Middle East and North Africa Football Fan Engagement

This case study is for the purposes of education only and does not suggest any good or bad

practice on the part of anyone mentioned in the case study.

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ABSTRACT

This case looks at why fans matter to football. Global studies show similarities, as well as regional and local variations, in fan engagement and fan support of football clubs, leagues and competitions. A recent study of football in the MENA region conducted by Deloitte on behalf of Josoor Institute is used to explore how and why fans support football clubs in the MENA region. Some of the data from this study is used to give students the opportunity to analyse patterns of fan engagement and motives for support in different countries across the MENA region.

INTRODUCTION

Why do Fans Matter to Football?

Building the fan-base so that sporting matches are attended by crowds of fans is important for a number of reasons.

Great fans can help to create a great sporting atmosphere and in football have been credited by players and managers as being "the twelfth man," inspiring teams on to victory.

Beyond the sporting impact, the number of fans and where they come from – local, regional, global – can have commercial implications for clubs. Fans are an important source of revenue for clubs and leagues:

<u>*Sponsorship*</u>

There is a link between the size of audience and the amounts paid in shirt and other types of sponsorship, as sponsors aim to achieve brand awareness and a positive brand identity through association with sport.

Match day

The drama – sometimes referred to as "unscripted drama" of sport – in which the outcome between two teams cannot be predicted, keeps supporters coming back to attend matches. Revenue from ticket sales, hospitality and other aspects of match attendance can be important to clubs.

Broadcast

In addition to physical attendance at stadia, broadcast or digital coverage of matches can generate significant revenue. Marketers wishing to reach the same audience demographic as those viewing can be prepared to pay for advertising or sponsorship, which in turn, gives commercial value to broadcast rights.

TV broadcast payments or "rights" are greater for a sporting event which has a large, and global, or international, audience. Advertisers are more likely to pay to advertise in the intervals between sporting contests with a large audience.

So both for sporting and commercial sustainability reasons, fans matter to football.

The Global and Local Game of Football

Global

Football is a global game. Versions of football have their origins way back in history in a number of countries and continents around the world. From versions played on horseback, to those in which a ball, or round object was kicked from one end to another of a pitch, village – even a corridor – can be found in countries including China, Japan, Argentina, England and beyond.

Association Football, Football (or Soccer in the USA), has its roots in 1863 in England, when rugby football and association football branched off from each other and the

English Football Association, the sports first governing body was formed.[1] Scotland lays claim to amending the proposed rules to include passing and authors point out that this "combination" game resulted in much of the technical difficulty and interest which fans find in the current game.[2]

Since then, Association Football has grown to be a global game. FIFA, the sport's governing body, now has 211 Member Football Associations, who belong to 6 different Confederations:

- Asian Football Confederation (AFC),

- Union of European Football Associations (UEFA)

- Confederation of North, Central American and Caribbean Association Football (CONCACAF)

- The South American Football Confederation (CONMEBOL)

- Oceania Football Confederation (OFC)

- Confederation of African Football (CAF

The development and level of support for clubs and leagues in these countries varies. So, whilst football is rightly argued to be a global game, in that there are global football competitions, such as the FIFA World Cup, a global governing body (FIFA) and fans of some of the bigger football clubs, players and leagues in every part of the globe, the game also has different challenges and opportunities and has differences in the league and club structures in different regions and countries.

Local and Regional

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1. "History of Football - The Origins," *About Us*, FIFA.com (website), Accessed 6 October 2018, https://www.fifa.com/about-fifa/who-we-are/the-game/index.html.

2. Patrick Barclay, "After 150 years the truth: Scotland invented football," *Independent*, 11 August 2013, Accessed 30 October 2018, https://www.independent.co.uk/sport/football/news-and-comment/after-150-years-the-truth-scotland-invented-football-8756018.html.

Deloitte (2018) identifies the five largest football leagues by revenue as being in Europe; the English Premier League, Germany's Bundesliga, Spain's La Liga, Italy's Serie A, and France's Ligue 1 being the top five. These are closely followed by Asian leagues: the Chinese Super League and J1 league in Japan and then by the US Men's League, Major League Soccer.

The English Premier League (in 2016-17) had the fourth highest revenue of any sports league in the world, behind USA leagues NFL (American Football), MLB (Baseball) and NBA (Basketball).

So whilst some of the world's largest football leagues are in Europe, there are football leagues around the world with significant levels of revenue and global reach.

As well as the "mature" and longstanding football markets, a number of other countries have seen a recent rise in growth in interest and a development of their own local leagues. Two of the fastest growing football markets in recent times have been those in USA and China.[3] The growth in these markets is both for domestic football and also among fans of clubs and leagues from other countries.

The fastest growing league in the past few years has been the Chinese Super League.[4] Announced in 2002, the league began in 2004. The original league, Jia-A created in 2004, had experienced a number of difficulties with some high profile accusations of corruption following its initial success.[5]

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3. "US, China among fastest growing football markets," *Gulf News*, July 12, 2017, https://gulfnews.com/sport/football/premier-league/us-china-among-fastest-growing-football-markets-1.2057401.

4. Ryan Macklin, "The fastest growing league in the world," *Artefact*, http://www.artefactmagazine.com/2017/02/22/fastest-growing-league-world/.

5. Ibid.

The growth and development of domestic league football in China has been fueled by the interest and support of Chinese President Xi Jinping, who set out a ten year plan to help China to become a football superpower.

Local Variations

Whilst the game on the pitch may be played to the same rules, there are a number of local differences in how clubs, leagues and competitions are structured:

Club Ownership: The 50+1 rule in the German Bundesliga is intended to ensure that German Football clubs remain under local ownership, whilst clubs in England allow foreign investment and ownership and those in Spain are owned by the "Socios" or members on a joint ownership model.

League Structure: Major League Soccer, the US Men's Soccer League, is a closed league in which there is no promotion and relegation. Clubs remain members unless they leave. In other leagues, for example English, Spanish, German, the teams finishing bottom of a league go down to the league level below. For the leagues below the top tier, teams finishing top are promoted or go up to the league above.

The numbers of teams who are promoted and relegated, the number of teams in the league, the number of times teams play each other per season and various other aspects of league rules and funding, however, vary around the world.

National or Local Competitions: Whilst a majority of football leagues around the world are national in scope, there are still, particularly in larger countries, some regional or "State" competitions, such as the State Championships which are played alongside the national league matches in Brazil.

Playing Style: Football is associated with particular models or styles of play, sometimes with different formations, in different countries. Samba-style Brazilian

play, Total Football of Netherlands 1974, or the Tiki-Taka short passing game associated with Spain, particular styles are associated with particular countries.

Levels of Attendance and Revenue Models: In different countries, and in different leagues within countries, the revenue mix is different.

For example, the English Premier League broadcast deals amount to over £8 billion and this makes broadcasting the biggest sources of revenue for the clubs in this league, yet match day attendance and the money gained from ticket sales is much more important to clubs in English Football Leagues 1 and 2 (the third and fourth tiers of English Football) as broadcast revenue is far lower for these clubs.

In some countries, there is currently no market for the broadcast rights for live football matches, often when there is insufficient attendance for sponsors or advertisers to be interested resulting in lower, or no, commercial value to owning rights.

Average size of crowds and capacity utilization (how full a stadium is for a match) are of far greater importance where there is little or no broadcast income. In some countries, however, revenue is earned and distributed by leagues, or from the government, rather than through clubs managing their own finances.

Motivations and Nature of fan support

"We'll Support you ever more"

Marketing theory argues that loyal customer relationships are good for businesses (Day 1969, Jacoby 1971, Olson and Jacoby 1971)[6] because repeat business is cheaper than

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6. G.S Day, "A Two-Dimensional Concept of Brand Loyalty," *Journal of Advertising Research* 9, No: 3 (1969): 29-35.

J. Jacoby, "A Model of Multi-Brand Loyalty." *Journal of Advertising Research* 11, No: 3 (1971): 25-31.

generating new business therefore increases profitability. Research into sports also argues for the benefit of loyal fans (Gladden and Funk (2001, p.68))[7] because this: "ensures a more stable following even when the core product's performance falters (i.e. the team has a losing season)," can also result in opportunities for brand extensions and boosts sponsorship and other income.

Sports marketing has taken a number of different approaches to studying fan loyalty.

- ***To adapt and to apply concepts from marketing to sport*** for example adaption of George Day's work on behavioural and attitudinal loyalty (Day 1969)[8] to football (Tapp and Clowes 2002)[9]. Day identifies two types of loyalty; ***behavioural loyalty*** in which someone shows patterns of repeat loyal behavior such as buying the same brand repeatedly, and ***attitudinal loyalty*** in which a psychological or emotional attachment is showed to a brand.

  Day also argues that behaviourally loyal customers might go on to develop attitudinal loyalty.

- ***Sports Marketing studies of Fan Behaviour***

  Sports marketing research proposes a number of factors which explain fan behaviour (Wann 1995, Sutton, McDonald and Milne 1997, Mael and Ashforth 1998, Gwinner and Swanson 2003, Wann and Branscombe 2003).[10] A majority of

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J.C. Olson, & J. Jacoby, "A construct validation study of brand loyalty," *Proceedings of the American Psychological Association* 6 (1971): 657–658.

7. James Gladden and Daniel Funk, "Understanding Brand Loyalty in Professional Sport: Examining the Link between Brand Associations and Brand Loyalty," *International Journal of Sports Marketing and Sponsorship* 3, No: 1(2001): https://doi.org/10.1108/IJSMS-03-01-2001-B006.

8. Day, "A Two-Dimensional Concept of Brand Loyalty."

9. A. Tapp & J. Clowes, "From "carefree casuals" to "professional wanderers," *European Journal of Marketing* 36, No: 11/12(2002): 1248 – 1269.

10. Daniel Wann, "Preliminary Validation of the Sport Fan Motivation Scale," *Journal of Sport and Social Issues* 19, No: 4 (1995): 377-396, https://doi.org/10.1177/019372395019004004.

these scales and inventories have been developed for North American sports and then have been taken or adapted for other sports and other markets.

- *Social Behaviour Studies and Sport*

  Some fan loyalty research is rooted in broader studies of social identity. These studies (e.g., Tajfel and Turner 1985)[11] argue that factors such as nationality, age, gender, or sport membership, help to define who identities with football and the clubs with which they identify.

- *Sense of Belonging*

  Studies have also focused on sports for their "linking value" and the sense of belonging and self-esteem that fans can get by belonging to a group of "like-minded" individuals who are linked by their shared support (Tajfel and Turner 1985)[12] and the impact of support on self-esteem.

What drives Football Fan Loyalty?

Research finds that that different sports can inspire loyalty for different reasons because of the nature of the sport, or the particular fans. For example, artistic gymnastics or ice skating might give aesthetic pleasure to fans, sports might be valued as sporting contests

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Nyla Branscombe & Daniel Wann, "The Positive Social and Self Concept Consequences of Sports Team Identification," *Journal of Sport & Social Issues* 15. (1991): 115-127. 10.1177/019372359101500202.

W.A. Sutton, M.A. McDonald, M.A and G.R. Milne, "Creating and fostering fan identification in professional sports," *Sport Marketing Quarterly* 6, No: 1 (1997): 15–22.

K. Gwinner & S.R. Swanson, "A Model of Fan Identification: Antecedents and Sponsorship Outcomes," *Journal of Services Marketing* 17. No: 3 (2003): 275 - 294.

F. Mael & B.E. Ashforth, "Alumni and Their Alma Mater: A Partial Test of the Reformulated Model of Organizational Identification," *Journal of Organizational Behaviour* 13, No: 2 (1992): 102-123.

11. H. Tajfel & J.C. Turner, "The Social Identity Theory of Group Behavior," In: Worchel, S., & Austin, W. Eds., *Psychology of Intergroup Relations* 2, Chicago, 1985.

12. Ibid.

or as family entertainment. Sport might provide escapism from a daily routine, or can provide the types of social and personal benefits identified above.[13]

Studies have also looked specifically at what drives football fan support. Factors which impact on fans support of a particular team include:

- The *physical environment / stadia* / seating, availability of family stands etc.[14]

- The role of *Corporate Social Responsibility* (CSR) and community responsibilities of football clubs (Breitbarth and Harris 1998, Blumrodt et al 2012).[15] Supporting good causes both locally and internationally can create positive fan relationships (Breitbarth and Harris 2008).[16]

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13. Sutton et al., "Creating and fostering fan identification."

M. Shank & F. Beasley, "Fan or Fanatic: Refining a Measure of Sports Involvement," *Journal of Sport Behavior* 21 (1998): 435-450.

Mael et al., "Alumni and Their Alma Mater."

Gwinner et al., "A Model of Fan Identification."
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Wann et al., "Sports fans: Measuring degree of identification."

Tapp et al., "From "carefree casuals" to "professional wanderers.""

Heikki Karjaluoto, Juha Munnukka & Milja Salmi, "How do brand personality, identification, and relationship length drive loyalty in sports?," *Journal of Service Theory and Practice* 26, No: 1 (2016): 50–71, doi:10.1108/jstp-09-2014-0206.

14. K. Wakefield & J. Blodgett, "The effect of the servicescape on customers' behavioral intentions in leisure service settings," Journal of Services Marketing 10 (1996): 45–61.

K. Wakefield & H. Sloan, "The effects of team loyalty and selected stadium factors on spectator attendance," Journal of Sport Management 9 (1995): 153–172.

T. Fernandes & Sara Neves, "The role of servicescape as a driver of customer value in experience-centric service organizations: the Dragon Football Stadium case," *Journal of Strategic Marketing* 22 (2014).

15. T. Breitbarth & P. Harris, "The role of corporate social responsibility in the football business: towards the development of a conceptual model," *European Sports Management Quarterly* 8. No: 2 (2008): 179-206.

J. Blumrodt, D. Bryson, & J. Flanagan, "European football teams' CSR engagement impacts on customer-based brand equity," *Journal of Consumer Marketing* 29. No: 7 (2012): 482 – 493.

16. Ibid.

- Having *Star Players*. Fans might support a club, or even change their support between clubs, to follow a player they admire.

- *Head Coach / Manager* Fans may not change clubs to follow or support a particular manager, but they might be more attracted to the style of football or players signed by a particular Head Coach or Manager and might attend a greater or smaller number of games.

- *Style of Play* Some fans might admire and enjoy a particular style of play which draws them to support a particular team.

- *Local Pride* Patterns of fan support in some countries have a strong local element in which fans might support a team from the city in which they grew up, a place they lived or studied, from a particular region, or country.

- *The role of family* The largest single reason why fans in England support a particular club is because a family member, often a parent, took them to matches during childhood.

- *The role of friends* Football can be a good social opportunity and fans will sometimes have been introduced to match attendance and support of a particular club by attending matches with friends who were already fans.

What is the same and what is different in global fan support for football?

There are relatively few studies which compare similarities and differences in how fans support clubs and leagues in different parts of the world.

There are, however, some which provide richer insights into fans from particular countries. For example, there are studies of Japan's J League football fans (Nakazawa,

1998),[17] of Australia's A League fans (Mahony et al 2002, Trecker 1998)[18] and a number of studies focusing on fan support of clubs in Europe which help us to identify some influences on patterns of fan support:

Maturity of Leagues and Clubs

Put simply, football has been around for longer in some countries than in others. Clubs, leagues, competitions have existed for over a hundred years in some countries and are far more recent in others. Probably as a result, the market for football is less well developed in some countries and is mature in others.

It is not, however, a given that loyalty builds smoothly over time. Research into the football J-League in Japan showed an initial rising interest then a slump in attendances after four years (Nakazawa, 1998), a peak following the 2002 World Cup then another dip and more recently attendances have risen again.

Global and Local Fans

Where clubs and leagues have longer history and a greater record of success, fans are often spread around the world. For other clubs and leagues, which are either more recent, or have been less successful, the fan base can be much more local.

Levels of Success

Some clubs have won more and have been more successful. In turn, that has gained them greater financial rewards, which they can then spend on better players. Deloitte (2018)

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17. Nakazawa, M., Mahony, D. F., Funk, D. C., & Hirakawa, S. "Segmenting J. League spectators based on length of time as a fan." Sport Marketing Quarterly 8. No: 4 (1999): 55–65.

18 D.F. Mahony, M. Nakazawa, D.C. Funk, J.D. James, J.M. Gladden, "Motivational Factors Influencing the Behaviour of J. League Spectators," *Sport Management Review* 5 (2002): 1 – 24.

J. Trecker, "MLS' brief history: Hits and misses." *Street & Smith's Sports Business Journal* (June 1–7, 1998): 22–23.

and others point to a positive relationship between the amount spent on player wages and the level of sporting success of clubs.

Success is however a perception (Bridgewater 2010). Fans of very successful clubs sometimes complain about dipping to league positions which other fans can only dream of!

Support for Clubs or Players?

The relative importance of star players, local pride, the role of family and other factors seen in studies of football fan loyalty differ among fans in different parts of the world. Studies of fans from different countries who support the same club highlight the differences and similarities in loyalty and what drives it. [19]

Some studies of fan loyalty in Asia, for example, suggest loyalty and support for particular players, which might transfer to another club if the player changes club. In other countries loyalty to a particular club is more common, regardless of who are the players or the manager.

Twin-Team Support

Whilst in some cultures supporting more than one team would be a sign of disloyalty and be frowned upon, in others supporting more than one team is quite common.
In some countries such as China, fans might quite often support both a local and an international club side. Both types of support can be strongly felt, although these might be motivated differently.

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19. Choi (2013), hypothesizes that the process of loyalty formation may be psychologically different among fans from the domestic and overseas markets of clubs. Contrary to the popular belief of some domestic fans, there is not a lower level of attitudinal loyalty among satellite or dislocated fans, and their motivations for support are similar between South Korean and English fans of an English Premier League club, the pattern of loyalty and the elements which make fans most loyal to the club do, however, differ.

Satellite Fans

Clubs who have a more global fan-base might have to create marketing strategies which take into account variations in how and why fans support their clubs.

Research shows that - contrary to the expectations of some local and domestic fans - fans who are remote from the clubs they support, even those large distances away at the other side of the world - can show similar intensely emotional support for their clubs. The marketing activities and challenges for football clubs in meeting the needs and expectations of "satellite" fans are quite different than those of engaging with the local fanbase and increasingly involve digital and social media to engage with fans.

FOOTBALL IN THE MENA REGION

Forbes Top 25 Middle East Clubs

- In their 2017 ranking of the Top 25 Middle East clubs, Forbes ranks Al Ahly, Egypt as the number 1 ranked club.
  This ranking uses:
- Finishing position in the Domestic League
- A scoring system which allocates points for every match won or drawn in domestic and regional matches
- Higher points for wins and draws in regional competitions.
- The relative strength of the leagues in each country based on rankings created by the International Federation of Football History and Statistics (IFFHS)
- The number of Domestic Championships won by each club is also taken into account.

According to IFFHS, the leagues in Tunisia, Egypt and Saudi Arabia as the strongest domestic leagues in the MENA region. [20]

Based on these measures, Tunisia has 3 clubs in the Top 10 Middle East clubs, Sudan, KSA and Egypt each have two, and Morocco one club.

Al Sadd Club, Qatar is ranked highest of the QSL clubs at number 11, with SC Al Duhail in 16th place.

A recent study of football in the MENA region conducted by Deloitte[21] on behalf of Josoor Institute (2017) offers interesting insights into how and why fans support football clubs in the MENA region.

Some of the data from this study (See Appendices) is used to give you the opportunity to analyse patterns of fan engagement and motives for support in different countries across the MENA region.

20. "Top 5 Arab Football Teams 2017," Forbes Middle East, Youtube, 9 December 2017, https://www.youtube.com/watch?v=6Uq-7ipzzzQ.

21. Middle East Football Fan Engagement, *Research Report*, Josoor Institute & Deloitte, 2017.

Questions:

Using the data collected for Josoor Institute in their Deloitte Study of fan engagement in MENA (See Appendices),[22] what can you learn about?

1. The key motivations for fan engagement by football fans in MENA
2. The main similarities and differences between football fans in MENA and those in other countries described in the case study
3. What do the data tell you about the role of "twin team" support by football fans in MENA? What are the key similarities and differences in support of local and international club sides' challenges by MENA fans?
4. Having analysed all the data in this case study, what would you recommend to QSL and QFA in terms of increasing engagement of football fans in Qatar?

Justify your arguments and proposals with reference to relevant data from the case study and Appendices.
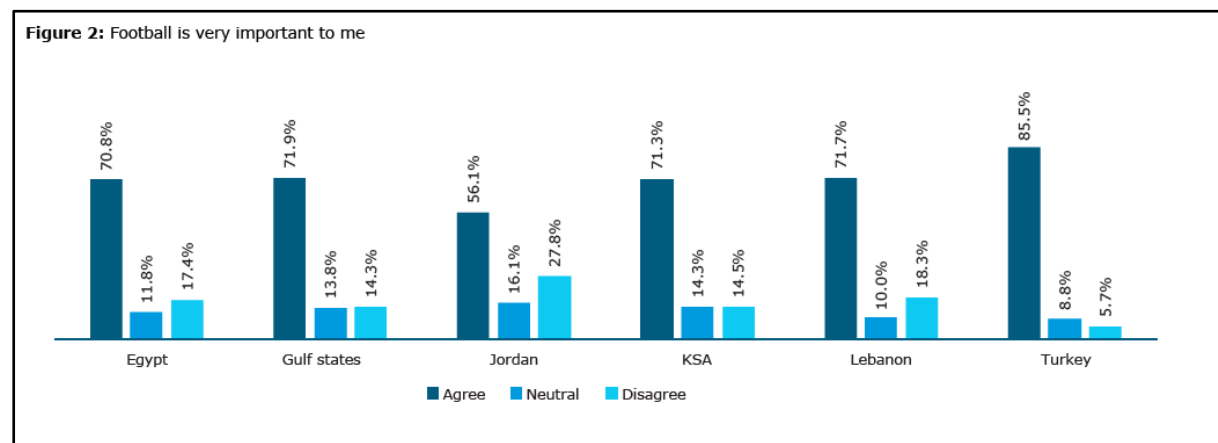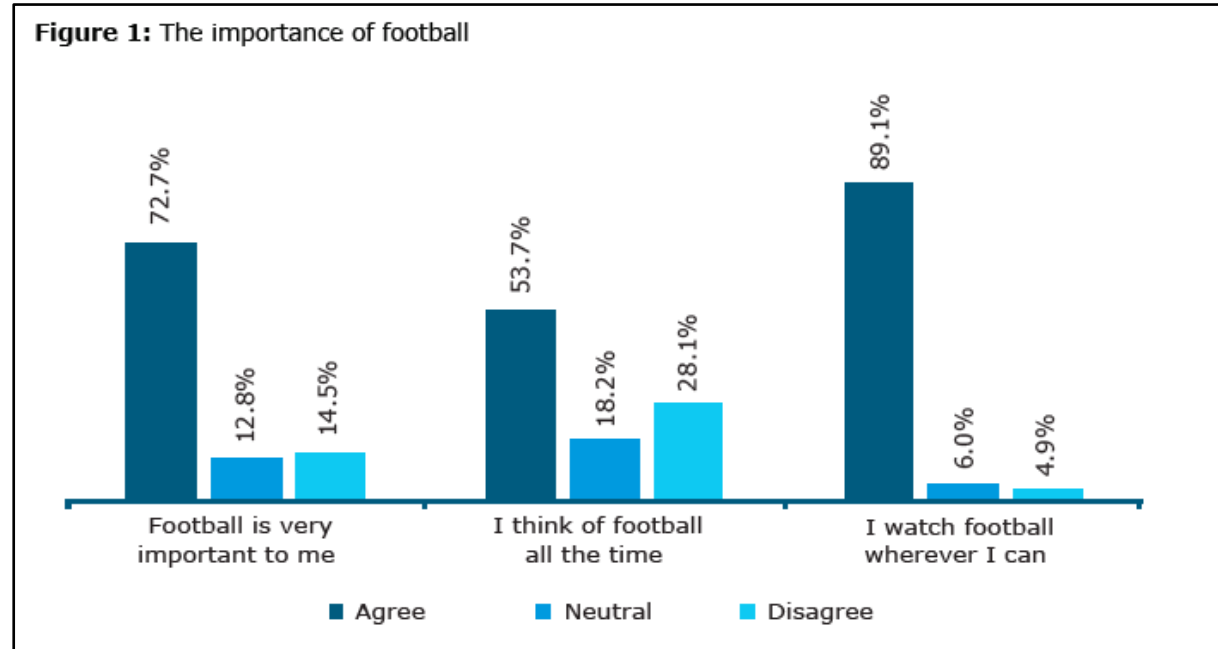
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22. Ibid.

Appendices

Appendix 1:
Fan Motivation
* Throughout this report, "Gulf states" refers to Bahrain, Kuwait, Oman, Qatar and the UAE

Figure 1: The importance of football

Figure 2: Football is very important to me

Fan Motivation at a Glance

73% of respondents agree that football is very important to them

89% watch football whenever they can.

78% of 18-24 year olds agree that football is very important to them, however, they prefer to follow the international league.

Less than **6%** of fans in all countries stated that their favorite player being on the team is a motivator for supporting their local teams

Only **3%** of locals do not have a favorite local team, compared to 16% of expats.

39% of fans have not made any purchases related to their team or league over the past year, including game tickets.

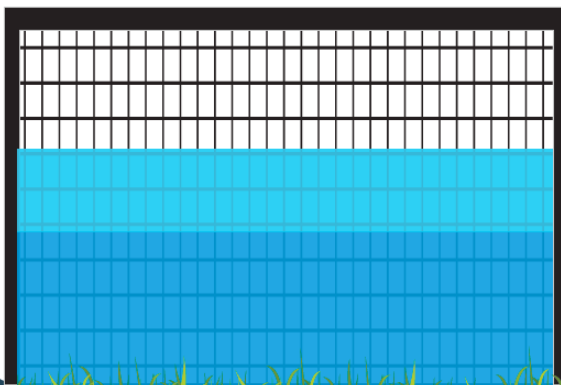**26%** of locals and expats spent between $1 and $75 on local team or league purchases over the past year.

39% of local fans have been lifelong fans of their favorite local team, compared to **26%** for international teams.

Competitiveness is the main motivator for all respondents to support teams, both locally and internationally, with **23%** and **33%** respectively.

Appendix 2:

Twin-Team Football Support in MENA

Note: *Throughout this report, "Gulf states" refers to Bahrain, Kuwait, Oman, Qatar and the UAE

Figure 3: Favorite local team vs other international leagues

- Have a favorite local team & fan of other football leagues
- Do not have a favorite local team & fan of other football leagues
- Have a favorite local team & not a fan of other football leagues
- Do not have a favorite local team & not a fan of other football leagues

Figure 4: Passion for the game - local vs international

- I am a fan of my favorite international league first
- I am a fan of the local league and my favorite international league equally
- I am a fan of the local league first
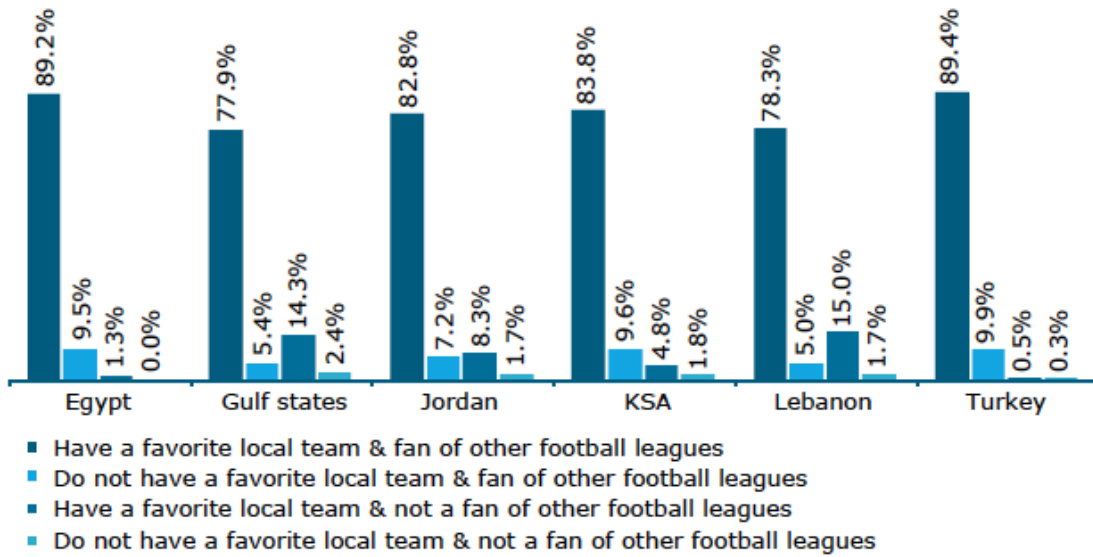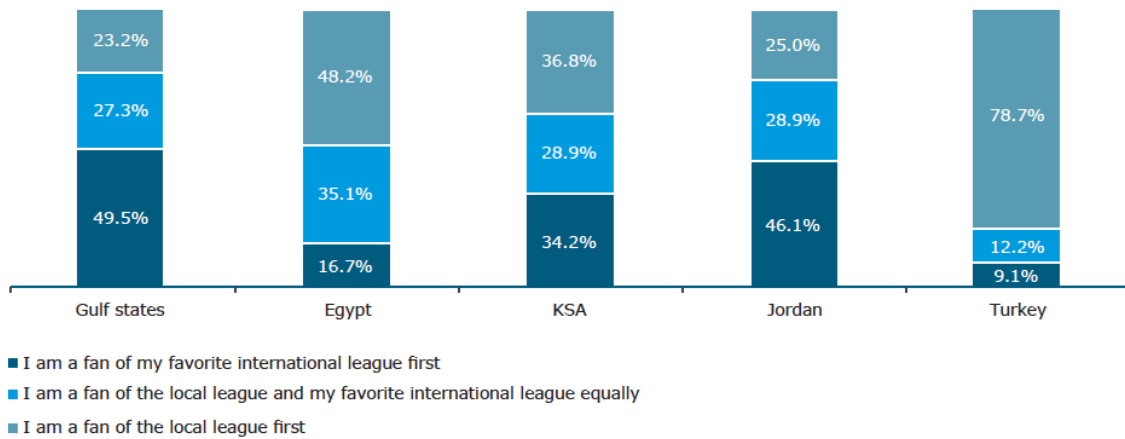
Figure 5: Local teams followings
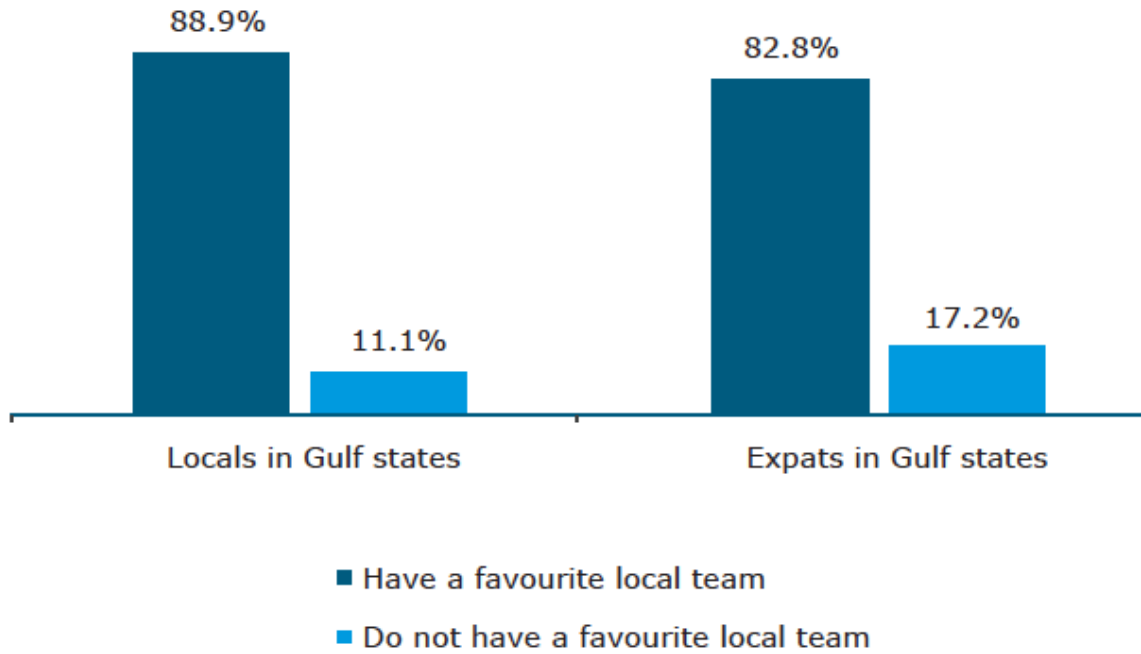
Figure 6: Primary motivator for supporting international and local teams

Legend:
- They are consistently competitive/winning tradition
- Influenced by family
- Influenced by friends
- Hometown/previous city of residence
- Current geographic location/city of residence
- The team won a championship
- Team brand/values
- Favorite player was on the team
- The team is often on TV so I watch them the most
- Favorite player is on the team
- Other
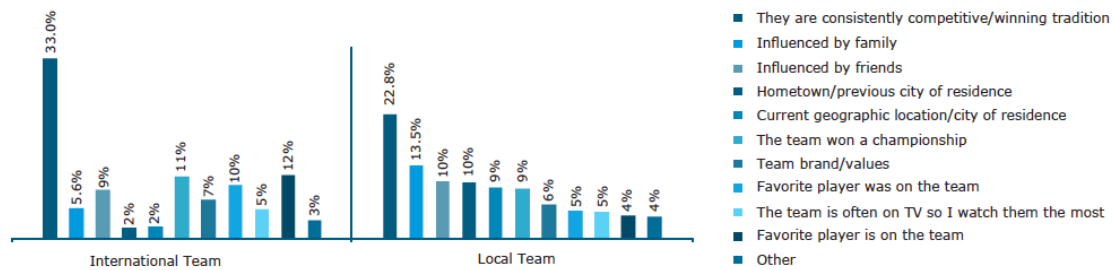
Figure 7: Primary motivator for supporting local teamsa

Legend:
- They are consistently competitive/winning tradition
- Influenced by family
- The team won a championship
- Hometown/previous city of residence
- Team brand/values
- Influenced by friends
- Current geographic location/city of residence
- Favorite player was on the team
- The team is often on TV so I watch them the most
- Favorite player is on the team
- Other

Figure 9: Interest duration

Legend:
- 0 – 3 years
- 4 – 7 years
- 8 – 10 years
- 10+ years
- Lifelong fan

International Teams: 15.7%, 21.6%, 14.7%, 22%, 25.8%
Local Teams: 26.6%, 11.2%, 8.3%, 15%, 38.8%

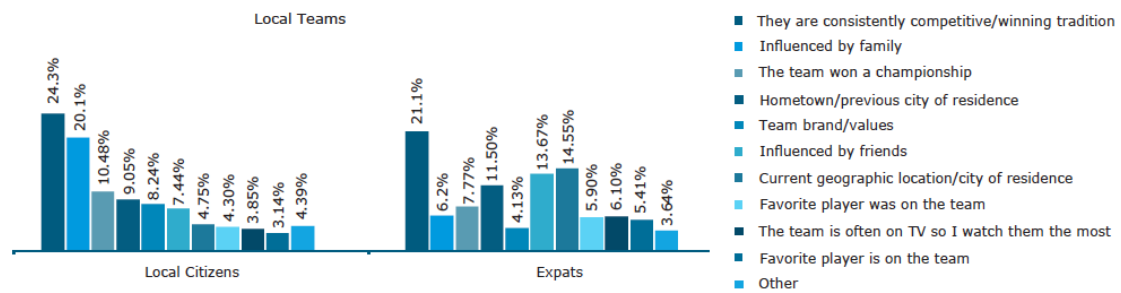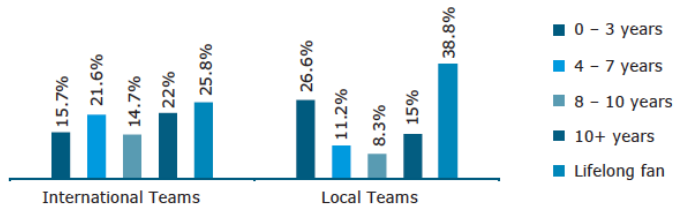"39% of local fans have been lifelong fans of their favorite local team, compared to 26% for international teams"

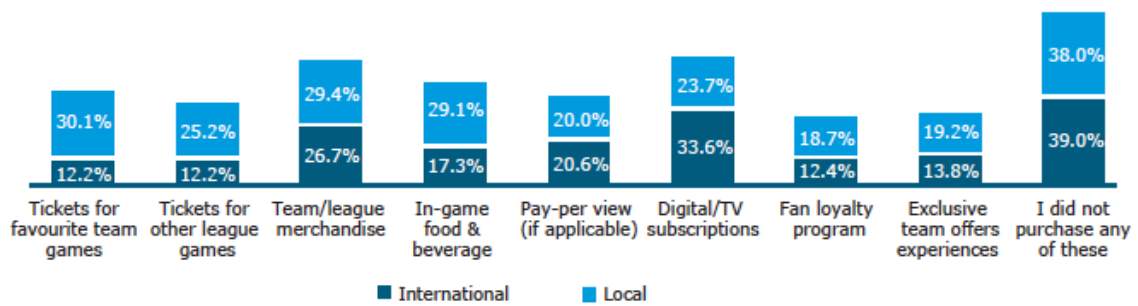**Figure 10:** Team related purchases over the last year (local vs. international)

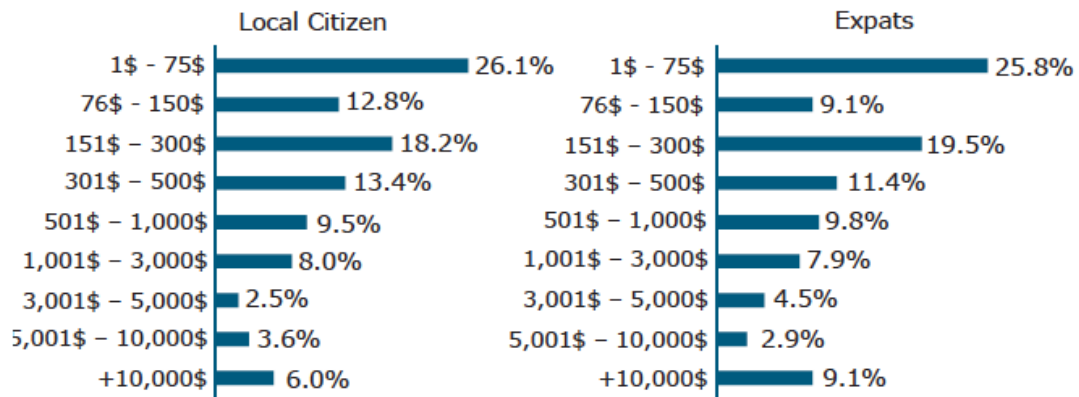|	Tickets for favourite team games	Tickets for other league games	Team/league merchandise	In-game food & beverage	Pay-per view (if applicable)	Digital/TV subscriptions	Fan loyalty program	Exclusive team offers experiences	I did not purchase any of these
Local	30.1%	25.2%	29.4%	29.1%	20.0%	23.7%	18.7%	19.2%	38.0%
International	12.2%	12.2%	26.7%	17.3%	20.6%	33.6%	12.4%	13.8%	39.0%

Figure 11: Spending on local teams

Local Citizen:
Range	%
1$ - 75$	26.1%
76$ - 150$	12.8%
151$ – 300$	18.2%
301$ – 500$	13.4%
501$ – 1,000$	9.5%
1,001$ – 3,000$	8.0%
3,001$ – 5,000$	2.5%
5,001$ – 10,000$	3.6%
+10,000$	6.0%

Expats:
Range	%
1$ - 75$	25.8%
76$ - 150$	9.1%
151$ – 300$	19.5%
301$ – 500$	11.4%
501$ – 1,000$	9.8%
1,001$ – 3,000$	7.9%
3,001$ – 5,000$	4.5%
5,001$ – 10,000$	2.9%
+10,000$	9.1%

Figure 12: Spending on international teams

	Local Citizen		Expats
1$ - 75$	34.6%	1$ - 75$	20.2%
76$ - 150$	11.6%	76$ - 150$	12.2%
151$ – 300$	19.1%	151$ – 300$	20.6%
301$ – 500$	12.0%	301$ – 500$	12.8%
501$ – 1,000$	7.2%	501$ – 1,000$	10.5%
1,001$ – 3,000$	7.0%	1,001$ – 3,000$	9.3%
3,001$ – 5,000$	1.9%	3,001$ – 5,000$	4.0%
5,001$ – 10,000$	1.4%	5,001$ – 10,000$	3.3%
+10,000$	5.1%	+10,000$	6.8%
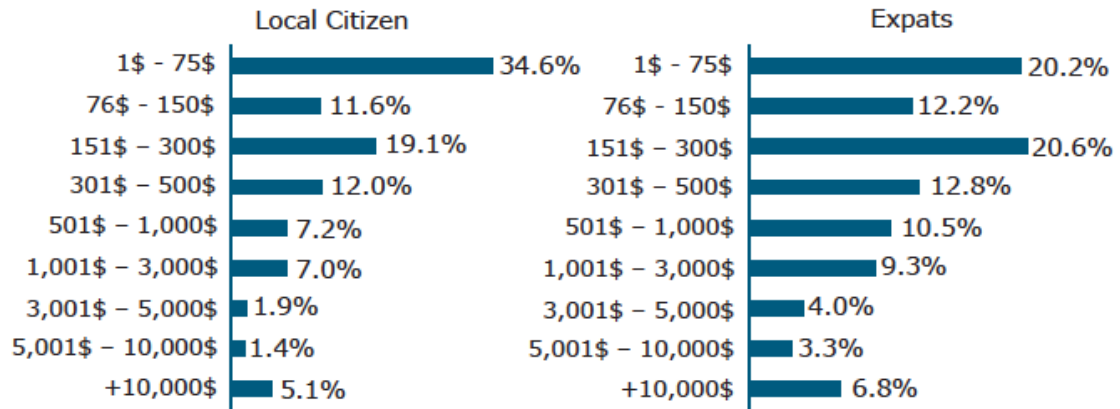
Teaching Note

There are no right or wrong answers to the case questions, provided that students look at the data provided and justify their answers with reference to this. Answers will depend upon students piecing together bits of data and analyzing these to provide their best responses to the questions.

For example, in Question 1, students are asked for the key motivations for football fans in the MENA region.

Students might refer to the data in Appendix 1 which shows the passion and support of MENA fans for football and the level of this passion and support which is shared – with some variations across the region.

As with much market research, students sometimes need to look and cross-tabulate different figures, and different data, perhaps with explanations of what a particular term means, or how it was measured. So, for example, Appendix 1 suggests that "competitiveness" is the key reason for both local and international support. Students might, however, debate what "competitiveness" means. Is this that the team is able to compete effectively with its rivals? ie: that it is successful, or else that rivalry between fans is important?

The narrative in the full report says on page 16:

1. The team is consistently competitive (23%)
2. Influenced by family (13%)
3. Hometown or previous city of residence (10%)
4. Influenced by friends (10%)
5. City of residence (9%)

The full explanation can also be drawn from Figures 6 and 7, so it becomes clear that the first of these interpretations is the sense of the word "competitive." Moreover the ranking of factors is provided both for support of local and international teams.

As with all data, the basis of calculation is important and narrative which might provide a fuller explanation. Students will be able to obtain more information by accessing and analyzing the full text from which the Appendices are drawn:

Middle East Football Fan Engagement, *Research Report***, Josoor Institute & Deloitte, 2017.**

Question 2 asks students to use the data contained in this case study on MENA and to compare and contrast it with some of the other information in the case study about patterns of support in other countries. For example, the case study tells us that family is the most driver of football support for fans in England, and it also important in MENA, however, competitive of the team is more significant to fans in MENA. Local pride also plays a role, as has been indicated for fans globally, but this seems to be less the case in some parts of Asia, where support might be for particular players and allegiances might transfer with the player (eg: Choi's research on South Korea).

Question 3: The data in Figures 3 and 4 provide students with the ability to discover what proportion of fans support only a local, only an international or both a local and an international side. Similarities and differences can be seen between fans in different countries around MENA and Figure 4 also allows students to analyse the relative importance to fans of local and international support. For example, it can be seen that support for the local league is higher, and twin or international team support lower in Turkey than elsewhere in the region.

Data are also provided on who supports i.e.: local or expat fans, how long they have supported each and why, and the amount spent on this support.

Question 4: The final question asks students to build upon their analysis and own experiences to make recommendations for actions that might help to build engagement.

The question is intentionally broad and answers will vary depending on the nature of the students' analysis and answers to earlier questions, but good answers will cross reference this analysis to explain and justify the points made.

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