

PROVIDING THE CONCEPTUAL MODEL OF THE FAN KNOWLEDGE MANAGEMENT IN SPORT

Mahrokh Modiri and Seyed M.H. Ameri

Urumia University, Urumia, Iran

Review paper

Abstract

Research on sport spectators and sport fans is examined to develop a model of the fan knowledge management that individuals experience with sports or sport teams. The fan knowledge management (FKM) is introduced. It provides an extended view of sport spectator and sport fan knowledge, and outlines general parameters that may mediate the relationship between an individual and a sport or team. The FKM provides a framework that may account for a manager's movement from initial knowledge of a fan to complete knowledge. The FKM provides a model that integrates current research and suggests new directions for future research and applications.

Key words: knowledge management, Fan, Sport

Introduction

Fans of each sport organization should be considered as its key assets. Undoubtedly sport fans are the best representatives of each sport organization. Sport fans are those whom generally talk about goodness's of team and they do not hesitate their support regardless of its results. In addition, they likely transfer their interest of team to their children and others (Hopwood, 2010). On the other side, fans are the main financial source of clubs because rate of their participation effect the costs of live broadcasting, ticket selling, selling products related to the team, advertising and sponsors (Theyson, Hinz, Nosworthy & Kirchner, 2009). Also sport organizations and researchers focus on protecting the faithful fans (Park, Mahony & Greenwell, 2010). However, attracting new sport fans are much costly and difficult than maintaining the existing faithful fans, this matter for sport organizations is a vital subject to develop new sport fans occasional fans into faithful fans (Kaynak, Salman & Tatoglu, 2008; Fornell & Wernerfelt, 1987). While it is a long time that the role of support and partisanship behavior is a part of sociology of sport study, sport study first of all is concentrated on violence and hooliganism (Duke, 1991). As a result, other dimensions of fans have been forgotten. Beyond the concentration on negative aspects of sport fan, scientists have been considered on positive aspects of partisanship (Hugenberg & Hugenberg, 2008; Kraszewski, 2008; Wenner, 1990). Some of these are: changing market between owners and fans known as "purchasers" (King, 1997), fans as purchasers are consumers of cultural goods (Hughson & Free, 2006). Nevertheless, it seems that one of most sport clubs is not having enough information about fans. Lack of general information about fans, will destroy the process of attracting the faithful fans for team. In other words, with getting knowledge about different aspects of fan's personality, will provide chance of increasing fans and providing opportunities commensurate with their characteristics.

One way of getting information about fans is getting knowledge about fans. Knowledge is a valuable information that is ready for using in decisions and proceedings (Davenport & Prusak, 1998). Also knowledge is a combine of organized information that is with a collection of rules, processes and proceedings that are learned via experience. Systems of knowledge management can create, organize and applicable the knowledge and create value from this way (Bose & Sugumaran, 2003). Presenting products and services with good economic quality, without management and right use of knowledge is a hard and impossible matter sometimes and if organization doesn't know or couldn't use its saved knowledge the chance of remaining will be low. Knowing that what has organization, isn't enough. Organizations more than this should be aware of this fact that what they don't know. Knowing what organization needs, requires special insight and vision that this matter is possible via knowledge management (Lopez & Molina, 2008). Researches on knowledge management started from early 1990. Knowledge as a key competitive factor is deemed in the global economy (Feng & Chen, 2005). With progress of information technology and knowledge economy, knowledge management has improved very fast and powerful. Key management process includes: publish and use of knowledge (Geib, Reichold, Kolbe & Brenner, 2005). This question is raised that how does knowledge get that can be comprehensive and practical? In the theoretical literature a study research has been done that there are some variables for getting information about examined fans like: emotions (Cunningham, Mulham, Milthorpe & Leigh, 2011; Deci & Ryan, 1980; Scherer, 2005), personal identity (Jacobson, 2003; García, 2012), team identity (Madrigal, 1995; Wakefield, 1995; Wann & Branscombe, 1993; Wann; Koch, Knoth & Fox, 2006), motivation (Demis & Glasford, 2011; Gargone, 2016), curiosity (Park, Mahony & Greenwell, 2010; Park et al., 2011), attitude (Funk

& Pastore, 2000) and involvement (Beaton, Funk, Ridinger & Jordan, 2011; Kerstetter & Kovich, 1997) that provides knowledge and different information about fans. In emotions' dimension has been noticed that understanding of emotions and sentiments is important for sport marketers that they could control the behavior of their fans. Therefore understanding the role of emotions about fans' behavior is a research's potential factor and can expand the knowledge of sport consumers (Cunningham, Mulham, Milthorpe & Leigh, 2011). Emotions are respond of promoter events and includes: subjective experiences, psychological changes and practical attitudes (Deci & Ryan, 1980; Scherer, 2005). From other views, sports can be seen as a small society that motivation and strong identity processes will be done in it (Wann, 2006). Supporting is a major source of individual and social identity for many people (García, 2012). Identity theory can clear the role of individual identity in the process of being fan of a team (Jacobson, 2003). Identity can be defined as "our understanding from ourselves and others and mutually other's understanding from themselves and the others (Stryker, 1968; Burke, 1991). Team identity can be inferred from social identity (Tajfel & Turner, 1986). Researches have shown that people with higher team identification have more intend for participation in games, paying more money for tickets, buying the products of team sponsors and purchasing team's goods (Madrigal, 1995; Wakefield, 1995; Wann & Branscombe, 1993). Studying the identity level can lead to being more strong teams and maintaining the relationship between teams and their fans.

We can define team's identity as a degree of a person's interested in a team via dependence psychologically (Wann & Branscombe, 1993). On the other side, motivation enhances identity and process of identity improving is a change in society's motivation (Demis & Glasford, 2011). Fans motivation is the factor of individual's decision for participation in a sport event and also effects the both amateur and professional levels (Gargone, 2016). Motivation consists of: emotions, intend and need that acts in motivation role and compels a person to perform an act (James, Ridinger, 2002). One of other variables that provide information of fans is curiosity. Curiosity maybe can lead to attracting new fans to the sport exercise or proliferation in random fans (Park et al., 2011). Curiosity not only is innate and natural stimulation but also is a reaction to new external stimulation that motivates human's explorations. Therefore curiosity can be effected in explaining that how new consumers are attracted to the new sport and how attitude toward something related to sport will change (Park et al., 2010). The attitude provides an artificial structure that includes: a positive or negative emotion or an evaluated response to a person, subjects or things (Petty & Cacioppo, 1986). Using participation structure can provide a better understanding of motivations and stimulations and also leads to attitudes like: loyalty and fans' commitment (Ko, Kim, & Lee, 2010).

At last sport participation is conceived as a multidimensional structure that indicates participation in sport exercises is a main staple of life and provide both values of joy and symbolic (Beaton, Funk, Ridinger & Jordan, 2011). Matter is that effective objects on knowledge of fans still is not clear, also it is important to say that in previous researches about fans, related variables are examined lonely except two or three variables. For instance: motivation and participation (Bee & Havitz, 2010), motivation and identity (Wu, Daphne Tsai, and Hung, 2012) and cases like these. In fact, none of researches have been used all of named variables for giving a knowledge of fans. Therefore now there is not a community framework related to fans' knowledge for clubs. So community view for correct understanding of fan's knowledge is questioned and this matter is remained without answer. Therefore goal of this present research is presenting a comprehensive framework related to knowledge of fans' management.

The Fan Knowledge Management Conceptual Model

Motivation

Motivation refers to the processes that energize and direct purposeful behavior (Hebb, 1955), and represents one of the most studied concepts in sport-related research (Snelgrove, Taks, Chalip, & Green, 2008). Various theories have been used to inform research on sport consumer motives (e.g., Cunningham & Kwon, 2003; Kahle, Kambara & Rose, 1996; McDonald, Milne, & Hong, 2002). There are many different perspectives on motivation (e.g., Maehr & Meyer, 1997; Mele, 1995; Ramlall, 2004), each with its own underlying assumptions suited to certain paradigms.

Fan Motivation

Understanding the motives that promote spectatorship allow marketers the opportunity to tailor strategies to smaller segments of fans to increase team consumption in sports. Several researchers have constructed instruments to measure these motives. Early work by Wann (1995) established the Sport Fan Motivation Scale (SFMS), comprised of eight fan motives that prompt sport consumption: family needs, group affiliation, aesthetic qualities, escape, self-esteem, entertainment, economic factors, and eustress. Shortly thereafter, Milne and McDonald (1999) developed the Motivations of the Sport Consumer (MSC) scale, which identified a total of 12 fan motives, three included in the SFMS and nine not previously identified. Limitations of the SFMS and MSC scale led Trail and James (2001) to propose the Motivation Scale for Sport Consumption (MSSC), which offered a reduction, to nine, in the total number of fan motives. Concurrent work by Funk, Mahony, Nakazawa, and Hirawaka (2001) established the Sport Interest Inventory (SII), which originally contained 10 variables but underwent two major revisions (Funk, Mahony, & Ridinger, 2002; Funk, Ridinger, & Moorman, 2003), each resulting in the addition of four motives, for a total of 18 fan motives.

Because supporting women's participation is among those 18 but is not relevant to a study of major college football, only the remaining 17 fan motives were considered in this study: bonding with friends, socialization, customer service, vicarious achievement, wholesome entertainment, drama, interest in players, bonding, interest in sport, entertainment value, aesthetics, escape, community support, sport knowledge, excitement, interest in team, and role model. Additional research has focused on fan motives and developing fan profiles for comparison across teams, leagues, and sports. The Scale of Sport Spectatorship Motives (SSSM) is an alternative measurement tool that uses four underlying motive constructs: Aesthetics, Casual Spectatorship, Fan-Self Concept, and Recreational Value (Keaton, 2013; Keaton & Gearhart, 2014). The 18 item scale has been used to profile typical fans at different levels (amateur vs. professional) and types of sport (Keaton, Watanabe, & Gearhart, 2015). Keaton et al. (2015) compared fans of a team sport with those sport fans that have athletes as their attachment point. Significant differences existed in the motives driving sport consumption for college football fans in comparison to NASCAR fans. Fan motives, factors that influence a person's decision to attend a sporting event, affect sport consumption at both the amateur and professional levels (Gargone, 2016). Sport marketers need to identify the driving motives behind their fans in order to promote their team and develop a loyal fan base. In order to effectively accomplish this task, sport marketers need data that provides insight into the specific sport fan motives associated with the differing fan groups making up their fan base (Gargone, 2016).

Involvement

Although involvement has received wide spread theoretical and empirical attention over the past 30 years, its application to a subset of leisure—spectator sport—has gone virtually ignored. The concept of involvement was initially introduced in psychology from work on social judgment theory (Sherif & Hovland, 1961). Sherif and Hovland's work was further developed during the early 1980s and utilized in consumer behavior research to understand purchase behavior related to consumer goods (Laurent & Kapferer, 1985; Rothschild, 1984). Today, the involvement concept has been widely researched in consumer behavior and leisure contexts. Current definitions of involvement developed and evolved from Rothschild's definition and are equally instructive today (Funk, Ridinger & Moorman, 2004). Involvement is generally seen as a motivating or causal variable (Kerstetter and Kovich, 1997). According to Laurent and Kapferer (1985), "Involvement is an unobservable state of motivation, arousal, or interest. It is evoked by a particular stimulus or situation. Its consequences are types of searching, information-processing, and decision-making" (p. 49). Lastovicka and Gardner (1979), Zaichkowsky (1985), and Mittal and Lee (1989), on the other hand, conceptualized involvement as that which reflects inherent need

fulfillment, value expression, or interest the consumer has in a product. Mannell and Bradley (1986) suggested that involvement is a "relatively short-lived, transitory focusing of attention . . ." (in McIntyre, 1990). Researchers conducting studies in general leisure and recreation settings have adapted involvement to study attitudes and behaviors among activity participants (Dimanche, Havitz, & Howard, 1993; Fesenmaier & Johnson, 1989; Kim, Scott, & Crompton, 1997; Madrigal, Havitz, & Howard, 1992; Selin & Howard, 1988; Zaichkowsky & Sood, 1989). In line with Rothschild's (1984) definition, leisure involvement has been defined as an unobservable state of motivation, arousal, or interest toward a recreational activity or associated product that is evoked by a particular stimulus or situation that possesses drive properties (Havitz & Howard, 1995; Iwasaki & Havitz, 1998). The adaptation of this definition to examine motivation for individuals attending and watching sporting events recently has been suggested (Funk & James, 2001). Other researchers (Assael, 1987; Celsi & Olsen, 1988; Gunter & Gunter, 1980; Reid, 1990) envisaged involvement as a continuum ranging from high involvement or "engagement" to low involvement or "disengagement." This two-dimensional model of involvement implied a continuum of more permanent states of involvement "along which individuals can be placed depending on their degree of identification with a specific activity or recreational experience" (McIntyre, 1990). Houston and Rothschild (1978) were the first researchers to operationalize involvement as multidimensional.

They identified three major types of involvement: situational, response, and enduring. Situational and response involvement were considered to be temporary involvement or concern with a product at the time of purchase. Enduring involvement derives from "the perception that the product is related to centrally held values, those defining one's singularity and identity, one's ego" (McIntyre, 1989). Whereas Houston and Rothschild among others gave considerable attention to the conceptual discussion of involvement, few researchers (Bloch, 1981; Hupfer & Gardner, 1971; Lastovicka & Bonfield, 1982; Lastovicka & Gardner, 1979; Slama & Taschian, 1985; Traylor, 1981; Traylor & Joseph, 1984) have developed instruments to measure the construct. and appears particularly appropriate to extend sport consumer behavior research. Application of the involvement construct to examine sport spectators and sport fans would provide a fuller understanding of motives and what stimuli and situations direct behavior (e.g., attendance, purchase of team merchandise, media consumption) and attitudinal formation (e.g., preferences, commitment, loyalty) (Funk, Ridinger & Moorman, 2004).

Involvement in Sports Spectator

Besides providing a fuller understanding of involvement, this multidimensional perspective provides the ability to understand different patterns of involvement useful in segmentation research.

Recent theorizing within the leisure literature suggests that individuals take different "trajectories" with respect to recreation and product consumption (Iwasaki & Havitz, 1998). As such, distinct involvement profiles (i.e., scores on each facet) may emerge among individuals attending the same game, over the length of the season, over one's lifetime, as well as across the type of sport attended. Prior consumer research has suggested that involvement profiles are not likely to remain stable over a period of time and fluctuations in facet level scores may occur (De Paulo, Rubin, & Milner, 1986; Richins & Bloch, 1986). Operationalization involves a multidimensional construct and allows for the segmentation of participants (e.g., age, gender, education, income, behavior) to understand the differential influence that each facet has on a specific population. For instance, Wiley et al. (2000) observed that female hockey players had higher attraction scores, while male hockey players reported higher self-expression scores. Kerstetter and Kovich (1997) reported that university faculty and staff rated sign lower than did booster club members. In addition, these researchers reported that spectators attending one to four games rated enjoyment higher than spectators attending 5–10 games. Based on this evidence, various facets of involvement may not equally influence external behavior and differentiating among the dimensions would yield new insights into motives and behaviors among segments of a team's consumer base. Havitz and Howard (1995) observed that the involvement facet of attraction remained relatively stable over three seasonal recreational activities, while self-expression and risk fluctuated based upon activity type and time of consumption. This evidence indicated that facet stability over a period of time represented enduring interest and concern (i.e., enduring involvement) while fluctuation reflected involvement prompted by a specific situation (i.e., situational involvement). These authors suggested that changes to situational involvement are likely to fluctuate due to a variety of stimuli and situations related to time of participation or consumption. The interaction between stimuli and situation at a given time should impact a person's involvement condition. Hence, the stimuli and situations that influence a person's involvement condition are referred to as antecedents that possess drive properties. Recent theorizing by Iwasaki and Havitz (1998) suggests that antecedents of involvement fall within two general categories: individual characteristics and social situational factors. Individual characteristics include attitudes, values, motivation, needs, initial formation and preference, and behavioral experience. Social situational factors represent social support for significant others, situational incentives, social and cultural norms, interpersonal and structural constraints, and anticipation of social benefits. The authors posit that individual characteristics and social situational factors "influence the formation of an individual's involvement with recreational activities or products" (Iwasaki & Havitz, p. 260).

However, the influence that various antecedents have on multiple facets of the involvement construct has yet to be explored. Research and writing in the area of sport consumer behavior provides a useful body of literature to initiate this type of investigation. A great deal of attention has been given to identifying and developing multiple measures of antecedents accounting for motivation related to attending, watching, and supporting professional and collegiate athletic teams (Funk & James, 2001).

Identification

Identity can be defined as "our understanding of who we are and who other people are, and reciprocally other people's understanding of themselves and of others (which include us)" (Jenkins, 2008, p. 18). Two dominant theories concerning identity in the field of social psychology—social identity theory (Tajfel, 1970; Tajfel & Turner, 1986) and identity theory (Burke, 1991; Stryker, 1968; Stryker & Burke, 2000)—help us understand the devoted loyalty of soccer fans, including Barcelona aficionados, to European soccer organizations. Tajfel, and Tajfel and Turner, suggested that people often derive a large sense of who they are through affiliation with specific groups and that people tend to associate themselves closely with groups likely to boost their self-esteem.

People categorize themselves and others in a way that provides them a favorable view of themselves, as well as of their in-group members. In the case of sports, the low barriers of entrance into sport fandom, an activity that does not require a minimal skill level and has a low economic and emotional cost, certainly enhance the social-identity element (Zillmann, Bryant, & Sapolsky, 1989). Scholars from numerous disciplines have explored the ways in which sport is active in the construction of social identities (Bale, 1992; Duke & Crolley, 1996; Giulianotti, 1999; MacClancy, 1996). They emphasize the role of sport in creating collective identification during times of political repression. Regarding the Spanish case, they particularly establish connections between sport and political resistance, such as in the cases of Catalonia and the Basque Country under the Franco dictatorship (Ball, 2001; Burns, 1999; Duke & Crolley, 1996; Shaw, 1987). Team identification is defined as the spectators perceived connectedness to a team and the experience of the team's failings and achievements as one's own (Ashforth & Mael, 1989). In this sense, it can be conceived as a more specific instance of organizational identification (Mael & Ashforth, 1992). Consistent with suggestions in the identification literature (e.g. Bhattacharya et al., 1995; Fisher and Wakefield, 1998; Johan and Pham, 1999; Wann & Branscombe, 1993), we examine three antecedents (i.e. prestige, fan associations, and domain involvement) for predicting team identification among sports spectators. Perceived prestige of, and associations with a focal organization was previously examined in an art museum member context (Bhattacharya et al., 1995).

A study by Fisher and Wakefield (1998) found that domain involvement was consistently associated with identification. We incorporate all three constructs in a sports context and extend previous findings by examining sponsorship related consequences of team identification. Relying on social identity theory, we extend identification research by proposing that highly identified fans will exhibit significantly higher levels of sponsor recognition, patronage, and satisfaction and have more positive attitudes toward sponsoring firms than less identified fans. From purchasing more expensive tickets to buying more team merchandise, fans who identify with a team (i.e. acknowledge some level of emotional attachment to that team) have been associated with greater sport consumption than fans who do not (Wann, Drewer & Royalty, 1999; Trail, Fink & Anderson, 2000; Fink, Trail & Anderson, 2002; Bauer et al., 2008).

The reliability of team identity as a predictor of sport consumption has sparked studies of the psychological factors associated with team identity (Fink et al., 2002) and the relationships between team identity and other types of social group identity (Heere & James, 2007a, 2007b; Pons, Laroche, Nyeck & Perrault, 2001; Hickman, Lawrence, & Ward, 2005). Studies on the impact of stadium experience (Lee, Lee, Seo, & Green, 2012), including an examination of the impact of fan senses (Lee, Heere & Chung, 2013), on team identity and team loyalty have increased the academic knowledge in this area. The team identification literature, largely driven by the work of Daniel Wann and his colleagues, has found team identification to have an influence on a variety of constructs including: attributions of competition outcomes (Wann & Dolan, 1994); team knowledge and beliefs (Wann & Branscombe, 1995b); emotions (Wann & Branscombe, 1992; Wann et al., 1994); self-esteem (Wann & Branscombe, 1990); perceptions of influence (Wann et al., 1994); and belief in personal competence (Hirt, Zillmann, Erickson & Kennedy, 1992; Madrigal, 1995).

Unfortunately, despite the potential for team identification to provide insight into sponsorship effectiveness outcomes (e.g. sponsor recognition, satisfaction with and attitude towards sponsors, patronage of sponsors), these have not been examined. However, the more general identification literature suggests that as identification with a team increases in importance, fans will seek greater individual association with the team (Mael and Ashforth, 1992). In addition, greater identification results in an individuals' willingness to engage in consumptive behaviors that support the group (Fisher and Wakefield, 1998).

Curiosity

Prior research has suggested that many individual, social, and psychological factors influence sport fan behaviors (e.g., Funk, Mahony, & Ridinger, 2002; James, 2001; Madrigal & Chen, 2008; McDonald & Rascher, 2000; Park et al., 2008; Trail & Robinson, 2005; Wann & Pierce, 2003).

Another new factor that has potential to explain cognitive, sensory, psychological, and situational effects on sport fan behaviors is sport fan curiosity. There have been many definitions of curiosity. Litman & Spielbeger (2003) argued that curiosity is a reaction and desire that motivates human exploratory behaviors. Voss and Keller (1983) also noted that "curiosity is a motivational prerequisite for exploratory behavior". Thus, curiosity has been regarded as the one of the crucial motivators that influences human exploratory behaviors in many domains including the educational, occupational, and recreational sectors (Reio, Petrosko, Wiswell & Thongsukmag, 2006). Curiosity has been defined as a "desire for acquiring new knowledge and new sensory experience that motivates explorative behavior" (Litman & Spielberger, 2003, p. 75).

In fact, some researchers labeled curiosity as "a motivational prerequisite for exploratory behavior" (Voss & Keller, 1983, p. 17). In their examination of sport, Park and his colleagues (2010) argued curiosity is not only a major intrinsic and inborn drive, but also a reaction to new extrinsic incitement that motivates human exploratory behaviors. Thus, curiosity could also play an important role in explaining on how new consumers are attracted to sport and how attitudes toward sport-related objects change (i.e., moving from lowly identified fans to highly identified fans; Park et al., 2011). This is particularly true in the sport setting because sport is a place where various stimuli exist (e.g., sensory, cognitive, situational, and psychological). Given the potential importance of curiosity, Park and his colleagues (2010) developed the Sport Fan Exploratory Curiosity Scale (SF ECS) to better apply the concept of curiosity in a sport context. Even though this scale provided insight into understanding sport fan's exploratory behavior, it primarily focused on individual differences in searching for sensational and novel stimulation. However, sport fans' behaviors are also impacted by curiosity related to the desire for information about sports, sport teams, or players (Park et al., 2010). In the competitive sport industry, knowing key benefits and information about sport could have an important impact on consumers' purchasing decisions (cf. Butler & Peppard, 1998; Menon & Soman, 2002). In fact, a major line of curiosity research has focused on the distinction between two types of curiosity: diversive (exploratory) and specific curiosity (Reio, 1997; Reio, Petrosko, Wiswell & Thongsukmag, 2006).

Emotion

While the role of fandom and fan behavior has long been a part of the sociological study of sport, sport scholarship has primarily focused on violence and hooliganism (Poulton, 2008; Young, 2002). Consequently, other dimensions of fandom have been relatively neglected (see Duke, 1991 for this critique). While this focus may stem from a concern for the antisocial aspects of fandom, a turn to such meaningful aspects of fandom as rituals and emotions is important for a more holistic view of this social phenomenon (Cottingham, 2012).

Fans' emotional states are usually highly affected by the performance of their team (Koenigstorfer, Klein & Schmitt, 2010). While the outcome of a sporting contest is objectively neutral, it is a fan's psychological attachment to the preferred team that adds meaning to successes or failures of the team and causes affective responses (Madrigal, 2008). Pictures in newspapers or television broadcasts often show happy and proud fans when their team wins—fans are yelling, swinging flags, jumping, singing chants, and so on

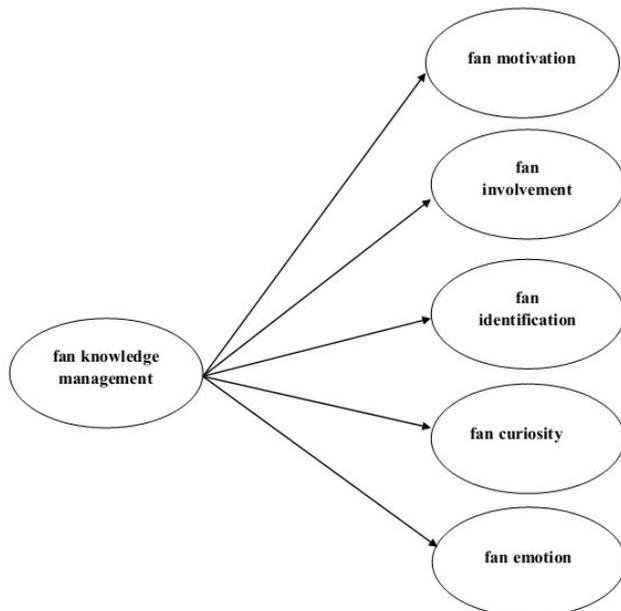


Figure 1. Proposal conceptual model for fan knowledge management

. If their team loses, fans show their sadness and disappointment through their silence, or by venting their anger, crying, or even collapsing back upon themselves. Sloan (1979), Hirt et al. (1992), Wann,

Dolan, McGeorge, and Allison (1994), Wann (1996), Bizman & Yinon (2002), Kerr et al. (2005), Madrigal (2008), and Madrigal & Dalakas (2008) found that victories have positive effects on fans' emotional states and defeats have negative effects. We can apply this to clubs' (successful) struggle to avoid relegation, and the effects this has on fans' emotional experience over time.

Conclusion

The club's spiritual value increases with the fans' support and organizations compete together to seize team sponsors and, invest a lot of resources for promotional uses and as well as sports organizations focus on retaining fans, attracting new and random fans. However, there is a deep gap between existing research of fans' knowledge as a key factor for identifying fans and getting information about them. Looking back on above-mentioned argument, the existence of a conceptual model for further understanding of fans as the capital key and more accurate, more efficient and more effective using fans knowledge management seems necessary. Moreover, it is also important for the fans and the organization at a strategic level to create maximum value, to retain existing fans, new fans attracted interest and random fans. But the fact is that knowledge management is a new field and researches have not been done, especially on the subject of sports' fans. Fans knowledge management model collects factors influencing knowledge of fans, and provides a reference for managers of sports organizations and clubs to implement strategies to attract and retain fans. In future researches with measuring the impact of variables affecting knowledge management supporters, we can identify the most influential factors, thus savings in efforts to attract and retain fans in terms of cost and time.

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PREDSTAVLJANJE KONCEPTUALNOG MODELA UPRAVLJANJA NAVIJAČKIM ZNANJEM U SPORTU

Sažetak

Istraživanje gledatelja sporta i sportskih navijača razmatra se kako bi se razvio model upravljanja znanjem o navijačima koji pojedinci imaju kod sportskih ili sportskih momčadi. Predstavljeno je upravljanje znanjem navijača (FKM). On omogućuje prošireni pogled na sporta gledatelja i znanja o sportskim navijačima i opisuje opće parametre koji mogu posredovati u odnosima između pojedinca i sporta ili momčadi. FKM pruža okvir koji može uzeti u obzir upravljanje potezima početnog znanja obožavatelja do potpunog znanja. FKM pruža model koji integrira trenutna istraživanja i predlaže nove smjernice za buduća istraživanja i primjene.

Ključne riječi: upravljanje znanjem, Fan, Sport

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Correspondence to:

Mahrokh Modiri

Urumia University

Urumia, Iran

e-mail: modiri1994@yahoo.com