ISCTE Business School
Instituto Universitário de Lisboa

THE PREFERENCES OF SPORTING CP SUPPORTERS: AN ANALYSIS BASED ON PROMOTED YOUTH PLAYERS

Hugo Filipe Antunes de Abreu

Master Dissertation
In Marketing

Supervisor:
Dr. Paulo Rita, Professor of Marketing, ISCTE-IUL Business School

Co-supervisor:
Dr. Bradley Wilson, Senior Lecturer, School of Media and Communication, RMIT University, Australia

April 2013

"*It's not that I am not interested in playing for an English club, it's more that I believe the best place for me to progress is at Sporting, where they give a lot of opportunities to young players. Maybe some players lose their heads when they go to big clubs because they think they are a big deal, I'm not sure.*" - Eric Dier, 20 January 2011, www.dailymail.co.uk

Thanks

First of all I would like to thank to my supervisors: Dr Paulo Rita from ISCTE Business School (Portugal) and Dr Bradley Wilson from Royal Melbourne Institute of Technology (Australia) for all advices they gave me and for all time they invested to make this dissertation the best as possible. Their contribution was fundamental for the quality of this dissertation.

There were also two crucial people who helped me with statistical software: Maria Inês Marques, who explained me some statistical procedures on SPSS, and Fernando Afonso, who taught me how to manage SPSS AMOS.

I want to thank to all 1054 people who answered to my survey. Without them this study cannot be performed.

Furthermore, a special thanks to all people who shared and invited friends to answer to my survey: André Lopes, Bráulio Alturas, Daniela Venda, Diogo Conceição, Diogo Tomaz, Filipa Montez, Filipe Santos, Inês Serraninho, Mariana Lopes, Mário Silva, Marta Ramos, Miguel Morgado, Paulo Baumhammer, Pedro Emídio, Raquel Braz, Sónia Filipe and Tomás Rugeroni, among others, who did it anonymously .

A huge contribution was also given by the website "ForumSCP" and by the Facebook pages "Cortina Verde", and "Eu vi o Sporting a eliminar o Man. City". Their shares contributed to a huge amount of answers. Thank you for your crucial contribution!

Finally, I want to thank to all people who directly and indirectly contributed for the success of this dissertation.

Table of Contents

Index of Tables

Index of Figures

Index of Equations

Abstract

Purpose:

This dissertation was conducted to find out which are the motivations of Sporting CP supporters, and if any of these motivations influence positively their preference for Promoted Youth Players.

Methodology used:

In order to ascertain if the study variables influence Sporting supporters' preferences towards Promoted Youth Players, was conducted a Structural Equation Model to measure the regression weights between all study variables and the second-order construct: "Preferences for Promoted Youth Players". Firstly was conducted a model with the whole sample and also a second attempt only with Sporting members.

Findings:

This research did not found any significant relation between final study variables and the preferences for Promoted Youth Players: all of the research hypotheses were rejected. The final Structural Equation Model was built with three first-order constructs: "Identification", "Motivations" and "Value Perception". All other variables were rejected on the previous stages due to it reliability values. In the end, none of these three variables registered significant Regression weights to be accepted. It was proved that none of chosen research variables influence positively the preference of Sporting supporters towards Promoted Youth Players.

Added value:

There were not found any studies about the variable Promoted Youth Players. For this reason, this pioneer study can attract the interest of other scholars to research about this topic. The used model can be replicated to future researches about other club's supporters or improved and used again to research about Sporting supporters' preferences.

Keywords:

Sports Marketing, Promoted Youth Players, Football Supporters and Supporters' Motivations

Resumo

Objectivo:

Esta dissertação foi elaborada com o intuito de descobrir quais as principais motivações dos adeptos do Sporting, e quais dessas motivações influenciam positivamente a sua preferência por jogadores da formação do clube.

Metodologia usada:

De forma a verificar se as variáveis de estudo influenciam positivamente as preferências dos adeptos do Sporting pelos Jogadores da Formação, foi conduzido um Modelo de Equações Estruturais para mensurar os pesos das Regressões entre todas as variáveis de estudo e o constructo de segunda ordem: "Promoted Youth Players". Foi criado um modelo com a amostra completa, e posteriormente foi criado um modelo apenas com sócios do Sporting.

Conclusões:

Este estudo não encontrou quaisquer relações significativas entre as variáveis de primeira ordem e a variável "Promoted Youth Players": todas das hipóteses estipuladas foram rejeitadas. O Modelo de Equações Estruturais final foi construído com três constructos de primeira ordem: "Identification", "Motivations" e "Value Perception". As restantes variáveis foram rejeitadas nas etapas preliminares devido aos seus resultados de confiança. No final, ficou provado que nenhuma das variáveis de estudo influencia positivamente a preferência dos adeptos do Sporting pelos seus jogadores da formação.

Valor acrescentado:

Não foram encontrados quaisquer estudos sobre Jogadores da Formação. Por esta razão, este estudo pioneiro pode atrair o interesse de outros académicos sobre este tema. O modelo utilizado pode ser replicado a futuros estudos sobre adeptos de outro clube ou melhorado para investigar novamente as preferências dos adeptos Sportinguistas.

Palavras-chave:

Marketing Desportivo, Jogadores da Formação, Adeptos de Futebol e Motivações dos Adeptos

Executive Summary

The main objective of this research is find out which are the main motivations of Sporting CP supporters, and if any of these motivations influence positively their preference for Sporting Promoted Youth Players. This dissertation will ascertain if this variable is strong enough to motivate Sporting supporters and if other variables are responsible for influence positively their preference for Promoted Youth Players.

There was not found any research about this topic. For this reason, was developed a rigorous Literature Review to understand which supporters' motivations can be used to build a research model. There were developed six research hypotheses, however, the final model was developed with only three of them: "Identification", "Motivations" and "Value Perception". All other variables were rejected during the process, because of their low results on reliability tests.

Was conducted a web survey to inquire all Sporting CP supporters (members and fans). The survey was available for six days and registered 1054 answers. From these answers, 498 were from Sporting fans, 477 from official members and 79 were excluded because were not given by Sporting CP supporters.

From descriptive statistics analysis, was concluded that Sporting CP supporters are more predisposed to support the whole team instead of specific players. Nevertheless, their desire to support Promoted Youth Players is bigger than their desire to support External Players trained on other club. However, Sporting CP supporters main concern is the Team Performance (registered a mean of 6,29 on Fans and 6,62 on members, on a scale from 1 to 7). After this priority, their main focus was Loyalty (6,37 on Fans and 6,59 on members) and Team Tradition (6,09 on Fans and 6,16 on members). Sporting supporters are incredibly loyal to their club: Sporting is passing through their worst season ever and even with these bad sportive results, their supporters remain loyal. Lastly, Sporting CP supporters consider that the inclusion of Promoted Youth Players on the main squad is part of club's tradition and it should continue that way.

On the first attempt to build the Structural Equation Model, were rejected two of six variables due to bad results on reliability tests: "Self-Monitoring" and "Loyalty". Firstly, was

conducted a Structural Equation Model on SPSS AMOS to measure the regression weights between the motivations found on Literature Review and the variable "Promoted Youth Players". All database were used on this first attempt. On the beginning, all variables with four or more constructs were cleaned, and all outliers were removed. In the end was built the full model, however, it registered bad consistency values. In order to achieve better results, a second attempt was developed with a segmented database: Only Sporting CP official members.

For the second attempt were used the same procedures: Clean the constructs and the sample before build the whole model. Before build the model, were calculated all reliability values of the remaining variables with the new sample. The variable "Team Performance" was rejected because it Cronbach's Alpha stayed below the reference model. After the model was built, were calculated the model's consistency values. All results were good or excellent, guaranteeing the quality and consistency of the designed model. Nevertheless, all hypotheses were rejected. All of the regressions weights from the first-order constructs to the variable "Promoted Youth Players" were considered as "non-significative", which means that any of them influences positively the preferences of Sporting supporters towards Promoted Youth Players. Although some supporters are linked with the tradition of the club and it Promoted Youth Players, any of the analysed first-order constructs were strong enough to influence positively the preferences of Sporting CP supporters towards Promoted Youth Players.

The absence of similar studies was the main limitation of this dissertation. There were applied additional efforts on Literature Review, in order to find study variables to apply on this research. Also, the bad sportive performance on the current season and the last bad deals with Promoted Youth Players may have distorted the true opinions of Sporting CP supporters.

On the other hand, the absence of any studies related with this variable makes this dissertation a huge opportunity to develop a research basis for future studied. Although the conclusions of this model does not suggest strong regression weights between the chosen constructs and the variable Promoted Youth Players, future researches can use this dissertation to improve the used model and adapt to other club. It is expected that all complementary studies will increase all researches about Football Players.

1) Introduction

Nowadays, professional football clubs demand for immediate results. The absence of good results and titles can easily be related with lack of interest from supporters, media and sponsors. To achieve the aimed results, many of European football clubs are investing more money on senior team and less money on youth teams.

This research is going to find out if Sporting CP supporters valorise the presence of Promoted Players on club's main team. This dissertation will identify and analyse the **attitudes** of Sporting fans towards **promoted youth players** on the senior team. It will also analyse the power of this variable for Sporting supporters. In the end, will be verified if this study variable is strong and valorised by the supporters and which motivations influence positively their preference for Promoted Youth Players.

Sporting CP is currently on 10th place in the League (updated on 7th March 2013), and is already out of all other competitions: Europa League, Portuguese Cup and Portuguese League Cup. The worse classification in the history of Sporting on the Championship was a 5th place[1] on the seasons 64/65; 68/69; 72/73 and 75/76. For this reason, this is, definitely, the **worst** season in the history of Sporting. Also, the last official title conquered by Sporting was a Portuguese SuperCup at 16th August 2008.

On the last and current seasons, Sporting CP made a completely revolution on the squad[2], selling 14 players on season 11/12 and 13 players on season 12/13. The number of acquired players was also extremely high: 16 acquisitions on season 11/12 and 6 acquisitions on season 12/13. Sporting made a complete revolution, using almost exclusively external players to build the squad. The number of external players on Sporting increased, leaving less space for Promoted Youth Players on Sporting CP main team.

This season (12/13) Sporting CP is starting to change: due to treasury problems, Sporting start looking to internal patrimony to build the squad. Sporting used, so far, 13 Promoted Youth Players on official matches, which is the highest number of Promoted Youth Players used on official matches used on the last ten seasons.[3] Due to a great quality demonstrated by these Promoted Youth Players, it is possible to say now that Sporting CP will keep this strategy for

[1] Source: Record, Guia de Futebol 12/13
[2] Appendix 6
[3] This research only analysed the last ten seasons. All Sporting CP teams of the last ten seasons can be consulted on Appendix 2

the next season. Also, Sporting created the B team this season, to give opportunities of development to their most talented Youth Players.

Sporting CP Youth team demonstrated a huge amount of talent. This team is currently on Quarter-Finals of NextGeneration series (the most important European competition for Youth Teams), after beating Liverpool for 4-0. Sporting has great conditions to continue with this strategy: Promote their Youth Players instead of buy players trained on another clubs.

This study will analyse if this **increment of Promoted Youth Players** on senior team is capable of motivate Sporting supporters. This research used some hypotheses to develop a model able to answer to this question. The model include variables related to:

a. Relation with Players
b. Relation with Club Strategy
c. The supporter and his/her personality

The sample of this research was all Sporting CP supporters (members and fans) that answered to a web survey available from 15th to 20th January of 2013. This survey was advertised on Facebook and Linkedin pages related to Sporting, Web Forums related to Sporting, Author's Personal Facebook and Linkedin Pages, ISCTE's platforms and through personal approaches. In the end, more than 1000 answers were registered and analysed on SPSS and on AMOS, in order to find out if this variable is strong enough to motivate Sporting CP fans, or if there are other variables more important to them.

Through the analysis of the Sporting supporters' preferences, Sporting will be able to develop an optimized squad constitution strategy, according with the supporters' demands. Furthermore, all clubs in the world will know the impact of this variable. They can adapt their squad constitution strategy according with the results of this research.

There are not any studies in the world that relate the number of promoted youth players on a football squad with supporters' preferences, attitudes or motivations. For this reason, this study can have a deep impact on Football Industry.

2) Literature Review

2.1) Introduction

The choice of supporting a specific football club is something that born with us. In fact, the percentage of people that changes their favourite club during life is incredibly low. However, it is mandatory in this industry to captivate the interest of the supporters continuously. The supporters are very addicted to results, and to face possible setbacks, all the clubs have to develop some strategies to counter those adversities. The objective of this study is to understand the consumers' motivations towards the number of promoted young players in the senior team. To see if this variable is important or not, it was conducted a literature review to understand how this variable can change their perception regarding the perceived value of a football club. This research has three main pillars: Brand Value Perception, Football Supporters and Football Clubs. Sporting has one of the best football schools in the world, and is important to analyse if supporters valorise the talents produced on Sporting's Academy. **All the quantitative data** on this review was updated on 07/03/2013.

2.2) Brand Value Perception

For Kaynak et al. (2008) the brand is the most important asset of a company. The perception of value of Sporting fans towards their club should be enhanced, because this is an important variable for all football clubs. All the supporters must see their club as a valuable brand and organization. According to Kirmani and Rao (2000) consumers create **judgments about the quality** of new products on extrinsic attributes, like brand name or price, when intrinsic information about the quality is not available. On the case of the football consumers, the phenomenon is pretty much the same. Also, all football supporters usually have a similar behaviour: they act like a **tribe**. Usually the least enthusiastic supporters establish preconceived ideas about the clubs they don't know based on the country of that team, the name of the club, the conquered titles or based on the players that play there. For Taylor (2009), **Brand Name** and **Price** are the most important factors for consumers understand the true value of a brand. However, there are many other variables in the mind of the consumers that are related with the brand value perception. The same author defends that the brands perceived as high quality brands have "*higher consumer loyalty, greater margins, greater advantages in communication campaigns and easiness in establishing deals with partners*" (2009 : 72). For moderate quality brands it is mandatory to enhance the **relevance** of the brand in order to be perceived as the best choice. In the case of the football clubs, the importance of building great brand equity is very important. It is mandatory for all supporters

and stakeholders to have a good image of the club. Is crucial for it financial and sportive success. Brand Value Perception has a huge importance on this research, because to build great brand equity, the clubs must understand which are the supporters' demands, to construct a great **brand value perception**. Furthermore, this study will analyse if the variable "promoted youth players" have positive impact on Sporting CP supporters' opinion on club's brand value perception.

2.3) The Football Supporters

The supporters are one of the most importance pieces in the football industry. All teams in the world have supporters, some more than the others, but all clubs have passionate fans that love the club. Today, most of the football teams have lost their true identity. The great majority of football team recruit players and coaches trained on other clubs, which decreases the club's identity. Also, team identity can be related with brand identity. Aaker (1998) describes brand identity as "*A unique set of associations* (...) *These associations represent what the brand stands for and imply* ***a promise to customers*** *from the organization members. Brand identity should help establish a relationship between the brand and the customer by generating a value proposition* (…)". The strategy of players' acquisition in the majority of the clubs transformed their teams in an ensemble of players without any relation between them. Furthermore, football clubs are seen nowadays as brands, instead of sportive associations.

For Leal (2009) the **typology of the football club supporters** is the following, from the most involved to the less involved:

1) Associate that follows the club to everywhere
2) Associate with season ticket
3) Associate without season ticket that sporadically attend to the stadium
4) Fan that frequently attend to the stadium
5) Fan that sporadically attend to the stadium
6) Fan that frequently follows the game through media channels, such as TV
7) Fan that sporadically follow the games through media channels, such as TV

All of them are important for the club, some of them because of their involvement and influence, others because they represent a huge group of people.

2.3.1) Fan Behaviour and Motivations

For Hoyer and Macinnis (2008 : 3), **consumer behaviour** is "*the totality of consumers' decisions with respect to the acquisition, consumption, and disposition of goods, services, time, and ideas by human decision-making units*". Kahle, Kambara and Rose (1996) defend

that "internal processes of identification and self-definition" determine supporters' preferences about their team. It is important to analyse if **the number of promoted youth players** is able to enhance this level of **identification**. Football, as one of the most popular sports in the whole world, is responsible for shape special motivations and behaviours on consumers. For Bartol and Martin (1998), **motivation** is a force that energises behaviour, gives it a direction and gives it power to persist. In fact, Sporting supporters' behaviour and motivations are trends that need to be analysed in this research.

Aiken, K. D. and Koch, E. C. (2009) identified five important reasons to determine supporters' preferences and attitudes regarding their team. These reasons are:

1) **Winning Percentage**: The sportive results of their team have a huge influence on the supporters' motivation;
2) **Star Players**: Their presence in the matches and the acquisition or loss of key players is important for the fans preferences, motivations and support. Moreover, this variable can be determinant for decision-making. Those who don't have a favourite club yet can be persuaded by the presence of star players in some clubs;
3) **Geographic Association**: The concept of "the team of our city" is very important for some fans, that support the associations that they feel more linked with;
4) **Social Affiliation**: The belongingness to a supportive group or a membership card are reasons to support one specific club;
5) **Tradition**: The historical data and the previous success bring nostalgia to some supporters. Those past awards and recognitions are important to influence supporters' present behaviour and expectations.

The same authors developed a study in order to identify which of these variables have stronger impact on the supporters. The results were: Winning Percentage (23,5%), Geographic Association (23%), Social Affiliation (20,7%), All-stars (17,2%) and Tradition (15,6%). According to Madrigal (1995), the **high identification** with the team explains why the attendance in stadiums reaches higher numbers in successful periods and lower numbers in unsuccessful periods. Nevertheless, the reason why some fans still support their team on unsuccessful periods in the stadium cannot be explained by this theory. On a research conducted by Greenstein and Marcum (1981) on the major league baseball, 25 per cent of variance in attendance could be attributed to **team performance**. Wann et al. (1996) also defends that team performance is the **main reason** for following and support the team. However, there are another important variables, as described previously on Aiken and Koch research.

For Kolbe and James (2000) the **sense of community** create motivations to support the club. This belongingness aspect can motivate the fans to continue their support for the team. For Richardson (2004), the choices made by consumers are opportunities for **social interaction**. The belongingness, socialization and the social acceptance can also be important variables to explain the supporters' choices and behaviours. At the same time, Redhead (1993) and Giulianotti (1999) defends that all the "new" fans are "passive rather participatory and therefore are not "real" fans". These aspects can be perceived by lifetime supporters, which know the team supporters for a long time. There are also some supporters that adopt some special behaviour to be included in one special group. For example, Belk et al. (1989) said that the acquisition of a season ticket is able to make the supporters as "one of the elite members of a group".

To sum up, Richardson (2004) defends that supporters' loyalty can be enhanced by the community concept. The **long-term relationship** is the best way to keep the supporters motivated with the team. From all the literature analysed, the football fans behave like a clan. For this reason, it is important to analyse studies about the behaviour of Sporting CP fans and their link with the club.

2.3.1.1) Tribal Behaviour of Sporting CP Fans

From a research developed by Dionisio, Leal and Moutinho (2008), the behaviour of football supporters is similar to tribal behaviour. In fact, they want to belong to an **elite group**. This research was developed with **Sporting supporters**, and for this reason, all members of the analysed group have a common love: The same club. Tribal groups can be very heterogenic in terms of age or income, and in this case, Sporting CP fans can only share the huge love they have for the club. For Atkin (2004 : 18) "*join tends to make them feel at ease by being among like others*". Percy and Taylor (1997) also suggested that sports fans behaviour could be compared with religious behaviour. Rituals, expectations and crowds' behaviours are very similar in both groups. Also the objects and artefacts used in their rituals are perceived as "sacred" and with "special" powers. Jones (1997) suggested that are two types of spectators: **Ordinary spectators**, that attend to the stadium just to see the game, and they forget everything in the end of it, and **True fans** are very involved and live the game in a very intensive way. The difference between these two groups is the **degree of passion**. For Pimentel and Reynolds (2004 : 1) the ultimate fans are those who are "*affectively committed to the team and are proactively engaging in sustained behaviours*". Furthermore, the devoted fans are those who support the team **under any circumstance**. The level of commitment can

also be measured, in order to identify the most devoted fans. Variables like years of membership or number of times that attend to live matches can be used as measurement variables.

Other main concept in supporters' behaviour is the socialization. For Dionisio et al. (2008), the socialization factor is essentially a learning process. On other words, the identity construction is one aspect that can be used to shape the behaviour and attitudes of football fans. For this author, singing in the stadium reinforces the togetherness of the fans and their identity. All these reasons show that tribal behaviour is very common in football.

For Belk and Tumbat (2005) there is a new concept called "brand cult" where is explained the extreme **brand devotion** of some supporters. However, in sports, the priorities are not the same as with other brands. In sports the players and the game are more important than other issues, such as club merchandise. Nevertheless, the level of involvement of the supporters can influence the amount of money spent with the club, as well as the level of identification with the club values, image and traditions. For Coelho (2008) football is a mark of national identity in Portugal. For this reason, any football-related issue is able to be very relevant for Portuguese citizens.

To sum up, the research in tribal behaviour is very important when it's necessary to study the behaviour of football supporters. Their rituals, expectations and beliefs must be respected, in order to maintain their interest and involvement with the team. The high level of involvement with the team can be good for the stress relief as well, making people avoid their everyday routine. There was not implicated in this study the variable "promoted youth players", and for this reason, it can't be reported.

2.3.2) Involvement and Identification with the club

All the football fans have their own level of involvement with the club. Some of them pay their member taxes all months and attend to all matches. On the other hand, there are also supporters that only see some of the team games, through TV. However, all of them are called supporters and all of them have a connection with the club.

For Hill and Vincent (2006) globalization has deep impact on football industry. There are nowadays clubs that are considered global brands, such as Manchester United and Real Madrid. For clubs with lower awareness, Walters and Chadwick (2009) defends that those clubs can create engagement with their supporters with a community trust model. Charlton Athletic, for example, is in contact with half a million children a year, whereas Brentford contact with 50.000 children a year. For these authors, "*This level of community engagement,*

while contributing towards positive publicity and reputation, underpins the development of the community brand identity of the football clubs".

For Wann et al. (1996) there are three reasons for club identification: psychological (belongingness, affiliation and distinctiveness), environmental (socialization process), and team-related aspects (team tradition or team success). For this research, team-related aspects are the most important to analyse: The variable "Promoted Youth Players" belongs to this group. Furthermore, Fisher & Wakefield (1998) said that **team identification** is a strong motivation for supporters' attendance to matches. For Carvalho et al. (2003) sporting activities make people avoid everyday stress and help them to integrate the community life. On the other hand, Buraimo and Simmons (2008) defend that the uncertainty of the game is a constraint for football supporters. For these authors, the supporters prefer to see their team play with an inferior team and win comfortably instead of confront a team with the same quality. They prefer to see goals for their team instead of a draw or even a loss. However, if their team plays with a very strong team, like a David vs. Goliath confront, the supporters will be highly motivated to see the match, because they want to be present if their team win that memorable game. It will be remarkable for the story of the club, and they want to be part of it. In order to analyse the behaviour of Sporting fans, was analysed the average attendance on José Alvalade stadium on the last ten years:

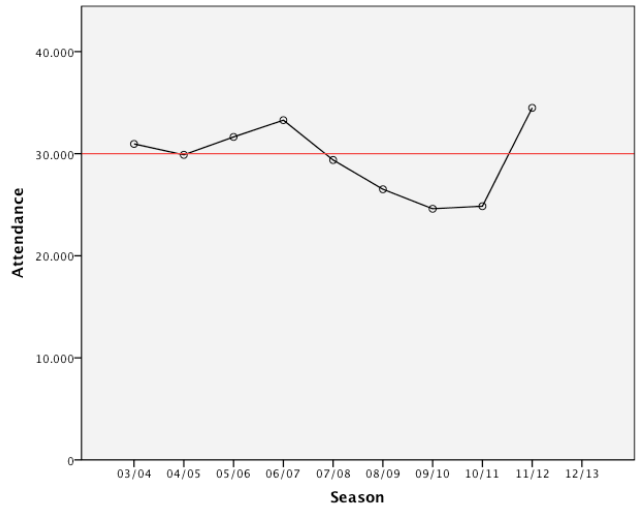


Figure 1: The average attendance in José Alvalade Stadium over the past 10 seasons[4]

From the analysis of the chart, Sporting was decreasing the average attendance in the stadium on the last years, except on the last one (12/13), which register the higher average attendance since 2003. There are, however, some seasons with good attendance marks, such as 03/04,

[4] Source: http://soccernet.espn.go.com

05/06, 06/07 and 11/12. All of these seasons exceeded the mark of 30.000 fans (reference line). These results are only from league games, not including the attendances of national cups or international competitions. Unfortunately, there is not any study that was able to relate the engagement of the supporters with the promoted youth players or the club's youth teams.

2.3.3) Loyalty and Self-Monitoring

Brandi (2001) refers that "customer loyalty is about to building long-term (…) relationships". It is about talk and listen, keep promises, anticipate customers' needs, and be someone they can trust. Keep the customer satisfied and motivated for many years (sometimes for whole life) is the main aim of customer loyalty programmes. For Kaynak et al. (2008) the cost of acquiring new costumers is **higher** than the cost of maintaining the existing ones. For this reason, costumer loyalty is very important on all companies, including football clubs. This author also refers that sport spectators are the real financial contributors of professional team sports, and defends that spectators are the most important assets of a sports club.

For Fournier (1998) and Mahony et al. (1999) the great majority of research studies about brand loyalty tend to be focused on attitudinal loyalty and behavioural loyalty. For Kolbe and James (2000) socialization factor and interpersonal relationships have a huge impact in the loyalty of the sport supporters. It is also important to analyse if Sporting establish a strong **link** between the **club** and their **supporters**. There are also studies that refer self-monitoring as a complementary element of sports brand loyalty. Self-monitoring is defined by Snyder (1974) as "*self observation and self-control guided by situational cues to social appropriateness*". The high self-monitors use a lot of attitudes and preferences from other people to guide their own behaviour. This means that they are very concerned about social acceptance and tend to change their behaviour, attitudes and preferences to be accepted by others. On the other hand, low self-monitors are guided by their affective states and attitudes, which means they are less motivated by other people's attitudes. According to the same author, the fact of low self-monitors don't have a huge necessity of modify their behaviour to be socially accepted, makes them very loyal. This aspect is not only reflected about clubs' preferences, but also on other aspects of their life, such as relation with their friends, with partners, with employees and so on.

In football, the community effect is always present, and in Portugal the involvement of the consumers in this sport is very high. According to Holt (1995) the supporters' experience is affected by all supporters' behaviour. The atmosphere created in a stadium by the supporters, for example, is a variable that affects a lot the consumers' experience in a football match. A

research developed by King (1998) suggests that the supporters are also able to recognize who is highly involved with the clubs and who is not. The rituals, culture or behaviour are factors that help the supporters identify who is a real supporter or not. For the same author, the true fans have a crucial importance on the building of the brand image of a club. For Holt (1995) the attractiveness of a club for new supporters can be affected by the behaviour and attitudes of the fans of that club. Kaynak et al. (2008) identified some sport supporters' loyalty signs, such as number of games attended, propensity to purchase team merchandise membership years. For Mahony et al. (1999) the association between a supporter and a football club is a social tactic to **belong to a group**. High self-monitors only want to be associated with successful clubs to avoid failure, whereas low self-monitoring are very loyal to the selected one, regardless the position of the club in the league. In other words, high self-monitors have a tendency to switch their clubs at bad moments. On a study developed by Richardson and O'Dwyer (2003), loyalty cannot be determined by self-monitoring. In fact, the regular switching of favourite football teams is something that can be viewed as ridiculous in society. For this reason, high self-monitoring supporters can also be loyal to their football teams. Of course they can stop the support on bad moments, but these supporters never change their favourite team. However, self-monitoring can be quite important in the choice of the team. High self-monitors tend to choose successful clubs to support.

To sum up, self-monitoring cannot be directly related to club loyalty. Although football fans tend to be very loyal to a club, it is not a guarantee that they support a club for the whole life. However, it is important to analyse if increasing or decreasing the number of promoted youth players on Sporting affects their supporters' loyalty.

2.3.4) Relation with the Players

Football players are the core of any football squad. They are very important to interact with the fans, and to make them more enthusiastic to support the team. Some supporters are very connected with the players. For this reason, some clubs created squad constitution strategies, with the aim of sportive success but also for supporters' engagement. There are a lot of different strategies, such as:

- Create a team with young players, to sell them when they get older (as Ajax)
- Create a team with promoted players from the youth team (as Barcelona)
- Create a team with external star players (as Real Madrid)
- Create a team with national/local players (as Athletic Bilbao)

All these long-term strategies are effective. However, all supporters have their own preferences. Some of them prefer short-term success, when others prefer long-term strategies.

2.3.4.1) The Effects of Star Players

Star players are the key elements of a team, their most charismatic players. For Wann, Tucker and Schrader (1996) the acquisition or loss of those key-players can be a reason to attract or retract the fans of the club. For Williamson (1988) star players can also be responsible to **motivate** the attendance in the stadium, during the game.

The popularity of football (or soccer) was low in the United States, at least when compared with the popularity of the game in Europe or in South America. The "soccer" experienced an unusual phenomenon in 2007, when David Beckham, one of the most famous players in the world, left Real Madrid to join LA Galaxy. Beckham was the first player in the US that exceeded the permitted salary cap by the Major League Soccer (MLS), which result in the sharing of costs between the club and the league. LA Galaxy managers learned from NBA (National Basketball Association), that when a team contracts a star player, the club experience a huge increase in people attendance and external revenues. It happened on the acquisition of NBA stars Michael Jordan and Larry Bird. To prevent the acquisition of all-star players by richest clubs, the MLS created the Designed Player Rule. The league supports a percentage of the wage of the Designed Player, with a limit of one player per team. This is an investment taken by the League to win awareness and foreign interest. Through an analysis developed by Lawson, Sheehan, and Stephenson (2008) the average sales of tickets for MLS games in 2007 was 16.758. The average sold tickets by LA Galaxy in games that David Beckham was in the roster were 29.698, and in the games that Beckham actually played the number raised to 37.659. In the end of the season, LA Galaxy expected $20 million of additional revenue thanks to merchandising, advertising and ticket sales. This value was much higher than Beckham's wage: $9,6 million a year. To sum up, the signing of star players can be very attractive for clubs, if the strategy is well planned. It can create a huge impact on the supporters' preferences and in media coverage. LA Galaxy was able to create a huge awareness around the team, just like Real Madrid created their "Galacticos" Team. This could be a risky strategy, but in the case of LA Galaxy, it was worth.

2.3.4.2) Attitudes towards promoted youth players

For UEFA, promoted Youth Players are "*players as those who, regardless of their nationality, have been trained by their club for at least three years between the age of 15 and 21*". In this study will be considered as "Promoted Youth Players" all the players on that

situation, that represent **right now** the club that trained them. Sporting's most famous promoted youth players are Luís Figo (promoted in 1989) and Cristiano Ronaldo (promoted in 2002). Both of these players were distinguished as "Best Player in the World" in 2000 and 2008, respectively. This makes Sporting CP the **only club in the world** that made two of the winners of the Golden Ball prize on their training centre.

2.4) The Football Clubs

Nowadays, football clubs deal with very different subjects when compared with the clubs from the past. The huge amount of money that this industry is able to produce is attracting a big number of investors, such as TV broadcasters and sponsors. This visibility is also attractive for the players who can win a lot of money from activities that are not related with their job, as advertising campaigns. Nevertheless, the investors are interested in clubs that have great awareness, sportive success and great potential. To face this, football clubs must assure constant sportive success, at the same time that they try to keep their finance controlled. To face all these adversities, some clubs slowed down the training process to invest directly on the senior team, to achieve faster success and keep the supporters and sponsors happy with the team performance. This **sportive success** can attract more sponsors and more supporters.

One problem faced today is that some clubs have a huge problem of treasury. To face this problem, some clubs stop buying new players and start training their youth teams, to develop a future senior team, reducing long-term investment. On the other hand, there are many other clubs in the world that are able to buy these players before they assume a solid place in the senior team. For this reason, the training clubs have to be attractive enough for their youth players to keep them time enough to be productive not only for the sportive success, as also highly profitable when it is the right moment to sell them. The reality of football has changed, and with it the squad constitution strategy changed as well. The acquisition of players became mandatory and the youth training lost some importance on the last years.

2.4.2) The Globalization in Football

All clubs in Portugal's First Division have foreign players on their squad. Some authors as Blatter (2008) defends that the migration of talents abroad has catastrophic effects on the development of National Teams. Other authors as Solberg and Haugen (2008) said that this phenomenon does not mean that the National Teams will be prejudiced. There was developed

in 2013 a study by the Portuguese League, where it says that 53,8%[5] of the players that work in Portuguese 1st League are foreigners. The following chart was represents the number of foreign players on Sporting CP squads over the past ten years:

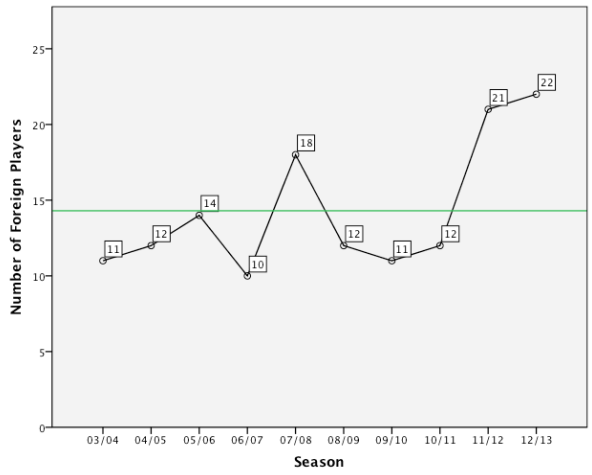


Figure 2: The number of Foreign Players on Sporting CP main squad over the past 10 seasons[6]

In Portugal, the acquisition of foreigner players is a usual phenomenon. On Sporting CP, the number of foreign players has increased a lot on the last 10 seasons. Through the analysis of the last chart, on 2003/2004 season, Sporting has 11 foreign players on the squad. Now, the number of foreign players on the squad increased to 22, the highest number on the last ten seasons. On the last two years happened a huge growth of the number of foreigners on Sporting main squad, much higher than the average of the last ten years (14,3: represented by the reference line). When analysed all the clubs of the league, the results are:

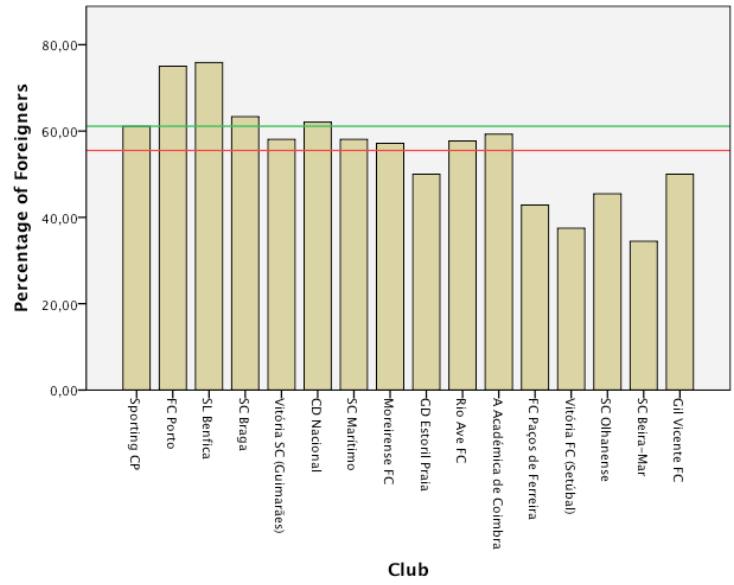


Figure 3: The percentage of Foreign Players on all Portuguese Team of First Division - season 12/13

[5] Source: www.expresso.sapo.pt
[6] Source: www.zerozero.pt

It is possible to see from the last chart, that the number of foreign players on Sporting is higher than the average in the league, represented by the **red line** (55,49%). When compared with other clubs of the league, Sporting CP has the 5th highest percentage of foreign players on the squad (61,11%, represented by the **green line**), only overtaken by FC SL Benfica (75,86%), FC Porto (75,00%), SC Braga (63,33%) and CD Nacional (62,07%). The team with less foreigners percentage is SC Beira-Mar with 34,48%.

The globalization does not reflect only the number of foreigners on the team. It is visible that in the last years the European clubs are paying a lot more for their acquisitions. The interest of Russian and Arabian investors in football is inflating a lot the price of the players. We can also see from the table below that three of the five most expensive players of the history of Sporting were bought on the last three years.

Table 1: The most expensive acquisitions in the history of Sporting CP

Name	Value	Acquisition	Previous Club
Elias Trindade	8.850.000€	2011	Athletic Madrid
Rodrigo Tello	7.000.000€	2000	Universidad de Chile
Florent Sinama-Pongolle	6.500.000€	2010	Athletic Madrid
Mário Jardel	5.500.000€	2001	Galatasaray
Ricky van Wolfswinkel	5.400.000€	2011	FC Utrech

The great majority of foreigner players in the Portuguese clubs were born in South American countries, such as Brazil, Argentina, Uruguay or Chile. This can have one main benefit: The country of origin of these players will be more interested on the broadcasting of the matches, which can result in a higher profit for the Portuguese clubs. Manchester United had on their team the Korean star Park Ji-Sung and now the Japanese star Shinji Kagawa. This phenomenon allied with the Premier League games' schedule (in the afternoon), attracted a lot the interest of Asians on the Manchester United games. The same happened in Portugal, when Sporting bought Sunil Chhetri, the captain of the Indian team. On 12/13 season, TV broadcasting rights of Sporting B of were sold to an Indian broadcaster[7].

Lonsdale (2004) refer that the crescent interest on TV Broadcasting has positive influence on football club's revenues. It represents more income for the club, but also on other segments, such as merchandising. This means that the presence of Sporting in **emergent markets** can be enhanced by the presence of Sunil Chhetri on the team, and that level of enthusiasm in India was not possible only thanks to the Portuguese youth players from Sporting's Academy. For

[7] Source: www.ionline.pt

the same author, the growing revenues of the clubs represent more wage demands from the players. This is a question that must be very well planned by each club.

To sum up, Portugal is able to attract foreign players to their teams, but with this is reducing the opportunities for the Portuguese youth players. Sporting has to see which is the best strategy and make sure that recover the investment done in training on the past years. This season the age average of acquired players was only 22,18 years old. It is also visible that Sporting team is becoming younger year after year:

Table 2: The acquisitions of Sporting CP on the last three seasons

	Age Average	Acquired Players	Foreign Acquired Players
Season 10/11	24,67	12	6 (50,00%)
Season 11/12	22,67	21	17 (80,95%)
Season 12/13	22,18	17	9 (52,94%)

2.4.2.1) The Effect of the Foreign Players

The bases of a football match are the players. For supporters, the performance of players is an important aspect to captivate their interest for the team and for the game. As said before, Aiken, K. D. and Koch, E. C. (2009) considers that **winning percentage** is the most important variable to motivate the fans to support their team. Furthermore, the constitution of a squad can affect the perception of the supporters. In order to analyse the constitution of modern squads, it is necessary to analyse where the clubs buy their players. It is also important to analyse the nationality of bought players and the destiny of the players trained in the youth academies.

One of the biggest changes of football on the 21st century is the internationalization of the players. The globalization phenomenon, allied with the opportunity of business created for clubs and agents is increasing the number of foreign players in all European leagues. With this, the opportunities for national players to play on their domestic leagues are becoming lower year after year. Machidie (2009) refers that foreign player contributed a lot for the development of English clubs and English League, making the Premier League one of the best football leagues in the world. To face this phenomenon, some European clubs implemented quotas for foreign players, in order to preserve their teams' national identity and the development of their national players. Regarding the immigration football players, Blatter (2008) said, "*By signing more and more foreign players, clubs have gradually lost their identity*". Furthermore, the FA (English Football Association) said in communicate that "*Young players lose their motivation in the same way as their perspectives dwindle in terms*

of one day getting a chance to play in their favourite club's first team." With this, clubs must attract the interest of their youth national players at the same time they train them. The success of the players is related with the success of the club.

The main idea is that the European clubs are losing their identity by training and buying foreign players. With that, they are decreasing the success rate of their national young players. These decisions have implications on the team performance and their youth players' career perspectives and motivations.

2.4.3) The Effect of Economic Crisis in Football

The world faces nowadays a huge financial crisis, and some of the biggest companies in the world are closing. One of the most remarkable episode happened when Lehman Brothers closed the doors in 2008. At the same time, most of football clubs in the world still exist with worse financial situation. Even so, most of them are able to survive. The fact is the number of football clubs in bankruptcy is incredibly low. For Szymanski (2010) there is a relation between the money spent on players and the sportive success of the team. For this author, the clubs that invest more money on their players achieve better sportive success. This study was developed on several leagues: English, Italian, Spanish or German, all with similar results.

On the other hand, crisis can have negative repercussions on club's revenues. For example, the same author argues that supporters are going to attend to fewer matches when the general consumption in the country is falling. Their motivation is not only sportive, but also economic. At the same time, it is expected that sponsors are going to control their costs as well. For some clubs these actions can result in catastrophic consequences. On the last twenty years 40 clubs in England have been subject to insolvency proceedings[8]. In Portugal the same happened with Farense[9], Boavista[10] and others. The overinvestment or the lack of interest of supporters and sponsors can be also reasons for this scenario. There was also a study developed by Barajas and Rodríguez (2010) where they concluded that in 34,3% of the Spanish professional clubs (First and Second League) the Debt is higher than the total amount of assets. The debt is higher than the revenues in 71,4% of the cases and 88,6% of the clubs have operational losses. This can be viewed as a critical situation.

For this reason, the football clubs must control their costs to survive in the near future. Most of them still want to keep their performance and sportive results, but in some cases this can

[8] Source: Deloitte annual Review of Football Finance, 2008
[9] Source: www.record.pt
[10] Source: www.publico.pt

compromise the future of the club. Some clubs are reducing the investment, when others are attracting foreign investors, like Paris Saint Germain, Manchester City or Chelsea FC.

2.4.3.1) Moneyball perspective

Moneyball is a book about baseball, where it is described how a team with low financial capacities could compete against better teams. This philosophy consists in **allocate resources** on a more efficient way. The book was an inspiration for many managers and leaders, because it was able to create on their minds a new way to develop a company's strategy, when the budgets are controlled. The main challenge beyond this strategy is based on innovation and in creating the best competitive advantages from a worse starting point. On the book, Oakland Athletic managers have no money to build a team with star players. During their scout for players, they discovered that some players' abilities were undervalued. Next, the managers implemented rigorous statistical analysis on players' performance data. There were analysed attributes such as "ability to get on base". This was important to decide the order of chosen players on the draft. With this, Oakland Athletic could acquire the most precious and needed players, paying less. After acquire these underrated players, Oakland Athletic raised their outcomes (ie. winning percentage) and decreased significantly their outputs (ie. cost per win). According to Gerrard, B. (2007), in 2001 and 2002 Oakland Athletic was the 29th and 28th, respectively, on the **payroll** ranking (out of 30 teams) but 2nd on both seasons on **win ratio** ranking. For this reason, teams with lower budgets have to develop a strategy in which they create knowledge-based advantages. Oakland based their search on player performance data. The strategy on the draft was focused on older students from college instead of high school students (which was the opposite strategy of the other teams). The proofs given on matches were most reliable and less risky. Furthermore the statistical data was more detailed, which allows Oakland to analyse with more precision the potential and quality of the player. It was clearly a short-term strategy, because they usually chose older players for the team.

According to Makadok (2001) there are two forms of creating competitive advantage in clubs and in corporations. They can choose a **resource-picking** strategy or a **capability-building** strategy. The first one consists in being outsmarted in the market, buying resources for less than their marginal productivity. This can only be a competitive advantage if this resource is valuable and rare. Sporting started this strategy in 2011 with the acquisitions of very young players like André Carrillo (20 years old), Diego Rubio (18) or Santiago Arias (19). On the previous seasons the club preferred to acquire older players with historical success. Nevertheless, the preference for young players is **different** than the previous positioning of

Sporting that prefer to buy/discover children with 11 or 12 years old and train them on their Academy. Capability-building is a special type of strategy. For Makadok (2001 : 389), it is "*an organizationally embedded, non-transferable, firm-specific resource whose purpose is to improve the productivity of other resources possessed by the firm*". This is the main strategy of Sporting's Academy, when they try to valorise the **current talents** of the training centre. For Porter (1996) an organization can choose their core activities and assure they can perform these activities more efficiently than competitors.

To sum up, moneyball is not based on copy. Companies who want to implement the same strategy must see where other companies were successful and extend those contexts into their own company. This is an adequate strategy when the budgets are controlled and the resources are low.

2.4.4) Training Clubs

Football clubs' strategies regarding players' acquisitions can be divided in two main groups:

- Training clubs, which are focalized on their academy and a great percentage of their players came from their **youth teams**
- Buying clubs, which prefer to construct their squad by buying senior players from **other teams**

Monk and Olsson (2006) defend that the main goal of training clubs is **producing** youth talents for their first team or to other clubs (with the aim of receive a fee for the transfer). For Vrooman (1996) the transfer fee of a player is not only dependent of his talent. There are other variables that determine his value such as the team performance (on the current season and in last seasons) and the market size.

In terms of youth development, Monk and Olsson (2006) defend that academies are better than centres of excellence, providing to youth players better conditions to evolve. For this reason, clubs with academies are better positioned to develop better future stars. This subject also enhances the reputation of the club, attracting more young players interested in playing on their teams. Currently, Sporting is the owner of the Academia de Alcochete. But the maintenance costs are very high and the investment is risky. On a study developed on English clubs, Hoey (2003) estimates that 85% of the youth players are not going to receive a great wage when they reach 21 years old, because the production of players by the youth academies exceeds a lot the demand of the senior team.

Other studies were developed in this area. Weedon (2011) studied the acculturation groups of youth players on the clubs' academies. Nowadays the youth teams are also constituted by

foreign players, and for this reason, it is interesting to study how the clubs manage this situation. One priority in English academies is the language. Each player must be fluent in English to be able to play. These cultural differences can make the players grow, both personally and sportively. At the same time, the team will be more heterogenic, which can improve the quality of the game, but at the same time, decrease it national identity.

To sum up, the amount of money that clubs need to spend to develop the youth players is very high, and most of the teams prefer to apply the money directly on the senior team. The results are faster and the risk is lower. At the same time, most of the training clubs are also betting in foreign players to their youth teams, providing talented players to the club but losing their national identity. On the case of Sporting Youth Team, the number of Portuguese players is really high (71,9%, 23 in 32)[11]. It is very clear that Sporting try to keep their national identity at least on the Youth Team. At the same time, the number of players that were already on the team on the last season is even higher (78,1%, 25 in 32)[12]. Furthermore, the Sporting CP Youth Team was national champion on the last season. Here is clearly an opportunity of build an excellent Portuguese team with promoted youth players on the near future. It will be a possible strategy to adopt if Sporting CP fans valorise the team identity of the club.

2.4.4.1) Make players instead of buy them

The current financial crisis, allied with the astronomic investment that is required to acquire new quality players, many clubs change their squad formation strategy. Some new strategies that can be useful are:

- Ask for players on loan from some months (short term strategy)
- Acquire young players, train them for 2/3 years and sell them (medium term strategy)
- Training the players since their childhood (long time strategy)

According to Gilmore and Gilson (2007), there are two main focus that a club must define when they want to develop a strategy for squad formation: Timescale and Locus of Focus. As written before, Sporting CP is developing a **Long Term** strategy, both internal and external[13].

1) External strategy: More important than invest on foreign youth players to develop, the main aim of this strategy is based on debt reduction and equity investment. The Sporting strategy of the last years is clear: The old players with high wages are leaving the club, giving their place for younger players with high potential and lower wages.

[11] Appendix 2.12
[12] Appendix 2.12
[13] Appendix 8

2) Internal strategy: Sports Academy (Academia de Alcochete). This academy can create new players for the squad and players for sell to another clubs. The revenues are going to increase and expenditures with acquisitions are going to decrease. The team is going to be able to afford an exceptional talent and regenerate their own team with youth players. The production of these players into the first team squad serves as proof of Sporting CP success on asset development program. Furthermore, the Sporting has on B Team and on Youth Team good resources to develop this strategy on the next years. The numbers of promoted youth players on the last seasons were:

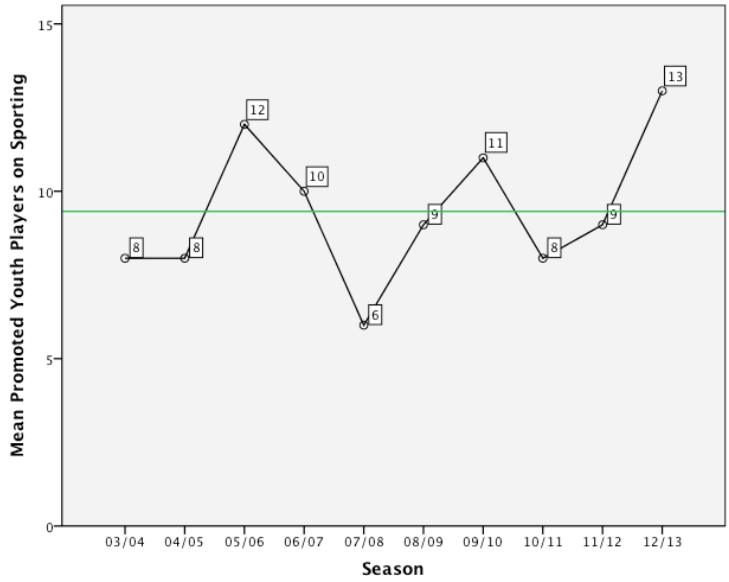


Figure 4: The number of Promoted Youth Players on Sporting CP squad over the past ten seasons[14]

This season has the highest number of promoted youth players on the main squad of the last ten years (13 out of 35 players). The registered average on the last ten seasons was 9,4 Promoted Youth Player for season (reference line). But Sporting is not using the full potential of the Academy. The sum of the five highest transfers of Sporting promoted youth players generated more than 220.000.000€[15]. From that value, Sporting earned less than 30.000.000€, less than other clubs (For example, Manchester United earned more than 75.000.000€ only with Cristiano Ronaldo and Barcelona 60.000.000€ only with Luís Figo). Note that Cristiano Ronaldo was responsible for a revenue of 17.750.000€ and Luís Figo left only in exchange of their "training royalties". Sporting must be more attractive for their youth players to avoid their premature sell. If Sporting keep the players for more years, they had more sportive success and more revenues from selling those players. There are attractive clubs on Europe,

[14] Source: www.zerozero.pt
[15] Appendix 5: Sporting in the market

like Barcelona, who have on their own team a lot of promoted youth talents. If Sporting was able to do the same, their current team include players such as Cristiano Ronaldo, Nani, Miguel Veloso or João Moutinho. Sporting has a bad policy of talent retention, and these decisions can influence negatively the preferences of Sporting supporters regarding Promoted Players.

2.4.5) The Current Strategy of Sporting

As written before, Sporting is changing their players' acquisition strategy on the last years. The number of external and foreign players is increasing and the number of promoted youth players is oscillating. In order to develop a long-term strategy, where the training club identity can be solidified, Sporting reactivated again their B team (extinguished in 2004). Sporting B team started this season on Portuguese Second Division. Sporting B Team was reactivated to develop youth players, who are too old to play on the youth team but are too immature to play for the main team (players from 19 years old). When compared the percentage of promoted youth players on Sporting teams, the results are:

Table 3: The comparison between the number of Promoted Youth Players on Sporting A Team, Sporting B Team and Sporting Youth Team[16]

	Total Players	Portuguese Players	Foreign Players	Promoted Youth Players[17]	Portuguese Promoted Youth Players
First Team	35	13 (37,1%)	22 (62,9%)	13 (37,1%)	11 (31,4%)
B Team	39	24 (61,5%)	15 (38,5%)	25 (64,1%)	21 (53,8%)
Youth Team	32	23 (71,9%)	9 (28,1%)	25 (78,1%)	21 (65,6%)

It is possible to see in table 3 that Sporting is trying to develop their youth talents through an alternative way: the B Team. Sporting B team is currently on the 3rd place of second division and Sporting Youth Team in on 1st place of National Championship, which means that Sporting have several talented players that must be developed. The B team is not exclusively constituted for promoted youth players, but at the same time, this percentage is much bigger than the number of promoted youth players on the main team. Sporting B team includes some foreign players. To sum up, Sporting is investing more money on the development of their Youth Players. When analysed the number of promoted youth players that played at least an official match this season on all clubs of Portuguese First Division, the results are:

[16] Source: www.zerozero.pt

[17] Here were assumed as "Promoted Players" all players that were on the team in the previous season

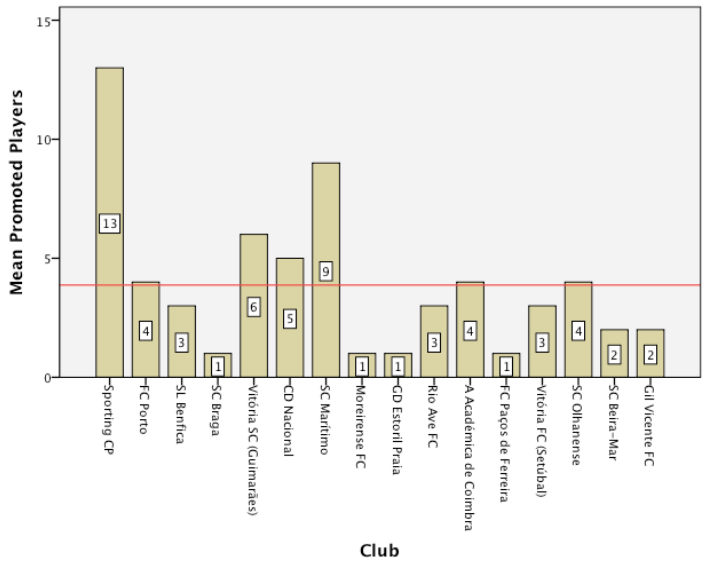


Figure 5: The number of Promoted Youth Players on all Portuguese teams of First Division: Season 12/13[18]

From the analysis of the last chart, Sporting is the club with most promoted youth players on all championship: Sporting has thirteen players on the main squad that came from their Youth Teams, which is **the highest number registered on the league**. SC Marítimo is in second place with nine Promoted Youth Players. The mean is 3,88 Youth Players per team, represented by the reference line. These analyses were updated on March 7th and are referent to all official matches. There are other conclusions to take from this literature review:

- This season has the highest number of Promoted Youth Players that represented Sporting CP on official matches
- The focus of Sporting on the last two seasons is the acquisition of youth future stars and medium-age foreign players (ages between 20 and 28 years old)[19]
- The B Team can be an opportunity of a turning point. Talented youth players developed there can enter on the main squad anytime. Bruma, Eric Dier, Tiago Ilori or Zezinho started on B Team and are now regulars on Sporting First Team.
- The number of promoted youth players on B team is very high, as well as the quality of that youth players (a lot of them were champions of the youth league on the last season). Furthermore, Sporting B team is currently on the 3rd place of Portuguese second division
- The Youth Team have also a continuity logic (78,13%[20] of the players were already in Sporting on the last season)

[18] Source: www.zerozero.pt
[19] Appendix 6
[20] Appendix 2.12

- The Sporting Academy is no longer a Portuguese school. There are other academies in the world, for example in South Africa, China, Macau, Brazil, USA, Iran and India[21]

2.5) Study Variables

This section summarises all Study Variables. Table 4 shows the key independent variables, a definition of each one and the hypotheses where it will be used:

Table 4: Study Variables of this research, definition and hypotheses

Variable	Definition	Hypothesis	Reference[22]
Supporters' Identification	"*Stronger identification leads the individual to attribute desirable characteristics of the group to the self, and to assume a greater similarity with other group members*"	H1	Fisher, R. J., & Wakefield, K. (1998 : 23 - 40)
Team Performance	The majority of football fans care about winning. "*Winning is an objective outcome that may enhance sentiments of belonging*"	H2	Gallen , Trail, Kwon and Anderson (2009 : 49)
Supporters' Motivations	Motivations of Sporting Supporters regarding previously study variables (Winning percentage, Star Players and Tradition)	H3	Aiken, K. D. and Koch, E. C. (2009).
Brand Value Perception	Is the consumers' "perceived quality and value judgments" about a brand or a product	H4	Taylor, V. (2009)
Self-Monitoring	"*Self observation and self-control guided by situational cues to social appropriateness*".	H5	Snyder (1974)
Supporters' Loyalty	For Brandi "*Customer loyalty is about to building long-term* (…) *relationships*". It is about keep the support, even in hard situations. For Kolbe and James **socialization** and interpersonal relationships can influence the loyalty of the sport supporters.	H6	Brandi (2001 : 12); Kolbe and James (2000)
Promoted Youth	UEFA defines 'homegrown' players as "*those who, regardless of their nationality, have*	Second order	UEFA (2012)

[21] Source: www.sporting.pt
[22] All detailed information can be consulted on bibliography

Players	*been trained by their club for at least three years between the age of 15 and 21*"	construct	

There were also some variables that were present on the survey were not included in the model: Stadium Attendance and Team Tradition are variables measured only by one construct, and for this reason, cannot be tested on AMOS. External Star Players was included on the survey, but only to create a comparison between the preferences for Promoted Players and External Players. The definition of these variables can be analysed on the table below:

Table 5: Other study variables used on this research

Variable	Definition	Reference[23]
External Star Players	Star-players are the key players of the team. They all have "desirable and pleasing qualities". External star players are all players of that group that came from other club.	Aiken, K. D. and Koch, E. C. (2009)
Stadium Attendance	The percentage of fans that go to the Stadium, upon certain assumptions	No reference
Team Tradition	The history, nostalgia and past successes of the team. Also, "*a sociological perspective as a longing for the past or a "yearning for yesterday*""	Aiken and Koch (2009) and Davis (1979)

2.6) Research Framework

There are not any studies that relate the behaviour, attitudes and motivations of football supporters with the percentage of promoted youth players within the senior team. Nevertheless, it is possible to develop some hypotheses from the analysed literature review. For this reason, was designed a model to compare some study variables with the variable Promoted Youth Players.

H1: The level of identification with the club influences positively the preference for Promoted Youth Players

This variable will analyse if Sporting supporters are identified with the club. Fisher & Wakefield (1998) said that **team identification** is a strong motivation for supporters' attendance to matches. It is important to analyse if Identification has positive influence on supporters' preferences regarding Promoted Youth Players.

H2: The Performance of the Team influences positively the preference for Promoted Youth Players

[23] All detailed information about each reference can be consulted on bibliography. This reference is regarding Variables' Definitions.

Aiken and Koch (2009) identified 5 variables that can motivate supporters, and that research identified the **winning percentage** as the most important variable to determine the preferences and attitudes of the supporters regarding their team. Also, Wann et al. (1996) defends that **team performance** is the main reason for following and support the team. It will be interesting to analyse if Sporting fans also valorise the performance of the team. This hypothesis will analyse if Sporting supporters can be influenced by the performance of the team and if it has positive influence on their behaviour towards Promoted Youth Players.

H3: Sporting CP supporters' main motivations influences positively the preference for Promoted Youth Players

This hypothesis will analyse the overall **perceptions**, **attitudes** and **preferences** through a preferences' analysis made with Juster Scales. On this hypothesis were used three of five motivation variables from Aiken and Koch (2009) research: Winning Percentage, Star Players and Tradition. These three variables were chosen because they are being analysed on other questions. Geographic Association and Social Affiliation were not contemplated because there is not any reference on this study about these variables. This hypothesis will analyse if Sporting supporters' motivations have positive influence on their behaviour towards Promoted Youth Players.

H4: The Value Perception influences positively the preference for Promoted Youth Players

The hypothesis H4 is going to analyse the supporters' **value perception** regarding the club. For Taylor (2009), Brand Name and Price are the most important factors for consumers to understand the true value of a brand. This hypothesis will analyse if Sporting CP supporters consider the brand "Sporting" valuable. It is important to analyse if the perception of value influences positively the preferences of Sporting fans for Promoted Youth Players.

H5: The level of Self-Monitoring influences positively the preference for Promoted Youth Players

For Kolbe and James (2000) **socialization** and **interpersonal relationships** have a huge impact in the loyalty and opinions of the sport supporters. This study will compare the preferences for Promoted Youth Players with the level of Self-Monitoring of Sporting supporters. It will be interesting compare the preferences of **High** and **Low** Self-Monitors and how can it influence positively the preferences for Promoted Youth Players.

H6: The level of Loyalty influences positively the preference for Promoted Youth Players

Jacoby and Chestnut (1978) concluded that there are three categories for measuring loyalty: behavioural, attitudinal and a composite of both. Richardson (2004) defends that supporters' loyalty can be enhanced by the community concept. It is important to segment Sporting supporters about their loyalty, to determine if the opinions of different groups are or not the same. The objective of this hypothesis is verify if Sporting supporters' loyalty personalities have positive influences on their perceptions towards Promoted Youth Players.

Second-order Construct: Sporting CP supporters are linked with internal promoted players

Aiken and Koch (2009) identified the presence of **star players** and team **tradition** as important variables to determine the preferences and attitudes of the supporters regarding their team. For Wann, Tucker and Schrader (1996) the **acquisition** or loss of key-players can be a reason to attract or retract the fans' preferences for the club. Additionally, Williamson (1988) highlights that some players can also be responsible to motivate the attendance in the stadium. This hypothesis will analyse if Sporting CP fans are more linked with promoted youth players than with the team. It will also analyse the contributions of all first-order constructs to influence positively the preferences of Sporting CP supporters for Promoted Youth Players. There is not any study that relates supporters' motivations and preferences with the variable "promoted youth players".

2.7) Model Figure

To ease the reading of this study, the following picture illustrates the whole analysis process. This model will analyse which of these first-order constructs influences positively the second-order construct.

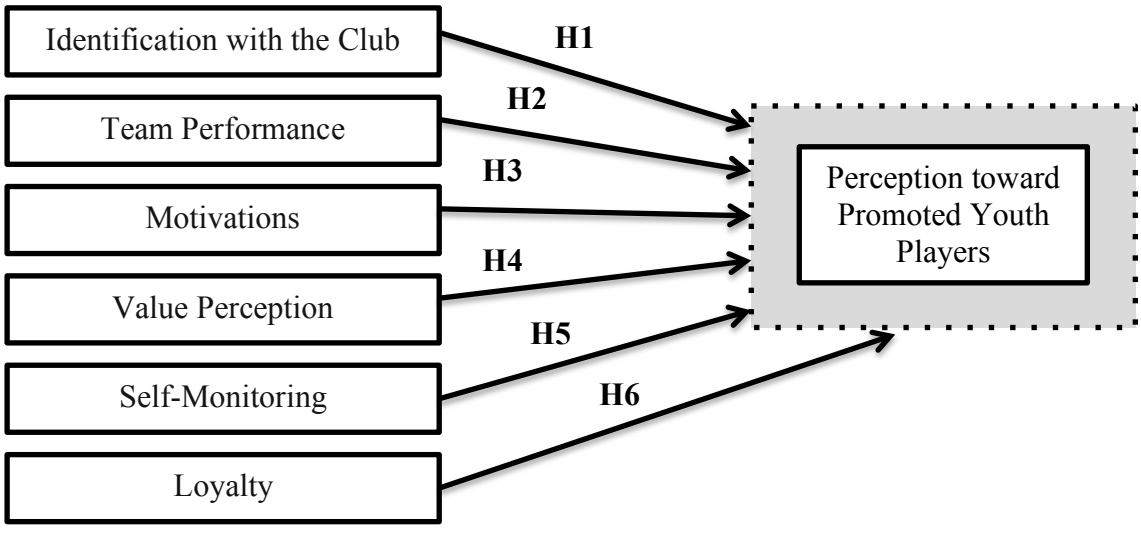


Figure 6: Model Figure

3) Methodology

The main aim of this study is the analysis of the variable "number of promoted youth players on senior team". This research will determine if any of supporters' motivations influence positively their preferences for Promoted Youth Players.

In order to get the most correct results, this study is going to analyse different subjects about supporters' behaviour: Their preferences and preconceived ideas about the **players** and about the **club**. During this study is mandatory to analyse these variables and relate them, in order to construct an **overall perception** map about Sporting CP supporters' behaviour. **IBM SPSS** will be the used software for descriptive statistics analysis. For Laureano and Botelho, SPSS is the most wide and complete data analysis software. It is very easy to use and covers a great variety of tests. Furthermore, SPSS is also compatible with other software, such as Microsoft Excel. In one sentence, the authors describe SPSS as complete software that can cover all necessities on a data research. There are also other Portuguese associations that also use and recommend SPSS, such as PSE (Produtos e Serviços de Estatística) and ISCTE Business School. **SPSS AMOS** will also be used on this study to build and analyse the Statistical Model Figure and measure all the connections between indicators and constructs. **AMOS** software is able to "test relations between hypotheses and latent factors", which is called Structural Equation Model. "*It is possible to use Confirmatory Factorial Analysis and build a measurement model with all study variables. In other words, it is possible to measure and confirm the relationship between all constructs tested*" (Maroco, 2010). In addition to SPSS analysis, there will be constructed **Spider Charts** to compare members from fans. It will be constructed a Spider Chart to compare different answers on the survey and to design an overview of the sample, comparing members' and fans' answers.

Hill and Hill (2000) describe this method as "empirical investigation". They refer that the hypotheses came from the literature review and the final results can also be linked with it. Thus, all the research hypotheses came from the general hypothesis: **Positive behaviour of Sporting CP fans towards the promoted youth players.** The operational hypothesis is specific: Preferences of Sporting CP fans towards the **squad constitution** and **club strategy.** By applying assumptions and relating the answers, will be possible to take conclusions about the **supporters' preferences** and about which strategy must be adopted toward Sporting's **squad constitution**. Moreover it will be analysed if this variable is strong enough to prevail above the others or if it value is less important than others (when compared with other study variables). Another aspect that must be considered is the **segmentation of supporters** through membership status. With this data is possible to analyse which of the fans are more

sensitive to this variable. The results will be displayed through graphical and table representations, followed by conclusions. All the other data about the club, such as attendance or number of promoted players were analysed on the Literature Review chapter.

3.1) Questions

Table 6 (page 41) shows the study variables, disposed side by side with research questions. Note that all the questions inserted on this table were transcribed from **papers with high recognition** and from **market research books with high recognition**. These researches were developed on clubs from J-League (Japan), K-League (South Korea), from United States college leagues and from a comparison between North American baseball, basketball and football leagues. All the questions were submitted to Cronbach's Alpha test by each investigator on their own researches, and all of them achieved great score (available on Table 6). Nevertheless, after the submission of the online questionnaire, Cronbach's Alpha test is going to be done with the collected data. After this process, all the variables with an Alpha value <0,7 are going to be deleted from the model.

3.2) Survey and scales

The survey is constituted by 17 questions, divided on the following groups:

1) Nominal questions, such as sex or Sporting member/non-member
2) Numeral questions, such as years of affiliation or attendances to the stadium

Both of these groups of questions are going to be used exclusively to segment the sample. Personal data like name or e-mail are not going to be asked to make the people answer exactly what they think without the apprehension of being identified.

3) Comparative questions

These questions have the purpose of compare different scenarios. They will be used, for example, to question if the supporter prefer to see Sporting constituted by promoted youth players or by external star players.

4) Scoring questions to understand the level of importance of each variable

For scoring questions, will be used a **Likert Scales** and **Juster Scales**. On Likert Scale questions, the used scale varies between 1 and 7, with growing level of importance.

- The number 1 (one) represents "I totally disagree with this sentence"
- The number 7 (five) represents "I totally agree with this sentence"

For Rungie and Danenberg (unknown year : 2294), Juster Scales are "*a useful tool for measuring purchase intentions*". For this reason, Juster Scales fits better than a Likert Scale on Supporters' Preferences question (number 12). Juster Scale grades varies from 0 to 10:

- The number 0 (zero) represents "No chance/Almost no chance"
- The number 10 (ten) represents "Certain/Practically certain"

All of the questions (including those from group 1) are going to be registered by click instead of text, to uniform the answers and ease the data collection. On numeric questions there will be pre-defined scales. This will ease the data collection and supporters' segmentation.

3.3) Data Collection

The registered data on the Literature Review was collected from different sources, such as scientific articles, books and prestigious web sites. Notwithstanding, anybody studied the relation between promoted youth players and supporters' motivations. In order to fight this, it was conducted a search based on other topics found during Literature Review.

The second part of the analysis is going to be the web survey. Bethlehem and Biffignandi (2012) defend that web surveys are the new trend in data collection methods. It has several advantages such as speed of data collection and the results are also quicker to analyse because the answers are automatically inserted on the computer. It is also possible to reach to more available people through the Internet than through personal approach. Dillman (2007) highlights the lower costs and time saving. Furthermore, Web Surveys can be more attractive and colourful, because there are no costs related with this feature. They can even be linked with animated pictures, videos and other digital contents. For Dillman, an Internet survey is also able to cross international boundaries in seconds. Dillman, Smyth and Christian (2009) highlights the bigger response rates on web surveys, when compared with paper surveys. They registered higher motivation on people who answer to Web Surveys. Last but not least, the absence of paper makes the research process more eco-friendly.

The survey is going to be conducted online, through Google Docs forms. It is free and a very reliable platform that converts immediately the answers into an excel file. This platform is also able to register anonymous answers. This feature allows the user to answer without any constraint. This platform also allows redirecting the user for specific pages, according with his/her answers. For this reason, non-Sporting users were **redirected** to the last page of the survey, to avoid error on the sample.

The survey stayed online for six days, from 15th do 20th January of 2013, and registered a total of **1054 answers**. From those answers, 79 were considered invalid because were not submitted by Sporting supporters. On the final, this study is going to be conducted with **975 valid answers**: 498 fans and 477 members. These numbers still consider outliers.

3.4) Sample

The sample of this study will not be segmented by age, city or income. The only segmentation filter that is going to be required is being a Sporting supporter. With this, all Sporting CP supporters (members and fans) can be in the study, and the opinions from different kind of supporters can be comparable. The population are all Portuguese Sporting CP supporters. In order to obtain a credible sample, it will be conducted a method called **stratified sampling**. With this method, it is possible to segment the universe with some pre-identified variables. The objective is to reach a diversified sample of the population. For Hill and Hill (2000) this is a possible way to analyse the answers when it is needed to obtain a representative sample with pre-identified variables.

To close the data collection the answers must include a representative quota of Sporting members with season ticket, Sporting members without season ticket, Sporting non-associates (fans) but very linked with the club, that often attend to the stadium and fans that like Sporting but rarely or never attend to the stadium. After choosing the segments, is mandatory to choose the sample. The sample selection was divided on two phases:

1) On the **first phase** the sample was selected through a **non-probability** method: the sample was built from social contacts of the investigator. This makes the answers more reliable.
2) On the **second phase** the sample was selected through a **probability** method, that involved divulgation through different channels[24], such as:
    a. ISCTE platforms and newsletters
    b. Personal pages on social networks such as Facebook or Linkedin
    c. Social Media Fan Pages and Web Forums dedicated to Sporting
    d. Through friends that know more people on the target

On phase two, all the people from the Universe have the same probability to answer to this survey, since they see this information. By establishing these pre-identified variables it is easy to assure the credibility of the study. When all prerequisites were solved, such as size of population or size of segment, the next step is the analysis.

3.5) Data Analysis

When the survey reaches to a considerable number of answers, the questionnaire will close. The data is automatically inserted on an excel file, so the next step is implement the statistical procedures with SPSS and AMOS. According to Jarvis, Mackenzie and Podsakoff (2003),

[24] Survey Promotion examples can be found on Appendix 12

constructs can be **reflective** or **formative**. These different constructs must behave and be analysed on different ways. For these authors, when the direction of causality is **from the construct to the indicators**, the measures are reflective. On reflective cases, measures expect to be correlated. On the other hand, on formative measures, the direction of causality is **from the indicators to the constructs**. For Jarvis, Mackenzie and Podsakoff (2003) all measures, as a group, "*determine the conceptual and empirical meaning of the construct*" (p. 201). On formative cases, "*dropping an indicator from the measurement model may alter the meaning of the construct*" (p. 203). It will be used a model named by Blunch (2008) as "Three Indicator Model", that assume the following requisites:

- Every factor has at least three indicators
- No manifest variable is indicator for more than one factor
- The error terms are not correlated

For that reason, Stadium attendance and Team will leave the model because are measured only by one construct. The distributions were considered normal for all questions, through the application of Central Limit Theorem, which assumes a normal distribution when $N < 30$. For this reason, there will be implemented parametric tests on these variables. However, Normality were validated on all Regression tests to make sure all tests were well made. To validate the research hypotheses, there were used the following tests, both on SPSS and on AMOS:

- **Descriptive statistics**, such as bar charts, histograms, boxplots and pie charts, to frame the data analysis;
- **Correlations** to analyse dependence between study variables on AMOS
- **Regressions** will be used on AMOS to measure the contribution given by first-order variables to the second order variable: Promoted Youth Players. Regression weights will be the basis of this Structural Equation Modeling
- **T-test** to compare means between official Sporting members and non-members
- **Homogeneity of variances** to analyse the discrepancy between the survey data and the expected data, through Levene Test
- **Shapiro-Wilk** tests when is necessary to guarantee normal distributions in some variables
- **Kurtosis** and **Skewness** tests to guarantee normal distributions in some constructs

Each test will be used on all hypotheses that are appropriate and every time as necessary. In order to perform a veracious analysis, the following table shows which measurement model was used on the research studies:

Table 6: Measurement Models Previous Research: References, Questions, Scales and Tests Research

Variable	Scale	Cronbach's Alpha	Other reliability measurements	Performed tests	Construct type	Reference[25]
Promoted Youth Players	Likert scale (1-7)	0,88	- Factor Loadings (β) from 0,68 to 0,86 - Standard Errors from 0,22 to 0,29 - T-Values from 23,80 to 39,95 - Average Variance Explained: 0,63	- T-Test - Average Variance - Root-mean-square Deviation - Qui-square - Correlations	Reflective	Gallen , Trail, Kwon and Anderson (2009)
Supporters' Identification	Likert scale (1-5)	0,88	- Composite reliability: 0,88 in this variable and on all sample - Average variance extracted: 0,60 in this variable and on all sample	- Coefficient of Variances - T-Test - Qui-square	Reflective	Mael & Ashforth (1992)
Team Performance	Likert scale (1-7)	0,83	- Loadings (β) from 0,75 to 0,85 - Standard errors from 0,032 to 0,038 - T-Values from 27,28 to 31,95 - Average Variance Explained: 0,62	- Qui-square - T-Test - Average Variance - ANova - Standard Deviation	Reflective	Won and Kitamura (2007)

[25] This reference is regarding quantitative tests

Brand Value Perception	Likert scale (1-7)	0,89	- Item-to-total correlations from 0,667 to 0,749	- Correlation - Qui-square - ANova - Average Variance	Reflective	Wang, Wei and Yu (2008)
Motivations	Not available	Not available	Not available	Self-made questions, with Aiken's and Koch's variables	Reflective	Aiken, K. D. and Koch, E. C. (2009)
Self Monitoring	- True/False on Snyder version - Likert scale (1-5) on Richardson and O'Dwyer version	0,83 on test-retest (Snyder version); unknown on Richardson and O'Dwyer version	When compared Self-monitoring and Obligational Commitment: - Standard error: 6,66 - T-value: 3,79	- ANova - T-Test	Formative	Snyder (1974). Adapted by Richardson and O'Dwyer (2003)
Supporters' Loyalty	Likert scale (1-7)	0,89	- Composite reliability: 0,90 in this variable and on all sample - Average variance extracted: 0,75 in this variable and on all sample	- Coefficient of Variances - T-Test - Qui-square	Formative	Zeithaml et al. (1996)

4) Results

As said before, this survey registered a total of **1054 answers** in six days. From those answers, 79 were considered invalid because were not submitted by Sporting supporters. In the end, this research is going to be conducted with **975 valid answers**, which represents 92,5% of the total answers. These numbers still consider outliers. All missing outputs can be observed on appendixes chapter number 9.

Table 7: All sample segmented by club

Club

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Benfica	65	6,2	6,2	6,2
	Other	6	,6	,6	6,7
	Porto	8	,8	,8	7,5
	Sporting	975	92,5	92,5	100,0
	Total	1054	100,0	100,0	

4.1) Sample Segmentation

The first part of this research will segment the enquired sample through descriptive statistics analysis.

4.1.1) Age and Gender distribution

Firstly, it is required to analyse the socio-demographic characteristics of the respondents. Sample characteristics can be observed on the next table, as well as on appendix 9.1 (Gender distribution) and on appendix 9.2 (Age distribution).

Table 8: Gender and Age Crosstabulation

Gender * Age Crosstabulation

Count

		Age					
		1. Less than 18	2. Between 18 and 29	3. Between 30 and 44	4. Between 45 and 60	4. More than 60	Total
Gender	Female	5	105	17	7	2	136
	Male	63	545	179	46	6	839
Total		68	650	196	53	8	975

From the analysis of the table above, 55,9% of the answers (545 elements) were given by men between 18 and 29 years old, which represents the biggest group of this sample. Next, men between 30 and 44 years old represents 18,7% of the sample (179 elements) and on third, women between 18 and 29 years old (105 elements), representing 10,8% of the sample. These three groups together represent 85,4% of the whole sample.

4.1.2) Official Members of Sporting CP

In order to get accurate results, this analysis will distinguish **members** (those who are or were official members of Sporting CP) from **fans** (those who never were official members of Sporting CP). "**Supporters"** term is referent to the whole sample. From the following table is possible to observe that 48,9% of the sample is constituted by Sporting CP members, which gives a good support for statistical analysis. From all 477 members who answered to this survey, 245 (51,4%) are (or were) members for more than ten years.

Table 9: Membership Status of all Sporting CP Supporters

Are you a Sporting member? For how many years?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. Not a member	498	51,1	51,1	51,1
	2. Less than one year	38	3,9	3,9	55,0
	3. More than one year and less than three years	79	8,1	8,1	63,1
	4. More than three years and less than five years	60	6,2	6,2	69,2
	5. More than five years and less than ten years	55	5,6	5,6	74,9
	6. More than ten years	245	25,1	25,1	100,0
	Total	975	100,0	100,0	

4.1.3) Stadium Attendance

It was also analysed the percentage of fans that already were on Sporting CP stadium this season and on the season before. From the registered answers, 88,7% of the sample already saw at least one match at Sporting stadium (appendix 9.3). The following tables show the number of games attended on the seasons 11/12 and 12/13:

Table 10: Stadium attendance on season 11/12

How many times you were on Sporting stadium on season 11/12?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. Never	241	24,7	24,7	24,7
	2. One or two times	204	20,9	20,9	45,6
	3. Between three and five times	137	14,1	14,1	59,7
	4. Between six and ten times	79	8,1	8,1	67,8
	5. More than ten times	314	32,2	32,2	100,0
	Total	975	100,0	100,0	

Table 11: Stadium attendance on season 12/13

How many times you were on Sporting stadium on season 12/13? Please consider the games you still pretend to attend till the end on the season.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. Never	302	31,0	31,0	31,0
	2. One or two times	230	23,6	23,6	54,6
	3. Between three and five times	115	11,8	11,8	66,4
	4. Between six and ten times	86	8,8	8,8	75,2
	5. More than ten times	242	24,8	24,8	100,0
	Total	975	100,0	100,0	

It is possible to analyse that the percentage of supporters that didn't saw and don't want to see any single match this season is higher than last season's indicators (from 24,7% on season 11/12 to 31% on season 12/13). Furthermore, the number of supporters that want to see more than ten matches decreased from 32,2% on season 11/12 to 24,8% on season 12/13. When crossed the number of games attended in 12/13 season with membership status (table 12), is clear that non-members are planning to see less games: 215 fans answered that don't want to see a single game this season and 167 answered "one or two games". These two answers together represents 76,7% of total fans' answers. On this question, Sporting members' register more diluted answers. Nevertheless, 48,2% of those who are members for more than ten years pretend to see more than ten live games this season (118 out of 245).

Table 12: Crosstabulation between Stadium Attendance on 12/13 season and membership status

Are you a Sporting member? For how many years? * How many times you were on Sporting stadium on season 12/13? Please consider the games you still pretend to attend till the end on the season. Crosstabulation

Count

		How many times you were on Sporting stadium on season 12/13? Please consider the games you still pretend to attend till the end on the season.					
		1. Never	2. One or two times	3. Between three and five times	4. Between six and ten times	5. More than ten times	Total
Are you a Sporting member? For how many years?	1. Not a member	215	167	50	29	37	498
	2. Less than one year	7	3	7	5	16	38
	3. More than one year and less than three years	14	15	12	14	24	79
	4. More than three years and less than five years	15	8	6	8	23	60
	5. More than five years and less than ten years	9	6	11	5	24	55
	6. More than ten years	42	31	29	25	118	245
Total		302	230	115	86	242	975

4.1.4) Season Tickets

In order to analyse supporters' involvement with the club, it was asked if they ever had Gamebox (season ticket). Gamebox is a product made for Sporting **official members**, although, some fans can also acquire it to cheaper sits.

Table 13: Gamebox purchases

Did you ever had Gamebox (season ticket)? In which seasons?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never had	582	34,0	34,0	34,0
	In previous seasons	223	13,0	13,0	47,0
	Season 09/10	229	13,4	13,4	60,4
	Season 10/11	219	12,8	12,8	73,1
	Season 11/12	241	14,1	14,1	87,2
	Season 12/13	219	12,8	12,8	100,0
	Total	1713	100,0	100,0	

Table 14: Crosstabulation between Gamebox purchases and Membership status

Did you already had Gamebox? * Are you a member? Crosstabulation

Count

		Are you a member?		Total
		No	Yes	
Did you already had Gamebox?	No	449	132	581
	Yes	49	345	394
Total		498	477	975

From the data available on Table 14, is possible to see that 72,3% of enquired members have, or already had, Gamebox (345 out of 477). Also, 9,84% of fans already had a Gamebox (49 out of 498). With this data, is possible to assume that Sporting members enjoy watching Sporting matches on the stadium regularly, because the majority of the members already had Gamebox at least for one season. Furthermore, when analysed the number of Gameboxes sold on the last four seasons (table 13), the numbers are stable. The numbers varied between 219 (season 10/11 and 12/13) and 241 (season 11/12).

4.1.4) Games on TV

It was also considered the usual behaviour of Sporting CP fans when they don't go to the stadium. From the analysis of figure 7, 48,2% of the supporters (members and fans) answered "7", the highest number in the scale, which means that they always see Sporting games on TV. Furthermore, 67,4% answered with "6" or "7" to this question (appendix 9.4). From the observation of the following chart, is possible to assume that Sporting CP supporters consider their club games as a routine. They usually see every game on TV when they are unable to see it on the stadium.

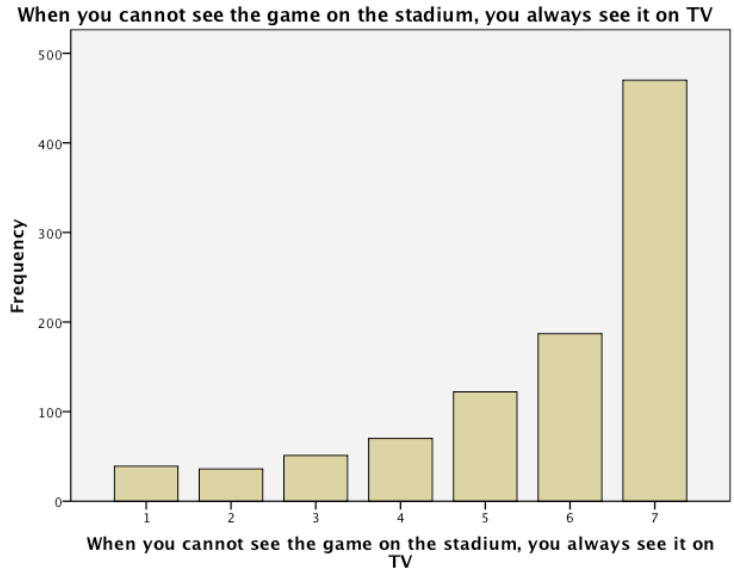


Figure 7: Games attendance through TV

4.2) Supporters' opinions and motivations

After the sample analysis, it is time to analyse the opinions and motivations of Sporting CP fans. All the following analyses were crossed with membership status, in order to ascertain if Sporting CP members and fans have different opinions.

4.2.1) Opinions regarding Promoted Youth Players and External Players

There were conducted similar questions regarding Promoted Youth Players (Question 6) and External Players (Question 7), in order to ascertain if Sporting members and fans have different opinions regarding these group of players and regarding the whole team.

Question 6.1/7.1: I Identify more with an individual player than with the whole team:

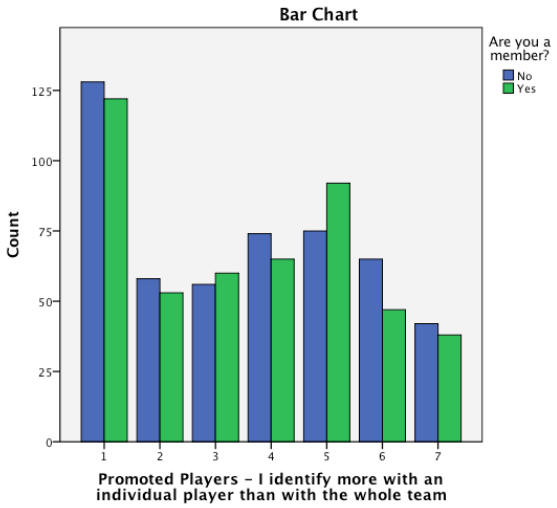


Figure 8: Question 6.1 - Promoted Youth Players

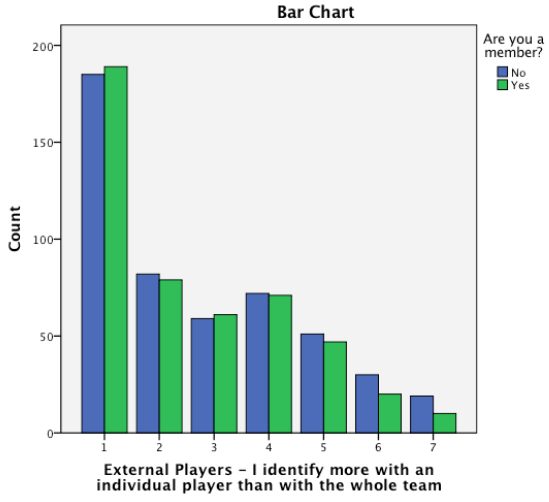


Figure 9: Question 7.1 - External Players

Question 6.2/7.2: I am a big fan of specific player(s) more than I am a fan of the team:

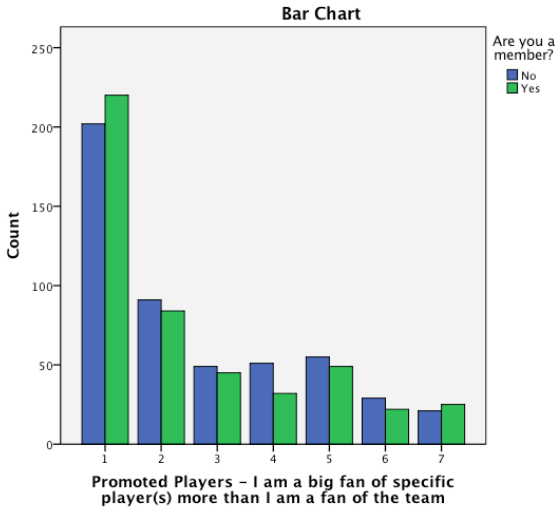


Figure 10: Question 6.2 - Promoted Youth Players

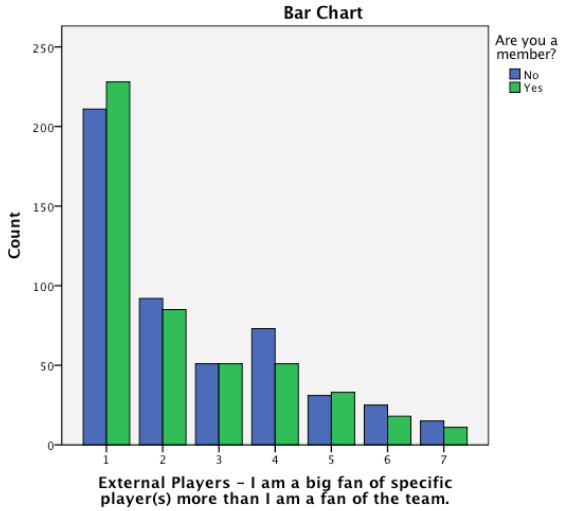


Figure 11: Question 7.2 - External Players

Question 6.3/7.3: I consider myself a fan of certain players rather than a fan of the team:

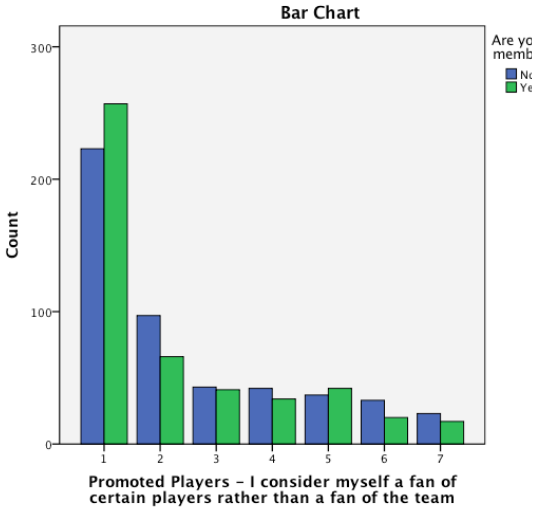


Figure 12: Question 6.3 - Promoted Youth Players

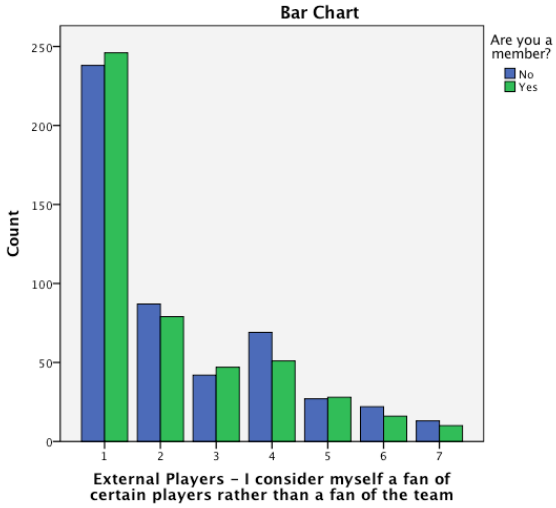


Figure 13: Question 7.3 – External Players

It is possible to verify that Sporting fans and members are not more motivated to support a player in particular: they prefer to support the whole team. It can be verified by the lower means registered on these questions. Those means shows that Sporting CP fans and members manifested higher involvement for Promoted Youth Players (question 6.1) than for External Players (question 7.1). Question 6.1 registered a mean of 3,53 when the question 7.1 only registered 2,69. These charts also show that questions 6.2/7.2 and 6.3/7.3 have similar answers patterns. Also, the means are higher on the question regarding Promoted Youth Players (6.2 compared with 7.2 and 6.3 with 7.3). Table 15 summarises members' and fans' opinions regarding this topic, and proves that Promoted Youth Players are more popular than

External Players. It is possible to see that Fans registered higher mean on both variables: preference for Promoted Youth Players and for External Players.

Table 15: Answers patterns between members and fans

Group Statistics

	Are you a member?	N	Mean	Std. Deviation	Std. Error Mean
6.1 - I Identify more with an individual player than with the whole team	No	498	3,55	2,032	,091
	Yes	477	3,51	1,987	,091
6.2 - I am a big fan of specific player(s) more than I am a fan of the team	No	498	2,67	1,857	,083
	Yes	477	2,52	1,879	,086
6.3 - I consider myself a fan of certain players rather than a fan of the team	No	498	2,53	1,867	,084
	Yes	477	2,30	1,784	,082
7.1 - I Identify more with an individual player than with the whole team	No	498	2,78	1,820	,082
	Yes	477	2,60	1,688	,077
7.2 - I am a big fan of specific player(s) more than I am a fan of the team	No	498	2,51	1,725	,077
	Yes	477	2,32	1,650	,076
7.3 - I consider myself a fan of certain players rather than a fan of the team	No	498	2,35	1,687	,076
	Yes	477	2,21	1,610	,074

Levene's test (Appendixes 9.12 and 9.13) verified that the members' and fans' answers are not very different. Assuming equal variances on all questions (Sig > 0,05), it can be verified that Sig (2-tailed) is higher than 0,05 on all questions (6 and 7). For this reason, there are not statistical differences between members and fans on these two variables (Promoted Players and External Players). Also, these variables registered a great reliability on Cronbach's Alpha test. Question 6, regarding Promoted Youth Players, registered an Alpha of 0,842 and Question 7, regarding External Players, registered an Alpha of 0,918 (Appendix 11.1).

4.2.2) Stadium Attendance and Promoted Youth Players

It was also asked if Sporting CP fans and members are motivated by the presence of Promoted Youth Players on the team when they decide to attend to a Sporting match.

Table 16: Stadium attendance and Promoted Youth Players

8. Do you think in attend to Sporting Stadium more often if the team align with more Promoted Youth Players? * Are you a member? Crosstabulation

Count

		Are you a member?		Total
		No	Yes	
8. Do you think in attend to Sporting Stadium more often if the team align with more Promoted Youth Players?	1	83	71	154
	2	42	42	84
	3	51	46	97
	4	122	110	232
	5	81	84	165
	6	51	51	102
	7	68	73	141
Total		498	477	975

From the table above, it is possible to see that members' and fans' most popular answer is the number 4 (middle of the scale). Fans registered a mean of 4,01, where members registered a

mean of 4,13 (Appendix 9.14). It is possible to conclude that only some of Sporting fans and members feel motivated by the presence of Youth Players on the team when they decide to attend to a live match.

4.2.3) Team Tradition

One important variable that should be analysed is the positioning of Sporting on members' and fans' minds. By asking if the inclusion of Promoted Youth Players on senior team was part of Sporting's tradition, the outcomes were:

Table 17: Team Tradition

For me, it is part of Sporting tradition the inclusion of Promoted Youth Players on the team. Sporting team should include as many Promoted Youth Players as possible * Are you a member? Crosstabulation

Count

		Are you a member?		
		No	Yes	Total
For me, it is part of Sporting tradition the inclusion of Promoted Youth Players on the team. Sporting team should include as many Promoted Youth Players as possible	1	6	4	10
	2	3	1	4
	3	12	13	25
	4	36	20	56
	5	63	79	142
	6	121	103	224
	7	257	257	514
Total		498	477	975

It is possible to analyse that 51,6% of fans 53,9% of members answered with 7, which is the highest number on this scale. The registered mean on fans group was 6,09, where on members group the registered mean was 6,16 (Appendix 9.15). With these numbers, it is clear that either fans and members agrees with the fact that the inclusion of Promoted Youth Players on Sporting main team is part of the club's tradition, and must continue this way.

4.2.4) Identification

In order to understand if Sporting CP fans and members feel identified with the club, was also conducted a group of questions to analyse this variable. It was conducted a t-test to compare fans' and members' answers. From the analysis of the table below, it is clear that members are more identified with the club than fans. In fact, the means are higher on members group in **all questions**. Also, from the analysis of mode (appendix 9.16), the most given answer was "7" on questions 10.3, 10.5 and 10.6, which indicates that Sporting CP fans and members are highly interested in the club success (10.3), media support (10,5) and they usually say "we" rather than "they" when they talk about Sporting (10.6). Table 18 shows an overview of members' and fans' answers regarding this variable.

Table 18: Identification with Sporting CP

Group Statistics

	Are you a member?	N	Mean	Std. Deviation	Std. Error Mean
10.1 - When someone criticizes Sporting, it feels like a personal insult	No	498	3,90	2,044	,092
	Yes	477	4,47	2,015	,092
10.2 - I am interested in what others think about the Sporting football team	No	498	4,24	1,839	,082
	Yes	477	4,50	1,728	,079
10.3 - The Sporting football team's successes are my successes	No	498	4,23	2,062	,092
	Yes	477	5,08	1,808	,083
10.4 - When someone praises the Sporting football team, it feels like a personal compliment	No	498	3,93	2,057	,092
	Yes	477	4,56	1,936	,089
10.5 - I would be upset if a story in the media criticized the Sporting football team	No	498	5,25	1,839	,082
	Yes	477	5,79	1,470	,067
10.6 - When I talk about the Sporting football team, I usually say we rather than they	No	498	5,64	1,782	,080
	Yes	477	6,31	1,198	,055

When comparing the opinions between members and fans (appendix 9.16), it is possible to verify that exists statistical differences between those groups. There were only assumed equal variances on questions 10.1, 10.2 and 10.4 (sig > 0,05). From respective Sig (2-tailed) observations, is possible to verify that all of them are lower than 0,05. On other words, members and fans have different levels of identification with Sporting CP. Also, Identification registered a Cronbach's Alpha of 0,796, which means that has a great reliability values (Appendix 11.1).

4.2.5) Team Performance

To measure how motivated and interested are Sporting fans and members about Sporting sportive Performance, were conducted a group of questions regarding this variable. The analysis of descriptive statistics (Appendix 9.17) indicated that "7", the highest score, was the most given answer on all questions. In fact, this option registered 76,6% of the answers on question 11.1, 77,3% on question 11.2 and 59,9% on question 11.3. From the analysis of the following table, it is easily concluded that Sporting CP fans and members are highly interested and motivated about Sporting's Team Performance:

Table 19: Team Performance

Group Statistics

	Are you a member?	N	Mean	Std. Deviation	Std. Error Mean
11.1 - I feel a sense of accomplishment when Sporting wins	No	498	6,45	1,106	,050
	Yes	477	6,74	,687	,031
11.2 - I feel proud when Sporting plays really well	No	498	6,53	1,027	,046
	Yes	477	6,74	,619	,028
11.3 - When Sporting win I feel like I have won	No	498	5,90	1,586	,071
	Yes	477	6,37	1,097	,050

As expected, Sporting members register higher results than Sporting fans on all answers. Nevertheless, from the analysis of Table 19, the means are very high on both groups, which means that all Sporting fans are also highly interested about Sporting sportive performance. However, is possible verified from Levene's test (Appendix 9.17) that exist statistical difference between members' and fans' opinions. There were not equal variances assumed on any question. From the analysis is Sig (2-tailed), is possible verify that the given answers from fans and members are different. This variable registered a good score on Cronbach's Alpha test: the registered value was 0,791 (Appendix 11.1)

4.2.6) Motivations

This group of questions analysed the major sportive supporters motivations, according to Aiken and Koch (2009). This variable was analysed with Juster Scales, most appropriate to analyse preferences and opinions. Juster Scales answer options vary from 0 to 10.

From the analysis of Appendix 9.18, is possible to verify a huge interest of Sporting fans and members on the variables "**Star/Promoted Players**" (question 11.2) and "**Team Tradition**" (question 11.3). These two questions registered a high mean: 7,46 on question 12.2 and 7,37 on question 12.3. As expected, members' answers were higher than fans' answers. Nevertheless, the differences registered on these two questions were not very disparate. On the other hand, the variable "**Winning Percentage**", present on question 11.1 registers lower results, because the question emphasizes the possibility of a decrease on sportive success because of the increment of Promoted Youth Players on Sporting team. Even so, it registered a mean of 5,54 for fans and 6,03 for members. Can be concluded that Sporting fans and members are less willing to abdicate for sportive results because of Youth Players. Nevertheless, some supporters are ready to abdicate the sportive success to build a team mainly constituted by Promoted Youth Players: 133 supporters (13,6% of the sample) answered with "10" when asked if they prefer to see Sporting CP mainly constituted by Promoted Youth Players, even if Sporting can't win a single title on the first years (Table 20).

It was also conducted a Levene's test in order to verify if there are statistical differences between fans and members (Appendix 9.18). Equal variance was assumed on question 12.1 only. From the analysed outputs, is possible to verify that exists statistical differences between members' and fans' answers on questions 12.1 and 12.2. On the other hand, there are not statistical differences on question 12.3 (Sig 2-tailed = 0,358). There was also conducted a deeper analysis, question by question. The results can be observed on the following tables:

Table 20: Winning Percentage as a Motivation

12.1 - I prefer to see Sporting CP constituted mainly by promoted youth players, even if they can't win a single title on the first years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	80	8,2	8,2	8,2
	1	24	2,5	2,5	10,7
	2	49	5,0	5,0	15,7
	3	83	8,5	8,5	24,2
	4	56	5,7	5,7	29,9
	5	125	12,8	12,8	42,8
	6	104	10,7	10,7	53,4
	7	150	15,4	15,4	68,8
	8	128	13,1	13,1	81,9
	9	43	4,4	4,4	86,4
	10	133	13,6	13,6	100,0
	Total	975	100,0	100,0	

Table 21: Youth Players as a Motivation

12.2 - I prefer to see a team constituted mainly by Promoted Youth Players than by External Star Players

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	22	2,3	2,3	2,3
	1	11	1,1	1,1	3,4
	2	24	2,5	2,5	5,8
	3	28	2,9	2,9	8,7
	4	26	2,7	2,7	11,4
	5	89	9,1	9,1	20,5
	6	95	9,7	9,7	30,3
	7	129	13,2	13,2	43,5
	8	156	16,0	16,0	59,5
	9	87	8,9	8,9	68,4
	10	308	31,6	31,6	100,0
	Total	975	100,0	100,0	

Table 22: Team Tradition as a Motivation

12.3 - The tradition of Sporting CP is train players instead of buy them

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	20	2,1	2,1	2,1
	1	5	,5	,5	2,6
	2	10	1,0	1,0	3,6
	3	31	3,2	3,2	6,8
	4	36	3,7	3,7	10,5
	5	94	9,6	9,6	20,1
	6	94	9,6	9,6	29,7
	7	162	16,6	16,6	46,4
	8	195	20,0	20,0	66,4
	9	86	8,8	8,8	75,2
	10	242	24,8	24,8	100,0
	Total	975	100,0	100,0	

As said before, Sporting CP fans and members are very linked with the variables "Star/Promoted Players" and "Team Tradition". On these two questions, the most popular answer was 10, the highest value. On the other hand, the variable "Winning Percentage/Team Performance", the most popular answer was "7". Furthermore, 46,56% of Sporting supporters answered between 7 and 10 on this questions, which means that almost half of the Sporting supporters might abdicate for sportive results on the first years to build a strong team mainly constituted by Promoted Youth Players. This group of questions registered a Cronbach's Alpha of 0,765, which means it achieved a good score on this reliability test (Appendix 11.1).

4.2.7) Value Perception

Value Perception was also analysed. The following table shows that the majority of Sporting supporters consider that Sporting brand has value and a very good style. In fact, from the observations of Appendix 9.19, 65,1% of the sample answered "6" or "7" on question 13.1 and 66,3% answered "6" or "7" on question 13.4. Even so, the great majority of fans and members consider that Sporting brand has capacity of upgrading. This variable registered a mean of 6,47, where the scale varies from 1 to 7. On the other hand, stability and reliability was the less popular choice between Sporting fans and supporters, registering a mean of 4,52.

Table 23: Value Perception Means

Statistics

		13.1 - I think Sporting brand has value	13.2 - Sporting brand is stable and reliable	13.3 - Sporting brand is capable of upgrading	13.4 - Sporting brand has a very good style
N	Valid	975	975	975	975
	Missing	0	0	0	0
Mean		5,83	4,52	6,47	5,79
Std. Error of Mean		,043	,054	,032	,046
Mode		7	5	7	7
Std. Deviation		1,329	1,695	1,014	1,435
Percentiles	25	5,00	3,00	6,00	5,00
	50	6,00	5,00	7,00	6,00
	75	7,00	6,00	7,00	7,00

The following table shows the answers given by Sporting fans and members separately. Unlike all the previously study variables, Value Perception registers an opposite trend. On questions 13.1, 13.2 and 13.4 the answers from fans were higher than members' answers. Nevertheless, on question 13.3, the question with highest mean, members' answers were higher than fans' answers.

Table 24: Value Perception segmented by membership status

Group Statistics

	Are you a member?	N	Mean	Std. Deviation	Std. Error Mean
13.1 - I think Sporting brand has value	No	498	5,83	1,337	,060
	Yes	477	5,82	1,322	,061
13.2 - Sporting brand is stable and reliable	No	498	4,61	1,724	,077
	Yes	477	4,42	1,659	,076
13.3 - Sporting brand is capable of upgrading	No	498	6,34	1,123	,050
	Yes	477	6,59	,869	,040
13.4 - Sporting brand has a very good style	No	498	5,86	1,414	,063
	Yes	477	5,71	1,455	,067

There was also conducted a Levene's test to compare the statistical difference between fans' and members' answers. Equal variances were assumed on questions 13.1, 13.2 and 13.4. From the analysis of Sig (2-tailed), there are only statistical differences on question 13.3, "Sporting brand id capable of upgrading", where Sig=0,000. This variable registered a good score on Cronbach's Alpha test: 0,759 (Appendix 11.1).

4.2.8) Self Monitoring

In order to examine the behaviour of Sporting fans, was conducted research about Self Monitoring. From the analysis of the Appendix 9.20, is possible to analyse that Sporting CP members and fans have similar answers, except on questions 14.2 (expression of true feelings), where members register higher mean, and on question 14.4 (looking for cues on others' behaviour) where fans register higher mean.

Table 25: Self-Monitoring segmented by membership status

Group Statistics

	Are you a member?	N	Mean	Std. Deviation	Std. Error Mean
14.1 - I find it hard to imitate the behaviour of other people	No	498	4,85	1,599	,072
	Yes	477	4,89	1,473	,067
14.2 - My behaviour is usually an expression of my true innes feelings, attitudes and beliefs	No	498	5,75	1,268	,057
	Yes	477	5,94	1,173	,054
14.3 - I only argue for ideas which I already believe	No	498	5,93	1,212	,054
	Yes	477	5,95	1,137	,052
14.4 - When I am uncertain how to act in a social situation, I look to the behaviour of others for cues	No	498	3,58	1,725	,077
	Yes	477	3,39	1,691	,077
14.5 - In a group of people, I am rarely the centre of attention	No	498	4,27	1,786	,080
	Yes	477	4,20	1,610	,074
14.6 - I would not change my opinions (or the way I do things) in order to please someone else or to win their favour	No	498	6,21	1,272	,057
	Yes	477	6,25	1,250	,057
14.7 - I have trouble changing my behaviour to suit different people and different situations	No	498	3,67	1,835	,082
	Yes	477	3,68	1,839	,084

From the observation of table 26, an be concluded that Sporting CP supporters are medium/high self-monitors. The registered means were 4,89 on fans and 4,90 on members. There was also conducted a Levene's test to compare the statistical difference between fans' and members' answers. Equal variances were assumed on questions 14.1, 14.3, 14.4, 14.6 and 14.7 (Sig > 0,05). From the analysis, is possible to verify that only exist statistical differences between these groups on question 14.2 "My behaviour is usually an expression of my true feelings, attitudes and beliefs". Also, Self Monitoring registered a bad score on Cronbach Alpha reliability test: registered a score of 0,459 (Appendix 11.1), which means it will be removed from this research.

4.2.9) Loyalty

Lastly, was analysed the loyalty of Sporting supporters.

Table 26: Loyalty

Group Statistics

	Are you a member?	N	Mean	Std. Deviation	Std. Error Mean
15.1 - I would consider Sporting my first choice when [I would like to support a football team]	No	498	6,74	,877	,039
	Yes	477	6,91	,447	,020
15.2 - I would say positive things about Sporting to other people	No	498	6,07	1,286	,058
	Yes	477	6,22	1,202	,055
15.3 - I would recommend Sporting to someone who seeks your advice	No	498	6,30	1,442	,065
	Yes	477	6,56	1,126	,052

From the analysis of table above, it is possible to see that Sporting CP fans and members are incredibly loyal. Option 7 was the most popular answer on all questions, registering 91,2% of preferences on question 15.1, 56,5% on question 15.2 and 77,3% on question 15.3 (Appendix 9.21). Members' opinions were the higher on all questions. Nevertheless, all fans' opinions registered a mean above 6, which indicated that both Sporting fans and members are incredibly loyal to the club. There was also conducted a Levene's test to compare the statistical difference between fans' and members' answers. Equal variances were assumed on question 15.2 only. From the analysis of Sig (2-tailed), is possible to verify that exist statistical differences between members' and fans' answers on questions 15.1 and 15.3. However, Loyalty registered a score of 0,694 on Cronbach Alpha test (Appendix 11.1), which means it will be removed from this research.

4.9.10) Supporters' Overview

In order to represent all study variables in one chart, was designed a Spider Chart with all variables analysed. Motivations didn't belong to this chart because it were analysed with Juster Scales (from 0 to 10), and all the others were analysed with Likert Scales, from 1 to 7. Self-Monitoring was also removed from this chart because it is not directly related to sports, unlike all the other variables present. This chart represents Sporting CP fans (blue line) and Sporting CP official members (red line). The registered values are the average of all constructs' means. Each construct mean was calculated through t-tests. The three variables with higher average on Sporting CP members' group were **Team Performance** (6,62), **Loyalty** (6,56) and **Team Tradition** (6,16). On the other hand, the more disparate means between fans and members were Identification (0,59 of difference), Team Performance (0,33) and Loyalty (0,19). All of these means were higher on members' group. Stadium attendance was the only variable that registered a mean below 5 on both groups. It means that most of Sporting CP supporters do not expect to attend to the stadium more often just because of the presence of Promoted Youth Players on Sporting squad. Motivations (Question 12), measured with Juster Scales from 0 to 10, registered an average of 7,06 for members and 6,69 for fans. One interesting point is that means are higher on Members on all answers **except** Value Perception. On this variable, fans registered a mean of 5,66, when members' mean is 5,64. It is possible to see an overview of all Sporting CP supporters' preferences on figure 14:

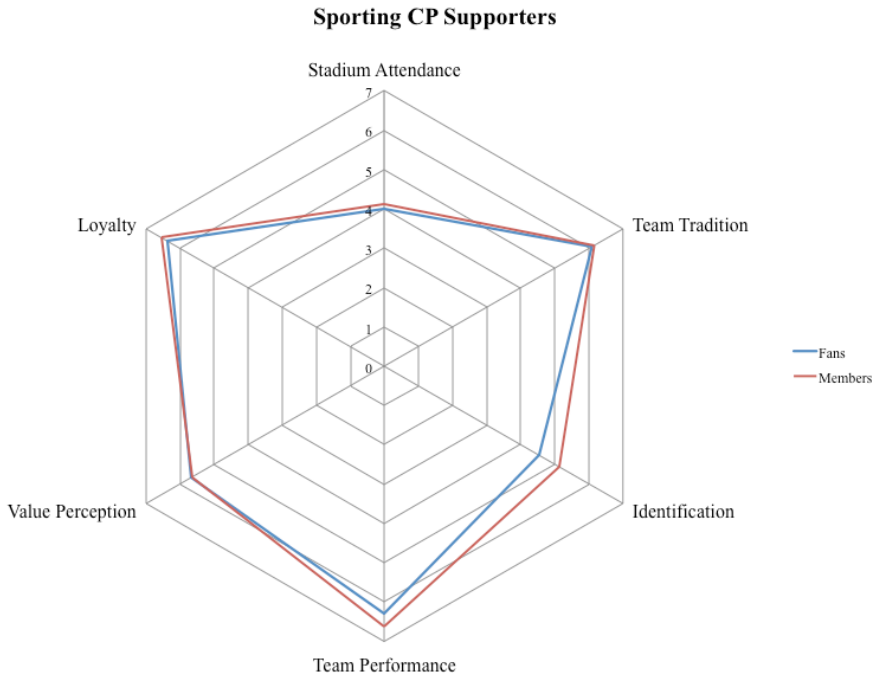


Figure 14: Sporting CP Supporters Overview

4.3) Hypotheses testing

As said before, AMOS software will be used to measure all the regression weights between all first-order constructs and the Variable "Promoted Youth Players". AMOS analysis will include the following steps:

1) Previous Individual Analysis of variables with 4 or more constructs. This analysis will be performed to remove the Outliers and Non-Significant Loadings
2) Construction of the whole Model. This step will also include Outliers and Non-Significant Loadings removal

All the analysis will include the following measurements values:

1) Factorial validity: According to Maroco (2010), all estimates lower than 0,500 must be deleted. Reference value: 0,5.
2) Composite reliability: For Maroco, constructs must have a composite reliability as bigger as possible. Just like Cronbach's Alpha, there is a reference value of 0,7. The equation for composite reliability is the following:

$$CR_i = \frac{(\sum \lambda_i)^2}{(\sum \lambda_i)^2 + \sum \varepsilon_i}$$

$$\varepsilon_i = 1 - \lambda_i^2$$

$$\lambda_i = Regression\ weights\ do\ factor\ i$$

Equation 1: Composite Reliability

3) Average Variance Extracted: For measurement of convergent reliability. Maroco (2010) suggests a reference value of 0,5 for this indicator. All AVE values higher than 0,5 are considered good.

$$AVE_i = \frac{\sum \lambda_i^2}{\sum \lambda_i^2 + \sum \varepsilon_i}$$

$$\varepsilon_i = 1 - \lambda_i^2$$

$$\lambda_i = Regression\ weights\ do\ factor\ i$$

Equation 2: Average Variance Extracted

4.3.1) First measurement: Whole sample

Firstly, was conducted a model with the four remaining hypotheses for the whole sample, constituted by 975 supporters (477 members and 498 fans). Self-Monitoring and Loyalty were rejected by the model because of their reliability value (Cronbach's Alpha < 0,7). Table 26 shows the reliability values of all study variables before AMOS analysis:

Table 27: Cronbach's Alpha of Whole Sample (975 supporters)

Variable	Cronbach's Alpha	Status
Promoted Youth Players	0,842	Reliable
Identification	0,796	Reliable
Team Performance	0,791	Reliable
Motivations	0,765	Reliable
Value Perception	0,759	Reliable
Self-Monitoring	0,459	Not Reliable: Rejected
Loyalty	0,694	Not Reliable: Rejected

It was also added one statistical indicator of each type in order to validate the consistency of the model. The tests used were X^2, $\frac{X^2}{Degrees\ of\ Freedom}$, CFI, PGFI and RMSEA. According to Maroco (2010) and Blunch (2008), the reference values for each of these indicators are:

Table 28: Reference Values for AMOS tests

Statistical Test	Type	Intolerable Level	Tolerable Level	Good Level	Excellent Level
X^2	Model Fit	The lowest value as possible			
$\frac{X^2}{Degrees\ of\ Freedom}$	Absolute Fit and Model Parsimony	> 5	]2;5]	]1;2]	~1
CFI	Incremental / Relative Fit	< 0,8	[0,8;0,9[	[0,9;0,95[	≥ 0,95
PGFI	Absolute Fit / Parsimony measure	< 0,6	N.A.	[0,6;0,8[	≥ 0,8
RMSEA	Absolute Fit	> 0,1	N.A.	]0,05;0,1]	≤ 0,05

Won and Kitamura (2007) developed the questions used on this research used to determine how Team Performance influences the sport supporters. These authors found on their research correlation between **Team Performance** (named Achievement) and **Identification** (named Pride). Karaosmanoglu, Bas and Zhang (2008) used a group of questions from Mael and Ashford (1992) to determine the level of Identification with a brand. There were used the same questions on this research. Karaosmanoglu et al. does not proved the existence of correlation between **Identification** and **Value Perception**, but they assume that the correlation might exist: "*although the customers identify themselves with those companies, this affective commitment does not necessarily lead to improved perceptions of corporate image*" (p. 1433) Aiken and Koch (2009) identified five core variables that evaluate the Value of a Sports Club for the supporters: Star Players, Winning Percentage, Geographic Association, Social Affiliation and Tradition. Question 12 includes constructs related with **Winning Percentage**, **Players** and **Tradition**. These authors found correlation between **Identification** and all these five constructs. Also, Winning Percentage and **Team Performance** share the same fundamentals. Lastly, Aiken and Koch study was developed to measure the Value Perception of the sports institution for each supporter, so it is possible to correlate **Team Performance** with **Value Perception**.

To sum up, it is possible to correlate all these first order constructs, taken into account that was not proved that any of them cannot be correlated. All the research studies indicate that might exist correlation between these variables, and none of them indicated that there is not any kind of correlation. For Hair, Black, Babin and Anderson (2009) two or more exogenous constructs can be correlated on a model if there aren't any theoretical evidences that they can't be correlated: "*Although there is no hypothesis between this two (...), there is no reason to suspect that they are independent constructs*". For that reason, all first order constructs were correlated, taking into account that it **is not mandatory** that first order constructs assume correlation between them.

As said before, this analysis will follow the "Three Indicator Model", which assume that every factor has at least three indicators. Blunch (2008) suggests a previous test of variables with 4 or more indicators, before design the whole model. This approach was followed on this research, to increase the consistency of final results. There are only two variables with four or more constructs: **Identification** (6 constructs) and **Value Perception** (4 constructs). Each step of the analysis will have a descriptive table with the following indicators: Cronbach's Alpha, Composite Reliability, Average Variance Extracted, X^2, $\frac{X^2}{Degrees\ of\ Freedom}$, CFI, PGFI

and RMSEA. For Maroco, all Skewness values between 3 ans -3 and Kurtosis Values between 10 and -10 are signal of a normal distribution. Skewness and Kurtosis values were registered between these intervals on **all** performed tests that do not refer the assessment of normality values.

4.3.1.1) Single Construct Analysis: Identification

It was designed the following model with the whole sample (975 elements) and all constructs related to identification. Missing values can be found on Appendix 10.1.1.

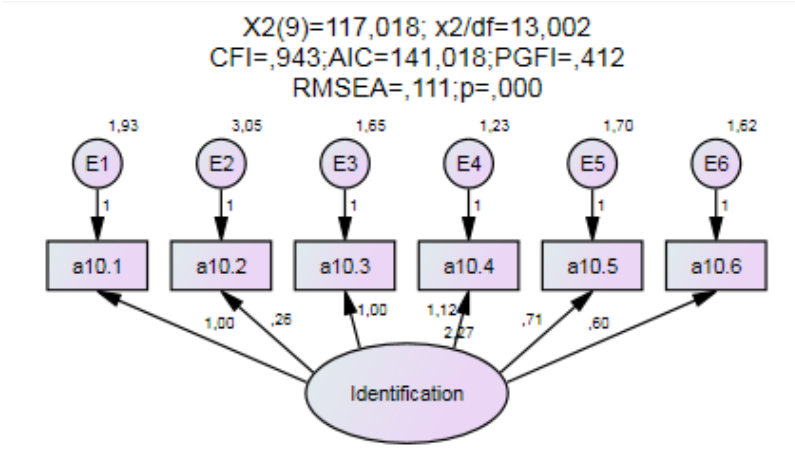


Figure 15: Identification Variable Cleaning - First Test (Whole Sample)

First Phase: Whole Sample and All Constructs (N=975)

According to Maroco (2010) the worst indicators for each sample (outliers) are those which register p1 = 0,000 and p2 = 0,000. There were found three elements with these characteristics. After removing these three Outliers, was made a new analysis with a sample of 972 elements.

Second Phase: After Outliers Removal (N=972)

It was conducted a new AMOS test with a sample size of 972 elements. For Maroco, all Regression Weights bellow 0,5 should be eliminated from the model. There were not found any new outliers on this test, following the previous criteria (p1 = 0,000 and p2 = 0,000). For this reason, Loading analysis can be started. It was found one indicator with a Loading lower than 0,5: Construct a10.2. It was conducted a last analysis without this construct.

Third Phase: After non- significant Constructs Removal

It was designed the following model with the segmented sample (972 elements) and without construct a10.2:

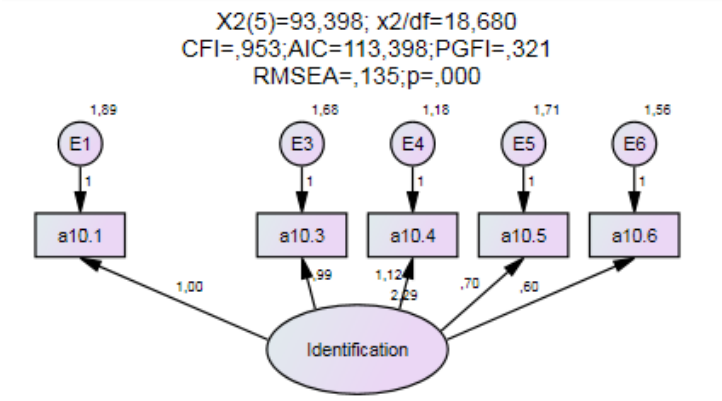


Figure 16: Identification Variable Cleaning - Last Test (Whole Sample)

The following table summarizes all tests performed with Identification constructs:

Table 29: Identification Variable Cleaning Overview (Whole Sample)

Factors	Phase 1: Sample: 975 Constructs: 6	Phase 2: Sample: 972 Constructs: 6	Phase 3: Sample: 972 Constructs: 5
Cronbach's Alpha	0,796	0,798	0,839
Composite Reliability	0,807	0,809	0,839
AVE	0,434	0,438	0,515
X^2	117,018	123,739	93,398
$\frac{X^2}{Degrees\ of\ Freedom}$	13,002	13,749	18,680
CFI	0,943	0,941	0,953
PGFI	0,412	0,410	0,321
RMSEA	0,111	0,115	0,135

Reliability indicators (Cronbach's Alpha and Composite Reliability) increased on each tentative to clean the model. After phase 3, AVE is higher than reference value (0,5), which indicates that this model has consistency. CFI also registers an excellent value (0,953). On the other hand, the values registered on $\frac{X^2}{Degrees\ of\ F\ \ eedom}$, PGFI and on RMSEA are very bad and suggests a bad adjustment for this variable. Nevertheless, all final decisions are going to be taken after design the final model with all variables present.

4.3.1.2) Single Construct Analysis: Value Perception

It was designed the following model with the pre-segmented sample (972 elements) and all constructs related to Value Perception. Missing values can be found on Appendix 10.1.2.

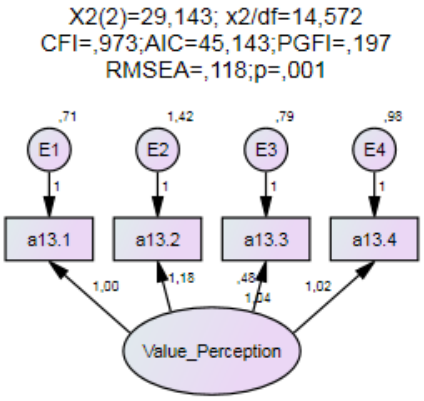


Figure 17: Value Perception Variable Cleaning – First Test (Whole Sample)

First Phase: Pre-segmented Sample (N=972) and All Constructs

There were followed the same pre-requisites of the last analysis to find the Outliers: all elements that register p1 values = 0,000 and p2 values = 0,000 were eliminated. On the first test were found 20 Outliers.

Second Phase: New Outliers Analysis (N=952)

After the first Outliers removal, was conducted a new AMOS test. There were found more outliers on the second test, following the same criteria. This time, 12 more elements were removed from the sample.

Third Phase: Another Outlier test (N=940) and non- significant Constructs Removal

It was conducted a new AMOS test with a sample size of 940 elements. There were considered the same criteria when evaluating the Regression Weight: all Loadings with values lower than 0,5 are going to be eliminated. Construct a13.3 has a Regression Weight lower than 0,5 and was eliminated. There were only three constructs left, and for this reason, Value Perception analysis was finished. The following table summarizes the outputs generated the all AMOS tests:

Table 30: Value Perception Variable Cleaning Overview (Whole Sample)

Factors	Phase 1: Sample: 972 Constructs: 4	Phase 2: Sample: 952 Constructs: 4	Phase 3: Sample: 940 Constructs: 4
Cronbach's Alpha	0,760	0,734	0,734
Composite Reliability	0,770	0,751	0,752
AVE	0,464	0,441	0,442
X^2	29,143	21,505	24,494
$\frac{X^2}{Degrees\ of\ Freedom}$	14,572	10,753	12,247
CFI	0,973	0,978	0,975
PGFI	0,197	0,198	0,198
RMSEA	0,118	0,101	0,109

Reliability indicators (Cronbach's Alpha and Composite Reliability) decreased, when compared the value registered on the first and third phase. Nevertheless, all of registered values were higher than reference value (0,7), which indicates that all of these measurements were reliable. Cronbach's Alpha of the model with the three remaining constructs was 0,758. AVE registered a value smaller than reference value (0,5), which indicates that this model has a doubtful consistency. Also, the values registered on $\frac{X^2}{Degrees\ of\ Freedom}$, PGFI and on RMSEA are very bad and suggests a bad adjustment for this variable. CFI value was the only one that registered an excellent value (0,975). Nevertheless, as said before, all final decisions are going to be taken after design the final model with all variables present.

4.3.2) Analysis of the whole model (N=940)

After the previous analysis of all variables with four or more constructs, the full model was designed. Missing values can be found on Appendix 10.1.3.

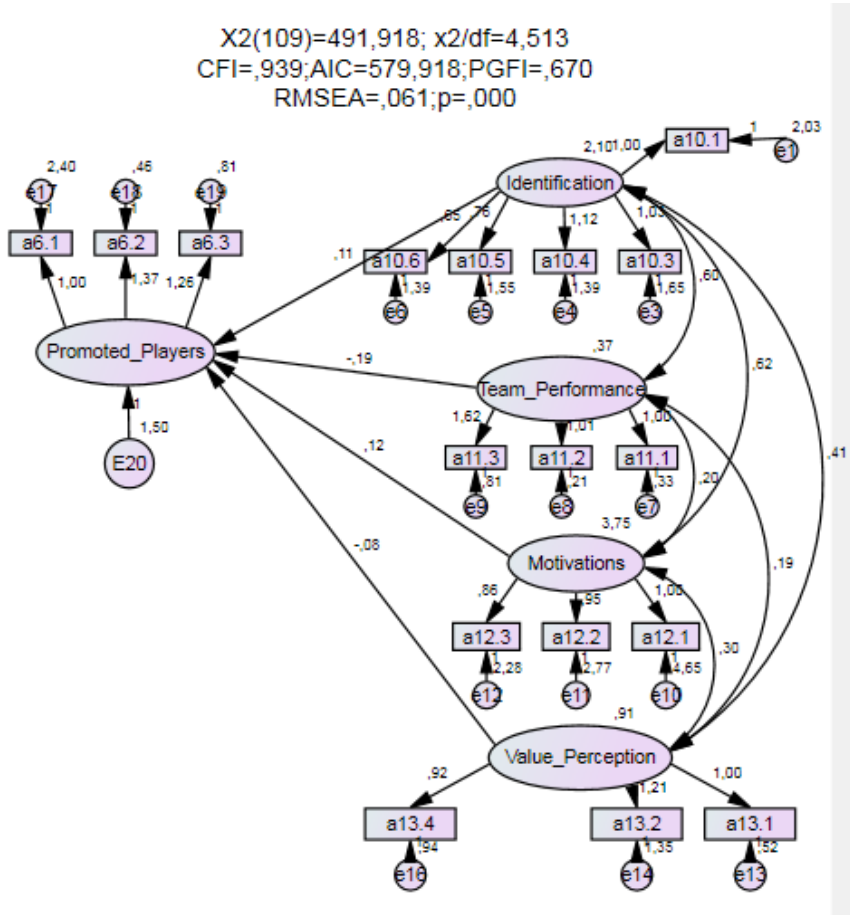


Figure 18: Full Model for Whole Sample

All first order variables were correlated (Identification, Team Performance, Motivations and Value Perception) in order to calculate all the reliability indicators: Factorial Validity,

Composite Reliability and Average Variance Extracted. SPSS and AMOS Outputs indicated the following values for these variables:

Table 31: Reliability Indicators for Full Model (Whole Sample)

Factors	Promoted Youth Players	Identification	Team Performance	Motivations	Value Perception
Cronbach's Alpha	0,843	0,835	0,749	0,751	0,758
Composite Reliability	0,858	0,839	0,800	0,760	0,771
AVE	0,673	0,512	0,572	0,514	0,529

All registered values are bigger than reference models (0,7 for reliability indicators and 0,5 for AVE), which indicate that this model is reliable. Also, AMOS measured the following consistency indicators:

Table 32: AMOS Indicators for Full Model (Whole Sample)

Statistical Test	Value	Status
X^2	419,918	-
$\frac{X^2}{Degrees\ of\ Freedom}$	4,513	Unacceptable adjustment
CFI	0,939	Good adjustment
PGFI	0,670	Good adjustment
RMSEA	0,061	Good adjustment

There were registered good adjustments on three of four indicators: CFI, PGFI and RMSEA. However, the values registered on $\frac{X^2}{Degrees\ of\ Freedom}$ are still bad. Were also found 30 outliers on the first analysis. Also, there are constructs that do not respect the reference values for normality: Kurtosis values of a11.1 and a11.2 >10 and Skewness values of a11.1 >3. Furthermore, all Loading values registered weights bigger than 0,5. To sum up, this model has good possibilities to be improved. In order to improve the measurement model and the adjustments were conducted a similar model only for strong fans: Sporting Members. Jones (1997) suggested that are two types of spectators: **Ordinary spectators**, that attend to the stadium just to see the game, and they forget everything in the end of it, and **True fans** are very involved and live the game in a very intensive way. Also, Redhead (1993) and Giulianotti (1999) defends that all the "new" fans are "*passive rather participatory and therefore are not "real" fans*". For this reason, it is expected that a smaller sample only constituted by strong fans can be less diffuse and improve the quality of the model, as well as it reliability. For this reason, was conducted a second attempt only with Sporting members. All previously removed outliers were added again to guarantee that the results are reliable.

4.3.3) Second measurement: Sporting Members

In order to improve the quality of the model, the sample only includes Sporting CP members (N=477). All deleted outliers were added again as well as all deleted constructs, in order to obtain the most reliable result as possible. As mentioned before, variables with four or more constructs must be cleaned before design of the full model. There are only two variables with four or more constructs: **Identification** (6 constructs) and **Value Perception** (4 constructs).

4.3.3.1) Single Construct Analysis: Identification

It was designed the following model with the whole sample (477 Sporting CP members) and all constructs related to identification. Missing values can be found on Appendix 10.2.1.

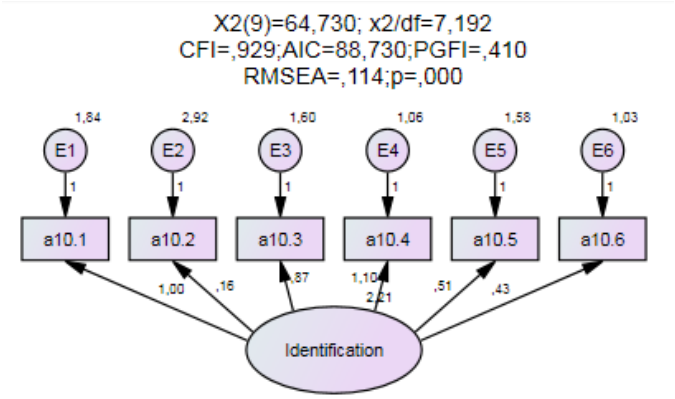


Figure 19: Identification Variable Cleaning - First Test (Members only)

First Phase: Whole Sample and All Constructs (N=477)

This analysis will follow the same reference models as the previous one: all elements that register p1 values = 0,000 and p2 values = 0,000 are considered Outliers. There were found four elements with these characteristics. After removing these three Outliers, was made a new analysis with a sample of 473 elements.

Second Phase: First Outliers Removal (N=473)

After removing the first outliers, the model increased it consistency (Table 32). All reliability values decreased but remained above reference values. On the other hand, AVE values are below the established reference value: 0,5. One more outlier was detected on this phase, and it was removed.

Third Phase: New Outliers Removal (N=472)

After the removal of the last Outlier, were analysed the Regression Weights. There were two constructs with Loading below 0,5: a10.2 and a10.6. These constructs were removed.

Forth Phase: After Constructs Removal

It was designed a new model with all significant constructs and was conducted a test with all valid elements of the sample: 472 Sporting CP members.

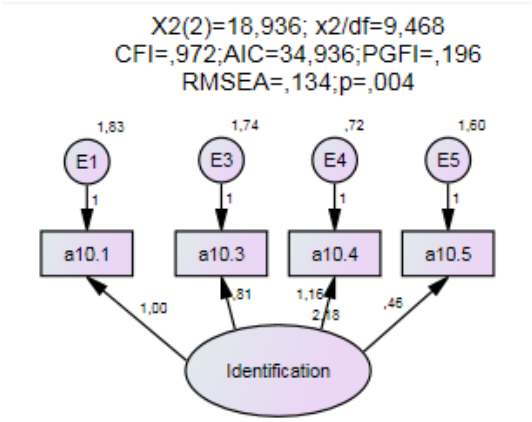


Figure 20: Identification Variable Cleaning - Last Test (Members Only)

The following table summarises all tests performed with this Variable:

Table 33: Identification Variable Cleaning Overview (Members Only)

Factors	Sample: 477 Constructs: 6	Sample: 473 Constructs: 6	Sample: 472 Constructs: 6	Sample: 472 Constructs: 4
Cronbach's Alpha	0,748	0,742	0,739	0,791
Composite Reliability	0,769	0,762	0,760	0,796
AVE	0,390	0,384	0,383	0,506
X^2	64,730	60,158	58,038	18,936
$\frac{X^2}{Degrees\ of\ Freedom}$	7,192	6,684	6,449	9,468
CFI	0,929	0,933	0,935	0,972
PGFI	0,410	0,411	0,412	0,196
RMSEA	0,114	0,110	0,108	0,134

Reliability indicators (Cronbach's Alpha and Composite Reliability) decreased between phase 1 and 3, but increased on phase 4, when were removed two of six constructs. Nevertheless, all of reliability values registered were higher than reference value (0,7), which indicates that all of these measurements were reliable. AVE registered a value bigger than reference value (0,5), which indicates good consistency. On the other hand, the values registered on $\frac{X^2}{Degrees\ of\ Freedom}$, PGFI and on RMSEA are very bad and suggests a bad adjustment for this variable. CFI value was the only one that registered an excellent value (0,972). Nevertheless, this analysis will follow the same flow as the preview one: all final decisions are going to be taken after design the final model with all variables present.

4.3.3.2) Single Construct Analysis: Value Perception

It was designed the following model with the pre-segmented sample (472 elements) and all constructs related to Value Perception. Missing values can be found on Appendix 10.2.2.

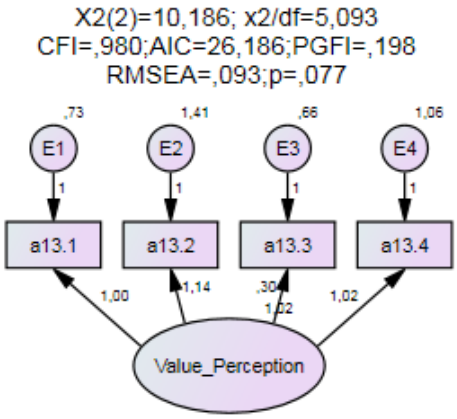


Figure 21: Value Perception Variable Cleaning – First Test (Members Only)

First Phase: Pre-Segmented Sample and All Constructs (N=472)

This analysis will follow the same reference models as the previous one: all elements that register p1 values = 0,000 and p2 values = 0,000 are considered Outliers. There were found eight elements with these characteristics on this test. After removing these Outliers, was made a new analysis with a sample of 464 elements.

Second Phase: First Outliers Removal (N=464)

After removing the first outliers, the model increased it consistency (see Table 33). All reliability values decreased but remained above reference models. On the other hand, AVE values are below the established reference model: 0,5. Were detected four more Outliers, and were removed. The new analysis is going to be made with 460 elements.

Third Phase: New Outliers Removal (N=460)

On the third test were detected two more Outliers, and were removed. The Regression Weight analysis is going to be made with 458 elements.

Forth Phase: Constructs Removal (N=458)

After the removal of the last Outliers, were analysed the Regression Weights. There was found one construct with Loading below 0,5: a13.3. This construct was removed. There were only three constructs left, and for this reason, Value Perception analysis was finished. The following table summarizes the outputs generated on all AMOS tests:

Table 34: Value Perception Variable Cleaning Overview (Members Only)

Factors	Sample: 472 Constructs: 4	Sample: 464 Constructs: 4	Sample: 460 Constructs: 4	Sample: 458 Constructs: 4
Cronbach's Alpha	0,724	0,709	0,704	0,703
Composite Reliability	0,734	0,723	0,718	0,719
AVE	0,424	0,415	0,412	0,409
X^2	10,186	8,052	7,933	7,530
$\frac{X^2}{Degrees\ of\ Freedom}$	5,093	4,026	3,966	3,765
CFI	0,980	0,984	0,985	0,985
PGFI	0,198	0,198	0,198	0,198
RMSEA	0,093	0,081	0,080	0,078

Reliability indicators (Cronbach's Alpha and Composite Reliability) decreased, when compared the value registered on the first test and on the last one. Nevertheless, all of registered values were higher than reference value (0,7), which indicates that all of these measurements were reliable. Cronbach's Alpha with the three remaining constructs was 0,750. AVE registered a value smaller than reference value (0,5), which indicates that this model has a doubtful consistency. Also, the values registered on $\frac{X^2}{Degrees\ of\ Freedom}$ and on PGFI are very bad and suggests a bad adjustment for this variable. RMSEA value is considered good (0,078) and CFI value is considered excellent (0,985). Nevertheless, all final decisions are going to be taken after design the final model with all variables present.

4.3.4) Analysis of the whole model

After the analysis of all variables with four or more constructs, the full model is going to be designed. Before that, all Cronbach's Alphas were measured, taking into account the new-segmented sample: 458 elements.

Table 35: Cronbach's Alpha of remaining variables - N = 458

Variable	Cronbach's Alpha	Status
Promoted Youth Players	0,843	Reliable
Identification	0,789	Reliable
Team Performance	0,672	Not reliable: Rejected
Motivations	0,758	Reliable
Value Perception	0,750	Reliable

This model rejected Team Performance because it is not reliable taking into account this new sample. Cronbach's Alpha is lower than reference value (0,7), and for this reason, the variable Team Performance will leave the model. On Aiken and Koch research, this variable was the most important motivation for football supporters, representing 23,5% of the preferences. To make sure this variable cannot enter this model, was conducted a normality test for Team

Performance's constructs and all Sig = 0,000 on Shapiro-Wilk test. For that reason, besides this variable's Cronbach's Alpha > 0,7 it was also considered not normal and cannot be included in this model.

First Phase: Design the Full Model - First attempt

The final model was designed with four variables: Identification, Motivations and Value Perception as first order variables and Promoted Youth Players as second order variables.

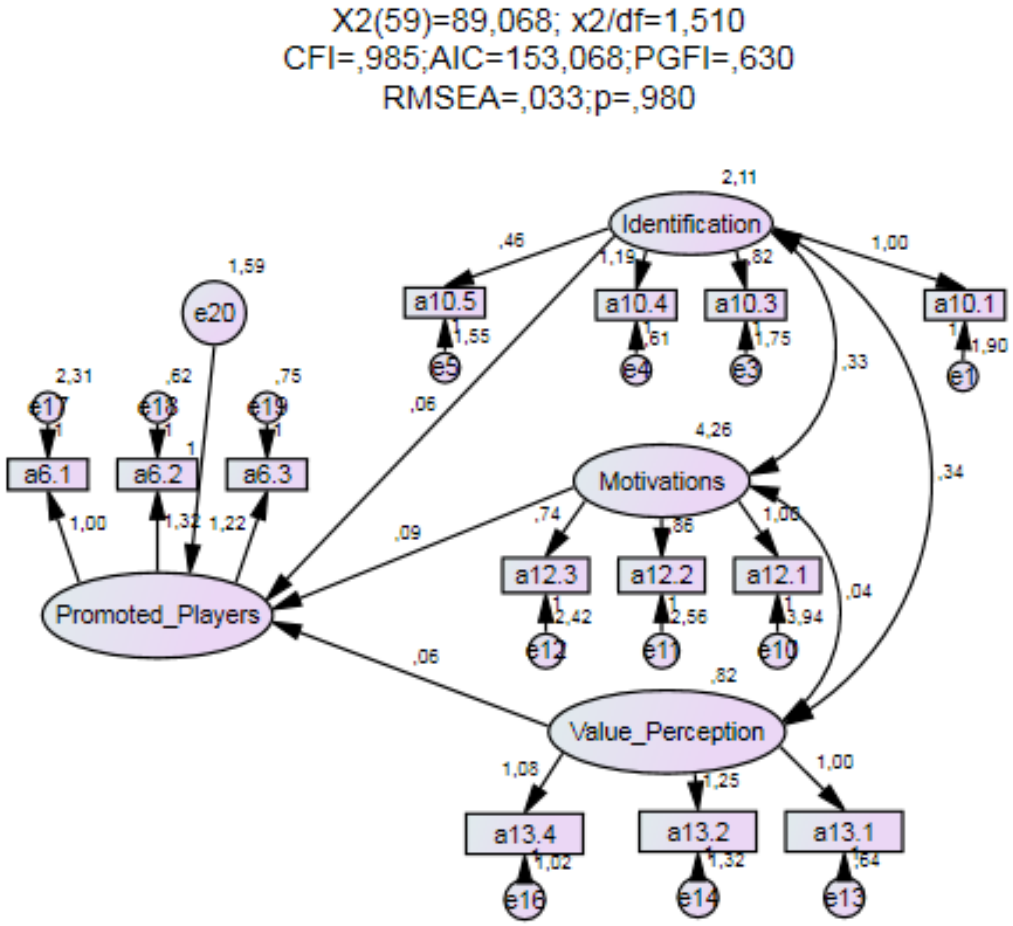


Figure 22: Full Model for the Whole Sample – First attempt

The following tables summarises the consistency and reliability of this model:

Table 36: Reliability Indicators for N=458

Factors	Promoted Youth Players	Identification	Motivations	Value Perception
Cronbach's Alpha	0,843	0,789	0,758	0,750
Composite Reliability	0,855	0,796	0,765	0,760
AVE	0,668	0,507	0,521	0,514

Table 37: AMOS indicators for full model (members only)

Statistical Test	Value	Status
X^2	89,068	-
$\frac{X^2}{Degrees\ of\ Freedom}$	1,510	Good adjustment
CFI	0,985	Excellent adjustment
PGFI	0,630	Good adjustment
RMSEA	0,033	Excellent adjustment

Second Phase: Outliers Removal

All reliability factors and AVE are above the reference values (0,7 and 0,5 respectively), which indicates good reliability for this model. Also, all consistency measurements are good or excellent (table 35). Nevertheless, were found four outliers on this model. A new test was conducted after the removal of these elements. The following tables show the reliability and consistency of the same model without these Outliers (N = 454):

Table 38: Reliability Indicators for Full Model - Members Only

Factors	Promoted Youth Players	Identification	Motivations	Value Perception
Cronbach's Alpha	0,846	0,793	0,761	0,744
Composite Reliability	0,860	0,800	0,769	0,755
AVE	0,677	0,511	0,526	0,507

Table 39: AMOS Indicators for Full Model - Members Only

Factor	Value	Status
X^2	87,081	-
$\frac{X^2}{Degrees\ of\ Freedom}$	1,476	Good adjustment
CFI	0,986	Excellent adjustment
PGFI	0,630	Good adjustment
RMSEA	0,032	Excellent adjustment

All variables improved their reliability indicators except Value Perception, which decreased all factors. Also, all model indicators improved.

Third Phase: Constructs Removal

There were analysed all regression weights, and there was one Loading bellow 0,5: a10.5. That construct was removed and the **final model** was designed:

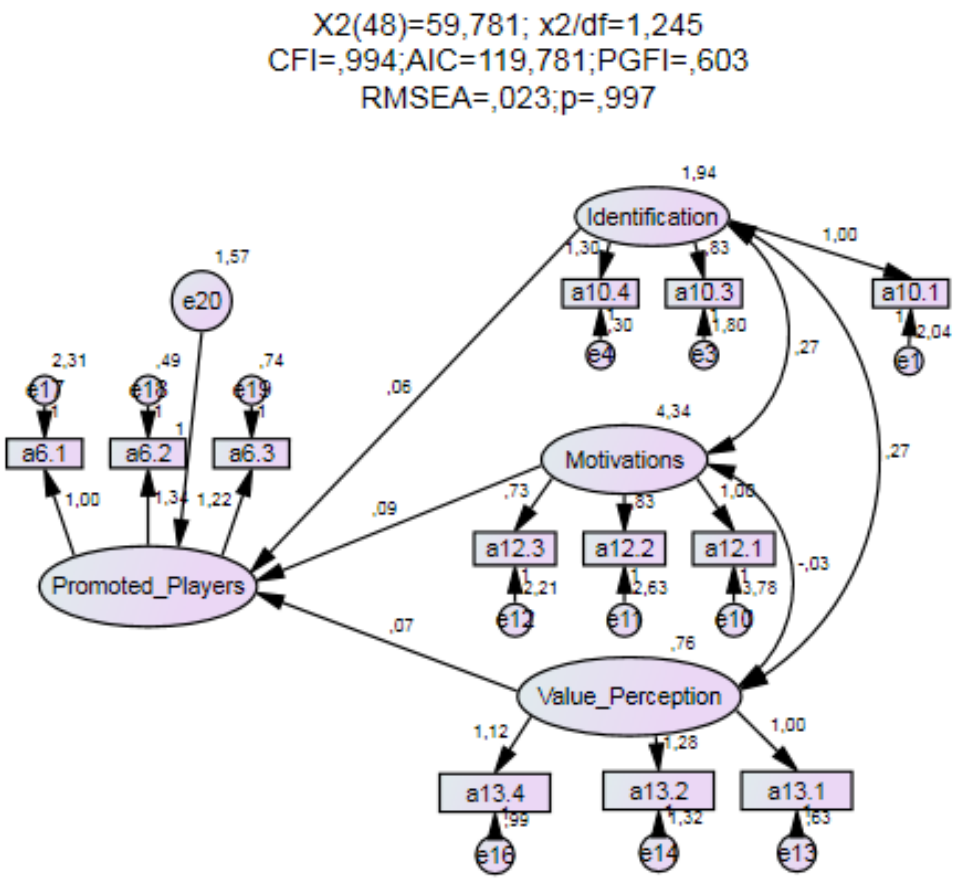


Figure 23: Final Full Model

The following tables summarises the reliability and consistency of the model without Outliers and Non-significant constructs:

Table 40: Reliability Indicators for Full Model - Members Only

Factors	Promoted Youth Players	Identification	Motivations	Value Perception
Cronbach's Alpha	0,846	0,806	0,761	0,744
Composite Reliability	0,860	0,819	0,769	0,755
AVE	0,677	0,609	0,526	0,507

Table 41: AMOS Indicators for Full Model - Members Only

Factor	Value	Status
X^2	59,781	-
$\frac{X^2}{Degrees\ of\ Freedom}$	1,245	Good/Excellent adjustment
CFI	0,994	Excellent adjustment
PGFI	0,603	Good adjustment
RMSEA	0,023	Excellent adjustment

All reliability factors and AVE are above the reference values (0,7 and 0,5 respectively), which indicates good reliability for this model. Also, all consistency measurements are good or excellent (table 39).

4.4) Hypotheses Validation

After the model validation and constructs removal, the model was optimized. Were measured:

1) Reliability, through Cronbach's Alpha and Composite Reliability. The observed values shows great consistency and reproducibility
2) Regression weight: Were deleted all loadings lower than 0,5, which indicates that the remaining constructs are very responsible for the variability registered inside each factor
3) Average Variance Extracted: All registered values are bigger than 0,5 which means that items are not explained by several factors, but only by one

In the end, SPSS AMOS calculated the factorial weight of each variable. Those values can be observed on Table 40:

Table 42: Regression Estimates for Final Model – Members Only

			Estimate	S.E.	C.R.	P	Label
Promoted_Players	<---	Identification	,063	,048	1,298	,194	
Promoted_Players	<---	Motivations	,089	,035	2,549	,011	
Promoted_Players	<---	Value_Perception	,070	,085	,833	,405	

From the analysis of P Values, the regression weights from Identification to Promoted Youth Players, from Motivations to Promoted Youth Players and from Value Perception to Promoted Youth Players are not significant. For Maroco, P Values are significant if it value is lower than 0,5. None of the registered values is smaller than 0,5, which means, by other words that is not possible to guarantee that estimates values are different from zero. All registered values are very week, and for this reason, H1 (The level of identification with the club influences positively the preference for Promoted Youth Players), H3 (Sporting CP supporters' main motivations influences positively the preference for Promoted Youth Players) and H4 (The Value Perception influences positively the preference for Promoted Youth Players) were rejected. Table 41 shows a summary of all hypotheses predicted on this research.

Table 43: Hypotheses Validation Summary

Hypothesis	Used on first model? N=975	Used on second model? N=477	Status	Reason
H1: The level of identification with the club influences positively the preference for Promoted Youth Players	Yes	Yes	**Rejected**	P Value > 0,05
H2: The Performance of the Team influences positively the preference for Promoted Youth Players	Yes	No	**Rejected**	Not reliable enough to be used on second model
H3: Sporting CP supporters' main motivations influences positively the preference for Promoted Youth Players	Yes	Yes	**Rejected**	P Value > 0,05
H4: The Value Perception influences positively the preference for Promoted Youth Players	Yes	Yes	**Rejected**	P Value > 0,05
H5: The level of Self-Monitoring influences positively the preference for Promoted Youth Players	No	No	**Rejected**	Not reliable enough to be used on first model
H6: The level of Loyalty influences positively the preference for Promoted Youth Players	No	No	**Rejected**	Not reliable enough to be used on first model

5) Main Conclusions

This last chapter is going to summarize all conclusions reached after the development of this study. It will also emphasize the main restrictions and limitations, the implication for Marketing and Sports Marketing, and lastly, Next Steps to be developed and Clues that can be used by other researchers on similar studies.

On Literature Review were analysed some studies focused on Football and Sports Spectators. Nevertheless, in spite of a good range of different analysed themes, none of the studies referred the variable "Promoted Youth Players" as a key to motivate Sport Spectators to identify with the club and to attend to live games.

For that reason, was developed a Research Framework with the main Sports Spectators' motivations. Were identified some key studies to segment the sample, such as Descriptive Statistics, T-tests and Homogeneity of Variances. To study the hypotheses were used a Structural Equation Model, constituted by Regressions and Correlations. The variables analysed on this research were:

1) **Promoted Youth Players**

It was possible to analyse that Sporting supporters are more linked with the whole team than with Promoted Youth Players in specific. Also, members are more linked with Promoted Youth Players than fans. Even so, when analysed the homogeneity of variances, was concluded that Members' and Fans' answers were not very different.

2) **External Players**

This variable registered a similar pattern than the previous one: Sporting supporters prefer to support the team instead of single players. Also, it was proved by comparing this variable with "Promoted Youth Players" that Sporting fans are more linked with Promoted Players than with External Players. In this case, Fans' answers registered higher mean than Members' answers. Nevertheless, there was not statistical difference between the answers given by both groups.

3) **Attendance in Live Games**

It was asked if the supporters feel more motivated to attend to live games if Sporting Team was mainly constituted with Promoted Youth Players. The answers given registered a mean of 4,13, which indicates that only some of supporters valorise the presence of Promoted Youth Players when they take the decision to attend to a live game.

4) **Team Tradition**

Were asked if Sporting supporters see Promoted Youth Players as part of Sporting CP tradition. Members and Fans registered means above 6 on this question, and more than 50%

of the sample answered with the biggest number: 7. These results indicate that both Sporting fans and members see the promotion of Youth Players as a part of this club's tradition. Team Tradition was the third variable with higher mean (6,09 on fans and 6,16 on members).

5) Identification with the Club

When asked if Sporting supporters feel identified with the club, were found three main conclusions: Sporting CP fans and members are highly interested in the club success and they assume that Sporting successes are also their successes. They are also interested in media and social communication support and they usually say "we" rather than "they" when they talk about Sporting. This was the variable with biggest mean difference between fans' and members' groups (0,59).

6) Team Performance

Team Performance is the biggest motivation for Sporting supporters: it registered a mean of 6,29 on fans' group and 6,62 on members' group. On the studies developed by Aiken and Koch (2009) and by Wann et al. (1996) were found the same conclusions.

7) Motivations

Motivations variable aggregated three of main motivations registered by Aiken and Koch: Winning Percentage, Star Players and Team Tradition. This variable was measured with Juster Scales, from 0 to 10. On all of these question was emphasized the presence of Promoted Youth Players on the team. To analyse the Winning Percentage variable was asked if the supporters prefer to see Promoted Youth Players playing on the team, even if it can implicate the absence of titles on the first years. The opinions were divided: the registered means were 5,54 on fans and 6,03 on members. Even so, 46,56% of supporters answered with 7 or more. Nevertheless, when asked if they prefer to see a team constituted by Promoted Youth Players instead of External Players and if the Tradition of Sporting is train players instead of buy them, the answers registered means were much higher.

8) Value Perception

Sporting CP supporters consider the club brand as valuable and with good style. Also, the great majority of them consider that Sporting brand has a huge capacity of upgrading: this variable registered a mean of 6,34 on fans' answers and 6,59 on members' answers. On the other hand, most of Sporting CP supporters say that Sporting brand is not stable either reliable: the registered means for this question were 4,61 for fans and 4,42 for members.

9) Self Monitoring

This group of questions was a path to conclude that the answers from members and fans do not have statistical difference. Also, it was concluded that Sporting CP supporters are

medium/high self-monitors, registering a mean of 4,89 on fans and 4,90 on members. The mean difference between members' and fans' means was the lowest registered (0,01).

10) Loyalty

Loyalty registered the second highest mean: 6,56 for members and 6,37 for fans. The main conclusions registered with this variable is 91,2% of supporters answered with "7", the biggest number in the scale, when asked if Sporting is their first choice when they want to support a football club. It was concluded that Sporting CP supporters are incredibly loyal.

The following table aggregates all registered means, divided by Fans' and Members' answers:

Table 44: Registered means on Fans' and Members' answers

Variables	Fans	Members
6 - Promoted Youth Players	2,92	2,78
7 - External Players	2,55	2,38
8 - Stadium Attendance	4,01	4,13
9 - Team Tradition	6,09	6,16
10 - Identification	4,53	5,12
11 - Team Performance	6,29	6,62
12 – Motivations (Juster Scales)	6,69	7,06
13 - Value Perception	5,66	5,64
14 - Self-Monitoring	4,89	4,90
15 - Loyalty	6,37	6,56

After analyse all variables individually, was conducted a Structural Equation Model to validate the hypotheses. This procedure was made on two steps:

1) Whole Sample

Firstly, all variables with a Cronbach's Alpha lower than 0,7 were rejected. Secondly, all variables with four or more constructs were analysed individually before build the whole model. After cleaning all non-significant Loadings and Outliers, were built the whole model. This model does not reflected good consistency. To solve this issue, were followed the methodologies used by Jones (1997), Redhead (1993) and Giulianotti (1999): Rebuild the model with a sample constituted by a homogeneous and consistent group: Strong Fans. Were conducted a second study only with Sporting CP members.

2) Members Sample

The same methodology was followed: all variables with a Cronbach's Alpha lower than 0,7 were rejected, and after that, variables with four or more constructs were analysed individually before build the model. After cleaning all non-significant Loadings and Outliers,

was made the analysis of Full Model. This model was conducted with only three of six first-order constructs: **Identification**, **Motivations** and **Value Perception**. All other variables were rejected on preliminary reliability tests. The main conclusion to retain is that any of these study variables influences positively the preference of Sporting supporters for Promoted Youth Players: The regression weights were incredibly low and all P Values were lower than 0,5. For this reason, all the Research Hypotheses were rejected. Although some researchers consider that Players can be a reason to motivate sport supporters, none of the analysed studies investigate a motivation from Promoted Youth Players. Furthermore, this model proved that none of Study Variables is responsible to influence positively the supporters' preferences for Promoted Youth Players. Although some supporters are linked with the tradition of the club and it Promoted Youth Players, any of the analysed first-order constructs was strong enough to influence positively the preferences of Sporting CP supporters towards Promoted Youth Players.

5.1) Main Limitations

This research was conducted with some known limitations, mentioned on Literature Review and on Methodology chapters. Nevertheless, this research tried to outline all known limitations, in order to develop a reliable analysis. The main limitations found were:

1) The **absence of any previous researches** regarding Promoted Youth Players difficulted the model design. Nevertheless, were found on Literature Review other variables that can be used to perform this research properly. The excellent consistency values registered on AMOS proved that the final model had good research basis.

2) Sporting is facing one of the **worst seasons of club's history**. As one of the biggest clubs in Portugal, Sporting supporters are used to see their team positioned on the top places of the League, and to achieve good results on Portuguese and European Cups. However, Sporting is currently in 10th place on the Portuguese League and is already out of all Cups. This situation can compromise a lot the answers given by supporters on the survey.

3) Sporting does not have a good **policy to retain their Youth talents**. Was observed that most of Sporting CP most valuable players in the history of Sporting left the club for values under acceptable. These bad decisions can influence negatively the preferences of Sporting supporters regarding Promoted Players.

4) Was proved on Literature Review that Football Supporters does not have a standard behaviour. Their **Tribal Behaviour** can made them look at Club's actives on a different way, when compared with the actives from other corporations. Also, was proved on Literature

Review that Football Supporters are incredibly **Loyal**, which influenced some survey's answers. Nonetheless, the used methodology tried to outline this limitation introducing some questions on the survey designed specifically for Sports Spectators.

5) It was only analysed **one club**: Sporting CP. If this analysis where developed with other "Training Clubs", such as AFC Ajax or FC Barcelona the research outputs could be different.

5.2) Implications for Sports Marketing

The variable "Promoted Youth Players" was never analysed on any study before this one. The simple fact of research for a "new" variable has deep implications on Sports Marketing. Nevertheless, the absence of other researches about this variable conditioned the research design. Furthermore, many of Football Clubs are struggling to conquer the motivations and preferences of their fans. The conclusions discovered on Descriptive Statistics and on the Structural Model can guide Sport Managers on some club's Strategy Redefinition. There were found the main supporters' motivations and was proved that Promoted Youth Players are not a crucial variable to influence supporters' decisions. Although all hypotheses were rejected, this study can be a good starting point to future researches about Promoted Youth Players and to increase the capacity of some clubs to captivate, communicate, maintain and motivate their current and future supporters.

5.3) Next Steps and Clues for Similar Researches

This research was designed to measure the preferences of Sporting CP supporters for Promoted Youth Players. Nevertheless, the used model and variables can be adapted and used on similar studies. Researchers potentially interested in developing similar investigations are free to consider the following recommendations and suggestions:

1) Apply the same study to other club
2) Apply the same research model and hypotheses to analyse a different study variable
3) Create a questionnaire with four or more constructs per variable, to make the structural model as clean as possible
4) Re-design the model and conduct another research about Sporting CP where it sportive results are better
5) If possible, create a cross-club research to compare the answers of different supporters. It will be interesting to compare different reactions about the same study variable

To conclude, it is expected that all complementary studies will increase all researches about Football Players.

6) References

6.1) Scientific Papers:

- Aaker, D. A. (1998) 'Strategic Market Management', Fifth Edition, John Wiley & Sons Inc.
- Aiken, K. D. and Koch, E. C. (2009), A Conjoint Approach Investigating Factors in Initial Team Preference Formation, Sport Marketing Quarterly, 18, 81-91
- ASB (1995), Exposure Draft: Statement of Principles for Financial Reporting, Accounting Standards Board Ltd, March, pp. 1-132
- Atkin, D. (2004), "New religion – the nature of cults and community marketing", The Marketer, Vol. 5, p. 18.
- Barajas, A. and Rodríguez, P. (2010) "Spanish Football Clubs' Finances: Crisis and Player Salaries" International Journal of Sport Finance, 2010, 5, 52-66
- Bartol, Katheryn M. & Martin, David C., Management, McGraw Hill, 1998. Chen, Min, Asian Management Systems. New York, Routledge, 1995
- Belk, R. and Tumbat, G. (2005), "The cult of Macintosh, consumption", Markets and Culture, Vol. 8 No. 3, pp. 205-17.
- Belk, R., Wallendorf, M. and Sherry J. (1989), "The sacred and the profane in consumer behaviour: A Theodicy on the Odyssey" Journal of consumer research, vol. 16, 1989, pp. 1-37
- Buraimo, B. and Simmons, R. (2008) "Do Sports Fans Really Value Uncertainty of Outcome? Evidence from the English Premier League" International Journal of Sport Finance, 3, 146-155
- Carvalho, C.A., Goncalves, J.C. and Alcantara, B.C. (2003), "A transformação do futebol: da diversão à hegemonia do mercado", Encontro Anual da Associação Nacional dos Programas de Pos-Graduac¸ao em Administrac¸ao, Atibaia, Anais,Vol. 27, ANPAD, Rio de Janeiro.
- Davis, F. (1979). Yearning for yesterday: A sociology of nostalgia. New York: Free Press
- Deloitte annual Review of Football Finance, 2008
- Dionisio, P., Leal, C. and Moutinho, L. (2008) Fandom affiliation and tribal behaviour: a sports marketing application Qualitative Market Research: An International Journal Vol. 11 No. 1, pp. 17-39
- Fisher, R. J., & Wakefield, K. (1998). Factors leading to group identification: A field study of winners and losers. Psychology and Marketing, 15(1), 23- 40.
- Fournier (1998) Consumers and their brands: developing relationship theory in consumer research. Journal of consumer research, vol. 22 June, pp. 1-16.
- Funk, C. D., Filo, K., A. Beaton, A. A. and Pritchard, M. "Measuring the Motives of Sport Event Attendance: Bridging the Academic- Practitioner Divide to Understanding Behavior" Sport Marketing Quarterly, 2009, 18, 126-138
- Gallen, B. W.; Trail, T.; Kwon, H. H. and Anderson, D. (2009) "Testing Models of Motives and Points of Attachment among Spectators in College Football", Sport Marketing Quarterly, 18, 38-53
- Gerrard, B. (2007) "Is the Moneyball Approach Transferable to Complex Invasion Team Sports?", International Journal of Sport Finance, 2, 214-230
- Giese, J. L. and Cote, J. A.; Defining Consumer Satisfaction; Academy of Marketing Science Review, 2000, pg.1
- Gilmore, S. and Gilson, C. (2007) "Finding form: elite sports and the business of change" Journal of Organizational Change Management Vol. 20 No. 3, pp. 409-428
- Giulianotti, R. (1999) Football: A sociology of the global game, Cambridge, UK: Polity Press
- Gladden, J. M. and Funk, D. C. (2001) 'Under- standing brand loyalty in professional sport: Exam- ining the link between brand associations and brand loyalty', International Journal of

Sports Marketing and Sponsorship,Vol. 3, No. 1, pp. 67–94.
- Greenstein, T. N., & Marcum, J. P. (1981). Factors affecting attendance at Major League Baseball: Team performance. Review of Sport and Leisure, 6(2), 21.
- Hill, J.S. and Vincent, J. (2006), "Globalisation and sports branding: the case of Manchester United", International Journal of Sports Marketing and Sponsorship, Vol. 7 No. 3, pp. 213-30.
- Hoey, K. (2003), "Football trainees may have to learn the hard way", Daily Telegraph, 17 November, p. 10.
- Holt (1995) "How consumers consume: a typology of consumption practices" Journal of consumer research, vol. 22, pp. 1-16
- Jacoby, J. and Chestnut, R. W. (1978) 'Brand Loyalty Measurement and Management', Wiley, NewYork
- Jarvis, Cheryl Burke; Mackenzie, Scott B. and Podsakoff, Philip M. (2003) "A Critical Review of Construct Indicators and Measurement Model Misspecification in Marketing and Consumer Research", Journal of Consumer Research, Vol. 30
- Jones, I. (1997), "The origin and maintenance of sports fan identification: a response to Wann et al.(1996)", Perceptual and Motor Skills, Vol. 85, pp. 257-8.
- Kahle, L. R., Kambara, K. M., & Rose, G. (1996). A functional model of fan attendance motivations for college football. Sport Marketing Quarterly, 5, 51-60
- Kaynak, E.; Salman, G. G.; Tatoglu, E. (2008) – "An integrative framework linking brand associations and brand loyalty in professional sports", Journal of Brand Management, VOL. 15, NO. 5, 336–357
- King, A. (1998) "The end of terraces: the transformation of the English football in the 1990s", Leicester University press
- Kirmani, A. & A.R. Rao (2000). No pain, no gain: A critical review of the literature on signalling unobservable product quality. *Journal of Marketing*, 64 (2), 66-79
- Kolbe and James (2000) An identification and examination of influences that shape the creation of a professional team fan. International Journal of Sports Marketing and sponsorship, vol. 2, no. 1, pp. 23-37
- Lawson, R. A., Sheehan, K. and Stephenson, E. F. (2008) Vend It Like Beckham: David Beckham's Effect on MLS Ticket Sales International Journal of Sport Finance, 3, 189-195
- Lonsdale, C. (2004), "Player power: capturing value in the English football supply network", Supply Chain Management: An International Journal, Vol.9 No.5, pp.383-391
- Machidie, N. (2009) Management implications of foreign players in the English
- Madrigal, R. (1995) "Cognitive and affective determinants of fan satisfaction with sporting event attendance" Journal of Leisure Research, Vol. 27, No.3, pp. 205-27
- Mael, F. and Ashfort, B.E. (1992), "Alumni and their Alma Mater: a partial test of the reformulated model of organisational identification", Journal of Organisational Behaviour, Vol. 13 No. 2, pp. 103-23
- Mahony, Madrigal and Howard (1999) the effect of individual levels of self-monitoring on loyalty to professional football teams. International Journal of Sports Marketing and Sponsorship, Vol. 1, no.2 pp. 23-37
- Makadok, R. (2001). Toward a synthesis of the resource based and dynamic capability views of rent creation. Strategic Management Journal, 22, 387-401
- Monk and Olsson (2006) Modern apprenticeships in English professional football Education þ Training Vol. 48 No. 6, pp. 429-439
- Percy, M. and Taylor, R. (1997), "Something for the weekend, sir? Leisure ecstasy and identity in football and contemporary religion", Leisure Studies, Vol. 16 No. 1, pp. 37-49.
- Pimentel, R.W. and Reynolds, K.E. (2004), "A model for consumer devotion: affective commitment with proactive sustaining behaviours", The Academy of Marketing Review, No. 5, p. 1.

- Porter, M. E. (1996). What is strategy? Harvard Business Review, 74, 61-78.
- Redhead, S. (1993) "Always look on the bright side of life", The passion and the Fashion: Football Fandom in the New Europe, Aldershot:Avebury, 1993 pp.1-2
- Richardson, B. (2004) New Consumers and Football Fandom: The Role of Social Habitus in Consumer Behaviour, I*rish Journal of Management*; 25, 1; pg. 88
- Richardson, B. and O'Dwyer, E. (2003) Football supporters and football team brands: a study in consumer brand loyalty. *Irish Marketing Review;* 16, 1; ABI/INFORM Global pg. 43
- Rungie, Cam and Danenberg, Nick "Modelling the Juster Scale"
- Snyder, M. (1974) "Self-monitoring of expressive behaviour" Journal of Personality and Social Psychology, vol. 30, no. 4, pp. 526-37
- Solberg, H. A. and Haugen K. K. (2008) International Journal of Sports Marketing & Sponsorship
- Szymansk, S. (2010), "The Financial Crisis and English Football: The Dog That Will Not Bark", International Journal of Sport Finance, 5, 28-40
- Tapp, A. (2004) "The loyalty of football fans – We'll support you evermore?" Journal of Database Marketing & Customer Strategy Management; 11, 3
- Taylor, V. (2009) Brand name and price cue effects within a brand extension context. *Academy of Marketing Studies Journal, Volume 13, Number 2*
- Trail, G. T., Robinson, M. J. and Kim, Y. K. "Sport Consumer Behavior: A Test for Group Differences on Structural Constraints" Sport Marketing Quarterly, 17, 190-200
- Vrooman, J. (1996), "The baseball players' labor market reconsidered", Southern Economic Journal, Vol. 63, pp. 339-60
- Walters, G. and Chadwick, S. (2009) Corporate citizenship in football: delivering strategic benefits through stakeholder engagement Management Decision Vol.47 No1
- Wang, H., Wei, Y. and Yu, C. (2008) "Global brand equity model: combining customer-based with product-market outcome approaches", Journal of Product & Brand Management 17/5, 305–316
- Wann, D. L. (1995). Preliminary validation of the sport fan motivation scale. Journal of Sport and Social Issues, 19, 377-396.
- Wann, D. L., Tucker, K. B., & Schrader, M. P. (1996). An exploratory examination of the factors influencing the origination, continuation, and cessation of identification with sports teams. Perceptual and Motor Skills, 82, 995-1001.
- Weedon, G. (2011) 'Glocal boys': Exploring experiences of acculturation amongst migrant youth footballers in Premier League academies, I*nternational Review for the Sociology of Sport* 47: 200
- Williamson, N. (1988). Athletic spectators and their motivation: Two sur- veys from the federal republic of Germany and Great Britain. New Studies in Athletics, 3, 41-46.
- Won, J. and Kitamura, K. (2007) "Comparative Analysis of Sport Consumer Motivations between South Korea and Japan", Sport Marketing Quarterly, 2007, 16, 93-105
- Zeithaml, V.A., Berry, L.L. and Parasuraman, A. (1996), "The behavioural consequences of service quality", Journal of Marketing, Vol. 60, April, pp. 31-46.

6.2) Web Bibliography:

- FIFA (2008), "Blatter: '6 + 5' rule is crucial", 7 May, available at: www.fifa.com/aboutfifa/ federation/president/news/newsid 1⁄4 762500.html (Accessed on August 2012)
- http://expresso.sapo.pt/elias-e-a-contratacao-mais-cara-de-sempre-do-sporting=f670863 - Elias é a contratação mais cara de sempre do Sporting (Acessed on July 2012)
- http://expresso.sapo.pt/i-liga-diminui-numero-de-futebolistas-estrangeiros-mas-mantem-se-no-top3-da-europa-estudo=f780882 - I Liga diminui número de futebolistas estrangeiros, mas mantém-se no "top3" da Europa (Accessed on January 2013)

- http://www.eastberksfa.com/policies_academiesandcentresofexcellence.htm - Academies and Centres of Excellence Policy (Acessed on June 2012)
- http://www.futebolfinance.com/as-maiores-transferencias-de-sempre-de-futebol-portugues - As maiores transferências de sempre do futebol português (Accessed on Jaly 2012)
- http://www.ionline.pt/desporto/india-gigante-sporting-vai-ajudar-acordar - Índia. O gigante que o Sporting vai ajudar a acordar (Accessed on September 2012)
- http://www.publico.pt/desporto/noticia/boavista-em-risco-de-insolvencia-por-divida-8232de-345-milhoes-1458433 - Boavista em risco de insolvência por dívida
- http://www.record.xl.pt/Arquivo/interior.aspx?content_id=297001 - Tribunal decreta insolvência da SAD do Farense (Acessed on October 2012)
- http://www.record.xl.pt/Futebol/Nacional/1a_liga/Sporting/interior.aspx?content_id=425086 - Academia de Qualidade – Centro de estágio foi o único a obter na Europa nível de excelência (Acessed on November 2012)
- http://www.uefa.com/uefa/footballfirst/protectingthegame/youngplayers/index.html - Protection of young players (Accessed on June 2012)
- http://www.zerozero.pt/equipa.php?id=16 - SPORTING - used on all seasons (since 2003 to 2012) and all teams (main team, B team and youth team) – Accessed on June 2012
-http://expresso.sapo.pt/sporting-vai-expandir-academia-a-china-e-macau=f627306 - Sporting vai expandir Academia à China e Macau (Acessed on August 2012)
-http://soccernet.espn.go.com/stats/attendance/_/league/por.1/year/2006/portuguese-liga?cc=5739 - Portuguese Liga Stats: Team Attendance (Accessed on August 2012)
-http://www.dailymail.co.uk/sport/football/article-1318330/Eric-Dier-rising-star-Sporting-Lisbon--havent-FA-touch.html - Eric Dier was called up by Umbro to star with Rooney & Co in this shoot. He is the rising star of Sporting Lisbon... so why haven't the FA been in touch? (Accessed on April 2013)
-
http://www.dn.pt/especiais/interior.aspx?content_id=1067074&especial=Cristiano%20Ronaldo&seccao=DESPORTO - Bola de Ouro - Historial de vencedores (Accessed on September 2012)
de 34,5 milhões (Acessed on October 2012)

6.3) Books:

- Bethlehem and Biffignandi (2012) "Handbook of web surveys" Wiley Editions
- Blunch, Niels J., Sage (2008) Introduction to structural equation modeling – using SPSS and AMOS, Sage Publications
- Brandi, J. (2001) "Building customer loyalty"
- Carmo Leal, C. (2009) Casos de Sucesso em Marketing Desportivo – "tipologia de adeptos de um clube" (2009)
- Dillman, Jon A. (2007) "Mail and Internet surveys – The Tailored Design Method", John Wiley & Sons
- Dillman, Jon A.; Smyth, Jolene, D. and Christian, Leah Melani (2009), "Internet, mail and mixed-mode surveys – The Tailored Design Method", John Wiley & Sons
- Dionísio, Pedro (2009) Casos de Sucesso em Marketing Desportivo
- Hill, Manuela Magalhães and Hill, Andrew (2000), "Investigação por questionário", Edições Sílabo
- João Maroco, Análise de Equações Estruturais, Fundamentos teóricos, software e aplicações, ReportNumber, Lisboa 2010
- João Nuno Coelho, (1998), Fanatics!,; Adam Brown, Joseph Bradley (1998), Fanatics!
- Laureano, Raul M. S. and Botelho, Maria do Carmo (2010) "SPSS – O meu manual de consulta rápida", edições Sílabo

- Pestana, Maria Helena and Gageiro, João Nunes (2005) "Análise de dados para ciências sociais: A complementaridade do SPSS", Edições Sílabo
- Record, Guia de Futebol 12/13, Cofina, 2012
- Wayne D. Hoyer, Deborah J. MacInnis, Consumer Behaviour (2008)

List of Appendix

1) Questionnaire

Introduction and thanks

"Good day,
My name is Hugo Abreu and I am finishing my master degree in Marketing at ISCTE Business School. To finish it, I have to write a dissertation. This survey is a vital part of that research, and for this reason, I need 5 minutes of your time to fill it. Thanks in advance for your time and effort.
The theme of this survey are the Promoted Youth Players of a football club, and the way they are seen by it supporters. The sample of this research is going to be all Sporting CP supporters, both members and fans. Please fill this survey with your honest opinion and not based on the current moment/results of the team.
Thank you again!"

Part I – Segmentation of the Supporter

1. **Which is your club?***
   a. Sporting CP
   b. SL Benfica*
   c. FC Porto*
   d. Another one*

*If the answer is b,c or d the survey **ends**, and the following message appears:

"Unfortunately this survey is exclusive for members and fans of Sporting CP. Nevertheless, I want to thank you for your interest in helping me, but you have to wait for a future opportunity. Thank you!"

2. **Are you an official member of Sporting CP? If yes, for how many years?**
   a. Less than 1 year
   b. From 1 to 3 years
   c. From 3 to 5 years
   d. From 5 to 10 years
   e. More than 10 years
   f. I am not a member
3. **Have you ever attended to a match in Sporting stadium?**

a. Yes
b. No

3.1 If yes, how many times on the last season:

	On the last season (11/12)
None	
1 or 2 times	
3 to 5 times	
6 to 10 times	
More than 10 times	

3.2 How many times are you expecting attend to a Sporting match this season? (consider the number of games that you already attended this season)

	On the current season (12/13) – (prediction)
None	
1 or 2 times	
3 to 5 times	
6 to 10 times	
More than 10 times	

4. Do you have or already had Gamebox (season ticket)? If yes, in which season(s)? (Please mark all applicable answers)

a. Season 09/10
b. Season 10/11
c. Season 11/12
d. Season 12/13
e. Previous seasons
f. Never had Gamebox

5. According to your routine, please choose the option that fits better to you:

	1 - I totally disagree with the sentence	2	3	4	5	6	7 - I totally agree with the sentence
When you cannot see the game in the stadium, you always see it on T.V.							

Part 2 – Preferences Regarding Players

In this phase you have to give your opinion regarding the players from Sporting CP main team, according to their origin. In other words, regarding their last club before join Sporting. As said before, please do not be influenced by the current moment of the team.

6. Please specify your opinion about <u>Sporting CP Promoted Players only.</u> In this question you have to keep in mind all player that were trained on <u>ALCOCHETE'S ACADEMY</u>

	1 - I totally disagree with the sentence	2	3	4	5	6	7 - I totally agree with the sentence
a. I identify more with an individual player(s) on the team than with the team							
b. I am a big fan of specific player(s) more than I am a fan of the team.							
c. I consider myself a fan of certain players rather than a fan of the team							

7. **Please specify your opinion about <u>External Star Players only.</u> In this question you have to keep in mind all player that were trained on <u>OTHER CLUB</u>**

	1 - I totally disagree with the sentence	2	3	4	5	6	7 - I totally agree with the sentence
a. I identify more with an individual player(s) on the team than with the team							
b. I am a big fan of specific player(s) more than I am a fan of the team.							
c. I consider myself a fan of certain players rather than a fan of the team							

8. **Please mark the option that fits better with your personal opinion**

	1 - I totally disagree with the sentence	2	3	4	5	6	7 - I totally agree with the sentence
Do you think in go to Sporting stadium more often if Sporting Team were mainly constituted by Promoted Youth Players?							

Part 3 – Preferences regarding the club

In this phase you have to give your opinion regarding the club, the team and Sporting brand. As said before, please do not be influenced by the current moment of the team.

9. **Team Tradition: Please mark the option that fits better with your personal opinion**

	1 - I totally disagree with the sentence	2	3	4	5	6	7 - I totally agree with the sentence
In my opinion, the inclusion of							

Promoted Youth Players in Sporting main team is part of club tradition. Sporting CP main team should include as many Promoted Youth Players as possible.							

10. Identification: Please mark the option that fits better with your personal opinion

	1 - I totally disagree with the sentence	2	3	4	5	6	7 - I totally agree with the sentence
a. When someone criticizes Sporting, it feels like a personal insult							
b. I am interested in what others think about the Sporting football team							
c. The Sporting football team's successes are my successes							
d. When someone praises the Sporting football team, it feels like a personal compliment							
e. I would be upset if a story in the media criticized the Sporting football team							
f. When I talk about the Sporting football team, I usually say we rather than they							

11. Team Performance: Please mark the option that fits better with your personal opinion

	1 - I totally disagree with the sentence	2	3	4	5	6	7 - I totally agree with the sentence
a. I feel a sense of accomplishment when Sporting wins							
b. I feel proud when Sporting plays really well							
c. When Sporting win I feel like I have won							

12. Motivations: Please mark the option that fits better with your personal opinion

	0 - juster	2	3	4	5	6	10 - Juster
a. I prefer to see Sporting CP constituted mainly by promoted youth players, even if they can't win a single title on the first years (Variable: winning percentage)							
b. I prefer to see a team constituted mainly by Promoted Youth Players than by External Star Players (Variable: star players)							
c. The tradition of Sporting CP is train players instead of buy them (Variable: tradition)							

13. Value Perception: Please mark the option that fits better with your personal opinion

	1 - I totally disagree with the sentence	2	3	4	5	6	7 - I totally agree with the sentence
a. I think Sporting brand has value							
b. Sporting brand is stable and reliable							
c. Sporting brand is capable of upgrading							
d. Sporting brand has a very good style							

Part 4: Supporter

In this last phase, you have to speak a little bid about you and about your relationship with the club. As said before, please do not be influenced by the current moment of the team.

14. Self Monitoring: Please mark the option that fits better with your personal opinion

	1 - I totally disagree with the sentence	2	3	4	5	6	7 - I totally agree with the sentence
a. I find it hard to imitate the behaviour of other people							
b. My behaviour is usually an expression of my true innes feelings, attitudes and beliefs							
c. I only argue for ideas which I already believe							
d. When I am uncertain how to act in a social situation, I look to the behaviour of others for cues							

e. In a group of people, I am rarely the centre of attention							
f. I would not change my opinions (or the way I do things) in order to please someone else or to win their favour							
g. I have trouble changing my behaviour to suit different people and different situations							

15. Loyalty: Please mark the option that fits better with your personal opinion

	1 - I totally disagree with the sentence	2	3	4	5	6	7 - I totally agree with the sentence
a. I would consider Sporting my first choice when [I would like to support a football team]							
b. I would say positive things about Sporting to other people							
c. I would recommend Sporting to someone who seeks your advice							

Part 5: Personal Information

Please fill the following personal information. This data is anonymous and it is only to segment data.

16. Please insert your gender

a. Male

b. Female

17. Please insert your age

a. Less than 18
b. From 18 to 29
c. From 30 to 44
d. From 45 to 60
e. More than 60

This survey is over

Thank you so much for your willingness in helping me. My academic success is only possible thanks to you!

You just have to press "Submit" to send your answers.

Thank you!

2) Sporting Squads from the last ten seasons

These tables show the Sporting CP squads from the last 10 seasons (From 03/04 to 12/13).

The players in the table played at least one official game for the senior team on that season.

2.1) Season 03/04

Trophies: None

Number of players: 29

Number of Portuguese players: 18

Number of Foreigners: 11

Number of promoted youth players: 8

Number of Portuguese promoted youth players: 7

Goalkeeper	Nationality	Promoted from Sporting CP?
Nelson	Portuguese	No
Ricardo	Portuguese	No

Defender	Nationality	Promoted from Sporting CP?
Quiroga	Argentinian	No
Anderson Polga	Brazilian	No

Miguel Garcia	Portuguese	Yes
Mário Sérgio	Portuguese	No
Beto	Portuguese	Yes
Rui Jorge	Portuguese	No
Santamaria	Portuguese	Yes
Hugo	Portuguese	No
Paíto	Mozambican	Yes

Midfielder	Nationality	Promoted from Sporting CP?
Rui Bento	Portuguese	No
Carlos Martins	Portuguese	Yes
Pedro Barbosa	Portuguese	No
Rodrigo Tello	Chilean	No
Paulo Bento	Portuguese	No
Fábio Rochemback	Brazilian	No
Custódio	Portuguese	Yes
Tinga	Brazilian	No

Foward	Nationality	Promoted from Sporting CP?
Marius Niculae	Romanian	No
Ricardo Sá Pinto	Portuguese	No
Lourenço	Portuguese	Yes
Luís Filipe	Portuguese	No
Silva	Brazilian	No
João Pinto	Portuguese	No
Clayton	Brazilian	No
Toñito	Spanish	No
Liedson	Brazilian	No
Paulo Sérgio	Portuguese	Yes

2.2) Season 04/05

Trophies: None

Number of players: 28

Number of Portuguese players: 16

Number of Foreigners: 12

Number of promoted youth players: 8

Number of Portuguese promoted youth players: 7

Goalkeeper	Nationality	Promoted from Sporting CP?
Nelson	Portuguese	No
Ricardo	Portuguese	No
Tiago	Portuguese	No

Defender	Nationality	Promoted from Sporting CP?
Anderson Polga	Brazilian	No
Miguel Garcia	Portuguese	Yes
Mário Sérgio	Portuguese	No
Beto	Portuguese	Yes
Rui Jorge	Portuguese	No
Hugo	Portuguese	No
Paíto	Mozambican	Yes
Joseph Enakarhire	Nigerian	No

Midfielder	Nationality	Promoted from Sporting CP?
Carlos Martins	Portuguese	Yes
Pedro Barbosa	Portuguese	No
Rodrigo Tello	Chilean	No
Fábio Rochemback	Brazilian	No
Custódio	Portuguese	Yes
Tinga	Brazilian	No
João Moutinho	Portuguese	Yes
Rogério	Brazilian	No
Hugo Viana	Portuguese	Yes

Foward	Nationality	Promoted from Sporting CP?
Marius Niculae	Romanian	No
Ricardo Sá Pinto	Portuguese	No

Liedson	Brazilian	No
Paulo Sérgio	Portuguese	Yes
Mota	Brazilian	No
Mauricio Pinilla	Chilean	No
Danny	Portuguese	No
Roudolphe Douala	Cameroonian	No

2.3) Season 05/06

Trophies: None

Number of players: 33

Number of Portuguese players: 19

Number of Foreigners: 14

Number of promoted youth players: 12

Number of Portuguese promoted youth players: 11

Goalkeeper	Nationality	Promoted from Sporting CP?
Nelson	Portuguese	No
Ricardo	Portuguese	No

Defender	Nationality	Promoted from Sporting CP?
Anderson Polga	Brazilian	No
Miguel Garcia	Portuguese	Yes
Beto	Portuguese	Yes
Hugo	Portuguese	No
Paíto	Mozambican	Yes
Marco Caneira	Portuguese	Yes
Tonel	Portuguese	No
Edson	Brazilian	No
André Marques	Portuguese	Yes
Abel	Portuguese	No

Midfielder	Nationality	Promoted from Sporting CP?
Carlos Martins	Portuguese	Yes
Rodrigo Tello	Chilean	No
Fábio Rochemback	Brazilian	No

Custódio	Portuguese	Yes
João Moutinho	Portuguese	Yes
Rogério	Brazilian	No
Luís Loureiro	Portuguese	No
Nani	Portuguese	Yes
Leandro Romagnoli	Argentinian	No
João Alves	Portuguese	No
Tomané	Portuguese	Yes
David Caiado	Portuguese	Yes

Foward	Nationality	Promoted from Sporting CP?
Ricardo Sá Pinto	Portuguese	No
Liedson	Brazilian	No
Mauricio Pinilla	Chilean	No
Roudolphe Douala	Cameroonian	No
Silva	Brazilian	No
Koke	Spanish	No
Silvestre Varela	Portuguese	Yes
Deivid	Brazilian	No
Wender	Brazilian	No

2.4) Season 06/07

Trophies: Taça de Portugal

Number of players: 25

Number of Portuguese players: 15

Number of Foreigners: 10

Number of promoted youth players: 10

Number of Portuguese promoted youth players: 10

Goalkeeper	Nationality	Promoted from Sporting CP?
Tiago	Portuguese	No
Ricardo	Portuguese	No
Rui Patrício	Portuguese	Yes

Defender	Nationality	Promoted from Sporting CP?

Anderson Polga	Brazilian	No
Miguel Garcia	Portuguese	Yes
Marco Caneira	Portuguese	Yes
Tonel	Portuguese	No
Abel	Portuguese	No
Rodrigo Tello*	Chilean	No
Ronny	Brazilian	No

* Became defender this season

Midfielder	Nationality	Promoted from Sporting CP?
Carlos Martins	Portuguese	Yes
Custódio	Portuguese	Yes
João Moutinho	Portuguese	Yes
Nani	Portuguese	Yes
Leandro Romagnoli	Argentinian	No
João Alves	Portuguese	No
Pontus Farnerud	Swedish	No
Miguel Veloso	Portuguese	Yes
Bruno Pereirinha	Portuguese	Yes
Carlos Paredes	Paraguayan	No

Foward	Nationality	Promoted from Sporting CP?
Liedson	Brazilian	No
Deivid	Brazilian	No
Alecsandro	Brazilian	No
Yannick Djaló	Portuguese	Yes
Carlos Bueno	Uruguayan	No

2.5) Season 07/08

Trophies: Supertaça Cândido de Oliveira; Taça de Portugal

Number of players: 27

Number of Portuguese players: 9

Number of Foreigners: 18

Number of promoted youth players: 6

Number of Portuguese promoted youth players: 6

Goalkeeper	Nationality	Promoted from Sporting CP?
Tiago	Portuguese	No
Vladimir Stojković	Serbian	No
Rui Patrício	Portuguese	Yes

Defender	Nationality	Promoted from Sporting CP?
Anderson Polga	Brazilian	No
Tonel	Portuguese	No
Abel	Portuguese	No
Ronny	Brazilian	No
Pedro Silva	Brazilian	No
Marian Had	Slovakian	No
Leandro Grimi	Argentinian	No
Gladstone	Brazilian	No

Midfielder	Nationality	Promoted from Sporting CP?
João Moutinho	Portuguese	Yes
Leandro Romagnoli	Argentinian	No
Pontus Farnerud	Swedish	No
Miguel Veloso	Portuguese	Yes
Bruno Pereirinha	Portuguese	Yes
Carlos Paredes	Paraguayan	No
Adrien Silva	Portuguese	Yes
Marat Izmailov	Russian	No
Simon Vukčević	Montenegrin	No
Celsinho	Brazilian	No

Forward	Nationality	Promoted from Sporting CP?
Liedson	Brazilian	No
Yannick Djaló	Portuguese	Yes
Milan Purović	Montenegrin	No
Derlei	Brazilian	No
Rodrigo Tiuí	Brazilian	No

Luís Paéz	Paraguayan	No

2.6) Season 08/09

Trophies: Supertaça Cândido de Oliveira

Number of players: 25

Number of Portuguese players: 13

Number of Foreigners: 12

Number of promoted youth players: 9

Number of Portuguese promoted youth players: 8

Goalkeeper	Nationality	Promoted from Sporting CP?
Tiago	Portuguese	No
Ricardo Baptista	Portuguese	No
Rui Patrício	Portuguese	Yes

Defender	Nationality	Promoted from Sporting CP?
Anderson Polga	Brazilian	No
Tonel	Portuguese	No
Abel	Portuguese	No
Ronny	Brazilian	No
Pedro Silva	Brazilian	No
Leandro Grimi	Argentinian	No
Marco Caneira	Portuguese	Yes
Daniel Carriço	Portuguese	Yes

Midfielder	Nationality	Promoted from Sporting CP?
João Moutinho	Portuguese	Yes
Leandro Romagnoli	Argentinian	No
Miguel Veloso	Portuguese	Yes
Bruno Pereirinha	Portuguese	Yes
Adrien Silva	Portuguese	Yes
Marat Izmailov	Russian	No
Simon Vukčević	Montenegrin	No
Fábio Rochemback	Brazilian	No
Renato Neto	Brazilian	Yes

Forward	Nationality	Promoted from Sporting CP?
Liedson	Brazilian	No
Yannick Djaló	Portuguese	Yes
Derlei	Brazilian	No
Rodrigo Tiuí	Brazilian	No
Hélder Postiga	Portuguese	No

2.7) Season 09/10
Trophies: None

Number of players: 27

Number of Portuguese players: 16

Number of Foreigners: 11

Number of promoted youth players: 11

Number of Portuguese promoted youth players: 10

Goalkeeper	Nationality	Promoted from Sporting CP?
Rui Patrício	Portuguese	Yes

Defender	Nationality	Promoted from Sporting CP?
Anderson Polga	Brazilian	No
Tonel	Portuguese	No
Abel	Portuguese	No
Pedro Silva	Brazilian	No
Leandro Grimi	Argentinian	No
Marco Caneira	Portuguese	Yes
Daniel Carriço	Portuguese	Yes
João Pereira	Portuguese	No
André Marques	Portuguese	Yes

Midfielder	Nationality	Promoted from Sporting CP?
João Moutinho	Portuguese	Yes
Miguel Veloso	Portuguese	Yes
Bruno Pereirinha	Portuguese	Yes
Adrien Silva	Portuguese	Yes

Marat Izmailov	Russian	No
Simon Vukčević	Montenegrin	No
Fábio Rochemback	Brazilian	No
Renato Neto	Brazilian	Yes
Pedro Mendes	Portuguese	No
Matías Fernandez	Chilean	No
Miguel Angulo	Spanish	No

Forward	Nationality	Promoted from Sporting CP?
Liedson	Portuguese*	No
Yannick Djaló	Portuguese	Yes
Hélder Postiga	Portuguese	No
Carlos Saleiro	Portuguese	Yes
Felipe Caicedo	Ecuadorian	No
Sinama-Pongolle	French	No

* Became Portuguese in August of 2009

2.8) Season 10/11

Trophies: None

Number of players: 29

Number of Portuguese players: 17

Number of Foreigners: 12

Number of promoted youth players: 8

Number of Portuguese promoted youth players: 8

Goalkeeper	Nationality	Promoted from Sporting CP?
Rui Patrício	Portuguese	Yes
Tiago	Portuguese	No
Timo Hildebrand	German	No

Defender	Nationality	Promoted from Sporting CP?
Anderson Polga	Brazilian	No
Abel	Portuguese	No
Leandro Grimi	Argentinian	No
Daniel Carriço	Portuguese	Yes

João Pereira	Portuguese	No
Marco Torsiglieri	Argentinian	No
Evaldo	Brazilian	No
Cédric Soares	Portuguese	Yes
Nuno André Coelho	Portuguese	No

Midfielder	Nationality	Promoted from Sporting CP?
Miguel Veloso	Portuguese	Yes
Marat Izmailov	Russian	No
Simon Vukčević	Montenegrin	No
Pedro Mendes	Portuguese	No
Matías Fernandez	Chilean	No
Maniche	Portuguese	No
Jaime Valdés	Chilean	No
Alberto Zapater	Spanish	No
André Santos	Portuguese	Yes
Diogo Salomão	Portuguese	No
William Carvalho	Portuguese	Yes
Cristiano	Brazilian	No

Forward	Nationality	Promoted from Sporting CP?
Liedson	Portuguese	No
Yannick Djaló	Portuguese	Yes
Hélder Postiga	Portuguese	No
Carlos Saleiro	Portuguese	Yes
Sinama-Pongolle	French	No

2.9) Season 11/12
Trophies: None

Number of players: 32

Number of Portuguese players: 11

Number of Foreigners: 21

Number of promoted youth players: 9

Number of Portuguese promoted youth players: 8

Goalkeeper	Nationality	Promoted from Sporting CP?
Rui Patrício	Portuguese	Yes
Tiago	Portuguese	No
Marcelo Boeck	Brazilian	No

Defender	Nationality	Promoted from Sporting CP?
Anderson Polga	Brazilian	No
Daniel Carriço	Portuguese	Yes
João Pereira	Portuguese	No
Evaldo	Brazilian	No
Alberto Rodriguez	Peruvian	No
Onyewu	North American	No
Santiago Arias	Columbian	No
Tiago Ilori	Portuguese	Yes
Elimiano Insua	Argentinian	No
Xandão	Brazilian	No

Midfielder	Nationality	Promoted from Sporting CP?
Marat Izmailov	Russian	No
Matías Fernandez	Chilean	No
André Santos	Portuguese	Yes
Schaars	Dutch	No
Fito Rinaudo	Argentinian	No
Bruno Pereirinha	Portuguese	Yes
André Martins	Portuguese	Yes
Renato Neto	Brazilian	Yes
João Mário	Portuguese	Yes
Elias	Brazilian	No

Forward	Nationality	Promoted from Sporting CP?
Yannick Djaló	Portuguese	Yes
Hélder Postiga	Portuguese	No
Valeri Bojinov	Bulgarian	No

Ricky Van Wolfswinkel	Dutch	No
Diego Capel	Spanish	No
Jeffrén	Spanish	No
André Carrillo	Peruvian	No
Sebastián Ribas	Uruguayan	No
Diego Rubio	Chilean	No

2.10) Season 12/13

Trophies: (Season in development)

Number of players: 35

Number of Portuguese players: 13

Number of Foreigners: 22

Number of promoted youth players: 13

Number of Portuguese promoted youth players: 11

Important notes:

- This list contains all the players in the squad at 7th March of 2013

- Players that played by First Team and Youth Team can be also on this table

Goalkeeper	Nationality	Promoted from Sporting CP?
Rui Patrício	Portuguese	Yes
Marcelo Boeck	Brazilian	No

Defender	Nationality	Promoted from Sporting CP?
Daniel Carriço	Portuguese	Yes
Elimiano Insua	Argentinian	No
Xandão	Brazilian	No
Cédric Soares	Portuguese	Yes
Khalid Boulahrouz	Dutch	No
Marcos Rojo	Argentinian	No
Danijel Pranjić	Croatian	No
Joãozinho	Portuguese	No
Miguel Lopes	Portuguese	No
Santiago Arias	Colombian	No
Tiago Ilori	Portuguese	Yes
Pedro Mendes	Portuguese	Yes

Eric Dier	English	Yes
Fabrice Fokobo	Cameroonian	No

Midfielder	Nationality	Promoted from Sporting CP?
Marat Izmailov	Russian	No
Stijn Schaars	Dutch	No
Fito Rinaudo	Argentinian	No
André Martins	Portuguese	Yes
Elias	Brazilian	No
Adrien Silva	Portuguese	Yes
Gelson Fernandes	Swiss	No
Zakaria Labyad	Moroccan	No
João Mário	Portuguese	Yes
Zezinho	Guinean	Yes

Forward	Nationality	Promoted from Sporting CP?
Ricky Van Wolfswinkel	Dutch	No
Diego Capel	Spanish	No
Jeffrén	Spanish	No
André Carrillo	Peruvian	No
Valentín Viola	Argentinian	No
Diego Rubio	Chilean	No
Ricardo Esgaio	Portuguese	Yes
Bruma	Portuguese	Yes
Betinho	Portuguese	Yes

2.11) The B Team (Season 12/13)
Trophies: (Season in development)

Number of players: 39

Number of Portuguese players: 24

Number of Foreigners: 15

Number of promoted youth players: 25

Number of Portuguese promoted youth players: 21

Important notes:

- This list contains all the players in the squad at 7th March of 2013

- Players that played by First Team and Youth Team can be also on this table

Goalkeeper	Nationality	Promoted from Sporting CP?
Victor Golas	Brazilian	Yes
Luís Ribeiro	Portuguese	Yes
Hugo Ventura	Portuguese	No

Defender	Nationality	Promoted from Sporting CP?
Santiago Arias	Colombian	No
Tiago Ilori	Portuguese	Yes
Pedro Mendes	Portuguese	Yes
Eric Dier	English	Yes
Fabrice Fokobo	Cameroonian	No
Mica Pinto	Portuguese	Yes
Tobias Figueiredo	Portuguese	Yes
Bruno Pereirinha	Portuguese	Yes
Cedric Soares	Portuguese	Yes
Seejou King	Danish	No
Juary Soares	Guinean	Yes
João Gonçalves	Portuguese	Yes

Midfielder	Nationality	Promoted from Sporting CP?
Jorge Chula	Portuguese	No
Filipe Chaby	Portuguese	Yes
João Mário	Portuguese	Yes
Ruan Yang	Chinese	No
Zezinho	Guinean	Yes
Lucas Patinho	Brazilian	No
Júlio Alves	Portuguese	No
Kikas	Portuguese	Yes
André Martins	Portuguese	Yes
Nii Plange	Ghanaian	No

Edi Ié	Portuguese	Yes
Luka Stojanovic	Serbian	No

Forward	Nationality	Promoted from Sporting CP?
Sunil Chhetri	Indian	No
Iuri Medeiros	Portuguese	Yes
Ricardo Esgaio	Portuguese	Yes
Bruma	Portuguese	Yes
Diego Rubio	Chilean	No
Betinho	Portuguese	Yes
Gaël Etock	Cameroonian	No
Valentin Viola	Argentinian	No
Cristian Ponde	Portuguese	Yes
Daniel Podence	Portuguese	Yes
Carlos Mané	Portuguese	Yes
Alexandre Guedes	Portuguese	Yes

2.12) The Youth Team (Season 12/13)
Trophies: (Season in development)

Number of players: 32

Number of Portuguese players: 23

Number of Foreigners: 9

Number of player from last season: 25

Portuguese Players from last season: 21

Important notes:

- This list contains all the players in the squad at 7th March of 2013

- Players that played by First Team and B Team can be also on this table

Goalkeeper	Nationality	On Sporting CP last season?
Mickaël Meira	Portuguese	Yes
Guilherme Oliveira	Portuguese	Yes
Miguel Lázaro	Portuguese	Yes

Defender	Nationality	On Sporting CP last season?
Ricardo Tavares	Portuguese	Yes

Mauro Riquicho	Mozambican	Yes
Rúben Semedo	Portuguese	Yes
Domingos Duarte	Portuguese	Yes
Wilson Manafá	Portuguese	No
Braima Candé	Guinean	Yes
João Serrano	Portuguese	Yes
Fabrice Fokobo	Cameroonian	No
Tobias Figueiredo	Portuguese	Yes
Liu Yiming	Chinese	No
Rúben Ribeiro	Portuguese	No

Midfielder	Nationality	On Sporting CP last season?
Francisco Geraldes	Portuguese	Yes
Luís Cortez	Portuguese	Yes
Farley Rosa	Brazilian	Yes
Edi Ié	Portuguese	Yes
Luka Stojanović	Serbian	Yes
Wallyson Mallmann	Brazilian	No
João Palhinha	Portuguese	Yes
Filipe Chaby	Portuguese	Yes

Forward	Nationality	On Sporting CP last season?
Daniel Podence	Portuguese	Yes
Alexandre Guedes	Portuguese	Yes
Carlos Mané	Portuguese	Yes
Cristian Ponde	Portuguese	Yes
Fellipe Veloso	Brazilian	No
Iuri Medeiros	Portuguese	Yes
Bruma	Portuguese	Yes
Zé Roberto	Brazilian	No
Gelson Martins	Portuguese	Yes
Matheus Pereira	Portuguese	Yes

3) Number of Promoted Youth Players on Portuguese League that played on official matches (12/13 season)

Team	Promoted Youth Players	Number of Promoted Youth Players
Sporting CP	Rui Patrício, Cédric Soares, Daniel Carriço, Adrien Silva, André Martins, Pedro Mendes, Tiago Ilori, Eric Dier, João Mário, Zezinho, Bruma, Betinho, Ricardo Esgaio	13
FC Porto	Abdoulaye Ba, André Castro, Christian Atsu, Tozé	4
SL Benfica	Paulo Lopes, Miguel Vitor, Roderick	3
SC Braga	Quim	1
Vitória SC (Guimarães)	Paulo Oliveira, Tiago Rodrigues, Josué, Pedro Lemos, Gonçalo, Luís Rocha	6
CD Nacional	Nuno Campos, Diogo Coelho, Jota, Sérgio Duarte, Oliver	5
SC Marítimo	João Diogo, Luís Olim, Briguel, Rúben Ferreira, Ytalo, Gonçalo Abreu, Marakis, Fidélis, Kukula	9
Moreirense FC	Ricardo Ribeiro	1
GD Estoril Praia	Bruno Nascimento	1
Rio Ave FC	André Dias, Vítor Gomes, André Vilas Boas	3
A Académica de Coimbra	Fábio Santos, Flávio Ferreira, Magique, Amessan	4
FC Paços de Ferreira	Tiago Valente	1
Vitória FC (Setúbal)	Frederico Venâncio, Kiko, Miguel Lourenço	3
SC Olhanense	Vasco Fernandes, Rui Duarte, Fábio Santos, Pedro Paz	4
SC Beira-Mar	Jaime Simões, Ricardo Dias	2

Gil Vicente FC	Daniel Faria, Paulo Arantes	2

Note: In this study were analysed **all official games** till 07/03/2013. All the players that played at least once are on the table.

4) Number of Foreign Players on Portuguese First Division

Team	Number of Players	Number of Foreign Players	Percentage
Sporting CP	36	22	61,11%
FC Porto	28	21	75,00%
SL Benfica	29	22	75,86%
SC Braga	30	19	63,33%
Vitória SC (Guimarães)	31	18	58,06%
CD Nacional	29	18	62,07%
SC Marítimo	31	18	58,06%
Moreirense FC	28	16	57,14%
GD Estoril Praia	28	14	50,00%
Rio Ave FC	26	15	57,69%
A Académica de Coimbra	27	16	59,26%
FC Paços de Ferreira	21	9	42,86%
Vitória FC (Setúbal)	24	9	37,50%
SC Olhanense	33	15	45,45%
SC Beira-Mar	29	10	34,48%
Gil Vicente FC	32	16	50,00%

Average: 55,49%
Note: In this table are ALL players that constitute the team on 12/13 season (even those who did not played any official game till 07/03/2013)

5) Sporting in the market

5.1) Most expensive sales from Sporting (only promoted youth players)

Name	Value	Year	Buyer
Nani	25.500.000€	2007	Manchester United
Cristiano Ronaldo	17.750.000€	2003	Manchester United
Simão Sabrosa	12.250.000€	1999	Barcelona
Hugo Viana	12.250.000€	2002	Newcastle
João Moutinho	11.000.000€	2010	FC Porto

Total: 78.750.000€

5.2) Most expensive players promoted from Sporting

Name	Value	Year	Seller	Buyer
Cristiano Ronaldo	94.000.000€	2009	Manchester United	Real Madrid
Luís Figo	60.000.000€	2000	Barcelona	Real Madrid
Nani	25.500.000€	2007	Sporting	Manchester United
Ricardo Quaresma	24.600.000€	2008	Porto	Internazionale
Simão Sabrosa	20.000.000€	2007	Benfica	Athletic Madrid

Total: 224.100.000€

6) Sporting acquisitions on the last seasons:

6.1) Season 10/11

Name	Nationality	Age
Timo Hildebrand	German	31
Marco Torsiglieri	Argentinian	22
Evaldo	Brazilian	28
Cédric Soares*	Portuguese	19
Nuno André Coelho	Portuguese	24
Maniche	Portuguese	32
Jaime Valdés	Chilean	29
Alberto Zapater	Spanish	25
André Santos**	Portuguese	21
Diogo Salomão	Portuguese	21
William Carvalho*	Portuguese	18
Cristiano	Brazilian	26

*Came directly from Youth Team

**On loan to another club, but already belongs to Sporting

Age average: 24,67 years old

Number of acquired players: 12

Number of foreign acquired players: 6 (50,00%)

6.2) Season 11/12

Name	Nationality	Age
Marcelo Boeck	Brazilian	26

Alberto Rodriguez	Peruvian	27
Onyewu	North American	29
Santiago Arias	Columbian	19
Tiago Ilori*	Portuguese	18
Elimiano Insua	Argentinian	22
Xandão	Brazilian	23
Schaars	Dutch	27
Fito Rinaudo	Argentinian	24
Bruno Pereirinha**	Portuguese	23
André Martins**	Portuguese	21
Renato Neto**	Brazilian	19
João Mário*	Portuguese	18
Elias	Brazilian	26
Valeri Bojinov	Bulgarian	25
Ricky Van Wolfswinkel	Dutch	22
Diego Capel	Spanish	23
Jeffrén	Spanish	23
André Carrillo	Peruvian	20
Sebastián Ribas	Uruguayan	23
Diego Rubio	Chilean	18

*Came directly from Youth Team

**On loan to another club, but already belongs to Sporting

Age average: 22,67 years old

Number of acquired players: 21

Number of foreign acquired players: 17 (80,96%)

6.3) Season 12/13

Name	Nationality	Age
Cédric Soares**	Portuguese	21
Khalid Boulahrouz	Dutch	30
Marcos Rojo	Argentinian	22
Danijel Pranjić	Croatian	30
Adrien Silva**	Portuguese	23

Gelson Fernandes	Swiss	26
Zakaria Labyad	Moroccan	19
Valentín Viola	Argentinian	21
Joãozinho	Portuguese	23
Miguel Lopes	Portuguese	26
Pedro Mendes*	Portuguese	25
Eric Dier*	English	18
Fabrice Fokobo*	Cameroonian	18
Zezinho*	Guinean	20
Ricardo Esgaio*	Portuguese	19
Bruma*	Portuguese	17
Betinho*	Portuguese	19

*Came directly from Youth/B Team

**Was on loan on another club, but already belongs to Sporting

Age average: 22,18 years old

Number of acquired players: 17

Number of foreign acquired players: 9 (52,94%)

7) Supporters data

7.1) Stadium attendance

Season	Average
03/04	30.958
04/05	29.887
05/06	31.640
06/07	33.285
07/08	29.381
08/09	26.517
09/10	24.606
10/11	24.858
11/12	34.490
12/13	n/a

Source: http://www.european-football-statistics.co.uk/attn.htm

8) Internal and external strategy

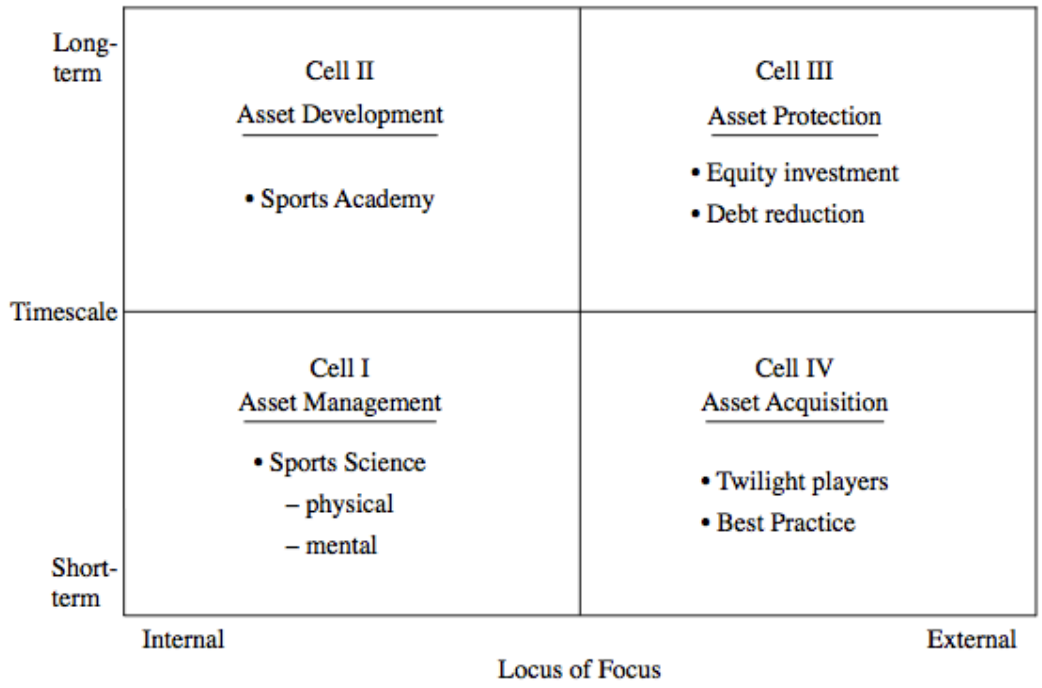


Figure 1: Holistic value creation in turbulent times [26]

9) SPSS analysis: Descriptive Statistics

9.1) Gender:

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	136	13,9	13,9	13,9
	Male	839	86,1	86,1	100,0
	Total	975	100,0	100,0	

9.2) Age:

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. Less than 18	68	7,0	7,0	7,0
	2. Between 18 and 29	650	66,7	66,7	73,6
	3. Between 30 and 44	196	20,1	20,1	93,7
	4. Between 45 and 60	53	5,4	5,4	99,2
	4. More than 60	8	,8	,8	100,0
	Total	975	100,0	100,0	

[26] Source: Gilmore, S. and Gilson, C. (2007) "Finding form: elite sports and the business of change" Journal of Organizational Change Management Vol. 20 No. 3, pp. 409-428

9.3) Number of supporters that already saw a game on the stadium:

Have you ever seen a football match in Sporting CP stadium?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	110	11,3	11,3	11,3
	Yes	865	88,7	88,7	100,0
	Total	975	100,0	100,0	

9.4) Game attendance through TV:

When you cannot see the game on the stadium, you always see it on TV

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	39	4,0	4,0	4,0
	2	36	3,7	3,7	7,7
	3	51	5,2	5,2	12,9
	4	70	7,2	7,2	20,1
	5	122	12,5	12,5	32,6
	6	187	19,2	19,2	51,8
	7	470	48,2	48,2	100,0
	Total	975	100,0	100,0	

9.5) Questions 6 and 7:

Statistics

		Promoted Players – I identify more with an individual player than with the whole team	Promoted Players – I am a big fan of specific player(s) more than I am a fan of the team	Promoted Players – I consider myself a fan of certain players rather than a fan of the team
N	Valid	975	975	975
	Missing	0	0	0
Mean		3,53	2,60	2,42
Std. Error of Mean		,064	,060	,059
Mode		1	1	1
Std. Deviation		2,009	1,868	1,829
Percentiles	25	1,00	1,00	1,00
	50	4,00	2,00	2,00
	75	5,00	4,00	4,00

Statistics

		External Players – I identify more with an individual player than with the whole team	External Players – I am a big fan of specific player(s) more than I am a fan of the team.	External Players – I consider myself a fan of certain players rather than a fan of the team
N	Valid	975	975	975
	Missing	0	0	0
Mean		2,69	2,42	2,28
Std. Error of Mean		,056	,054	,053
Mode		1	1	1
Std. Deviation		1,758	1,690	1,650
Percentiles	25	1,00	1,00	1,00
	50	2,00	2,00	2,00
	75	4,00	4,00	3,00

9.6) Question 6.1

Promoted Players – I identify more with an individual player than with the whole team * Are you a member? Crosstabulation

Count

		Are you a member?		
		No	Yes	Total
Promoted Players – I identify more with an individual player than with the whole team	1	128	122	250
	2	58	53	111
	3	56	60	116
	4	74	65	139
	5	75	92	167
	6	65	47	112
	7	42	38	80
Total		498	477	975

9.7) Question 7.1

External Players – I identify more with an individual player than with the whole team * Are you a member? Crosstabulation

Count

		Are you a member?		
		No	Yes	Total
External Players – I identify more with an individual player than with the whole team	1	185	189	374
	2	82	79	161
	3	59	61	120
	4	72	71	143
	5	51	47	98
	6	30	20	50
	7	19	10	29
Total		498	477	975

9.8) Question 6.2

Promoted Players – I am a big fan of specific player(s) more than I am a fan of the team * Are you a member? Crosstabulation

Count

		Are you a member?		
		No	Yes	Total
Promoted Players – I am a big fan of specific player(s) more than I am a fan of the team	1	202	220	422
	2	91	84	175
	3	49	45	94
	4	51	32	83
	5	55	49	104
	6	29	22	51
	7	21	25	46
Total		498	477	975

9.9) Question 7.2

External Players - I am a big fan of specific player(s) more than I am a fan of the team. * Are you a member? Crosstabulation

Count

		Are you a member?		
		No	Yes	Total
External Players - I am a big fan of specific player(s) more than I am a fan of the team.	1	211	228	439
	2	92	85	177
	3	51	51	102
	4	73	51	124
	5	31	33	64
	6	25	18	43
	7	15	11	26
Total		498	477	975

9.10) Question 6.3

Promoted Players - I consider myself a fan of certain players rather than a fan of the team * Are you a member? Crosstabulation

Count

		Are you a member?		
		No	Yes	Total
Promoted Players - I consider myself a fan of certain players rather than a fan of the team	1	223	257	480
	2	97	66	163
	3	43	41	84
	4	42	34	76
	5	37	42	79
	6	33	20	53
	7	23	17	40
Total		498	477	975

9.11) Question 7.3

External Players - I consider myself a fan of certain players rather than a fan of the team * Are you a member? Crosstabulation

Count

		Are you a member?		
		No	Yes	Total
External Players - I consider myself a fan of certain players rather than a fan of the team	1	238	246	484
	2	87	79	166
	3	42	47	89
	4	69	51	120
	5	27	28	55
	6	22	16	38
	7	13	10	23
Total		498	477	975

9.12) Question 6: Levene Test

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Promoted Players - I identify more with an individual player than with the whole team	Equal variances assumed	,494	,482	,268	973	,788	,035	,129	-,218	,287
	Equal variances not assumed			,269	972,576	,788	,035	,129	-,218	,287
Promoted Players - I am a big fan of specific player(s) more than I am a fan of the team	Equal variances assumed	,058	,809	1,259	973	,208	,151	,120	-,084	,386
	Equal variances not assumed			1,259	970,055	,208	,151	,120	-,084	,386
Promoted Players - I consider myself a fan of certain players rather than a fan of the team	Equal variances assumed	1,905	,168	1,934	973	,053	,226	,117	-,003	,456
	Equal variances not assumed			1,936	972,994	,053	,226	,117	-,003	,456

9.13) Question 7: Levene test

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
External Players - I identify more with an individual player than with the whole team	Equal variances assumed	3,856	,050	1,578	973	,115	,178	,113	-,043	,399
	Equal variances not assumed			1,581	971,996	,114	,178	,112	-,043	,398
External Players - I am a big fan of specific player(s) more than I am a fan of the team.	Equal variances assumed	2,755	,097	1,789	973	,074	,193	,108	-,019	,406
	Equal variances not assumed			1,790	972,998	,074	,193	,108	-,019	,406
External Players - I consider myself a fan of certain players rather than a fan of the team	Equal variances assumed	2,740	,098	1,341	973	,180	,142	,106	-,066	,349
	Equal variances not assumed			1,342	972,988	,180	,142	,106	-,066	,349

9.14) Question 8

Statistics

8. Do you think in attend to Sporting Stadium more often if the team align with more Promoted Youth Players?

N	Valid	975
	Missing	0
Mean		4,07
Std. Error of Mean		,062
Mode		4
Std. Deviation		1,938
Percentiles	25	3,00
	50	4,00
	75	5,00

Report

8

Are you a member?	Mean	N	Std. Deviation
No	4,01	498	1,936
Yes	4,13	477	1,939
Total	4,07	975	1,938

9.15) Question 9

Statistics

For me, it is part of Sporting tradition the inclusion of Promoted Youth Players on the team. Sporting team should include as many Promoted Youth Players as possible

N	Valid	975
	Missing	0
Mean		6,12
Std. Error of Mean		,038
Mode		7
Std. Deviation		1,201
Percentiles	25	6,00
	50	7,00
	75	7,00

Group Statistics

	Are you a member?	N	Mean	Std. Deviation	Std. Error Mean
For me, it is part of Sporting tradition the inclusion of Promoted Youth Players on the team. Sporting team should include as many Promoted Youth Players as possible	No	498	6,09	1,242	,056
	Yes	477	6,16	1,157	,053

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
For me, it is part of Sporting tradition the inclusion of Promoted Youth Players on the team. Sporting team should include as many Promoted Youth Players as possible	Equal variances assumed	,448	,503	-,895	973	,371	-,069	,077	-,220	,082
	Equal variances not assumed			-,897	972,271	,370	-,069	,077	-,220	,082

9.16) Question 10

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
10.1 - When someone criticizes Sporting, it feels like a personal insult	Equal variances assumed	,048	,826	-4,415	973	,000	-,574	,130	-,829	-,319
	Equal variances not assumed			-4,416	972,179	,000	-,574	,130	-,829	-,319
10.2 - I am interested in what others think about the Sporting football team	Equal variances assumed	1,254	,263	-2,219	973	,027	-,254	,114	-,478	-,029
	Equal variances not assumed			-2,222	972,635	,027	-,254	,114	-,478	-,030
10.3 - The Sporting football team's successes are my successes	Equal variances assumed	25,456	,000	-6,773	973	,000	-,843	,124	-1,087	-,598
	Equal variances not assumed			-6,792	965,508	,000	-,843	,124	-1,086	-,599
10.4 - When someone praises the Sporting football team, it feels like a personal compliment	Equal variances assumed	4,936	,027	-4,954	973	,000	-,634	,128	-,885	-,383
	Equal variances not assumed			-4,960	972,698	,000	-,634	,128	-,885	-,383
10.5 - I would be upset if a story in the media criticized the Sporting football team	Equal variances assumed	28,025	,000	-4,988	973	,000	-,533	,107	-,743	-,323
	Equal variances not assumed			-5,012	943,071	,000	-,533	,106	-,742	-,324
10.6 - When I talk about the Sporting football team, I usually say we rather than they	Equal variances assumed	80,807	,000	-6,834	973	,000	-,668	,098	-,859	-,476
	Equal variances not assumed			-6,890	873,716	,000	-,668	,097	-,858	-,477

Statistics

		10.1 - When someone criticizes Sporting, it feels like a personal insult	10.2 - I am interested in what others think about the Sporting football team	10.3 - The Sporting football team's successes are my successes	10.4 - When someone praises the Sporting football team, it feels like a personal compliment	10.5 - I would be upset if a story in the media criticized the Sporting football team	10.6 - When I talk about the Sporting football team, I usually say we rather than they
N	Valid	975	975	975	975	975	975
	Missing	0	0	0	0	0	0
Mean		4,18	4,37	4,65	4,24	5,51	5,97
Std. Error of Mean		,066	,057	,064	,065	,054	,050
Mode		5	5	7	5	7	7
Std. Deviation		2,049	1,789	1,986	2,022	1,689	1,560
Percentiles	25	2,00	3,00	3,00	2,00	5,00	5,00
	50	4,00	5,00	5,00	5,00	6,00	7,00
	75	6,00	6,00	6,00	6,00	7,00	7,00

10.1 - When someone criticizes Sporting, it feels like a personal insult

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	150	15,4	15,4	15,4
	2	107	11,0	11,0	26,4
	3	115	11,8	11,8	38,2
	4	123	12,6	12,6	50,8
	5	171	17,5	17,5	68,3
	6	145	14,9	14,9	83,2
	7	164	16,8	16,8	100,0
	Total	975	100,0	100,0	

10.2 - I am interested in what others think about the Sporting football team

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	87	8,9	8,9	8,9
	2	91	9,3	9,3	18,3
	3	111	11,4	11,4	29,6
	4	178	18,3	18,3	47,9
	5	240	24,6	24,6	72,5
	6	132	13,5	13,5	86,1
	7	136	13,9	13,9	100,0
	Total	975	100,0	100,0	

10.3 - The Sporting football team's successes are my successes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	109	11,2	11,2	11,2
	2	78	8,0	8,0	19,2
	3	83	8,5	8,5	27,7
	4	124	12,7	12,7	40,4
	5	191	19,6	19,6	60,0
	6	166	17,0	17,0	77,0
	7	224	23,0	23,0	100,0
	Total	975	100,0	100,0	

10.4 - When someone praises the Sporting football team, it feels like a personal compliment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	143	14,7	14,7	14,7
	2	104	10,7	10,7	25,3
	3	99	10,2	10,2	35,5
	4	128	13,1	13,1	48,6
	5	197	20,2	20,2	68,8
	6	139	14,3	14,3	83,1
	7	165	16,9	16,9	100,0
	Total	975	100,0	100,0	

10.5 - I would be upset if a story in the media criticized the Sporting football team

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	39	4,0	4,0	4,0
	2	44	4,5	4,5	8,5
	3	48	4,9	4,9	13,4
	4	87	8,9	8,9	22,4
	5	167	17,1	17,1	39,5
	6	208	21,3	21,3	60,8
	7	382	39,2	39,2	100,0
	Total	975	100,0	100,0	

10.6 - When I talk about the Sporting football team, I usually say we rather than they

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	34	3,5	3,5	3,5
	2	25	2,6	2,6	6,1
	3	24	2,5	2,5	8,5
	4	67	6,9	6,9	15,4
	5	97	9,9	9,9	25,3
	6	187	19,2	19,2	44,5
	7	541	55,5	55,5	100,0
	Total	975	100,0	100,0	

9.17) Question 11

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
11.1 - I feel a sense of accomplishment when Sporting wins	Equal variances assumed	62,655	,000	-4,902	973	,000	-,290	,059	-,407	-,174
	Equal variances not assumed			-4,949	836,701	,000	-,290	,059	-,406	-,175
11.2 - I feel proud when Sporting plays really well	Equal variances assumed	46,663	,000	-3,807	973	,000	-,208	,055	-,315	-,101
	Equal variances not assumed			-3,846	821,911	,000	-,208	,054	-,314	-,102
11.3 - When Sporting win I feel like I have won	Equal variances assumed	47,038	,000	-5,331	973	,000	-,467	,088	-,640	-,295
	Equal variances not assumed			-5,372	886,877	,000	-,467	,087	-,638	-,297

Statistics

		11.1 - I feel a sense of accomplishment when Sporting wins	11.2 - I feel proud when Sporting plays really well	11.3 - When Sporting win I feel like I have won
N	Valid	975	975	975
	Missing	0	0	0
Mean		6,60	6,63	6,13
Std. Error of Mean		,030	,027	,044
Mode		7	7	7
Std. Deviation		,936	,858	1,388
Percentiles	25	7,00	7,00	6,00
	50	7,00	7,00	7,00
	75	7,00	7,00	7,00

11.1 - I feel a sense of accomplishment when Sporting wins

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	9	,9	,9	,9
	2	4	,4	,4	1,3
	3	4	,4	,4	1,7
	4	17	1,7	1,7	3,5
	5	59	6,1	6,1	9,5
	6	135	13,8	13,8	23,4
	7	747	76,6	76,6	100,0
	Total	975	100,0	100,0	

11.2 - I feel proud when Sporting plays really well

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	,7	,7	,7
	2	1	,1	,1	,8
	3	4	,4	,4	1,2
	4	19	1,9	1,9	3,2
	5	49	5,0	5,0	8,2
	6	141	14,5	14,5	22,7
	7	754	77,3	77,3	100,0
	Total	975	100,0	100,0	

11.3 - When Sporting win I feel like I have won

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	21	2,2	2,2	2,2
	2	16	1,6	1,6	3,8
	3	22	2,3	2,3	6,1
	4	55	5,6	5,6	11,7
	5	110	11,3	11,3	23,0
	6	167	17,1	17,1	40,1
	7	584	59,9	59,9	100,0
	Total	975	100,0	100,0	

9.18) Question 12

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
12.1 - I prefer to see Sporting CP constituted mainly by promoted youth players, even if they can't win a single title on the first years	Equal variances assumed	,653	,419	-2,616	973	,009	-,493	,189	-,863	-,123
	Equal variances not assumed			-2,617	972,157	,009	-,493	,189	-,863	-,123
12.2 - I prefer to see a team constituted mainly by Promoted Youth Players than by External Star Players	Equal variances assumed	4,254	,039	-3,025	973	,003	-,490	,162	-,808	-,172
	Equal variances not assumed			-3,032	969,725	,002	-,490	,162	-,807	-,173
12.3 - The tradition of Sporting CP is train players instead of buy them	Equal variances assumed	4,157	,042	-,918	973	,359	-,137	,149	-,430	,156
	Equal variances not assumed			-,919	970,830	,358	-,137	,149	-,429	,155

Group Statistics

	Are you a member?	N	Mean	Std. Deviation	Std. Error Mean
12.1 - I prefer to see Sporting CP constituted mainly by promoted youth players, even if they can't win a single title on the first years	No	498	5,54	2,963	,133
	Yes	477	6,03	2,923	,134
12.2 - I prefer to see a team constituted mainly by Promoted Youth Players than by External Star Players	No	498	7,22	2,649	,119
	Yes	477	7,71	2,394	,110
12.3 - The tradition of Sporting CP is train players instead of buy them	No	498	7,30	2,430	,109
	Yes	477	7,44	2,220	,102

Statistics

		12.1 - I prefer to see Sporting CP constituted mainly by promoted youth players, even if they can't win a single title on the first years	12.2 - I prefer to see a team constituted mainly by Promoted Youth Players than by External Star Players	12.3 - The tradition of Sporting CP is train players instead of buy them
N	Valid	975	975	975
	Missing	0	0	0
Mean		5,78	7,46	7,37
Std. Error of Mean		,095	,081	,075
Mode		7	10	10
Std. Deviation		2,952	2,538	2,329
Percentiles	25	4,00	6,00	6,00
	50	6,00	8,00	8,00
	75	8,00	10,00	9,00

12.1 - I prefer to see Sporting CP constituted mainly by promoted youth players, even if they can't win a single title on the first years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	80	8,2	8,2	8,2
	1	24	2,5	2,5	10,7
	2	49	5,0	5,0	15,7
	3	83	8,5	8,5	24,2
	4	56	5,7	5,7	29,9
	5	125	12,8	12,8	42,8
	6	104	10,7	10,7	53,4
	7	150	15,4	15,4	68,8
	8	128	13,1	13,1	81,9
	9	43	4,4	4,4	86,4
	10	133	13,6	13,6	100,0
	Total	975	100,0	100,0	

12.2 - I prefer to see a team constituted mainly by Promoted Youth Players than by External Star Players

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	22	2,3	2,3	2,3
	1	11	1,1	1,1	3,4
	2	24	2,5	2,5	5,8
	3	28	2,9	2,9	8,7
	4	26	2,7	2,7	11,4
	5	89	9,1	9,1	20,5
	6	95	9,7	9,7	30,3
	7	129	13,2	13,2	43,5
	8	156	16,0	16,0	59,5
	9	87	8,9	8,9	68,4
	10	308	31,6	31,6	100,0
	Total	975	100,0	100,0	

12.3 - The tradition of Sporting CP is train players instead of buy them

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	20	2,1	2,1	2,1
	1	5	,5	,5	2,6
	2	10	1,0	1,0	3,6
	3	31	3,2	3,2	6,8
	4	36	3,7	3,7	10,5
	5	94	9,6	9,6	20,1
	6	94	9,6	9,6	29,7
	7	162	16,6	16,6	46,4
	8	195	20,0	20,0	66,4
	9	86	8,8	8,8	75,2
	10	242	24,8	24,8	100,0
	Total	975	100,0	100,0	

9.19) Question 13

13.1 - I think Sporting brand has value

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	11	1,1	1,1	1,1
	2	19	1,9	1,9	3,1
	3	27	2,8	2,8	5,8
	4	80	8,2	8,2	14,1
	5	203	20,8	20,8	34,9
	6	230	23,6	23,6	58,5
	7	405	41,5	41,5	100,0
	Total	975	100,0	100,0	

13.2 – Sporting brand is stable and reliable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	51	5,2	5,2	5,2
	2	85	8,7	8,7	13,9
	3	120	12,3	12,3	26,3
	4	204	20,9	20,9	47,2
	5	241	24,7	24,7	71,9
	6	113	11,6	11,6	83,5
	7	161	16,5	16,5	100,0
	Total	975	100,0	100,0	

13.3 – Sporting brand is capable of upgrading

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6	,6	,6	,6
	2	6	,6	,6	1,2
	3	12	1,2	1,2	2,5
	4	24	2,5	2,5	4,9
	5	85	8,7	8,7	13,6
	6	165	16,9	16,9	30,6
	7	677	69,4	69,4	100,0
	Total	975	100,0	100,0	

13.4 – Sporting brand has a very good style

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	17	1,7	1,7	1,7
	2	23	2,4	2,4	4,1
	3	30	3,1	3,1	7,2
	4	102	10,5	10,5	17,6
	5	157	16,1	16,1	33,7
	6	224	23,0	23,0	56,7
	7	422	43,3	43,3	100,0
	Total	975	100,0	100,0	

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
13.1 – I think Sporting brand has value	Equal variances assumed	,350	,554	,088	973	,930	,008	,085	-,160	,175
	Equal variances not assumed			,088	972,018	,930	,008	,085	-,160	,175
13.2 – Sporting brand is stable and reliable	Equal variances assumed	1,488	,223	1,780	973	,075	,193	,108	-,020	,406
	Equal variances not assumed			1,782	972,980	,075	,193	,108	-,020	,406
13.3 – Sporting brand is capable of upgrading	Equal variances assumed	26,620	,000	-3,876	973	,000	-,250	,064	-,376	-,123
	Equal variances not assumed			-3,897	932,199	,000	-,250	,064	-,376	-,124
13.4 – Sporting brand has a very good style	Equal variances assumed	,587	,444	1,618	973	,106	,149	,092	-,032	,329
	Equal variances not assumed			1,617	968,011	,106	,149	,092	-,032	,329

9.20) Question 14

Statistics

		14.1 – I find it hard to imitate the behaviour of other people	14.2 – My behaviour is usually an expression of my true innes feelings, attitudes and beliefs	14.3 – I only argue for ideas which I already believe	14.4 – When I am uncertain how to act in a social situation, I look to the behaviour of others for cues	14.5 – In a group of people, I am rarely the centre of attention	14.6 – I would not change my opinions (or the way I do things) in order to please someone else or to win their favour	14.7 – I have trouble changing my behaviour to suit different people and different situations
N	Valid	975	975	975	975	975	975	975
	Missing	0	0	0	0	0	0	0
Mean		4,87	5,84	5,94	3,49	4,23	6,23	3,67
Std. Error of Mean		,049	,039	,038	,055	,054	,040	,059
Mode		4	7	7	4	4	7	4
Std. Deviation		1,538	1,225	1,175	1,710	1,701	1,261	1,836
Percentiles	25	4,00	5,00	5,00	2,00	3,00	6,00	2,00
	50	5,00	6,00	6,00	4,00	4,00	7,00	4,00
	75	6,00	7,00	7,00	5,00	6,00	7,00	5,00

14.1 – I find it hard to imitate the behaviour of other people

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	30	3,1	3,1	3,1
	2	39	4,0	4,0	7,1
	3	80	8,2	8,2	15,3
	4	263	27,0	27,0	42,3
	5	222	22,8	22,8	65,0
	6	152	15,6	15,6	80,6
	7	189	19,4	19,4	100,0
	Total	975	100,0	100,0	

14.2 – My behaviour is usually an expression of my true innes feelings, attitudes and beliefs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	,5	,5	,5
	2	11	1,1	1,1	1,6
	3	36	3,7	3,7	5,3
	4	79	8,1	8,1	13,4
	5	181	18,6	18,6	32,0
	6	299	30,7	30,7	62,7
	7	364	37,3	37,3	100,0
	Total	975	100,0	100,0	

14.3 – I only argue for ideas which I already believe

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	,7	,7	,7
	2	8	,8	,8	1,5
	3	21	2,2	2,2	3,7
	4	73	7,5	7,5	11,2
	5	173	17,7	17,7	28,9
	6	301	30,9	30,9	59,8
	7	392	40,2	40,2	100,0
	Total	975	100,0	100,0	

14.4 - When I am uncertain how to act in a social situation, I look to the behaviour of others for cues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	164	16,8	16,8	16,8
	2	158	16,2	16,2	33,0
	3	147	15,1	15,1	48,1
	4	210	21,5	21,5	69,6
	5	173	17,7	17,7	87,4
	6	86	8,8	8,8	96,2
	7	37	3,8	3,8	100,0
	Total	975	100,0	100,0	

14.5 - In a group of people, I am rarely the centre of attention

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	59	6,1	6,1	6,1
	2	95	9,7	9,7	15,8
	3	179	18,4	18,4	34,2
	4	255	26,2	26,2	60,3
	5	122	12,5	12,5	72,8
	6	145	14,9	14,9	87,7
	7	120	12,3	12,3	100,0
	Total	975	100,0	100,0	

14.6 - I would not change my opinions (or the way I do things) in order to please someone else or to win their favour

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	14	1,4	1,4	1,4
	2	19	1,9	1,9	3,4
	3	18	1,8	1,8	5,2
	4	36	3,7	3,7	8,9
	5	71	7,3	7,3	16,2
	6	247	25,3	25,3	41,5
	7	570	58,5	58,5	100,0
	Total	975	100,0	100,0	

14.7 - I have trouble changing my behaviour to suit different people and different situations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	146	15,0	15,0	15,0
	2	167	17,1	17,1	32,1
	3	140	14,4	14,4	46,5
	4	189	19,4	19,4	65,8
	5	153	15,7	15,7	81,5
	6	101	10,4	10,4	91,9
	7	79	8,1	8,1	100,0
	Total	975	100,0	100,0	

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
14.1 - I find it hard to imitate the behaviour of other people	Equal variances assumed	2,689	,101	-,441	973	,659	-,044	,099	-,237	,150
	Equal variances not assumed			-,442	971,532	,659	-,044	,098	-,237	,150
14.2 - My behaviour is usually an expression of my true innes feelings, attitudes and beliefs	Equal variances assumed	9,956	,002	-2,378	973	,018	-,186	,078	-,340	-,033
	Equal variances not assumed			-2,381	971,864	,017	-,186	,078	-,340	-,033
14.3 - I only argue for ideas which I already believe	Equal variances assumed	1,043	,307	-,321	973	,749	-,024	,075	-,172	,124
	Equal variances not assumed			-,321	972,556	,748	-,024	,075	-,172	,123
14.4 - When I am uncertain how to act in a social situation, I look to the behaviour of others for cues	Equal variances assumed	,108	,742	1,795	973	,073	,196	,109	-,018	,411
	Equal variances not assumed			1,796	972,474	,073	,196	,109	-,018	,411
14.5 - In a group of people, I am rarely the centre of attention	Equal variances assumed	9,909	,002	,624	973	,533	,068	,109	-,146	,282
	Equal variances not assumed			,625	969,452	,532	,068	,109	-,146	,281
14.6 - I would not change my opinions (or the way I do things) in order to please someone else or to win their favour	Equal variances assumed	,727	,394	-,454	973	,650	-,037	,081	-,195	,122
	Equal variances not assumed			-,455	972,353	,650	-,037	,081	-,195	,122
14.7 - I have trouble changing my behaviour to suit different people and different situations	Equal variances assumed	,001	,973	-,054	973	,957	-,006	,118	-,237	,225
	Equal variances not assumed			-,054	971,005	,957	-,006	,118	-,237	,225

9.21) Question 15

15.1 - I would consider Sporting my first choice when [I would like to support a football team]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	,4	,4	,4
	2	3	,3	,3	,7
	3	4	,4	,4	1,1
	4	13	1,3	1,3	2,5
	5	18	1,8	1,8	4,3
	6	44	4,5	4,5	8,8
	7	889	91,2	91,2	100,0
	Total	975	100,0	100,0	

15.2 - I would say positive things about Sporting to other people

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	13	1,3	1,3	1,3
	2	9	,9	,9	2,3
	3	15	1,5	1,5	3,8
	4	59	6,1	6,1	9,8
	5	145	14,9	14,9	24,7
	6	183	18,8	18,8	43,5
	7	551	56,5	56,5	100,0
	Total	975	100,0	100,0	

15.3 - I would recommend Sporting to someone who seeks your advice

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	19	1,9	1,9	1,9
	2	13	1,3	1,3	3,3
	3	18	1,8	1,8	5,1
	4	47	4,8	4,8	9,9
	5	43	4,4	4,4	14,4
	6	81	8,3	8,3	22,7
	7	754	77,3	77,3	100,0
	Total	975	100,0	100,0	

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
15.1 - I would consider Sporting my first choice when [I would like to support a football team]	Equal variances assumed	56,066	,000	-3,852	973	,000	-,173	,045	-,261	-,085
	Equal variances not assumed			-3,901	745,744	,000	-,173	,044	-,260	-,086
15.2 - I would say positive things about Sporting to other people	Equal variances assumed	1,965	,161	-1,827	973	,068	-,146	,080	-,302	,011
	Equal variances not assumed			-1,830	972,418	,068	-,146	,080	-,302	,011
15.3 - I would recommend Sporting to someone who seeks your advice	Equal variances assumed	26,508	,000	-3,037	973	,002	-,252	,083	-,415	-,089
	Equal variances not assumed			-3,053	935,504	,002	-,252	,083	-,415	-,090

10) AMOS Outputs

10.1) Whole Sample

10.1.1) Identification

10.1.1.1) Identification Phase 1: N=975

Loadings and reliability indicators:

			Estimate	l^2	Error	CR	AVE
a10.1	<---	Identification	0,735	0,540225	0,459775	0,8066097	0,434167
a10.2	<---	Identification	0,216	0,046656	0,953344		
a10.3	<---	Identification	0,762	0,580644	0,419356		
a10.4	<---	Identification	0,836	0,698896	0,301104		
a10.5	<---	Identification	0,636	0,404496	0,595504		
a10.6	<---	Identification	0,578	0,334084	0,665916		

Outliers:

Observation number	Mahalanobis d-squared	p1	p2
849	29,655	,000	,044
137	27,844	,000	,004
271	27,791	,000	,000
533	27,791	,000	,000
172	24,969	,000	,000
855	23,888	,001	,000
663	23,773	,001	,000

Observation number	Mahalanobis d-squared	p1	p2
70	23,525	,001	,000
361	23,385	,001	,000
365	23,277	,001	,000
164	21,159	,002	,000
522	21,011	,002	,000
738	20,935	,002	,000
206	20,845	,002	,000
721	20,845	,002	,000
679	20,703	,002	,000

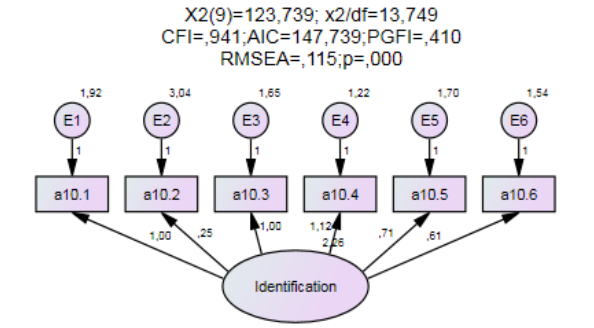
(This table continues)

Normality:

Variable	min	max	skew	c.r.	kurtosis	c.r.
a10.6	1,000	7,000	-1,719	-21,916	2,282	14,546
a10.2	1,000	7,000	-,305	-3,893	-,800	-5,100
a10.5	1,000	7,000	-1,132	-14,425	,432	2,755
a10.4	1,000	7,000	-,237	-3,023	-1,182	-7,537
a10.3	1,000	7,000	-,496	-6,318	-,942	-6,005
a10.1	1,000	7,000	-,174	-2,218	-1,250	-7,967
Multivariate					8,955	14,270

10.1.1.2) Identification Phase 2: N=972

Model:



Loadings:

		Estimate		l^2	Error	CR	AVE
a10.1	<---	Identification	0,735	0,540225	0,459775	0,8090161	0,437824
a10.2	<---	Identification	0,214	0,045796	0,954204		
a10.3	<---	Identification	0,762	0,580644	0,419356		
a10.4	<---	Identification	0,837	0,700569	0,299431		
a10.5	<---	Identification	0,636	0,404496	0,595504		
a10.6	<---	Identification	0,596	0,355216	0,644784		

Outliers (inexistent):

Observation number	Mahalanobis d-squared	p1	p2
846	29,586	,000	,045
137	28,212	,000	,003
852	24,433	,000	,009
660	23,951	,001	,002
363	23,741	,001	,000
359	23,573	,001	,000
70	23,528	,001	,000
520	21,797	,001	,000
164	21,343	,002	,000

(This table continues)

Normality:

Variable	min	max	skew	c.r.	kurtosis	c.r.
a10.6	1,000	7,000	-1,723	-21,926	2,318	14,753
a10.2	1,000	7,000	-,305	-3,883	-,795	-5,060
a10.5	1,000	7,000	-1,128	-14,356	,424	2,698
a10.4	1,000	7,000	-,237	-3,012	-1,180	-7,507
a10.3	1,000	7,000	-,492	-6,266	-,944	-6,007
a10.1	1,000	7,000	-,171	-2,171	-1,249	-7,948
Multivariate					8,125	12,926

10.1.1.3) Identification Phase 3: N=972 and Constructs = 5

Loadings

		Estimate		l^2	Error	CR	AVE
a10.1	<---	Identification	0,74	0,5476	0,4524	0,8394472	0,515209
a10.3	<---	Identification	0,756	0,571536	0,428464		
a10.4	<---	Identification	0,843	0,710649	0,289351		
a10.5	<---	Identification	0,631	0,398161	0,601839		
a10.6	<---	Identification	0,59	0,3481	0,6519		

Outliers

Observation number	Mahalanobis d-squared	p1	p2
137	25,788	,000	,091
846	24,793	,000	,010
359	23,405	,000	,003
363	23,132	,000	,000
520	21,705	,001	,000
70	21,106	,001	,000
852	20,468	,001	,000
660	19,758	,001	,000
164	19,116	,002	,000

(This table continues)

Normality:

Variable	min	max	skew	c.r.	kurtosis	c.r.
a10.6	1,000	7,000	-1,723	-21,926	2,318	14,753
a10.5	1,000	7,000	-1,128	-14,356	,424	2,698
a10.4	1,000	7,000	-,237	-3,012	-1,180	-7,507
a10.3	1,000	7,000	-,492	-6,266	-,944	-6,007
a10.1	1,000	7,000	-,171	-2,171	-1,249	-7,948
Multivariate					7,425	13,835

10.1.2) Value Perception

10.1.2.1) Value Perception Phase 1: N=972

Loadings:

		Estimate		l^2	Error	CR	AVE
a13.1	<---	Value_Perception	0,772	0,595984	0,404016	0,7709662	0,463784
a13.2	<---	Value_Perception	0,71	0,5041	0,4959		
a13.3	<---	Value_Perception	0,482	0,232324	0,767676		
a13.4	<---	Value_Perception	0,723	0,522729	0,477271		

Outliers:

Observation number	Mahalanobis d-squared	p1	p2
839	39,314	,000	,000
292	36,881	,000	,000
39	32,681	,000	,000
49	32,681	,000	,000
92	32,681	,000	,000
151	32,681	,000	,000
840	32,681	,000	,000
342	30,785	,000	,000
77	30,515	,000	,000
3	27,471	,000	,000
965	27,152	,000	,000
321	26,669	,000	,000
378	24,373	,000	,000
868	23,438	,000	,000
164	22,832	,000	,000
513	22,832	,000	,000
566	21,703	,000	,000
782	21,703	,000	,000
465	21,421	,000	,000
152	20,604	,000	,000
46	19,882	,001	,000

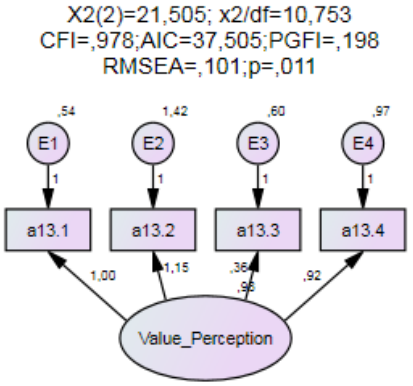
(this table continues)

Normality:

Variable	min	max	skew	c.r.	kurtosis	c.r.
a13.3	1,000	7,000	-2,515	-32,007	7,500	47,729
a13.4	1,000	7,000	-1,274	-16,212	1,231	7,831
a13.2	1,000	7,000	-,256	-3,252	-,686	-4,365
a13.1	1,000	7,000	-1,246	-15,855	1,461	9,295
Multivariate					16,653	37,470

10.1.2.2) Value Perception Phase 2: N=952

Model:



Loadings:

		Estimate		l^2	Error	CR	AVE
a13.1	<---	Value_Perception	0,803	0,644809	0,355191	0,7505957	0,440613
a13.2	<---	Value_Perception	0,691	0,477481	0,522519		
a13.3	<---	Value_Perception	0,42	0,1764	0,8236		
a13.4	<---	Value_Perception	0,681	0,463761	0,536239		

Outliers:

Observation number	Mahalanobis d-squared	p1	p2
551	30,744	,000	,003
82	24,611	,000	,002
369	24,527	,000	,000
150	23,985	,000	,000
463	23,590	,000	,000
44	23,436	,000	,000
788	21,866	,000	,000
571	21,864	,000	,000
91	21,819	,000	,000
145	20,971	,000	,000
287	20,959	,000	,000
484	20,809	,000	,000
49	20,411	,000	,000
12	20,233	,000	,000
240	19,543	,001	,000

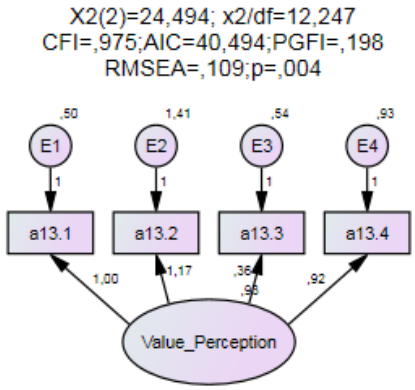
(This table continues…)

Normality:

Variable	min	max	skew	c.r.	kurtosis	c.r.
a13.3	2,000	7,000	-1,998	-25,170	3,914	24,649
a13.4	1,000	7,000	-1,184	-14,912	,956	6,023
a13.2	1,000	7,000	-,244	-3,078	-,652	-4,106
a13.1	1,000	7,000	-1,062	-13,382	,769	4,841
Multivariate					9,571	21,312

10.1.2.3) Value Perception Phase 3: N=940

Model:



Loadings:

		Estimate		l^2	Error	CR	AVE
a13.1	<---	Value_Perception	0,805	0,648025	0,351975	0,7523103	0,442302
a13.2	<---	Value_Perception	0,69	0,4761	0,5239		
a13.3	<---	Value_Perception	0,429	0,184041	0,815959		
a13.4	<---	Value_Perception	0,679	0,461041	0,538959		

Outliers:

Observation number	Mahalanobis d-squared	p1	p2
541	33,882	,000	,001
79	26,675	,000	,000
926	21,261	,000	,003
27	20,908	,000	,000
446	20,908	,000	,000
727	20,780	,000	,000
758	20,780	,000	,000
234	20,282	,000	,000
117	20,156	,000	,000
282	19,705	,001	,000
262	18,785	,001	,000

(This table continues…)

Normality:

Variable	min	max	skew	c.r.	kurtosis	c.r.
a13.3	2,000	7,000	-1,976	-24,732	3,899	24,402

Variable	min	max	skew	c.r.	kurtosis	c.r.
a13.4	1,000	7,000	-1,132	-14,174	,765	4,789
a13.2	1,000	7,000	-,231	-2,895	-,661	-4,139
a13.1	2,000	7,000	-,975	-12,208	,422	2,644
Multivariate					7,841	17,350

10.1.3) Full Model for Whole Sample

Estimates:

Estimate		S.E.	C.R.	P	Label
Promoted_Players	<--- Identification	,109	,051	2,132	,033
Promoted_Players	<--- Team_Performance	-,187	,125	-1,496	,135
Promoted_Players	<--- Motivations	,122	,027	4,496	***
Promoted_Players	<--- Value_Perception	-,082	,055	-1,485	,138
a10.1	<--- Identification	1,000			
a10.3	<--- Identification	1,030	,049	20,966	***
a10.4	<--- Identification	1,116	,051	22,093	***
a10.5	<--- Identification	,757	,041	18,470	***
a10.6	<--- Identification	,649	,037	17,457	***
a11.1	<--- Team_Performance	1,000			
a11.2	<--- Team_Performance	1,006	,048	20,770	***
a11.3	<--- Team_Performance	1,616	,082	19,747	***
a12.1	<--- Motivations	1,000			
a12.2	<--- Motivations	,950	,059	16,048	***
a12.3	<--- Motivations	,857	,053	16,048	***
a13.1	<--- Value_Perception	1,000			
a13.2	<--- Value_Perception	1,209	,071	17,100	***
a13.4	<--- Value_Perception	,924	,055	16,785	***
a6.1	<--- Promoted_Players	1,000			
a6.2	<--- Promoted_Players	1,373	,066	20,660	***
a6.3	<--- Promoted_Players	1,263	,060	21,008	***

Loadings:

		Estimate		l^2	Error	CR	AVE
a10.1	<---	Identification	0,713	0,508369	0,491631	0,8388309	0,512169
a10.3	<---	Identification	0,758	0,574564	0,425436		
a10.4	<---	Identification	0,808	0,652864	0,347136		
a10.5	<---	Identification	0,661	0,436921	0,563079		
a10.6	<---	Identification	0,623	0,388129	0,611871		
a11.1	<---	Team_Performance	0,727	0,528529	0,471471	0,8001656	0,572169
a11.2	<---	Team_Performance	0,803	0,644809	0,355191		
a11.3	<---	Team_Performance	0,737	0,543169	0,456831		
a12.1	<---	Motivations	0,668	0,446224	0,553776	0,7601607	0,514302

a12.2	<---	Motivations	0,741	0,549081	0,450919		
a12.3	<---	Motivations	0,74	0,5476	0,4524		
a13.1	<---	Value_Perception	0,799	0,638401	0,361599	0,7705006	0,529452
a13.2	<---	Value_Perception	0,705	0,497025	0,502975		
a13.4	<---	Value_Perception	0,673	0,452929	0,547071		
a6.1	<---	Promoted_Players	0,629	0,395641	0,604359	0,8575726	0,673101
a6.2	<---	Promoted_Players	0,931	0,866761	0,133239		
a6.3	<---	Promoted_Players	0,87	0,7569	0,2431		

Outliers:

Observation number	Mahalanobis d-squared	p1	p2
248	130,026	,000	,000
13	81,847	,000	,000
95	77,002	,000	,000
651	73,388	,000	,000
851	70,347	,000	,000
675	67,961	,000	,000
20	61,001	,000	,000
122	60,507	,000	,000
740	57,736	,000	,000
541	55,323	,000	,000
437	54,012	,000	,000
9	53,984	,000	,000
768	51,952	,000	,000
682	50,559	,000	,000
436	49,513	,000	,000
75	49,361	,000	,000
361	49,345	,000	,000
50	48,993	,000	,000
128	47,918	,000	,000
640	47,247	,000	,000
277	46,968	,000	,000
97	46,959	,000	,000
765	46,094	,000	,000
650	45,664	,000	,000
727	45,572	,000	,000
60	45,249	,000	,000
355	44,535	,000	,000
912	43,733	,000	,000
83	43,174	,000	,000
114	43,066	,000	,000

Observation number	Mahalanobis d-squared	p1	p2
364	42,380	,001	,000

(This table continues)

Normality:

Variable	min	max	skew	c.r.	kurtosis	c.r.
a6.3	1,000	7,000	1,111	13,905	-,014	-,087
a6.2	1,000	7,000	,910	11,387	-,422	-2,641
a6.1	1,000	7,000	,127	1,592	-1,263	-7,902
a13.4	1,000	7,000	-1,132	-14,174	,765	4,789
a13.2	1,000	7,000	-,231	-2,895	-,661	-4,139
a13.1	2,000	7,000	-,975	-12,208	,422	2,644
a12.3	,000	10,000	-,887	-11,097	,681	4,263
a12.2	,000	10,000	-,972	-12,171	,444	2,778
a12.1	,000	10,000	-,403	-5,040	-,681	-4,262
a11.3	1,000	7,000	-1,901	-23,788	3,441	21,534
a11.2	1,000	7,000	-2,989	-37,417	11,512	72,048
a11.1	1,000	7,000	-3,257	-40,773	13,665	85,523
a10.6	1,000	7,000	-1,731	-21,661	2,395	14,988
a10.5	1,000	7,000	-1,147	-14,362	,496	3,106
a10.4	1,000	7,000	-,260	-3,252	-1,144	-7,162
a10.3	1,000	7,000	-,506	-6,335	-,915	-5,728
a10.1	1,000	7,000	-,197	-2,472	-1,220	-7,638
Multivariate					91,362	55,104

10.2) Members Only

10.2.1) Identification

10.2.1.1) Identification Phase 1: N=477

Loadings:

			Estimate	l^2	Error	CR	AVE
a10.1	<---	Identification	0,738	0,544644	0,455356	0,7686946	0,390204
a10.2	<---	Identification	0,138	0,019044	0,980956		
a10.3	<---	Identification	0,713	0,508369	0,491631		
a10.4	<---	Identification	0,846	0,715716	0,284284		
a10.5	<---	Identification	0,519	0,269361	0,730639		
a10.6	<---	Identification	0,533	0,284089	0,715911		

Outliers:

Observation number	Mahalanobis d-squared	p1	p2
418	31,933	,000	,008
159	26,155	,000	,005
99	26,140	,000	,000
52	25,670	,000	,000
322	24,944	,000	,000
66	24,333	,000	,000

Observation number	Mahalanobis d-squared	p1	p2
302	23,299	,001	,000
128	22,654	,001	,000
181	22,427	,001	,000
61	22,314	,001	,000
38	21,060	,002	,000

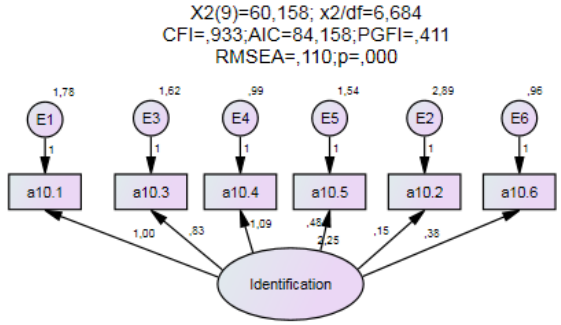
(This table continues)

Normality:

Variable	min	max	skew	c.r.	kurtosis	c.r.
a10.6	1,000	7,000	-2,193	-19,554	5,012	22,346
a10.2	1,000	7,000	-,292	-2,602	-,798	-3,559
a10.5	1,000	7,000	-1,289	-11,493	1,078	4,807
a10.4	1,000	7,000	-,432	-3,852	-,934	-4,165
a10.3	1,000	7,000	-,830	-7,405	-,245	-1,094
a10.1	1,000	7,000	-,357	-3,186	-1,136	-5,065
Multivariate					12,943	14,425

10.2.1.2) Identification Phase 2: N=473

Model:



Loadings:

			Estimate	l^2	Error	CR	AVE
a10.1	<---	Identification	0,747	0,558009	0,441991	0,7619392	0,384142
a10.2	<---	Identification	0,128	0,016384	0,983616		
a10.3	<---	Identification	0,701	0,491401	0,508599		
a10.4	<---	Identification	0,855	0,731025	0,268975		
a10.5	<---	Identification	0,504	0,254016	0,745984		
a10.6	<---	Identification	0,504	0,254016	0,745984		

Outliers:

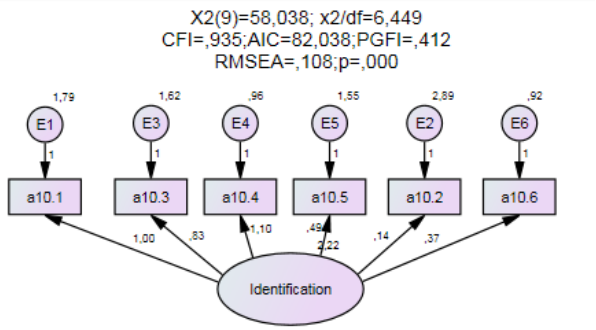
Observation number	Mahalanobis d-squared	p1	p2
414	33,849	,000	,003
156	28,288	,000	,001
299	25,399	,000	,000
178	23,955	,001	,000
60	23,922	,001	,000

Normality:

Variable	min	max	skew	c.r.	kurtosis	c.r.
a10.6	1,000	7,000	-2,135	-18,955	4,799	21,307
a10.2	1,000	7,000	-,290	-2,571	-,785	-3,484
a10.5	1,000	7,000	-1,259	-11,180	,990	4,396
a10.4	1,000	7,000	-,442	-3,925	-,904	-4,013
a10.3	1,000	7,000	-,840	-7,460	-,197	-,875
a10.1	1,000	7,000	-,361	-3,208	-1,128	-5,008
Multivariate					12,080	13,407

10.2.1.3) Identification Phase 3: N=472

Model:



Loadings:

			Estimate	l^2	Error	CR	AVE
a10.1	<---	Identification	0,744	0,553536	0,446464	0,7601965	0,382543
a10.2	<---	Identification	0,125	0,015625	0,984375		
a10.3	<---	Identification	0,698	0,487204	0,512796		
a10.4	<---	Identification	0,859	0,737881	0,262119		
a10.5	<---	Identification	0,503	0,253009	0,746991		
a10.6	<---	Identification	0,498	0,248004	0,751996		

Outliers:

Observation number	Mahalanobis d-squared	p1	p2
413	35,173	,000	,002
156	29,900	,000	,000
178	24,870	,000	,001
60	24,058	,001	,000
265	23,588	,001	,000
125	22,718	,001	,000
38	21,254	,002	,000
350	20,522	,002	,000
376	20,130	,003	,000

Normality:

Variable	min	max	skew	c.r.	kurtosis	c.r.
a10.6	1,000	7,000	-2,086	-18,500	4,512	20,008
a10.2	1,000	7,000	-,294	-2,609	-,781	-3,464

Variable	min	max	skew	c.r.	kurtosis	c.r.
a10.5	1,000	7,000	-1,262	-11,196	,993	4,403
a10.4	1,000	7,000	-,447	-3,961	-,900	-3,992
a10.3	1,000	7,000	-,842	-7,471	-,183	-,811
a10.1	1,000	7,000	-,364	-3,232	-1,122	-4,976
Multivariate					12,048	13,357

10.2.1.4) Identification Phase 4: N=472 and constructs = 4

Loadings:

			Estimate	l^2	Error	CR	AVE
a10.1	<---	Identification	0,737	0,543169	0,456831	0,7964775	0,505939
a10.3	<---	Identification	0,671	0,450241	0,549759		
a10.4	<---	Identification	0,896	0,802816	0,197184		
a10.5	<---	Identification	0,477	0,227529	0,772471		

Outliers (Inexistent):

Observation number	Mahalanobis d-squared	p1	p2
60	18,763	,001	,338
125	18,715	,001	,067
132	18,298	,001	,015
376	16,702	,002	,022
146	15,954	,003	,016
38	15,148	,004	,019
271	15,148	,004	,005
322	15,148	,004	,001
207	15,066	,005	,000

Normality:

Variable	min	max	skew	c.r.	kurtosis	c.r.
a10.5	1,000	7,000	-1,262	-11,196	,993	4,403
a10.4	1,000	7,000	-,447	-3,961	-,900	-3,992
a10.3	1,000	7,000	-,842	-7,471	-,183	-,811
a10.1	1,000	7,000	-,364	-3,232	-1,122	-4,976
Multivariate					5,208	8,166

10.2.2) Value Perception

10.2.2.1) Value Perception Phase 1: N=472

Loadings:

			Estimate	l^2	Error	CR	AVE
a13.1	<---	Value_Perception	0,764	0,583696	0,416304	0,7343674	0,424371

a13.2	<---	Value_Perception	0,698	0,487204	0,512796
a13.3	<---	Value_Perception	0,352	0,123904	0,876096
a13.4	<---	Value_Perception	0,709	0,502681	0,497319

Outliers:

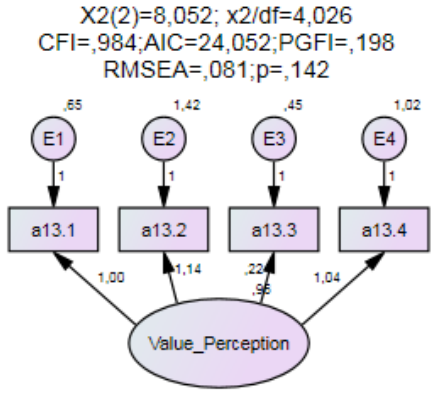
Observation number	Mahalanobis d-squared	p1	p2
124	44,561	,000	,000
23	37,547	,000	,000
265	30,528	,000	,000
376	30,528	,000	,000
29	25,671	,000	,000
33	22,806	,000	,000
56	21,964	,000	,000
204	20,475	,000	,000
53	19,792	,001	,000
60	19,258	,001	,000
236	19,258	,001	,000

Normality:

Variable	min	max	skew	c.r.	kurtosis	c.r.
a13.3	2,000	7,000	-2,772	-24,584	8,749	38,798
a13.4	1,000	7,000	-1,214	-10,768	1,048	4,648
a13.2	1,000	7,000	-,166	-1,473	-,631	-2,797
a13.1	1,000	7,000	-1,260	-11,172	1,451	6,436
Multivariate					16,788	26,322

10.2.2.2) Value Perception Phase 2: N=464

Model:



Loadings:

			Estimate	l^2	Error	CR	AVE
a13.1	<---	Value_Perception	0,771	0,594441	0,405559	0,7227385	0,414884
a13.2	<---	Value_Perception	0,682	0,465124	0,534876		
a13.3	<---	Value_Perception	0,305	0,093025	0,906975		
a13.4	<---	Value_Perception	0,712	0,506944	0,493056		

Outliers:

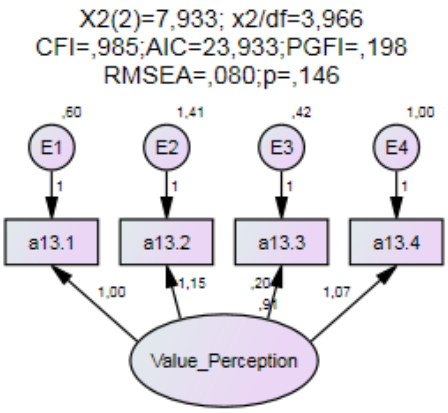
Observation number	Mahalanobis d-squared	p1	p2
221	29,509	,000	,003
199	28,454	,000	,000
122	24,185	,000	,000
50	21,365	,000	,000
267	20,868	,000	,000
56	19,962	,001	,000
230	19,962	,001	,000
49	19,715	,001	,000
304	19,495	,001	,000
112	17,990	,001	,000
285	17,004	,002	,000

Normality:

Variable	min	max	skew	c.r.	kurtosis	c.r.
a13.3	3,000	7,000	-2,286	-20,099	5,306	23,329
a13.4	1,000	7,000	-1,237	-10,880	1,176	5,171
a13.2	1,000	7,000	-,161	-1,419	-,599	-2,632
a13.1	1,000	7,000	-1,221	-10,736	1,449	6,372
Multivariate					10,171	15,811

10.2.2.3) Value Perception Phase 3: N=460

Model:



Loadings:

	Estimate			l^2	Error	CR	AVE
a13.1	<---	Value_Perception	0,775	0,600625	0,399375	0,718444	0,41239

a13.2	<---	Value_Perception	0,679	0,461041	0,538959
a13.3	<---	Value_Perception	0,282	0,079524	0,920476
a13.4	<---	Value_Perception	0,713	0,508369	0,491631

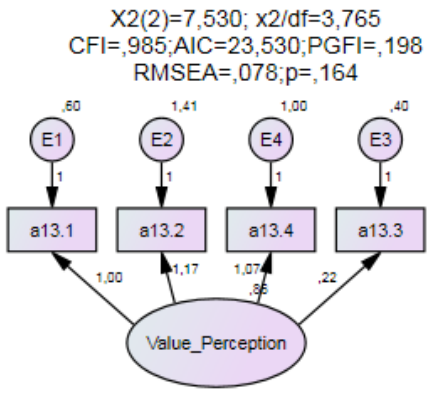
Outliers:

Observation number	Mahalanobis d-squared	p1	p2
218	32,133	,000	,001
49	20,864	,000	,011
55	20,783	,000	,001
227	20,783	,000	,000
300	20,729	,000	,000
111	19,374	,001	,000
281	18,545	,001	,000
34	18,116	,001	,000
235	17,988	,001	,000
331	17,545	,002	,000
114	16,225	,003	,000

Normality:

Variable	min	max	skew	c.r.	kurtosis	c.r.
a13.3	3,000	7,000	-2,199	-19,251	4,709	20,614
a13.4	1,000	7,000	-1,220	-10,686	1,124	4,920
a13.2	1,000	7,000	-,152	-1,330	-,594	-2,600
a13.1	1,000	7,000	-1,163	-10,187	1,285	5,626
Multivariate					8,612	13,330

10.2.2.4) Value Perception Phase 4: N=458



Loadings:

		Estimate		l^2	Error	CR	AVE
a13.1	<---	Value_Perception	0,768	0,589824	0,410176	0,7185497	0,409335
a13.2	<---	Value_Perception	0,675	0,455625	0,544375		
a13.3	<---	Value_Perception	0,308	0,094864	0,905136		
a13.4	<---	Value_Perception	0,705	0,497025	0,502975		

Outliers:

Observation number	Mahalanobis d-squared	p1	p2
218	33,483	,000	,000
55	21,956	,000	,004
49	21,397	,000	,000
111	20,404	,000	,000
280	19,185	,001	,000
234	18,895	,001	,000
34	18,534	,001	,000
329	18,143	,001	,000
114	16,195	,003	,000
412	15,659	,004	,000
296	14,491	,006	,000
74	14,413	,006	,000
140	14,256	,007	,000

Normality:

Variable	min	max	skew	c.r.	kurtosis	c.r.
a13.3	3,000	7,000	-2,195	-19,175	4,734	20,680
a13.4	1,000	7,000	-1,201	-10,494	1,066	4,656
a13.2	1,000	7,000	-,146	-1,272	-,589	-2,574
a13.1	1,000	7,000	-1,105	-9,656	1,040	4,543
Multivariate					8,361	12,913

10.2.3.1) Final Model Phase 1: N=458

Normality Test regarding Team Performance:

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
11.1	,479	458	,000	,422	458	,000
11.2	,478	458	,000	,489	458	,000
11.3	,383	458	,000	,640	458	,000

a. Lilliefors Significance Correction

Estimates:

	Estimate		
Promoted_Players	<---	Identification	,067
Promoted_Players	<---	Motivations	,153
Promoted_Players	<---	Value_Perception	,041
a10.1	<---	Identification	,726
a10.3	<---	Identification	,668
a10.4	<---	Identification	,911

	Estimate		
a10.5	<---	Identification	,472
a12.1	<---	Motivations	,721
a12.2	<---	Motivations	,744
a12.3	<---	Motivations	,700
a13.1	<---	Value_Perception	,751
a13.2	<---	Value_Perception	,702
a13.4	<---	Value_Perception	,697
a6.1	<---	Promoted_Players	,645
a6.2	<---	Promoted_Players	,907
a6.3	<---	Promoted_Players	,875

Loadings:

			Estimate	l^2	Error	CR	AVE
a10.1	<---	Identification	0,726	0,527076	0,472924	0,7961954	0,506501
a10.3	<---	Identification	0,668	0,446224	0,553776		
a10.4	<---	Identification	0,911	0,829921	0,170079		
a10.5	<---	Identification	0,472	0,222784	0,777216		
a12.1	<---	Motivations	0,721	0,519841	0,480159	0,7654052	0,521126
a12.2	<---	Motivations	0,744	0,553536	0,446464		
a12.3	<---	Motivations	0,7	0,49	0,51		
a13.1	<---	Value_Perception	0,751	0,564001	0,435999	0,7602939	0,514205
a13.2	<---	Value_Perception	0,702	0,492804	0,507196		
a13.4	<---	Value_Perception	0,697	0,485809	0,514191		
a6.1	<---	Promoted_Players	0,645	0,416025	0,583975	0,8554028	0,6681
a6.2	<---	Promoted_Players	0,907	0,822649	0,177351		
a6.3	<---	Promoted_Players	0,875	0,765625	0,234375		

Outliers:

Observation number	Mahalanobis d-squared	p1	p2
38	52,562	,000	,000
55	50,724	,000	,000
442	42,558	,000	,000
112	38,935	,000	,000
106	35,607	,001	,000
432	34,750	,001	,000
70	34,721	,001	,000
374	33,776	,001	,000
401	31,205	,003	,000
28	30,012	,005	,000

(…)

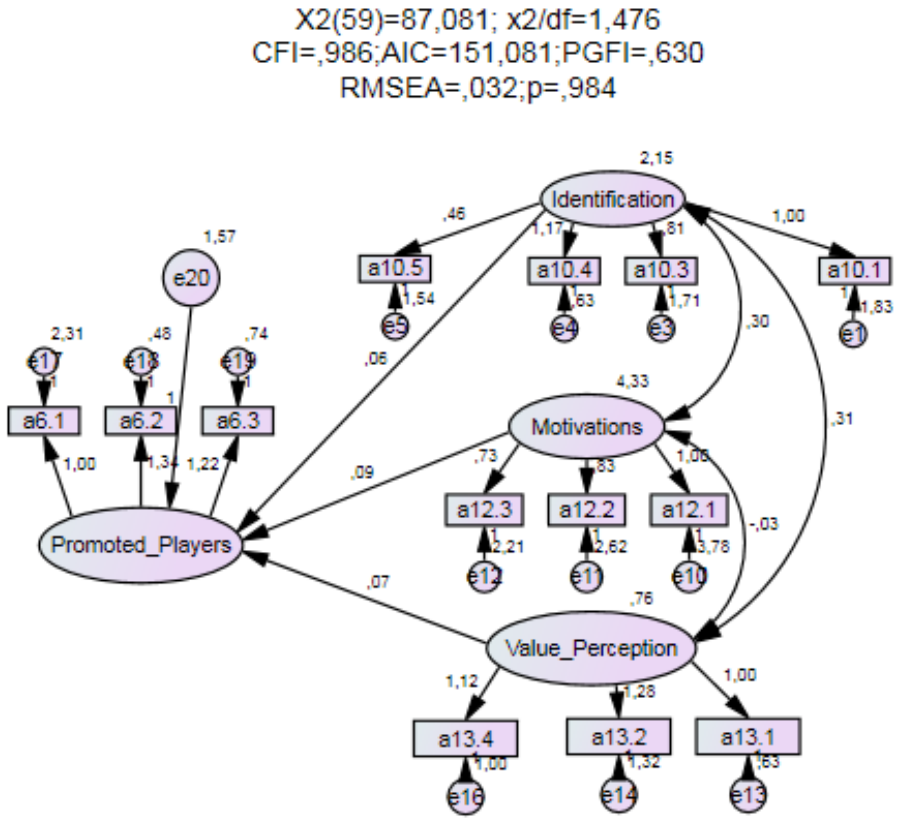
Normality:

Variable	min	max	skew	c.r.	kurtosis	c.r.
a10.5	1,000	7,000	-1,251	-10,933	,925	4,042
a6.3	1,000	7,000	1,208	10,556	,224	,978

Variable	min	max	skew	c.r.	kurtosis	c.r.
a6.2	1,000	7,000	1,036	9,049	-,199	-,869
a6.1	1,000	7,000	,131	1,148	-1,247	-5,449
a13.4	1,000	7,000	-1,201	-10,494	1,066	4,656
a13.2	1,000	7,000	-,146	-1,272	-,589	-2,574
a13.1	1,000	7,000	-1,105	-9,656	1,040	4,543
a12.3	,000	10,000	-,969	-8,462	1,120	4,892
a12.2	,000	10,000	-1,072	-9,369	,751	3,282
a12.1	,000	10,000	-,527	-4,608	-,529	-2,313
a10.4	1,000	7,000	-,459	-4,011	-,862	-3,766
a10.3	1,000	7,000	-,843	-7,369	-,179	-,784
a10.1	1,000	7,000	-,373	-3,258	-1,111	-4,854
Multivariate					25,141	13,623

10.2.3.2) Final Model Phase 2: N=454

Model:



Estimates:

	Estimate		
Promoted_Players	<---	Identification	,070
Promoted_Players	<---	Motivations	,145
Promoted_Players	<---	Value_Perception	,047
a10.1	<---	Identification	,735
a10.3	<---	Identification	,671

	Estimate		
a10.4	<---	Identification	,907
a10.5	<---	Identification	,482
a12.1	<---	Motivations	,731
a12.2	<---	Motivations	,730
a12.3	<---	Motivations	,715
a13.1	<---	Value_Perception	,740
a13.2	<---	Value_Perception	,696
a13.4	<---	Value_Perception	,699
a6.1	<---	Promoted_Players	,641
a6.2	<---	Promoted_Players	,926
a6.3	<---	Promoted_Players	,874

Loadings:

			Estimate	l^2	Error	CR	AVE
a10.1	<---	Identification	0,735	0,540225	0,459775	0,7998726	0,51136
a10.3	<---	Identification	0,671	0,450241	0,549759		
a10.4	<---	Identification	0,907	0,822649	0,177351		
a10.5	<---	Identification	0,482	0,232324	0,767676		
a12.1	<---	Motivations	0,731	0,534361	0,465639	0,7691032	0,526162
a12.2	<---	Motivations	0,73	0,5329	0,4671		
a12.3	<---	Motivations	0,715	0,511225	0,488775		
a13.1	<---	Value_Perception	0,74	0,5476	0,4524	0,754972	0,506872
a13.2	<---	Value_Perception	0,696	0,484416	0,515584		
a13.4	<---	Value_Perception	0,699	0,488601	0,511399		
a6.1	<---	Promoted_Players	0,641	0,410881	0,589119	0,8602754	0,677411
a6.2	<---	Promoted_Players	0,926	0,857476	0,142524		
a6.3	<---	Promoted_Players	0,874	0,763876	0,236124		

Outliers:

Observation number	Mahalanobis d-squared	p1	p2
68	38,912	,000	,089
104	36,676	,000	,019
429	36,280	,001	,002
371	35,070	,001	,001
398	33,096	,002	,001
262	33,090	,002	,000
28	30,646	,004	,002
179	29,618	,005	,003
412	29,520	,006	,001
278	29,293	,006	,000
410	28,391	,008	,001
359	28,016	,009	,001
298	27,586	,010	,001
422	27,307	,011	,001

(This table continues…)

Normality:

Variable	min	max	skew	c.r.	kurtosis	c.r.
a10.5	1,000	7,000	-1,240	-10,790	,898	3,906
a6.3	1,000	7,000	1,202	10,456	,213	,925
a6.2	1,000	7,000	1,043	9,077	-,168	-,729
a6.1	1,000	7,000	,127	1,106	-1,246	-5,421
a13.4	1,000	7,000	-1,174	-10,214	,984	4,282
a13.2	1,000	7,000	-,144	-1,249	-,579	-2,519
a13.1	2,000	7,000	-1,039	-9,036	,771	3,355
a12.3	,000	10,000	-,899	-7,820	,938	4,080
a12.2	,000	10,000	-1,048	-9,114	,692	3,010
a12.1	,000	10,000	-,530	-4,612	-,512	-2,226
a10.4	1,000	7,000	-,460	-4,000	-,846	-3,681
a10.3	1,000	7,000	-,839	-7,299	-,174	-,755
a10.1	1,000	7,000	-,369	-3,208	-1,107	-4,813
Multivariate					18,345	9,897

10.2.3.2) Final Model Phase 3: N=454 and all Loadings < 0,5 eliminated

Estimates:

			Estimate	S.E.	C.R.	P	Label
Promoted_Players	<---	Identification	,063	,048	1,298	,194	
Promoted_Players	<---	Motivations	,089	,035	2,549	,011	
Promoted_Players	<---	Value_Perception	,070	,085	,833	,405	
a10.1	<---	Identification	1,000				
a10.3	<---	Identification	,827	,063	13,112	***	
a10.4	<---	Identification	1,296	,097	13,320	***	
a12.1	<---	Motivations	1,000				
a12.2	<---	Motivations	,829	,072	11,586	***	
a12.3	<---	Motivations	,731	,063	11,562	***	
a13.1	<---	Value_Perception	1,000				
a13.2	<---	Value_Perception	1,275	,116	10,965	***	
a13.4	<---	Value_Perception	1,117	,102	10,974	***	
a6.1	<---	Promoted_Players	1,000				
a6.2	<---	Promoted_Players	1,338	,091	14,765	***	
a6.3	<---	Promoted_Players	1,221	,082	14,951	***	

Loadings:

			Estimate	l^2	Error	CR	AVE
a10.1	<---	Identification	0,698	0,487204	0,512796	0,8192597	0,608951
a10.3	<---	Identification	0,651	0,423801	0,576199		
a10.4	<---	Identification	0,957	0,915849	0,084151		
a12.1	<---	Motivations	0,731	0,534361	0,465639	0,7690997	0,526153
a12.2	<---	Motivations	0,729	0,531441	0,468559		
a12.3	<---	Motivations	0,716	0,512656	0,487344		
a13.1	<---	Value_Perception	0,74	0,5476	0,4524	0,7553201	0,507339
a13.2	<---	Value_Perception	0,696	0,484416	0,515584		

a13.4	<---	Value_Perception	0,7	0,49	0,51		
a6.1	<---	Promoted_Players	0,641	0,410881	0,589119	0,8599469	0,676794
a6.2	<---	Promoted_Players	0,925	0,855625	0,144375		
a6.3	<---	Promoted_Players	0,874	0,763876	0,236124		

Outliers:

Observation number	Mahalanobis d-squared	p1	p2
68	38,414	,000	,058
429	36,011	,000	,010
371	34,715	,001	,002
262	33,090	,001	,001
104	32,759	,001	,000
398	30,339	,002	,001
28	30,295	,003	,000
412	28,494	,005	,002
179	28,127	,005	,001
359	28,016	,006	,000
298	27,331	,007	,000
48	26,587	,009	,001
372	26,553	,009	,000
72	26,229	,010	,000
251	25,901	,011	,000

Normality:

Variable	min	max	skew	c.r.	kurtosis	c.r.
a6.3	1,000	7,000	1,202	10,456	,213	,925
a6.2	1,000	7,000	1,043	9,077	-,168	-,729
a6.1	1,000	7,000	,127	1,106	-1,246	-5,421
a13.4	1,000	7,000	-1,174	-10,214	,984	4,282
a13.2	1,000	7,000	-,144	-1,249	-,579	-2,519
a13.1	2,000	7,000	-1,039	-9,036	,771	3,355
a12.3	,000	10,000	-,899	-7,820	,938	4,080
a12.2	,000	10,000	-1,048	-9,114	,692	3,010
a12.1	,000	10,000	-,530	-4,612	-,512	-2,226
a10.4	1,000	7,000	-,460	-4,000	-,846	-3,681
a10.3	1,000	7,000	-,839	-7,299	-,174	-,755
a10.1	1,000	7,000	-,369	-3,208	-1,107	-4,813
Multivariate					15,806	9,186

11.1) Cronbach Alphas of all database (N=975)

Question 6

Reliability Statistics

Cronbach's Alpha	N of Items
,842	3

Question 7

Reliability Statistics

Cronbach's Alpha	N of Items
,918	3

Question 10

Reliability Statistics

Cronbach's Alpha	N of Items
,796	6

Question 11

Reliability Statistics

Cronbach's Alpha	N of Items
,791	3

Question 12

Reliability Statistics

Cronbach's Alpha	N of Items
,765	3

Question 13

Reliability Statistics

Cronbach's Alpha	N of Items
,759	4

Question 14

Reliability Statistics

Cronbach's Alpha	N of Items
,459	7

Question 15

Reliability Statistics

Cronbach's Alpha	N of Items
,694	3

11.2) Cronbach Alphas of members' database (N=940)

Question 6

Reliability Statistics

Cronbach's Alpha	N of Items
,843	3

Question 10

Reliability Statistics

Cronbach's Alpha	N of Items
,835	5

Question 11

Reliability Statistics

Cronbach's Alpha	N of Items
,749	3

Question 12

Reliability Statistics

Cronbach's Alpha	N of Items
,751	3

Question 13

Reliability Statistics

Cronbach's Alpha	N of Items
,758	3

11.3) Cronbach Alphas of members' database (N=477)

Question 6

Reliability Statistics

Cronbach's Alpha	N of Items
,839	3

Question 10

Reliability Statistics

Cronbach's Alpha	N of Items
,748	6

Question 11

Reliability Statistics

Cronbach's Alpha	N of Items
,687	3

Question 12

Reliability Statistics

Cronbach's Alpha	N of Items
,751	3

Question 13

Reliability Statistics

Cronbach's Alpha	N of Items
,722	4

11.4) Cronbach Alphas of members' database (N=458)

Question 6

Reliability Statistics

Cronbach's Alpha	N of Items
,843	3

Question 10

Reliability Statistics

Cronbach's Alpha	N of Items
,789	4

Question 11

Reliability Statistics

Cronbach's Alpha	N of Items
,672	3

Question 12

Reliability Statistics

Cronbach's Alpha	N of Items
,758	3

Question 13

Reliability Statistics

Cronbach's Alpha	N of Items
,750	3

11.5) Cronbach Alphas of last full model (N=454)

Question 6

Reliability Statistics

Cronbach's Alpha	N of Items
,846	3

Question 10

Reliability Statistics

Cronbach's Alpha	N of Items
,806	3

Question 12

Reliability Statistics

Cronbach's Alpha	N of Items
,761	3

Question 13

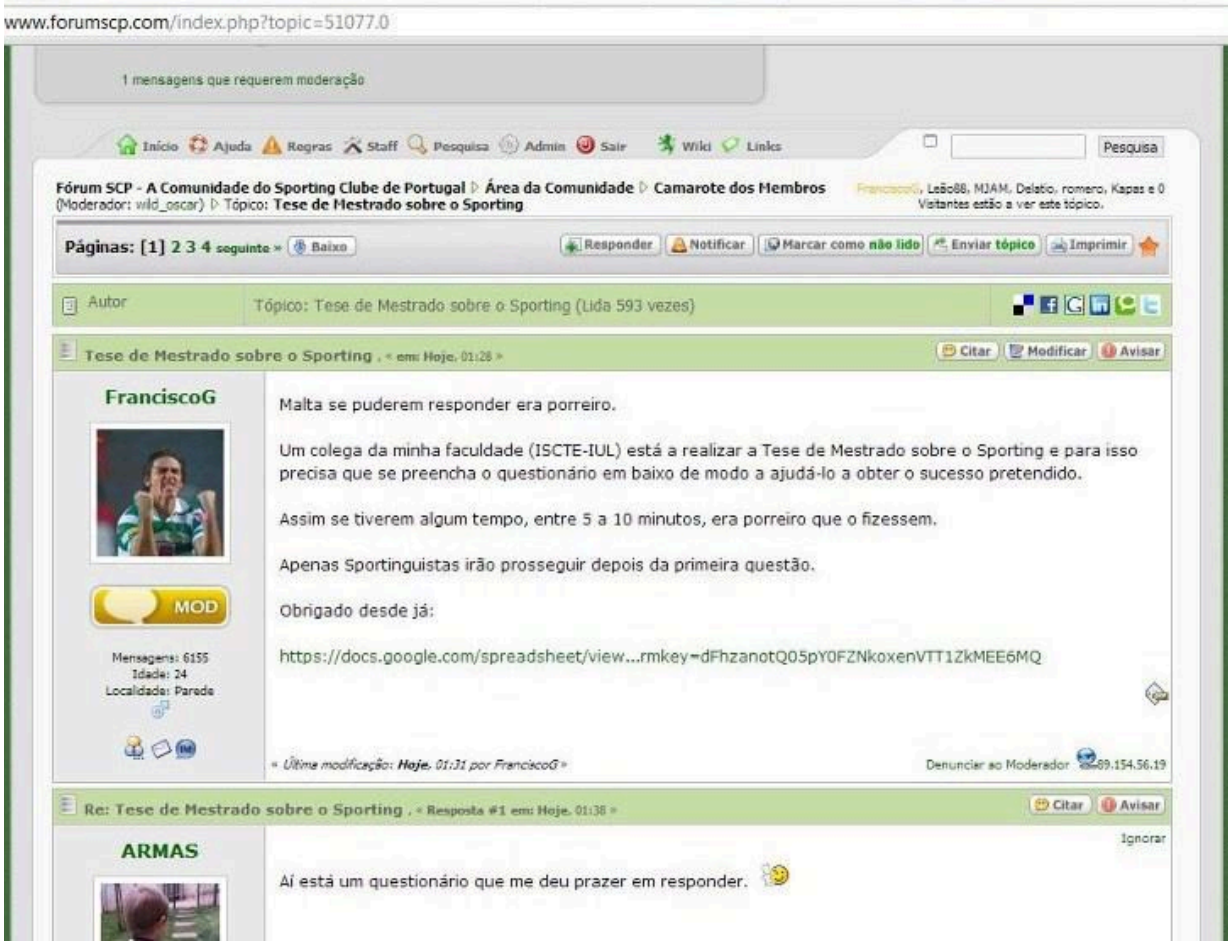
Reliability Statistics

Cronbach's Alpha	N of Items
,744	3

12) Survey Promotion

12.1) Cortina Verde

12.2) Forum SCP



12.3) Eu vi o Sporting a eliminar o Man.City

12.4) Facebook Event

12.5) Sporting CP Groups