable football clubs to understand spectators' perception of service quality and discover the factors influencing game attendance.

3.1.2 Variables

The variables chosen for this study are aesthetic quality, functional quality, game atmosphere, crowd experience, opponent characteristics, player performance, facility access, seat space, frontline employees, entertainment, organizational identification and convenience.

Aesthetic quality as a concept is rooted in Pine and Gilmore's (1998) notion of memorable experiences. They argue that organizations should design engaging experiences for customers based on ancillary products and aesthetic environments to enable them to charge admission or special fees from their customers such as personal seat license (Pine & Gilmore, 1998). Aesthetic quality comprises memorable goods and promotional activities. Memorabilia is associated with promotional goods, whereas intangible products include half-time shows, in-game activities and interactions between fans and players.

Technical quality is conceptualized as the outcome of service production and delivery by Grönroos (1988) and Brady and Cronin (2001). The outcome of services is critical and the outcome at sporting events is win or loss. Yet, focusing on the outcome quality only is not enough from a managerial perspective, since the outcome does not guarantee the spectators will commit to returning for future sporting events (Wann & Branscombe, 1990). For instance, there are die-hard fans who stay as a true fan over time despite the fact that their teams fail to win championships for a long period of time. In this study, technical quality has merged under aesthetic quality dimension.

Functional quality relates to service environments and frontline employees. According to Grönroos (1988), functional quality focuses on the service delivery process and is defined by how the customer evaluates the interactions between the customer, frontline employees, and the service environment. This conceptualization of functional quality is commonly used among marketing researchers. However, functional quality is often criticized for including both functional and aesthetics aspects of a service environment in a single dimension. Yoshida and James argue

that the functional aspect of a service environment (i.e., space, layout, and information signs) should be viewed as functional quality, whereas the aesthetic aspect of the service environment (i.e., design, theme, and festive atmosphere) should be considered aesthetic quality.

Game atmosphere is an essential part of the service provided at sport events, football games in this case, by the organizers. The special atmosphere in stadiums is one of the main reasons why spectators attend events. Research by Urich and Benkenstein provides significant evidence for the fact that the atmosphere at a stadium adds value to the core product. They define the sport stadium atmosphere as the relationship between perceptions of the specific environmental features of a sport stadium and the stimulated affective responses of the spectators. In his pioneering research in this field, Kotler (1973) reveals that atmosphere is a quality of the spatial surroundings. Wochnowski also supports the environment-oriented perspective is reflected in definition of atmosphere in the context of sport settings: “Atmosphere . . . is the totality of emotionally appealing environmental stimuli in a defined place” (p. 181). Crowd experience refers to the state of being surrounded by thousands of fans at a game and being able to interact with fans’ surroundings.

Opponent characteristics reveals the qualities of opposing teams. Player performance is the evaluation of how players perform during the game. Performance of individual players contribute to the game quality and the outcome of the game. In fact, the product being presented at the stadium is the football itself and player performance contributes considerably to what is being delivered as the product at the stadium.

Facility access is the assessment of the stadium layout and the accessibility of the stadium. The dimension of seat space refers to the seat arrangement at the stadium and how convenient the seating area is. Frontline employees variable attempts to capture spectators evaluations of the service being offered by the stadium employees and how they address spectators’ needs. Entertainment dimension gauges how customers are entertained and satisfied by the games they watch at the stadium.

Organizational identification is about how fans identify themselves in relation to their team. Some of the fans might be coming to stadiums for the sporting event (game experience) itself. However, for those fans who attend the game for reasons apart from the sporting event itself (such as, social reasons, business reasons, family obligations etc.), the service in the stands may be the most important aspect in determining their satisfaction with the event. According to Wakefield (2007), for those highly identified fans who attend for their love of the team and the game, the service provided in the stands will add value by determining:

- How long they will spend at the stadium, arriving late or leaving early if dissatisfied,
- How much they will spend while at the stadium, given how long they are there, and
- How many games they attend throughout the season.

In the context of sports, organizational identification is often referred as team identification. Team identification concerns the extent to which a fan feels a psychological connection to a team (Wann, Melnick, et al., 2001). Level of team identification has been found to predict a variety of fan responses including perceptions of influence on the outcomes of sporting events, consumption of team sponsors' products (Madrigal, 2000; Pritchard & Negro, 2001), and attendance (Bristow & Sebastian, 2001; Swanson, Gwinner, Larson, & Janda, 2003). Social identity is the part of an individual's self-concept that derives from his or her knowledge of their membership and groups together the value and emotional significance attached to that membership. Team identification transpires as a manifestation of social identity. With this membership, fans become members of a team because they believe a team's success or failure to be their own success or failure (Kim & Kim, 2009). According to the research by Wann & Branscombe (1993), spectators who strongly identified with a specific sports team, relative to those spectators moderate or low in identification, reported more involvement with the team, displayed a more ego-enhancing pattern of attributions for the team's successes, had more positive expectations concerning future team performances,

exhibited greater willingness to invest larger amounts of time and money to watch the team play, and were more likely to believe that fans of the team they are identified with possess special qualities.

Convenience refers to the ease of using services available at the concourse areas in the stadium, the service provided in the stands. The sportscape (or physical evidence) and people (staff and customers) are proved to be two of the most important dimensions of the services marketing mix, the 7Ps. In spectator sports, sports facilities are commonly believed to have a positive influence on attendance levels (Hill & Green, 2000; Dale et al., 2005). Greenwell et al. (2002) suggest that managers who wish to increase attendance of professional soccer should improve service elements such as facility aesthetics, stadium accessibility, and seating comfort to satisfy the needs of customers with low levels of team identification. Moreover, the qualified staff has been shown to influence spectators of professional soccer in their satisfaction from the service and their repurchase intentions (Theodorakis & Alexandris, 2008). Although a number of researchers have shown that facility factors (Wakefield & Blodgett, 1999; Wakefield & Sloan, 1995; Zhang et al., 1998) and personnel factors (Zhang et al., 1997; Zhang et al., 1998) are significantly related to customer behavior, their importance for football fans has not been investigated and the concepts of sport facilities and staff have not been analyzed adequately.

Kelley and Turley (2001) defined nine quality factors for sports fans when they evaluate their experience in the events: staff, price, access to facilities, concessions, fan comfort, the game experience, game time/show time, convenience and antismoking policy. In sports, it has been argued that the inanimate environment is represented by the facility itself, the staff who interact with customers are considered service staff, and the bundle of service benefits is the core product or game itself (Greenwell et al, 2002). Sport facilities have been shown to be very important for sports fans. King (1999) finds that sports fans have come to expect comfort and convenience from sporting facilities, making it necessary for teams to build and renovate facilities at record speed.

Table 1. Variables

Game atmosphere	Totality of emotionally appealing environmental stimuli at the stadium
Crowd experience	The experience of being surrounded by other fans
Opponent characteristics	Qualities rival teams possess
Player performance	Evaluation of how the team and the individual players on one's team perform
Facility access	Stadium layout and directions at the stadium
Seat space	Spaces and comfortable seats where spectators watch the game
Frontline employees	Evaluation of the attitudes of stadium employees
Entertainment	Enjoyment of the game
Organizational identification	How fans identify themselves with their team
Convenience	The ease of using services in the concourse area

3.1.3 Sample

Data for this study were collected from a sample of 452 respondents who are supporters of Besiktas JK, Fenerbahce SK and Galatasaray SK football clubs. Their ages are varying from 17 to 63. Data was collected in an online questionnaire via Google Forms. The qualitative data were obtained from responses to surveys with 5 point Likert-scale administered by myself. Data collection took place over three weeks and yielded a final usable sample of 432 completed surveys. The age, sex, and income level of respondents were controlled by a quota sampling method.

3.1.4 Choice of research approach

Descriptive and relational survey models were preferred as research methods to test whether game attendance differ depending on aesthetic and functional quality. While the independent variables of the study are aesthetic and functional quality; the dependent variable is the number of games spectators attend.

3.1.5 Research Questions

The main research objects in this study are service quality, organizational identification, convenience and game attendance frequency. Therein, the relationships between these concepts need to be examined. In order to better understand these concepts while examining the relationships among them, fan demographics and perceptions relating to service quality factors should be analyzed. Research questions for this study are listed below. In the light of these questions, the research model and hypothesis are constructed.

Main research questions:

- How is service quality defined in the context of football stadiums?
- Do service quality perceptions differ among fans supporting different football clubs/teams?
- Does demographics affect fans' perceptions of service quality?
- What kind of a relationships exists between service quality at football stadiums and game attendance?
- How does organizational identification affect game attendance?
- How does atmosphere affect game attendance?

3.1.6 Research Model and Hypothesis

By examining the relationship between service quality at football stadiums and game attendance, this research suggests the model seen in Figure 2.

3.1.6.1 Proposed Model of the Research

The proposed model for this research has been taken as an example from Yoshida and James' hypothesized service quality model (Figure 2), which combined SERVQUAL and SERVPERF models for measuring service quality, alongside several scales and subscales developed by prominent researchers in the sport marketing field. The construct of aesthetic quality is captured by game atmosphere and crowd experience, whereas functional quality is correlated with frontline employees, seat space and facility access. Two main factors are associated with technical quality: team characteristics and player performance. The construct of technical quality is captured by opponent characteristics and player performance. Two main factors are associated with technical quality: team characteristics and player performance.

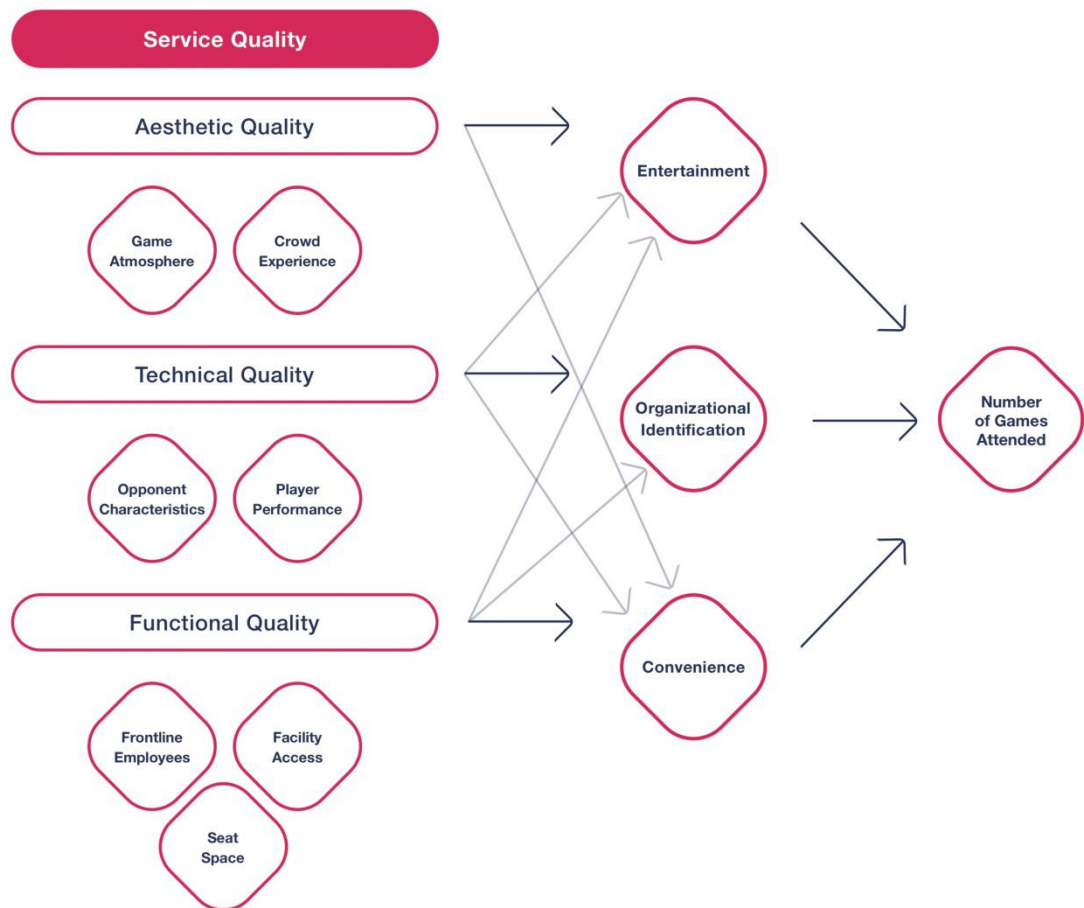


Figure 2. Proposed Model

The proposed model leads to the following research hypothesis:

H1: Aesthetic quality has an impact on entertainment.

H1a: Game atmosphere has an impact on entertainment.

H1b: Crowd experience has an impact on entertainment.

H2: Technical quality has an impact on organizational identification.

H2a: Opponent characteristics has an effect on organizational identification.

H2b: Player performance has an effect on organizational identification.

H3: Functional quality has an impact on convenience.

H3a: Frontline employees has an impact on convenience.

H3b: Facility access has an impact on convenience.

H3c: Seat space has an impact on convenience.

H4: Aesthetic quality has an impact on organizational identification.

H4a: Game atmosphere affects organizational identification.

H4b: Crowd experience affects organizational identification.

H5: Technical quality affects entertainment.

H5a: Opponent characteristics has an effect on entertainment.

H5b: Player performance has an effect on entertainment.

H6: Functional quality influences organizational identification.

H6a: Frontline employees has an impact on organizational identification.

H6b: Facility access has an impact on organizational identification.

H6c: Seat space has an impact on organizational identification.

H7: Technical quality has an impact on convenience.

H7a: Opponent characteristics affect convenience.

H7b: Player performance affects convenience.

H8: Aesthetic quality has an impact on convenience.

H8a: Game atmosphere influences convenience.

H8b: Crowd experience influences convenience.

H9: Functional quality influences entertainment.

H9a: Frontline employees have an impact on entertainment.

H9b: Facility access affects entertainment.

H9c: Seat space has an impact on entertainment.

H10: Entertainment affects the number of games fans attend.

H11: Organizational identification affects the number of games fans attend.

H12: Convenience has an impact on the number of games attended.

3.2 RESEARCH METHOD

In the previous section, past studies in the literature and concepts were discussed and the conceptual framework, research model and hypothesis for this study were presented. In this section, the research approach and how the methodology for this study was developed will be discussed. The qualitative and quantitative methods used for the data analysis will also be examined in this section.

3.2.1 Research Process

Research process includes the stages of this research. First part of the research consists of qualitative research which forms the basis for the quantitative research. Discoveries and conclusions derived from the qualitative research are intended to support the reliability of the scales used for the main part of the study.

3.2.2 Research Design

This research has started with qualitative research method with the purpose of establishing the foundation of the research firmly and with high reliability and validity. In this sense, an in-depth interview was conducted primarily to understand the needs and understandings of football clubs. Additionally, three focus group interviews were conducted and common opinions were obtained. Questionnaire was formed with the determined scales and the translation of the scales was examined by native English and Turkish speakers to ensure the integrity of the questionnaire. As a result, a pilot study was conducted on a sample of 100 people to test the reliability of the questionnaire. Then the questionnaire which constituted the main study was presented to rest of the participants and data were collected. The data collection method, tool, design and sample will also be explained in detail.

3.2.2.1 Qualitative Research

Qualitative research conducted for this study includes in-depth interviews with stadium managers and football fans.

3.2.2.1.1 In-depth Interview

As the service quality is at the core of this research, it is critical to consider the football clubs' perspective as well. In order to understand how clubs approach the topic of service quality, what kind of works they do for fans and how they utilize sport marketing in their works, in-depth interviews were conducted with stadium managers of three clubs, Besiktas JK, Fenerbahce SK and Galatasaray SK.

In-depth interviews were conducted in-person with Ahmet Ateş, Stadium Director at Beşiktaş SK; Özgür Gündoğan, Commercial Director at Galatasaray SK; and Ahmet Baki at Fenerbahçe SK. The interview questions are in Appendix 1. Throughout the interviews, service, service quality, stadium atmosphere and game attendance themes were discussed mainly. It was significant that the stadium managers started to realize that there are opportunities to be seized outside of game

itself and acknowledge that the stadium and game experience could be enhanced through better marketing and through interactivity such as through social media. Another important point of discussion was the comparison between old and new stadiums, as Besiktas and Galatasaray have rebuilt their stadiums recently and Fenerbahce has renewed theirs. During the interviews, it was denoted that stadium renewals and constructions resulted in increased service quality. Last but not least, the football culture in Turkey has been pinpointed as the underlying mechanism at play, while discussing all aforementioned themes in detail.

Besiktas Stadium Director, Ateş categorizes service into two parts, as game day and non-game day. Yet, Ateş stated that the service being provided at the Vodafone Arena stadium on game days is limited to food and drink vendors mostly, despite the fact that there are a few areas designated for sponsors, a privately-run restaurant as well as boxes inside the stadium. Outside of game days, the stadium serves houses fashion shows, meeting and other activities, while VIP boxes are used as meeting rooms, coupled with catering service provided by the club vendors. Similarly, Galatasaray's Turk Telekom Arena Stadium housed several concerts such as Madonna. Galatasaray Commercial Director, Özgür Gündoğan took a more holistic approach and defined the service being provided at football stadiums as a "game day experience", which starts with buying the ticket and includes transportation to and from the stadium, product diversity, food and drink vendors, clean toilet facilities, seats, and finally the game in the field. The notion of total service experience Gündoğan mentioned which they approach in four parts: ticketing, food and drink, stadium and field (game) experiences. While Gündoğan pointed that the game itself is the most significant part of the service, there should be other services for entertainment outside the game. Ko, Zhang, Cattani and Pastore defined this as augmented services dimension, which includes in-game promotion, events, and activities, in addition to game product (Ko et al., 2011).

Collectively, stadium managers acknowledge the fact that activities organized by sponsors could be increased and this area remains unexplored. There is an example case, as Ateş mentioned, of Turkish Football Federation (TFF) organizing sponsorship activities for Ziraat Turkey Cup previously and these activities attracted

more spectators to attend the games. On another note, all stadium managers acknowledge the fact that there are fan groups that exhibit high levels of organizational identification and they evaluate the team's performance and success as their own.

3.2.2.1.2 Focus Groups

After the quality of service examined by the in-depth interviews with stadium managers, 3 focus group interviews took place for the review of the viewpoints of the fans and other issues to be discussed. Football spectators who were asked randomly and volunteered to take part in the study participated in the focus group interview. The numbers of men and women were equal, as 3 female and 3 male participants were recruited for the focus interview. Questions asked during the session in Appendix 2. In addition, at the end of the sessions, all scale questions used in the literature on the evaluation of the service quality perceptions have been evaluated.

The questions participants asked revealed that the quality of service, which is especially important for this study, is partially understood by them as they evaluated service quality as the game itself. When asked to define the service they receive, participants were not able to explain what the service they receive at the stadium is. Yet, it is revealed that receiving information and communicating with the club. Participants expressed different opinions about the reasons for supporting their teams, which revealed the perspectives of fans on organizational identification. Reasons for supporting their team included influence of family and friends, interaction with other fans and need for socialization. The need for belonging is another reason why fans attend games as they emphasize the team culture.

Overall, spectators are likely to attend activities outside of the game and this poses an opportunity for club and stadium managers. Merchandise and giveaways are also important for fans, as anticipated by Pine and Gilmore (1998). Spectators also value diverse range of products (food and drinks). In fact, they stated that they would attend more games if clubs offered merchandise, giveaways and different types of food and drinks. Accessibility of the stadium, transportation to and from the stadium,

access to seats and facilities inside the stadium are imperative for spectators. For female spectators, convenient seats, safety, clean facilities and activities for families are stated as being the most important.

3.2.2.2 Quantitative Research

A series of quantitative studies have been carried out in order to determine the main data collection method and to demonstrate interconnected and correlated relationships between research dimensions and meaningful results.

3.2.2.2.1 Data Collection

The data of the study were collected via a survey form in Likert-Scale. Supporters were given survey forms and asked to fill individually.

3.2.3 Data Analysis

After finishing the data collection by means of online survey, the data obtained was imported and entered into Microsoft Office Excel and prepared for the subsequent analysis for IBM SPSS.

In this study, the quantitative data was analyzed through Statistical Package for the Social Sciences (SPSS) version 21. This program can help the researchers to find descriptive statistics of the data. For instance, in this study, the mean, minimum and maximum levels, and standard deviation of the data were analyzed. During the analysis process of acquired data, Independent Samples T-Test, One Way ANOVA, Pearson Correlation and SEM were applied in terms of deductive statistics. After obtaining data, statistical analysis will be used to evaluate our results.

3.3 FINDINGS

In this section, data analysis has been conducted to analyze the data gathered through the online questionnaire. The results and their interpretation regarding the

research questions have been stated. This section presents and discusses the findings of this research, which aimed to reveal the perceived service quality at football stadiums in Turkey.

3.3.1 Demographic Distribution

The summary of football spectators' demographic information is shown in Table 2. The sample group participating in the study consisted of 81 female spectators (19%) and 351 (81%) male football spectators (n=432). Spectator ages varied between 17 and 63 (M = 31.39, sd = 9.98). For data analysis average age for the sample group was considered. The sample was grouped under 2 age groups, 34 and under and 35 and over. In respect to this grouping 295 football spectators were 34 and under (69%), whilst 137 were 35 and over (32%). Majority of football spectators were single (58%). Considering education level, a majority of the spectators participating in the study were university graduates (47%), followed by high school graduates (%31) and masters level (22%). Number of spectators with a season pass was 127 (29%) and those attended games by purchasing a ticket for each game made up a group of 305 spectators (71%). The frequency of attending events amongst spectators was mainly 5 games or less (71.5%). It was striking to see that the rate of spectators attending 10 games or more was low (12.9%).

Table 2. Frequencies and Percentages of Demographic Information for the Spectators

		n	%
Gender	Male	351	81%
	Female	81	19%
Age	18-24	120	28%
	25-34	175	41%
	35-44	78	18%
	45 +	59	14%
Marital Status	Single	252	58%
	Married	99	23%
	Divorced-Widowed	81	19%
Education	High School	135	31%
	University	203	47%

	Master-Doctorate	94	22%
Work	Yes	313	72%
	No	119	28%
Revenue	0-1000	73	17%
	1001-2000	59	14%
	2001-3000	124	29%
	3001-5000	110	25%
	5000+	66	15%
Team	Besiktas	127	29%
	Fenerbahce	148	34%
	Galatasaray	157	36%
Season Ticket	Yes	127	29%
	No	305	71%
	Total	432	100%

3.3.1.1 Examination of Findings Related to Service Quality at Sporting Events in Turkey Based on Demographic Variables

3.3.1.1.1 Testing The Statistical Significance of Gender Differences in Perceived Service Quality at Sporting Events

In this part of the study Independent T-Test was performed to compare the evaluation of supporters about service quality at sporting events based on gender. Table 3 reflects the comparison results found out.

Table 3. Independent T-Test Results on Service Quality at Sporting Events (On the Basis of Gender)

	Gender				Independent Sample T-Test	
	Male (351)		Female (81)		t	p
	x	ss	x	ss		
Game atmosphere and Entertainment	3,9	0,7	3,7	0,7	2,697	0,007
Crowd experience	4,1	0,9	3,8	0,7	2,459	0,014
Opponent characteristics	3,2	0,7	3,3	0,7	-0,737	0,462
Player performance	3,6	0,8	3,6	0,7	-0,290	0,772
Frontline employees	3,4	0,9	3,4	0,8	0,419	0,676
Facility access	3,7	0,9	3,6	0,7	1,426	0,155
Seat space	3,6	0,9	3,6	0,8	-0,054	0,957

Organizational identification	3,0	1,0	2,8	0,8	1,570	0,117
Convenience	3,7	0,9	3,6	0,8	1,149	0,251
Number of Games Attended	5,5	5,8	3,4	3,2	3,122	0,002

When considering gender as an independent variable, no statistically significant differences were encountered in:

- Evaluation about opponent characteristics of supporters ($p > 0,05$).
- Player performance evaluation of supporters ($p > 0,05$).
- Spectators' views about frontline employees ($p > 0,05$).
- Spectators' opinions about facility access ($p > 0,05$).
- Terms of how spectators evaluate seat space ($p > 0,05$).
- Organizational identification of supporters ($p > 0,05$).
- Convenience perception of supporters ($p > 0,05$).

However, statistically significant differences were encountered in:

- Game atmosphere and entertainment experience of supporters ($p < 0,05$). Male supporters are more satisfied with game atmosphere and entertainment than female supporters.

- Crowd experience perception of supporters ($p < 0,05$). Male supporters evaluate crowd experience more positively than female supporters.

- Number of games spectators attended ($p < 0,05$). Single and married supporters attend football games more than divorced and widowed supporters.

3.3.1.1.2 Testing The Statistical Significance of Marital Status Differences in Perceived Service Quality at Sporting Events

In this part of the study, One-way ANOVA was performed to compare the spectators' evaluation of service quality at sporting events based on marital status. Table 4 reflects the comparison results.

Table 4. One-way ANOVA Results on Service Quality at Sporting Events (On The Basis of Marital Status)

	Marital Status						ANOVA	
	Single (252)		Married (99)		Divorced-Widowed (81)			
	x	ss	x	ss	x	ss	F	p
Game atmosphere and Entertainment	3,9	0,8	3,9	0,7	3,6	0,5	5,859	0,003
Crowd experience	4,2	0,9	4,0	0,9	3,4	0,6	30,800	0,000
Opponent characteristics	3,3	0,8	3,2	0,7	3,1	0,5	3,187	0,042
Player performance	3,4	0,9	3,6	0,7	4,0	0,5	16,970	0,000
Frontline employees	3,5	0,9	3,3	0,9	3,4	0,6	0,984	0,375
Facility access	3,8	0,9	3,8	0,9	3,5	0,5	4,289	0,014
Seat space	3,4	1,0	3,6	0,8	3,9	0,5	8,329	0,000
Organizational identification	3,1	1,0	3,0	0,9	2,6	0,7	7,950	0,000
Convenience	3,8	0,8	3,9	0,8	3,2	0,8	23,366	0,000
Number of Games Attended	5,6	6,0	5,1	5,3	3,6	3,6	3,882	0,021

When considering marital status as an independent variable, no statistically significant differences were encountered in spectators' views about frontline employees ($p > 0,05$).

However, statistically significant differences were encountered in:

- Game atmosphere and entertainment experience of supporters ($p < 0,05$). Single and married supporters are more satisfied with game atmosphere and entertainment than divorced and widowed supporters.

- Crowd experience perception of supporters ($p < 0,05$). Single supporters evaluate crowd experience more positively than divorced and widowed supporters.

- Supporters' evaluation about opponent characteristics ($p < 0,05$). Divorced and widowed supporters find opponent team performance better than single and married supporters.

- Player performance evaluation of supporters ($p < 0,05$). Single and married supporters find player performance better than divorced and widowed supporters.

- Opinion about facility access of supporters ($p < 0,05$). Divorced and widowed supporters find the stadiums more accessible than single and married supporters.

- Supporters' evaluation of seat space in the stadium ($p < 0,05$). Single and married supporters are more satisfied with seat space rendered in the stadiums than divorced and widowed supporters.

- Organizational identification of supporters ($p < 0,05$). Single and married supporters identify with their teams more than divorced and widowed supporters.

- Convenience perception of supporters ($p < 0,05$). Single supporters find the stadiums more convenient than divorced and widowed supporters.

- Number of games spectators attended ($p < 0,05$). University graduated supporters attend football games more than high school and master-doctorate graduated supporters.

3.3.1.1.3 Testing The Statistical Significance of Education Differences in Perceived Service Quality at Sporting Events

In this part of the study, One-way ANOVA was performed to compare the evaluation of supporters about service quality at sporting events based on education. Table 5 reflects the comparison results found out.

Table 5. One-way ANOVA Results on Service Quality at Sporting Events (On The Basis of Education)

	Education						ANOVA	
	High School (135)		University (203)		Master-Doctorate (94)			
	x	ss	x	ss	x	ss	F	p
Game atmosphere and Entertainment	3,7	0,6	4,0	0,7	3,8	0,7	7,898	0,000
Crowd experience	3,6	0,8	4,3	0,8	4,0	0,9	25,777	0,000
Opponent characteristics	3,2	0,7	3,3	0,7	3,3	0,7	0,233	0,792
Player performance	3,9	0,6	3,4	0,8	3,5	0,8	21,777	0,000
Frontline employees	3,7	0,7	3,4	0,9	3,1	0,8	11,616	0,000
Facility access	3,6	0,8	3,8	0,9	3,7	0,8	3,909	0,021
Seat space	3,9	0,8	3,4	0,9	3,5	0,9	12,219	0,000
Organizational identification	3,0	0,8	3,0	1,0	2,8	0,8	2,195	0,113
Convenience	3,5	0,8	3,8	0,9	3,8	0,8	4,991	0,007
Number of Games Attended	4,0	3,1	5,9	6,3	5,0	6,1	4,968	0,007

When considering education as an independent variable, no statistically significant differences were encountered in:

- Supporters' evaluation of opponent characteristics ($p > 0,05$).

- Organizational identification of supporters ($p > 0,05$).

However, statistically significant differences were encountered in:

- Game atmosphere and entertainment experience of supporters ($p < 0,05$). University and master-doctorate graduated supporters are more satisfied with game atmosphere and entertainment than high school graduated supporters.

- Crowd experience perception of supporters ($p < 0,05$). High school graduated supporters evaluate crowd experience more positively than university and master-doctorate graduated supporters.

- Player performance evaluation of supporters ($p < 0,05$). High school and university graduated supporters find player performance better than master-doctorate graduated supporters.

- In spectators' views about frontline employees ($p < 0,05$). University graduated supporters are more satisfied with service rendered by frontline employees than high school graduated supporters.

- Opinion about facility access of supporters ($p < 0,05$). High school graduated supporters find the stadiums more accessible than university and master-doctorate graduated supporters.

- Seat space opinion of supporters ($p < 0,05$). High school graduated supporters are more satisfied with seat space rendered in stadium than university and master-doctorate graduated supporters.

- Convenience perception of supporters ($p < 0,05$). University graduated supporters find the stadiums more convenient than high school graduated supporters.

- Number of games attended by supporters ($p < 0,05$). University graduated supporters attend the games more often than high school graduated supporters.

3.3.1.1.4 Testing The Statistical Significance of Work Differences in Perceived Service Quality at Sporting Events

In this part of the study Independent T-Test was performed to compare the evaluation of supporters about service quality at sporting events based on work. Table 6 reflects the comparison results found out.

Table 6. Independent T-Test Results on Service Quality at Sporting Events (On the Basis of Work)

	Work				Independent Sample T-Test	
	Yes (313)		No (119)		t	p
	x	ss	x	ss		
Game atmosphere and Entertainment	3,8	0,7	3,9	0,7	-1,240	0,215
Crowd experience	4,0	0,9	4,0	0,9	-0,184	0,854
Opponent characteristics	3,2	0,7	3,3	0,9	-0,878	0,381
Player performance	3,6	0,8	3,4	0,8	2,311	0,021
Frontline employees	3,4	0,9	3,5	0,8	-0,696	0,487
Facility access	3,7	0,8	3,7	0,9	-0,253	0,800
Seat space	3,6	0,9	3,4	1,0	2,117	0,035
Organizational identification	3,0	0,9	2,9	1,0	0,593	0,554
Convenience	3,7	0,8	3,7	0,9	0,037	0,971
Number of Games Attended	5,3	5,5	4,6	5,4	1,096	0,274

When considering work as an independent variable, no statistically significant differences were encountered in:

- Game atmosphere and entertainment experience of supporters ($p > 0,05$).
- Crowd experience of supporters ($p > 0,05$).
- Supporters' evaluation about opponent characteristics ($p > 0,05$).

- Spectators' views about frontline employees ($p>0,05$).
- Supporters' evaluation of facility access ($p>0,05$).
- Organizational identification of supporters ($p>0,05$).
- Convenience perception of supporters ($p>0,05$).
- Number of games spectators attended ($p>0,05$).

However, statistically significant differences were encountered in:

- Player performance evaluation of supporters ($p<0,05$). Supporters who work find player performance better than supporters who do not work.
- Seat space opinion of supporters ($p<0,05$). Supporters who work are more satisfied with seat space rendered in stadiums than supporters who do not work.

3.3.1.1.5 Testing The Statistical Significance of Revenue Differences in Perceived Service Quality at Sporting Events

In this part of the study One-way ANOVA was performed to compare the evaluation of supporters about service quality at sporting events based on revenue. Table 7 reflects the comparison results found out.

**Table 7. One-way ANOVA Results on Service Quality at Sporting Events
(On the Basis of Revenue)**

	Revenue										ANOVA	
	0-1000 (73)		1001-2000 (59)		2001-3000 (124)		3001-5000 (110)		5000+ (66)			
	x	ss	x	ss	x	ss	x	ss	x	ss	F	p
Game atmosphere and Entertainment	4,0	0,7	3,9	0,7	3,7	0,7	3,8	0,6	4,0	0,8	2,228	0,065
Crowd experience	4,3	0,7	4,0	0,9	3,8	0,9	3,9	0,8	4,3	0,8	6,541	0,000
Opponent characteristics	3,2	0,8	3,3	0,8	3,2	0,7	3,3	0,7	3,2	0,7	0,317	0,867
Player performance	3,5	0,9	3,4	0,9	3,7	0,8	3,8	0,6	3,2	0,8	5,371	0,000
Frontline employees	3,5	0,8	3,5	0,8	3,4	0,7	3,4	0,9	3,2	0,9	1,212	0,305
Facility access	3,8	0,8	3,7	0,8	3,6	0,8	3,7	0,8	3,9	1,0	1,995	0,094
Seat space	3,3	1,1	3,6	0,9	3,6	0,8	3,7	0,8	3,5	0,9	2,812	0,025
Organizational identification	3,0	0,9	3,0	1,0	2,9	1,0	2,9	0,9	3,0	0,9	0,614	0,653
Convenience	3,7	0,8	3,6	0,8	3,6	0,9	3,9	0,8	3,8	0,9	3,016	0,018
Number of Games Attended	3,9	5,8	4,3	4,8	4,6	4,4	5,9	5,1	6,6	7,6	3,111	0,015

When considering revenue as an independent variable, no statistically significant differences were encountered in:

- Game atmosphere and entertainment experience of supporters ($p > 0,05$).
- Supporters' evaluation about opponent characteristics ($p > 0,05$).
- Spectators' views about frontline employees ($p > 0,05$).
- Supporters' opinion about facility access ($p > 0,05$).
- Organizational identification of supporters ($p > 0,05$).

However, statistically significant differences were encountered in:

- Crowd experience of supporters ($p < 0,05$). Supporters who have 5000+ TL income evaluate crowd experience more positively than other supporters.

- Player performance evaluation of supporters ($p < 0,05$). Supporters who have 3001-5000 TL income find player performance better than other supporters.

- Seat space opinion of supporters ($p < 0,05$). Supporters who have 3001-5000 TL income are more satisfied with seat space rendered in stadium than other supporters.

- Convenience perception of supporters ($p < 0,05$). Supporters who have 3000+ TL income find stadiums more convenient than other supporters.

- Number of games spectators attended ($p < 0,05$). Supporters who have 3000+ TL income attend games more often than other supporters.

3.3.1.1.6 Testing The Statistical Significance of Team Differences in Perceived Service Quality at Sporting Events

In this part of the study One-way ANOVA was performed to compare the evaluation of supporters about service quality at sporting events based on team. Table 8 reflects the comparison results found out.

Table 8. One-way ANOVA Results on Service Quality at Sporting Events (On the Basis of Team)

	Team						ANOVA	
	Besiktas (127)		Fenerbahce (148)		Galatasaray (157)			
	x	ss	x	ss	x	ss	F	p
Game atmosphere and Entertainment	4,2	0,6	3,8	0,6	3,6	0,8	24,235	0,000
Crowd experience	4,2	0,8	3,9	0,8	4,0	0,9	6,196	0,002
Opponent characteristics	3,3	0,8	3,3	0,7	3,2	0,8	0,767	0,465
Player performance	3,9	0,5	3,6	0,8	3,3	1,0	20,032	0,000
Frontline employees	3,6	0,9	3,4	0,8	3,3	0,9	4,915	0,008
Facility access	4,0	0,7	3,6	0,8	3,5	0,9	13,005	0,000
Seat space	3,8	0,8	3,5	0,9	3,4	0,9	5,519	0,004
Organizational identification	3,0	1,0	3,0	0,9	2,9	0,9	0,665	0,515
Convenience	3,9	0,8	3,6	0,8	3,7	0,9	3,328	0,037
Number of Games Attended	6,2	6,4	4,3	4,4	4,9	5,5	4,297	0,014

When considering team as an independent variable, no statistically significant differences were encountered in:

- Supporters' evaluation of opponent characteristics ($p > 0,05$).
- Organizational identification of supporters ($p > 0,05$).

However, statistically significant differences were encountered in:

- Game atmosphere and entertainment experience of supporters ($p < 0,05$). Beşiktaş and Fenerbahçe supporters are more satisfied with game atmosphere and entertainment than Galatasaray supporters.

- Crowd experience perception of supporters ($p < 0,05$). Beşiktaş supporters evaluate crowd experience more positively than Galatasaray and Fenerbahçe supporters.

- Player performance evaluation of supporters ($p < 0,05$). Beşiktaş and Fenerbahçe supporters find player performance better than Galatasaray supporters.

- In spectators' views about frontline employees ($p < 0,05$). Beşiktaş supporters are more satisfied with service rendered by frontline employees than Galatasaray and Fenerbahçe supporters.

- Opinion about facility access of supporters ($p < 0,05$). Beşiktaş supporters find the stadium more accessible than Galatasaray and Fenerbahçe supporters.

- Seat space opinion of supporters ($p < 0,05$). Beşiktaş supporters are more satisfied with seat space rendered in stadium than Fenerbahçe supporters.

- Convenience perception of supporters ($p < 0,05$). Beşiktaş supporters find the stadium more convenient than Fenerbahçe supporters.

- Number of games spectators attended ($p < 0,05$). Beşiktaş supporters attend games more frequently than Fenerbahçe supporters.

3.3.1.1.7 Testing The Statistical Significance of Season Ticket Differences in Perceived Service Quality at Sporting Events

In this part of the study Independent T-Test was performed to compare the evaluation of supporters about service quality at sporting events based on season ticket. Table 9 reflects the comparison results found out.

Table 9. Independent T-Test Results on Service Quality at Sporting Events (On the Basis of Season Ticket)

	Season Ticket				Independent Sample T-Test	
	Yes (127)		No (305)		t	p
	x	ss	x	ss		
Game atmosphere and Entertainment	3,8	0,7	3,8	0,7	0,006	0,995
Crowd experience	4,1	0,8	4,0	0,9	0,660	0,510
Opponent characteristics	3,2	0,7	3,3	0,7	-1,754	0,080
Player performance	3,7	0,7	3,5	0,8	3,052	0,002
Frontline employees	3,4	0,9	3,4	0,8	-0,410	0,682
Facility access	3,8	0,9	3,7	0,8	1,401	0,162
Seat space	3,7	0,9	3,5	0,9	1,615	0,107
Organizational identification	3,1	0,9	2,9	0,9	1,798	0,073
Convenience	3,8	0,8	3,7	0,9	1,200	0,231
Number of Games Attended	8,8	7,0	3,5	3,8	9,981	0,000

When considering season ticket as an independent variable, no statistically significant differences were encountered in:

- Game atmosphere and entertainment experience of supporters ($p > 0,05$).
- Crowd experience perception of supporters ($p > 0,05$).
- Supporters' evaluation about opponent characteristics ($p > 0,05$).
- Spectators' views about frontline employees ($p > 0,05$).
- Spectators' opinion about facility access ($p > 0,05$).
- Seat space opinion of supporters ($p > 0,05$).
- Organizational identification of supporters ($p > 0,05$).
- Convenience perception of supporters ($p > 0,05$).

However, statistically significant differences were encountered in:

- Player performance evaluation of supporters ($p < 0,05$). Supporters who have season ticket find player performance better than supporters who do not have a season ticket.

- Number of games supporters attended ($p < 0,05$). Supporters who have a season ticket attend games more often than supporters who do not have a season ticket.

3.3.2 Factor Analysis

To identify and test the underlying structure of perception of quality, exploratory factor analysis (EFA) with Principle Component Factoring and Varimax Rotations were conducted to 48 items. Kaiser-Meyer-Olkin Measure of sampling adequacy and Bartlett test of sphericity tests were performed to test the appropriateness of data for conducting factor analysis (Sharma, 1996). The result of the factor analysis (KMO= 0.895) was satisfactory.

Table 10. Rotated Component Matrix

	Component									Cumulative %
	1	2	3	4	5	6	7	8	9	
Frontline2	,745									9,279
Frontline3	,729									
Frontline5	,725									
Frontline4	,710									
Frontline6	,698									
Frontline7	,688									
Frontline1	,621									
Game7		,649								18,517
Game4		,643								
Game5		,637								
Entertainment1		,603								
Entertainment2		,586								
Entertainment3		,538								
Game1		,526								

Game2	,517							
Game6	,505							
Game8	,468							
Game3	,355							
PlayerPerf3		,767						
PlayerPerf4		,726						
PlayerPerf5		,720						26,642
PlayerPerf1		,714						
PlayerPerf2		,540						
Crowd4			,692					
Crowd2			,688					
Crowd3			,677					33,429
Crowd1			,636					
Crowd5			,585					
Facility1				,702				
Facility4				,701				
Facility2				,682				39,324
Facility3				,637				
Convenience2					,717			
Convenience1					,706			
Convenience4					,679			
Convenience3					,668			
Seat4						,687		
Seat1						,642		
Seat3						,636		48,588
Seat2						,613		
Opponent1							,745	
Opponent2							,734	
Opponent3							,710	52,882
Opponent4							,459	
Organizational5							,759	
Organizational4							,721	
Organizational1							,580	57,068
Organizational2							,548	

48 items converged into nine factors with 57,068% explained variance. Factors were named as “Game atmosphere and Entertainment”, “Crowd experience”, “Opponent characteristics”, “Player performance”, “Frontline employees”, “Facility Access”, “Seat space”, “Organizational identification” and “Convenience”.

3.3.2.1 Revised Model of the Research

The revised model for this research is seen in Figure 3. In this case, aesthetic and technical quality merged into one dimension, named Aesthetic Quality in Figure 3. Similarly, in Yoshida and James' model (2011), the correlation between aesthetic and functional quality was not too high, yet moderately significant.

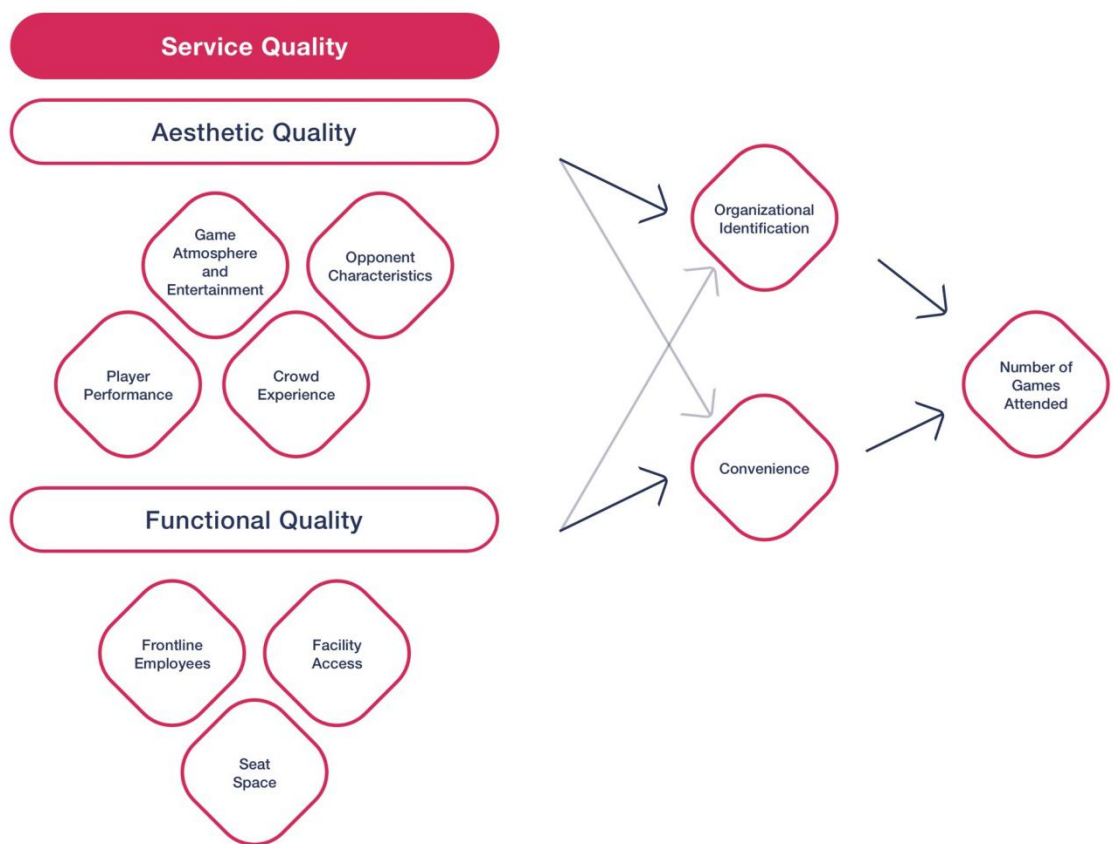


Figure 3. Revised Model

Since technical quality has merged with aesthetic quality, technical quality is not measured. According to the dimensions that have merged as a result of the factor analysis, hypotheses have been elaborated. The revised model leads to the following research hypothesis:

H1: Aesthetic quality has an impact on organizational identification.

H1a: Game atmosphere and entertainment affects organizational identification.

H1b: Crowd experience affects organizational identification.

H1c: Player performance has an impact on organizational identification.

H1d: Opponent characteristics have an impact on organizational identification.

H2: Aesthetic quality has an impact on convenience.

H2a: Game atmosphere and entertainment affect convenience.

H2b: Crowd experience has an effect on convenience.

H2c: Player performance influences convenience.

H2d: Opponent characteristics have an impact on convenience.

H3: Functional quality has an impact on convenience.

H3a: Frontline employees has an impact on convenience.

H3b: Facility access has an impact on convenience.

H3c: Seat space has an impact on convenience.

H4: Functional quality influences organizational identification.

H4a: Frontline employees has an impact on organizational identification.

H4b: Facility access has an impact on organizational identification.

H4c: Seat space has an impact on organizational identification.

H5: Organizational identification affects the number of games fans attend.

H6: Convenience has an impact on the number of games attended.

3.3.3 Reliability

Cronbach's alpha and item-to-total correlations were computed in order to evaluate the reliability of the survey measures.

Table 11. Reliability

	Cronbach's Alpha	Cronbach's Alpha
Frontline2 Frontline3 Frontline5 Frontline4 Frontline6 Frontline7 Frontline1	0,882	0,920
Game7 Game4 Game5 Entertainment1 Entertainment2 Entertainment3 Game1 Game2 Game6 Game8 Game3	0,856	
PlayerPerf3 PlayerPerf4 PlayerPerf5 PlayerPerf1 PlayerPerf2	0,833	
Crowd4 Crowd2 Crowd3 Crowd1	0,808	

Crowd5	
Facility1 Facility4 Facility2 Facility3	0,776
Convenience2 Convenience1 Convenience4 Convenience3	0,759
Seat4 Seat1 Seat3 Seat2	0,824
Opponent1 Opponent2 Opponent3 Opponent4	0,659
Organizational5 Organizational4 Organizational1 Organizational2	0,671

Reliabilities for factors were “0,882”, “0,856”, “0,833”, “0,808”, “0,776”, “0,759”, “0,824”, “0,659” and “0,671” respectively.

3.3.4 Correlations

In this part of the study, Pearson Correlation Analysis was performed to specify the relationship between evaluation of supporters about service quality at sporting events and some variables. Table 10 reflects the relational results found out.

Table 12. Correlations

		Crowd experience	Opponent characteristics	Player performance	Frontline employees	Facility access	Seat space	Organizational identification	Convenience	Number of Games Attended	Age
Game atmosphere and Entertainment	r	,577**	,244**	,341**	,467**	,561**	,273**	,336**	,475**	,195**	-,094
	p	,000	,000	,000	,000	,000	,000	,000	,000	,000	,050
Crowd experience	r	1	,162**	-,039	,189**	,436**	-,057	,312**	,421**	,252**	-,302**
	p		,001	,414	,000	,000	,235	,000	,000	,000	,000
Opponent characteristics	r		1	,111*	,269**	,227**	,203**	,074	,259**	-,015	-,034
	p			,021	,000	,000	,000	,127	,000	,761	,484
Player performance	r			1	,389**	,211**	,550**	,175**	,060	,101*	,193**
	p				,000	,000	,000	,000	,216	,035	,000
Frontline employees	r				1	,386**	,458**	,294**	,302**	-,026	-,140**
	p					,000	,000	,000	,000	,585	,003
Facility access	r					1	,313**	,201**	,337**	,167**	-,081
	p						,000	,000	,000	,001	,093
Seat space	r						1	,100*	,109*	,014	,182**
	p							,039	,023	,772	,000
Organizational identification	r							1	,234**	,188**	-,271**
	p								,000	,000	,000
Convenience	r								1	,211**	-,100*
	p									,000	,039
Number of Games Attended	r									1	-,094
	p										,052
Age	r										1
	p										

Based on the values from Table 12:

Game Atmosphere and Entertainment Experience

There is a significant relationship between game atmosphere and entertainment experience with:

- Crowd experience perception ($r=,577^{**}$, $0,05 < p$).
- Evaluation of opponent characteristics ($r=,244^{**}$, $0,05 < p$).
- Player performance evaluation ($r=,341^{**}$, $0,05 < p$).
- What spectators think about frontline employees ($r=,467^{**}$, $0,05 < p$).
- Opinion about facility access ($r=,561^{**}$, $0,05 < p$).
- Seat space evaluation ($r=,273^{**}$, $0,05 < p$).
- Organizational identification ($r=,336^{**}$, $0,05 < p$).
- Convenience perception ($r=,475^{**}$, $0,05 < p$).
- Number of games attended ($r=,195^{**}$, $0,05 < p$).

However, there is no significant relationship between game atmosphere and entertainment experience and age ($r=-0,094$, $0,05 > p$)

Crowd Experience Perception

There is a significant relationship between crowd experience perception with:

- Evaluation about opponent characteristics ($r=,162^{**}$, $0,05 < p$).
- Opinions about frontline employees ($r=,189^{**}$, $0,05 < p$).
- Opinion about facility access ($r=,436^{**}$, $0,05 < p$).
- Organizational identification ($r=,312^{**}$, $0,05 < p$).
- Convenience perception ($r=,421^{**}$, $0,05 < p$).
- Number of games attended ($r=,252^{**}$, $0,05 < p$).

However, there is no significant relationship between crowd experience perception with:

- Player performance evaluation ($r=-0,039$, $0,05 > p$)

- Evaluation of seat space ($r=-0,057$, $0,05>p$).

Furthermore, there is a significant negative relationship between crowd experience perception and age ($r=-,302^{**}$, $0,05<p$).

Evaluation about Opponent Characteristics

There is a significant relationship between evaluation about opponent characteristics with:

- Evaluation about player performance ($r=,111^*$, $0,05<p$).
- Opinions about frontline employees ($r=,269^{**}$, $0,05<p$).
- Opinions about facility access ($r=,227^{**}$, $0,05<p$).
- Seat space ($r=,203^{**}$, $0,05<p$).
- Convenience perception ($r=,259^{**}$, $0,05<p$).

However, there is no significant relationship between evaluation about opponent characteristics with:

- Organizational identification ($r=0,073$, $0,05>p$)
- Number of games attended ($r=-0,014$, $0,05>p$).
- The age of spectators ($r=-0,033$, $0,05>p$).

Player Performance Evaluation

There is a significant relationship between player performance evaluation with:

- Frontline employees ($r=,389^{**}$, $0,05<p$).
- Opinions about facility access ($r=,211^{**}$, $0,05<p$).
- Opinions on seat space ($r=,550^{**}$, $0,05<p$).
- Organizational identification ($r=,175^{**}$, $0,05<p$).
- Number of games attended ($r=,101^*$, $0,05<p$).
- Age ($r=,193^{**}$, $0,05<p$).

However, there is no significant relationship between player performance evaluation and convenience perception ($r=0,059$, $0,05>p$).

Opinions about Frontline Employees

There is a significant relationship between opinions about frontline employees with:

- Opinion about facility access ($r=,386^{**}$, $0,05<p$).
- About seat space ($r=,458^{**}$, $0,05<p$).
- Organizational identification ($r=,294^{**}$, $0,05<p$).
- Convenience perception ($r=,302^{**}$, $0,05<p$).

Furthermore, there is a significant negative relationship between opinions about frontline employees and age ($r=-,140^{**}$, $0,05<p$).

However, there is no significant relationship between opinions about frontline employees and number of games attended ($r=-0,026340370965756$, $0,05>p$).

Opinion About Facility Access

There is a significant relationship between opinion about facility access with:

- About seat space ($r=,313^{**}$, $0,05<p$).
- Organizational identification ($r=,201^{**}$, $0,05<p$).
- Convenience perception ($r=,337^{**}$, $0,05<p$).
- Number of games attended ($r=,167^{**}$, $0,05<p$).

However, there is no significant relationship between opinion about facility access and age ($r=-0,0808234875010558$, $0,05>p$)

Seat Space Opinion

There is a significant relationship between seat space opinion with:

- Organizational identification ($r=,100^{*}$, $0,05<p$).

- Convenience perception ($r=,109^*$, $0,05 < p$).
- Age ($r=,182^{**}$, $0,05 < p$).

However, there is no significant relationship between seat space opinion and number of games attended ($r=0,0139$, $0,05 > p$).

Organizational Identification

There is a significant relationship between organizational identification with:

- Convenience perception ($r=,234^{**}$, $0,05 < p$).
- Number of games attended ($r=,188^{**}$, $0,05 < p$).

Furthermore, there is a significant negative relationship between organizational identification and age ($r=-,271^{**}$, $0,05 < p$).

Convenience Perception

There is a significant relationship between convenience perception with:

- Number of games attended ($r=,211^{**}$, $0,05 < p$).
- Age ($r=-,100^*$, $0,05 < p$).

There is no significant relationship between number of games attended and age ($r=-0,093$, $0,05 > p$).

3.3.5 Regression

An examination of the hypothesized relationships in revised model was achieved through multiple regression analysis, using SPSS 21. Table 13 and 14 show the results of the revised model testing.

Table 13. Weighted Regression Results of Organizational Identification

	Beta	t	Sig.	R Square	Adjusted R Square	F	Sig.
(Constant)		2.218	.027	.147	.139	18.408	,000 ^b
Game atmosphere and Entertainment	.167	2.702	.007				
Crowd experience	.224	3.889	.000				
Opponent characteristics	-.018	-.384	.701				
Player performance	.128	2.565	.011				
a. Dependent Variable: Organizational identification							

According to test statistic, it is found out that opponent characteristics does not predict the organizational identification in the revised model ($t=-.384$, $\text{sig}>0,05$). Hence, the results do not provide evidence that service quality at sporting events is a seven-factor model. As per analysis results shown in Table 13, opponent characteristics were excluded from aesthetic quality dimensions.

Table 14. Weighted Regression Results of Convenience

	Beta	t	Sig.	R Square	Adjusted R Square	F	Sig.
(Constant)		10.412	.000	.154	.148	25.955	,000 ^b
Frontline employees	.235	4.507	.000				
Facility access	.273	5.580	.000				
Seat space	-.084	-1.654	.099				
a. Dependent Variable: Convenience							

According to test statistic, it is found out that seat space does not predict the convenience in the revised model ($t=-1,654$, $\text{sig}>0,05$). Analysis results in Table 14 show that seat space was excluded from dimensions of functional quality.

3.3.5.1 Finalized Model of the Research

With respect to hypothesis testing, the three sub-dimensions game atmosphere and entertainment, player performance and crowd experience loaded on aesthetic quality. The two sub-dimensions frontline employees and facility access loaded on functional quality. The ability of the hypothesized model to explain variation in terms of three criterion variables was assessed by R2 values. The R2 values for organizational identification, convenience and number of game attendance were, .15, .15, and .06, respectively. Altogether, the results provide evidence that service quality at sporting events is a five-factor model, which underlies the two second order dimensions: aesthetic and functional quality.

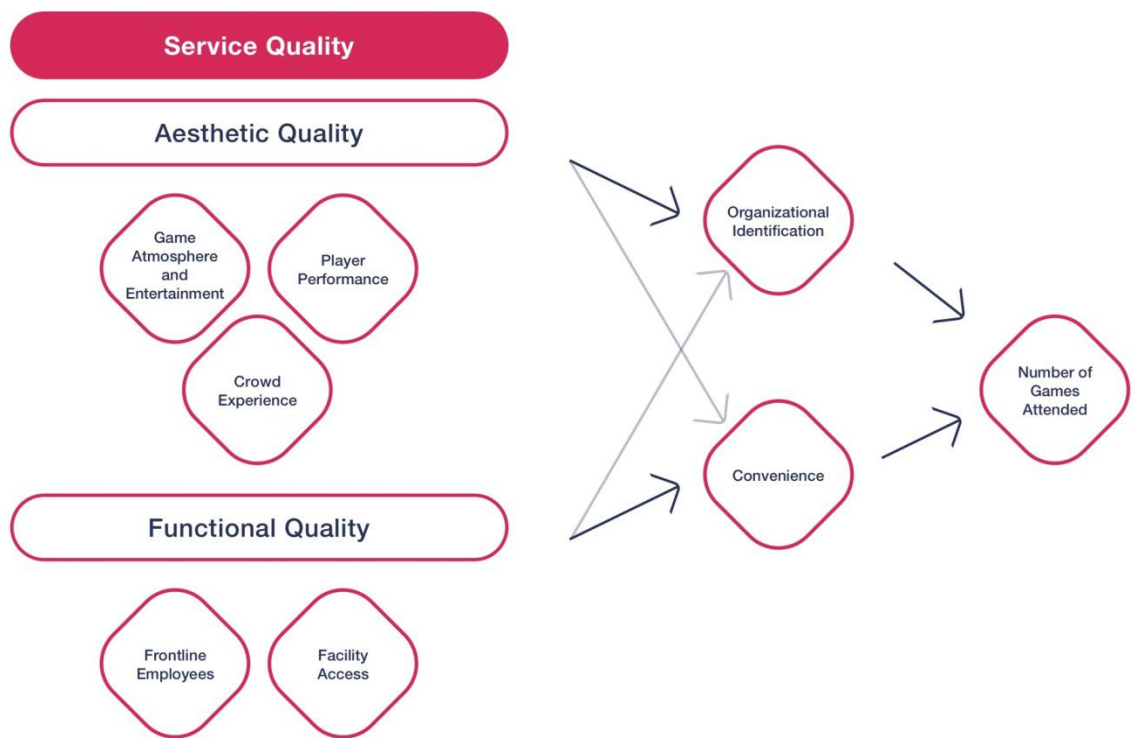


Figure 4. Finalized Model

3.3.5.1.1 Regression Weights of the Finalized Model

Three multiple regression model below supports the conceptualization of the multi-level factor model.

Table 15. Regression Weights of Organizational Identification

	Beta	t	Sig.	R Square	Adjusted R Square	F	Sig.	Tolerance	VIF
(Constant)		2.261	.024	.147	.141	24.544	,000 ^b		
Game atmosphere and Entertainment	.164	2.677	.008					0.534	1.871
Crowd experience	.223	3.882	.000					0.604	1.656
Player performance	.128	2.554	.011					0.8	1.25
a. Dependent Variable: Organizational identification									

As can be seen in the Table above, it is found out that the effect of game atmosphere and entertainment, crowd experience and player performance over organizational identification is significant.

Table 16. Regression Weights of Convenience

	Beta	t	Sig.	R Square	Adjusted R Square	F	Sig.	Tolerance	VIF
(Constant)		10.463	.000	.149	.145	37.413	,000 ^b		
Frontline employees	.202	4.185	.000					0.851	1.175
Facility access	.259	5.369	.000					0.851	1.175
a. Dependent Variable: Convenience									

Table 16 shows that the effect of frontline employees and facility access over convenience is significant.

Table 17. Regression Weights of Game Attendance

	Beta	t	Sig.	R Square	Adjusted R Square	F	Sig.	Tolerance	VIF
(Constant)		-1.353	.177	.065	.061	14.896	,000 ^b		
Organizational identification	.146	3.047	.002					0.945	1.058
Convenience	.177	3.689	.000					0.945	1.058
a. Dependent Variable: Number of Games Attended									

Considering the results shown in Table 17, it is found out that the effect of organizational identification and convenience over game attendance is significant.

4. CONCLUSION

Stadium atmosphere appears to be a critical issue in game attendance. Game atmosphere and entertainment, crowd experience and facility access emerged as the most prominent factors affecting organizational identification, convenience perception and subsequently the spectator's game attendance. Studies have been conducted in the area of stadium environment or "sportscape." Sportscape refers to the physical surroundings of the stadium that affect the spectator's desire to stay at the stadium and ultimately return to the stadium. Kotler's (1973) pioneering work in this field reveals that atmosphere is a quality of the spatial surroundings (Uhrich & Berkenstein, 2010). The dimension of augmented service quality refers to perceptions of the quality of secondary products offered in conjunction with events. The sub-dimensions of this dimension are "entertainment" and "concessions" (that is, food stalls), which represent the two most important secondary products that augment spectators' experiences. With regard to entertainment, many National Basketball Association (NBA) franchises in the USA offer in-game entertainment (such as on-court competitions and trivia quizzes) during breaks in the game. Music is also often used to entertain members of the audience and enhance the game experience (Zhang et al., 1995; Zhang et al., 2005; King, 2006). More marketing activities outside of the game can be utilized before, during and even after the game to increase game attendance and strengthen team identification. Moreover, stadiums, facilities around the stadium and concourse areas inside the stadiums should be made more accessible, while increasing the variety of food and drink offerings could help differentiate service provided at the stadium.

4.1 MANAGERIAL IMPLICATIONS

The findings of this study have important implications for club managers and marketers of major spectator sports events in Turkey. From a managerial standpoint, the model can be used to understand how service quality at football stadiums may be improved. Research results indicate that aesthetic quality can be improved by the

management of organizational identification and the customer's experience of game atmosphere at the stadiums. Based on Pine and Gilmore's (1998) idea of memorable experiences with narrative themes and memorabilia, it is suggested that aesthetic elements demonstrated at stadiums would positively affect organizational identification. On the other hand, functional quality is identified by sub-dimensions of frontline employees, facility access and seat space. These dimensions imply that the managers can improve services through the proactive administration and supervision for seat accessibility, seat space allocation and the attitudes of stadium employees. It is important to note that the technical quality is perceived as aesthetic quality by football spectators and that both aesthetic and functional quality can be coordinated by sport managers.

The proposed model can provide club managers with a reliable and valid analytical tool for measurement of spectators' perceptions of service quality at stadiums. More specifically, the two dimensions of the framework can be used ("aesthetic quality", and "functional quality") to identify potential problem areas in event and service operations at the stadiums and thus provide guidance for future improvement of services. An understanding of particular operational strengths and weaknesses is of crucial importance to managers who seek to increase spectator patronage through the provision of excellent on-field and off-field products and services. The sub-dimensions of the proposed model are sufficiently generic to lend themselves to other industry segments, such as concerts and professional conferences. Although some items might require some adaptation, managers in these service sectors can utilize the model to obtain a better idea of their customers' experiences of their events. For many of these events, which draw much of their revenue from ticket sales, the ability to diagnose specific aspects of their customers' service experiences is critical to drawing large numbers of spectators and thus establishing market leadership.

4.2 LIMITATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH

Several limitations and assumptions may have influenced the results of this study. The findings of the study are limited by the sample being restricted to a single sport, football in this case and three football clubs (BJK, FB and GS). These three clubs are chosen since they are the first clubs established in Turkey, they make the highest investments professionally and their fans make up the majority of football fans. Further studies in other settings using larger samples are desirable. However, the proposed model can be used as an example for other clubs. The survey data focuses on football stadiums in Istanbul, which constitutes a limitation, as the study neglects different demographics and the fans' experiences at other stadiums in different regions of Turkey. In fact, a survey with a broader scope by ANDY-AR was administered to 2,145 people in 81 cities and revealed slightly different results. 32 percent of participants supported GS, 30 percent supported FB and 17 percent supported BJK, while the rest of the participants supported other teams. The survey results also portrayed a different demographic: 63 percent of participants were male and 37 percent were females. 15 percent of the participants were aged 18-25, 23 percent were aged 25-34, 23 percent were aged 35-44, 19 percent were aged 45-54 and 20 percent were aged above 55. More than half of the population is married (66 percent), whereas 32 percent are single and 2 percent are divorced (Habertürk, 2016).

Several other limitations are acknowledged in the present study. First, the conceptual model and the accompanying measurement scale were developed primarily in the context of a professional baseball game in Japan and Division I-A college football games in the United States. Although it is likely that the sub-dimensions are reasonably generic, it is true that further studies would be required to ascertain whether the proposed conceptual frameworks are equally applicable to various other sports settings. Second, the original measurement scale has been verified with only a limited sample (that is, the spectators at a professional baseball game in the eastern Tokyo metropolitan area and college football games at a large southeastern university in the United States). Further tests of the scale using broader samples in other sport clubs and event contexts would be desirable to increase

confidence in the generalizability of the scale. Same study can be conducted with the fans in club databases. Instead of examining the results collected from a general pool of spectators, examining the responses from fans who attend club events and have an organic connection to the club through loyalty will increase the quality of results derived from the study.

Another set of limitations stem from the collection of data. A total of 452 surveys were collected and the number of collected surveys are a limitation even though the analysis of data yielded a result with high reliability. Surveys were collected from each spectator and the length of the survey questions makes it more difficult for participants to give the right information for each given question, which constitutes another limitation. On the other hand, the surveys were collected in the middle of the football season. Therefore, some of the questions such as the number of games attended in a season were given based on the previous season. Another limitation is the fact that BJK has recently moved into a new stadium, Vodafone Arena, and each participant could have attended only so many games since its opening in April 2016.

News stadiums are being built across Turkey. Evidently, these stadium improvements are believed to contribute to clubs positively. Stadium factors refer to variables such as the newness of the stadium, stadium access, aesthetics or beauty of the stadium and seat comfort. Study found that all these factors are positively related to game attendance. This suggests that spectator attendance will be higher when fans' attitude toward the stadium is more favorable. A study conducted for Money magazine by IRC Survey Research Group proposes the same result, evaluating 1,000 sports fans response to what they value when attending professional sporting events (Shank & Lyberger, 2015). The major findings, in order of importance, are: parking that costs less, adequate parking or convenient public transportation, a safe, comfortable seat that you can buy just a week before the game, reasonably priced snack foods, home team with a winning record, a close score, a hometown star who is generally regarded as being among the sport's 10 best players, a game that ends in less than three hours, and a wide variety of snack foods. Interestingly, the study identified that the four most important factors were unrelated to the game itself.

Further research could focus on the factors that are unrelated to the game and an ancillary model could be established.

5. APPENDIX

Appendix 1 – QUESTIONS FOR STADIUM MANAGERS

How would you define the service offered at stadiums?

What are the services you offer at this stadium?

How do you define service quality?

How would you evaluate the service offered at this stadium and the service quality?

What should be done to improve the service quality at the stadium?

How is the atmosphere at the games? What kind of an atmosphere experience would you like fans to experience?

How do you evaluate the competitors?

What do you think about player performances?

How important do you think is the stadium location for fans? What do you think about stadium's accessibility? Do you think the directions inside the stadium are adequate?

How do evaluate the benches, seat spaces and seat arrangement at the stadium?

How do you evaluate the performance of stadium employees?

Do you enjoy watching games at the stadium? What is your experience?

How do you evaluate fans' reactions when their team is being criticized and when their team is successful?

How do you evaluate the concourse areas in the stadium? How is the service provided by food and drink vendors?

How is the stadium used outside of match days? What kind of facilities are there?

How can we attract fans to come to the stadium? For example, do you think that there should be areas for fans to spend time before the games?

Appendix 2 – QUESTIONS FOR FOCUS GROUPS

How would you define the service offered at stadiums?

How do you define service quality?

How would you evaluate the service offered at the stadium and the service quality?

What should be done to improve the service quality at the stadium?

How is the atmosphere at the games?

What kind of an atmosphere experience would you like to experience as a spectator?

What do you think of the competitor teams?

What do you think about player performances?

How important do you think is the stadium location?

What do you think about stadium's accessibility?

Do you think the directions inside the stadium are adequate?

How do evaluate the benches, seat spaces and seat arrangement at the stadium?

How do you evaluate the performance of stadium employees?

Do you enjoy watching games at the stadium? What is your experience?

How do you evaluate other fans' reactions when their team is being criticized and when their team is successful?

How do you evaluate the concourse areas in the stadium?

How do you like the service provided by food and drink vendors?

Do you know how the stadium is used outside of match days?

What kind of facilities are there? Do you go to the stadium on days other than game days?

How can clubs attract more fans to come to the stadium? For example, do you think that there should be areas for fans to spend time before the games?

Appendix 3 – SURVEY QUESTIONS FOR FANS

Service Quality at Football Stadium – Survey Questions for Fans

Participant Name/Last Name

Team

Season Ticket – Y/N

Number of Games Attended

Game Atmosphere

The team' special events are some of the best you have experienced.

The team sell an impressive assortment of memorabilia.

The team' giveaway items are high quality.

This stadium's architecture gives it an attractive character.

At this stadium, you can rely on there being a good atmosphere.

This stadium's ambiance is what you want at a game.

You enjoy the excitement surrounding the performance of the players.

You like the excitement associated with player performance.

Crowd experience

Being surrounded by thousands of fans at a game is a great experience for you.

You are excited by being with other fans who are cheering.

The crowd energy you feel at games gets you excited.

Being able to interact with players at a game is important to you.

The team understand that atmosphere is important to you.

Opponent characteristics

Opposing teams are high quality teams.

Opposing teams have star players.

Opposing teams have good win/loss records.

Opposing teams have a good history.

Player performance

Your team's players perform well-executed plays.

Players on your team have superior skills.

Your team gives 100% every time.

Your team plays hard all the time.

Players on your team always try to do their best.

Facility access

Signs at this stadium help you know where you are going.

Signs at this stadium give clear directions of where things are located.

The stadium layout makes it easy to get to your seat.

The stadium layout makes it easy to get to the restrooms.

Seat space

There is plenty of knee room in the seating area.

There is plenty of elbow room in the seating area.

The arrangement of the seats provides plenty of space.

This stadium provides comfortable seats.

Frontline employees

You can rely on the employees at this stadium being friendly.

The attitude of the employees at this stadium demonstrates their willingness to help attendees.

The attitude of the employees at this stadium shows you that they understand your needs.

You can rely on the stadium employees taking actions to address your needs.

The employees at this stadium respond quickly to your needs.

The stadium employees understand that you rely on their professional knowledge.

The stadium employees are able to answer your questions quickly.

Entertainment

Games you watch at this stadium are really entertaining.

You are satisfied with the entertainment from games at this stadium.

You enjoy watching a game at this stadium.

Organizational identification

When someone criticizes your team, it feels a personal insult.

You are very interested in what others think about your team.

When you talk about your team, you usually say "we" rather than "they".

Your team's successes are your successes.

When someone praises your team, it feels like a personal compliment.

Convenience

You value the ease of using services in the concourse area.

Using services in the concourse area is an efficient way to manage your time.

You value the possibility of speedy service from concession providers.

You value the convenience of using services in the concourse area.

Marital Status

Age

Education

Work – Y/N

Appendix 4 – PROPERTIES OF SURVEY QUESTIONS

Question	Variable	Explanation	Scale	Reference
1	Team	Which team does the participant support	Open ended	Yoshida & James, 2011
2	Season Ticket	Whether or not the participant has a season ticket	Yes/No	Yoshida & James, 2011
3	Number of Games Attended	How many games did the participant attend in a season	Nominal	Yoshida & James, 2011
4	Game Atmosphere	Participants' experience of special team events	Interval - 5 Likert Scale	Yoshida & James, 2011
5	Game Atmosphere	Memorabilia	Interval - 5 Likert Scale	Yoshida & James, 2011
6	Game Atmosphere	Perception of giveaway items' quality	Interval - 5 Likert Scale	Yoshida & James, 2011
7	Game Atmosphere	Perception of stadium architecture	Interval - 5 Likert Scale	Yoshida & James, 2011
8	Game Atmosphere	Participants' experience of the stadium atmosphere	Interval - 5 Likert Scale	Yoshida & James, 2011
9	Game Atmosphere	Perception of stadium ambiance	Interval - 5 Likert Scale	Yoshida & James, 2011
10	Game Atmosphere	The extent to which participant enjoys the players' performance	Interval - 5 Likert Scale	Yoshida & James, 2011
11	Game Atmosphere	Excitement level of participant	Interval - 5 Likert Scale	Yoshida & James, 2011
12	Crowd Experience	Being surrounded by other fans	Interval - 5 Likert Scale	Yoshida & James, 2011
13	Crowd Experience	Excitement level of participant about being with other fans who are cheering	Interval - 5 Likert Scale	Yoshida & James, 2011
14	Crowd Experience	The feeling of crowd energy	Interval - 5 Likert	Yoshida & James, 2011

			Scale	
15	Crowd Experience	Being able to interact with other players	Interval - 5 Likert Scale	Yoshida & James, 2011
16	Crowd Experience	The participant's evaluation of team's understanding of atmosphere being important for the participant	Interval - 5 Likert Scale	Yoshida & James, 2011
17	Opponent Characteristics	Whether opponents are high quality teams	Interval - 5 Likert Scale	Yoshida & James, 2011
18	Opponent Characteristics	Whether opposing teams have star players	Interval - 5 Likert Scale	Yoshida & James, 2011
19	Opponent Characteristics	Whether opposing teams have good win and loss records	Interval - 5 Likert Scale	Yoshida & James, 2011
20	Opponent Characteristics	Whether opposing teams have good history.	Interval - 5 Likert Scale	Yoshida & James, 2011
21	Player Performance	Participant's perception of the team players performance	Interval - 5 Likert Scale	Yoshida & James, 2011
22	Player Performance	Participant's perception of the players superior skills	Interval - 5 Likert Scale	Yoshida & James, 2011
23	Player Performance	Participant's perception of the effort his team puts	Interval - 5 Likert Scale	Yoshida & James, 2011
24	Player Performance	Whether the team plays hard all the time	Interval - 5 Likert Scale	Yoshida & James, 2011
25	Player Performance	Whether the team always try to do their best	Interval - 5 Likert Scale	Yoshida & James, 2011
26	Facility Access	Whether the signs at the stadium are helpful	Interval - 5 Likert Scale	Yoshida & James, 2011

27	Facility Access	Whether the signs at the stadium give clear directions of where things are located	Interval - 5 Likert Scale	Yoshida & James, 2011
28	Facility Access	Whether the stadium layout makes it easy to get to seats	Interval - 5 Likert Scale	Yoshida & James, 2011
29	Facility Access	Whether the stadium layout makes it easy to get to restrooms	Interval - 5 Likert Scale	Yoshida & James, 2011
30	Seat Space	Perception of the knee room in the seating area	Interval - 5 Likert Scale	Yoshida & James, 2011
31	Seat Space	Perception of the elbow room in the seating area	Interval - 5 Likert Scale	Yoshida & James, 2011
32	Seat Space	Perception of the arrangement of seats providing plenty of space	Interval - 5 Likert Scale	Yoshida & James, 2011
33	Seat Space	Perception of the comfortable seats	Interval - 5 Likert Scale	Yoshida & James, 2011
34	Frontline Employees	Reliance on employees being friendly	Interval - 5 Likert Scale	Yoshida & James, 2011
35	Frontline Employees	Perception of employees' attitude and willingness to help	Interval - 5 Likert Scale	Yoshida & James, 2011
36	Frontline Employees	Employees' understanding of participant's needs	Interval - 5 Likert Scale	Yoshida & James, 2011
37	Frontline Employees	Reliance on employees to take action to address needs	Interval - 5 Likert Scale	Yoshida & James, 2011
38	Frontline Employees	Employees' quick response to needs	Interval - 5 Likert Scale	Yoshida & James, 2011
39	Frontline Employees	Employees' professional knowledge	Interval - 5 Likert Scale	Yoshida & James, 2011
40	Frontline Employees	Whether employees are able to answer questions quickly	Interval - 5 Likert Scale	Yoshida & James, 2011
41	Entertainment	Games are entertaining	Interval - 5 Likert Scale	Yoshida & James, 2011

42	Entertainment	Satisfaction with the entertainment	Interval - 5 Likert Scale	Yoshida & James, 2011
43	Entertainment	Enjoyment of watching a game at the stadium	Interval - 5 Likert Scale	Yoshida & James, 2011
44	Organizational Identification	Feels like personal insult when the team is criticized	Interval - 5 Likert Scale	Yoshida & James, 2011
45	Organizational Identification	Interest in what others think of the team	Interval - 5 Likert Scale	Yoshida & James, 2011
46	Organizational Identification	Referring to the team as "we" rather than "they"	Interval - 5 Likert Scale	Yoshida & James, 2011
47	Organizational Identification	Seeing team's success as one's own	Interval - 5 Likert Scale	Yoshida & James, 2011
48	Organizational Identification	Feels like a personal compliment when the team is praised	Interval - 5 Likert Scale	Yoshida & James, 2011
49	Convenience	Whether the participant values the ease of using services in the concourse area	Interval - 5 Likert Scale	Yoshida & James, 2011
50	Convenience	Whether using the services in the concourse areas is an efficient way to manage time	Interval - 5 Likert Scale	Yoshida & James, 2011
51	Convenience	If the participant values the speedy service	Interval - 5 Likert Scale	Yoshida & James, 2011
52	Convenience	If the participant values the convenience of using services in the concourse area	Interval - 5 Likert Scale	Yoshida & James, 2011

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