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***Establishing a Strategic View of Sport Events: Marketing a  
Multiphase Sport Experience***

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Abstract

The multiphase leisure experience looks at the experience as a five phase process that includes anticipation, travel to, onsite behavior, travel from, and recollection. This continuum depicts a dynamic experience, one that evolves and matures across the five phases. The purpose of this study is to take this model and apply it to sport events. Understanding sport events as a multiphase experience will require a new way of thinking and new research endeavors. This paper serves the purpose of both increasing the awareness of multiphase sport experiences and providing direction for future research. Sport events will continue to grow in number and the multiphase sport experience research will allow sport organizations an opportunity to provide a better, more satisfying service experience for the sport consumer. It will also allow marketers to evolve their event brands through additional ancillary and secondary service elements. Overall, recognizing an event as a multiphase experience will create a competitive advantage for sport event marketers wishing to develop and/or maintain strong brand equity. This will enable sport managers to strategically outperform competitors and differentiate from the others to stay competitive.

Sport event managers and organizations are faced with an increasingly saturated market place. This has a significant impact on the marketing of sporting events in several ways. Organizations are finding themselves with limited resources and managers needing to offer expanding opportunities for consumers. These fast changing times show the limitations of traditional views of strategic management and instead demonstrate a must for globalization. Now, more than ever before, event marketers will be required to stay relevant in the marketplace to outperform competitors. Consumer satisfaction with a sports event experience is critical to developing team support, attendance, and revenue for organizations in the multi-billion dollar sports industry (Koo, 2009).

With these challenges, strategic marketing perspectives become a necessity for sport event managers. The essence of strategic event management is to determine why some events outperform others, and sustainable competitive advantages are possible through performing different activities from rivals or through performing similar activities in diverse ways. Sport managers need to determine how an event should operate so that it can create advantages that are sustainable over a long period of time, thus putting an emphasis on positioning through differentiation of a sport experience.

Event marketers are faced with the question of how to compete in order to create competitive advantages in the marketplace and how can these competitive advantages be created that are not only unique and valuable, but also difficult for competitors to copy. If all marketers do is duplicate what rivals are doing, eventually mutual destructive competition will occur, offering no long-term advantage.

As such, event managers need to look beyond the management and marketing of the onsite event experience for differentiation. Historically focus has been on the core, onsite product and much research has emphasized the main event. However, sport spectatorship is a transient experience that evolves as the event takes place and stronger emphasis is needed on the other parts of the event process, as consuming an event is a multiphase experience. Marketers have come to realize that understanding the

consumer experience is critical for developing marketing strategies. Consumption experiences occur before, during, and after the event: when consumers search for products, when they shop for the service, when they are in the process of consuming them, and after the event has ended (Holbrook et. al, 1984). Therefore, the sport experience can be considered to be a multi-contact, multiphase, transient, shifting, continuum of time experience. The total experience offers the consumer the opportunity for satisfaction and dissatisfaction in each phase of the experience (Borrie & Roggenbuck, 2001).

Past research has examined a number of leisure related experiences such as wilderness experiences (Borrie & Roggenbuck, 2001), outdoor recreation (Hammit, 1980) and daily routine (Burke & Franzoi, 1988). Here it was recognized that leisure is not simply a *state* of mind; but instead *states* of mind. These states might, for example, include several types of positive emotions, personal meanings associated with the challenges of leisure environments, and cognitions related to such things as way-finding during leisure travel. Life experiences can be measured by emotion, mood, attention states, feelings, connections with others, and attitudes. Second, the multiple states are dynamic, evolving, and dependent in part on context (Borrie & Roggenbuck, 2001). Taking this paradigm a step further, understanding an event as a multiphase brand experience will require a new way of conceptualizing and conducting the research. Little research in sport marketing has addressed sport services from a multiphase perspective.

The multiphase recreation and leisure experience research entailed a multiphasic approach (Hammit, 1980; Burke & Franzoi, 1988; Borrie & Roggenbuck, 2001). Expanded examination of a sport event experience could be conducted utilizing a similar model, one altered in designed to include the five phases of anticipation, travel to, onsite behavior, travel from, and recollection. Each of the five phases would be explored within a sporting event context and studied from a sport marketing perspective. These phases are shown in Figure 1.

Figure 1: Five Phases of the Multiphase Experience



### *Phase One: Anticipation*

The first phase, anticipation, deals with looking to the future event when thinking about and planning such things such as transportation, reservations, and lodging (Snepenger, 1987). During this stage consumers often visualize themselves actually involved in the activity. The anticipation phase is similar to impression management, where mental imagery becomes a crucial component of anticipation (Burns et. al, 1993). These images influence spending patterns, anxiety, and attitudinal states prior to actual event experience. Heightened anxiety and anticipation states also create images and perceptions influencing attitudes and buying behavior. Travel planning and decision making involves consumer's environmental preferences along with cognitive images. Consumers tend to use images that go beyond the promotional brochures, and an individual only needs a few details to form an impression. It is important to acknowledge that images from consumers will vary depending on age, home residence, occupation, income, and other characteristics (Fridgen, 1984). Visualization can continue not only throughout the anticipation phase, but into the next phase (travel to) and, depending on the meaning of the activity to the participants, emotions such as anxiety and exhilaration may change as one nears the actual event site (Hultsman, 1998).

MacInnis and Price (1987) defined imagery as a process by which sensory information is represented in working memory.

Imagery and information processing falls on an elaboration continuum that ranges from processes limited to the simple evocation of a cognitive concept to processes involving multiple concepts and constructs such as problem solving, creative thinking, and daydreaming. Since imagery relies on stored knowledge, the vividness of the image depends on the level of knowledge development. Imagery may be multisensory involving images that incorporate smell, taste, sight and tactile sensations; or the image may involve a single sensory dimension such as sight. This concept affects sports marketers in several ways and sport researchers have acknowledged the importance of brand association networks (Ross, 2006). In similar research on imagery, Lutz and Lutz (1977) found pictures or imagery-eliciting stimuli in advertisements had a positive effect on memory for product-relevant information. A more recent study identified self-imagery as a benefit variable linking product attributes and consumer values which directly abetted consumer demand satisfaction (Lin & Huang, 2009).

Other factors of the anticipation phase include consumers beginning to make predictions and odds of winning being calculated. For events involving competitions, anticipation is influenced by teams or athletes chance of winning or placing high. It is during the anticipation phase that performance ideas start to develop, and these expectations are largely based on previous performance and records. Other factors involve social interaction with other consumers who may be involved in the experience. The interaction affects the social roles one consumer plays with another, as do the attributes connected with each role (Borrie & Roggenbuck, 2001).

The dissonance theory (Hultsman, 1998) plays a role in the anticipation phase as consumer motives, expectations, and preferences all change across time. Therefore, pre-activity measures may not be at all consistent with post-activity measures. The basis for the dissonance theory describes the human ability to maintain cognitive consistency even when faced with unmet expectations. Thus, for a sport event, one could expect a significant correlation between the chances fans thought their team would win and their level of satisfaction of the overall performance. However, one might also assume that high levels of satisfaction could be obtained without

actually winning since unanticipated setting or programmatic circumstances might cause one to adjust expectations and consider other ways to have a satisfying experience.

Information search is often parallel to or integrated with the activity of consumer buying, or during the planning done in the anticipation phase. The information processing model of consumer behaviors has been extensively applied to understanding the tie between seeking, collecting, and applying information to make more rational product choices. Individuals vary greatly on the amount and sources of information they need to make a purchase decision. Product contexts are important for researchers to consider as individuals have many different purchase and informational styles (Vogt & Stewart, 1998). Often consumers utilize a variety of internal and external sources of information in making their purchasing decisions and knowledge of this information search process can help sport marketers better meet consumer needs.

#### *Phase Two: Travel To*

Phase two of the multiphase experience is travel to, which involves the carryover of anticipation and excitement for the event created in phase one. Travel to pertains to the process of getting to the event itself and is very important for event branding and loyalty initiatives. Issues to keep in mind in phase two include sport as a social experience and that traveling together is common, and can be a crucial part of the experience (Fridgen, 1984). Also, building social identity and a brand community may occur during this phase. Research has examined how people influence each others' feelings during their interactions (Gump & Kulik, 1997; Howard & Gengler, 2001). Social and physical constraints converge upon the individual in the car, train, or bus and privacy, territoriality, and personal space are all concepts that in often unconscious ways are sensitive issues for the consumer (Fairley, 2009).

Event location is another critical aspect of this phase due to access points. The travel to phase may take the consumer through a variety of environments, each of which is briefly viewed from the transportation vehicle. The environment surrounding the event is one medium used by a community to express itself, informing visitors

about its attractions and hospitality. It has been found that the true spirit of the community is carried by the people, and by buildings, designs and plans which are consciously carried out by the community (Fridgen, 1984).

A recent sport event study done by Robbins , (2007) provided a conceptual framework for examining the transport implications of holding events. At the center of the framework lies the impact of travel to events at a destination-specific and wider area level. Surrounding this are four elements of events and destinations that significantly influence the likely transport impacts on and benefits to the destination area. These four elements include event typology, event destination/organizational issues, event/tourism practices, and event destination geography. Both positive and negative transport impacted event satisfaction with the most desirable event locations for planners being permanent facilities like stadia (Robbins et al., 2007).

Statistical analysis of European tourism show the car dominated domestic tourism travel, accounting for around 71% of all trips to and from holiday destinations. The high volume of cars create significant negative environmental impacts to host destinations, especially in rural areas where road infrastructure often is not designed to cope with high traffic flows (Robbins et al., 2007). Other examples of research areas in this phase may include public transportation, traffic patterns, crowd management, weather and parking implications.

Specific research in the travel to phase has been conducted with a focus on fans traveling by bus (Fairly, 2009). The bus trip was found to have a symbolic importance to the group under investigation to the point where the bus was a central component of the group's identity. Travel time on the bus was particularly conducive for both social interaction and camaraderie, which allowed individuals to consolidate and strengthen the group identity. Actual travel can have a key role in setting the social climate for the sport experience. The travel element has been seen as a necessary evil to enable individuals to achieve what has been seen as an end goal of watching an event. This viewpoint has led to the act of travel being viewed simply as incidental to the experience (Daniels et al.,

2005). In reality however, the time spent on actual travel can sometimes outweigh the time spent at the destination itself.

*Phase Three: Onsite Experience*

The third phase in the multiphase experience is onsite experience. Onsite experience concerns the spectators' behavior and interactions at the event itself and onsite experience is where most of the past and current research has been concentrated. Behavior-setting analyses are the focus of typical sport marketing and management research, measuring the satisfaction and results of service interaction (Fridgen, 1984). Environmental psychology plays an important role in this phase as does the consumers' emotional involvement. Borrie and Roggenbuck (2001) performed a research project focused on participants of an Outward Bound trip in the wilderness. In this study, the participants most often were concerned with the social acceptance by the group, followed by a focus on the tasks, the environment, and finally on themselves. During the actual recreational activity participants described their feelings, likes, and dislikes. They frequently mentioned positive emotions and benefits, but at the same time described feelings of exhaustion, nervousness, disappointment, frustration, and guilt.

This actual activity phase may focus on a singular event or a series of related events in the sporting context. The longer the event lasts, the more likely the participants are to experience changes in moods and attitudes toward or related to participation (Hultsman, 1998). Koo (2009) conducted research on three aspects affecting fan satisfaction while in attendance of a sports event (technical quality, functional quality, and environmental quality). All three of these aspects were found to have statistical significance in positively affecting the perceived service quality. In other words, the perceived service quality was determined by a fan's evaluation of a total of service dimensions, of which some are technical, some are functional and some are environmental in nature. Furthermore, the results provided support for the positive casual relationship between perceived service quality and spectator satisfaction.

As with the anticipation phase, imagery can also play a role during the actual consumption experience. Many products are



purchases explicitly for the fantasy imagery they generate (Holbrook et al., 1984). Playful consumption, which includes leisure activities, sports, games, etc., is a domain where imagery appears to play a particularly important value-enhancing role (MacInnis & Price, 1987). Thus, imagery in the consumption phase has the potential for increasing product satisfaction. The concept of authenticity also suggests that experience satisfaction is related to the perception of authentic attractions. Satisfaction is diminished if the consumer feels that the settings are faked or staged. This could be true of a sporting event incident or game outcome. The results of the interaction between the consumer, the host, and the facility contribute to the total onsite experience (Fridgen, 1984).

Personnel dimensions is an influential experience factor (Theodorakis & Alexandris, 2008). This refers to the service provided by employees on game day including the feelings of “fairness” created by the credibility of the team administration and the employees. Service quality was a key issue for organizational success, relating directly to increased consumer loyalty and higher profits. A customer with positive service quality perceptions was likely to report high levels of satisfaction and subsequently develop attitudinal and behavioral loyalty with the organization and its services (Theodorakis & Alexandris, 2008).

The tangible aspect of the service is an important element of marketing the event. In this respect, the stadium is the place where the sport product or game is produced and simultaneously consumed by the fans (Robbins et al., 2007). It is likely that aspects of the onsite experience phase are related to the team’s on-court or on-field performance, as this would have a strong effect on a sport fans’ overall experience (Theodorakis et al., 2008). Since sport marketers lack influence over the outcome of the game, they should focus on aspects such as facility design and ambience, cleanliness, personnel behaviors, and secondary services like restaurants and cafes.

### *Phase Four: Travel From*

The next phase, travel from, deals with the return travel aspect of the experience or the travel home phase. This is probably the least examined phase of the multiphase sport experience, and as

such, it is the least understood. Travel from incorporates many of the same issues associated with the travel to phase such as crowding, transportation and traffic patterns. Travel from could possibly be differentiated from travel to with the fatigue factor setting in or by the opportunity for side trips (Hultsman, 1998). When the sport event has ended, the participants either head home or on to another activity, and at this time, initial reflection regarding one's experience takes place. Participants may experience tiredness or rejuvenation, relaxation or anxiety, jubilation or depression, etc. Discussions that take place on the way home are likely to be very different than those while traveling to (Borrie & Roggenbuck, 2001.)

Research has found the travel from phase involves a change in consumer moods. The increased mood level occurring during the on-sight sports event did decrease as the consumer moved into and through the travel from phase (Nawijn, 2010.) Often respondent's thoughts were of going home and how fast the time had gone by. Sport marketers must recognize the role these changes in mood play in this phase of the event experience.

#### *Phase Five: Recollection*

Recollection is the final phase of the multiphase sport experience, and includes the recall, reflection, and memory of the other four phases of the event experience (Walker et al., 1998). Commonly studied fan characteristic variables influencing this phase are fan identity, fan motivation, and brand associations (Theodorakis & Alexandris, 2008). The recollection phase involves consumers consolidating impressions and perceptions into memories, emotions and evaluations into their own stories. Expectations that initiated the event plan are now merged with actual experiences and shortfalls and achievements are reflected upon and integrated into new images (Fridgen, 1984). Influencing what people remember is perhaps the greatest tool that a marketer can use to build brand equity. Theodorakis and Alexandris (2008) discovered that a previous positive experience is an extremely valid determinant of future purchasing decisions. In one study comparing gender recollections, females recalled more positive social aspects of the activity than the male participants. In addition, it was found that negative experiences

fade, while the more positive experiences were recalled with more accuracy.

Obviously, differential memory effects are at play during this phase of the multiphase experience (Fridgen, 1984) and stories told about the experience are not limited to those experiences of just the present. Consumers with a history at the event may remember the best stories from the past and enjoy reliving and retelling them as part of the current experience. The exchanging of stories is often a part of the final phase of the experience (Patterson et al., 1998). Depending upon the meaning associated with the multiphase sport experience, this phase may continue until the experience occurs again. Therefore, the anticipation phase could actually overlap the recollection phase from the previous experience (Hultsman, 1998).

During the first four phases of the sport experience, the consumer is likely to interact with multiple service providers. Satisfaction with these personal interactions will be influential to the experiences throughout the anticipation, travel to, onsite, and travel from phases (Neal et al., 1999). Satisfaction and recollection are also dependent on the imagery created throughout the multiphase sport experience (MacInnis & Price, 1987). Upon completion of these four phases, attitudes and perceptions about the event, community, and environment may have transformed. The final phase allows these new perceptions to shape consumers' future behaviors and event experience decisions. One possible broadening effect of the experience is a continued exploration of event-related products and activities after the return home. The broadening effect offers a great tool for sport marketers to use to build brand awareness and equity, such as team merchandise and future ticket sales. Another broadening effect example could be purchasing a collector book of the team, players and sport facility associated with the event.

Positive recollections influence making decisions about future consumption behaviors. The tendency to save mementos, ticket stubs, and photos indicates consumers' desires to relive the experiences. Imagery plays an important role in this process suggesting that an experience can last well beyond its conceived duration. Sport marketers need to realize and learn to capitalize on

the influential role that elaborated imagery plays in consumer repurchase behaviors (MacInnis & Price, 1987; Lin & Huang, 2009).

### **Suggested Research Methodologies**

Recognizing a sport event as a multiphase brand experience brings about a significant need to conduct research in all phases of the event consumption experience. This research may include sport events taking place at their physical locations as well as the social behaviors unfolding during the experience. This combination of research could be difficult given the limitations of conducting research and logistical constraints. The variable levels of emotion support the idea that not only does each phase fluctuate in satisfaction, but these levels of satisfaction vary within each phase. Quite surprising, research has paid little attention to consumers' moods, with the focus most often on customer satisfaction (Nawijn, 2010.) Typically, research in these areas may include retrospective studies, or pre and post experimental designs. Ideally, researchers would sample and collect data during each phase of the actual experience. Two common sampling methods that can be utilized to achieve this purpose include Experimental Sampling Method (ESM) and Phenomenon Sampling Method (PSM). However, Experimental Sampling Method is the recommended method proposed here, and further discussion is provided hereafter.

#### *Survey Method*

The Experimental Sampling Method was developed by Csikszentmihalyi and associates, and involves detailed monitoring of respondents' daily behavior. This monitoring was originally done through the use of electronic pagers which were activated by the researcher on a random basis. When the pager sounded, respondents were required to fill out a short questionnaire that focuses on 'where you are', 'what you are doing', 'who you are with', and 'your mood at the time.' Experimental Sampling Method has the advantage of providing real-time data on environmental context, feelings and activities (Larson & Csikszentmihalyi, 1983). Keeping with the concept of a sport experience being a multiphase experience, the true measure of an individual's experience can be derived only from a

moment-to-moment sampling of the behaviors, thoughts and feelings during the experience.

Benefits of using ESM are that participants do not suffer from the deficiencies of other methods such as memory decay, participants do not feel pressured to give socially desirable responses, and ESM prevents overgeneralization. Close association in time between actual experience and data collection is also a valuable tool for validity checks. Previous ESM challenges of the cost of the procedures and the logistics have been addressed with recent advancements in technology. Now there exists a more realistic possibility for conducting this research using ESM as most respondents are mobile and self-wired with access to texting and direct online surveys. Other communication examples could include the use of tablet computers or cell phones with onsite surveys. These options would offer instantaneous results and real time data collection. The ESM provides contextually specific data at physical locations chosen by the researcher and also some initial meanings that the individuals attach to the experience. The combination therefore is synergistic, enabling a much more comprehensive understanding of the experience than other methods provide.

Previous researchers conducted utilizing the ESM method did experience some constraints (Borrie & Roggenbuck, 2001). Based on these experiences, the following guidelines have been offered for future using ESM research. First, researchers caution the use of ESM in certain situations which would be considered inappropriate. Events and facilities where technology is not widely accepted, such as an outdoor wilderness setting, would be one such situation. Also, in respect to the consumer's experience, the number of sampling times will need to be limited as to not disrupt the actual sport experience. The difficult question is whether or not more checks would produce different results, thus questioning the adequacy of the sampling level. Third, the repeated measures design requires an effort by respondents to report multiple times before, throughout, and after the event in order to complete the survey process. Often subjects fail to complete the entire process, creating a hole in the method and resulting in the survey being excluded from the research.

### *Survey Design*

The multi-dimensional aspects of a sport experience lead to a question of the most effective measures of analysis. A complete survey process involves a combination of both quantitative questions such as real time satisfaction (RTS) and qualitative such as post hoc satisfaction (PHS) questions (Stewart, 1998; Hultsman, 1998). This combination allows for a greater degree of innovative and adaptive analysis techniques. Real time satisfaction questions focus on that which is being experienced “right now” and PHS focuses on one’s interpretation and evaluation of an experience after it has been completed.

The quantitative section would utilize a measurement tool similar to that utilized by the outdoor adventure experience which is comprised of a mood scale, a focus of attention scale, and a perception of competence and risk scale (McIntyre & Roggenbuck, 1998). The mood scale is a seven-point semantic differential comprised of twelve bipolar adjectives used to describe moods. The focus of attention scale included a differential rating of the degree of focus on self, others, nature and task. For the purpose of the multiphase sport experience study, nature could be adapted to fit the specific sport event. This scale consisted of a stem “How much are you focusing on each of the following,” and four items; “your own thoughts and feelings?”, “other people round you?”, “the environment?”, and “the task you are carrying out?”. Responses were measured on a ten-point scale varying from “Not at All” (0) to “Very Much” (10). One set of these scales was completed at each of five predetermined sights throughout the experience.

Qualitative research helps to unravel contradictory perspectives and underlying arguments, offering further insight into the study (McIntyre & Roggenbuck. 1998). Therefore, a qualitative section would be included in the ESM process of a multiphase sport experience study. The qualitative section would involve personal written accounts of one or more of the phases of the sport experience. The purpose of these written accounts would be to gain deeper insights into the participants’ feelings and perceptions during a particular phase. Through the use of personal written accounts in research conducted by McIntyre and Roggenbuck (1998), the

complexity and variety of feelings and perceptions which characterized the experience were captured. The overall focus was on the meaning of the experience, how the experience was constructed and remembered. The process allows respondents to share characteristics of their experience that are not typically mentioned in literature, such as disappointment and frustration. Open-ended questions could also be incorporated to assess the participants' feelings about specific aspects of the multiphase sport experience.

### *Data Analysis*

When analyzing the ESM data, there are two approaches that could be utilized. First, the data may be analyzed using each participant's response at each location as an individual data point. A second option would be to use the variations in participants' moods, focus of attention, and perceptions of satisfaction and compared them between locations. Satisfaction is defined as an act of judgment, a comparison of what people have to what they think they deserve, expect, or may reasonably aspire to. If the discrepancy in this comparison is small, the result is satisfaction. If the discrepancy in this comparison is large, there is dissatisfaction (Hultsman, 1998). Satisfaction differs from happiness. It is one's temporary positive feelings and morale at the moment, including the future-orientated optimism in one's life. Dissatisfaction does not necessarily imply an inability to cope with adverse conditions. It simply means there is larger discrepancy between expectations and aspirations compared to the reality of the experience. Just because desired outcomes and expectations do not match, this does not necessarily mean that fulfillment did not occur. Patterson, et al. (1998) described a qualitative analysis process that can be used to help to determine what individual statements reveal about the experience being studied. The system used attempted to identify dominant themes which seem to characterize the nature of participants' experiences and to present the different ways these themes were featured in their experiences.

Research in the multiphase sport experience phenomenon would give sport marketers the necessary information for looking

beyond the onsite experience and creating a competitive advantage. Advances in technology have increased the opportunity to think outside the box when it comes to conducting this research. The Web, Wi-Fi, and Social Networking sites offer easy to use, acceptable forms of communication. When conducting research during online events, survey administration can easily be done during the event. Online ESM would also work effectively for sport events that are free for viewing online, such as the World Cup games.

Overall, the multiphase research process would use a combination of emerging technologies and ESM to survey participants during each of the five phases of the sport event experience. A blend of qualitative and quantitative information would be collected at specific non-intrusive intervals. This would allow for real time data collection and an opportunity for respondents to evaluate the immediate experience. Sample size for quantitative components would be dependent on the specific measures used, and would allow for accurate measures of reliability and validity. While validity and reliability of many scales has been proven through previous research application with recreation and leisure foci (Larson & Csikszentmihalyi, 1983), additional evaluation is always needed. Specifically, confirmatory factor analysis and structural equation modeling could be used for establishing model fits and power of analysis. For qualitative components, sample size would be established based on the point of information saturation and redundancy of data collected.

### **Recommendations and Conclusions**

Viewing sport events as a multiphase brand experience allows sport managers and marketers to better fulfill consumer satisfaction expectations. However, there are implications in not having complete control over all aspects of each phase. One example of this may be the traffic flow after an event. On the positive side, a multiphase approach opens up opportunities for additional revenue in each phase of the event consumption, and not just during the onsite event. In the first, anticipation, event marketers can look for better ties with television shows, offer live updates through the web



using social networking sites, and renew the importance of pep rallies. In phases two and four, travel to and travel from, ideas such as group packages, radio shows, web updates, weather, parking, traffic, social identity through traveling with a group all foster brand community. In phase five, recollection, offering reflection opportunities through social networking sites, as well as gifts and memorabilia from the gift shop can help create a better experience and offer additional revenue streams.

Recognizing sport experiences as multiphase occurrences is necessary for the success of marketing to sport consumers. The experiences represented by this continuum are a package deal; one phase does not come without the other four. The continuum depicts a dynamic experience, one that evolves and matures across five phases. Because the experience continuously changes, changes in appraisals of the quality of the experience will change as one moves along the time-space continuum (Hultsman, 1998). Sport researchers must conduct studies in all phases of the event experience to better understand the need and wants of the sport consumer. By doing this, event managers can develop, maintain and market services that successfully oblige consumers. This allows sport organizations and event marketers to develop logical extensions, partnerships, co-branding opportunities, and lasting sponsorship relationships.

The sport mega event study conducted by Florek, et al. (2008) found that Germany, host country for the FIFA World Cup event, experienced a positive change in consumer evaluation from the anticipation phase to the recollection phase. Germany embraced the event opportunities to enhance images through this mega event through specialized customer service training for all staff involved in the event, as well as uniform coordination of all police, event volunteers, and railway staff. Event consumers did not only respond positively to the magical environment of the event but also to additional surrounding aspects (Florek et al., 2008).

Conducting international research on sport as a multiphase experience involves additional insight into the cultural differences on consumer behaviors in different countries. As this and other studies develop, cultural differences will need to be controlled and considered. International sport research models should be cross validated in

various participatory leisure sports contexts, and should be validated against behavioral and attitudinal aspects of participation. In addition, consumer culture should be among the variables considered for international communication and cross-culture research (Theodorakis & Alexandris, 2008).

In conclusion, there is evidence that the sport experience is multiphasic. In each phase our consumers experience changing feelings, moods and perceptions. Sport marketers need to think about the full, transient experience that consumers engage in when consuming a sporting event. This paper serves the purpose of both raising the profile of multiphase sport experiences and informing future research directions. As the sport industry continues to prosper there is an increased focus on all phases of the event experience from anticipation, travel to, onsite experience, travel from, to the recollection phase. The multiphase research approach allows the organization an opportunity to provide a better, more complete satisfying service experience for the consumer in all phases of the sport experience. It also will allow marketers to evolve their event brands through additional ancillary and secondary service elements. Recognizing a sports event as a multiphase experience creates a competitive advantage for event managers and marketers. Ultimately, this enables the sport marketers to develop and maintain strong brand equity, and to strategically outperform competitors and differentiate from the others to stay competitive.

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