



A Beautiful Game, But Nobody Cares?

*An Analysis of the Low Attendances at
Brazilian Football League Games*

Florian Wieser

Supervisor: Professor Aksel Ivar Rokkan

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NORWEGIAN SCHOOL OF ECONOMICS

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Abstract

Despite Brazilians' huge passion for football, attendance levels at local league games are often remarkably low. As more spectators at the games positively affect all of a club's sources of income, clubs should have a clear interest in increasing attendances at their home games. This thesis identifies the underlying reasons for the low attendance levels and deduces recommendations for clubs to improve attendances at their home games. Using the widely popular consumer decision making process as a basis, a fan decision making process is developed by enriching and adapting the original model with findings from relevant football management literature. Thereby relevant factors affecting fans in their match attendance decision are identified. Case examples from European football leagues and relevant literature furthermore allow the deduction of best practices on these factors. A quantitative analysis using data from the 2015 Campeonato Brasileiro Série A (CBSA) confirms most of the previously identified factors for the case of Brazilian football. Comparing CBSA clubs' current performance to the best practices deduced regarding the relevant factors affecting fans' decision making process then allows the detection of the deficits and shortcomings of the clubs' current approaches, which can serve as an explanation for the low attendance levels at CBSA games. The complete lack of information on ticket sales, the severely reduced opportunity to purchase tickets as well as high ticket prices that exclude substantial parts of the clubs' target groups from attending the games are identified as the main reasons for the low attendances. Other less severe factors are related to clubs' pricing strategies, the infrastructure of stadiums or the communication measures used to address fans. Based on these findings, concrete recommendations are deduced on how Brazilian clubs can effectively increase attendances at their home games in the future.

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List of abbreviations

CA	Club Atlético
CBF	Confederação Brasileira de Futebol
CBSA	Campeonato Brasileiro Série A
FC	Futebol Clube / Football Club / Fußball Club
ibid	ibidem
MG	Minas Gerais
SE	Sociedade Esportiva
SISBRACE	SIStema BRAsileiro de Classificação de Estádios
VfB	Verein für Bewegungsspiele

1 Introduction

Football and Brazil is a symbiosis that is well known throughout the world. “O jogo bonito” – “The beautiful game” – as the Brazilians call it, is an essential part of the country’s identity (Borges, Silva & Añaña, 2014). The game is played everywhere, whether on the famous beach of Ipanema or in the favelas, the slums in Rio de Janeiro. Millions wear the yellow jersey of the Brazilian national team, not only in Brazil but all over the globe. Pele, for whom all church bells across Brazil were ringing when he scored his 1000th goal, is named the best football player of all times by many. The Maracanã in Rio de Janeiro together with the Wembley Stadium in London is considered one of the temples of football. Thus, one would assume that the local football clubs can also count on considerable support of the Brazilian population. And indeed, the two biggest clubs of the country, Flamengo from Rio de Janeiro and Corinthians from São Paulo, are supported by 32,5 and 27,3 million fans (Ranking das torcidas: Fla se mantém no topo, e Corinthians segue na cola, 2014). There are 10 clubs in total which each have more than five million supporters (ibid), and thus have more fans than Norway has inhabitants. However, attendance figures of Brazil’s highest league, the Campeonato Brasileiro Serie A (CBSA), show a somewhat different picture. Only 17’160 people were attending the games of the CBSA in 2015 on average (Worldfootball, 2016a). Compared to other leading football leagues worldwide the Brazilian league only ranks 12th (see Table 1) and thus worse than countries like China or the US and Canada, which are not known to be particularly passionate about football. It also ranks well behind the two other main Latin-American leagues: The Liga MX in Mexico (24’581) and the Primera División in Argentina (21’374). Especially comparing the situation between Argentina and Brazil illustrates the problem of Brazilian football. Whereas Boca Juniors – River Plate, the biggest derby in Argentina, regularly attracts crowds of 60’000 and more (Wiechmann, 2015), the main derby in Rio de Janeiro between Flamengo and Fluminense sometimes only attracts as little as 25’000 spectators (Pitol, 2015) – in the Maracanã, a stadium that can hold more than 70’000. For a country with such a huge passion for football as Brazil, this is not only surprising, but also a huge chance missed out by the local clubs, given the high economic potential which large crowds at football games offer. As will be shown in the following chapter, higher attendances at football games positively affect all sources of income of professional football clubs (see also 1.1. Relevance of the Thesis).

	League	Country	Average Attendance per Game
1.	Bundesliga	Germany	43'555
2.	Premier League	England	36'219
3.	La Liga	Spain	28'533
4.	Liga MX	Mexico	24'581
5.	Serie A	Italy	23'684
6.	Chinese Super League	China	21'892
7.	Major League Soccer	USA/Canada	21'547
8.	Primera División	Argentina	21'374
9.	Ligue 1	France	20'477
10.	2. Bundesliga	Germany	19'082
11.	Eredivisie	Netherlands	18'454
12.	Campeonato Brasileiro Serie A	Brazil	17'203
13.	Football League Championship	England	17'189
14.	J1 League	Japan	16'891

Table 1 Average attendances per game of major football leagues worldwide (Based on: Watson, 2015)

Given this large economic potential, increasing attendances at the games is a great opportunity for Brazilian football clubs to improve their financial performance. This thesis identifies the factors affecting fans' decision to attend football games in Brazil. It then examines how Brazilian clubs currently perform on these factors. By comparing the current performance of Brazilian clubs to best practices from other major football leagues, it aims to detect deficits that help explain the current low attendance levels at football games in Brazil. Based on this analysis, recommendations will then be given on how the Brazilian football clubs can effectively increase attendance at their home games.

The analyses undertaken and recommendations deduced in the course of this thesis are limited to the highest professional football league in Brazil, the Campeonato Brasileiro Série A (CBSA). This ensures a clear focus of the thesis as well as comparability to studies for other countries undertaken in this field of research, which have been focusing almost exclusively on the highest leagues of the respective countries.

The following subchapters will elaborate on the relevance of the thesis and the current state of research (1.1), the aim of the thesis (1.2) and its structure and approach (1.3) in further detail.

1.1 Relevance of the thesis and current state of research

The current low attendance levels of CBSA games mean a large financial potential that the CBSA clubs miss out (Sordi & de Bello, 2014), as they positively impact on all main sources of income of professional football clubs: revenues from ticket sales, revenues from merchandising, revenues from broadcasting rights and revenues from advertising (Douvis, 2014).

First and foremost, higher attendances mean a higher number of tickets sold and thus generate higher revenues from ticket sales. Ticket sales are an important and stable source of income for football clubs (Borland & Macdonald, 2003). Even in times of high transfer sums, advertising deals and television deals, revenues of ticket sales account for up to 20% in major leagues such as the German Bundesliga (DFL, 2016).

At the game itself, fans do not only pay for the ticket, but often also for match day programmes, parking fees, catering or merchandising (Welling, 2003). Thus, higher attendances also mean higher sales and revenues from these offerings.

Various studies also show a positive correlation between the attendance at football games and the number of spectators on television (Buraimo, 2008). The more people in the stadium, the better the atmosphere and the more people are watching the game on television (ibid.). This has some important implications for Brazilian football clubs. In Brazil, the revenues generated by the sale of broadcasting rights are split up into two: fixed payments and revenues from a pay-per-view system (Lagos, 2015). The revenues from neither of these two groups, currently 1,1 billion Reais in total (ibid), are equally distributed across the 20 teams participating in the league. In fact, the more viewers a club attracts, the more money it earns (ibid). As attracting higher attendances results in higher numbers of spectators on television, this would also mean an increase in broadcasting revenues.

The fourth large source of income for professional football clubs is advertising, which is also positively affected by higher attendances (Hall, O'Mahony & Vieceli, 2009). The spectators of football games, no matter whether on television or at the game, are the target group of sponsors and advertisers (Schilhaneck, 2008). More spectators mean that more people get to see the advertising on the sidelines and the commercials on the screens. Thus the club

becomes more interesting as an advertising medium and can charge higher prices to sponsors and partners. This effect is intensified through the higher number of TV spectators generated through higher attendances. The more people watch the game, the more interesting the club is as an advertising medium and the more it can charge companies for advertising spots. The same accounts for the number of football shirts sold, which also contain advertisements of different companies.

Finally football fans are also considered to contribute to the match day experience as a product. The atmosphere they generate inside the stadium during the game is an integral part of a football game as a product (Buraimo, 2008). Hence, higher attendances mean a better atmosphere during the game, which increases the attractiveness of match attendance as a product and thereby attracts even more spectators (Howard & Crompton, 2004). Similar persistence effects have also been demonstrated by Pawlowski & Anders (2012) and Forrest & Simmons (2006). High attendances can thus reinforce themselves and stabilize attendance and revenues from ticket sales at a high level.

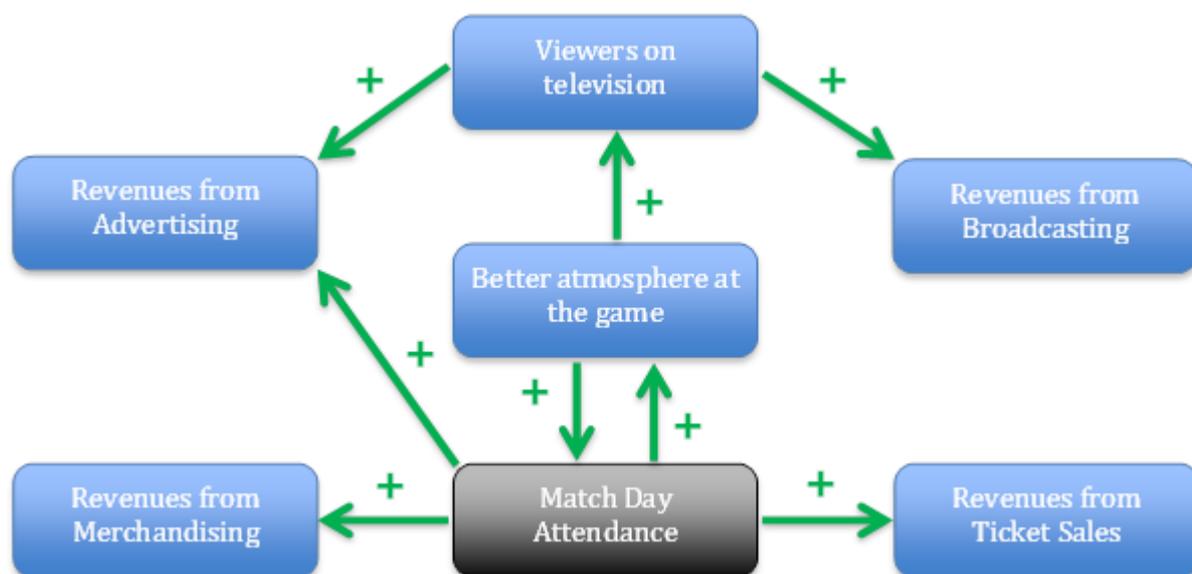


Figure 1 Match attendance and its effects on clubs' sources of income. «+» indicates a positive effect and the arrow indicates the direction of the effect (own illustration)

Figure 1 again displays in detail how a higher number of spectators at football games positively affect the different sources of income of professional football clubs. It becomes clear that it is in the highest interest of CBSA clubs to increase attendances at their home

games, as this would also mean increased financial returns and thus a better economic performance.

What determines attendances at football games and how attendances can be influenced has been the topic of various academic studies throughout the past decades. In 1975, Hart, Hutton and Sharot were the first ones to undertake an in-depth analysis of attendance patterns for the English First Division (the equivalent of today's Premier League). Since then, numerous studies have examined the determinants of attendance of football games, but also of other sports, most prominently American football, basketball or baseball. Borland & Macdonald (2003) provide a detailed overview on studies that have been undertaken in this field in the appendix of their own paper.

Most of the studies that deal with factors influencing football match attendance decisions were conducted using data from one of the top leagues within Europe, mostly the English First Division or Premier League. Although the findings from these studies are of great help when it comes to identifying relevant factors affecting the fans' decision making process, it is possible that the direction and importance of these factors are different for emerging countries such as Brazil, as industrialised and emerging countries often differ regarding socio-economic and cultural influences (Maheswaran & Shavitt, 2000). By now, only very little academic research has been undertaken concerning match attendance decision making in emerging countries. A prominent example is the study by Ferreira & Bravo (2007), who analysed attendances in the Chilean Primera División between 1990 and 2002. In the case of Brazilian football, more and more academic research on local management issues has been undertaken in recent years. Among others, Levy (2011) looked into the competitive balance of the CBSA, Borges, Silva, & Añaña (2014) dealt with fans' loyalty in Brazilian football, Sordi & Bello (2014) looked into the necessity for ticket bundles and Madalozzo & Villar (2009) also looked at selected determinants of match attendance. However, although all papers touch one or more aspects of fans' decision making process on match attendance, a holistic view of Brazilian fans' decision making process has never been topic of further academic research.

Thus, on the one hand, the underlying thesis can provide CBSA clubs with valuable information on what affects Brazilian fans in their match attendance decisions and on what

the shortcomings of their current management practices are. It also gives specific recommendations on how clubs can increase attendances at their home games and thereby improve their economic performance. On the other hand, it can also contribute new findings and insights to a field of academic research that has only recently become topic of scientific research and thereby provide new stimulus for academic discussion and further research in the future.

1.2 Aim of the Thesis

The starting point of the thesis is, as described previously, the often remarkably low attendance at games of the CBSA. Not only is this surprising for a country that is known to be so passionate about football, but also a missed out chance on higher profits for the Brazilian clubs. As it has been demonstrated, higher attendances positively influence all sources of income of professional football clubs and thus lead to higher revenues.

This thesis therefore identifies and examines the factors influencing the decision made by Brazilian football fans on whether or not to attend a CBSA game. By providing best practices for each factor from other major football leagues and analysing the current performance of CBSA clubs on these factors, deficits of the clubs' current strategies shall be revealed, which serve as an explanation for the low attendance levels at the games. The findings from this analysis will help to understand how clubs can effectively increase attendances at their home games and finally allow the deduction of suitable measures and recommendations for clubs to increase attendances at their home games in the future.

The following questions can be considered the key questions to be addressed by this thesis:

- Which are the factors that influence the decision making process of football fans when it comes to attending a football game?
- How do clubs from leagues with high attendances perform regarding these factors?
- Which of these factors are also relevant for the CBSA? How do CBSA clubs perform on these factors compared to their international counterparts?

- Which are the deficits of CBSA clubs' current approaches affecting fans' decision making process? Which deficits can explain the current low levels of attendance?
- What do Brazilian football clubs have to change or to undertake in order to attract larger crowds at their games?

The structure and approach of the thesis and its different steps will be described in further detail in the following subchapter.

1.3 Structure and Approach of the Thesis

The introduction part emphasizes on the relevance of the thesis and the current state of research (1.1), the aim of the thesis (1.2) and outlines the structure of the thesis (1.3). The second chapter then deals in depth with the theoretical aspects of decision making regarding match attendance. First it looks into general consumer behavioural theory and explains the model that serves as the theoretical basis of this thesis: the model on the consumer decision making process (2.1). In a second step, factors influencing fans' decision making process are identified from academic research and literature and are integrated into the previously explained model (2.2). The created adapted model thus provides the theoretical framework for this thesis. Chapter 3 then probes in a quantitative analysis whether the factors identified in chapter 2.2 also hold for the CBSA. The next chapter forms the core part of the thesis as it answers the central questions that are addressed by this thesis. Here, the current performance of CBSA teams is analysed alongside the model developed in the chapters two and three. The aim is to identify shortcomings and deficits of the clubs' current performance, from which potential future improvements will be derived in a second step. Drawing from potential improvements identified in chapter four, chapter five then gives clear recommendations on how attendances at CBSA games can effectively be increased in the near future. The thesis closes with a summary of the undertaken research and findings, possible limitations and an outlook on potential future research and developments (Chapter 6). Figure 2 on the following page again illustrates the structure of this thesis graphically.

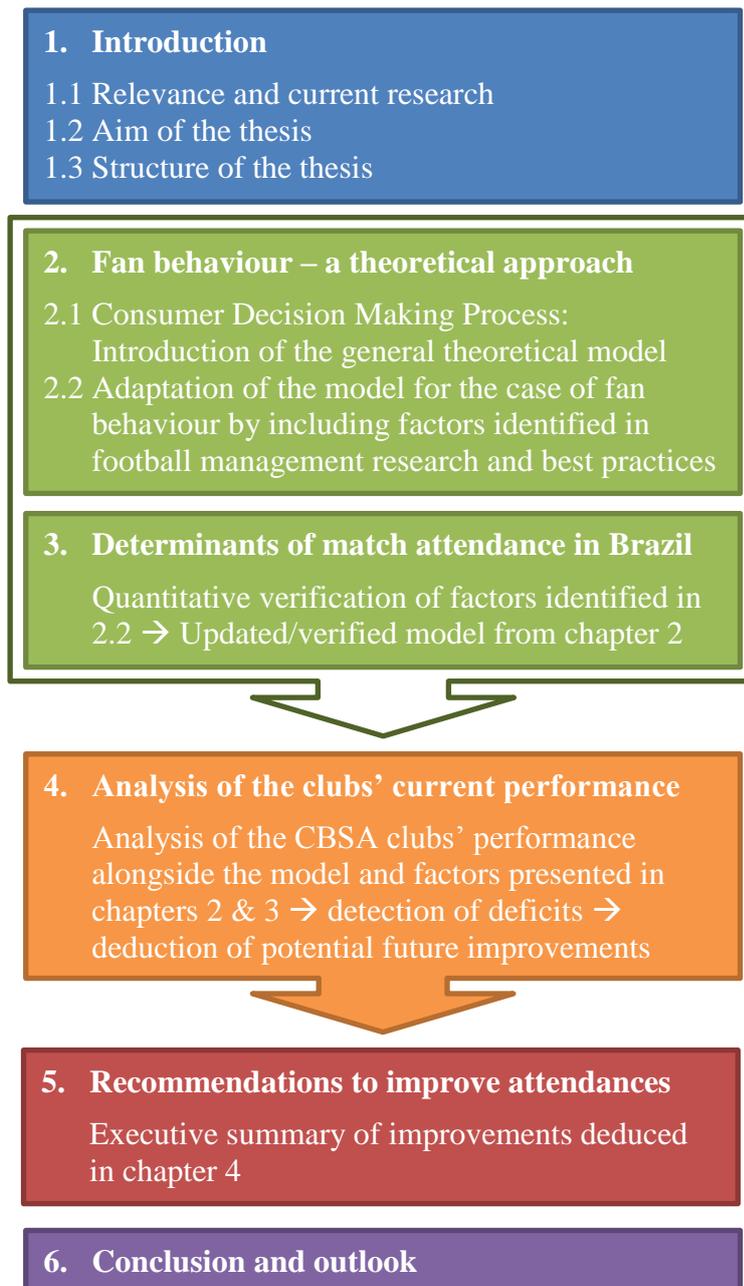


Figure 2 Overview on the structure of the thesis

2 Fan Behaviour – A Theoretical Approach

After the introduction part, this chapter provides the academic models and theory behind this thesis. It first introduces the general academic theory on consumer decision making (2.1), and then enriches it with relevant research and findings from sport management literature (2.2). Thereby a theoretical framework on the decision making process of football fans is created. The framework illustrates the process football fans undergo when deciding on whether or not to attend a football game, and points out the factors which affect fans during this process. It is an essential part of this thesis, as the following chapters build on it: Chapter 3 will probe how the factors of the framework developed in this chapter affect attendance at CBSA games, while chapter 4 will analyse the CBSA clubs' performance alongside the developed framework. Thus, the model of fans' decision making process regarding match attendance developed in this chapter serves as the theoretical backbone of this thesis and provides the necessary basis and guideline for the analysis on why attendance at CBSA games currently is so low.

As pointed out above, the chapter in the following starts off with a detailed description of the theoretical model on consumer decision making used in this thesis: The consumer decision making process.

2.1 The consumer decision making process

There are numerous academic models and approaches that describe and explain how consumers make purchase decisions. The approach chosen for this thesis is the so called traditional five-step consumer decision making process. The consumer decision making process is used continuously in academic literature and textbooks on consumer behaviour (Hoyer & MacInnis, 2008, Solomon, 2013, Kotler, Keller, Brady, Schiffman & Kanuk, 2000) and can thus be seen as a well-established concept and a suitable theoretical basis for this thesis.

According to the consumer decision making process, consumers normally go through five different stages when making a purchase decision (Hoyer & MacInnis, 2008, Solomon, 2013, Kotler et. al., 2009): need recognition, information search, evaluation of alternatives,

purchase and post-purchase processes. The search for information, the evaluation of alternatives as well as the final purchase decision are affected and facilitated by the consumers' motivation, ability and opportunity (ibid.). The different steps as well as the facilitators of the consumer decision making process will be described in further detail in the following.

2.1.1 Need recognition

As a first step of the decision making process, the consumer has to recognise a difference between the actual state he is in and a desired target state (Solomon, 2013). From this difference, a need to close the gap between the actual and the desired target state arises. Consider a person who is bored (actual state) and feels like undertaking something in order to be entertained and therefore less bored (desired state) – a need for entertainment is present. Firms can facilitate need recognition by either creating a new desired target state or by creating dissatisfaction with the actual state of a consumer (Hoyer & MacInnis, 2008). In the case of the bored consumer, Netflix can promote the image of enjoying the evening on the sofa with the opportunity to choose from a large variety of movies, and thereby create a new desired target state.

2.1.2 Information search

After recognising his need, a consumer will usually start gathering information on how to possibly satisfy this need. In a first step, the consumer tries to come up with one or more products, services or activities that are potentially suitable, the so called evoked set (Solomon, 2014). In a second step, he will start gathering further information in order to be able make a reasoned choice later on (ibid). The better informed a consumer is about a brand, the more likely he is to choose the brand, as a lack of information increases uncertainty and risk that comes along with the purchase (Hoyer & MacInnis, 2008). Consumers will first try to recall information from their memory. If the amount of information is not sufficient, he will then turn to search for information externally, for example through media, websites or friends (ibid). Brands can specifically facilitate the consumer's external search for information by providing consumers with easy access to necessary information (ibid).

2.1.3 Motivation, ability and opportunity

The extent to which a consumer engages in the search for information or even whether he engages in actions towards satisfying his need at all largely depends on his motivation, ability and opportunity (Hoyer & MacInnis, 2008). His motivation is closely related to perceived risk that comes along with the consumption of the good, for example the risk of the product not performing as expected (performance risk) or the risk of being personally harmed through the usage (safety risk) (ibid). Motivation also depends on the gap between the desired state and the actual state. The higher the need is, the higher is the motivation of the consumer to satisfy this need and therefore to engage in further search for information on the alternatives (ibid). Ability among others refers to a consumer's cognitive skills, education, or age, but also to his monetary resources (ibid). If a consumer does not have enough money, he will not be able to afford a certain item. Finally, a consumer might be motivated and able to purchase a good, but he might not have the opportunity. Aspects affecting the opportunity to purchase a product can for example be the availability of the product (Brown, 1996), but also lack of time (Hoyer & MacInnis, 2008).

2.1.4 Evaluation of alternatives

Once the consumer has gathered all necessary information, he will turn to make a purchase decision. Consumer behavioural theory thereby distinguishes between two decision making tactics: cognitive and affective decision making.

2.1.4.1 *Cognitive decision making*

In cognitive decision making, the consumer compares and evaluates the considered alternatives along different criteria, variables and characteristics of the product (Kotler et. al., 2009). Thereby the consumer can opt between two different strategies: compensatory approaches and non-compensatory approaches (ibid.). In compensatory approaches, consumers evaluate all product attributes of all considered alternatives and then base their decision on the overall evaluation. In this case, a very good performance on one attribute can outweigh a bad performance on another attribute (Hoyer & MacInnis, 2008). In non-compensatory approaches, all alternatives are evaluated along the different product attributes, starting with the most relevant for the consumer. If one alternative scores too low on one attribute, it is immediately dismissed (Kotler et. al., 2009). Thus, in this approach the

low performance cannot be compensated through good performances on other attributes (ibid.). Table 2 illustrates the difference between the two approaches. A consumer relying on compensatory tactics would choose alternative A as it performs better on average. He thus allows A to compensate the low performance on weight through good performance on other features. A consumer who relies on non-compensatory tactics and sets an acceptable cut-off at 3 will choose alternative B, as A performs below the cut-off he set on weight, despite the better average performance of A.

Characteristics	Importance	Alternative A	Alternative B
Size	10%	4	3
Weight	10%	2	4
Price	50%	5	3
Durability	30%	6	5
Average	100%	4,9	3,7

Table 2 Possible preferences of an individual on two alternatives A and B

2.1.4.2 Affective decision making

In affective decision making the consumer does not evaluate product attributes but how the purchase of the product will make him feel in the future (Hoyer & MacInnis, 2008). His decision is thus based on emotions, feelings and previous experiences rather than on characteristics of the product. Firms have to make sure to create an emotional experience around the product if they also want to attract consumers relying on affective decision making (ibid.).

2.1.5 Post purchase decisions

Finally, after having purchased the product or service, the consumer will evaluate its performance which determines his satisfaction (Kotler et. al., 2009). This post-decision evaluation is crucial, as the consumer thereby “learns” about the performance of the product and forms opinions (Hoyer & MacInnis, 2008). These opinions are then recalled in internal information search when undertaking a purchase decision in the future (ibid.). Therefore it is of particular importance for brands that consumers form positive opinions on their products or services, as a negative opinion might lead to the alternative being dismissed by the consumer during future decision making processes. If consumers experience dissonance with their purchase and are not sure whether they have made the right choice, firms should reassure them in their decision by providing them with supporting information (Kotler et. al.,

2009). In case of dissatisfaction, attentive service towards the consumer, providing a logical explanation for the failure and providing some form of compensation can help re-ensure trust in the company (Hoyer & MacInnis, 2008). Figure 3 illustrates the different phases of the consumer decision making process and briefly sums up its essential elements.

Figure 3 below briefly displays and illustrates the different steps of the consumer decision making process as well as the factors facilitating it.

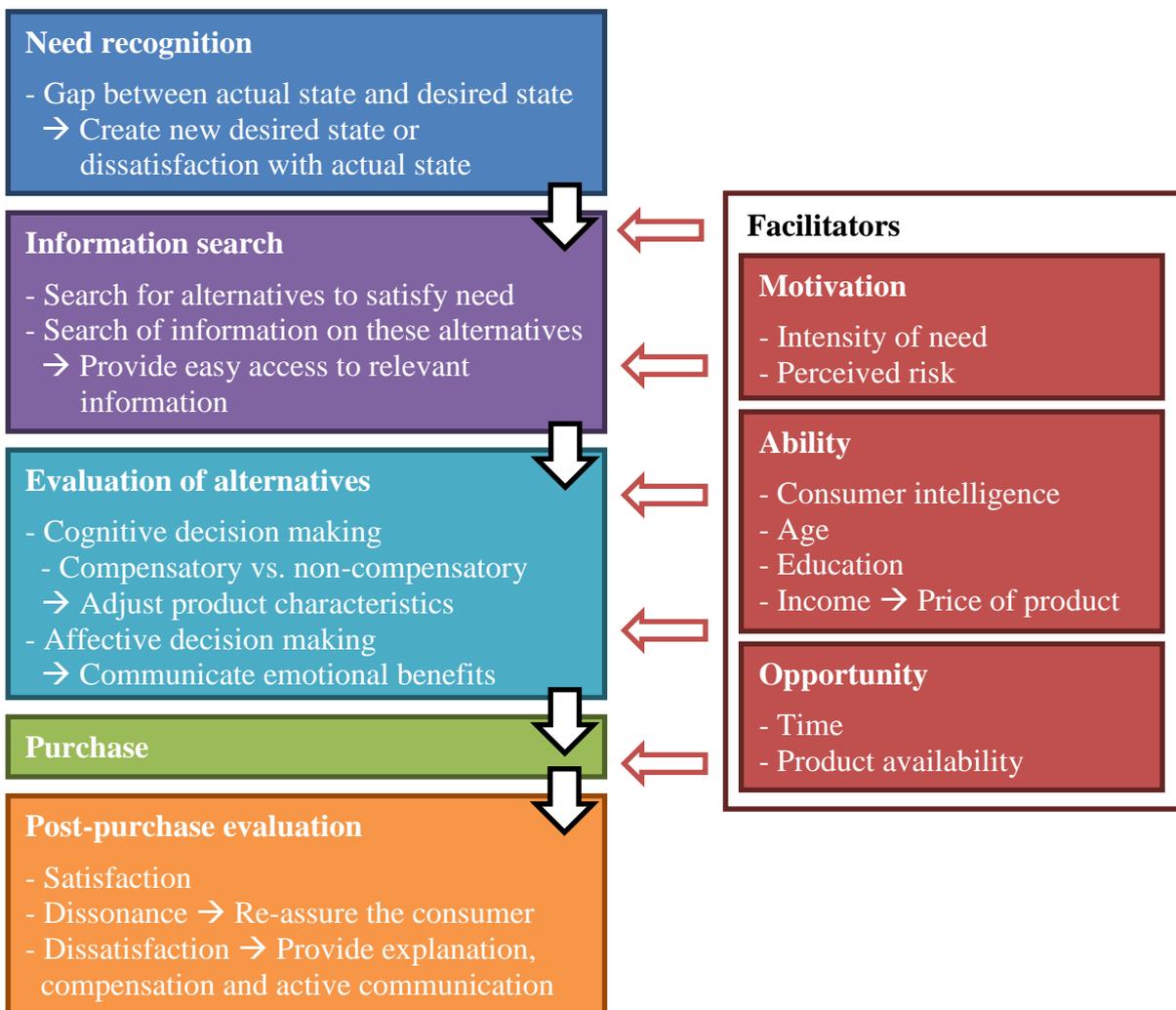


Figure 3 Consumer decision making process and its facilitators (own illustration)

2.2 Fan decision making process

In this section, the previously described steps of the consumer decision making process will be adapted for the use in football fans' decision making process on match attendance. Each aspect of the consumer decision making process is enriched with insights and findings from relevant research and literature on professional football management. Thereby a general model for the fan decision making process is created. Furthermore, best practices from research and leading football leagues are included for each of the aspects. The thereby developed fan decision making process is essential for this thesis: In chapter three it will be validated for the use in the CBSA. In chapter four it serves as a guideline for the analysis of CBSA clubs' current performance concerning match attendance. The best practices deduced will allow the detection of deficits of CBSA clubs' current strategies in affecting fans in their match attendance decision making process and allow the deduction of recommendations for clubs to improve attendances at their home games in the future. Thus, the model developed in this chapter provides the theoretical basis on which the following steps of the thesis are built.

The adaptation of the consumer decision making process for the use in fans' decision making on whether or not to attend games will be undertaken alongside its different steps and facilitators: Need recognition (2.2.1), information search (2.2.2), motivation, ability and opportunity (2.2.3), evaluation of alternatives (2.2.4) and post-purchase decisions (2.2.5).

2.2.1 Need recognition

As pointed out in the previous subchapter, the necessary precondition for the consumer decision making process to start is the creation or existence of a need. Wann (1995) identifies several different types of needs that motivate football fans to attend a game:

- **Eustress**, meaning the anxiety and the psychological ups and downs that come from watching a football game
- **Entertainment**, meaning the sensory pleasure triggered through watching the game, the athletes and following the course and drama of the game

- **Economic motivation** relates to the opportunity a game offers spectators to play games on their own, for example betting, gambling or phantasy leagues
- **Aesthetic value** means the admiration for the skills required for the sport and for football as a game in general
- **Group affiliation**, meaning the feeling of belonging to a specific group, in the case of football being part of the club or being part of a supporters group
- **Family** relates to the opportunity a game offers to strengthen bonds between family members and friends (close acquaintances) with whom the game is watched

It has been pointed out that a need can be fostered by businesses in two different ways: Creating and presenting a new desired state or creating dissatisfaction with the actual state. In the case of marketing football matches, clubs do so by connecting the promotion of their games with addressing one of the eight needs mentioned above. Figure 4 shows an example of how a football club can use communication to create a desired target state by addressing

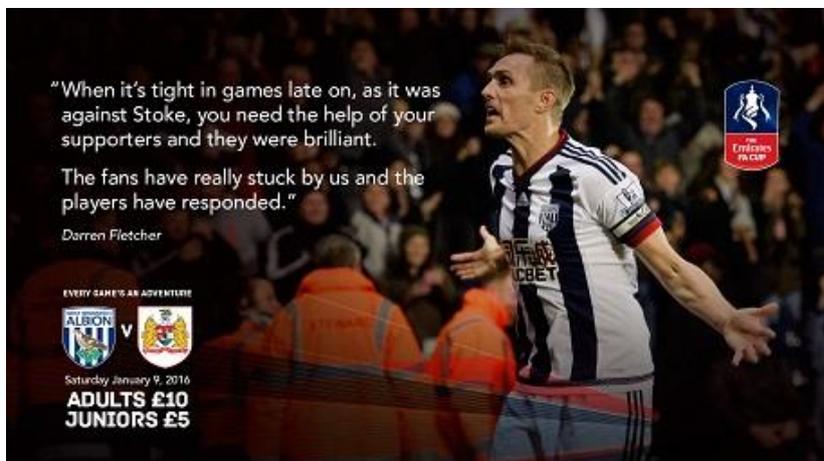


Figure 4 Poster promoting the game WBA - Exeter City (West Bromwich Albion, 2016)

needs such as eustress (“tight in games late on”) and group affiliation (“You need the help of the supporters”). However, Hultén (2011) states that depending on the message conveyed, some senses might be more favourable to address than others.

Because the sense of sound is closely related to emotions and feelings (ibid) using videos instead of images would thus allow to more specifically address eustress, entertainment or group affiliation.

2.2.2 Information search

After having recognised his need the consumer searches for potential alternatives to satisfy his need and for information on these alternatives (Hoyer & MacInnis, 2008). In the case of match attendance, two different forms of alternatives can be distinguished: direct and indirect substitutes (Borland & Macdonald, 2003).

Direct substitutes are alternatives connected with the consumption of the same game (ibid.), for example by watching it live or delayed on television or watching it in a pub. The negative effect of direct substitutes of match attendance on attendances at football games has been the topic of several studies, mostly for the case of the game also being broadcasted on television. Buraimo (2008) and Baimbridge, Cameron & Dawson (1996) among others have demonstrated that attendance at football games is reduced if it is also possible to watch the game on television. However, the effect is much more severe for games broadcasted on free TV than for games broadcasted on pay TV (Buraimo, 2008; García & Rodríguez, 2002). Thus, the more and the cheaper opportunities there are to watch a game on television, the lower attendances at the game are. Although single clubs can do little in this case, they can jointly pressure the football association to make deals that include fewer games on free TV.

Compared to those direct substitutes, indirect substitutes are all other kinds of substitutes that are not connected to the particular game (ibid.), for instance watching another sports game, going to the movies or doing something with friends or family. What is striking though is that football clubs do not compete for spectators with the clubs they compete with in the league (McDonald, Carg & Lock, 2010). Football fans either attend a game of *their* team or choose other leisure activities, but they usually do not attend games of rival teams (Simmons, 2006). Although fans adopt second teams, this usually happens on a complementary rather than on a competitive basis, with fans following teams from other countries or other sports (McDonald, Carg & Lock, 2010).

Having made up his mind about possible alternatives, the consumer then searches for information about the different alternatives in order to be able to evaluate them in a next step (Solomon, 2013). Consumers search for information internally and externally (Hoyer & MacInnis, 2008). In internal search, consumers recall attributes, evaluations and previous experiences with the product from their memory (ibid.). Following a football club includes

constantly informing oneself about the club's performance (Welling, 2003). Thus, football fans can be expected to have much of the relevant information (league standings, venue, players' performance etc.) readily available already. If consumers still lack necessary information, they will engage in external search, for instance by consulting newspapers, websites, friends or other suitable sources of information (Kotler et. al., 2009). Marketers can facilitate this step by providing necessary and relevant information in a way that consumers can access it easily and with little effort (Hoyer & MacInnis, 2008). Thus, clubs should ensure that fans are provided with the necessary information fans need if they want to attend a football game. League standings, the performance of players or the performance of opponents are results of clubs interacting with other clubs (Welling, 2003). Therefore, this information can also be obtained by consulting other sources of information such as the media (ibid). However, essential information concerning the ticketing process such as ticket prices, points of sale, dates of sale or the venue are determined by the clubs themselves. Thus, clubs should make sure they clearly communicate this information as it is inevitable for purchasing tickets for a football game.

2.2.3 Motivation, ability and opportunity

It has been pointed out that the extent to which consumers engage in information search or whether they undertake actions towards satisfying a need at all also depends on the consumer's motivation, ability and opportunity (Hoyer & MacInnis, 2008). In the following sections it will be assessed which aspects related to match attendance are of importance concerning a fans' motivation, ability and opportunity to attend a game.

2.2.3.1 *Motivation*

Motivation is largely influenced by the intensity of the consumer's need as well as by perceived risk (Hoyer & MacInnis, 2008). Therefore, clubs can first of all increase fans' motivation to attend a football game by creating a desired state that addresses one of the six needs (eustress, entertainment, economic motivation, aesthetic value, group affiliation, family) as described in chapter 2.2.1.

Regarding the aspect of perceived risk, personal safety plays an important role in match attendance decisions. Increased levels of violence surrounding football games are a main reason for fans not to attend a game (Gasparetto & Barajas, 2016). The perceived danger of

being harmed when attending a football can lead to fans categorically dismissing the option of attending a football game (ibid.). The English Premier League and its predecessor, the First Division, are a good example of how increased levels of violence at football games can significantly decrease attendances. Whereas in the late sixties, average attendance of England's highest league regularly reached more than 30'000, it decreased down to 18'834 in the 1983-1984 season (European Football Statistics, 2016). Dobson & Goddard (2011) clearly state hooliganism as a main reason for the observed large drop in attendance. There are several ways how clubs can increase safety at the games. Clearly marked escape routes, easy access to the pitch in case of emergency, and a control room for police and security personnel that allows surveillance of the stadium are safety aspects related to stadium infrastructure (Football stadiums: Technical recommendations and requirements, 2007). By clearly separating home and away fans inside the stadium and on the way to and from the stadium, chances of confrontation and violent outbreaks can be reduced significantly (Lefert, 2013). Another way is for clubs to employ social workers, who use the clubs' influence on organised supporters groups and work with these groups. Thereby they try to ensure a positive fan culture, to prevent violence and to help juvenile fans in difficult life situations with advice and care (Koordinationsstelle Fanprojekte, 2016).

2.2.3.2 Ability

Ability among others includes the consumer's income and thus the ability to afford a product. However, whether a consumer is able to afford a product does not only relate to the consumer's income, but also to the price of the product. If ticket prices for football matches are set too high, parts of the actual target group might not be able to afford them anymore. A prominent example for this development is the English Premier League, where the working class, who traditionally make up for large parts of the following of football clubs, are effectively priced out from attending the games because tickets have become too expensive (Conn, 2011). Thus, clubs should ensure that tickets are actually affordable for most of their supporters. Baimbridge, Cameron & Dawson (1996) showed that clubs' efforts to offer specific concessions for those with lower purchasing power, for example pensioners, students or workless, have a highly positive effect on attendance, i.e. with unemployment being positively correlated to match attendance (ibid.). A positive side effect is an increased level of club loyalty (ibid.).

2.2.3.3 *Opportunity*

The last aspect opportunity relates to lack of time as well as to availability of the product. For the case of football match attendance, lack of time is connected to kick-off dates and times. Those have already been demonstrated in various studies to affect attendances. Findings are that attendances are generally higher on public holidays (Baimbridge, Cameron & Dawson, 1996) and significantly lower on weekdays than on weekends (Baimbridge, Cameron & Dawson, 1996; Forrest & Simmons, 2006; García & Rodríguez, 2002). As kick-off dates and times are usually determined by the local football or league associations, clubs themselves only have little influence on the actual kick-off time. However, clubs have the opportunity to jointly pressure the responsible associations to schedule less fixtures during the week, to schedule mid-week fixtures on public holidays and to secure a fair distribution of the mid-week home games, so that all clubs equally share the disadvantage of playing mid-week fixtures.

The aspect of product availability is also of importance for football clubs. While a person who is thirsty and decides to buy a bottle of Coca Cola can do so almost instantly and everywhere, a football fan is bound to the schedule of the league, which depending on the country usually includes only between 15 and 20 home games per year. However, the need to attend a football game does not necessarily arise on match day, but might arise days or even weeks before a game. Thus, despite feeling the need to attend a game of his team and deciding to attend one, a fan cannot do so instantly, but has to wait for a specific date and time when a game of his beloved team is scheduled. A time lapse between the decision and the purchase of a product includes the risk of other alternatives coming up in the meantime and the potential buyer reconsidering his decision though (Brown, 1996). However, although the fan does not have the opportunity to attend the game right away, he can commit to do so by purchasing a ticket. Thus, football clubs should ensure that fans can purchase tickets at the time of making the decision already. This can be achieved through pre-sales starting several weeks before a game. Funk (2008) also outlines that in order to secure high attendances, ticket sales should start early in advance. Clubs should also offer the opportunity to purchase tickets online as well as on different points of sale and not only at the box office, which not only adds to availability but also ensures convenience (Sulaiman, Ng & Mohezar, 2008).

2.2.4 Evaluation of alternatives

When the consumer has gathered all relevant information, he will then turn to make a decision. Consumer behaviour theory distinguishes two main types of decision making: cognitive and affective decision making (Hoyer & MacInnis, 2008). In cognitive decision making, consumers evaluate the alternatives along different characteristics, while in affective decision making they evaluate the expected future emotional benefits of the alternatives (ibid.). Both approaches will be described in further detail for the case of football fans deciding on whether to attend a game or not in the following.

2.2.4.1 Cognitive decision making

In cognitive decision making, consumers try to make a well-reasoned choice, comparing and evaluating the considered alternatives along different criteria, variables and characteristics of the product (Solomon, 2013). For football match attendance, this means that in this step the specific features of match attendance as a product are of particular importance. Recall that clubs can rely on compensatory and non-compensatory tactics when making decisions. Because scoring too low on one characteristic can already lead to match attendance being dismissed when using non-compensatory tactics, clubs should ensure good performance on all characteristics. Relevant characteristics of football games affecting fans' match attendance decision have been extensively discussed in academic literature already. Using Borland and Macdonald's (2003) paper on attributes influencing attendance of sport events as a basis, relevant attributes of football matches as a product can be grouped into three different categories: Economic, quality of viewing and sporting contest. Relevant factors from all three categories will be described in further detail in the following sections.

2.2.4.1.1 Economic

2.2.4.1.1.1 Price

While the attribute "price" has been stressed before concerning the fans' ability to afford the ticket, price in this context relates to the effect of ticket prices on attendance, assuming that the fan is able to pay for the ticket. First and foremost, most scientific literature finds price to be negatively correlated to match attendance (García & Rodríguez, 2002, Simmons, 2006). Price is one of the most crucial attributes of match attendance for a football club as it is the

one that a club can directly and most easily influence. Dobson & Goddard (2011) list the most essential pricing strategies clubs commonly do and should pursue:

- Different prices depending on the ticket category (seating or standing) and depending on the location inside the stadium
- Banding system: Different prices depending on the attractiveness of the opponent
- Season tickets: Season tickets grant fans admission to the games for a cheaper price compared to the purchase of individual tickets for every game and thereby provides an incentive to watch more games
- Concessions: Tickets for seniors, families, disabled, unemployed, students or children are offered at lower prices
- Memberships that allow the purchase of reduced tickets: The more games a fan watches, the more the membership pays off, as the average price per visit (ticket price + share of the membership) falls with every match the fan attends
- Bundling: A ticket for a highly attractive game that is likely to sell out is combined with a ticket for one or more less interesting games that are unlikely to sell out (due to lower importance or a less attractive opponent)
- Promotions: Special rebates on tickets for certain games or on certain occasions

Of particular importance are the banding system, the bundling of tickets and promotions. In a banding system, the lower attractiveness of a game, which might for instance arise due to a less interesting opponent or low relevance of the game for the outcome of the season, is compensated through a reduction in price. In the bundling option the attractiveness of a less interesting game is increased by tying it to a significantly more attractive game. Thus both pricing options allow clubs to compensate low performances on other match characteristics.

2.2.4.1.2 Quality of viewing

2.2.4.1.2.1 Weather

Adverse weather conditions such as extreme temperatures (Withey, 2013) or especially rain (Welki & Zlatoper, 1999; García & Rodríguez, 2002) impact negatively on attendance of sport events. There are two different ways to decrease or avoid the negative impact of adverse weather conditions on attendances. The first is to play competitions during months with the least adverse weather conditions. An example for this is the FIFA world cup in

Qatar, which was moved to the country's winter months in order to avoid the summer heat (Payne, 2015). Both fans as well as players could have suffered in the extreme heat during the summer months (Leicester & Harris, 2014). Another way is to simply equip stadiums with a roof, as it protects spectators both from rain and intense sun.

2.2.4.1.2.2 Venue

Little research has been undertaken on how facilities affect attendance at football games. McDonald & Rascher (2000) find that the age of the stadium negatively impacts on attendance. The older the stadium, the fewer people go to the games. One possible explanation could be that modern facilities are more appealing to spectators (ibid). The positive effect of a roof in order to protect spectators from rainfall and intense sunlight has already been stressed above. Furthermore, Inglis (1987) points out that "the ideal limit for watching football is roughly 90 metres from the centre circle, or 150 metres to the furthest corner flag. The maximum distance should be 190 metres." (Inglis, 1987, p. 24) Thus, it can be assumed that stadia in which few spectators are located within the ideal viewing circle and many spectators are located outside the maximum viewing circle attract lower audiences. Hence, clubs can decrease attendances by refurbishing or newly building stadiums that offer high comfort, a roof and seats that allow a good view on the action on the pitch.

2.2.4.1.3 Sporting contest

2.2.4.1.3.1 Uncertainty of outcome

Sepp Herberger, manager of the German national team that won the world cup in Switzerland in 1954, once stated: "People attend football games because they do not know the final score" (Schneider, 2003). The importance of uncertainty of outcome when it comes to match attendance decisions of football fans has been numerous studied and has maintained a topic of continuous debate with findings varying significantly. While some such as Forrest & Simmons (2002) and Knowles, Sherony & Hauptert (1992) find uncertainty of outcome to be a significant factor, studies by Czarnitzki & Stadtmann (2002), Forrest & Simmons (2006) and Pawlowski & Anders (2012) state the contrary. To know whether uncertainty of outcome plays a role in fans' evaluation of alternatives or not is important to the clubs though. If uncertainty of outcome played a vital role in attracting fans

to games, clubs would have to compensate fans, for instance in form of decreased ticket prices, in case of matches where the outcome is relatively certain.

2.2.4.1.3.2 Relevance of the game for the outcome of the season

Studies from several leagues show that the importance of the game has a significant impact on the number of tickets sold. Attendances tend to be higher, if one team can still become champion (Pawlowski & Anders, 2012), qualify for an international tournament or be relegated (Jennett, 1984). The logic is plausible: A game that could potentially win the club a title or prevent it from being relegated is more interesting, more important, more thrilling and thus more attractive than a game of a team ranked in the no-man's-land of the league table, whose outcome does not change anything for the better or the worse. As the possibility to win the championship, qualify for an international tournament or to be relegated is a consequence of the team's performance, marketers cannot influence it but only react to it. This can happen in form of special promotions in case of irrelevant games or bundling of tickets in case of highly relevant games for the outcome of the season.

2.2.4.1.3.3 Matchday

Pawlowski & Anders (2012) find a significant effect of match day on attendance. According to their findings, fans prefer attending games towards the beginning and towards the end of the season, with minimum attendance around match day 13. The finding might be somewhat related to the relevance of a game for the outcome of a season, as games towards the beginning should ensure a good start while games towards the end of the season are often decisive games. It suggests that clubs in that case would have to find ways of compensating fans through promotions or ticket bundles during times of the season when attendance is naturally lower.

2.2.4.1.3.4 Attractiveness of the opponent

The attractiveness of the opponent club and team plays a significant role when it comes to match attendance. Games against teams with which a special rivalry exist (Price & Ken, 2003), against local rivals, against the biggest team in the country in terms of fans, against the most successful club in the country, or against the current leader of the table are of higher importance and more attractive to fans than other games (García & Rodríguez, 2002). Again, the attractiveness of the opponent is nothing marketers can influence. However, it has already been pointed out in the section on pricing strategies that clubs should establish a

banding system dependent on the attractiveness of opponents, as through reduced prices the lower attractiveness of an opponent can be compensated. Furthermore, clubs can offer special promotions against less attractive opponents. German Bundesliga side VfB Stuttgart annually hold what they call “day of children- and junior football”, where significantly reduced ticket prices are offered to youth football teams from the surrounding areas (Fantastische Resonanz, 2015). This offer is usually made against less attractive opponents and ensures significantly increased attendances each time the event takes place.

2.2.4.1.3.5 Star Players

The positive effect of star players on attendance of sports events has been proven in various studies (Kang, 2016; Jane, 2014). In the case of football, Brandes, Franck & Nüesch (2008) demonstrated the positive effect of star players on match attendance in the German Bundesliga. The most prominent example on how much star players can affect attendance is the transfer of David Beckham to Los Angeles Galaxy in 2007, which increased ticket sales of the club by about 55% (Lawson, Sheehan & Sepsenson, 2008). Brandes, Franck & Nüesch (2008) find that the positive effect on attendance of star players is not only limited to home games, but also affects crowds at away games. Therefore, signing a star player is a valuable option to increase attendances at home games. If the away side plays with a star player, promoting the game by emphasizing on his appearance is a valuable option to push attendance. The former is undertaken by many Latin American clubs, who often maintain contact with players who once played for the club, became stars in Europe, and then return to their home club shortly before retiring. Prominent examples are Carlos Tevez, who re-joined his former club Boca Juniors in 2015 (Göbel, 2015), or Diego Milito, who returned to Argentinian side Racing club a year earlier (Voakes, 2014); and even 5-times world footballer Lionel Messi repeatedly stressed that he wants to end his career with his former youth side Newell’s Old Boys in Rosario, Argentina (Cantillon, 2016).

2.2.4.2 Affective decision making

Affective decision making - decision making based on predicted future emotions and feelings - offers a huge advantage for football clubs and the sale of match tickets. Recall from chapter “2.1.1 Problem recognition” that many of the needs satisfied through match attendance are actually related to emotions: eustress, group affiliation or entertainment. Emotions and feelings are an integral part of match attendance as a product. The emotional

ties of fans towards their favourite club and the emotional ups and downs that following it brings along are a substantial aspect of fandom (Raney, 2004). Football stadia intensify the emotional experience by providing a setting that allows and even demands expression of emotions that is not possible or acceptable in other areas of social life (Schäfer & Roose, 2009). Sumino & Harada (2004) show that worry, joy, surprise, pride and envy play a major role in sports fans decision on whether to attend a match or not. It can therefore be assumed that football clubs have an advantage compared to alternative options when fans rely on affective decision making. Marketers can try to affect consumers relying on affective decision making by using imagery in order to help consumers imagining the emotional state they will be in when consuming the product (Hoyer & MacInnis, 2008). For football clubs, this means that parts of their advertising efforts concerning match attendance should focus on the emotional aspects and benefits of attending a football game. It is important to note that while the sense of sight is the common sense to perceive a good, the sense of sound is closely linked to the perception of “emotions and feelings and [...] impacts brand experience” (Hultén, 2011, p. 259). Thus, clubs can foster emotions in their marketing efforts by stimulating fans’ sense of sound, which suggests the usage of videos. VfB Stuttgart’s trailer for the game against Dortmund is a good example how showing scenes and goals as well as supporters emotions during previous games combined with music, the acoustic atmosphere from the stadium and phrases of TV commentators can help to specifically outline the emotional benefits of attending a football game (Trailer DFB-Pokal: VfB Stuttgart - Borussia Dortmund, 2016). It thereby facilitates fans imagining the emotional state they will be in, as requested by Hoyer & MacInnis (2008).

2.2.5 Post-purchase decisions

It has been outlined that after having purchased a product, consumers turn to evaluate its performance which then determines whether they are satisfied or not. In football management, marketers have only little influence on product performance, as the central aspect of match attendance, the match to be played, is not created by the club alone, but also by the opponent team (Welling, 2003). Therefore, compared to other goods and services where product performance is only influenced by a single producer, football clubs can never guarantee that the product will perform as expected. Hence, dissatisfaction or dissonance with performance is likely to occur as teams tend to lose or perform poorly from time to

time. Football fans can be expected to be more tolerant towards disappointments though, as the emotional ups and downs connected to victory and defeats are considered an essential part of fandom (Raney, 2004). Kotler et. al. (2009) point out that delivering a logical explanation for the failure can also help to increase consumer understanding and reduce dissatisfaction. In the case of clubs, this would be the duty of a club's manager and the players, as they take the responsibility for the sporting performance. Furthermore clubs can try to shift the focus away from the result towards other aspects of the game. Chapter 2.2.1 pointed out that there are several other needs that match attendance addresses. After losing the final of the Argentinian championship with 4-0, Buenos Aires based club San Lorenzo after the game shifted the focus towards the fact that more than 30'000 fans of the club had attended the final and continued singing even after it had become obvious that the club would definitely lose the game (Más de 30.000 Cuervos en el Monumental, 2016). The club argued that it was a great sign of passion and loyalty, and that every San Lorenzo supporter could be proud to be part of such a community. They thereby effectively managed to shift the focus from aspects where the club performed badly (result, entertainment) towards aspects where the club performed remarkably well (group affiliation).

Figure 5 on the next page shows an adapted version of the five-step consumer decision making process, including the findings from relevant football management literature and best practices presented in this subchapter.

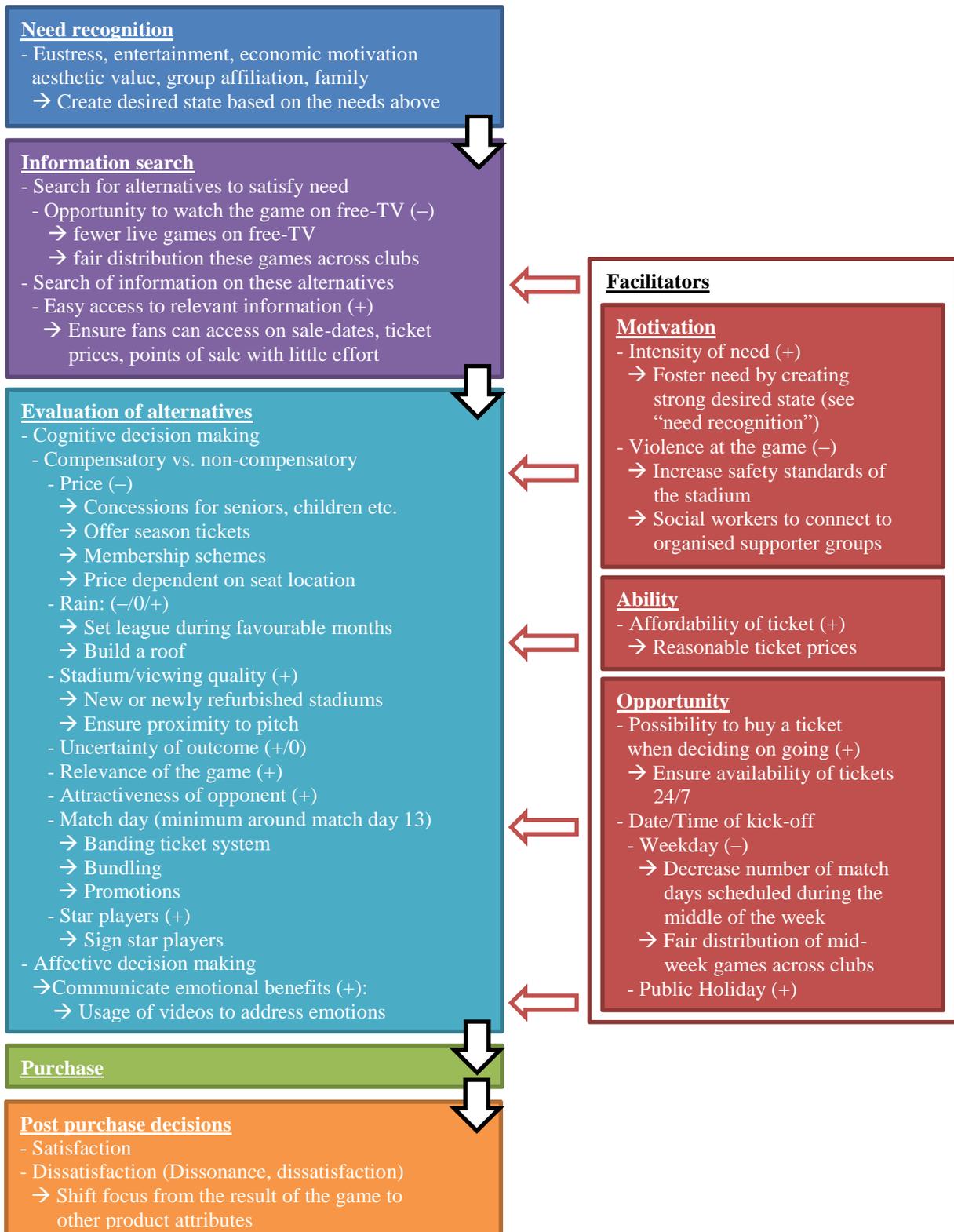


Figure 5 Fan decision making process including relevant factors and best practices .
 +/- = positive/negative correlation, 0 = no significant result, → = best practice for clubs
 (own illustration)

3 Determinants of Match Attendance in Brazil

In the previous chapter, a general theoretical model on football fans' match attendance decision making process has been developed by combining the general five-step consumer decision making process with relevant findings from football management literature. It has also been pointed out that not all findings from all studies have been consistent, for instance concerning the role of uncertainty of outcome, which some find to be a significant factor that is positively correlated to attendance, while other find no significant correlation. Also most of the studies examine European or North American leagues and thus leagues from industrialised countries. However, emerging countries such as Brazil often differ from these countries regarding socio-economic and cultural influences (Maheswaran & Shavitt, 2000). Thus there is a chance that factors influencing match attendance might have different effects on attendance for the CBSA compared to its European counterparts. In order to test whether factors affecting match attendance identified in chapter 2 also hold for the CBSA, chapter three includes a quantitative analysis of the correlation between relevant factors identified in chapter two and match attendance in the CBSA. It consists of an explanation of the model used for the analysis (3.1), a detailed description of the results of the study (3.2) as well as a discussion on the implications of these findings for the general model developed in chapter 2.2 (3.3). The general model will finally be updated with the results of the quantitative analysis of CBSA games yielding a specific model of the fan decision making process for the case of match attendance in the CBSA. Only aspects for which the analysis confirms the findings from chapter two will be considered for the analysis of Brazilian clubs' current performance in chapter four. Aspects for which the analysis does not confirm the findings from chapter two, will not be considered, as they include the possibility of measurement errors and thus require further research on the topic before giving definite recommendations to CBSA clubs.

3.1 The model

Data from the 380 games of the 2015 CBSA season serves as the basis for the multiple regression analysis of CBSA match attendance¹. The function estimated takes the following form:

$$\begin{aligned} \log(\text{ATTENDANCE}) = & \beta_0 + \beta_1 \text{FREETV} + \beta_2 \text{SAFETY} + \beta_3 \log(\text{PRICE}) + \beta_4 \text{WEEKDAY} \\ & + \beta_5 \text{SUNDAYMORNING} + \beta_6 \text{COMFORT} + \beta_7 \text{OVAL} \\ & + \beta_8 \text{MATCHDAY} + \beta_9 \text{MATCHDAYSQ} + \beta_{10} \text{UNCERTAINTY} \\ & + \beta_{11} \text{FAVOURITE} + \beta_{12} \log(\text{HABITHOME}) \\ & + \beta_{13} \log(\text{HABITAWAY}) + \beta_{14} \text{RAIN} + \beta_{15} \text{STARHOME} \\ & + \beta_{16} \text{STARAWAY} + \beta_{17} \text{TORCIDAVISITANTE} + \beta_{18} \text{CLASSICO} \\ & + \beta_{19} \text{PERFORMANCE} + \beta_{20} \text{LEADLAG} \end{aligned}$$

The natural logarithm of ATTENDANCE, which denotes the total number of people who attended the game, thereby works as the explained variable. The meaning of the different explanatory variables and their expected effect on attendance will be described in further detail in the following

- FREETV denotes whether a game was broadcasted on a public TV channel that can be viewed freely by everyone and is expected to have a negative effect on attendance.
- SAFETY: As increased risk to be personally harmed is also expected to decrease attendances at football games, the SISBRACE² score indicating how a stadium performs regarding safety standards is used for the variable SAFETY. The higher the score is, the safer is the stadium and hence the lower the possibility of spectators being victim of violence, which is why SAFETY should indicate a positive effect on attendance.

¹ If not indicated otherwise, all data has been obtained from official match summary and the official gate receipt for each of the 380 games, provided by the Confederação Brasileira de Futebol (2015)

² SISBRACE (**SIS**tema **BRA**sileiro de **C**lassificação de **E**stádios) is a ranking published by the Brazilian ministry of sport and assesses Brazilian stadiums regarding safety, accessibility and comfort and sanitary facilities (SISBRACE, 2015)

- PRICE denotes the price of the cheapest full price ticket available at a game in Brazilian Reals and is expected to have a negative effect on attendance.
- WEEKDAY is dummy variable and indicates whether a game was played during the week, which is considered more unfavourable than fixtures scheduled for the weekend. It should thus impact negatively on attendance.
- SUNDAYMORNING: In 2015, the Brazilian Football Federation introduced an unusual new kick-off time at 11.00am on Sunday morning, which differs substantially from usual weekend kick-off times on late Sunday afternoon or Saturday and Sunday evening. SUNDAYMORNING determines the effect of this fixture on attendance.
- COMFORT determines the SISBRACE score concerning a stadium's accessibility, quality of seating and state of sanitary facilities and is expected to have a positive impact on attendance. It has been outlined that the quality of viewing is closely related to how close spectators are located to the action on the pitch and is expected to have a positive effect on attendance.
- OVAL: In oval stadiums, there is generally a lot more space between the first seating row and the sidelines of the pitch. Therefore, the dummy variable OVAL has been included, which determines whether or not a stadium is oval shaped and thus provides lower quality of viewing³. It is expected to be negatively correlated to attendance.
- MATCHDAY and MATCHDAYSQ: It is also assumed that the time of the season during which the match is played impacts on attendance, with games towards the beginning and the end of the season being more interesting and thus attracting higher attendances than games during the middle of the season. Therefore, the variables MATCHDAY and MATCHDAYSQ (=MATCHDAY squared) have been included in the analysis.
- UNCERTAINTY relates to the uncertainty of outcome and is comprised by dividing the lower betting odd of both teams by the higher odd⁴. A value between 0 and 1 is

³ Whether or not a stadium can be classified as oval has been assessed using data from Brazilian Stadium Guides (n.d.)

⁴ Betting odds for all games of the 2015 CBSA have been obtained from Oddsportal (2015)

obtained, where 1 denotes complete uncertainty and 0 complete certainty. Assuming that uncertainty of outcome has a positive effect on attendance, the coefficient for UNCERTAINTY should be positive.

- FAVOURITE: As some previous studies have found uncertainty to be negatively correlated to attendance, FAVOURITE is a dummy variable that denotes whether the home team is more likely to win and tests whether fans might prefer the home team to win.
- HABITHOME and HABITAWAY: Alongside with recent research on the topic (see Pawlowski & Anders, 2012, Forrest & Simmons, 2006), the analysis also tests for the existence of habit persistence effects on attendance. Therefore the average attendance of both the home ($\log(\text{HABITHOME})$) and the away team ($\log(\text{HABITAWAY})$) from the 2014 season are included in the analysis⁵. It is assumed that fans form habits and that thus the average attendance of last year is positively correlated with attendance.
- RAIN: The dummy variable RAIN states whether it has been raining during the game and is expected to be negatively correlated with attendance as adverse weather conditions are assumed to scare potential spectators off.
- STARHOME and STARAWAY are both dummy variables and indicated whether the home or the away side have been using a star player. A star player is defined as a player who is either worth more than 10 million USD or has played for his national team more than 20 times⁶. The presence of a star player is expected to have a positive effect on attendance.
- TORCIDA VISITANTE relates to the number of supporters of the away team. The number is given in millions of supporters⁷. The number of supporters is used as an

⁵ Average attendance for the 2014 season has been obtained from Worldfootball (2016b)

⁶ Information on the players' value and number of appearances for their national teams has been obtained from Campeonato Brasileiro Série A 2015 (2016)

⁷ The numbers have been obtained by converting findings in Nova pesquisa de torcidas mostra Vasco à frente do Palmeiras (2013) from percental measures for the Brazilian population into ultimate numbers, taking the Brazilian population of 206'760'650 as a basis (Projeção da população do Brasil e das Unidades da Federação, 2016)

indicator for the attractiveness of the opponent and is thus expected to have a positive influence on attendance.

- **CLASSICO:** Games between local rivals are of particular importance for football fans, which adds to the attractiveness of the opponent. Therefore, the dummy variable CLASSICO denotes a game against a local rival and is expected to positively affect attendance.
- **PERFORMANCE:** The variable PERFORMANCE measures the number of points obtained by the home team during the past five games. As fans are expected to be more likely to attend games during times of success, the number of points is expected to be positively correlated with match attendance.
- **LEADLAG:** Relevance of a game is the last factor related to the attractiveness of the game. Games in which a team is likely to take the first rank in the league or to lose this spot, to reach a rank that grants a spot in the Copa Libertadores⁸ or to lose that spot, or to drop to or to leave the relegation zone are expected to be more attractive than games that do not include this possibility. In the Brazilian league, the team ranked first becomes champion, teams ranked second till fourth qualify for the Copa Libertadores and teams ranked 17th or below are relegated to the Serie B. Therefore the number of points a team is a) behind the leader of league or ahead of the team ranked second, b) behind the team ranked fourth/ahead of the team ranked fifth, and c) behind the team ranked 16th/ahead of the team ranked 17th before each match day are measured. The lowest number for each match day is taken for the variable LEADLAG. Hence, the closer a team is to making an important step or experiencing an important drop in the league, and thus the lower LEADLAG, the higher is the relevance of the game and thus the higher attendance is expected to be.

3.2 Results

Table 3 gives a detailed overview on the results obtained by the study. Besides the estimates of the coefficients it also displays the standard error as well as the level of significance. The

⁸ The Copa Libertadores is the South American equivalent to the Champions League in Europe

adjusted R squared is 0,6617, meaning that the model explains 66,17% of alteration of attendance. In the following sections, the results regarding the estimates of the different explanatory variables' coefficients will be described in further detail.

Residuals:						
Min	1Q	Median	3Q	Max		
-0.61610	-0.09795	0.00429	0.10230	0.47924		
	Estimate	Std.Error	t value	Pr(> t)	Significance	
(Intercept)	1.368e+00	3.843e-01	3.560	0.000423	***	
FREETV	-1.027e-03	2.661e-02	-0.039	0.969242		
SAFETY	7.280e-02	2.205e-02	3.301	0.001064	**	
LOGPRICE	-8.549e-02	4.234e-02	-2.019	0.044247	*	
WEEKDAY	-5.648e-02	2.339e-02	-2.415	0.016279	*	
SUNDAYMORNING	1.703e-01	3.463e-02	4.918	1.36e-0	***	
COMFORT	7.197e-02	2.098e-02	3.430	0.000678	***	
OVAL	-7.108e-02	2.176e-02	-3.266	0.001199	**	
MATCHDAY	8.524e-03	3.924e-03	2.172	0.030530	*	
MATCHDAYSQ	-1.645e-04	9.641e-05	-1.707	0.088765	.	
UNCERTAINTY	4.257e-03	5.280e-02	0.081	0.935796		
FAVOURITE	-7.558e-02	3.147e-02	-2.402	0.016848	*	
log(HABITHOME)	3.986e-01	7.435e-02	5.361	1.52e-07	***	
log(HABITAWAY)	1.528e-01	6.206e-02	2.462	0.014303	*	
RAIN	-5.381e-02	2.717e-02	-1.980	0.048467	*	
STARHOME	-4.926e-02	2.513e-02	-1.960	0.050793	.	
STARAWAY	-1.479e-02	2.565e-02	-0.577	0.564637		
TORCIDA VISITANTE	3.714e-03	1.540e-03	2.412	0.016403	*	
CLASSICO	1.212e-01	3.970e-02	3.053	0.002446	**	
PERFORMANCE	2.050e-02	3.900e-03	5.258	2.57e-07	***	
LEADLAG	-1.679e-02	4.663e-03	-3.600	0.000366	***	

Signif. codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 0.1781 on 343 degrees of freedom
n = 380 (16 observations deleted due to missingness)
Multiple R-squared: 0.6803, Adjusted R-squared: 0.6617
F-statistic: 36.5 on 20 and 343 DF, p-value: < 2.2e-16

Table 3 Results of the multiple linear regression model (own illustration)

The first big surprise regarding the results is the estimate for FREETV, which is negative as expected, but greatly fails significance at the 5% level. Higher SAFETY standards are correlated with higher attendances (very significant), which gives evidence to the importance of low risk of personal harm for Brazilian football fans. As expected, increasing ticket PRICE has a significant negative impact on attendance. The same accounts for the estimate for games being played on a WEEKDAY. The newly introduced fixture on Sunday morning

yields an extremely significant and positive estimate, suggesting a 17% increased attendance if a game is played at that time. Regarding aspects concerning the stadium and its facilities, the expected positive effect of COMFORT on attendance (very significant) and the expected negative effect of an OVAL shape of a stadium on attendance (very significant) are both confirmed by the study. Although being only weakly significant, the results concerning the impact of the specific MATCHDAY on attendance are not as expected. They do not show a minimum during the season with higher attendance towards the beginning and the end of the season, but a peak around match day 26 with lower attendances towards the beginning and the end of the season. A possible explanation at least for lowered attendance levels towards the beginning of the season could be the finals of the state championships, which take place shortly before the beginning of the new season and might make the new season appear less interesting in comparison. Like with other comparable studies, the variable of UNCERTAINTY of outcome clearly fails to meet significance at the 5% level. However, if the home team is considered the FAVOURITE team, this has a significant negative effect on attendance. The habit persistence effects shown in other studies are also confirmed by the analysis undertaken in this thesis and yield a positive and highly significant result for the home team and a positive and significant result for the away side. The RAIN dummy is negative and significant, giving evidence to the assumption that rain decreases attendance at league games. A big surprise is the indicated negative effect of STAR players on attendance although only the estimate for star players of the home side is significant. A possible explanation is that teams with low attendances sign star players in order to attract more fans to the games, which is why the estimate turned out negative. However, as findings from other research and the outcome of the study above contradict each other, a clear recommendation for Brazilian clubs on whether to sign or to avoid star players in order to increase attendance at the games cannot be made. The estimates for TORCIDA VISITANTE and CLASSICO are both positive as expected and (moderately) significant, which supports the assumption that the attractiveness of the opponent plays a vital role in attracting fans to the games. The same accounts for the PERFORMANCE of the home team throughout the previous five games, for which the estimate is both significant and positive as expected. Finally, the positive effect of the relevance of a game on attendance is confirmed as LEADLAG yields the expected negative estimate (significant at 0,1% level).

3.3 Conclusion

Most determinants of match attendance that have been identified in relevant research on fans' decision making process in major European leagues have been confirmed in the analysis conducted for the case of Brazil. Aspects concerning the stadium such as safety standards, comfort, good sanitary facilities and proximity of the spectators to the pitch have been confirmed to positively impact on attendance. The same is true for the attractiveness of the opponent, the previous performance of the home team and the relevance of the game for the outcome of the league. Habit persistence effects demonstrated by other researchers on the topic have been confirmed. That price, rain and fixtures scheduled on weekdays effect attendance negatively is not a surprise either. With regard to these aspects, the fan decision making process developed in the chapter 2.2 is confirmed, meaning that they will be included in the analysis of the current performance of CBSA clubs concerning fans' match attendance decisions in the following chapter. However, some findings clearly contradict previous research, meaning that they require further research of the topic. Thus they will not be included in the analysis of CBSA clubs' current performance in chapter four, as a clear recommendation cannot be given if the actual effect of a factor on attendance is not confirmed and remains unclear.

There are several factors that have not been confirmed by the quantitative study. The first is that no significant correlation between games being broadcasted on free TV and match attendance could be found for the CBSA, which contradicts findings from similar studies of European leagues. As a consequence of this result, the best practice deduced for clubs to reduce the number of games broadcasted on free TV cannot be help upright, because the negative effect of broadcasting games on free TV on attendance was not confirmed. However, despite not knowing how broadcasting games on free TV and match attendance at CBSA games are correlated, there should be common ground that the benefits or disadvantages and thus the number of games broadcasted on free TV should be equally distributed across all clubs. The latter also applies for fixtures scheduled on Sunday morning, a factor that has to be added to the model.

The fact that no significant correlation between uncertainty of outcome and match attendance was found is not surprising, as several studies already lead to similar results.

However, it also implies that uncertainty of outcome cannot be included in the model of the fan decision making process for the case of Brazil, as its effect on attendance is not known and thus a recommendation for clubs on how to react to uncertainty of outcome impossible.

The home team being the favourite team has also been shown to have a negative effect on attendance. It is clearly possible that the result for this variable is connected to the attractiveness of the opponent. More successful teams usually also have a higher reputation and a bigger number of supporters, which makes them more attractive as an opponent compared to smaller and less popular teams, which usually do worse in the league. Hence, clubs tend to be the favourite against these less successful and therefore often smaller, less popular and less attractive opponents.

Another unusual finding is that match attendance peaks during mid-season and is lower at the beginning and the end of the season. It contradicts findings from other research such as the study by Pawlowsky & Anders (2012), who find attendance to be increased towards the beginning and the end of the season. Further research will have to be undertaken to look into the role of the specific match day for match attendance.

The most extraordinary finding is the significant negative correlation between a star playing for the home side and attendance. It clearly contradicts the increased interest of the public and fans for example in Ronaldinho after his move back to Fluminense (Vickery, 2015). It also contradicts findings from European leagues, but also the suggestion for clubs to sign players in order to increase interest in the club, the quality of playing and thus attendances. A possible explanation for the finding might be that clubs with low attendances specifically sign star players, which then shows as a negative correlation. Besides leaving a big question mark regarding the recommendation for clubs on the question whether or not to strategically sign star players, the finding also calls for further research and investigation on the topic.

Figure 8 on the following page shows the adapted version of the fan decision making process for match attendance in Brazil. The effects of the different factors are shown in brackets. Factors that will not be included in the analysis in the following chapter due to results contradicting findings from chapter two and thus requiring further research before making a definite recommendation on how to deal with the specific factor are indicated as such.

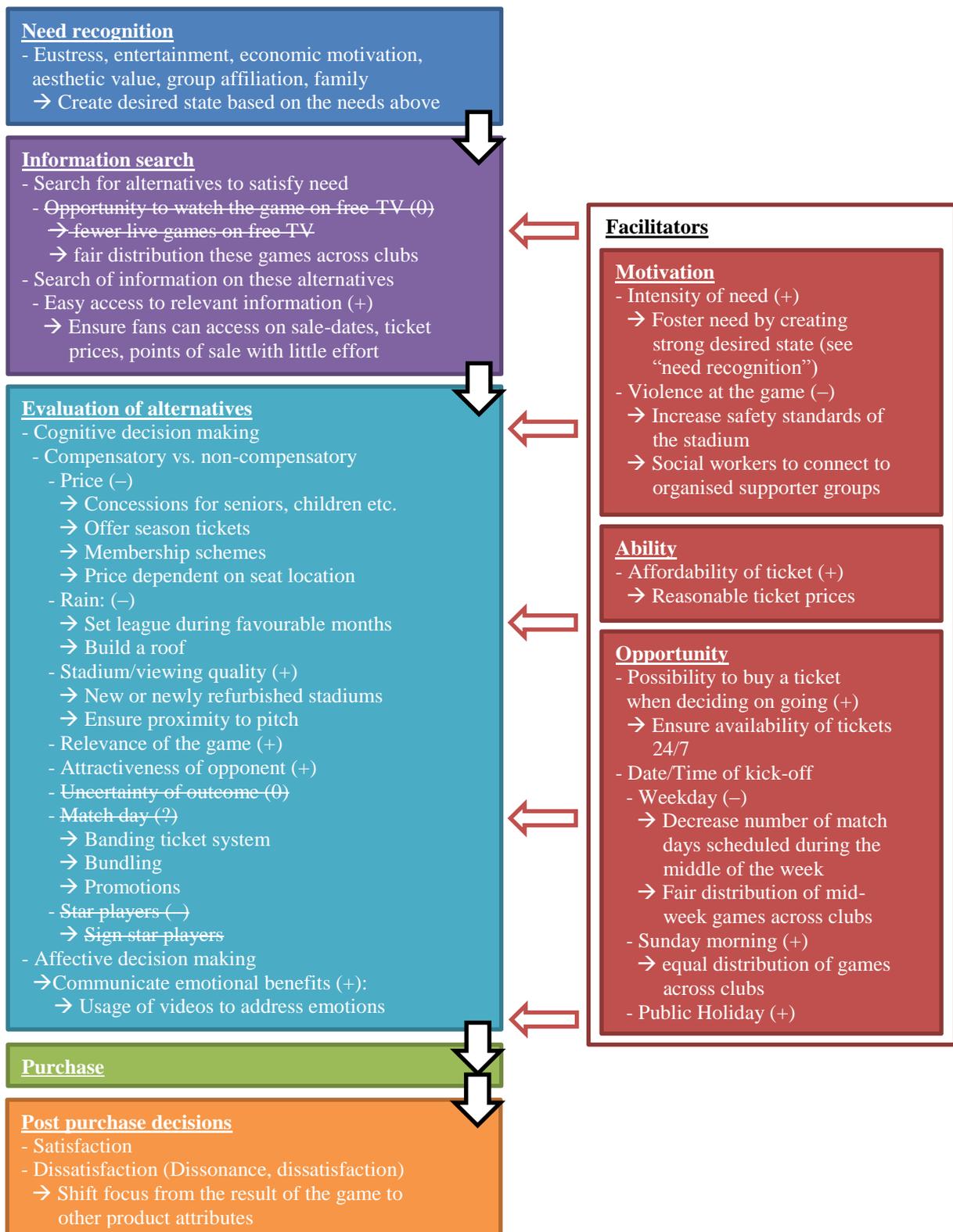


Figure 6 Fan decision making process for the CBSA including relevant factors and best practices . +/- = positive/negative correlation, 0 = no significant result, → = best practice for clubs, ~~abc~~ = results contradict general findings and thus will not be used in the chapter four analysis (own illustration)

4 Analysis of CBSA Clubs' Current Performance

While chapter 2 provided the theoretical framework for this thesis and chapter 3 examined whether findings presented in chapter 2 are also applicable for the CBSA, the following chapter builds on the previous two and aims to answer the core question of this thesis: How can clubs effectively increase attendances at their games? Chapter 2 presented a detailed description of the consumer decision making process, which was adapted for the sale of match tickets for professional football games. Thereby the determinants of match attendance and their effect on fans' decision making process were described and best practices for clubs on how to design these determinants were deduced, which were either confirmed or deferred based on the analysis undertaken in the last chapter. In a first step, this chapter undertakes an extensive examination of the CBSA clubs' current performance on relevant factors in fans' decision making process that have been confirmed in the quantitative analysis in chapter three. By comparing the current practices to the best practices presented in chapter two, the analysis aims to specifically discover shortcomings of CBSA clubs' current approaches that may serve as an explanation for the current low attendances and allow for future improvements. In a second step, based on the previously discovered deficits, concrete measures to improve the clubs' performance and thus to increase attendances at the games of the CBSA will be deduced and presented.

Alike chapter 2, the analysis in this chapter is undertaken alongside the four steps of the consumer decision making process and its facilitators: need recognition (4.1), information search (4.2), motivation, ability and opportunity (4.3), evaluation of alternatives (4.4) and post-decision processes (4.5).

4.1 Need recognition

As pointed out in chapter 2.1 needs can be fostered by businesses in two different ways: Creating and presenting a new desired state or creating dissatisfaction with the actual state. The best practice deduced for football clubs was to foster fans' need to attend a game by creating an ideal state based on one or more of the six needs related to match attendance that were described previously (eustress, entertainment, economic motivation, aesthetic value,

group affiliation, family). In order to analyse the performance of Brazilian football clubs regarding creation of needs, the clubs' two most relevant online communication sources are analysed: Facebook and the clubs' websites. The internet has long become the main source of information (Internet most popular information source: poll, 2009), which confirms the approach of focusing on clubs' online communication tools. Rahimizadeh et. al. (2012) also point out that the clubs' websites and social media channels play an essential role when informing fans about a club and its offers. Communication measures connected to match attendance and the sale of tickets for the home games of all 20 CBSA clubs scheduled from September till November 2016 are examined and analysed regarding whether they address or create one of the needs lined out above.

4.1.1 Analysis of current performance

First and foremost, all clubs try to create one or more relevant needs through their online communication measures. They do not only communicate relevant information on the ticket sale itself, but also create an appealing target state which gives (further) reason to fans to attend the game. A detailed overview on the results of the research undertaken can be found in Table 4. It becomes obvious that the need most likely to be addressed is entertainment. A good example for clubs' efforts in this direction is Vitória advertising the game against Figueirense with the formation of a large scarlet-black corridor before the game to welcome the team when it arrives by bus (Corredor Rubro-Negro, 2016).

Another dominant factor that almost all clubs emphasise on is group affiliation. The slogan "Together we will fill the Maracana" by Fluminense Football Club (2016) well represents clubs' efforts to address this need, as it underlines the importance of togetherness for the club as a whole. In turn, the need to spend more time with one's family is only addressed by one of the clubs. The same accounts for economic motivation. In this case, only América MG try to address the need for gambling by promoting the opportunity to take part in a competition during the game that allows you to win a jersey of the team (Você pode ganhar uma camisa oficial no jogo deste sabado, 2016).

	América	Atlético MG	Atlético PR	Botafogo	Chapecoense	Corinthians	Coritiba	Cruzeiro	Figueirense	Flamengo	Fluminense	Grêmio	Internacional	Palmeiras	Ponte Preta	Santos	Santa Cruz	São Paulo	Sport	Vitória	Total
Eustress			✓		✓			✓		✓	✓	✓	✓	✓	✓				✓		10
Entertainment	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	20
Economic motivation	✓																				1
Aesthetic value	✓		✓	✓	✓			✓	✓		✓	✓		✓					✓		10
Group affiliation			✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	17
Family			✓																		1

Table 4 Needs addressed by the 2016 CBSA clubs' online communication measures (own illustration)⁹

It has been pointed out that videos are deemed more suitable to address needs connected to emotions such as eustress, entertainment or group affiliation, as the sound facilitates the perception of emotions and feelings (Hultén, 2011). However, whereas all clubs rely on images and text regarding the way of illustration, only 11 out of the 20 clubs rely on videos in addition. The use of videos will be stressed further in chapter 4.4.2 Affective decision making.

4.1.2 Potential future improvements

The good news is that CBSA clubs already connect advertising their home games with addressing specific needs of fans. However, they are mostly focusing on two needs: group affiliation and entertainment. A first potential improvement is thus to extend the number of needs that is addressed. Especially eustress and aesthetic value are two elements which Funk (2008) and Raney (2004) outline to be highly important for football fans. Brazilian clubs should thus try to also address these needs through adequate ways of communication.

The way of communication leads to the second potential improvement. By now, Brazilian clubs mostly rely on photos and text when addressing the fans' needs and only few make use of videos. However, given that the two main needs currently addressed by CBSA clubs are group affiliation and entertainment, both of which are connected to emotions, making use of

⁹ A detailed overview on the sources used for the analysis can be found in the appendix section of this thesis

videos in addition to images in order to address fans' needs is highly encouraged, as videos include sound, which helps fostering emotional perceptions and feelings.

4.2 Information search

Information search can be split up into two parts: the search for different alternatives to satisfy the recognised need and the search for information on the alternatives identified. The performance of current CBSA clubs on these two issues will be examined in further detail in the following.

4.2.1 Search for different alternatives

Regarding the search for different alternatives, direct substitutes of match attendance are considered critical factors, as they offer the same core service: watching the game live (Welling, 2003). Although several studies from European countries suggest that broadcasting games live on free TV has a negative effect on match attendance, no significant correlation between match attendance and a game being broadcasted on free TV could be found in the analysis undertaken for the CBSA in chapter 3. Thus it is difficult to make a final recommendation for Brazilian clubs regarding how to deal with games being broadcasted on free TV as the effect on match attendance couldn't be determined. However, there is one best practice that remained, which is that the games broadcasted on free TV should be equally distributed across the different clubs, as this practice allows clubs to equally share the benefits and disadvantages of games broadcasted on free TV. Therefore, after shortly describing the current situation concerning the holding on broadcasting rights, an analysis will be undertaken, looking into the number of games per club that have been broadcasted on free TV during the 2015 CBSA, in order to determine whether these games are equally distributed across the twenty clubs or not.

4.2.1.1.1 Analysis of current situation

The rights to broadcast games of the Brasileirão are currently held by the Brazilian television network Rede Globo. Rede Globo broadcasts games through three different channels (Simon, 2016):

- **Premiere FC** offers all games of the CBSA on pay per view basis. It allows the fan to watch all games of the Brazilian Serie A as well as the Serie B. The games of the very last match day of the season are exclusively broadcasted on Premiere.
- **SportTV** is one of many channels offered through cable TV. Two out of the ten games per match day are broadcasted on SporTV.
- **Globo** is a public channel that can be watched by everyone who has a television or internet access. Three games per match day are broadcasted on Globo.

With 108 games broadcasted on free TV (Globo) and 74 on cable TV (SporTV), each of the 20 clubs should statistically play 5,4 home games broadcasted on free TV and 3,7 home games on cable TV. The analysis of the 2015 CBSA (see Table 5) shows that 8 of the 20 clubs played 5 or 6 games broadcasted on Globo (free TV), which can be said to be ideal as the statistical average is 5,4. 8 more clubs played 4 or 7 home games broadcasted on free TV, which is one game away from the ideal numbers of games. Thus, 16 out of the 20 clubs played a number of games broadcasted on free TV that was ideal or almost ideal. The analysis for games broadcasted on SporTV (pay TV) yields slightly worse results, with 7 clubs having played the ideal number of games (3 or 4, as average is 3,7) broadcasted on cable TV and only 4 clubs having played an almost ideal number of games.

	Atlético MG	Atlético PR	Avaí	Chapecoense	Corinthians	Coritiba	Cruzeiro	Figueirense	Flamengo	Fluminense	Goiás	Grêmio	Internacional	Joinville	Palmeiras	Ponte Preta	Santos	São Paulo	Sport	Vasco	Average
Home games broadcasted on Globo	6	7	4	4	8	6	9	3	7	6	6	5	5	5	4	2	7	6	4	4	5,4
Home games broadcasted on SporTV	5	3	6	4	1	6	4	5	4	5	3	6	4	1	4	0	0	0	8	5	3,7

Table 5 Games of the 2015 CBSA broadcasted on free TV (Globo) and cable TV (SporTV). Green = ideal number of games; yellow = almost ideal number (own illustration, data obtained from Confederação Brasileira de Futebol (2015))

4.2.1.1.2 Potential future improvements

From an objective point of view, the home games of CBSA clubs broadcasted on Globo and SporTV are relatively equally distributed across the twenty teams, although space for

improvements remains. Concerning games broadcasted on free TV (Globo), the distribution is more even than concerning games broadcasted on cable TV. Here the Brazilian league is already performing relatively well. However, the remaining few outliers should be avoided in the future. Regarding games broadcasted on cable TV, the distribution could be more equalled out, as there are several teams with no game broadcasted and one team (Sport) with eight games being broadcasted, which are relatively large deviations from the average number of 3,7 games. In this case the clubs should pressure the Brazilian football association together with Rede Globo to establish a system that allows a fairer and more equal distribution of games.

4.2.2 Availability of information

After having identified potential alternatives, fans will try to collect the necessary information in order to make a reasonable choice. The best practice deduced for this step of the decision making process was to provide fans with easy access to the essential information for match attendance. Therefore the websites of the current CBSA clubs have been searched regarding whether they provide the most essential information fans need in order to purchase a single match day ticket or a season ticket¹⁰.

4.2.2.1 *Analysis of the current situation*

As individual match day tickets and membership schemes differ from each other regarding the necessary information, both types of tickets will be analysed in separate sections. An overview on the sources used for this analyses can be found in the appendix of this thesis.

4.2.2.1.1 Individual match tickets

In order to purchase individual match day tickets for games of the CBSA, the fan has to possess the following essential information:

- Overview on the different games to be played and their respective dates
- The date(s) from which on tickets can be purchased

¹⁰ CBSA clubs do not offer actual season tickets, but memberships schemes which grant fans admission to every game for a monthly fee to be paid (see chapter 4.4.1 Pricing). For reasons of simplicity and in order not to create confusion with membership schemes that permit fans to purchase tickets at reduced prices, these membership schemes will be continued to be called season tickets.

- An overview on the ticket prices
- Information on how and where tickets can be purchased

The answer to the question, how much of the above information is available on the websites of CBSA clubs and thus to what extent CBSA clubs comply with the best practice deduced is short and straightforward: Almost zero (see Table 6)! Regarding the availability of general information on ticket purchases, Brazilian clubs collectively perform very poorly. Seven out of the twenty clubs do not even offer a special ticketing section on their website. Most clubs' website contains an overview on the games to be played, however, with the exception of Coritiba, this overview is not included in the ticket section of the website with any of the clubs. Accordingly, no club offers general information on when tickets for the different games will go on sale. Ticket prices are also not available on a general basis for none of the clubs. The websites of seven clubs at least contain information on the points of sale.

Information on...	América	Atlético MG	Atlético PR	Botafogo	Chapecoense	Corinthians	Coritiba	Cruzeiro	Figueirense	Flamengo	Fluminense	Grêmio	Internacional	Palmeiras	Ponte Preta	Santos	Santa Cruz	São Paulo	Sport	Vitória	Average
...games to be played	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
...on-sale dates																					
...ticket prices																					
...points of sales					✓		✓				✓			✓				✓			
Separate ticket section on the website		✓	✓			✓	✓	✓		✓	✓	✓	✓	✓	✓	✓		✓			
Number of days information is made available before game	3	6	4	4	3	5	7	3	4	9	6	5	6	9	2	5	3	7	9	7	5,4
Number of days tickets go on sale before game	3	5	3	3	2	4	6	2	3	8	5	4	5	8	2	4	2	6	8	6	4,5

Table 6 Availability of information on ticket sales on CBSA clubs' websites (own illustration)¹¹

So one might wonder, how Brazilian clubs communicate the sale of individual match tickets and the necessary information online? Analysing the news feeds of the websites of the 2016

¹¹ A detailed overview on the sources used for the analysis can be found in the appendix section of this thesis

CBSA clubs shows that a few days before each home game, all clubs publish articles that contain information on the dates on which tickets will go on sale for members and the general public, on the ticket prices for the different stands, and on how tickets can be purchased. It is these articles that are usually published in the ticket section of the clubs' website. Hence, the necessary information is available, but only for a very limited timeframe. Clubs tend to inform fans 5,4 days before a game on average, with ticket sales starting 4,5 days before the game on average (see Table 6). Therefore, a fan who is interested in a specific game shortly before that game is carried out will easily find the necessary information. However, potential spectators who want to obtain general information on the sale of tickets will only hardly find any information that is relevant to them, especially if they search for information outside the 5-day timeframe before a home game. CBSA clubs play a home game roughly each 11,1 days¹². With clubs posting information on ticket sales for each home game 5,4 days ahead of a game on average, that means that during half of the season, there is no relevant ticketing information available to fans on clubs websites.

Another aspect is the very short timeframe between the announcement of sales information and the start of the ticket sale. It forces fans to consult the clubs' website almost on a daily basis in order not to miss any important information. Missing out on the announcement could mean that ticket sales will have started already or the game will even be sold out already once the fan notices. The non-availability of general information on ticket prices and on the points of sale on 13 out of 20 of the clubs' websites further adds to the bad overall impression. One reason why Brazilian clubs rely on this strategy might be that many CBSA clubs adjust their ticket prices depending on the current sportive situation (see chapter 4.4.1.) and the strategy of short-term announcements thus ensures flexibility. They also offer tickets with significant rebates from time to time, which might decrease demand for other games if these rebates were announced long in advance.

4.2.2.1.2 Season tickets

Surprisingly, the image looks completely different when turning towards the sale of season tickets or membership schemes, which are the South American equivalent to season tickets

¹² The 2015 edition of the CBSA lasted for 211 days. Dividing the number of days by 19 home games yields 11,1 days

in Europe. Here all clubs operate an own section of their website, sometimes even a separate website, where all the different season tickets and the costs, benefits and advantages that come along with it are explained extensively.

Information on...	América	Atlético MG	Atlético PR	Botafogo	Chapecoense	Corinthians	Coritiba	Cruzeiro	Figueirense	Flamengo	Fluminense	Grêmio	Internacional	Palmeiras	Ponte Preta	Santos	Santa Cruz	São Paulo	Sport	Vitória
...the benefits of each scheme	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
...the prices for each scheme	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
...points of sale	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Separate section or website on schemes	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Table 7 Availability of information on membership schemes on CBSA clubs' websites (own illustration)¹³

4.2.2.2 Potential future improvements

While the current state of the clubs' information policy on membership does not call for any improvements in the near future, there is a lot that CBSA clubs can do about how they inform about the sale of individual match tickets. Although the information communicated right before the individual games is sufficient regarding the content, the current information policy barely allows a general overview on the clubs' ticket sales policies. A first step to change this would be for all clubs to introduce a separate ticket section on their website. In a second step, clubs should include an overview of the remaining games of the season including the date and time of kick-off in this section. This offers the opportunity to also include the date and time of the start of the ticket sale as well as information on ticket prices and on the points of sale (table 8 displays a potential solution). Even if clubs want to maintain their strategy of setting prices and points of sale on a short-term basis, simply adding the date on which all necessary information will be posted already means a major improvement for potential spectators, as planning reliability significantly increases. The only

¹³ A detailed overview on the sources used for the analysis can be found in the appendix section of this thesis

aspect that changes for the respective club is that they would have to stick to the date announced with publishing the necessary information.

Date and Time	Opponent	Information on ticket sales procedures
30.10.2016, 16:00	SE Palmeiras	Will be published here on the 24.10.2016
17.11.2016, 22:00	Chapecoense	Will be published here on the 11.11.2016
27.11.2016, 11:00	Coritiba	Will be published here on the 21.11.2016

Table 8 Potential solution on how CBSA clubs could structure information on ticket sales in a separate ticketing section on their website

4.3 Motivation, ability and opportunity

Motivation, ability and opportunity of a fan play a vital part in a fan's decision making process on whether or not to attend a football game. They affect the extent to which he will engage in search for information, but also whether he will finally make the purchase or not. The current performance of CBSA clubs concerning all three aspects will be examined individually and in further detail in the following.

4.3.1 Motivation

It has been outlined that motivation depends both on the intensity of the need and a fan's perceived risk of personal harm, which again relates to safety aspects. How clubs can affect and increase a fan's need by creating a new desired target state has been extensively elaborated on in chapter 4.1 already. Thus, this subchapter will solely focus on the second aspect of a fan's motivation: the situation concerning safety in Brazilian football stadiums.

Safety

4.3.1.1.1 Analysis of current situation

Safety is a huge issue when it comes to the attendance of football games in Brazil. A representative study from 2015 reports that 43% of the respondents stated that safety issues and violence around the games was their number one reason why they didn't attend football games (Pesquisa: violência é principal causa que afasta torcedores dos estádios, 2015). And indeed, the number of fans killed surrounding Brazilian football games due to violence among supporters reached a new peak with 30 people being killed in 2013 (Curado, 2016). Most people blame the Torcidas Organizadas, the organised supporters groups, as the main

reason behind the violence. The two best practices deduced in chapters two and three to cope with violence and ensure safety at football games were:

- Employing social workers to take care of organised supporter groups and to ensure a positive and peaceful fan culture
- Ensure that the stadiums reach high safety standards, for example by ensuring clearly separated access points for home and away fans

Regarding the former best practice, it has to be pointed out that many of the Brazilian Torcidas Organizadas, who are said to be responsible for most violent outbreaks, are involved in heavy crime such as drug trafficking, extortion or money laundering (Mishra, 2015), which is why European approaches such as fan projects with social workers are not deemed suitable. Regarding the latter best practice, an analysis will be carried out, assessing Brazilian stadiums used during the 2016 CBSA concerning their SISBRACE safety score (see table 9), in order to find out how high safety standards in Brazilian stadiums are. SISBRACE (SIStema BRAsileiro de Classificação de Estádios) is a ranking published by the Brazilian ministry of sport and assesses Brazilian stadiums regarding different aspects, among others safety aspects on a scale from 1 (worst) to 5 (best) (SISBRACE, 2015).

	Independência	Arena da Baixada	Nilton Santos	Arena Condá	Arena Corinthians	Couto Pereira	Mineirão	Orlando Scarpelli	Maracanã	Arena do Grêmio	Beira-Rio	Allianz Parque	Moisés Lucarelli	Arruda	Ilha do Retiro	Vila Belmiro	Morumbi	Barradão	Average
SISBRACE score concerning safety	4	5	5	3	5	4	5	3	5	5	5	5	3	2	3	3	5	2	3,9
Newly built within past five years	✓	✓	✓	x	✓	x	✓	x	✓	✓	✓	✓	x	x	x	x	x	x	

Table 9 SISBRACE score concerning safety of the home stadiums of the 2016 CBSA clubs (own illustration, data obtained from SISBRACE, 2016)

The analysis yields a positive overall result of 3,9 out of 5 on average (for detailed results see Table 9). It also is straightforward that stadiums built within the past five years score significantly better than older ones. Especially the three stadiums in the North-East of the country (Arruda, Ilha do Retiro, Barradão) call for major improvements, which might also be

due to the fact that those regions are poorer than others in Brazil. Apart from these three, Brazilian stadiums perform extremely well regarding safety excellence.

4.3.1.1.2 Potential future improvements

The analysis of current stadium infrastructure concerning safety aspects has shown that with the large number of newly built stadiums in recent years, Brazilian clubs have already made a great step forward regarding safety. However, clubs that still rely on older stadiums should consider at least some redevelopment measures in order to increase safety standards. The Estadio Morumbí, which has not been newly built but only been redeveloped in recent years (Brazilian Stadium Guides, n.d.) clearly shows that a stadium can obtain the highest SISBRACE score concerning safety standards without demolishing and rebuilding the stadium.

4.3.2 Ability

4.3.2.1 Affordability of tickets

Besides the willingness to attend a football game, one must also have the ability to attend a football game, meaning that one must be able to afford the price of the ticket. Whether someone is able to afford the ticket again largely depends on two aspects: the income of the relevant individual and the price for the ticket. Combining those two figures yields the ticket price as share of one's income. If this share is too high, people will not be able to afford other relevant goods such as health care, rent, food or going out and thus not buy the ticket. The best practice deduced previously for this aspect of match attendance was for clubs to set ticket prices at levels that allow all or the vast majority of their target group to purchase a ticket and to attend the games. Therefore, the average price of the cheapest ticket across all league games of each club, the cheapest promotional ticket of each club, as well as season ticket prices of each club of the 2015 CBSA are analysed relative to the average Brazilian income. The results are then compared to selected clubs from the four major European football leagues in order to obtain a better impression on how Brazilian clubs perform concerning ticket prices measured as percentage of the average monthly income compared to their European counterparts.

4.3.2.1.1 Analysis of the current situation

Measuring ticket prices in percentage of the average income per capita clearly shows that Brazilian match day ticket prices and season ticket prices are significantly higher compared to those in European top leagues. The average price of the cheapest CBSA match day ticket is four times the price of the cheapest match day ticket at German champion FC Bayern Munich or German side Darmstadt 98 and five times the price of English side Hull City FC. Even the average promotional price of tickets in the CBSA, which are usually available only once or twice a year, is still significantly higher than the cheapest ticket of those three European clubs. Only single match day tickets at Chelsea FC (2,1% of local average income per capita) and FC Barcelona (2,8% of local average income per capita), two of Europe's top clubs, are higher than the average cheapest regular CBSA ticket.

The gap gets even wider when looking at season tickets in terms of price in percentage of average income per capita. The average Brazilian has to spend 31,4% of his monthly income in order to acquire a season ticket for a CBSA club. If the average German took the same percentage of his monthly income, he could buy almost 7 season tickets at Bayern Munich. Even the cheapest season ticket at Chelsea FC, one of the most expensive all across Europe, is "only" 31,3% of a Brit's average monthly income – and thus as expensive as the average season ticket in Brazil. However, recall that parts of football clubs' target group have already been priced out by too high ticket prices (Cloake & Webber, 2014; Conn, 2011). Fans across the old continent - including Germany, where ticket prices are still a bargain compared to those in Brazil - protest against too expensive ticket prices and claim: "Football must remain affordable!" (Herrmann, 2013; Wilson, 2016a). Given that tickets for games of the CBSA in Brazil are relatively even more expensive for the local population than Premier League tickets for the population in England, this leads to the conclusion that lower social classes in Brazil must also be priced out from the game.

Club	Cheapest regular single Ticket	Price in % of average monthly income ¹⁴	Cheapest promotional ticket	Price in % of average monthly income ¹⁰	Cheapest Season Ticket	Price in % of average monthly income ¹⁰
Atlético – MG	40 R\$	1,7%	20 R\$	0,8%	1760 R\$	73,2%
Atlético – PR	100 R\$	4,2%	10 R\$	0,4%	800 R\$	33,3%
Avaí	60 R\$	2,5%	30 R\$	1,2%	400 R\$	16,6%
Chapecoense	60 R\$	2,5%	10 R\$	0,4%	640 R\$	26,6%
Corinthians	50 R\$	2,1%	-	-	n/a	n/a
Coritiba	50 R\$	2,1%	20 R\$	0,8%	640 R\$	26,6%
Cruzeiro	40 R\$	1,7%	20 R\$	0,8%	720 R\$	29,9%
Figueirense	60 R\$	2,5%	10 R\$	0,4%	480 R\$	20,0%
Flamengo	50 R\$	2,1%	40 R\$	1,7%	n/a	n/a
Fluminense	40 R\$	1,7%	30 R\$	1,2%	n/a	n/a
Goiás	30 R\$	1,2%	4 R\$	0,2%	320 R\$	13,3%
Grêmio	40 R\$	1,7%	20 R\$	0,8%	784 R\$	32,6%
Internacional	40 R\$	1,7%	20 R\$	0,8%	1240 R\$	51,1%
Joinville	50 R\$	2,1%	20 R\$	0,8%	640 R\$	26,6%
Palmeiras	60 R\$	2,5%	-	-	880 R\$	36,6%
Ponte Preta	40 R\$	1,7%	20 R\$	0,8%	480 R\$	20,0%
Santos	40 R\$	1,7%	20 R\$	0,8%	n/a	n/a
São Paulo	20 R\$	0,8%	12 R\$	0,5%	n/a	n/a
Sport Recife	25 R\$	1,0%	10 R\$	0,4%	n/a	n/a
Vasco da Gama	40 R\$	1,7%	-	-	800 R\$	33,3%
Average	47 R\$	2,0%	19 R\$	0,8%	756 R\$	31,4%
FC Bayern (GER)	15 €	0,5%	-	-	140 €	4,6%
Darmstadt (GER)	15 €	0,5%	-	-	240 €	7,8%
Hull City (ENG)	9 £	0,4%	-	-	252 £	10,5%
Chelsea (ENG)	52 £	2,1%	-	-	750 £	31,3%
Barcelona (ESP)	54 €	2,8%	-	-	133 €	6,9%
Milan (ITA)	25 €	1,1%	-	-	205 €	9,1%

Table 10 Comparison of ticket prices measured relatively to a country's average per capita income. Green = best value in the respective category; red = worst value in the respective category (own illustration, data obtained from Confederação Brasileira de Futebol (2015))

4.3.2.1.2 Potential future improvements

The analysis of ticket prices relative to average per capita income has shown that ticket prices in Brazil are significantly higher than in European top leagues. Given that they even

¹⁴ Average annual income per capita obtained from International Monetary Fund (2016): Brazil, 28'877 R\$ (monthly 2'406 R\$), Germany, 36'906€ (3'076€), Italy, 26'915€ (2'243€), Spain, 23'289€ (1941€), United Kingdom, 28'713£ (2393£)

exceed English price levels, it can be assumed that significant parts of the Brazilian society are effectively priced out from attending football games. The promotional prices offered by Brazilian clubs once or twice per year are a first step in the right direction, as substantial rebates provide the opportunity for people to attend a game who are normally not able to afford it. However, the above analysis suggests that tickets, single tickets as well as season tickets, will have to become cheaper on a general level if attendances shall be maintained at an increased level.

4.3.3 Opportunity

Opportunity is the last of the three factors facilitating the steps of the five-step decision making process. Within the case of fans' decision making process on match attendance, the availability of tickets as well as the day and time of kick-off are the two factors related to opportunity.

4.3.3.1 *Availability of tickets*

The availability of tickets is crucial in the fans' match attendance decision making process, because only if the fan has the opportunity to purchase a ticket, he can definitely commit to attending the game. The best practice deduced in this regard was for clubs to ensure that fans can at any time commit to match attendance by purchasing a ticket, thus that tickets for games are continuously available. Therefore, the practices of the 2016 CBSA clubs concerning ticket sales have been analysed in further detail, again differentiating between sales of single match day tickets and membership schemes, the Brazilian form of season tickets.

4.3.3.1.1 Analysis of the current situation

4.3.3.1.1.1 *Individual match day tickets*

The continuous opportunity for fans to purchase match tickets has been outlined as the best practice of this section above. Therefore an analysis of clubs' websites concerning the sale of individual match day tickets has been undertaken, looking at the number of days before a game when ticket sales start. Recall from chapter 4.2 Information search, that Brazilian clubs tend to make information on sales of individual match day tickets available only shortly before the game takes place, meaning that ticket sales also start relatively late (see table 6 for the detailed findings). On average, ticket sales start 4,5 days before the match day. It has

been outlined in chapter 4.2 Information search, that the average number of days between clubs' home games is 11,1 days. Hence for less than half of the time between two games, a fan has no opportunity to commit to match attendance by purchasing a ticket. This leads to time lapse between the point when the fan decides on going to a game and the point when he purchases the ticket. It has been pointed out in chapter 2.2.3.3 that the possibility persists that a fan re-assesses his decision during that time lapse and then decides on not going. Furthermore, CBSA clubs tend to offer tickets only for the upcoming game and not other games further in the future. However, all clubs offer the opportunity of to buy tickets online, which has been outlined to ease the purchase of tickets and thus increase accessibility of tickets.

	América	Atlético MG	Atlético PR	Botafogo	Chapecoense	Corinthians	Coritiba	Cruzeiro	Figueirense	Flamengo	Fluminense	Grêmio	Internacional	Palmeiras	Ponte Preta	Santos	Santa Cruz	São Paulo	Sport	Vitória	Average
Number of days information is made available before game	3	6	4	4	3	5	7	3	4	9	6	5	6	9	2	5	3	7	9	13	5,7
Number of days tickets go on sale before game	3	5	3	3	2	4	6	2	3	8	5	4	5	8	2	4	2	6	8	12	4,8
Availability of online ticket system	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	

Table 11 Number of days between the start of ticket sales and the match day for the 2016 CBSA clubs (own illustration)¹⁵

4.3.3.1.1.2 Season tickets

Like in the case of availability of information, Brazilian clubs perform significantly better regarding ticket availability when it comes to the sale of season tickets compared to the sale of individual tickets. An analysis of the membership sections on the websites of the 2016 CBSA clubs (see table 12) revealed that all clubs allow purchasing season tickets 24/7, both online as well as in person at the clubs' offices.

¹⁵ A detailed overview on the sources used for the analysis can be found in the appendix section of this thesis

	América	Atlético MG	Atlético PR	Botafogo	Chapecoense	Corinthians	Coritiba	Cruzeiro	Figueirense	Flamengo	Fluminense	Grêmio	Internacional	Palmeiras	Ponte Preta	Santos	Santa Cruz	São Paulo	Sport	Vitória
24/7 availability of membership schemes	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Online purchase possible	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Purchase at club office possible	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Table 12 Analysis of the 2016 CBSA clubs' performance concerning the availability and sale of membership schemes (own illustration)¹⁶

4.3.3.1.2 Potential future improvements

Again, the CBSA clubs' performance regarding the availability and sale of membership schemes does not leave much space for improvements. However, the clubs' performance regarding the availability of individual match day tickets does. In a first step, CBSA clubs should ensure that tickets for the upcoming game go on sale as soon as the last game has passed. Thereby they would provide fans with the continuous opportunity to purchase tickets for the clubs' games. In the long run, changing practices so that fans will not only be able to purchase tickets for the upcoming game but for several games is also highly advisable.

4.3.3.2 Day and time of kick-off

The day and time of kick-off, namely mid-week fixtures but also the 11am-fixture on Sundays have been found to have significant impact on attendance at CBSA games in chapter 3 of this thesis. While games scheduled mid-week usually attract lower attendances, games scheduled for 11am on Sundays manage to attract significantly more fans. As best practices in response to these two findings, a reduction of fixtures played mid-week as well as an equal distribution of both mid-week and Sunday morning fixtures across all clubs for reasons of fairness have been deduced in chapters 2 and 3. An analysis on both aspects will look into how the Brazilian football association and clubs currently perform regarding these optimal measures.

¹⁶ A detailed overview on the sources used for the analysis can be found in the appendix section of this thesis

4.3.3.2.1 Analysis of current situation

4.3.3.2.1.1 Mid-week fixtures

The quantitative analysis in chapter 3 on the Brazil's highest football league has confirmed the findings from general sport management literature, which is that mid-week games are negatively correlated to attendance. A general reduction of fixtures played mid-week as well as an equal distribution of these fixtures across all clubs for reasons of fairness has been outlined as optimal responses to the issue.

What is striking when comparing the CBSA to the four main European leagues is that the number of match days played during the week is severely higher in Brazil than in Germany, England, Italy or Spain. The major explanation for this is the reduced timeframe during which the CBSA is carried out compared to its European counterparts. While the four main European leagues usually last from mid-August until the end of May and thus for roughly 9 to 9,5 months, the Brasileirão usually starts mid-May and lasts until the beginning of December, which is only 5,5 to 6 months (Resultados Históricos, 2016). The reason why the Brasileirão takes place during such a relatively short timeframe is that from January until April the well-established state championships within the different Brazilian states are carried out (ibid). Therefore, spreading the CBSA across a longer timeframe in order to reduce the number of mid-week fixtures is not feasible.

	2016(/17)	2015(/16)	2014(/15)	2013(/14)	2012(/13)	Average
BRA	11	9	10	12	10	10,4
GER	3	2	3	1	2	2,2
ENG	4	3	3	4	3	3,4
ITA	3	5	4	5	3	4
ESP	4	4	3	3	1	3

Table 13 Match days played mid-week for the past five seasons in selected leagues (own illustration, data obtained from Fussballdaten, 2016)

Looking at the distribution of mid-week fixtures of the 2015 CBSA across the different clubs (see table 14) shows that for the vast majority of clubs, the number of fixtures played during the week is relatively equalled out. However, there are some severe outliers, with Atlético MG and Figueirense having to play 8 mid-week fixtures while Avaí and Cruzeiro only had to play 2. This means a severe disadvantage for Atlético MG and Figueirense and a huge advantage for Avaí and Cruzeiro and calls for the Brazilian football association to ensure a more equalled out distribution of these fixtures in the future.

	Atlético MG	Atlético PR	Avaí	Chapecoense	Corinthians	Coritiba	Cruzeiro	Figueirense	Flamengo	Fluminense	Goiás	Grêmio	Internacional	Joinville	Palmeiras	Ponte Preta	Santos	São Paulo	Sport	Vasco da Gama	Total	Average
Number of mid-week fixtures played	8	5	2	3	7	4	2	8	4	6	6	4	5	6	4	4	3	5	3	5	94	4,7

Table 14 Number of mid-week fixtures scheduled per club during the 2015 CBSA (own illustration, data obtained from Confederação Brasileira de Futebol, 2015)

4.3.3.2.1.2 Sunday 11am fixture

As of the 2015 edition of the CBSA, the Brazilian football federation introduced a new and unusual kick-off time: Sunday, 11.00am. The quantitative analysis in chapter 3 showed that attendances at these fixtures were significantly increased compared to normal Saturday and Sunday afternoon or evening fixtures. Again, an equal distribution of these games should ensure that all clubs benefit equally from this new fixture. However, as table 15 shows, while Fluminense, Joinville, and Sport didn't play a single home game starting on Sunday, 11am, Atlético-PR, Avaí, Cruzeiro, Palmeiras and Santos kicked off three times on Sunday, 11am, Ponte Preta even four times. Like for the case of fixtures scheduled during the middle of the week, clubs should pressure the Brazilian football federation to ensure a more equalled out distribution of these games, which ensures that all clubs and not only a few can benefit.

	Atlético MG	Atlético PR	Avaí	Chapecoense	Corinthians	Coritiba	Cruzeiro	Figueirense	Flamengo	Fluminense	Goiás	Grêmio	Internacional	Joinville	Palmeiras	Ponte Preta	Santos	São Paulo	Sport	Vasco da Gama	Total
Sunday, 11.00am	1	3	3	2	2	2	3	1	1	0	1	2	1	0	3	4	3	1	0	1	34

Table 15 Number of fixtures scheduled for Sunday 11am per club during the 2015 CBSA (own illustration, data obtained from Confederação Brasileira de Futebol, 2015)

4.3.3.2.2 Potential future improvements

Although the number of fixtures scheduled mid-week is significantly higher for the CBSA compared to the major European leagues, there is little clubs and the football association can do about the actual number of fixtures scheduled during that unfavourable time. Spreading the season across a longer timeframe is impossible due to the rest of the year being occupied

by the well-established and prestigious state championships. However, clubs should pressure the Brazilian football association to distribute the mid-week fixtures more equally across the different clubs. By now, single clubs play disproportionately low numbers of games mid-week, while others play disproportionately high numbers of games mid-week. By ensuring a more equal distribution, the Brazilian football association can ensure that the disadvantages that come along with playing mid-week fixtures are carried equally by all clubs. The same accounts for the newly introduced kick-off time on Sunday at 11.00am some clubs during the 2015 season were largely discriminated compared to other clubs. Thus clubs should also pressure for a more equal distribution of home games being played at that hour. A potential option could also be to increase the number of games being played on Sunday at 11:00am from one or two to two or three. However, increasing the number of games kicking off at that time to more than two or three wouldn't be meaningful, as earnings from the sale of TV rights also depend on the number of different kick-off times per match day (Huber, 2015).

4.4 Evaluation of Alternatives

The two decision tactics a fan can rely on when evaluating match attendance as a product have been extensively described in chapters two and three: Cognitive decision making and affective decision making. The performance of CBSA clubs concerning these two tactics will be analysed in further detail in this subchapter.

4.4.1 Cognitive decision making

It has been pointed out that in cognitive decision making a fan evaluates the different aspects of match attendance as a product. Aspects that have been proven relevant in the quantitative analysis in chapter three were the attractiveness of the opponent team, the previous sportive performance of the home side, rainfall, characteristics of the venue and the relevance of the game for the outcome of the season. As marketers cannot directly influence the attractiveness of the opponent team, the previous sportive performance of the home side and the relevance of the game for the outcome of the season, adjusted pricing strategies have been outlined to be the best practice to respond to changes concerning those aspects. Therefore these aspects will be included in the segment about pricing strategies of CBSA clubs (4.4.1.1) in the following subchapters. The other aspects such as rainfall (4.4.1.2) and

the characteristics of the venue (4.4.1.3) will be analysed in separate sections. Note that a good performance on all aspects is essential, as fans might rely on non-compensatory decision making tactics which can lead to the fan dismissing match attendance as an option due to low performance on a single aspect.

4.4.1.1 Pricing strategies

Pricing strategies have repeatedly been outlined to be one of a club's most useful instruments, as they allow clubs to compensate low performances on other attributes such as the attractiveness of the opponent team, the previous sportive performance of the home side or the relevance of the game for the outcome of the season. Therefore chapters two and three have presented several best practices concerning pricing strategies that clubs should make use of:

- Season tickets
- Banding system: Different prices depending on the attractiveness of the opponent
- Memberships that allow the purchase of reduced tickets
- Ticket bundling
- Promotions
- Different prices depending on the location inside the stadium
- Concessions for seniors, families, disabled, unemployed, students or children

Season tickets thereby are a best practice, but make up for an own product category. Banding system, memberships, ticket bundling and promotions are best practices related to the sale of individual tickets. Therefore, the CBSA clubs' current performance regarding season tickets and individual tickets will be analysed in two different sections in the following. Prices depending on the seat location as well as concessions are best practices related to both season tickets and individual match tickets, which is why they will be included in the analysis in both sections.

4.4.1.1.1 Analysis of current performance

4.4.1.1.1.1 Season tickets

Season tickets are great opportunity for clubs to allow fans to make an early commitment towards attending as many games as possible. By offering season tickets for a lower price compared to the purchase of individual tickets for each game, they also provide a financial

incentive. Brazilian clubs offer season tickets in the form of membership schemes. The schemes grant fans free access to the games of the club. In contrast to a season ticket, the fan thereby pays a fixed membership fee each month. In order to avoid confusion with membership schemes that allow the purchase of reduced tickets, they will be called season tickets anyway. Given the significantly higher prices of CBSA season tickets compared to European season tickets (see chapter 4.3.2 Ability), this mechanism offers the advantage that the fan does not have to pay for all games right away, but can pay a part of the total cost each month. However, not every CBSA club offers season tickets. An analysis of the 2016 CBSA clubs' season tickets (see table) reveals that only 13 clubs offer these season tickets. Of these thirteen clubs, only nine offer different schemes for different sectors within the stadium and only four offer concessions for seniors, juniors or students.

	América	Atlético MG	Atlético PR	Botafogo	Chapecoense	Corinthians	Coritiba	Cruzeiro	Figueirense	Flamengo	Fluminense	Grêmio	Internacional	Palmeiras	Ponte Preta	Santos	Santa Cruz	São Paulo	Sport	Vitória	Total
Offers membership scheme that grants free access to the games	✓	✓	✓	✓	✓		✓	✓	✓			✓	✓	✓	✓					✓	13
Differentiation based on seating categories			✓	✓	✓		✓	✓	✓			✓	✓	✓						✓	9
Offers concessions	✓				✓		✓		✓												4

Table 16 Overview on the 2016 CBSA clubs' membership schemes (own illustration, data obtained from clubs' websites)¹⁷

4.4.1.1.1.2 Individual match tickets

Concerning the sale of individual match tickets, clubs can choose from a bigger range of best practices to compensate low performances concerning the attractiveness of the opponent team, the previous sportive performance of the home side, and the relevance of the game for the outcome of the season. These are banding systems, membership schemes that allow the purchase of reduced tickets, ticket bundles and price promotions. It has been pointed out in chapter 4.2.2 that Brazilian clubs do not offer any general information concerning ticket prices on their website. Therefore the gate receipts of all 380 games of the 2015 CBSA

¹⁷ A detailed overview on the sources used for the analysis can be found in the appendix section of this thesis

season have been analysed to find out how CBSA clubs perform regarding the best practices outlined above.

	Atlético MG	Atlético PR	Avai	Chapecoense	Corinthians	Coritiba	Cruzeiro	Figueirense	Flamengo	Fluminense	Goiás	Grêmio	Internacional	Joinville	Palmeiras	Ponte Preta	Santos	São Paulo	Sport	Vasco	Total
Banding system				✓		✓			✓	✓				✓	✓	✓					7
Membership scheme that allows the purchase of reduced tickets	✓	✓	✓		✓	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓	17
Ticket bundles																					0
Price promotions	✓	✓	✓	✓		✓	✓	✓			✓	✓	✓	✓		✓	✓	✓	✓	✓	15
Price differentiation depending on seat location	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	20
Concessions	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	20

Table 17 Pricing strategies applied by clubs of the 2015 CBSA (own illustration, data obtained from Confederação Brasileira de Futebol, 2015)

The results of the analysis (see Table 17) show that all clubs offer ticket prices differentiated according to the location of seats within the stadium. All clubs also offer concessions for their individual tickets, which they are required to by law (LEI N° 12.933, DE 26 DE DEZEMBRO DE 2013). Except for three clubs, all clubs also offer membership schemes that allow fans to purchase tickets at a reduced price. Ticket bundling in turn is not applied by any of the clubs.

The other most prominent measure used by the 2015 CBSA clubs are price promotions. For 57 out of the 380 games, clubs offered price promotions¹⁸. The median match day of all match days corresponding with these 57 games is 31, which reveals a clear tendency of clubs to offer price promotions towards the end of the season. The strategies thereby are twofold: While clubs such as Avai or Goiás seem to rely on huge price rebates to ensure high attendance at decisive games, clubs such as Cruzeiro or Joinville mostly use price promotions to ensure higher attendances at irrelevant games. In 35 out of the 57 cases, the

¹⁸ Detailed tables on the analysis of all 380 games and the corresponding prices, promotions, matchdays, attractiveness of the opponent and relevance of the game can be found in the appendix of this thesis

away club at these games belonged to the smaller 10 clubs of this years season, which furthermore indicates a clear tendency to compensate lower attractiveness of opponents through price promotions. A prominent example is Santos FC, who undertook five out of its seven promotions against clubs with less than 1 million supporters.

The last aspect examined was the existence of a banding system, meaning that clubs operate different price categories depending on the attractiveness of the opponents. While five teams rely on completely flexible pricing approaches, only seven of the remaining 15 clubs use a banding system, with the other clubs sometimes even relying on the same price throughout the season. Following the analysis, the twenty clubs can roughly be broken down into five groups concerning the existence of banding systems:

- **Fixed price scheme:** Two clubs, namely Avaí and Grêmio, rely on the same price for each and every game throughout the season (except for games with promotional offers), independent from the attractiveness of the opponent or other factors.
- **Adjusted fixed price scheme:** Atlético Paranaense, Cruzeiro, Internacional and Vasco da Gama operate on a similar scheme than the two clubs above. However, they adjusted the fixed price within the season (Atlético PR from 150 R\$ to 100 R\$, Cruzeiro from 50 R\$ to 40 R\$, Internacional and Vasco from 60 R\$ to 40 R\$). The adjustment of Cruzeiro, International and Vasco might have occurred due to poor previous performances. Both teams were stuck in the bottom half of the table for the largest part of the season.
- **Special price for top games scheme:** Corinthians, Figueirense, Flamengo, Ponte Preta and São Paulo use a system that relies on the same ticket price for all games with the exception of a few selected top games, which are more expensive. However, the five clubs differ significantly in the number of top games. Corinthians (against local rival Palmeiras), Figueirense (against second largest Brazilian club Corinthians) and São Paulo (against largest Brazilian club Flamengo and local rival Corinthians) only classify one and two games respectively as top games, making their system very similar to a fixed price system. Flamengo and Ponte Preta both classify five games as top games and the rest of their home games as normal games.
- **Three categories scheme:** Four clubs rely on a scheme that splits up the opponents into three different categories. Those schemes of Chapecoense (100R\$/80/60),

Coritiba (100R\$/70/50), Fluminense (60R\$/50/40), and Palmeiras (100R\$/80/60) all distinguish between important opponents, normal opponents, and significantly less interesting opponents. Coritiba furthermore charged a higher price for the decisive game against Vasco on the last match day of the season.

- **Flexible scheme:** Atlético MG, Goiás, Joinville, Santos, and Sport rely on schemes that do not show patterns that clearly relate ticket prices to the attractiveness of the opponent, but also rely on other aspects such as the current performance of the team or the importance of the game for the outcome of the season.

4.4.1.1.2 Potential future improvements

CBSA clubs still have space to improve concerning their pricing strategies. Regarding the existence of season tickets, the remaining seven clubs who do not offer this sort of ticket yet should make sure to include this offer from the following season on. The importance of CBSA clubs to introduce season tickets has already been stressed by Sordi & Bello (2014). Furthermore, clubs should ensure not to offer only one season ticket, but to offer concessioned season tickets as well as season tickets for different seating categories. Both aspects to date are not introduced by all clubs.

Regarding their pricing strategies concerning individual match tickets, CBSA clubs perform relatively well, despite completely ignoring the option of ticket bundles. However, many clubs currently rely on price promotions to compensate spectators for less attractive opponents, an aspect, that could also be achieved by banding systems, which only few clubs apply. It is therefore strongly recommended for all clubs to employ a banding system that distinguishes opponents according to their attractiveness into two or three categories. This leaves clubs with the opportunity to use price promotions exclusively to react to the relevance of the game or the current performance of the team, which some clubs already do successfully. By employing and clearly communicating (see 4.2.2 Availability of information) prices based on a banding system, clubs furthermore increase understandability and clarity of their pricing system and ensure that fans can plan on a longer-term basis.

4.4.1.2 Rain

Rainy weather has proven to decrease attendances at football games. However, clubs can only do little about rainy weather conditions. All they can do is diminish its impact or the

importance of weather as a factor affecting match attendance decisions of football fans. Playing the competition during times of the year with the most favourable weather conditions as well as installing a roof in the stadium have been named the two best practices on this issue in chapter 2. The performance of the CBSA and its clubs concerning these two best practices will be analysed in further detail in the following sections.

4.4.1.2.1 Analysis of current situation

Regarding the best practice of playing the competition during the time of the year with the most favourable weather conditions, it has been pointed out previously that extending or moving the CBSA to other months of the year is impossible due to collision with the state championships carried out during that time. Hence, the option of moving the CBSA to months with more favourable weather conditions is eliminated right away. However, an analysis of weather conditions in the cities of the 2015 CBSA shows that for the vast majority of clubs, the CBSA is carried out within the months with the most favourable weather conditions anyway (see Table 18).

City	No of Clubs	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
Rio de Janeiro	3	11	7	8	9	6	6	4	5	7	9	10	11
Belo Horizonte	3	15	12	9	5	3	2	2	2	3	10	14	16
São Paulo	3	16	14	11	7	6	5	5	4	7	11	12	15
Florianópolis	1	12	13	12	8	7	8	8	8	11	11	11	11
Curitiba	2	15	12	12	8	7	7	6	7	9	10	10	13
Santos	1	13	12	12	12	9	8	8	8	11	13	12	14
Campinas	1	15	12	10	5	4	5	4	3	5	10	10	14
Chapecó	1	11	11	10	7	8	8	10	10	9	9	9	9
Porto Alegre	2	9	8	8	7	8	9	9	9	10	9	8	7
Salvador	1	10	13	16	17	20	19	20	15	12	10	11	10
Recife	2	10	11	16	18	20	21	22	17	13	9	6	8

Table 18 Number of days with precipitation per month for the cities of 2016 CBSA clubs. Green = six most favourable months, Blue = three most unfavourable months, Red frame = time during which the CBSA is carried out (own illustration, data obtained from Brazilian National Institute of Meteorology, 2016)

The best practice for individual clubs to react to rain as a factor affecting fans' match attendance decision is to offer covered seating. A roof covering the stands efficiently protects fans from rain and ensures that they maintain dry and comfortable. Table 19 looks at the 18 home stadiums of the 20 clubs of the 2016 CBSA and displays which parts of the

stadium are covered and which are not. In total only nine out of 18 stadiums to date are fully covered. What is striking is that all newly built stadiums are fully covered, while stadiums that have only been redeveloped within recent years are not or only partially covered. In stadiums that are only partially covered, it usually is the main stand or the opposite main stand or both which possess a roof. Those places are usually more expensive and thus less occupied even during games without rain fall. Cheaper areas or terracing, which is where the majority of fans usually watch the games, are not covered in these stadiums, which leaves significant space for future improvement.

	Independência	Arena da Baixada	Nilton Santos	Arena Condá	Arena Corinthians	Couto Pereira	Mineirão	Orlando Scarpelli	Maracanã	Arena do Grêmio	Beira-Rio	Allianz Parque	Moisés Lucarelli	Arruda	Ilha do Retiro	Vila Belmiro	Morumbi	Barradão	Total
Covered																			
Main stand	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			16/18
Opposite main stand	✓	✓	✓		✓	✓	✓		✓	✓	✓	✓							10/18
Behind the goals	✓	✓	✓		✓		✓		✓	✓	✓	✓							9/18
Built within past 5 years	✓	✓	✓		✓		✓		✓	✓	✓	✓							9/18

Table 19 Performance of 2016 CBSA clubs' home stadium concerning covered stands (own illustration, data obtained from Brazilian Stadium Guides, n.d.)

4.4.1.2.2 Potential future improvements

The analysis in the previous section showed that for most cities and clubs, the Brasileirão already takes place during the most favourable time during the year concerning precipitation. However, Brazilian clubs still have great potential to improve regarding the coverage of the stands of their stadiums. Only nine out of 18 stadiums to date are fully covered, the rest mostly possesses one or two covered stands along the side lines, with terracing and spaces behind the goals, where most of the supporters are usually located, remaining uncovered. Therefore, a clear recommendation to CBSA clubs is to increase the number of covered stands in order to increase protection from rain for spectators.

4.4.1.3 Venue

Academic literature as well as the quantitative study in chapter 3 suggests that the venue in which the games of a club are held has a significant impact on attendance. The

characteristics of the venue are represented by the overall quality of the experience such as the quality of the seats, accessibility, sanitary facilities and proximity of spectators to the pitch. Chapter 2 has pointed out as a best practice that the ideal stadium should offer high comfort of seating as well as close proximity to the action on the pitch. Therefore, for the analysis of the current situation in the CBSA, the home stadiums of the clubs of the 2016 season have been examined regarding age and regarding their SISBRACE score concerning comfort and hygiene. Comfort also includes aspects such as acoustics or light systems. Hygiene relates to the situation in food stalls as well as sanitary installations. Furthermore, the stadiums have been analysed whether they are oval shaped. Oval shaped stadiums tend to offer a lower quality of viewing, as spectators find themselves further away from the pitch than in normal football stadiums. The age is measured in the number of years since the construction or the number of years since the last major refurbishment.

4.4.1.3.1 Analysis of current situation

With Brazil hosting the FIFA world cup in 2014, some of the stadiums significantly improved overall. Regarding the SISBRACE categories comfort and sanitary installations, none of the five stadiums used for the world cup (Arena da Baixada, Arena Corinthians, Mineirão, Beira Rio, Maracanã) scores lower than 4 out of 5. The same accounts for the newly built Arena do Grêmio and Allianz Parque (see Table 20).

	Independência	Arena da Baixada	Nilton Santos	Arena Condá	Arena Corinthians	Couto Pereira	Mineirão	Orlando Scarpelli	Maracanã	Arena do Grêmio	Beira-Rio	Allianz Parque	Moisés Lucarelli	Arruda	Ilha do Retiro	Vila Belmiro	Morumbí	Barradão	Average
SISBRACE comfort	3	4	na	2	4	4	4	2	4	4	4	4	2	2	2	3	3	3	3,2
SISBRACE hygiene	1	5	na	3	4	1	5	4	5	5	4	4	1	1	2	3	5	4	3,4
Oval shaped	x	x	✓	x	x	✓	x	✓	x	x	✓	x	✓	✓	✓	x	✓	x	
Age	4	2	2	8	2	11	4	16	3	4	3	2	11	34	34	19	1	25	10,3

Table 20 Analysis of the 2016 CBSA home stadiums concerning comfort, hygiene, proximity to the pitch and age. Green/red = best/worst score within the category (own illustration, data from SISBRACE, 2016 and Brazilian Stadium Guides, n.d.)

None of the stadiums scores 5 in terms of accessibility & comfort. The average score is 3,2, with 2 being the lowest and 4 being the highest score. This is where Brazilian stadiums have the biggest potential to improve. Six out of the nine stadiums that scored 3 or lower in this category were refurbished ten or more years ago. The analysis of hygiene yields similar results. With an average score of 3,4 Brazilian stadiums perform slightly better on hygiene than on comfort. Five stadiums obtained a score of 5, but four also obtained a score of 1. Again five out of the seven stadiums that score 3 or lower had their last refurbishment ten or more years ago. Oval stadiums are still relatively popular in Brazil, although they are being replaced more and more by stadiums where spectators find themselves close to the action on the pitch. Eight out of the ten non-oval stadiums were newly built within the past eight years.

4.4.1.3.2 Potential future improvements

With the 18 stadiums of the 2016 CBSA examined, there is a clear tendency that older stadiums also perform lower on other categories examined. Especially concerning comfort and hygiene, older stadiums have great potential to improve. Therefore, refurbishing or redeveloping stadiums are measures that can be expected to significantly increase performance concerning comfort, hygiene and quality of viewing. Because proximity to the pitch is the most difficult aspect to change, as it requires fundamental changes of the layout of a stadium, clubs opting to build a new stadium should ensure proximity to the pitch right away. Other aspects such as hygiene and comfort can still be gradually improved at later stages. The Estadio Couto Pereira concerning comfort and the Estadio Morumbí concerning hygiene are great examples on how stadiums can achieve great results within categories despite not having been newly constructed but only redeveloped. However, investments in stadium infrastructure are costly and thus harder to achieve than other potential improvements outlined earlier in this thesis.

4.4.2 Affective decision making

4.4.2.1 Analysis of current situation

As pointed out earlier, fans basing their match attendance decision on predicted future emotions and feelings are a huge advantage for a football club, as many of the needs addressed by football clubs are closely related to emotions. Affective decision making is thus closely related to the field of need creation. Due to the fact that sound is specifically related

to perception of emotions, the use of videos has been deduced as a best-practice to address fans relying on affective decision making tactics. It has been stressed in chapter 4.1. Need recognition already that most clubs rely on images and text concerning their online communication measures and that only eleven clubs make use of videos (see Table 21).

Communication measures used	América	Atlético MG	Atlético PR	Botafogo	Chapecoense	Corinthians	Coritiba	Cruzeiro	Figueirense	Flamengo	Fluminense	Grêmio	Internacional	Palmeiras	Ponte Preta	Santos	Santa Cruz	São Paulo	Sport	Vitória	Total
Images and text	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	20
Videos			✓	✓	✓			✓		✓	✓	✓	✓	✓	✓				✓		11

Table 21 Online communication measures used by the 2016 CBSA clubs to address fans' needs (own illustration)¹⁹

4.4.2.2 Potential future improvements

As the fields of need recognition and affective decision making are so closely related in the case of fans' match attendance decision making processes, it is no surprise that the potential future improvements deduced are relatively similar for both fields. Concerning affecting fans relying on affective decision making tactics, CBSA clubs should make more use of videos instead of images and text as the sound included in videos is directly linked to emotions and can thus help to enhance a fans' evaluation of his expected future feelings and emotions.

4.5 Post-purchase decisions

It has been outlined that after having purchased a product, consumers turn to evaluate its performance which then determines whether they are satisfied or not. It has also been shown that not only do marketers in football management have very little influence on the actual performance of the core product, but that fans are also relatively tolerant towards low sportive performance, as the emotional ups and downs connected with following a football club are considered an essential part of fandom (Raney, 2004), which also decreases the importance of post-purchase decisions. Best practices for football clubs in case of severe

¹⁹ A detailed overview on the sources used for the analysis can be found in the appendix section of this thesis

failure has been demonstrated to be a clear explanation for the failure, an honest apology or to shift the focus towards aspects of match attendance where the club performed significantly better. However, severe failures of clubs concerning product performance are relatively scarce. Even simple home defeats often lie several months or even years in the past for some clubs. This makes an analysis of CBSA clubs' current performance on this issue difficult, as events took place a longer time ago and communication measures often cannot be restored and thus examined anymore. However, one prominent measure clubs can undertake is to post photos of the supporters from each game and thereby to continuously shift the focus away from the result of the game towards other aspects of match attendance such as entertainment, group affiliation and time spent with friends and family. Therefore, the online communication measures of the 2016 CBSA clubs have been analysed regarding whether they make use of similar measures.

4.5.1 Analysis of current situation

Analysing the 2016 CBSA clubs regarding communication measures to shift fans' focus away from the result of the match towards other aspects such as entertainment, group affiliation or time spent with friends and family reveals that only very few clubs currently make use of such measures (See Table 22). Only four out of the twenty clubs publish photos of supporters after the games and thereby remind them of the good time they had at the game. The number of photos posted also differs significantly from club to club. While Coritiba only publishes 20 to 30 photos, Flamengo often publishes more than 200.

	América	Atlético MG	Atlético PR	Botafogo	Chapecoense	Corinthians	Coritiba	Cruzeiro	Figueirense	Flamengo	Fluminense	Grêmio	Internacional	Palmeiras	Ponte Preta	Santos	Santa Cruz	São Paulo	Sport	Vitória	Total	
Publication of photos of supporters for each game	✓		✓				✓			✓												4

Table 22 Analysis of clubs attempts to shift focus from sportive performance to other aspects (entertainment, group affiliation, family) (own illustration)²⁰

²⁰ A detailed overview on the sources used for the analysis can be found in the appendix section of this thesis

4.5.2 Potential future improvements

Taking photos of fans during the game and posting a selection of these photos online afterwards is a relatively easy measure to shift fans' focus away from the result of the game to other aspects of match attendance. As to date only few clubs make use of that measure, Brazilian clubs should foster attempts in this direction and more clubs should introduce similar measures. It is a measure that is easy to implement and that comes at low cost. Fans will not only be delighted to find themselves on the clubs online presence, but also be reminded that there is more to match attendance than the result of the game, which will help to increase their post-match satisfaction.

5 Strategic Recommendations

Chapter four included an extensive analysis and evaluation of CBSA clubs' current performances regarding the factors and best practices affecting match attendance elaborated in chapters 2 and 3. Based on this analysis, potential future improvements regarding how clubs can increase attendances at their home games have already been deduced. This chapter serves as a short summary of the previous chapter, by outlining the main findings and presenting potential future improvements to increase attendances at CBSA games in the form of precise and straightforward business recommendations. The recommendations are furthermore distinguished between short-term, mid-term, and long-term recommendations, based on their importance concerning the fan decision making process as well as on the feasibility for clubs.

5.1 Short-term recommendations

- **Availability of information:** CBSA clubs all currently provide no general information on individual match ticket sales on their websites. Publishing the necessary information about five days before the game as they currently do is not sufficient and leaves fans who want to inform themselves on ticket sales outside this timeframe completely uninformed. As soon as possible, clubs should therefore offer a separate ticket section on their website that continuously includes an overview on the games to come and information on when tickets will go on sale or at least on when information on the ticket sale will be made available. If a club already relies on a clear pricing strategy and does not adjust prices from game to game, an overview on these ticket prices should be published as well to increase comprehensibility and enable fans to plan on a longer-term basis. The clubs' information practices concerning season tickets can serve as an orientation, where clubs provide all necessary information in an easily accessible and understandable way.
- **Availability of match tickets:** Fans should be able to purchase tickets 24/7 so they can commit to attend a game when they decide to attend. Ticket sales of CBSA currently start on average 4,5 days before the game, which leaves fans for more than half of the time of a season without the opportunity to purchase match tickets. Clubs

should therefore ensure as soon as possible that tickets for the upcoming game go on sale as soon as the last game is past. This allows fans to commit to match attendance earlier and to plan for a longer time ahead. In the long run, clubs should aim to start ticket sales several weeks before a game takes place.

- **Need recognition:** Clubs by now mainly address the needs “group affiliation” and “entertainment” by using images and text. Clubs should also focus on two other essential needs, “eustress” and “aesthetic value” in addition. Both are closely connected to emotions. Sound components specifically help addressing emotions and feelings of fans. Therefore, clubs who do not do so already should start as soon as possible to also include videos in their communication measures in order to address these two needs. Addressing fans’ emotions is also a central element when it comes to fans basing their decision not on objective aspects of the game, but only on how attending the game will make them feel (**affective decision making**). Including videos in their communication measures will also help CBSA clubs to address these fans, thereby convince them to attend the game and thus to increase attendances.
- **Affordability of match tickets:** Relative to the average monthly income, ticket prices in Brazil are significantly more expensive than tickets in European leagues. It can be assumed that substantial parts of the clubs’ target groups are effectively priced out from attending the games. Clubs should considerably lower prices at least for parts of the tickets in order to enable these groups from attending the games again and thereby to increase attendance.
- **Post-purchase decisions:** To date, only few clubs undertake attempts to shift fans’ perspective away from the result of the game towards other aspects of match attendance such as entertainment or group affiliation. An easy measure to implement for clubs in the near future is to publish photos of fans after each game, and thereby reminding them that there are other aspects of match attendance such as the time spent with friends and the overall experience which are equally important to the final result and thereby increasing post-game satisfaction.

5.2 Mid-term recommendations

- **Pricing strategies:** Banding systems, membership schemes, price promotions and ticket bundles have been named best practices for clubs to compensate low attractiveness of opponents, low relevance of the game for the outcome of the season or the previous sportive performance of the home side. CBSA clubs currently make large use of membership schemes and price promotions, while banding systems are used by few and ticket bundles not at all. While CBSA clubs currently rely on price promotions to compensate fans for less attractive opponents, it is recommended for all clubs to introduce a banding system that differentiates two or three price categories depending on the attractiveness of opponents. This increases clarity and comprehensibility of the pricing structure for fans and at the same time allows the use of price promotions exclusively for games with low relevance or in times of low sporting performance. The different instruments of the pricing strategy are thereby used more efficiently.
- **Season tickets:** Season tickets are an essential pricing instrument for clubs as it gives fans a financial incentive and allows them to make a long term commitment. Fans who possess a season ticket are secure visitors for the rest of the season. However, to date only 13 out of the 20 CBSA clubs offer season tickets. The remaining clubs who do not offer season tickets should thus start offering season tickets from the next season on. All clubs should ensure to differentiate season tickets depending on the seat location within the stadium as well as to offer concessions.
- **Search for different alternatives:** Because the quantitative analysis in chapter 3 yielded no significant influence of games broadcasted on free TV on attendance at CBSA games, no definite recommendation regarding whether to reduce or not to reduce games broadcasted on free TV can be given for CBSA clubs. However, the Brazilian Football Association and the clubs should jointly ensure a more equal distribution of games broadcasted both on free TV and cable TV across the different clubs, so that risks and benefits are shared equally by all clubs. The current distribution still contains some severe outliers.
- **Safety:** Violence in Brazilian football is a real problem that scares off fans from attending the games. As violence is not a football-specific problem but part of the

society and as troublemakers often take part in organised crime, clubs can do little on the social basis to prevent violence. However, increasing the safety standards at the venue can help to significantly reduce perceived danger with fans. In the medium run clubs should therefore adjust their stadium infrastructure to the highest possible security standards. This accounts specifically for clubs with older stadiums that have not been refurbished for a longer time.

- **Day and time of kick-off:** Mid-week fixtures decrease attendance while Sunday 11am fixtures increase attendance. Compared to European leagues, the CBSA possesses a significantly increased number of mid-week fixtures. Stretching the CBSA across a longer time and thereby decreasing the number of mid-week fixtures is not possible due to schedule conflict with the state championships. However, clubs should pressure the Brazilian Football Association to distribute mid-week and 11am fixtures more equally across so that disadvantages and benefits are equally shared by all clubs. The current distribution still contains some severe outliers that should be abolished.

5.3 Long-term recommendations

- **Rain:** Rainfall negatively affects attendances at CBSA games. The CBSA already takes place during the climatically most favourable time of the year, which is why shifting the CBSA to other months is no solution. To date only half of the clubs' stadiums are completely covered. In order to increase protection from rain and thus comfort of spectators, clubs should opt to cover further parts of their stadiums, also the part where the majority of the fans stands.
- **Venue:** Comfort, hygiene and proximity to the pitch positively impact on attendance. Current CBSA stadiums still have large potential to improve (Comfort: 3,2 out of 5. Hygiene: 3,4 out of 5. 8 of 18 stadiums with low proximity to the pitch). Clubs should first of all ensure proximity to the pitch when building a new stadium, as this aspect is hardest to revise at a later stage. Comfort and hygiene conditions can be gradually improved from time to time. Except for increased safety standards, both aspects related to stadium infrastructure are scheduled long term as providing the

necessary financial resources might be difficult in the short run. Nevertheless, the clubs should not lose the two aspects out of focus.

6 Conclusion and Outlook

The analysis of CBSA clubs' current performance alongside previously deduced best practices on relevant factors influencing fans' decision making process has helped to uncover possible reasons for the low attendance levels at CBSA games. It also allowed the development of measures Brazilian clubs can undertake in order to increase attendances at CBSA games in the future.

Based on the widely popular consumer decision making process, a fan decision making process has been developed by enriching and adapting the original model with findings from relevant football management literature. Thereby relevant factors affecting fans in their match attendance decision have been identified. Case examples from European football leagues and relevant literature furthermore allowed the deduction of best practices on these factors. A quantitative analysis using data from the 2015 CBSA confirmed most of the central factors identified for the adapted model for the case of Brazilian football. The final analysis of CBSA clubs' current performance regarding the factors affecting fans' decision making process then revealed the deficits and shortcomings of the clubs' current approaches.

One of the most severe deficits identified was the complete lack of information on general ticket sales with all of the CBSA clubs, which clubs will have to counter by providing extensive essential information to fans concerning the prices of tickets, the dates when tickets go on sale and the points of sale. Another influential aspect discovered was the significantly reduced opportunity for fans to purchase tickets, with ticket sales starting only 4,5 days ahead of the match scheduled. Clubs will have to substantially increase the timeframe during which tickets are made available if they want to increase attendances in the future. Furthermore, high ticket prices relative to Brazilians' average monthly income are expected to price out large parts of the clubs' target groups from attending the games, requiring a substantial decrease in ticket prices for clubs to enable these fans to attend matches again and thereby to increase attendances. In this case, the situation in Brazil showed great similarities to the one currently experienced by fans in England. Other less severe factors were for instance related to clubs' pricing strategies, the infrastructure of stadiums or the communication measures used to address fans.

Although the final analysis allowed detailed recommendations on how CBSA clubs can increase attendances at their home games, some obstacles were experienced during the course of the thesis. While most of the identified factors affecting fans in their match attendance decision in the general model on fan behaviour were confirmed by the quantitative study, others were not. Thereby the fact that uncertainty of outcome was not found to be a significant factor was a less severe aspect, as similar findings had also been made by other researchers. However, games broadcasted on free TV were not found to have a significant impact on match attendance, and star players were found to be negatively correlated to attendance for the CBSA. Match attendance also did peak during the middle of the season and not reach a minimum as found in other research. The question remains, whether the CBSA actually differs from other leagues regarding these factors or whether the results were only obtained due to poor data. As a consequence, no final recommendations could be made for CBSA clubs on what strategy to pursue regarding these aspects. However, the findings provide a good starting point for further research. It would be especially interesting to know whether games being broadcasted on free TV do not decrease attendances at CBSA games. If that was the case, it would allow clubs to reach a large audience and thus increase their value among sponsors without suffering from decreased gate returns. Another option would also be for researchers to look into attendances of one specific club across several years. While the analysis in this thesis compared several clubs across one season and thereby allowed conclusions regarding the effect of for example the venue on attendance (which wouldn't be possible for a single club), looking into attendance figures of a single club might yield better results concerning other aspects such as star players or attractiveness of the opponent.

The most important take away in the end is that CBSA clubs still have great potential to improve attendances at their home games in the future. With regard to some aspects, their current practices lag well behind best practices that are well established in other major football leagues already. Nonetheless, it is also important to note that CBSA clubs do not require miracles in order to increase attendances at their games. By implementing several easy measures as outlined in this thesis, they will be able not only to increase attendances in the short run but to establish them at a higher level in the long run.

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Appendix

Sources for the analysis of clubs' performance on need recognition and affective decision making

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Pricing strategy analysis

Home	Away																			
	Atlético Mineiro	Atlético Paranaense	Avai	Chapecoense	Corinthians	Coritiba	Cruzeiro	Figueirense	Flamengo	Fluminense	Goiás	Grêmio	Internacional	Joinville	Palmeiras	Ponte Preta	Sport de Recife	Santos	São Paulo	Vasco da Gama
Atlético Mineiro		40	40	20	80	40	45	50	50		30	20	50	25	40	30	25	40	30	45
Atlético Paranaense	150		100	100	100	150	100	150	10	100	100	50	150	100	100	100	100	100	100	150
Avai	60	60		60	60	60	30	60	60	60	60	60	60	60	30	30	60	60	60	30
Chapecoense	60	10	10		100	60	40	40	100	60	10	100	100	60	10	60	60	80	100	100
Corinthians	50	50	50	50		50	50	50	50	50	50	50	50	50	100	50	50	50	50	50
Coritiba	20	20	70	20	100		70	50	100	20	20	100	20	70	100	50	50		20	150
Cruzeiro	40	50	50	50		20		20	50	20	50	40	50	20	50	50	20	50	20	40
Figueirense	20	60	60	20	100	60	60		30	10	60	60	60	60	60	60	60	30	60	60
Flamengo	50	50		50	60	50	40	50		60	50	60	50	50	40	50	50	60	40	60
Fluminense	60	40		40	50	40	60	40	60		30	60	40	40	50	40	40	40	40	60
Goiás	20		40	40	50	4	10	20	100	40		40	10	20	30	20	20	40	4	20
Grêmio	40	40	40	40	40	40	40	40	20	20	40		40	40	40	40	40	40	40	40
Internacional	60	40	60	40	40	60	40	40	40	40	40	20		40	40	40	40	60	80	40
Joinville	40	100	30	100	100	20	50	20	100	100	40	20	100			50	30	30	100	30
Palmeiras	80	100	80	60	100	60	60	80	100	80	80	60	80	90		70	30	100	100	80
Ponte Preta	60	60	20		50	20	40	20	80	60	60	40	60	20	80		20	60		40
Sport de Recife	10		60	60	30	10	25	20	25	25	20	25	20	20	25	60		60	25	25
Santos	60	30	20	20	50	20	50	20	60	60	60	40	60	20	60	40	20		100	20
São Paulo	15	20	20	20	30	12	20	20	30	20	20	20	20	20	20	20	20	20		20
Vasco da Gama	40	40	40	40	80	50	40	40	100	40	60	40	60	50	40	60	40	80	160	

Figure 7 Prices of the cheapest individual ticket for each game of the 2015 CBSA. Blue = played behind closed doors/no information available, orange = game with promotional ticket price (own illustration, data obtained from Confederação Brasileira de Futebol, 2015)

Home	Away																			
	Atlético Mineiro	Atlético Paranaense	Avai	Chapecoense	Corinthians	Coritiba	Cruzeiro	Figueirense	Flamengo	Fluminense	Goiás	Grêmio	Internacional	Joinville	Palmeiras	Ponte Preta	Sport de Recife	Santos	São Paulo	Vasco da Gama
Atlético Mineiro		22	24	38	33	10	6	15	27	2	36	18	30	9	20	32	12	7	16	4
Atlético Paranaense	3		34	14	31	8	30	5	37	13	21	26	1	23	35	28	17	19	10	6
Avai	5	15		13	19	23	33	7	3	17	25	9	21	35	31	37	11	1	27	29
Chapecoense	19	33	32		21	1	27	17	25	15	37	12	35	5	29	23	9	3	7	11
Corinthians	14	12	38	2		34	20	9	32	22	30	24	7	25	4	10	18	27	36	16
Coritiba	29	27	4	20	15		9	33	7	24	16	2	25	11	18	12	22	36	32	38
Cruzeiro	25	11	14	8	1	28		23	5	31	13	29	19	37	17	3	35	21	34	26
Figueirense	34	24	26	36	28	14	4		30	38	10	22	8	12	6	16	20	32	18	2
Flamengo	8	18	22	6	13	26	24	11		4	34	14	31	29	38	36	2	16	20	28
Fluminense	21	32	36	34	3	5	12	19	23		28	16	37	1	26	8	6	10	30	14
Goiás	17	2	6	18	11	35	32	29	15	9		4	33	27	22	26	24	12	38	20
Grêmio	37	7	28	31	5	21	10	3	33	35	23		17	19	8	1	15	30	25	13
Internacional	11	20	2	16	26	6	38	27	12	18	14	36		32	24	34	29	9	4	22
Joinville	28	4	16	24	6	30	18	31	10	20	8	38	13		2	14	26	34	22	36
Palmeiras	1	16	12	10	23	37	36	25	19	7	3	27	5	21		30	32	14	9	34
Ponte Preta	13	9	18	4	29	31	22	35	17	27	7	20	15	33	11		38	25	2	24
Recife	31	36	30	28	37	3	16	1	21	25	5	34	10	7	13	19		23	14	8
Santos	26	38	20	22	8	17	2	13	35	29	31	11	28	15	33	6	4		24	18
São Paulo	35	29	8	26	17	13	15	37	1	11	19	6	23	3	28	21	33	5		31

Figure 8 Match day on which each game of the 2015 CBSA was carried out. Blue = played behind closed doors/no information available, orange = game with promotional ticket price (own illustration, data obtained from Confederação Brasileira de Futebol, 2015).

Home	Away																			
	Atlético Mineiro	Atlético Paranaense	Avai	Chapecoense	Corinthians	Coritiba	Cruzeiro	Figueirense	Flamengo	Fluminense	Goiás	Grêmio	Internacional	Joinville	Palmeiras	Ponte Preta	Sport de Recife	Santos	São Paulo	Vasco da Gama
Atlético Mineiro		1.4	0.6	0.1	29.3	0.8	7.6	0.6	33.7	3.6	0.8	6	5	0.1	9.9	0.2	2.4	6.8	16.3	10.1
Atlético Paranaense	5.2		0.6	0.1	29.3	0.8	7.6	0.6	33.7	3.6	0.8	6	5	0.1	9.9	0.2	2.4	6.8	16.3	10.1
Avai	5.2	1.4		0.1	29.3	0.8	7.6	0.6	33.7	3.6	0.8	6	5	0.1	9.9	0.2	2.4	6.8	16.3	10.1
Chapecoense	5.2	1.4	0.6		29.3	0.8	7.6	0.6	33.7	3.6	0.8	6	5	0.1	9.9	0.2	2.4	6.8	16.3	10.1
Corinthians	5.2	1.4	0.6	0.1		0.8	7.6	0.6	33.7	3.6	0.8	6	5	0.1	9.9	0.2	2.4	6.8	16.3	10.1
Coritiba	5.2	1.4	0.6	0.1	29.3		7.6	0.6	33.7	3.6	0.8	6	5	0.1	9.9	0.2	2.4	6.8	16.3	10.1
Cruzeiro	5.2	1.4	0.6	0.1	29.3	0.8		0.6	33.7	3.6	0.8	6	5	0.1	9.9	0.2	2.4	6.8	16.3	10.1
Figueirense	5.2	1.4	0.6	0.1	29.3	0.8	7.6		33.7	3.6	0.8	6	5	0.1	9.9	0.2	2.4	6.8	16.3	10.1
Flamengo	5.2	1.4	0.6	0.1	29.3	0.8	7.6	0.6		3.6	0.8	6	5	0.1	9.9	0.2	2.4	6.8	16.3	10.1
Fluminense	5.2	1.4	0.6	0.1	29.3	0.8	7.6	0.6	33.7		0.8	6	5	0.1	9.9	0.2	2.4	6.8	16.3	10.1
Goiás	5.2	1.4	0.6	0.1	29.3	0.8	7.6	0.6	33.7	3.6		6	5	0.1	9.9	0.2	2.4	6.8	16.3	10.1
Grêmio	5.2	1.4	0.6	0.1	29.3	0.8	7.6	0.6	33.7	3.6	0.8		5	0.1	9.9	0.2	2.4	6.8	16.3	10.1
Internacional	5.2	1.4	0.6	0.1	29.3	0.8	7.6	0.6	33.7	3.6	0.8	6		0.1	9.9	0.2	2.4	6.8	16.3	10.1
Joinville	5.2	1.4	0.6	0.1	29.3	0.8	7.6	0.6	33.7	3.6	0.8	6	5		9.9	0.2	2.4	6.8	16.3	10.1
Palmeiras	5.2	1.4	0.6	0.1	29.3	0.8	7.6	0.6	33.7	3.6	0.8	6	5	0.1		0.2	2.4	6.8	16.3	10.1
Ponte Preta	5.2	1.4	0.6	0.1	29.3	0.8	7.6	0.6	33.7	3.6	0.8	6	5	0.1	9.9		2.4	6.8	16.3	10.1
Recife	5.2	1.4	0.6	0.1	29.3	0.8	7.6	0.6	33.7	3.6	0.8	6	5	0.1	9.9	0.2		6.8	16.3	10.1
Santos	5.2	1.4	0.6	0.1	29.3	0.8	7.6	0.6	33.7	3.6	0.8	6	5	0.1	9.9	0.2	2.4		16.3	10.1
São Paulo	5.2	1.4	0.6	0.1	29.3	0.8	7.6	0.6	33.7	3.6	0.8	6	5	0.1	9.9	0.2	2.4	6.8		10.1
Vasco da Gama	5.2	1.4	0.6	0.1	29.3	0.8	7.6	0.6	33.7	3.6	0.8	6	5	0.1	9.9	0.2	2.4	6.8	16.3	

Figure 9 Supporters of the away side for each game of the 2015 CBSA. Blue = played behind closed doors/no information available, orange = game with promotional ticket price (own illustration, data obtained from Confederação Brasileira de Futebol, 2015)

Home	Away																			
	Atlético Mineiro	Atlético Paranaense	Avai	Chapecoense	Corinthians	Coritiba	Cruzeiro	Figueirense	Flamengo	Fluminense	Goiás	Grêmio	Internacional	Joinville	Palmeiras	Ponte Preta	Sport de Recife	Santos	São Paulo	Vasco da Gama
Atlético Mineiro		4	5	9	8	1	1	1	5	1	10	1	5	1	4	8	1	2	1	2
Atlético Paranaense	1		9	6	6	1	7	1	8	4	3	3	0	1	8	6	1	2	1	1
Avai	1	4		3	4	2	1	2	1	3	4	2	2	1	1	2	3	0	1	1
Chapecoense	6	6	5		5	0	3	6	3	6	9	5	9	2	1	5	2	1	3	4
Corinthians	2	1	1	1		1	1	1	1	1	1	1	2	1	1	1	2	1	1	2
Coritiba	2	2	2	2	3		5	1	3	1	5	1	1	3	8	2	1	1	1	3
Cruzeiro	1	1	3	3	0	2		2	2	5	3	5	5	4	4	1	6	1	8	2
Figueirense	2	1	1	2	3	2	1		2	1	2	4	1	5	1	3	1	1	5	1
Flamengo	1	5	5	3	3	1	3	1		1	9	1	2	4	9	8	1	6	4	3
Fluminense	2	7	6	9	1	1	1	1	3		3	1	8	0	7	2	1	1	6	2
Goiás	3	1	3	5	1	1	2	1	1	2		1	3	1	1	1	1	1	3	1
Grêmio	6	4	6	9	2	6	1	1	6	6	6		2	3	2	0	1	6	6	1
Internacional	4	6	1	7	4	3	2	2	3	6	3	3		2	6	3	4	3	2	6
Joinville	8	1	7	5	3	9	7	6	5	4	6	10	5		1	5	5	5	3	7
Palmeiras	0	1	3	5	2	6	7	3	3	2	1	1	2	2		1	1	4	2	5
Ponte Preta	6	1	7	1	5	2	5	4	5	6	1	7	5	3	4		8	1	1	3
Recife	3	4	6	6	3	1	1	0	2	5	1	4	1	1	1	1		4	2	1
Santos	4	4	5	4	1	3	1	3	1	2	1	1	4	1	1	2	2		4	5
São Paulo	1	2	1	1	2	2	3	1	0	3	1	1	1	1	2	2	1	1		1
Vasco da Gama	12	11	3	6	2	7	3	9	6	4	0	4	1	5	1	1	9	3	1	

Figure 10 Lowest number of points the home side was in front/behind a spot in the table that would secure the championship/a spot in the Copa Libertadores/not to be relegated. Blue = played behind closed doors/no information available, orange = game with promotional ticket price (own illustration, data obtained from Confederação Brasileira de Futebol, 2015).