Factors Influencing Football Match Attendance: The South African Premier League in crisis

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by
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Sundu Mathidza
ABSTRACT

Attendance figures for South African PSL soccer matches have been in steady decline over the past few years. The FIFA World Cup in 2010 was expected to rejuvenate interest in local soccer, but so far no evidence of this has been noted in the attendance figures. The current attendance situation is a problem that threatens the stature of the league, and has financial consequences that threaten the financial survival of clubs and the potential regression of the league.

This research report is an empirical study of the motivational factors behind soccer match attendance, and how three of the PSL clubs plan to address the current situation with their attempts to improve attendance. The motivational factors of sports match attendance have been identified in the literature, and have been tested to see what significance they hold in the South African PSL context.

Keywords: Attendance, motivational factors, socialisation, performance, esteem, diversion, pricing, subculture, family appeal, entertainment
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GLOSSARY OF TERMS

AFA - Atteridgeville Football Association
CSR - Corporate Social Responsibility
'DAGGA' - Marijuana
DSTV - Digital Satellite Television
LSM - Living Standards Measure
PSL - Professional Soccer League
ACKNOWLEDGEMENT

This report is not confidential and may be used freely by the University of Cape Town:
Graduate School of Business.

I wish to thank Orlando Pirates, Moroka Swallows, SuperSport United and the PSL for giving generously of their time and their insights for the purpose of this study. I also wish to thank my supervisor Mlenga Jere for his assistance and guidance. Lastly I wish to thank my family who have supported me during the year.
1. INTRODUCTION

1.1 RESEARCH AREA

There has been very little research done in the area of Sports Marketing and Consumption in South Africa. This is quite surprising as South Africa is a sports passionate nation with sport being played by millions of people in the schools structures, university structures, club level, provincial level, national level and professional level. The most popular sports in South Africa are rugby, cricket and soccer. Soccer is by some margin the most popular and most played of the three sports.

As a nation South Africa has successfully hosted the rugby (1995), cricket (2003) and soccer (2010) world cups and is only the second country to host all three of these global events (Kruger, 2009). The hosting of the FIFA 2010 World Cup was perceived by millions of people as the event that would galvanise South African soccer, and put it on the world map as a competitive and attractive league, able to rival the more established and well-supported European leagues. The event and build-up to the event was the focus of the world media, and the country was gripped with the excitement of hosting the greatest show piece of the world's most popular sport.

The FIFA World Cup has come and gone. In South Africa however, the effect of the event and exposure of the sport has not resulted in the anticipated increase in attendance at local football level, in particular the ABSA Premiership. In the early and mid 1990's soccer match average attendance was high, and clubs could count on consistent and steady gate receipts for league matches. This was perhaps galvanised by the hosting and winning of the 1996 CAF African Cup of Nations. However since the late 1990's average attendance has steadily decreased, which does not bode well considering the games are played in stadiums with capacities ranging from 20 000 to 70 000. In the case of the FNB Stadium, the capacity is 94 600 (World Stadiums, n.d.).

Since the dawn of professionalism in sports, there has been a gradual increase of interest in sports not usually associated with certain cultures and ethnic groups. Sports marketers and
clubs have been challenged with the task of ensuring that their events draw large and consistent attendees in an increasingly competitive market. Sports events have evolved from being just a recreational activity, to being a complex product that sports marketers have to package and sell to consumers, in order to ensure crucial financial revenues for their clubs and sporting codes.

In the South African context and in particular the ABSA Premier League, I was unable to source information or literature regarding efforts to understand the motivation of fans and the general public, to attend soccer matches. Knowing what motivates people to attend sports matches and in particular soccer matches, would help sports marketers package and produce events that would appeal to fans and the general public.

1.2 RESEARCH PROBLEM

There have been many studies abroad focussing on sports consumption and what motivates people to attend sporting events. These studies have shown some insight into why people attend these events and what they might expect from the experience. In the South African soccer context I have been unable to find any research done, that investigates and tries to determine what motivates South Africans to attend local soccer matches, and what they expect from the experience.

Not having an understanding of what people or fans desire from a sporting event, makes it very difficult for sports clubs and sports marketers to organise an event that will have mass appeal. They are unable to persuade people to choose their event over other alternatives that may be taking place at the same time. The failure of clubs and sports marketers to attract large and viable numbers to events, has had various negative effects which might ultimately lead to the bankruptcy of clubs, and in the long run seriously diminish the appeal of the league in general, for spectators and players.

With the building of new stadiums and the upgrading of existing stadiums which have cost the South African government in the region of $1.3bn (Sports24.com, 2010) it is estimated that it costs clubs in the region of R500 000 a day to rent a stadium (Sport24.com, 2010).
Should the clubs fail to attract enough spectators to their events, they will fail to cover the expenses of hosting matches, and will make a hefty financial loss throughout the season.

Ticket prices for soccer matches in the South African Premier League range between R40 for the cheapest tickets to R80 for the most expensive (Computicket.com, 2011). Ticket prices overseas, where a Barclays Premier League ticket can cost in the region of £45.00 per match (Premierleague.com, 2010), are considerably more expensive than South African tickets. Even with such expensive match ticket pricing, the English Premier League matches consistently attract capacity crowds to matches.

Not being able to attract enough people to soccer matches in South Africa also puts clubs at a distinct disadvantage when trying to find a sponsor for their team. Many teams in the South African premier league are very reliant on the revenues they receive from corporate sponsors, and without these revenues, the clubs would be unable to afford the running costs and seasonal expenses. The corporate sponsors’ viewpoint is that they would naturally prefer to sponsor teams that have a large support base, and so would attract large numbers to their match events.

Another negative aspect of clubs and sports marketers failing to understand the motivations behind people attending sports matches, is that their following and support base would shrink. This would result in the club losing out on potential revenues that could be made from branded merchandise sales at matches, and through retail channels.

Other than subsidies, clubs receive income from the South African Premier Soccer League (PSL), broadcasting rights, gate receipts and corporate sponsorships, the latter being the biggest source of income for clubs (Karon, 2008). Corporate sponsorship in turn, is also largely driven by the size of the support base of the club, and the size of the crowds that the club attracts to their games.

Failure to recognise that attendance figures are pivotal for the success of clubs in the long term, the league could actually hinder many clubs from operating effectively, or competing financially, and this could foreseeably result in a reduction in the number of corporate sponsorships to clubs and the league.
### ATTENDANCE FIGURES

The table below shows the average attendance for clubs in the 2010/2011 premier league season. The chart also shows the capacity of the relevant club’s stadium (certain clubs use two stadiums for home fixtures) and the average percentage utilisation of the stadium in terms of its capacity.

<table>
<thead>
<tr>
<th>Team</th>
<th>Ave Attendance</th>
<th>Highest Attendance</th>
<th>Stadium Capacity</th>
<th>Ave % Utilisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orlando Pirates</td>
<td>9392</td>
<td>74875</td>
<td>40000</td>
<td>23.48</td>
</tr>
<tr>
<td>Kaizer Chiefs</td>
<td>6835</td>
<td>45000</td>
<td>94700</td>
<td>7.22</td>
</tr>
<tr>
<td>Ajax Cape Town</td>
<td>6633</td>
<td>43000</td>
<td>56000</td>
<td>11.84</td>
</tr>
<tr>
<td>Mpumalanga Black Aces</td>
<td>5612</td>
<td>35000</td>
<td>40929</td>
<td>13.71</td>
</tr>
<tr>
<td>Bidvest Wits</td>
<td>4749</td>
<td>42000</td>
<td>5000</td>
<td>94.98</td>
</tr>
<tr>
<td>Mamelodi Sundowns</td>
<td>4700</td>
<td>25000</td>
<td>32000</td>
<td>14.69</td>
</tr>
<tr>
<td>Maritzburg United</td>
<td>3800</td>
<td>20000</td>
<td>12000</td>
<td>31.67</td>
</tr>
<tr>
<td>Bloem Celtic</td>
<td>3733</td>
<td>14500</td>
<td>40911</td>
<td>9.12</td>
</tr>
<tr>
<td>Amazulu</td>
<td>2567</td>
<td>10000</td>
<td>54000</td>
<td>4.75</td>
</tr>
<tr>
<td>SuperSport United</td>
<td>2547</td>
<td>12000</td>
<td>32000</td>
<td>7.96</td>
</tr>
<tr>
<td>Free State Stars</td>
<td>2103</td>
<td>17000</td>
<td>35000</td>
<td>6.01</td>
</tr>
<tr>
<td>Golden Arrows</td>
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<td>22000</td>
<td>7.33</td>
</tr>
<tr>
<td>Santos</td>
<td>1467</td>
<td>9000</td>
<td>30000</td>
<td>4.89</td>
</tr>
<tr>
<td>Platinum</td>
<td>1167</td>
<td>9000</td>
<td>42000</td>
<td>2.78</td>
</tr>
</tbody>
</table>
1.4 RESEARCH QUESTION AND SCOPE

The main question of the research is: do motivational factors found abroad hold similar significance in the South African PSL context, and can these factors be used to develop or copy a model that local sports marketers and clubs can use, to improve the attendance figures for PSL matches in South Africa?

From this main question arises a set of sub-questions:

- What factors motivate people to attend sporting events?
- How highly do people in South Africa rate these factors?

A secondary question to the research is: what do the clubs in the PSL and sports marketers think motivates people in South Africa to attend PSL matches? Are there discrepancies between what motivates the people to attend matches, and what the clubs and marketers believe?

From this secondary question arises a set of sub-questions:

- Are there differences between what clubs believe motivates people to attend matches, and what really motivates them?
- Do the clubs see the current attendance figures at matches as a problem?
- What are the clubs currently doing in order to attract people to attend matches?
The answers to these questions are not intended to give a definitive solution to solve the issue of poor attendance figures at South African PSL matches. Rather it aims to provide more insight into what motivates people to attend matches, and what people expect to gain from attending a sporting event. The questions will also hopefully provide some insight into what the clubs and sports marketers perceive to be motivating factors, and what efforts they have in place in order to try and improve attendance figures. The answer will also attempt to show whether there is any alignment between what the clubs are offering in terms of PSL matches, and what spectators and potential spectators expect or desire from attending a match.

Some of the quantitative detail in the research was limited to the availability of data with regards to attendance figures at PSL matches, and how far back these records date. The research was also limited with regard to the number of people who were willing to participate, by completing the questionnaire, and the number of people who completed the questionnaire correctly. I tried to overcome this by sending out online questionnaires in addition to distributing them at soccer matches.

The time frame given to complete the research, which was approximately 12 weeks, may have limited the possibility of achieving wider participation because PSL matches take place on a weekly basis. Thus the number of games I could visit was limited, and this in turn limited the number of questionnaires that could be completed by people at the games.

With regards to interviews with the PSL clubs, the findings were limited by the depth of information the clubs were willing to divulge and engage in during the interview.

1.5 RESEARCH ASSUMPTIONS

The main assumption for the research was that people would volunteer to complete the questionnaires in large enough numbers, so as to ensure a generalisation of the results from the questionnaires. A second assumption was that people would complete the questionnaires correctly, and in a truthful manner, so as to ensure that the results and insights were accurate.
A third assumption was that the club representatives participating in the interview, would provide information that was accurate and truthful. A number of club representatives were not able to be interviewed due to the time constraints and unavailability. This might limit the extent to which insights from the interviews may be generalised to the other clubs in the PSL.

A final assumption was that the club representatives interviewed would share the belief that the issue addressed by the research was a problem which they needed to address, and which did exist in the current climate of the PSL. If they had not, this would have affected the insight that would have been drawn from the interviews done with them.

1.6 RESEARCH ETHICS

The ethical considerations for the research included using caution while linking people and clubs’ names with the data that was collected. Working only with data that would not be linked to any individual would help to keep the responses anonymous, and protect the privacy of individuals, unless they had given their permission to be named. In terms of the interviews, the organisation’s identity and that of its CEO would not be made known, in order to protect the organisation and individuals in it, unless of course they had given their permission to be named. An organisation’s strategy with regard to its competitors might have been seriously compromised, if findings from the interviews proved to be of a sensitive nature.

All the data collected was also collected on a voluntary basis, so that people who did not wish to participate, could exercise that right. I have also thanked and given credit to all people and organisations who have participated in this research study.

2. LITERATURE REVIEW

2.1 INTRODUCTION

Since sports turned professional in the modern era, gate receipts at events and matches have become a very important direct source of income for clubs, which can ultimately lead to secondary sources of income such as sponsorships, deals, and broadcasting rights deals.
Funk, Filo, Beaton and Pritchard (2009) say that sports event attendance represents a significant aspect of leisure and recreation in many countries. This presents many opportunities for clubs and sports marketers, to attract people to attend their events in a highly competitive market, where competition between different clubs and sporting codes is intense. Baade (2003) as cited in Funk et al. (2009), states that few hedonic consumptive experiences create greater interest and investment, than that of watching competitive sports.

Snelgrove, Taks, Chalip and Green (2008) say that the high cost of hosting major sporting events makes it necessary to design marketing strategies to maximise the number of spectators, regardless of their home location. They go on further to say that higher attendance figures improve revenues from ticket sales and enhance the value of sponsorships. Andreff & Szymanski (2006) as cited in Funk et al. (2008), say this may sound easy to do, but in reality demand for spectator sports can fluctuate and fragment. Due to market forces, a number of challenges can exist that sports marketers and clubs need to overcome, in order to address the fluctuation of spectator interest, and build a sustained volume of attendees.

If a club or sport marketers is able to attract people to their events, then they are also faced with the task of keeping their current spectator base, and not losing them to another club or even sporting code. Rosenberg & Czepiel (1983) as cited in Funk et al. (2009), say that the cost of replacing one spectator can be six times more expensive than retaining an existing one.

Funk et al. (2009) suggest that at face value, attending a sports event may seem a simple behaviour, but academic tools used to explain such behaviour are complex, and use a number of measures to capture a variety of different motives. This supports the notion that increased competition between sports and entertainment products, makes it crucial for sports marketers and clubs to understand what motivates individuals to attend events.

2.2 MOTIVATION SCALES

Motivation to attend a sporting event represents a choice or decision-making process whereby consumers aim to satisfy needs and acquire perceived benefits through acquisition. Funk et al. (2009) describe motives for sports event attendance as being dynamic and multi-faceted, and
these have been examined through a number of different frameworks. These approaches would include amongst others: Maslow's (1954) hierarchy of needs, stages of increasing involvement (Funk & James, 2001), Iso-Ahola's (1982) escape-seeking model, and the premise of push and pull factors (Crompton, 1979).

This wide array of frameworks available for use, underlines the difficulty in effectively assessing and measuring sports consumer motivations. Beaton & Funk (2008) as cited in Funk et al. (2009), suggest that motives for leisure activity are dynamic, and should be viewed as changing throughout a consumer's lifetime.

Funk, Ridinger and Moorman (2004) as cited in Funk et al. (2009), say that sports event research has used a number of discrete facets of motivation amongst spectators and fans. In general, these motives are usually categorised as being utilitarian or hedonic (Hirshman & Holbrook, 1982) as cited in Funk (2009).

Utilitarian motives are functional, and represent objective desires or the tangible attributes of a sports product or service: including venue services, admission costs, marquee players and coaches, promotions, scheduling of games, new arenas, accessibility, and the relationship between socio-demographic variables and watching sports (Gladden & Funk, 2002). In contrast Funk et al. (2004) says that hedonic motives are experiential in nature involving subjective emotional responses to the product such as excitement, fantasy, eustress, vicarious achievements, escape, aesthetics, group affiliation, and social interaction.

Razzaque (1998) as cited in Funk et al.(2009) stresses that although academics focus on theorising and producing new knowledge, practitioners typically desire pragmatic solutions with a bottom-line focus. In addition, practitioners demand shorter scales to increase efficiency, because shorter scales place fewer burdens on respondents (DeVellis, 2003) as cited in Funk et al. (2009).

Funk et al (2009) say that academic research has provided a variety of measurement tools with various motivational constructs to examine sport attendance, but such tools are often perceived as burdensome and complex by practitioners and the prediction of attendance behaviour is limited.
2.3 MOTIVATIONAL FACTORS

There have been many different motivational factors and constructs that have been used in attempts to measure motivation to attend sporting events. According to Funk et al (2009) the examination of constructs from a number of scales, led to the identification of ten motivational themes used in previous empirical studies from which a set of motives driven by parsimony, was developed: Socialisation, Performance, Excitement, Esteem and Diversion (SPEED).

1. Socialisation

Socialisation has to do with interactions between people at sporting events. Funk et al (2009) say that socialisation specifically represents a desire for sociability, and the extent to which a person perceives that attending a sport event is an opportunity to interact with family, friends, and other spectators. They go on further to state that individuals are motivated to seek a sports event experience due to opportunities to enhance human relationships, through external interaction with other spectators, participants, friends, and family.

Social needs, such as the gratification that comes from being with others who enjoy the same activity, and connecting oneself with the need to interact, socialise, and belong, are also among the fundamental motives for sports consumption (Irwin et al., 2008; Koo & Hardin, 2008; Devasagayam & Buff, 2008) as cited in Armstrong (2008). Sports consumers’ experiences are directly and indirectly related to the culture created by their interaction with other spectators (Armstrong, 2001) as cited in Armstrong (2008).

Desire for group affiliation, camaraderie and group identity, significantly influence sports attendance (Wakefield, 1995; Melnick, 1993; Wann, Royalty, & Rochelle, 2002; Kahle, Kambara, & Rose, 1996) as cited in Armstrong (2008). Socialisation and interaction with fans who attend sporting events, adds to the overall appeal of the event (Sloan, 1989) as cited in Armstrong (2008). Therefore, the nature of the social interactions at a sports event may imbue the event with symbolic appeal and unique culture, which will influence consumers’ attendance decisions (Armstrong, 2008).
2. Performance

Funk et al (2009) explain that player performance influences the extent to which a sports event is perceived as providing stimulation, during the consumption of the experience. Excitement represents a desire for intellectual stimulation. In addition to this, Funk et al (2009) say that individuals are motivated to seek a sports event experience, due to opportunities for mental action and exploration, and the atmosphere and ambience created by the uncertainty of participation, competition, and the spectacle of associated activities.

3. Esteem

Esteem reflects the extent to which an individual perceives attending a sporting event as providing an opportunity for vicarious achievement. Individuals are motivated to seek a sporting event experience, due to opportunities for achievement and challenge that produce a sense of mastery, and a heightened sense of personal and collective self-esteem. Esteem relates closely to self-esteem motives, group affiliation achievement, community support, and vicarious achievement (Funk et al., 2004; Madrigal, 2006; Trial & James, 2001; Wann, 1995) as cited in Funk et al. (2009).

4. Diversion

Diversion reflects the extent to which a person perceives attending a sporting event as providing an opportunity to escape the pressures and normal routine in everyday life. Diversion represents a desire for mental wellbeing. Individuals are motivated to seek a sports event experience, due to opportunities to escape, and to remove themselves from daily work life routines that create stress (Funk et al., 2009).

Snelgrove et al. (2008) suggest that there are three types of motives that may be associated with regard to travelling to sporting events: (1) motives associated with being a fan of the sport, (2) motives associated with leisure preferences, and (3) identification with the subculture of the sport at the event (Daniels & Norman, 2005; Green, 2001; Kim & Chalip, 2004) as cited in Snelgrove et al. (2008).
5. Fan Motivation

Wann et al. (2004) as cited in Snelgrove et al. (2008), say that one of the most intensive and extensive endeavours in contemporary sports research has been to explain the cause of sports fan-ship. In other words, what motivates people to be fans? Snelgrove et al. (2008) explain that various scales have been developed to measure fan motivation. However, the various scales do not agree on the number of dimensions required to capture fan motivation, nor on which dimensions are the best to use. The various measures however, share the assumption that fan behaviours and attitudes are driven by fan's motives. In other words, the expectation is that the higher the fan’s motivation, the more likely it is he will care about and consume sports entertainment (Snelgrove et al., 2008).

Kim and Chalip (2004) as cited in Snelgrove et al. (2008) say that fan motivation has intuitive appeal, and there is evidence that the willingness of sports fans to undertake travel to an event, does depend somewhat on their fan motivation. However, attendance also affects concurrent and subsequent motivations. By attending an event and discoursing with others, fans affirm and strengthen their consequent identity as fans (Holt, 1995; McFarland & Pals, 2005) as cited in Snelgrove et al. (2008).

Snelgrove et al. (2008) conclude that these findings suggest that the positive effect of attendance on identity should, in turn strengthen fan motivation. Thus, the effect of attending games on fan motivation should be positive and mediated, in whole or in part, by its effect on identity.

6. Leisure Motivation

Bhat et al. (2006) and Pritchard and Funk (2006) as cited in Snelgrove et al. (2008) point out that the choice to attend a sporting event is one among an array of possible leisure choices. A sporting event is chosen because it will meet the leisure preferences of the consumer as well as, or better than possible substitutes. This then leads to the conclusion that should an event meet the leisure needs of a consumer, efforts to make it more attractive and appealing, should be an important consideration. This notion has empirical support, as the willingness of potential attendees to go to an event does depend somewhat on the degree to which they can
expect it to provide learning, opportunities to socialise, and/or to escape (Kim & Chalip, 2004) as cited in Snelgrove et al. (2008).

7. Identification with Subculture

Gelder (2007) and Jenks (2005) as cited in Snelgrove et al. (2008) say a subculture can be understood as a subgroup of society composed of individuals who come together to share a common facet, such as a sport, brand, or activity, and who thereby develop distinctive attitudes, beliefs, and values. It has been shown that different sports evolve different subcultures, and that involvement with a particular sport can socialise the individual in attitudes, beliefs, and values distinctively associated with that sport (Donnelly & Young, 1998; Schouten & McAlexander, 1995; Wheaton, 200) as cited in Snelgrove et al. (2008).

The socialisation renders a degree of identification within the subculture, such that persons in the group describe themselves, and may be so described by others, with reference to the group. These two aspects, description of self and description by others, are closely related, but conceptually distinct. They represent self-identity and social identity, respectively (Shamir, 1992; Stets & Burke, 2000) as cited in Snelgrove et al. (2008).

Identification with a sports subculture can have significant effects on consumption choices and preferences. Identification can also lead to choices of products and activities that typically represent the subculture (Shouten & McAlexander, 1995) or that represent values of the subculture (Chalip & McGuirty, 2004) as cited in Snelgrove et al. (2008). In a self-reinforcing fashion, the decision to attend a sporting event, initiates processes that further cultivate identification with the subculture associated with the sport at that event (Pons et al., 2006) as cited in Snelgrove et al., (2008).

Armstrong (2008) claims that individuals attend sporting events for a myriad of reasons. One group of factors posited to influence consumers' decisions to attend sport events, pertains to the event’s attractiveness. For example, factors such as the quality of the teams competing, the importance of the game/event, general affinity for the home team, consumer desire to see the opposing team, the pace of the game, style of play, and players’ skills, are among the game attractiveness variables that have influenced sports attendance (Ferreira & Armstrong,
Another group of factors reported to influence consumers' sports attendance decisions is sport accessibility factors (Armstrong, 2008). For example, factors such as the day of the game / event, the distance required to travel to the event, and the convenience of the game / event’s location, have influenced consumer sport attendance decisions (Ferreira & Armstrong, 2004; Hansen & Gauthier, 1989; Zhang, Pease, Hui, & Michaud, 1995; Zhang, Wall, & Smith, 2000; Schofield, Simmons, 1999; Marcum & Greenstein, 1985; Becker & Suls, 1983) as cited in Armstrong (2008). Armstrong (2008) then concludes that there is a residual component to game attendance based on a sport event's accessibility to consumers.

Consequently, sports marketers have long sought to accentuate the attributes that allow sporting venues to be defined as platforms of symbolic expressions. They have done so by creating dynamic stadium and arena climates that propagate "cultures" with ambiences, that add value, and transform the core of the actual sporting experience: the teams competing and the location/distribution thereof (Armstrong, 2008). In so doing, sports marketers have made concerted efforts to engage in marketing practices that make the in-arena/in stadium sport experience as pleasant as possible for sports fans (Bollig, 1998) as cited in Armstrong (2008).

Based on the important role the sporting event plays in promoting the enjoyment of the sports consumption experience (Bernthan & Graham, 2003) as cited in Armstrong (2008), there is a need for continual examination of the sports event attributes. This particularly refers to the creation of cultures that allow a sporting event to be perceived as a "venue for symbolic expression" as Green (2001) asserted, as cited in Armstrong (2008).

Armstrong (2008) claims that there are a plethora of attributes that create stadium/arena cultures and these may influence the symbolic nature of a sports event experience. Two areas in which the culture of a sports event may typically converge are:
(a) The event’s consumers (i.e., audience demographics and market segments present) and/or

(b) The event's marketing appeal (based on how it is branded and positioned on the conceptual maps of the consumer) (Shank, 2005; Ross, 2006) as cited in Armstrong (2008).

Attributes that may reflect this convergence include: the events with family appeal, social interactions between sports spectators at the event, event promotions, and event entertainment.

8. Family Appeal

Family members are key socialising agents for individuals' sport attitudes, beliefs, and overall sports consumption (Mullin, Hardy, & Sutton, 2000) as cited in Armstrong (2008). Shank (2005) as cited by Armstrong (2008) says that the family is one of the primary reference groups that generally influence sports consumption. An individual's sport attendance decisions are often influenced by their family values, family motivations, family needs, family bonding, and their desire to share the experience with their family members (Funk, Mahoney, & Ridinger, 2002; Guttman, 1986; Irwin et al., 2008; Sloan, 1989; Wann, Brewer, & Royalty, 1999) as cited by Armstrong (2008).

Based on the influence of family on consumers' sport attendance, many sports teams have made concerted efforts to appeal to, and attract families. They have designated family seating areas, designed family ticket packages, family promotions, and special events and activities targeted to promote family attendance (Armstrong, 2008). Armstrong (2008) goes further to explain that the presence of families in a sports audience may create unique event culture and consumption experience for consumers, who value the opportunity to spend time with their families. Thus having a family appeal may be a salient event attribute, that will create a sports event culture and will significantly influence consumers' attendance desires.
9. Promotions

Promotions have consistently been found to be positively related to game attendance (Zhang, Lam, Connoughton, Bennett, Pease, Pham, Killion, Ocker, & Duley, 2004; Wann, 1995; Milne & McDonald, 1999; Sloan, 1989) as cited in Armstrong (2008). Shank (2005) as cited in Armstrong (2008) says that promotional activities are often used for product positioning and creating the "personality" of an event. Promotions that involve consumer incentives, premium items giveaways, and special occasions have a positive influence on consumers’ sport attendance decisions (Irwin et al., 2008; Hansen & Gauthier, 1989; Marcum & Greenstein, 1985; Shank, 2005; McDonald & Rascher, 2000) as cited in Armstrong (2008).

10. Entertainment

A sport event's entertainment value has also long been recognised as one of the most salient factors influencing consumers' sport attendance decisions (Hansen & Gauthier, 1989; Kahle et al., 1996; Zhang et al., 1995; Zhang et al., 2004; Wann et al., 2002) as cited in Armstrong (2008). Bollig (1998) as cited in Armstrong (2008) instructed sports marketers to make concerted efforts to promote the value of sporting events, to justify the entertainment dollars spent by the fans. Armstrong (2008) says that Ferreira & Armstrong (2004) reported that factors such as pre-game and in-game entertainment (such as bands, music, and pre-game activities) were salient event attributes that influenced consumers' sport attendance decisions. As such, sports event entertainment appeal may create an event culture that is a market attraction and may have a formidable influence on sports attendance.

Charleston (n.d.) says that attendance and the duration of stay at sporting events has been associated with features of the stadium. Wakefield & Sloan (1995) as cited in Charleston (n.d.) reported that perceived crowding reduced the length of time at American football games, and cleanliness, parking facilities, and food service quality, increased length of stay. In the case of Australian rugby supporters, Charleston (n.d.) says that the overall set of stadium facilities (e.g. parking, cleanliness, catering, crowding) did significantly predict attendance for home fans, although individual stadium factors had limited impact on future attendance, and varied, based on whether the attendee was a home, or away team fan (Hill & Green, 2000). English football supporters confirmed that similar factors such as the sight line,
cleanliness, and food service quality were also important to their overall match experience, and supporters of clubs with newer stadiums reported more satisfaction with these aspects of their attendance (Football Association, 2006; Waghorn, Downer & Munby, 2005) as cited in Charleston (n.d.).

Charleston (n.d.) explains that from a psychological perspective, Wann and his associates have identified 8 motivations underlying sport fandom (Wann, 1995; Wann, Melnick, Russell, & Pease, 2001); and that it could be argued that they could be fulfilled through match attendance. The motivation to belong, or group affiliation, has been linked to attendance across sports (Charleston, n.d.). The social benefit associated with attendance, as well as the enjoyment of the event, were reported as primary reasons for the original support of a team. Lack of enjoyment was an important reason for the cessation of this support (Wann, Tucker & Schrader, 1996; Wann & Wilson, 1999) as cited in Charleston (n.d.). Charleston (n.d.) then claims that this was confirmed when fewer than 30% of respondents reported they attend a sporting event alone (Wann, Friedman, McHale, & Jaffe, 2003). Opportunity for enhanced group esteem resulted in increased attendance at American football games, and Japanese professional soccer leagues (Mahony, Nakazawa, Funk, James, Gladden, 2002; Murrell & Dietz, 1992) as cited in Charleston (n.d.). Thus, she infers that group affiliation further contributes to sports fans’ motivation: self-esteem reinforcement (Wann, 1995).

It has been inferred that membership of a highly regarded sports group enhances the social identity of individuals (Jacobson, 2003) as cited in Charleston (n.d.) It allows the individual to 'bask in reflected glory' when the team is successful (Cialdini et al. 1976; Sloan, 1979) as cited in Charleston (n.d.). Charleston (n.d.) also infers that family-related motivations for sports fandom may also be fulfilled via attendance. Referring to Giulianiotti (2002) she says that for most dedicated football supporters, 'the individual has a relationship with the club that resembles those with close family and friends', and that continued support in English football has been directly linked with family (Jones, 1997). Charleston (n.d.) concludes that respondents to the F.A. Premier League Survey (2006) said that attending with family members was one of the best features of a match: 21% being accompanied by their spouse, 32% by another family member, and 8% by their children. This she claims further emphasises the importance of the family motive to football supporters.
11. Attendance and Pricing

Narayan & Smyth (2003) say that in static market demand models, team success is typically included as one variable explaining attendance. However, Davies et al. (1995) and Dobson and Goddard (1998) agree that one can argue that in professional team sports, if more attendance generates higher revenue, this can be employed to produce success on the field, so attendance might drive league standings, and vice versa (as cited in Narayan & Smyth, 2003). Similarly, admission price is typically included in market demand models, as an economic variable explaining attendance. Consistent with demand theory, the expectation is that as price increases, attendance should fall. In practice, studies of the demand for professional team sport, have reached mixed findings (Narayan & Smyth, 2003).

Cairns (1990) as cited in Narayan & Smyth (2003) notes that only five of the twelve studies he reviewed, which included price as an explanatory variable, found price to have a negative and statistically significant effect on attendance. Narayan & Smyth (2003) explain that more recently, studies such as Borland & Lye (1992) (Australian Rules football), Welkie and Zlatoper (1994) (NFL football) and Wilson and Sims (1995) (Malaysian football) have statistically significant price effects.

Narayan & Smyth (2003) report that it is equally plausible that sporting authorities could alter admission prices, in response to a change in demand reflected in attendance. Narayan & Smyth (2003) support their suggestion by stating that this point was recognized by Noll (1974) in one of the first studies of the determinants of attendance at US professional team sports. They say he concludes (on p.154): ‘Prices tend to be positively correlated with attendance, which indicates that team owners respond to higher demand by rising prices’. The same phenomena have been observed in Football League matches in the UK (Narayan & Smyth, 2003).

2.4 Ticket Scarcity and Attendance

Wann, Bayens and Driver (2004) say that in the last few decades, sports marketers and managers have devoted a great deal of time and effort to identify factors that influence and promote sports consumption. In particular they say researchers have been interested in
variables that influence direct sports consumption in the shape of attendance at sporting
events. According to Wann, Bayerns and Driver (2004) this line of research has achieved
some measure of success, and researchers have identified a number of influential factors.
Their research cite factors such as weather and parking (Hay & Rao, 1982; Noll, 1974; Rivers
& DeSchriver, 2002), ticket costs (Hansen & Gauthier, 1989; Zhang, Pease, Hui, & Michaud,
1995), promotional events (Hill, Madura, & Zuber, 1982; McDonald & Rascher, 2000), team
success (Baade & Tiehen, 1990; Schofield, 1983), attributions for team success (Iso-Ahola,
1980; Wann, Roberts, & Tindall, 1999), and the presence of star players (Noll, 1974;
Schwartz, 1973). These factors all play a role in sports consumption decisions.

Wann, Bayerns & Driver (2004) indicate that as a factor, fans' level of team identification was
found to be of particular importance. Team identification signifies the extent to which fans
feel psychological connections to a team, are involved and invested in a team, and see the
team as an extension of the self (Guttmann, 1986; Hirt, Zillmann, Erickson, & Kennedy,
1992; Wann & Branscombe, 19993) as cited in Wann, Bayerns & Driver (2004). They also
indicate that a number of researchers have identified the importance of identification in
attendance decisions. As an example Wann, Bayerns & Driver (2004) refer to the study of
Pease & Zhang (1996) of the National Basketball Association (NBA). They found that team
identification was the single best predictor of attendance.

Wann, Bayern & Driver (2004) claim that one potential factor that has escaped the attention
of sports scientists, is the scarcity effect, which has gained a great deal of attention from
social scientists interested in persuasion tactics. The scarcity effect identifies the tendency for
individuals to attempt acquisition of opportunities and resources that are either scarce or
cited in Wann, Bayern & Driver (2004) say that items or events that are perceived to be
scarce, tend to be viewed as more valuable and important; consequently, people have a greater
desire for them.

Wann, Bayern & Driver (2004) say that there are three lines of evidence that infer that similar
effects should be found in sport. Lynn (1991) as cited in Wann, Bayern & Driver (2004)
summarised his meta-analytical findings on marketing research by examining the impact of
scarcity, stating that "marketers can increase the perceived value of products, services, and
promotions by manipulating the perceived scarcity of those products, services, and
promotions" (p.52). Wann, Bayern & Driver (2004) say that this area of study owes its roots to Brock (1968; Brock & Brannon, 1992), who proposed a commodity theory. This theory suggests that for commodity scarcity to be effective, the commodities must meet three criteria: they must be useful, transferable, and able to be possessed. Wann, Bayern & Driver (2004) conclude that tickets to sporting events clearly meet each of these criteria. The person buying the ticket will receive something tangible in exchange for the ticket (attendance at a game), tickets can be transferred from one person to another, and owning a ticket, entitles a person to occupy a particular seat at the designated event.

Secondly, Wann, Bayern & Driver (2004) pronounce that scarcity in sports event tickets can be viewed as similar to the "limited number tactic", described by Cialdini (1994, p.211) as a vital part of the scarcity effect. Wann, Bayern & Driver (2004) explain that when using this tactic, individuals are informed that the target product or service is in limited supply (e.g. "while stocks last"). Cialdini contends that this strategy is highly effective, resulting in increased perceptions of item scarcity, which leads to attractiveness. The limited number tactic can be found in the sports consumption realm since each event has limited seating (Wann, Bayern & Driver, 2004). As result Wann, Bayern & Driver (2004) infer that sports consumers may be encouraged to purchase tickets before the event is sold out.

Wann, Bayern & Driver (2004) conclude that the third reason to expect that the scarcity effect will influence intentions to buy sporting event tickets, reflects the personal investment theory (PIT) which was originally developed by Maehr and Branskamp (1986) and applied to sports consumption by Wann, Melnick, Russell, and Pease (2001). PIT contends that consumption decisions are driven by three factors: perceived options (the consumption choices for consumers), sense of self (a person's identification with teams in competition), and personal incentives (intrinsic and extrinsic motives such as promotions and enjoyment of the competition) (Wann, Bayern & Driver, 2004). Wann, Bayern & Driver (2004) say that with regard to scarcity, perceived options are the most important component of PIT. They argue that this component of the model refers to one's perceptions of the sporting event options. Wann, Bayern & Driver (2004), and point out, that according to Wann and his associates, one of the key factors determining event viability, involves the future availability of the event. In situations where the event is scarce, or only occurs every few years, such as the Olympics, the desire to attend is predicted to increase. Similarly, and more relevant, ticket scarcity should
also increase the event viability and motivation to attend, by enhancing the benefits of attendance.

2.5 CONCLUSION

The motivational factors that have been identified in the literature, number twelve in total. These have been reduced to eleven factors, as the ticket scarcity factor would not be relevant in this case, as the factor holds more relevance with one-off events. The PSL matches on the other hand, take place every year over the duration of the entire year. The eleven selected factors are therefore:

1. Performance
2. Esteem
3. Diversion
4. Family Appeal
5. Social Interactions
6. Promotions
7. Entertainment
8. Identification with subculture
9. Leisure motivation
10. Fan motivation
11. Pricing
The above diagram represents the findings in terms of motivational factors that influence customers/people to attend matches. The arrows from the motivational factors indicate what the fans expect from attending a match. It can be presumed that should customers feel that the match is not addressing or satisfying these motivational factors, then they would not attend a soccer match or perhaps attend a match of a competing sporting code.

The club is represented at the bottom by an arrow progressing horizontally in the direction of the match, indicating what they believe motivates people, and how they pitch their matches to fans. The aim of the study was to test whether the above factors do indeed apply to the South African PSL context and secondly, to determine whether there is a convergence, or divergence, or a combination of both.

The above motivational factors have been found to positively influence match attendances from studies covering a range of sporting codes, including football/soccer, in multiple
contexts. This would imply that these factors should also have some degree of influence in the South African context. The research indicates that although the sport being followed may differ, the core motivational factors are generic.

3. RESEARCH METHODOLOGY

3.1 RESEARCH APPROACH AND STRATEGY

The research strategy that was followed was a mixed method strategy that incorporated both inductive and deductive theory. The nature of the type of research that was to be conducted, and the questions the research attempted to address, required this strategy and these methods, in order to gain an understanding of the motivations behind sports match attendance, and what the clubs believe the motivations are, behind people attending sports events.

Creswell (2009) says that mixed method research, employing the combination of quantitative and qualitative methods, has gained popularity due to research methodology continually evolving and developing. Thus mixed methods have been highlighted as another step forward, utilising the strengths of both qualitative and quantitative research. He also argues that there is more insight to be gained from the combination of both quantitative and qualitative research, than either form by itself, and that their combined use provides an expanded understanding of research problems.

The quantitative component is in the form of a survey addressing the question of whether motives found abroad for sports match attendance apply to the South Africa football context. This will provide a quantitative description of trends, attitudes, or opinions of a population, by studying a sample of that population (Creswell, 2009). The description obtained from the survey should then allow us to generalise the findings to the population.

The quantitative component of the study will also form part of the deductive component of the research. Deductive reasoning is narrower in nature and is concerned with contesting or confirming a hypothesis (Social Research Methods, 2006). Quantitative measurement also allows us to delineate fine differences between people, in terms of the characteristics in
question, and will also give a consistent device, or yardstick for making such distinctions (Bryman & Bell, 2007).

The qualitative component of the research will be in the form of interviews with executives of the PSL clubs. This part will address the question whether the PSL clubs know what motivates spectators to attend their matches. A qualitative approach is appropriate for this part of the research, as it meets the following criteria stipulated by the World Bank Institute (2007):

- sampling focuses on high value targets
- triangulation strengthens the validity of findings
- holistic focus ("the big picture")

The qualitative interviews will also be done in the realm of the problem. Creswell (2009) says qualitative researchers tend to collect data in the field, at the site, where participants experience the issue or problem under study. Acquiring information this close to the subjects, by actually talking directly to people, and observing them behave within their context, is a major characteristic of qualitative research.

The qualitative component of the research will also form part of the inductive aspect. The inductive aspect will involve building patterns, categories, and themes from the bottom up, and organising the data into abstract units of information (Creswell, 2009). This method will help to view the questions from the point of view of the clubs involved in the research.

Applying the mixed method approach, will allow for multi-level analysis of both the qualitative and quantitative data. The qualitative analysis will give depth to the research and the quantitative component will allow for breadth (World Bank Institute, 2007).

3.2 RESEARCH DESIGN, DATA COLLECTION METHODS & RESEARCH INSTRUMENTS

The research design for the study followed a concurrent triangulation approach. In this method, the researcher will collect both qualitative and quantitative data concurrently and
then compare the two sets of data to see if there is convergence, divergence, or some combination of the two. (Creswell, 2009).

**Concurrent Triangulation**

![Concurrent Triangulation Diagram](source: www.emeraldinsights.com)

Data collection for the quantitative component of the research was in the form of a Likert-scale survey (Appendix D), designed at an earlier stage, which volunteers completed either online (surveymonkey.com), or at soccer matches. The purpose of this survey was to test whether the findings from the literature review were relevant in the South African context. The featured factors found to motivate people abroad, were also offered to local people, so that they could indicate whether the same factors also motivated their attendance or non-attendance at matches. The data collected from the survey was analysed, using various statistical techniques (descriptive statistics) to see whether the motivations of South Africans differed from their counterparts abroad.

Data collection for the qualitative component was in the form of semi-structured interviews, in person, of one hour each (Appendix A). This was an ideal way of sourcing rich information from the clubs, which was then analysed using a coding strategy, where themes were identified and grouped in categories, and then organised into a model (World Bank Institute, 2007). The content of the interview questions were finely-tuned to the research subject matter, namely: attendance at sporting events, and the factors motivating people to attend soccer
matches. The findings from the literature review were not made known to the clubs being interviewed, to ensure that their responses were in no way influenced by the literature findings.

Once the qualitative and quantitative data had been collected and analysed, they were then compared with each other to see whether was convergence or divergence, or a combination of both. Due to the short time frame available and the limited resources with which to draw from for the research, the concurrent triangulation approach seemed the most appropriate method. A sequential design, whereby qualitative and quantitative data was collected and analyzed sequentially, would have been too time-consuming.

3.3 SAMPLING

The approach that was taken for the quantitative component was convenience sampling, whereby people were randomly requested to complete the survey at soccer matches as well as via an online survey. This was ideal, as it enabled data to be collected from people that do attend matches, via surveys at the stadium, and those who normally attend matches, but were not attending at that particular time. The response rate required for the survey which made up the quantitative component of the research, was 70 or more respondents, due to time constraints.

The sampling approach taken for the qualitative component was opportunistic sampling, whereby interviews were conducted with soccer clubs in South Africa who were willing to participate in the research study. I had approached a representative selection of clubs who normally challenge for titles, mid table clubs, and clubs that are usually involved in relegation battles. This approach had to be opportunistic as not all the clubs had agreed to participate, or had time, to participate in the study. The acceptable response rate for this component was 3 clubs, due to the abovementioned availability issues.

To ensure I obtained the acceptable number of respondents for the survey, I attended soccer matches to be able to approach people directly to fill in surveys, and I also posted surveys online to get a wider reach. To ensure I got the required number of clubs to participate in the
interviews, I discussed this matter with the director of one PSL club, who said he would get
other clubs involved, by encouraging them to participate.

3.4 RESEARCH CRITERIA: RELIABILITY, VALIDITY & LIMITATIONS

One potential hindrance concerning the internal validity of the quantitative aspect of the
research, is that participants in the survey could have had certain characteristics that might
have predisposed them to certain expected outcomes (Creswell, 2009). I overcame this by
selecting participants at random, so that the characteristics had the probability of equal
selection amongst survey groups. An external validity issue was that at soccer matches
volunteers who completed the survey may have done so in a hurry as they wanted to see the
game, which would question the reliability of the results. I overcame this by being at the
venues very early, so that people were not rushed for time as far as the match was concerned,
and would complete the survey accurately.

In terms of the qualitative component of this research, in order to ensure consistency and
reliability, I documented the procedure followed in the interviews, and created a detailed
interview protocol (Yin, 2003) as cited in Creswell (2009). Another approach I took was to
request the interview participants to check through the qualitative findings (themes), and
decide whether they regarded them as accurate (Creswell, 2009).

In order to overcome any bias that I may have had in the interview process that could have
affected my interviewees’ viewpoint in any way, I created a set of questions that deliberately
excluded my view or position on the topic. This also helped to ensure the authenticity of the
responses given by the clubs.

The general limitations to the research were: the time available to conduct the study, which
did not allow for a large sample number for the survey, the lack of control over the clubs
which participated, due to my reliance on their willingness to participate, and their
availability, and the limited number of surveys conducted which may cast doubt on the
relevance of the findings of the survey, in terms of how they can be generalised to the
population.
3.5 DATA ANALYSIS METHODS

For the quantitative aspect of the research, Statistical Package for the Social Sciences (SPSS) was used to analyse the survey data, and provide survey statistics (Appendix B) and descriptive statistics (Appendix C). The analysis was only used to test the factors in the South African context.

For the qualitative component of the research I transcribed the interview recordings, and then summarised them, and looked out for prevalent themes and issues in the responses, to each of the questions that were asked (Appendix E). I also used quotes to highlight prevalent themes and issues that came through in the interviews.

4. BACKGROUND OF THE CLUBS

4.1 ORLANDO PIRATES

Nickname: The Buccaneers
Founded: 1937
Location: Orlando, Soweto
Person Interviewed: Nkosana Khoza (Marketing Manager)
Club Honours:

- African Champions Cup winners: 1995
- African Super Cup winners: 1996
- NSL champions: 1994
- Mainstay Cup winners: 1980
- Bob Save Super Bowl winners: 1988, 1996
- Castle Challenge Cup winners: 1992
- MTN8 winners: 2010, 2011
- Nedbank Cup winners: 2011
4.2 MOROKA SWALLOWS

Nickname: The Birds
Founded: 1947
Location: Dobsonville, Soweto
Person interviewed: Siya Sangweni (Communications Manager)
Club Honours:
- SA Soccer League champions: 1965
- Mainstay Cup winners: 1983
- Absa Cup winners: 2004
- Nedbank Cup winners: 2009
- BP Top Eight Cup winners: 1975, 1979
- Sales House Cup winners: 1978

4.3 SUPERSPORT UNITED

Nickname: Matsatsantsa
Founded: 1994
Location: Attridgeville, Pretoria
Person Interviewed: Coltrane Munyani (Marketing Manager)
Club Honours:
- Premiership champions: 2007/08, 2008/09, 2009/10
- Bob Save Super Bowl winners: 1999
- Absa Cup winner: 2005
- SAA Supa 8 Cup winner: 2004
- Second Division champions: 1995
- SparLetta Cup winners: 1995
5. RESEARCH FINDINGS

5.1 SURVEY INTRODUCTION

The findings of the survey component of my research were used to address the primary question of my research which is: do motivational factors found abroad hold similar significance in the South African PSL context, and can these factors be used to develop or copy a model, that local sports marketers and clubs can use, to improve the attendance figures for PSL matches in South Africa? This primary question has a set of sub-questions which are:

- What factors motivate people to attend sporting events?
- How highly do people in South Africa rate these factors?

The survey took the likert-scale form, and the results of each of the tested motivational factors are listed in the figure below. Each of these factors have been found to motivate people in foreign markets to attend live matches, and as the results show, the factors also hold significance in the South African context.

<table>
<thead>
<tr>
<th>Socialisation</th>
<th>Performance</th>
<th>Esteem</th>
<th>Diversion</th>
<th>Fan Motivation</th>
<th>Pricing</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>71</td>
<td>66</td>
<td>64</td>
<td>62</td>
<td>62</td>
</tr>
<tr>
<td>Mean</td>
<td>3.35</td>
<td>2.9</td>
<td>2.95</td>
<td>3.22</td>
<td>3.22</td>
</tr>
<tr>
<td>Std. Deviation</td>
<td>1.21</td>
<td>1.17</td>
<td>1.16</td>
<td>1.13</td>
<td>1.12</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Leisure Motivation</th>
<th>Identification with Subculture</th>
<th>Family Appeal</th>
<th>Promotions</th>
<th>Entertainment</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>61</td>
<td>60</td>
<td>60</td>
<td>59</td>
</tr>
<tr>
<td>Mean</td>
<td>2.84</td>
<td>3.21</td>
<td>2.57</td>
<td>2.97</td>
</tr>
<tr>
<td>Std. Deviation</td>
<td>1.08</td>
<td>1.08</td>
<td>1.18</td>
<td>1.03</td>
</tr>
</tbody>
</table>

Figure 4: Survey Statistics
5.2 MOTIVATIONAL FACTORS ANALYSIS

5.2.1 Socialisation

According to the results of the survey, socialisation was the strongest influential factor with a mean of 3.35. This highlights the fact that many people get social gratification from being with other people who enjoy the same activity; these people may be in the form of friends, family or other fans. Of the three components that made up the socialisation factor, attending matches with family members scored the lowest with a mean of 2.69, perhaps reflecting the observation of the clubs that were interviewed; that PSL matches are not currently offering an environment that is family friendly. Nevertheless they were supportive of spectators being accompanied by family members at matches.

5.2.2 Performance

Team performance and the standard of football were revealed as an influential factor, but perhaps not as highly as one would expect them to be. Performance had a mean of 2.9, indicating that even though people considered performance significant, it did not feature amongst the most important factors. The lowest scored component of performance was that of the standard of football in the PSL, which had a mean of 2.82. This could perhaps be because people compared the performance standards of the PSL with leagues like the English Premiership. Performance was also an important issue for the clubs interviewed. They mentioned that they wanted their teams to play an exciting and high performance brand of soccer.

5.2.3 Esteem

Esteem was viewed by the participants of the survey as an influential factor as it scored a mean of 2.95. The strongest performing component within the esteem factor was the need to attend matches in order to support a local team. This scored a mean of 3.56, and suggested that fans would like to get behind teams that are from their communities. The findings from the interview suggested that the clubs considered the reason for poor attendance at matches, was due to the fact that clubs were not as connected to their communities as they would like.
to be. This means that there is a lot of potential for improving attendance figures, if the clubs address the issue of esteem within the population of their communities.

5.2.4 Diversion

Diversion scored as one of the strongest motivational factors, influencing the survey participants to attend matches. Diversion received a mean of 3.22, suggesting that there was a strong need for people to attend matches, in order to escape the stresses of everyday life, as well as finding an opportunity to relax. The strongest component was the sheer enjoyment of soccer as an activity, by people at live matches, and scored 4.03. Another possible reason diversion scored highly is that the majority of soccer supporters in South Africa belong to the lower LSM groups, and therefore experience much higher stress levels, due to difficult economic circumstances. Diversion as a factor did not feature in the club interviews. Due to this oversight it is not surprising it performed poorly as a factor.

5.2.5 Fan Motivation

Fan motivation presented as one of the strongest motivational factors, and scored a mean of 3.22 from the survey respondents. The strongest components of fan motivation came from respondents who were supporters of a PSL team and had a love for the sport. Branch membership as a factor scored relatively low with a mean of 2.16. It was anticipated that this component of fan motivation would have a relatively high score, since soccer is reportedly the most popular sport in South Africa. This highlights the depth of the problem of poor attendance, since sports such as rugby are currently attracting more fans to matches, yet as a sport it has a smaller support base than soccer.

The fact that soccer is the most popular sport is recognised by the clubs. Yet they stressed that it was worrying that a club such as Orlando Pirates, with reportedly approximately 9 million fans in South Africa, has comparatively low match attendance figures.
5.2.6 Pricing

Pricing of match tickets was also viewed by respondents as one of the stronger motivational factors, having a mean of 3.03. The respondents indicated that they felt that PSL match tickets were cheap, and offered value for money. This finding was in contrast to what emerged from the interviews. The clubs felt that the recent 100% increase in match ticket prices had a negative impact on their attendance figures. When compared to sports like rugby and cricket, R40 for a PSL match ticket is still relatively cheap, yet expensive for most soccer supporters, who belong to the lower LSM groups.

Pricing can be a tricky factor, as clubs need to ensure that they make profits from the pricing, yet also ensure that the pricing is not deemed too expensive by fans and supporters. Pricing is one of the stronger motivators, and the clubs need to recognise that if they charge a price, it must be viewed as offering value for money.

5.2.7 Leisure Motivation

Leisure motivation had a mean of 2.84, indicating that respondents considered it to be a significant motivator, but not to the same extent as other motivational factors. The survey result regarding this factor, also indicated that attending a PSL match might not be the primary choice as a leisure activity, in the minds of the respondents. This would support the recognition amongst the clubs in the interview, that PSL matches are now competing with other forms of entertainment, and are now no longer the first choice leisure activity in the minds of the people.

5.2.8 Identification with Subculture

Identification with subculture was one of the stronger motivators having a mean of 3.21. This motivator is indicated by people who come together to share a common facet such as a sport. In the survey the respondents indicated that they enjoyed belonging to soccer culture, and that the atmosphere created at the stadiums by these subcultures, is one that they enjoy, and want to be part of. This component of identification with a subculture scored a mean of 3.72.
Identification with a subculture was mentioned in the interviews by the clubs, with reference to their "die-hard" fans who are also usually the leaders of such groups. That the significance of these fans is recognised, speaks on behalf of the passion of people, for whom soccer is more than a sport, even a way of life. This is evidenced by people in the townships who decorate their homes with their favourite club’s colours and insignia.

5.2.9 Family Appeal

The survey results indicated that family appeal was a factor motivating people to attend PSL matches. This factor however scored relatively low compared with the other factors, and received a mean of 2.57. This may be an indication that the people who completed the survey, felt that PSL matches do not have a strong family appeal. The clubs also acknowledged that PSL matches currently do not offer an environment that is appealing to families. One of the issues brought up by the club representatives was that people behaving in an unruly manner discouraged fans from bringing their families to matches. Family appeal is a factor, that should the clubs manage to turn around the atmosphere at matches, their attendance figures would improve, as fans would feel safer about bringing their families along as well.

5.2.10 Promotions

Promotions and the visible presence of brand marketing, was revealed to be a strong factor encouraging people to attend PSL matches. Promotions received a mean of 2.97, which was slightly reduced to a mean of 2.59, because fans indicated that PSL matches should be promoted more effectively. Promotions help stimulate excitement around matches that enthuses and encourages fans to attend matches.

The club representatives agreed that even though a great deal of promotional activity was involved in Big League fixtures, such as the Derby between Kaizer Chiefs and Orlando Pirates, more could be done to ensure that other fixtures received similar promotional attention in order to boost attendance at those matches.
5.2.11 Entertainment

The results from the survey showed that entertainment was also a factor instrumental in persuading people to attend PSL matches, and scored a mean of 2.59. This was relatively low compared with other factors in the survey, which may indicate that the respondents held the sentiment that there was not enough entertainment offered at PSL matches. This finding was in line with the clubs’ sentiments that PSL matches needed to improve the entertainment value at fixtures. In the 21st century, soccer is required to compete with other forms of entertainment, with which it previously did not have to contend.

The respondents felt that PSL matches do not provide sufficient pre-game entertainment, and this component scored a mean of 2.43. This sentiment was shared by Coltraine Munyane of SuperSport United who felt that perhaps PSL matches needed to offer more pre-game amusement such as 'beer gardens', which have become almost a tradition at cricket and rugby matches. This is an area where the clubs can focus on improving the entertainment value of PSL matches and ensure that they are able to compete with other forms of entertainment.

5.3 INTERVIEW INTRODUCTION

The findings of the interview component of my research, address the secondary question which is: what do the clubs in the PSL and sports marketers think motivates people in South Africa to attend PSL matches, and whether there are discrepancies between what motivates the people to attend matches, and what the clubs and marketers believe motivates them? This main question has a set of sub-questions as follows:

- Are there differences between what clubs believe motivates people to attend matches, and the real motives of these people?
- Do the clubs see the current attendance figures at matches as a problem?
- What are the clubs currently doing in order to attract people to attend matches?
These questions address the beliefs and views of the clubs, and are designed to elicit their insight regarding poor match attendance in the South African Premier League.

5.3.1 What do the clubs believe motivates people in South Africa to attend PSL matches?

What do you believe are the key motivating factors that drive fans to attend matches?

In relation to the motivating factors that drive fans to attend games, the major themes that emerged from the clubs were: entertainment, socialisation, identifying with subculture, promotions, performance, pricing, fan motivation and family appeal. There was however no mention of logistical themes, such as transportation, which featured heavily in other questions.

Coltrane Munyani felt that the style of play that a team adopts is a motivating factor from an entertainment point of view. This however raises questions for clubs as they need to decide whether the team will play a predominantly modern style of soccer, based on performance and efficiency, or "street soccer", which is exciting and entertaining. The latter will however, not gain the status or stature, which is mentioned as a draw card for spectator because celebrity culture plays a big role amongst modern day soccer players, and their supporters.

He also mentioned that if people were able to identify with their club, this was a factor that would encourage fans to attend matches. Currently however, there was a lack of family attendance, due to the tendency to unruly and anti-social behaviour, amongst certain groups in the community of soccer spectators.

Nkosana Khoza also felt that the brand of soccer that a team played, motivated people to come to matches. Yet he also regarded the marketing and press coverage of matches as a strong motivator. To illustrate the importance of press coverage and marketing he mentioned:

English media, with the way they talk about their football, you'd think that Beckham is the best player in the world. You would think that Gerrard and Lampard make the best combination, and that England has the best national team. But come every
world cup, they fail in that...like what happened \[sic\]? Because they sell it so well \[sic\].

Siya Sangweni suggested that identifying with a soccer subculture and having the opportunity to socialise with familiar people, were strong motivating factors that attracted people to matches. Siya also stressed the importance of educating people who belonged to these subcultures, so that unruly behaviour could be actively discouraged within the subculture, making the environment more family friendly, and so appealing to a wider audience.

**Those fans who do attend your games, why do they do so?**

All three clubs drew the same conclusion: that the fans who did attend their games regularly were the 'die-hard' fans, who identified with the club’s brand and made up the backbone of the soccer subculture with its distinctive township flavour, unique to South Africa. The strongest themes were those of belonging to a subculture, community-based support and esteem.

Coltrane Munyane stated that even though SuperSport United was a young club, they were slowly attracting more and more fans from their local township community of Atteridgeville, where they play their home games. He also admitted that this process should be accelerated through marketing and communicating their brand more aggressively.

Nkosana Khoza described the fans that attend Orlando Pirates games as fanatic supporters. He mentioned that, come rain or sunshine, win or lose, these supporters would always be there at the matches. He went on further to describe these fans:

That guy it's not so difficult to sell it to him because he lives the brand himself \[sic\], and that might be because there is some connection to the brand that he has...maybe a father or maybe a relative who was a staunch supporter.

He went on further to say that this type of supporter is in decline, as this group is largely made up of ageing supporters from an apartheid era generation, when the clubs were successful. With regard to the younger generation, he stated that soccer was finding it hard to
compete with other forms of entertainment that were drawing the younger generation away from attending soccer matches.

According to Siya Sangweni, the supporters who attend Moroka Swallow’s matches are "die-hard" supporters who come from Soweto, and who over the period of the club’s history have developed a strong bond with the brand, and what this brand means and represents in the immediate community.

*Why, in your opinion, do most supporters stay away from matches?*

The main themes revealed in response to this question were issues of: transport, entertainment, safety and economics. These themes had sub-issues which were stumbling blocks, and discouraged people from attending matches. Some of these issues would be able to be addressed by the clubs alone, but some needed participation and engagement with other parties.

According to Coltrane Munyane, inconvenient midweek match times raised the issue of transportation, as these matches finished late at night, when public transport links were no longer operating. Another factor affecting the transportation issue, was that those who preferred to drive, did not want to attend live matches, because of the danger of drinking and driving, but chose rather to watch soccer at home, where they could drink safely. He also mentioned that matches tended to lack the stimulating atmosphere and entertainment at matches that succeeded in attracting people. 'Beer gardens' at cricket and rugby matches have proved to be successful, and helped to attract large crowds. Coltrane then also suggested that there was a lack of security at matches, making the events an undesirable place for families. To overcome the lack of security at matches, he considered that clubs should receive more support from local government, in the form of policing and traffic control at matches.

Nkosana Khoza also shared the opinion that matches did not offer a family-friendly environment, and that midweek match schedules were set at inconvenient times, making it difficult for supporters to attend matches. He said that people wanted a "total experience" and not just "90 minutes", alluding to the fact that insufficient resources were spent on matches, and that more sponsor involvement was needed to help deliver entertainment that was
Nkosana also noted that it was too costly for most supporters to attend games on a regular basis, and that they probably felt under-appreciated by the clubs.

Siya Sangewini explained that a factor that had affected their attendance negatively, was that for a few years, Moroka Swallows had not had their own stadium in which to play their matches. Now that the club had moved back to Soweto, attendance figures were being hampered by the increase in match ticket prices. This was because of the high level of unemployment amongst supporters in the lower LSM groups. Siya also indicated that the lack of entertainment and unsafe environment were also affecting attendance negatively. The clubs, he said, lacked the financial resources needed to overcome these issues.

**What does your club mean to its community and how strong is the relationship?**

With regard to assessing clubs’ relationships with their communities, there were differing views. Coltrane Munyane suggested that SuperSport's relationship with the community was relatively strong, because it was a young club which was being built on the foundation of other projects, that had been established in Atteridgeville. He did however feel that there was still a lot of follow-up work that was needed, in order for the club’s relationship with the community to result in higher attendance figures at their matches.

Nkosana Khoza was more pessimistic about his assessment of Orlando Pirate’s relationship with its community. Out of ten he rated their relationship with their community as a three. Discussing the matter he said:

> Frankly, it's not good enough, and I'm a realist. I'm not someone who's going to be telling myself, or telling the club it is. If it was the case then the numbers would have been talking, you know [sic]. But the reality is we are not doing enough, but fortunately we are embarking on something that's going to make that difference....

Nkosana then said that it was important for Orlando Pirates to set short-term, medium-term and long-term goals for the club. He highlighted that it was important for the club to continuously monitor their progress, and ensure that there were contingency plans in place, to aid the club’s efforts to strengthen its ties with the community. He acknowledged that this could not happen "overnight", and there was a lot of hard work ahead for the club.
Siya Sangweni said that Moroka Swallows had a strong relationship with its community, and this fact was well known throughout South Africa. The problem that Swallows faced, was that they had not previously had a home ground. However, this problem had been recently overcome, by their move back to Dobsonville in Soweto. He also suggested that because of the club’s rich history, many fans of larger teams such as Orlando Pirates and Kaizer Chiefs, had adopted Swallows as a second club to support. This however was more prevalent amongst the older supporters who were familiar with the club's history.

5.3.2 Are there any differences between what the clubs believe motivates people to attend matches, and what the real motives are?

The main themes that emerged from the interviews, with regard to what the clubs regarded as the motivating factors, were: entertainment, socialisation, identification with subculture, promotions, performance, fan motivation, pricing and family appeal. These themes were also evident in the survey results, which suggests that the clubs knew to a certain degree what really motivated fans to attend matches.

The clubs identified these factors in both positive and negative respects. Some of the factors were identified as possible reasons for people not attending, and others were cited as reasons that motivated people to attend.

There were other motivating factors that fans indicated through the survey, which the clubs did not refer too. These factors included esteem, diversion and leisure motivation. Diversion emerged as a strong motivating factor for the fans, and perhaps the clubs could capitalise on this fact in terms of match product offering. The fans indicated a strong need to escape the stresses of everyday life, and were glad of the opportunity to relax whilst watching a sport that they enjoyed. Esteem was rated high as a motivating factor by fans, and perhaps the club’s sentiment of being disconnected from their communities, indicates that clubs had not addressed this factor.

The strongest factors indicated by the fans through the survey results, were those of socialisation, diversion, fan motivation, pricing and identification with subculture. All five of
the factors had means of over 3. Each of the five were referred to by the clubs, with the exception of diversion, which may be an area the clubs need to look to improve on, in the future.

5.3.3 Do the clubs see the current attendance figures as a problem?

*What is your opinion on attendance figures for PSL matches?*

All three of the club representatives were of the same opinion: that attendance figures in the PSL were decreasing, and that this was a matter of serious concern, as it had multiple consequences that would have detrimental effects on the clubs.

Nkosana Khoza, Marketing Manager of Orlando Pirates, commented on the fact that the attendance figures were far too low considering the PSL’s stature, and the amount of money that had been "ploughed" into the league through broadcasting deals. He further stressed this fact by adding, "We are in the top twelve I think with the last deal, but this new one was two billion dollars, to put us in the top ten. I think it's number seven globally".

The current outlook for PSL match attendance is one that is not showing much promise and this is further stressed by Siya Sangweni, Communications Manager of Moroka Swallows, who observed that due to the current economic conditions, match attendance figures would very likely get a lot worse, before the situation improved.

There were various reasons given as to why attendance figures were dropping for the PSL, but the major issues were economics, transportation, entertainment and security. The club representatives were adamant that the current financial crisis was putting a lot of strain on supporters’ ability to regularly attend PSL matches. In the last year the PSL match ticket price had increased by 100% from R20 to R40. This increase in ticket prices was to recoup the money that had been spent building new stadiums, and upgrading existing facilities for the 2010 FIFA World Cup. This was highlighted by Coltrane Munyane, Marketing Manager of SuperSport United, who stated that:
...If we look at the person who really attends a match, who really fills the stadium, it's the low income people. We need to be honest. And the low income people, if you look at it, if you've got R40, R40 I can use to buy bread for the whole week. Why should I go to the match, or should I save it for my kids [sic]? You are going to save it for your kids. Because it's not only R40, maybe you will need R10 for transport to go to the match, or even if you walk to the match, you will need some snacks and chow there. You'll find that you spend like R60 to R100 basically. So it makes people wonder, to prioritise, so to say, where to go, what to do, how to use the money.

This economic factor is compounded by the fact that firstly, the majority of soccer supporters in South Africa come from the lower LSM groups with low disposable income. Secondly it is difficult to adequately fill the stadiums because games are played so frequently in the PSL; it is possible for any one team to play up to three matches in a single calendar week.

Transportation to and from matches in the PSL remains an issue, as midweek matches are scheduled at night, meaning that people who would go to a match, would need transport to get home late in the evening. Most forms of public transport have stopped operating by this time. This tends to deter people from attending matches, as they have to go to work the next day. Furthermore, some stadiums are situated in areas that are perceived as being unsafe after hours. The transportation factor is further complicated by the fact that in certain precincts where matches are being played, although public transportation is available, there is reluctance from people who have their own vehicles, to use it. This causes major traffic congestion in these stadium precincts. Siya Sangweni describes the traffic situation as one that leaves much to be desired, and that traffic control measures were substandard.

In the post-apartheid era of South African football, it has become apparent that soccer has had to compete with many different forms of entertainment. Previously these were not easily accessible to the black population, who have constituted by far, the majority of sports followers in South Africa. This factor was acknowledged by Coltrane Munyane who said, "...but that time competition was not there, there was only football entertainment. People were not going to the movies, people were not watching DSTV, there wasn't other sorts of entertainment...movies, malls, play station".
This factor was also stressed by Nkosana Khoza, who mentioned that when people do have money available for entertainment purposes, soccer loses out, and that money gets spent on other forms of entertainment that are more appealing to them than a live PSL match.

A prominent area of concern for the clubs was security at PSL matches. It was apparent that unruly behaviour from certain groups of fans was detrimental, as this discouraged many supporters from bringing their families and children to matches. Siya Sangweni states that during matches there have been instances of people smoking "dagga", people arriving drunk, and behaving in a manner that makes the environment unsafe and unsuitable for families. This problem is not aided by the fact that there is inadequate policing at matches, and the prevalence of a cultural value in the fan culture; that makes it socially unacceptable to report people in the crowd, who are behaving inappropriately.

*Do you see the current attendance figures as a problem?*

All three clubs agreed that the current match attendance figures were a serious problem. They also stressed the fact that it was not only a club problem, but a problem for the entire league. Nkosana Khoza described the current situation as a huge problem. Not only did they have to try to sell the current PSL product to supporters and prospective supporters, but also to potential sponsors. Sponsors wanted their brands to have exposure, and if the PSL as a product, and the clubs, fail to attract large audiences to their matches, then they were likely not only to lose existing sponsorships, but would fail to attract new ones.

Some of the clubs suggested that there were possibly too many live games on TV, and this impacted negatively on match attendance, as people now also had the choice of watching matches at home or in pubs. The consistent theme here, was that the product offering of a match was not appealing enough, to reliably attract large enough crowds to matches. The current state of the PSL product was summed up Nkosana Khoza when he said:

... When you say PSL product, what is it about? You take a game out of a hat and say, I want to see a game between Swallows and Wits at Dobsonville, and I sit down and I watch, and I'm with my family [sic]. That product that I am seeing on TV will not make me stand up and want to go to that match.
The opinion shared amongst the clubs was that, should the attendance figures at matches not improve, it would eventually lead to the clubs and PSL losing, or at least seeing a reduction in the revenues that had previously been generated through sponsorships deals. In addition, there was the probability of losing supporters to other forms of entertainment, or other sporting codes, that offered a more appealing product.

Nkosana Khoza went on further to say that if he was watching a sport on TV that he did not normally follow, nor even knew who the players were, if the stadium was at full capacity and there was an exciting atmosphere, it would prompt him at least, to find out more about what was happening there, and possibly to attend a match.

_How do you rate your club’s attendance figures?_

With regard to the attendance figures of the individual clubs, all clubs stated that they were not happy with their respective home match attendance figures. There were generic, as well as other reasons why the attendance figures were so poor.

Coltrane Munyani alluded to the fact that SuperSport United's attendance figures were low, but attributed this to the fact that the club had only been in operation for 14 years. He stated, "...being a young club, again, we are not going to compete with any big club. We are not going to compete with Pirates, Chiefs or Sundowns. We are fourteen years old...they are forty...thirty years old". However, he did also add that although the club’s brand was growing, they needed to be more aggressive in order to grow the brand. They also needed help from the PSL.

Nkosana Khoza was very blunt with his assessment of Orlando Pirates' attendance figures. He rated the club’s attendance as poor, and mentioned that he had admitted this, not because he was comparing Pirates with the others, but rather because he was looking at their own potential, and seeing what was possible. In terms of potential, he mentioned that Pirates had about three hundred and eighty supporters' branches across the country, and that each branch consisted of a minimum of one hundred and one supporters, with many of these branches possessing as many as a thousand. He mentioned that there was no reason why they should not attract twenty to forty thousand supporters per game and, ideally they wanted 60-70% of
people attending matches to come from supporters' branches, and the remaining 30% to come from visiting guests and away-team supporters.

Siya Sangweni’s assessment of Moroka Swallow’s attendance figures was that they had noticed a steady decline in these figures over the last few years. He attributed this to an ownership issue affecting the internal workings of the club, and that the club did not have a connection with its community. He also mentioned that since he had joined the club 3 years previously, they had been making an effort to reconnect with the community. Their plans to reconnect with the community involved the club changing the look and feel of the logo, and more importantly, moving the club back to Soweto, which was its birthplace.

He mentioned that it took Moroka Swallows a long time to realise the necessity for these actions, and as a result their support had been eroded over the years. Having now moved back to Soweto, efforts had been made to strengthen the bonds with the community, and they hoped to increase their following, which would no doubt be further assisted by good team performances on the pitch.

**What are the implications of poor attendance figures on your club?**

It was agreed by all the clubs, that poor match attendance would result in serious financial consequences for the clubs. The degree of the impact varied slightly between clubs for various reasons. What was evident however was that in the long run the implications would be serious for all clubs, as well as the PSL. According to Nkosana Khoza, 80% of all club revenues worldwide come from TV broadcasts and sponsorships, together.

Coltrane Munyani suggested that SuperSport United was not too affected by poor attendance figures at their games, as the club had not as yet attracted large crowds, and was not used to large financial takings through gate receipts. He did however acknowledge that because they were unable to attract large crowds to games, they were also unable to maximise merchandise sales, which in the long run meant that they had to operate their club on a smaller budget, compared with clubs that attracted large crowds to their games.

Nkosana Khoza voiced that there were huge financial implications involved in consistently poor attendance figures. In the current global economic conditions he warned that the first
thing that companies did to cut costs, was to look at expenses, like sponsorships. Sponsorships were a high premium investment, as the clubs charged premiums on sponsorships. He also stressed that by not being able to attract large crowds, the great potential in merchandise sales was being lost on match days. He also stated that he felt that attracting large crowds to matches was a top priority for the club, because of the financial implications involved.

Siya Sangweni agreed that if the club failed to attract large crowds to their matches, it made it difficult for the club to negotiate favourable sponsorship terms with potential sponsors. He also felt that low attendance figures indicated that the club brand was not growing, it was not offering an attractive enough prospect, and so was not considered as offering value for money.

There were clear consequences for low attendance at all the clubs, as match attendance and team popularity were closely linked with sponsorship. Sponsors wanted to give their brands maximum exposure. The sponsorship and broadcasting rights’ revenue the clubs received, made up a large portion of the clubs’ operating budgets, and losing or experiencing a reduction in these revenues, would make it very difficult for clubs to operate, and possibly mean that clubs could become bankrupt.

5.3.4 What are the clubs currently doing to attract people to attend matches?

What action is your club taking to try improve attendance?

All the clubs indicated that they were working on establishing the foundations from which they could plan on improving their attendance figures for the future. These plans involved measures for the clubs to improve their relationships with the community, from which they came, and also by creating more brand visibility. The strongest theme that emerged was the social relationship between the clubs and their communities, being the channel via which their current fans had been, and their future fans would be, sourced.

Coltrane Munyane mentioned that SuperSport United was involved in corporate social responsibility (CSR) programmes in the community of Atteridgeville. They were involved in
programmes which provided Christmas gifts for the disabled, as well as sponsored the local Atteridgeville Football Association (AFA). By doing this, they were creating brand awareness in Atteridgeville, and were developing strong bonds with the community which would in turn, result in an increase of their support base in the area. SuperSport's sponsoring of AFA they hoped would unearth local talent which would be incorporated in the SuperSport team.

Nkosana Khoza and Orlando Pirates had approached the situation from the inside out. They had been improving the administration of their club, and in recent years had modernised the club's brand, in order to ensure that the brand would be relevant for current and future years. He also mentioned that the club would be celebrating 75 years of existence the following year, and by returning to their roots, hoped to inspire the community of Orlando in Soweto. He also hoped that their efforts would be helped by their team’s recently successful treble winning season campaign.

Siya Sangweni and Moroka Swallows were focussed on building a relationship with the younger population of Dobsonville in Soweto. They saw this market as people they could build a long term relationship with, being also the people that would become the future generation of supporters. In particular he mentioned that they were building close relationships with schools in the area, exposing their brand and team to these youngsters. Siya also suggested that building an emotional bond with this population group, was vital in securing future support for the club.

**What actions are needed for clubs to improve their attendance?**

All the clubs agreed that the attendance problem should be jointly tackled by the clubs, PSL and local government. Coltrane Munyane felt that the PSL should help since the league was their product as much as it was the clubs’. He also said that local government needed to get involved, as there were also financial benefits for them in the form of sports tourism, and revenues generated from visitors to these communities.

Nkosana Khoza indicated that clubs needed to be more regional and built from within their communities. To illustrate this he used the example of Bloemfontein Celtic as they arguably had the best support in the country in terms of match attendance. He said:
Clubs must become more regional. A team that has done well was Bloemfontein Celtic. They were relegated into the third division. You no longer play in the night commercial, the big stadiums. You go to the community stadiums, and they started playing there [sic]. People from that community would come together and watch, and they started playing, and they started building this base of Celtic pride, you know. That grew and grew and other people started coming in and watching, and the team got promoted and they kept that culture.

Nkosana felt that there was a lack of innovation from all parties concerned, and there was a need for their fans to feel appreciated by the clubs. The platform, from which match attendance needed to be addressed, should be established from within the community.

Siya Sangweni suggested that clubs needed to move back to their communities and to build a strong relationship with the population. He also agreed that this problem was not just a club problem, but an issue that the league needed to tackle as well. All the clubs said that higher corporate involvement was required, in terms of tackling issues such as entertainment at matches. They felt that sponsors could assist with promotions, entertainment, venues, and the establishment of sites such as beer gardens, in the same way that promoters did at cricket and rugby matches.

It was also suggested by the clubs that each club needed to be allocated a marketing budget that would be used to market their matches. This budget would have to be presented to the PSL, and a regular audit should be done, to see whether clubs were actually spending these budgets, to promote their matches with the specific intention of increasing attendance.

5.4 RESEARCH LIMITATIONS

The research is limited in its applicability due to the size of the sample. A number of limitations arose during the duration of my research. Since PSL matches are scheduled on a weekly basis, and that even on a match day, the game may not have taken place in my particular city (as teams play home and away matches), meant that I had very limited opportunities to ask fans at matches to complete the surveys. This resulted in having to make use of the internet to reach a wider audience.
Using the internet also had its limitations, as I was dependent on people who were free to take their own time completing the survey. This also meant that many fans from the lower LSM groups would be excluded, as they might not have had internet access to complete the survey. The availability and willingness of PSL clubs to be part of the research was also an issue, as only 3 clubs were willing to meet with me, with regard to this matter.

6. RESEARCH CONCLUSION

The section concluding this report, will address the primary and secondary questions initially proposed in the report. The findings of the report will be used to answer these questions. The answers to the questions were not intended to give a definitive solution to the problem of poor attendance, and the associated motivational factors. Rather they were intended to provide some insight into the issue, by reporting the views of a small portion of the stakeholders involved in the sport, namely the fans and the clubs.

6.1 PRIMARY QUESTION

*Do motivational factors found abroad hold similar significance in the South African PSL context, and can these factors be used to develop, or to copy a model that local sports marketers and clubs can use to improve the attendance figures for PSL matches in South Africa?*

The eleven motivational factors that were identified from the literature review all showed throughout the survey that they held significance in the South African PSL context. What is clear from the findings, was that some factors held greater significance than others. The strongest factors were socialisation, diversion, fan motivation, pricing and identification with a subculture. These all had means of over 3.2 on a 5 point likert-scale.

The results of the survey thus suggested that these factors could be used to develop or copy a model, based on said factors, in order to improve match attendance. Perhaps a model which has socialisation, diversion, fan motivation, pricing and identification with subculture as the
driving factors, would be best suited to the South African PSL context. The research literature did not mention which factors held more significance than others, but this I would expect would vary regionally, due to differences in demographics and cultural norms.

*What factors motivate people to attend sporting events?*

The factors that motivate people to attend sporting events are: socialisation, performance, esteem, diversion, fan motivation, pricing, leisure motivation, identification with subculture, family appeal, promotions and entertainment. All these factors were tested in the survey, and all were found to be motivational factors. There may be motivational factors that were not included in the survey, that may have held unique regional significance. One example of such a factor is local political influence. It is reported that Athletico Bilbao, a club from the Spanish Premier Division, has very strong political ties with the separatist movement in the Basque region of Spain.

The factors used in this report from the literature review, were found to hold significance in foreign markets. The eleven factors that were tested in this research report, were also those that featured most significantly in the literature, and seemed to be universal.

*How highly do people in South Africa rate these factors?*

The factors were rated relatively highly as the lowest factor had a mean of 2.57. Some of the factors were rated significantly higher than others. The highest rated factors were:

1. Socialisation - mean of 3.35
2. Fan motivation - mean of 3.22
3. Diversion - mean of 3.22
4. Identification with subculture - mean of 3.21
5. Pricing - mean of 3.03

The remaining factors ranged between a mean of 2.57 and 2.97. The results showed that the factors held significance for the respondents of the survey, and that they rated the five factors mentioned above of the highest importance.
6.2 SECONDARY QUESTION

*What do the clubs in the PSL think motivates people in South Africa to attend PSL matches and are there discrepancies between what motivates the people to attend matches and what the clubs believe?*

The PSL clubs that were interviewed identified eight of the eleven motivational factors that were found in the literature. The factors they identified were: entertainment, socialisation, identifying with subculture, promotions, performance, pricing, fan motivation and family appeal. Of these eight factors, entertainment, promotions, family appeal and fan motivation, were the ones most referred to.

The factors the clubs failed to mention were leisure motivation, diversion and esteem. Of the three factors, diversion rated high in the survey, with a mean of 3.22. This demonstrates that the clubs did, to a great extent, recognise the motivating factors, although they failed to identify three out of a possible eleven factors listed in the literature, and tested in the survey.

Thus clubs are aware of what motivates people to attend their matches. The findings from the interviews nevertheless suggested that although the clubs knew what motivated people to attend matches; they clearly fell short by failing to address these factors, and by implication, the poor attendance figures as well.

*Do the clubs see the current attendance figures of matches as a problem?*

All the clubs acknowledged that the current match attendance records were a serious problem for themselves and the league as a whole. The major implications of poor attendance were financial and could threaten the existence of some clubs as well as result in major revenue losses.

Poor attendance makes it difficult for the clubs to negotiate or renegotiate sponsorships deals with favourable terms, as they charge a premium on the deals. Many of the clubs rely on these sources of revenue as a means to finance the operations of the club, and cover costs such as the renting of stadiums and paying for municipal services such as traffic control and policing. It will also affect the clubs attempts to improve their attendance figures, as any measures
taken to improve attendance, will require large financial resources to be spent on improvement of the product offering and appeal.

Loss of sponsorships was a major concern, as sponsorship and broadcasting deals were the clubs’ biggest sources of revenue. The current situation had been made even more serious because of current economic conditions. Many companies who had sponsored teams might be looking to cut costs, and sponsorships having tended to be the most likely consideration to be looked at, might be cut or reduced. This had created greater urgency as the sponsors might wish to pull out of deals, or try to find other clubs or sports that they believed offered them better value for money.

Poor attendance also represents a problem for the league as this would reduce the stature of the league. It could result in interest in the league diminishing, meaning that broadcasting deals would reduce in value, and result in the league regressing, rather than growing and utilising its potential.

**What are the clubs currently doing in order to attract people to attend matches?**

All three clubs had plans in place to improve their match attendances. These plans were designed to build and develop good relationships with the communities from which the clubs came, through community initiatives. There was also a need for all clubs and the PSL to work together on finding a solution as they were all stakeholders in the league. Building strong foundations with their communities was a good starting point, since the survey indicated that respondents attended PSL matches in order to support their local teams.

The clubs were taking actions on the factors that they could control, but also needed the help of the local municipality for factors and issues that they could not control. These issues would include security and policing, traffic control and transportation to and from the games. The clubs were looking at involving local mayors to assist and provide the services, as the municipalities also stood to benefit from large numbers of visitors in their the municipal areas.

The clubs were also looking at involving corporations to improve factors such as entertainment at matches, as this would help to increase attendance and entertainment appeal,
and also corporations would also be able to have contact with large numbers of people, thus enabling them to promote their brands.

6.3  SUMMARY

From the survey results it was clear that all eleven motivational factors held significance in the South African context. It was also clear that the clubs had a good understanding of what the motivational factors were, that encouraged people to attend their matches. They also recognised that, should they fail to take action to improve attendance, they would have to deal with the consequences that resulted from this inaction.

There was also recognition that this issue was not just a club problem, but an issue that needed to be dealt with by all the stakeholders. By taking action, the clubs and the league could ensure that the sport and the number of soccer supporters, continued to grow in South Africa. The clubs and the league needed to have proper plans in place in order to tackle the issue of match attendance, and should also get the local and national government involved to help with the issues that needed to be faced. Consulting with other sporting codes could also be of benefit, especially those that had dealt with similar issues, such as cricket.

The PSL and the clubs should also continually revise the current format of the product offering, and should have strategic plans in place to ensure that there was continual innovation and development. This way the league could successfully compete against other forms of entertainment and sports, in attracting spectators.

7.  FUTURE RESEARCH DIRECTIONS

Due to the limited amount of research that is South Africa-specific regarding motivational factors affecting soccer match attendance, a possible research area that could be developed is a motivational factor model. Clubs could use this as a basis to aid them in increasing their match attendance.
A wider research which included people from lower LSM's could be conducted, as they made up the majority of soccer fans in South Africa. This could denote differences in factors which motivated attendance, due to significantly different economic and living conditions.

Another recommended area of study could be to monitor the impacts and effects on attendance, of the plans that clubs choose to implement, in order to improve their match attendance.
8. **BIBLIOGRAPHY**


9. APPENDICES

APPENDIX A - RESEARCH INTERVIEW QUESTIONS

Research Interview Questions

1. What is your opinion on attendance figures for PSL games?

2. Do you see this as a problem?
   2.1 If, yes, what impact does this have on the league?
   2.2 If, no, why do you not see this as an issue?

3. How do you rate your clubs attendance figures?

4. Why do fans attend your games?
   4.1 Why don't fans attend your games?

5. What do you believe are the motivating factors that drive fans to attend PSL matches?

6. What actions if any is your club taking to improve attendance?

7. What does your club mean to its community and how strong is the relationship?

8. What implications do attendance figures have on your club?

9. In your opinion what actions are needed for clubs to improve their attendance?
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# APPENDIX D - SURVEY QUESTIONNAIRE

## PSL Match Attendance Survey

### Socialization

1. PSL matches offer me an opportunity to socialize with my family.
   - [ ] Strongly disagree
   - [ ] Disagree
   - [ ] Neither agree or disagree
   - [ ] Agree
   - [ ] Strongly agree

2. PSL matches offer me an opportunity to socialize with my friends.
   - [ ] Strongly disagree
   - [ ] Disagree
   - [ ] Neither agree or disagree
   - [ ] Agree
   - [ ] Strongly agree

3. PSL matches offer me an opportunity to socialize with other fans.
   - [ ] Strongly disagree
   - [ ] Disagree
   - [ ] Neither agree or disagree
   - [ ] Agree
   - [ ] Strongly agree
PSL Match Attendance Survey

Performance

4. My team's performances determine whether I attend a PSL match.
   - Strongly disagree
   - Disagree
   - Neither agree nor disagree
   - Agree
   - Strongly agree

5. The standard of football at PSL matches is good.
   - Strongly disagree
   - Disagree
   - Neither agree nor disagree
   - Agree
   - Strongly agree

6. PSL matches excite me.
   - Strongly disagree
   - Disagree
   - Neither agree nor disagree
   - Agree
   - Strongly agree
4. My team's performance determines whether I attend a PSL match.
   - Strongly disagree
   - Disagree
   - Neither agree nor disagree
   - Agree
   - Strongly agree

5. The standard of football at PSL matches is good.
   - Strongly disagree
   - Disagree
   - Neither agree nor disagree
   - Agree
   - Strongly agree

6. PSL matches excite me.
   - Strongly disagree
   - Disagree
   - Neither agree nor disagree
   - Agree
   - Strongly agree
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<td><em>7. I attend PSL matches to support my local team.</em></td>
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<td><em>8. I attend my teams PSL matches because of my team's reputation.</em></td>
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<td><em>9. I attend my teams PSL matches because their ambitions match mine.</em></td>
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</table>
PSL Match Attendance Survey

Diversions

10. I attend PSL matches to escape the hassle of everyday normal life.
   - Strongly disagree
   - Disagree
   - Neither agree nor disagree
   - Agree
   - Strongly agree

11. I attend PSL matches because I enjoy soccer.
   - Strongly disagree
   - Disagree
   - Neither agree nor disagree
   - Agree
   - Strongly agree

12. Attending PSL matches allows me to relax.
   - Strongly disagree
   - Disagree
   - Neither agree nor disagree
   - Agree
   - Strongly agree

Page 4
PSL Match Attendance Survey

Fan Motivation

13. I attend PSL matches because I support a PSL team.
   - Strongly disagree
   - Disagree
   - Neither agree or disagree
   - Agree
   - Strongly agree

14. I attend PSL matches because I belong to a supporters group or branch.
   - Strongly disagree
   - Disagree
   - Neither agree or disagree
   - Agree
   - Strongly agree

15. I attend PSL matches because of my love for soccer.
   - Strongly disagree
   - Disagree
   - Neither agree or disagree
   - Agree
   - Strongly agree
### Leisure Motivation

**16. I attend PSL matches as it is a leisure activity enjoy.**

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree or disagree
- [ ] Agree
- [ ] Strongly agree

**17. Attending PSL matches is my first choice leisure activity.**

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree or disagree
- [ ] Agree
- [ ] Strongly agree
PSL Match Attendance Survey

Identification With Subculture

18. I attend PSL matches because I enjoy soccer culture.
   - Strongly disagree
   - Disagree
   - Neither agree or disagree
   - Agree
   - Strongly agree

19. I attend PSL matches because of the atmosphere at the stadium.
   - Strongly disagree
   - Disagree
   - Neither agree or disagree
   - Agree
   - Strongly agree

20. I attend PSL matches because the PSL brand is one I admire.
   - Strongly disagree
   - Disagree
   - Neither agree or disagree
   - Agree
   - Strongly agree
PSL Match Attendance Survey

Family Appeal

1. PSL matches are suitable for me to bring my family.
   - Strongly disagree
   - Disagree
   - Neither agree nor disagree
   - Agree
   - Strongly agree

2. PSL matches offer a safe environment for children.
   - Strongly disagree
   - Disagree
   - Neither agree nor disagree
   - Agree
   - Strongly agree

3. I attend PSL matches with my family.
   - Strongly disagree
   - Disagree
   - Neither agree nor disagree
   - Agree
   - Strongly agree
### PSL Match Attendance Survey

#### Promotions

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>24. PSL matches are promoted &amp; advertised effectively.</td>
<td></td>
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<tr>
<td>25. It is easy to buy PSL match tickets.</td>
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<tr>
<td>26. I never know when a PSL matches is/are played in my town/city.</td>
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</tr>
</tbody>
</table>
PSL Match Attendance Survey

**Entertainment**

27. PSL matches offer pre-game entertainment.
- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree or disagree
- [ ] Agree
- [ ] Strongly agree

28. PSL matches offer in-game entertainment.
- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree or disagree
- [ ] Agree
- [ ] Strongly agree

29. There is enough entertainment offered at PSL matches.
- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree or disagree
- [ ] Agree
- [ ] Strongly agree
PSL Match Attendance Survey

Pricing

**30. PSL match tickets are cheap.**
- **Strongly disagree**
- **Disagree**
- **Neither agree or disagree**
- **Agree**
- **Strongly agree**

**31. PSL match tickets are expensive.**
- **Strongly disagree**
- **Disagree**
- **Neither agree or disagree**
- **Agree**
- **Strongly agree**

**32. PSL tickets are fairly/ value priced?**
- **Strongly disagree**
- **Disagree**
- **Neither agree or disagree**
- **Agree**
- **Strongly agree**
### APPENDIX E - RESEARCH INTERVIEW THEMES

#### RESEARCH INTERVIEW QUESTION THEMES

<table>
<thead>
<tr>
<th>Club</th>
<th>Interview Question</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SuperSport</strong></td>
<td>What is your opinion on attendance figures for PSL matches?</td>
</tr>
<tr>
<td></td>
<td>Decreasing, beginning of season matches have low importance so therefore poor attendance</td>
</tr>
<tr>
<td><strong>Pirates</strong></td>
<td>Far too low for stature of league</td>
</tr>
<tr>
<td><strong>Swallows</strong></td>
<td>Steady decline in attendance, going to get worse</td>
</tr>
</tbody>
</table>

**Do you see this as a problem?**

<table>
<thead>
<tr>
<th>Club</th>
<th>Interview Question</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SuperSport</strong></td>
<td>Serious problem, need to fill stadiums, league problem not club problem, too much TV, city council not coming to party, English model examples</td>
</tr>
<tr>
<td><strong>Pirates</strong></td>
<td>Huge problem, selling poor product, potential supporters &amp; sponsor loss, unappealing product, club not happy</td>
</tr>
<tr>
<td><strong>Swallows</strong></td>
<td>Serious problem, poor product</td>
</tr>
</tbody>
</table>

**How do you rate your clubs attendance figures?**

<table>
<thead>
<tr>
<th>Club</th>
<th>Interview Question</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SuperSport</strong></td>
<td>Low, age of club affecting attendance, growing brand awareness, need to be aggressive to grow support, help required from league</td>
</tr>
<tr>
<td><strong>Pirates</strong></td>
<td>Poor, too many fans not enough supporters, 380 supporter branches minimum 101 people</td>
</tr>
<tr>
<td><strong>Swallows</strong></td>
<td>Steady decline in recent years</td>
</tr>
</tbody>
</table>

**Why do those fans who do attend your games?**

<table>
<thead>
<tr>
<th>Club</th>
<th>Interview Question</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SuperSport</strong></td>
<td>Love for brand, identify with team, local township team, style of play</td>
</tr>
<tr>
<td><strong>Pirates</strong></td>
<td>Fanatic supporters, older generation, success of early days, entertainment business</td>
</tr>
<tr>
<td><strong>Swallows</strong></td>
<td>Die hard fans, love for football</td>
</tr>
</tbody>
</table>

**Why don't supporters attend your games?**

<table>
<thead>
<tr>
<th>Club</th>
<th>Interview Question</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SuperSport</strong></td>
<td>Inconvenient match times, transportation, lack of entertainment, lack of</td>
</tr>
<tr>
<td>Club</td>
<td>Motivating Factors</td>
</tr>
<tr>
<td>-----------</td>
<td>------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Pirates</td>
<td>Vibe/party atmosphere, not selling alcohol at games, need for security measures, lack of government support, allocated seating issues</td>
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<td></td>
<td>Not family friendly environment, want total experience, not just 90minutes, not enough being done by club, transportation, midweek match times, not enough resources spent on matches, sponsor involvement in entertainment, not enough community outreach programmes, marketing, entertainment, expense over a season (ticket costs), people don't feel appreciated</td>
</tr>
<tr>
<td>Swallows</td>
<td>Not having own stadium, price increases, games too often (price), unemployment (LSM), lack of emotional connection, took long time to react, lack of team success, transportation, lack of entertainment, Higher LSM not liking lower LSM supporter, unsafe environment, traffic, entertainment lacking, clubs lack finances</td>
</tr>
<tr>
<td></td>
<td>What do you believe are the motivating factors that drive fans to attend PSL matches?</td>
</tr>
<tr>
<td>SuperSport</td>
<td>Style of play (street soccer vs modern football), player fame, family attendance an issue, identifying with the club,</td>
</tr>
<tr>
<td>Pirates</td>
<td>Good brand of football (even when deciding coaches), entertainment, press coverage, type of players, event experience</td>
</tr>
<tr>
<td>Swallows</td>
<td>Familiar people, socialization</td>
</tr>
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<td></td>
<td>What actions, if any, is your club specifically taking to improve their attendance?</td>
</tr>
<tr>
<td>SuperSport</td>
<td>Community CSR partnerships in Attridgeville, brand visibility, Christmas for the disabled, laying foundations for the future</td>
</tr>
<tr>
<td>Pirates</td>
<td>Did not want to reveal specific plans, modernise the brand, improving club administration, celebrating 75 years as a club, inspiring the community, going</td>
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<td></td>
<td>Back to roots</td>
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<tr>
<td><strong>Swallows</strong></td>
<td>Trying to connect with youngster in Dobsonville, trying to build emotional connection, good relationship with schools in Dobsonville</td>
</tr>
<tr>
<td><strong>What does your club mean the community and how strong is the relationship?</strong></td>
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<tr>
<td><strong>SuperSport</strong></td>
<td>Strong relationship through projects and partnerships, follow up by being visible</td>
</tr>
<tr>
<td><strong>Pirates</strong></td>
<td>Not good enough, if it was numbers would be talking, set short &amp; long term goals, monitoring progress and having contingencies in place, tap in to emotions</td>
</tr>
<tr>
<td><strong>Swallows</strong></td>
<td>Very strong, well known in community, national brand, older generation</td>
</tr>
<tr>
<td><strong>What implications do attendance figures have on your club? And how is that affecting the club?</strong></td>
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<tr>
<td><strong>SuperSport</strong></td>
<td>Not affecting financially as never used to big crowds, merchandise disadvantage, budget disadvantage</td>
</tr>
<tr>
<td><strong>Pirates</strong></td>
<td>Huge negative impacts, sponsorships, recession, merchandise sales, top priority</td>
</tr>
<tr>
<td><strong>Swallows</strong></td>
<td>Difficult to negotiate terms of sponsorships, brand is not growing, less attractive, not value for money</td>
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<tr>
<td><strong>What actions are needed for clubs to improve their attendance? Should clubs do it alone, sit together?</strong></td>
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