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Watching sports together in a massive crowd can deliver a unique experience to spectators. However, it can also expose spectators to unintentional risks (Stepanov & Smith, 2009). It is therefore important for facility managers to proactively plan and manage the movement of spectators to enrich their experience and prevent detrimental consequences. Specifically, managing the ingress and egress of spectators and event attendees is an imperative task.

Previous managerial studies on ingress, egress, and movement considered retail stores and shopping malls (Kuruvilla & Ganguli, 2008; Majumdar, 2005), while those concerning sports and public assembly facilities are still lacking to our knowledge. Moreover, no conceptual framework about spectator movement in terms of crowd management has been found in literature. In this study, we established and examined the sport crowd movement experience (SCME) model. We conceptualized the SCME model to better understand how spectators' ingress and egress experience affect their cognitive and behavioral outcomes, and to identify the important factors in this relationship.

Scholars have devoted to investigating the relationship between facility service quality and consumer behavior as well as team identification and consumer behavior (Heere & James, 2007; Matsuoka et al., 2003). However, research has been insufficient in connecting the dots among these variables with crowd movement experience. Accordingly, we applied the collective identity framework (Ashmore et al., 2004) to identify the cognitive and affective antecedents. Specifically, we identified team identification as a cognitive self-categorization attachment and sense of interdependence as emotional involvement felt with a group and elucidated its effect on other variables.

Three variables are identified as mediators based on the theory of traffic flow (Løvås, 1994): Speed indicates the perceived time for ingress and egress, density refers to the perceived number of people and restrictiveness of physical body movement, and flow indicates the overall conscious experience of the crowd movement. Scholars in different disciplines have adopted the theory of traffic flow to understand the interaction between consumers and facilities (Lam & Cheung, 2000; Løvås, 1994). For example, perceived crowding of consumers positively influenced consumers' emotions and overall satisfaction, but perceived spatial crowding with high density had a negative impact on the consumers' emotions (Li, Kim, & Lee). Flow is determined by its relationship with speed and density—the moment where the most traffic passes a reference point in terms of density and speed is the moment of peak flow. In the current model, we took a customer-based approach to these elements of traffic flow and further operationalized the perceived crowd movement experience. Along with the antecedents and key mediating variables, perceived facility service quality and revisit intention were identified as the consequences in the model (Yoshida & James, 2010).

The purpose of this study is to develop and test the SCME model. The model contributes to the sport marketing literature by identifying the relationships among collective identity, crowd movement experience, facility service quality, and behavior intention. Also, this study provides managers insight into better recognizing and fixing the problems that happen because of crowding at facilities.