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**SUPERSTARS AND ME: PREDICTING THE IMPACT
OF ROLE MODELS ON THE SELF**

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INDEX

Chapter I

Introduction

1.1 Purpose of the Study

1.2 Significance of Study

1.3 Conclusion

Chapter II

Why Do Superstars Exist? Talent, Fame and Power

2.1 An economic theory behind the Superstars' phenomenon

2.1.1 The key features of a Superstar: Talent, Notoriety and Power

2.1.2 Talent and Mass Media

2.1.3 Talent and Notoriety

2.1.4 Conclusion

2.2 Superstars as drivers of “Organizational Identification”: empirical evidence from a case study

2.2.1 Organizational Identification as a Specific Form of Social Identification

2.2.2 Identity Utility from Identification

2.2.3 Organizational Identification as Trigger for Supportive Behaviour

2.2.4 Drivers of Organizational Identification and Team Identification

2.2.5 Characteristic of the Favourite Player as Drivers of Team Identification

2.2.6 Discussion-Interpretation of Empirical Results

2.3 The influence of personality traits on parasocial relationship with celebrities: 3M Model of Motivation and Personality

2.4 Store experience as a factor to enhance the affinity between individuals and their “ideal world”

Chapter III

Hypothesis Development

3.1 Overview through the most popular sports in the world

3.2 Which are the main factors that influence the consumer behaviour?

3.3 Identification of similarities in the sports fanaticism among the three most practiced sports in the world through Geert Hofstede's cultural dimensions.

3.3.1 Results and Discussion

3.3.2 Conclusions and Managerial Implications

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References

Chapter I

Introduction

1.1 Purpose of the Study

The present study is aimed to careful analysis the consumer behaviour through the impact with the sport world of “Superstars”. According to socio-psychological theories it’s believed that, is much more likely, Superstars influence the personality of an individual when they are considered relevant. Very significant Superstars, causing "self-enhancement" and "self-inspiration" when their success seems to be reached but, equally, can lead to a strong lack of motivation when it seems unattainable. The relevance of Superstars leads individuals to self-valorise and to inspire to them, because they still have enough time to achieve comparable success or believe that they still have a margin of time to improve their skills. Several times, answers without a clear-cut end have provided rich evidence of an inspiration linked to such circumstances. In contrast, the Superstars, can rise to the role of non-model, as their achievements seem unattainable especially for those who have already lost the chance to get comparable successes or, more simply, they do not have a good dowry of skills even improvable in time.

In the chapter number two dedicated to the literature review, through an analysis that puts in evidence the degree of influence of the "Superstars" about the so-called concept of organizational identification on the external stakeholders through the sporting lens, the concepts key envoys in prominence have been: the theory of social identity and the organizational identification, the theories on the behaviour’s model and the superstar’s economics. To such intention, I have studied and analysed this concepts through an example of case study, in which some hypotheses have been developed about the influence of soccer stars on the degree of identification of a team or of a player from the fans. The analysed model, has been that of the German championship. Then, through the combination of dates on professional German soccer players, relative clubs and with survey on soccer’s fans, this study finds evidence for a positive effect of superstar characteristics and role model perception. Besides, was noticed that, players that are qualified for definition "Superstars", are more important for the fans of teams of success, while are less important for the fans of teams without success. The club of affiliation of a player, doesn't seem instead to influence the identification of the team from the fans. Equally, can be said that, the influence of the soccer’s superstars, it is comparable to that of executives on external stakeholders, and hence, the results can be applied to the business domain. Then I have passed to analyse and to clearly explain the “Superstars” phenomenon behind an economic theory. In fact, during the last thirty years, in numerous countries, the

incomes of many top managers, free professionals, artists and sportsmen have known a dizzy growth. In the economic literature, those people that get elevated incomes in base to own working performances are called "Superstars." The superstars are even more present among the top incomes and this fact represents a novelty in comparison to the traditional prevalence, among the super-rich ones, of whom derives its own income from the ownership of physical or financial capital. The appeal of the Superstars has certainly contributed to the increasing inequality of the incomes, founded in many countries, particularly in those Anglo-Saxon. The importance of the phenomenon is such that, must need a deepened analysis of its bottom causes.

The economic theory has faced the phenomenon of the superstars offering few and not always recent attempts of explanation, that can be classified in base to the importance that assign to the talent, to the notoriety and to the power. The job is organized as it follows: first are enunciated the problem and are pointed out the limits that the traditional economic theory meets to compare with it. Then, talent and notoriety are considered as possible exclusive or complementary causes within the sport, of the show and of the professions. Also, the power is analysed, since it appears particularly fit in the specific case of the superstar-managers.

In this job, I focused on every of these explanations, clarifying the hypotheses on which they are based in, their solidity and generality, over that their distance from the traditional hypotheses of the economic theory on the determination of the salaries and the operation of the competitive markets. Therefore, I focused my attention on the idea that, to characterize the Superstars is their talent or their notoriety. I referred to these elements when I explained the remunerations of the superstars within the sport, of the show, and in the free professions. I separately analysed these two elements and then jointly, based on some known models elaborated by the literature. Moreover, I have reported the concept of "parasocial relationship" with celebrities according to the "Meta-theoretic Model of Motivation" of John Mowen. It's commonly known that a fan's level identification with an athlete, is positively correlated to purchase of endorsed products and great attitude toward the team. This type of emotional attachment to sports celebrities (also those from a losing team) can be characterized as the so-called "parasocial - relationship".

Finally, I introduced the phenomenon of "experiential marketing", theorized for the first time by Bernd Schmitt, and that will expose the underlying reasons about the birth, date back to the late nineties, this unconventional approach and modalities through which it has gradually replaced the so-called traditional marketing. Will be displayed, therefore, the many limitations in the context of the latter conventional approach, which, moreover, coincide with key features of the same: the conception of the consumer as only rational decision makers, the focus on the benefits and functional features product, a precise definition of product categories and competition. Peculiarities, these, in stark contrast to the essential characteristics of experiential marketing, including, as relevant, on the conception of the consumer as a "rational and emotional animal".

The chapter number three, finally, over explain the main factors that can influence the consumer behavior especially from a socio-cultural and marketing point of view, will have as primary objective to demonstrate a correspondence, in practical and real field, about what I have theorized in the literature review through an analysis both quantitative and both qualitative, in order to verify if there are similarities among the three most practiced sport in the world through the consumer behavior who reflect itself in the figure of a "Superstar". First, I tried to explain through an extended overview, each single sport within the cultural

context of each country. For this reason, therefore, after having carefully chosen the three players (local and in activity) most influential as well as current icons in their own field of sport (Basketball, Soccer, Tennis, considered the three most popular sports in the world), through the social-media Facebook, clicking on the official page of each one of them, I have analyzed the comments of the fans of each single player in each sport, in three different countries: Argentina, Italy, and the US. Then, through a program called LIWC (Linguistic Inquiry and Word Count), I have examined such conversations between fans through the so-called "posts", with the purpose to see how individuals reveal parts of their own personalities. LIWC it is designed to get information about both language use and personality assessment. Thus, I created some connections between LIWC results and Hofstede's national cultural dimensions. Here each of the LIWC categories:

"Self-references": People who use a high rate of self-references tend to be more insecure, nervous, and possibly depressed. They also tend to be more honest.

"Social words": are words that refer to other people (e.g., they, she, us, talk, friends). Generally, people who use a high level of social words are more outgoing and more socially connected with others.

"Positive emotion words": The more that people use positive emotion words (e.g. happy, love, good), the more optimistic they tend to be. If you feel good about yourself, you are more likely to see the world in a positive way.

"Negative emotion words": their use (e.g., sad, kill, afraid) is weakly linked to people's ratings of anxiety or even neurotic. People who have had a bad day are more likely to see the world through negatively-tinted glasses.

"Overall cognitive words": These are words that reflect how much people are actively thinking about their writing topic. Examples include: thinking, wonder, because, knowledge.

"Articles": The three article words -- a, an, and the -- account for a huge percentage of the words we use. People who use articles at a high rate tend to be more concrete and impersonal in their thinking.

"Big words" (words with more than 6 letters): Use of big words is weakly related to higher grades and standardized test scores. People who use a high rate of big words also tend to be less emotional and oftentimes psychologically distant or detached. Making few clarifications, the positioning of the fan in a football context, especially in Argentina and Italy, is much stronger than in the US. Often the own membership's team, or even the national soccer team, are object of scorn, sometimes with particular offenses pointed towards the players, unnecessary and free, from the fans. Just going on football blogs, that are very numerous if compared with those of any other sport, comments often can also be unrelated to the topic in discussion. Comments out of place, teasing, vulgar words, a lexicon very few articulated, both from the grammatical point of view and from a depth of thought. All of this, it is much less visible in American soccer blogs, where the audience behavior is not, at least for the moment, as in a stadium, but more composed. Soccer is considering as a secondary sport (not like American Football or Basketball that are the first national sports), and reflects a smaller fringe of fans and consequently less "polluted." Basketball, as well as tennis it is a less "chatted" sport from the point of view of the blogs. People talk in a less obstinate way, and it is easier to search topics directly on the pages of the most enterprising sports, then was a more specific work. Therefore, was not easier to analyze tennis and basketball blogs from the point of view of the quantity, while within the soccer's one was made also an interpretation work.

1.2 Significance of Study

Everyone in the world compare themselves to “Superstars”, what determines the result of such comparison, when it will lead to self-enhancement and inspiration, and when it lead to self-deflation and discouragement? In order to reply to this questioning, two are the crucial factor in determining the impact of a Superstar on others: from one hand, there is the perceived relevance and, on the other one, there is the believed attainability of the star’s success. What determines relevance? A Superstar could be a source of inspiration, as a role model, or, on the contrary, as a source of obstacle, discouragement, if one compares oneself to this person. In social comparison area, people usually do analogies between the self and the other, for instance when two resemble each other in features structure and purpose. People can seek comparison in various way: when a person is outperforming by another one is probably to engage in defensive thoughts. When one’s abilities or circumstances to an outstanding other decrease, the other is judged less relevant for the purpose of social comparison and in this way, is likely to affect one’s self-view. But, the domain self-relevance is not a mandatory requirement for social comparison. If there may be enough other attitudes, the Superstar may affect one’s self view even if he/she excels in an irrelevant domain. Therefore, in few words, relevance and psychological affinity can increase the probabilities of social comparison. Moreover, the consequences of such comparison for the self, will also depend on the perceived attainability of that individual's success. When one outstanding individual seems relevant, one will compare oneself to this one and all will depend on that individual's success. The superstar illustrates the wonderful heights of accomplishment one can hope to achieve, encourages and motivates one to strive for this now more tangible success, indicates interesting goals to achieve for along the way, illustrates the road one should follow to achieve them, and makes one feel more competent and capable of such achievement. On the other hand, if the superstar's success seems unattainable, one will be discouraged and demoralized. The superstar's success highlights one's own failures and shortcomings.

1.3 Conclusion

Today the words "myth" and "legendary" are used with great ease: a concert, a character, a sporting gesture, a book, a song, etc., they are labeled with these two words to emphasize its size. The idea is that, with these expressions, events or products are in any way exceptional, destined to remain over time, to remember forever. It's the same goal, after all, that the antiquity narrators have set, those who built the complex and fascinating world of mythology. On the other hand, the term "myth" comes from the Greek language (means "story") that, in turn, has its root in the verb “muo”, that is "close and open the mouth." The mythological model can be traced in the history of all peoples and, in some way, has remained alive until this day, by simply changing guise and globalizing. Today the companies turn some characters in “stars” that, with hindsight, they just re-actualize the ways and methods of the faraway past by other means. At one time, the myth was orally told, now has spread through the mass-media, ready to impose itself in every corner of the world. It was precisely the mass-media to give a strong boost to the production of "globalized" shaped myths. First the newspapers and the radio, then film and TV

until the arrival of the internet. Everyone has played, and continues to play its part in feeding the public's desire to see a "hero" to identify with. Heroes who are to appear special usual because beautiful, capable of outstanding performance, unattainable, even tormented and unhappy, just as the gods and the characters of mythology. In our society, to play these roles, are the sports stars, singers, actors, the stars of the TV. Some of them, touched by death prematurely and then placed outside of time, have become legendary for this. Some names for all: Marilyn Monroe, James Dean, Ernesto "Che" Guevara, John Lennon, Ayrton Senna, Kurt Cobain. Others survived to the popularity with dignity, someone collapsed under the spotlight of the scene, others have gone on international fame with the speed of a meteor. The fact is that, from some years now, the majority of myths are invented on an industrial scale, planned by specific advertising marketing strategies. "They born like any other product," says Alessandro Amadori, specializing in motivational research. And they have a short life cycle: myths are disposable. Many times, a movie or a song are designed based on market research about the wishes of the public. The right people for each part can be found later. The Spice Girls, for example, have been built in this way. In short, myths return from the past hidden under the most varied forms, redoing make-up and come strongly into every day. Ronaldo's dribbling, the body of Jessica Alba, Tokio Hotel lyrics are a reflection of the strength, beauty and skill. They influence, as now, people's behavior and renew the basic idea of stardom: create characters where, as in the myth, everyone recognize itself. The link between present and past is firmer than ever.

Chapter II

Why Do Superstars Exist? Talent, Fame and Power

2.1 An economic theory behind the Superstars' phenomenon

The presence of the superstars determines a situation "in which a number relatively small of people earns an enormous quantity of money and dominates the activities that occupy"¹. Such situation is manifested when "in some sectors of the economy there is concentration of output among few individuals, deep distortion in the divisions of the income and elevated rewards to the top of the sector". The analysis is mainly interested in to understand the economic reasons for the remunerations of the superstars, with the awareness that an only approach can hardly explain a phenomenon that is manifested under contexts and very different conditions. The traditional economic theory doesn't seem to offer, about it, convinced explanations. The motive can be individualized in the difficulty to perfectly reconcile the phenomenon of the superstars with the traditional hypotheses of the characteristics of the technology and with the assumption of competitive markets. As it is known, according to the traditional theory, the salary is determined by the marginal productivity of the worker. This, in turn, is determined by its "technology". If the theory of the

¹ S. Rosen, *The Economics of Superstars*, The American Economic Review, 1981, pp. 845-858

marginal productivity was applied to the markets in which superstars exist, the difference of salary between the superstars and the other producers of the market would implicate an enormous difference of productivity. Nevertheless a difference in the productivity that reproduce the difference among the incomes of the superstars and the other producers is simply unthinkable, both from the quantitative point of view and from the qualitative point of view. For instance, the ability to play tennis of the best tennis player of the world, is only marginally superior to that of the fiftieth one. End yet, the difference among their incomes is enormously ample². On the other hand, the phenomenon of the superstars seems incompatible with the hypothesis of markets of perfect competition, where the entrance of new producers lowers the extra-profit of all the producers up to when this doesn't cancel. This, clearly, is not verified in presence of superstar. To explain the phenomenon appears necessary to estrange from these two hypotheses, adopting others, whose explanatory ability could be also increased from their joined consideration.

The hypotheses on the technology can contribute to the explanation in different ways. In first place, technology can determine remarkable economies of scale: a singer or a writer for instance, employ the same work to engrave a passage or to write a book, independently from the fact that this is sold to ten or ten million people. Secondly, intending the technology as mass-media, it is possible that more individuals contemporarily (an example is a telecast) consume the same product. Economic literature defines this phenomenon joint consumption. The media have the power to transform the notoriety in “product”, allowing the existence of superstar that are that, for the simple fact to be known. For instance, who watches the television has as the sensation to know the television characters, you grow fond. In this way notoriety acquires value. The media, moreover, confer to the superstars the power of market: such power of market depends both from the informative function on ample staircase developed by the media both from the possibility of enjoy of their performances anywhere. An impassioned of soccer can follow the best championships of the world from any Country. A physician that had discovered the therapy for an illness could make his discovery known to the whole world³. In third place, if technology was intended in a general sense, so that to include also the organizational dimension, could be attributed to it the development of modality of salary connected, more or less correctly, to the performances. This opens the possibility for the beneficiaries of such salaries (above all the managers) to appropriate of incomes, that can constitute a remarkable quota of the same salaries. Then, must be underlined that among the hypotheses on the technology and those on the operation of the markets, there are obvious relationships, as clearly exemplified the case of the technology that allow economies of scale and joined products, preventing to the competition to conduct to an equilibrium in which there are no incomes and salaries corresponds to the marginal productivities. Finally, must be considered that, the presence of superstar can be conceived as a failure of the market, in opposition to the idea of perfectly competitive markets. In fact, the dimension of the remunerations of the superstars is explainable from the point of view of the games theory as a dilemma of the prisoner that, as it is well known, identifies situations in which the agents don't succeed in agreeing since an incentive exists to not respect

² Robert H. Frank and Philip J. Cook, *The winner take all society*, Harvard Business Review, New York, 1995, pp. 1 ss.

³ A further explanation of the monopolistic power of the superstars could consist in the behaviors of the consumers, that don't conform to the traditional precepts of full rationality and information.

the collusion. The equilibrium of Nash that follow, it is inefficient. To understand as the dilemma of the prisoner can represent the phenomenon of the superstars, you should think to the market of soccer's players. We assume that it is possible to gather all the presidents of the soccer's team and to propose an accord to pay all the players a salary that is equal to their salary of reserve⁴. If everybody respected the accord, the best soccer players would stay in the best clubs (then nothing would not change in the equilibrium among club in comparison to that actual), the relative salaries among soccer players would be identical, and the saving of resources would be elevated. Nevertheless, not respecting the accord, (and therefore paying very more the soccer players) it would be possible for any clubs to be awarded the best players. All the agents (the presidents of the clubs) have so an incentive to lift the prices and to not respect the accord. The equilibrium that follow is, as in the case of the dilemma of the prisoner, inefficient, since the same result in the distribution of soccer players among club (determined by the relative prices of the soccer players) would be obtainable using less resources.

2.1.1 The key features of a Superstar: Talent, Notoriety and Power

The talent determines the remunerations of the superstars in the case in which the dimensions of the income depend on the personal worth. Exist different meanings of the talent and recently has been developed, also out of the economic literature⁵, a discussion on what the talent is. If it was an innate characteristic, since it is the nature that determines who has talent and who no, the origin of the phenomenon of the superstars would be referable to the simple fortune. Nevertheless, the emerge of the talent can also be considered because of the operation of the economic system and the incentives that it furnishes. In the model of Rosen, talent is defined as that innate characteristic in an individual that determines the quality of the offered product, given the producer's effort, the technological characteristics of the offer and the structure of the market. Accordingly, the goods of the considered market introduce differences in quality. The consumers, in front of the choice among two goods of the same typology but of different quality, choose the best. This implicates that such goods are defective substitutes: a subject will replace a good of elevated quality with the same type of good but of low quality, only if, to parity of price, he can get a great quantity of the second. Following S. Rosen, the producers choose their level of output, taking as given the unitary price that is commanded by the market. Because of the preferences of the consumers, a product of better quality has a taller unitary price, so the most gifted producers find optimal to produce more of the mediocrities. Modest difference of talent produce great differences of income, with a small number of producers of talent that serve the most part of the market. A further result is that the produced output increases to the increase of the producer's talent. In this way, a subject with great talent succeeds in serving a market of great dimensions without decreasing the quality of the product. Comparing this explanation with the traditional assumptions on technology and competitive markets, has been notice that the hypothesis of perfect competition is maintained. About the hypotheses on the technology, Rosen estranges from the traditional vision. Productivity is

⁴ That is the salary that they would get through the best working alternative. Probably, this would be a small fraction of the average salary of a soccer player of serie A.

⁵ Jeffrey M. Wooldridge, *Introductory Econometrics*, Michigan State University, 2009, pp. 1-225

determined by the talent (the "individual" technology), but the proceeds mainly depends on the technology, understood as economies of scale, since it is this that allows to serve the same market regardless from its dimensions. Empirical studies have analysed on one side the importance of the talent in to determine who becomes superstar, and from the other the relationship between this and the dimension of the remuneration. Within the done analysis in sporting circle it is easier to have measures of the talent, because the final results of the competitions are clearly measurable. In these studies, besides the authors have succeeded in getting further information about the incomes of the sportsmen, connecting, then, talent and remunerations. John W. Berry⁶, consider the relationship among the expectations on the match from a part and the presence and the performances of the superstars from the other: the results point out that the fans are attracted by the performances of the group more than from the presence of superstar. J. P. Frick, analyses the differential of salary⁷ among regulars and not: its study points out that, measures of performance what the results of the games, the number of the rebounds, steals ball, assist or blocks, it is a good indicator of the differential ones of salary observed, confirming the perspective of Rosen. Soccer's player of Serie A⁸, very often has been taken as dependent variables and experience, reputation and quality of the team as explanatory variables: talent (measured by goal and assist) practices a meaningful influence on the distribution of the salary of the Italian forwards and midfielder. According to S. Rosen, talent is the input on which the quality of the product depends. For this reason, talent must be remunerating: is it this remuneration to determine the dimensions of the reimbursement of the superstars? S. Rosen points out that in other historical epochs the best players were yes well paid, but, of course not with excessive figures as those current. Then, the presence of talent is not enough by itself to understand the dimension of the remunerations. On the other hand, talent is without doubt fundamental in the professional competition. It competes with the fortune and with other elements as the net of knowledges (notoriety) of an individual, to determine who reaches the vertex in a professional context. In some circles as the sporting one, this is easily verifiable; where instead a product is preferred not only to another for the intrinsic quality but also for not measurable characteristics as the charisma of the producer, this is less clear. Talent is not always necessary to get great remunerations. In the world of show business and of the sport, often the superstars are people endowed with notoriety. Notoriety has become one of the possible causes of the existence of the superstars thanks to the role of the mass media. A producer gets fame through the mass media and, in turn, the fame produce power of market. This is verified for two motives. The first one is that are preferred the products that are known already, because to keep on consuming a product, in the long run handed to a great appreciation of the same⁹. The second is that the appreciation is not given only by the mere consumption of the good, but also from spend time with others "impassioned" with which to speak and to share the pleasure: more a product is successful, the easier is to find others who share the same passion, the less expensive it is to consume it. The pleasure that gives to speak of someone who

⁶ J. W. Berry, *Acculturation: Living successfully in two cultures*, International Journal of Intercultural Relations Canada, 2004, pp. 698

⁷ J.P. Frick, *Reporting on income distribution and poverty*, Journal of Comparative Economics, Frankfurt, 2001, pp. 200-225

⁸ C. Lucifora, R. Simmons, *Superstar Effects in Sport: Evidence from Italian Soccer*, Journal of Sports Economics, Italy, 2003, pp. 35-55

⁹ G. J. Stigler and G. S. Becker, *De Gustibus Non Est Disputandum*, The American Economic Review, New York, 1977, pp. 76-90

enjoys of notoriety exclude the abilities of this. The individuals draw benefit both to speak of an artist or a famous director both from the summer gossips of VIP. J. Gamson, calls gossip consumption this benefit, "the pleasure of the gossip comes from the activity to circulate information and to formulate evaluations"¹⁰. The benefit of interaction is, therefore, an increasing function with the popularity of the subject: this produces a virtuous circle, for which a celebrity with many fans increases his "value" for every fan that acquires. H. Leibenstein, calls that phenomenon the "Bandwagon effect"¹¹; it is verified when the evaluations of a product, and therefore the demand for that good, increase when other people are consuming the same good. V. Banerjee, defines this behaviour as "everyone do what the other ones are doing"¹². The consumer will be indifferent among two producers, but if more people consume the same product, then will be easier to consume this rather than the other, because will be easier to acquire its knowledge and to find people with which to discuss of it. From the specialization of the consumers derives who will be a superstar and who not. If it is the notoriety to determine if a producer is preferred to another, to parity of talent, the mechanism that initially addresses the interest for a producer instead for another one, seems totally casual. The fortune plays, therefore, a role in to determine who will get notoriety. "Power" is defined as the ability to establish the own remuneration. This is verified in the great enterprises in which the shareholders don't have strength control of the management, and the managers can influence the own salary. As the talent and the notoriety, power emerges during conditions of imperfection of the markets and technological development, understood as financial innovation¹³. In a public company, the shareholders are represented by the board of directors while the direction is submitted to the Ceo (Chief executive officer) that is the managing director of an enterprise. Such context grants a substantial power to the Ceo in order to influence its same salary, the prices, a good exit. Numerous studies underline that some characteristics of the scheme of remuneration are the consequence of the "rent-seeking"¹⁴ from the managers rather than the expression of an efficient system of incentive¹⁵. To parity of other conditions, the managers will have great power when the board of directors is relatively weak or inconclusive, when the number of external shareholders is not wide, when few institutional shareholders exist, or when schemes of protection are adopted by a "takeover bid"¹⁶.

¹⁰ J. Gamson, *Claims to Fame*, California, 1994, pp.175

¹¹ H. Leibenstein, *Bandwagon, Snob, and Veblen Effects in the Theory of Consumers' Demand*, The Quarterly Journal of Economics, Oxford Academic 1950, pp. 183-207

¹² Abhijit V. Banerjee, *A Simple Model of Herd Behaviour*, The Quarterly Journal of Economics, Oxford Academic, 1992, pp. 797-817

¹³ A further explanation to the obtainment of the power is given by the globalization, that is the agreement of the simultaneous integration of the markets of the goods and the markets of the job of the managers. The widening of the markets of the goods and therefore of their request and contemporarily the possibility to access the international market of the managers, has the effect to polarize the remunerations of the managers: on one side managers with great talent get a great power and therefore a great remuneration.

¹⁴ Involves seeking to increase one's share of existing wealth without creating new wealth. Rent-seeking results in reduced economic efficiency through poor allocation of resources, reduced actual wealth creation, lost government revenue, increased income inequality, and national decline.

¹⁵ O. J. Blanchard, *What do firms do with cash windfalls?* Journal of Financial Economics, Cambridge, 1994, pp. 337-360

¹⁶ A type of corporate action in which an acquiring company makes an offer to the target company's shareholders to buy the target company's shares to gain control of the business. Takeover bids can either be friendly or hostile.

2.1.2 Talent and Mass Media

In the case without technology, every producer can serve only one consumer: the producer with less talent will earn the ordinary salary plus the costs of production without the use of the media. The best producers receive this profit, more a further amount corresponding to the greatest talent. This doesn't depend on the dimension of the market, since the growth of the market will allow that more producers of talent will enter. If a technology was available, a person of great talent can serve the whole market, first of all everything increase the social surplus, since the producers with less charisma would be replaced by who has more of it. In second place, the production's cost would decrease. The variable costs are proportional in the dimension of the market but the fixed costs must now be paid only to a person. Because the quality is increased and at the same time the costs are decreased, a surplus of market exists, in comparison to the case without media. The only one producer appropriates of such surplus, that constitutes good part of the remuneration of the superstar. In this approach, we go far from the hypothesis of perfect competition: the mechanism described, allow to the subject of great talent, to serve all the consumers and gets so power of market.

2.1.3 Talent and Notoriety

The ability to attract audience is the fruit of the concomitance of talent and notoriety, and it is the reason for which the superstar receives an elevated remuneration. An exclusive case of talent, is, for instance, a great athlete of a sport that doesn't have media event, or doesn't make shows. The audience of this event won't be of great dimensions. The remuneration of the champion is exclusively determined by the talent, it will be elevated but not exorbitant. An exclusive case of notoriety is that of the television characters that participate in the realities or that inflame the summer gossips, but don't have particular abilities. The audience of this event is of great dimensions but have brief duration, gives the scarce interest of the audience, in the long run, for this type of individuals. Their remunerations will be very elevated but only for a breve weary of time. Considering situations in which the two causes interact, as an athlete that practices a popular sport or a television character of note cleverness, the audience will be of great dimensions and their remunerations they will be enormously more elevated in comparison to the considered cases in precedence. In order to verify this mechanism, the presence of mass media it's necessary. Then the remuneration of the superstar depends on the dimensions of the public that is attracted. Then, the possession of talent and notoriety from a side determines the remunerations of the superstars, and from the other one determines who will become superstar and who not. Nevertheless, the role of the talent can be marginal in the explanation of the phenomenon. Its lack, in fact, is at least partly replaceable with one great quantity of notoriety. To notice that while talent is innate and not acquirable, notoriety is "purchasable" through investments in publicity, television shares and so on. In this manner, it is possible to increase the probability to become superstar increasing the investment in notoriety. Finally, it is important to keep in mind that this scheme is also valid in lack of joint consumption for what concerns the remuneration of that professionals that furnish an individual service, as it happens for the physicians or the lawyers: in these cases, the technology can increase the output, but certainly it doesn't demolish the costs in drastic way, since it is not

possible to serve more clients in the same moment. Nevertheless, the mass media allow the obtainment of notoriety, such that a professional of great talent can be also known very away from where it operates: think to a known physician who is note to all over the world in order to have discovered the care to a terminal illness. A physician of peer talent but ignored doesn't succeed in getting the same remunerations. It is the notoriety that, through the mass media, widens the market of the physician and allows him to get elevated remunerations.

2.1.4 Conclusion

The central question of this analysis is very simple: why do the superstars earn so much? The examined explanations show that rarely the remuneration of the superstars is justified from the created value social. In the world of show business, of the sport or in the free professions, talent and notoriety compete to explain the dimension of the remunerations. To consider the talent as the fundamental cause of the enormous differences of profit among subjects implicates that the phenomenon is socially admissible and permit to the market to work, is the best possible solution. However, it is impossible to explain the remunerations of the superstars without keeping in mind the technological developments. However, the analysis suggests that, the notoriety thanks to the mass media, can be a more remarkable factor of the talent. The reasons for this affirmation are two. First of all, the abilities of a subject are interesting for a consumer in the moment in which are known. Evidence shows that an unknown talent is not worth a big remuneration, while a subject of smaller talent but famous succeeds in getting important remunerations. Second, notoriety is acquirable, while talent is innate. Who possesses talent but doesn't have the means in order to be known, has less probability to become a superstar in comparison to who is endowed with mediocre talent but can finance the own notoriety¹⁷. Besides, talent is an external characteristic, therefore, it is not possible “to have him” if it is not possessed. Who possesses, instead, financial means can increase the probability to indefinitely become superstar investing in notoriety. This, nevertheless, doesn't owe to lose the advantages that the consumers get thanks to the technological developments. Many products of quality are obtainable, in fact, thanks to relatively low prices and to the technology. This is verified because the media allow that the market widens on world staircase, increasing enormously the production of those people that are successful, while the economies of scale allow that the unitary middle cost decreases thanks to the increase of such production: accordingly, to parity of quality, the relative price decreases. Think to some television series that have made superstar so many actors, but have also allowed entertainment of quality and cheap market; the same discourse is for the sport, an individual of any social extraction has access to the greatest sporting events with a cost next to zero. In the case, instead, of superstar that offers an individual service, the advantage doesn't exist in terms of surplus of the consumer, because the elevated quality determines an inelastic question: the care for a terminal illness is, for instance, asked regardless from the price. Therefore, the consumer enjoys some advantage given by the same existence of this market of quality, which

¹⁷ It is true also that in some contexts are the firms to spend for seeking hidden talents. Think about the world of soccer where the talents scouts sometimes discover champions in the Brazilian favelas. This doesn't change the probability that, to become superstar, it is easier for who possesses notoriety that for the one who possesses talent.

could not form without the informative advantages of the technology. Without these, who for instance, suffer a determined badly, would not have been able to turn to the physician that works on the other side of the world, with an excessive bill, but that it will save his life. Then, the caution it's important in order to consider interventions to oppose the phenomenon in the moment in which this grants to the consumers to increase notably their surplus or it allows them to access markets of quality. Remember well, besides, that in some cases the dimensions of the remunerations of superstars derive from the failure that it is verified in the market when it competes for the acquisition of individuals with elevated human capital (in terms of talent notoriety or power) and that it is representable as a dilemma of the prisoner. This approach can explain the "growing competition" of the remunerations of the superstars, but not because an individual becomes superstar and another not. The possession of talent, notoriety or power in this case would explain the professional competition but not the dimensions of the remunerations. Finally looking at the top management, their remuneration is determined through the power that they have acquired. In this case, an intervention of the policy maker in to establish the structure of the contract of salary of the managers could contain the extraction of the incomes from these.

2.2 Superstars as drivers of “Organizational Identification”: empirical evidence from a case study

Despite the concept of organizational identification, as the relative concepts to the identification of group, the identification of brand, or the identification of team has rather extensively been studied, and a great number of recently academic studies attests their sustained popularity, the personal influence of the factors relative to the organizational identification is relatively still an unexplored field¹⁸. Has been seen that, the favourable perceptions on the characteristics of a salesperson, have for instance, a positive effect on the concept of organizational identification¹⁹; the same discourse is worth for the charisma of a CEO or for a charismatic leadership, that positively influence the organizational identification²⁰. The superstars are defined as people that dominate their field through an unusual talent or the extraordinary popularity²¹, and they have been a subject of academic search for more than 30 years. The term Superstar, however, is not confined to the sports or industries of fun, but it is also used for notable employees or executives of firm of organizations of business. Also, the CEOs and the other executives of a firm can reach the status of the celebrities, and their images serve as “mirrors of the reality that reflect the actions of a firm”²². The crucial question in this context is if there is only an inevitable association among “superstars executives” and their societies, or if these executives effectively contribute to the organizational identification of the external stakeholders. There are three

¹⁸ B. E. Ashforth, S. H. Harrison, K. G. Corley, *Identification in organizations: An examination of four fundamental questions*, Journal of Management, 2008, pp. 325–374

¹⁹ M. Ahearne, C. B. Bhattacharya, T. Gruen, *Antecedents and consequences of customer-company identification: Expanding the role of relationship marketing*, Journal of Applied Psychology, 2005, pp. 574–585

²⁰ A. Fanelli, V. F. Misangyi, *Bringing out charisma: CEO charisma and external stakeholders*, Academy of Management Review, 2006, pp. 1049–1061

²¹ S. Rosen, *The economics of superstars*, American Economic Review, 1981, pp. 845–858

²² C. J. Fombrun, M. Shanley, *What's in a name? Reputation building and corporate strategy*, Academy of Management Journal, 1990, pp. 233–258

reasons for which the influence of soccer stars on the fans is studied. The first motive, is that the sport in general and particularly the soccer offers an interesting and important context for the investigation of phenomena of business, and it is able “to improve a scientific understanding of as the individuals and the groups behaves”²³. Secondly, soccer fans are a perfect example of external stakeholder. Further to offer moral support, the fans are also consumers. Indirectly they allow their clubs to attract the look of the sponsors, and in some cases, they are also shareholders of their own team. As in an organization of business, they are identified in a one “identity utility”²⁴ through the successes of their favourite team, proclaiming their affiliation and so, getting a part of the glory for them. Therefore, they represent both the clients and the investors or simply the external stakeholders. Third motive, the professional players of a soccer team and the executives of a firm, have also very things in common. While the requisite and the responsibilities of the managers of a team soccer, are like those of a CEO, the soccer players of a team and the executives of firm represent their team or society and both don't interact, usually, directly with their fans or clients. In this way, even if there are evident differences between executives of firm and soccer stars, the analogy proposed between soccer stars and fans by a part and executives of firm and external stakeholder on the other side, there can be many interesting insights.

2.2.1 Organizational Identification as a Specific Form of Social Identification

The organizational identification concept is based on social identity theory²⁵. According to this theory, a person's self-concept consists of a personal identity that contains idiosyncratic characteristics and social identity derived from the group affiliations. To localize within the social environment people, tend to classify themselves and others, in different social groups, such as that of organizational affiliation, sex, and age group. While some of these classifications are categorical, the intent with which an individual is identified with a specific group is clearly a matter of degree. The more an individual identifies with a group and the more this people experience the successes and failures of that group, understood as own. Organizational identification is a specific social form of identification within the individual is defined in terms of its membership of, or affiliation with a particular organization. The identification team concept, in the context of soccer, is used for empirical analysis. The team identification is another specification of the social identification and concerns affiliation or attachment, by an individual, to a particular sports team²⁶. So even the fans identify themselves within their favourite team and perceive this role as central to their identity. Given the importance of sport for a company, then it is reasonable to assume that the emotional and organizational identification affection are very high, more than in other sources of

²³ D. V. Day, S. Gordon, C. Fink, *The sporting life: Exploring organizations through the lens of sport*, Academy of Management Annals, 2012, pp. 397–433

²⁴ G. A. Akerlof, R. E. Kranton, *Identity economics: How our identities shape our work, wages, and well-being*, Princeton: Princeton University Press, 2010, pp. 1 ss.

²⁵ H. Tajfel, J. C. Turner, *The social identity theory of intergroup behavior*, Psychology of intergroup relations, 1985, pp. 7–24

²⁶ H. M. Ngan, G. P. Prendergast, A. S. Tsang, *Linking sports sponsorships with purchase intentions: Team performance, stars, and the moderating role of team identification*, European Journal of Marketing, 2011, pp. 551–566

entertainment. There are at least two potential differences between sports fans and conventional customers: sports fans, almost always, proclaim their attachment to a favourite team in order to increase self-esteem and fulfil, psychologically, the need for affiliation, depending on their reasons. At the same time, also the conventional business companies have their fans and brands like Apple can evoke the same feelings and attachments as a team sport.

2.2.2 Identity Utility from Identification

According to the social identity theory, a reason why individuals identify with social groups is to improve the own's love²⁷. The identification with an organization allows indirectly, to participate in the achievements that go far beyond the own abilities and powers. This is even more evident in the context of sport. While employees of a company can directly affect the success of the organization through their work performance, the contribution of sports fans to the success of their favourite team, is rather limited and mainly offering financial support through the purchase of tickets and merchandise. Then it makes them similar to external stakeholders of a company. The sports fans, however, improve their love proclaiming their attachment to their favourite team (BIRG - "bask in the reflected glory"). More the identification is higher with a team is stronger tendency to BIRG. Therefore, since BIRGing, stems from the identification with a sports team or an organization, it clearly represents the identity utility.

2.2.3 Organizational Identification as Trigger for Supportive Behaviour

The identity economics explains why individuals who identify with an organization, support it with non-pecuniary reasons such as organizational identification. The positive consequences of the identification organization, for a business organization, are manifold. In fact, there is empirical evidence that the identification in the organization for external stakeholder, positively influences the degree of use of a product, the recruitment of a client, or their willingness to invest in that company stocks. The behaviour of sports fans is similar to that of external stakeholders. More games look, the more they will have a supportive attitude towards their team. Fans who strongly identify with their team are also biased in their prediction of players' performances, in favour of their team's players. The support of sports fans for their favourite team may even devolve to the team's sponsors. Scholars like K. Gwinner and S. R. Swanson have shown that, team identification positively influences sponsor recognition, attitude toward sponsors, sponsor patronage, and satisfaction with sponsors, and identifies a positive effect of team identification on purchases of sponsors' products²⁸. For this important reason, both business companies and sports team, should cultivate and create identification for their customers or fans.

²⁷ D. Abrams, M. A. Hogg, *Comments on the motivational status of self-esteem in social identity and intergroup discrimination*, European Journal of Social Psychology, 1988, pp. 317–334

²⁸ K. Gwinner, S. R. Swanson, *A model of fan identification: Antecedents and sponsorship outcomes*, Journal of Services Marketing, 2003, pp. 275–294

2.2.4 Drivers of Organizational Identification and Team Identification

Two are the drivers of the organizational identification identified by external stakeholders: the attractiveness of the characteristics of a company or, similarly, the attractiveness of perceived organizational identity. More specifically, these factors involve: the perceived organizational prestige; the organizational distinctiveness (identity); the external image of the organization; shared goals and motivations²⁹. For what concerns the construct of team identification, the academic literature mentions: the perceived team performance, perceived team prestige, and perceived team member attractiveness. None of these factors are under the fan's control and thus, they are referred to as “external drivers”. On the other hand, there are the “internal drivers,” which are directly related to the individual fan: regional affiliations, socialization agents, and domain involvement. Regional affiliations play an important role for the choice of and identification with the favourite sports team. Socialization agents like family members or friends may pass on their team identification and exert considerable influence during the individual's initial phases of team identification. Domain involvement describes the “personal relevance of the domain within which the group operates”, which, in the context of this paper would be soccer, or on a broader level, sport. Obviously, these factors tend to be stable, but they can still be extended or complemented.

2.2.5 Characteristic of the Favourite Player as Drivers of Team Identification

Will be necessary to focus on the fan's favourite player as not every fan necessarily identifies with all players of his favourite team. Ashforth and Mael, two known psychologists, argue that identification with a group and identification with an individual are often complementary³⁰. For this reason, the identification with a specific individual and a specific group are mutually reinforcing if that individual is a member of that group. If a soccer fan's favourite player is also a member of the fan's favourite team, he represents with much probability, the team's properties, therefore the fan will identify even more strongly with him. In addition, fans can more identify with their favourite player if he is playing within his favourite team. The attractiveness of his favourite player thus strengthens the fan's connection with his favourite team. Therefore, three hypotheses about the effects of a fan's favourite player on team identification are developed: role model perception, superstar characteristics, and club tenure. Role model: two are the important aspects of role models. First, they act as “models” so that individuals can learn from them thanks the imitation. Second, observers can identify with them if they perceive some similarity to themselves in terms of, for instance, attitudes and behaviours. Like social groups, role models thus serve as “social referents”, which help individuals to define themselves. Moreover, the effect of celebrities is particularly strong when a consumer perceives their personality as congruent with his or her ideal self-concept. What concerns superstar characteristics, recent studies, clearly show that superstars influence game attendance or TV ratings. Thus, in addition to the influence on team identification that superstars have as role

²⁹J. B. Fuller, K. Hester, T. Barnett, L. Frey, C. Relyea, D. Beu, *Perceived external prestige and internal respect: New insights into the organizational identification process*, Human Relations, 2006, pp. 815–846

³⁰B. E. Ashforth, F. Mael, *Social identity theory and the organization*, Academy of Management Review, 1989, pp. 20–30

models, there is another effect, which originates from the specific characteristics defining a superstar. Therefore, the attractiveness of such players strengthens fans' connections with their favourite club. The academic literature on product endorsement indicates that celebrities (and even more the superstars) have a greater influence on customers than do "average" persons or, in the context of sports, "average" athletes. In the soccer's context, superstars are usually those players who have achieved the greatest triumphs. A soccer fan may thus choose a superstar, whom he does not perceive as a role model but, as his favourite player, simply in order to "bask in his reflected glory". In this case, the drivers of a fan's team identification would not be in the attitudes and values with those of his favourite player rather within the admiration of this player's skills, fame, and contribution to team success. The presence of a star player can even positively affect fans' intentions to buy the team sponsors' products, so it is reasonable to assume that superstars also have an effect on fans' degree of team identification³¹. What about Club Tenure? Can be argued that, the longer a player has played for a specific club, the more time the fan has had to recognize potential similarities with his favourite player³². Second, the longer the player has played for the team the more time he has had to identify with it himself. Through adapting his behaviour and values to those of the team and thereby becoming a figurehead or "identification figure," the player establishes another similarity with the fan.

Hypothesis, Data and Methods

Hypothesis:

1. When a fan sees, for a long time, his favourite soccer player, he more identifies with his favourite team
2. Degree identification on the team, is greater when the fan sees his favourite soccer player as a role model for him or for the others?
3. When the criteria that define, a superstar are completely satisfied, is the fan identified with his favourite team?
4. In order to understand the fan's team identification, is better if the soccer star is playing for an unsuccessful team or an established team?
5. The longer a fan's favourite soccer player has played for the fan's favourite team, the better the fan identifies with the team

For what concerns the data, these was collected through a survey from soccer fans in Germany. The questionnaire proposed was about fan's favourite German team, favourite Bundesliga player, and the specific reasons for choosing both. In addition, questions were posed to determine the fan's degree of team identification and evaluate the favourite player in terms of his qualities as a role model. Moreover, have been considered archival data on professional German soccer players and clubs as for example information on the respective age, club tenure, and market value. For what regard the measures, table 1 will shows all survey variables and table 2 will report the descriptive statistics for all measures. While Team Identification represents the dependent variable for the regression analyses, the independent variables are

³¹H. M. Ngan, G. P. Prendergast, A. S. Tsang, *Linking sports sponsorships with purchase intentions: Team performance, stars, and the moderating role of team identification*, European Journal of Marketing, 2011, pp. 551–566

³²M. Riketta, *Organizational identification: A meta-analysis*, Journal of Vocational Behavior, 2005, pp. 358–384

subdivided into those that reflect the hypothesized effects and control variables, which include additional determinants of team identification.

Survey Variables	Table 1	Item Description and Response Format
○ Team Identification		<p>Average of the following questions:</p> <ul style="list-style-type: none"> • When someone criticizes my favourite team, it feels like a personal insult. • I am very interested in what others think about my favourite team. • When I talk about my favourite team, I usually say “we” rather than “they.” • My favourite team's successes are my successes. • When someone praises my favourite team, it feels like a personal compliment. • If a story in the media criticized my favourite team, I would feel embarrassed. <p>(5-point Likert scale: 1 = strongly disagree; 5 = strongly agree)</p>
○ Role Model Self		<p>Average of the following questions:</p> <ul style="list-style-type: none"> • I see my favourite player as a role model. • My favourite player provides a good model for me to follow. • My favourite player shows the behaviour that I try to imitate.
○ Role Model Others		<p>Average of the following questions:</p> <ul style="list-style-type: none"> • My favourite player is a good role model for others. • My favourite player sets a positive example for others to follow. • Other people try to imitate the behaviour of my favourite player.
○ Sports Activity		<p>How often do you do sports?</p> <p>(0 = less than once a week, 7 = seven times per week)</p>
○ Soccer Activity		<p>Which statement best describes your soccer activity level? (assigned score in parentheses)</p> <ul style="list-style-type: none"> • I play soccer as a member of a club. (3) • I used to be a member in a soccer club but now I only play soccer for fun. (2) • I used to be a member in a soccer club but now I do not or hardly play soccer. (2) • I play or used to play soccer for fun but have never been a member of a club. (1) • I do not play soccer but do other sports as a member of a sports club. (0) • I do not play soccer but do other sports although not as a member of a sports club. (0) • I do not do sports. (0)
○ Education		<p>0 = No degree</p> <p>1 = “Volks-Hauptschule” (9 years of schooling)</p> <p>2 = “Mittlere Reife” (10 years of schooling)</p> <p>3 = “Abitur” (12 or 13 years of schooling)</p> <p>4 = University degree</p>

5 = Doctoral degree

- City/Region I identify with my favourite club because
I live or used to live in the same city or region.
(5-point Likert scale: 1 = strongly disagree; 5 = strongly agree)
- SAParents I identify with my favourite club because my parents are also fans.
- SAFriends I identify with my favourite club because my friends are also fans.
- Always for German Team During international games,
I always want the German clubs to win, no matter which one is playing.

Table 2. Descriptive Statistics of Measures.

	Mean	SD	Median	Min	Max
Dependent Variable					
Team Identification	3.077	0.940	3.080	1	5
<i>Team Identification alt</i>	3.493	0.823	3.560	1	5
Independent Variables					
Role Model Self	3.258	0.823	3.333	1	5
Role Model Others	3.892	1.156	4	1	5
Market Value Factor	2.678	1.010	2.403	0.523	4.663
<i>Market Value Share</i>	0.113	0.041	0.098	0.024	0.229
Club Tenure	5.872	4.552	3	0	14
Control Variables					
RecentTP (20-10-5)	1.164	0.472	0.876	0.571	2.143
<i>RecentTP (10-5-3)</i>	1.109	0.365	0.911	0.638	2.143
<i>RecentTP (25-15-5)</i>	1.207	0.532	0.904	0.522	2.143
<i>RecentTP (30-20-10)</i>	1.225	0.551	0.912	0.471	2.143
<i>RecentTP (no bonus points)</i>	1.060	0.279	0.966	0.657	2.143
Sports Activity	2.933	2.087	3	0	7
Soccer Activity	1.741	1.109	2	0	3
Age	28.124	13.272	24	9	73
Education	2.391	1.153	2	0	5
Gender*	0.867	0.340	1	0	1
Nationality**	0.940	0.237	1	0	1
City/Region	2.475	1.748	1	1	5

SAParents	2.048	1.470	1	1	5
SAFriends	2.430	1.359	2	1	5
Always for German Team	4.004	1.283	5	1	5
Moderators					
Bundesliga Years	42.482	8.623	44	0	48
<i>All-time Position</i>	<i>27.631</i>	<i>5.680</i>	<i>28</i>	<i>0</i>	<i>32</i>

2.2.6 Discussion

Interpretation of Empirical Results

The objective of this analysis was to explore if certain characteristics of a fan's favourite player exert any influence on the fan's degree of team identification. Therefore, the effects of variables reflecting role model perception, superstar characteristics, and club tenure on team identification were tested.

In hypothesis 1, the results clearly confirm that a fan identifies more with his favourite team if he perceives his favourite player as a role model. In hypothesis 2, when a fan identifies with a role model, he will, consciously or unconsciously, attribute some of this personal identification with the player to the identification with his favourite team. Therefore, a fan was expected to identify more with his favourite team if his favourite player is a superstar. The results strongly support this hypothesis. Hypothesis 4 stood out how the effect of superstars on team identification is greater for fans of traditionally unsuccessful teams than for those of established teams. This hypothesis will be refuted, because superstars seem to be more important for fans of established teams. This finding may be due to the fact that, superstars tend to play for established teams can't be totally confirmed, because superstars were defined by the members of their team. While fans of established teams could, first of all, want to participate in the team's achievements and prestige (which is usually enhanced by superstars), fans of unsuccessful teams may value the feeling of relationship or the sense of belonging to the larger community of other fans. No evidence for what concerns the hypothesis 5, but the results recommend the opposite. It is deduced that, new players may act as identification figures as well even more than established players. Therefore, new star players boost or refresh a fan's identification with his favourite team.

Then, it is clearly demonstrating that considerable individuals can have a significant effect on other persons' degree of organizational identification and that there is positive effect of superstar characteristics and role model perception on team identification while club tenure seems to have no influence. Because the presence of a superstar is more important for established soccer teams than for unsuccessful and rather unknown teams, if these implications were transferring to the business

domains³³, the young companies should try to slowly “grow” their own superstars while established organizations need established and already popular executives to meet their external stakeholders’ expectations³⁴.

2.3 The influence of personality traits on parasocial relationship with celebrities: 3M Model of Motivation and Personality

The main purpose of this empirical study was to explore the trait antecedents of fans' parasocial relationship with sports celebrities from a hierarchical perspective. The imaginary relationship between viewers and TV personae was usually indicated as a parasocial relationship, and the situational process of relating to TV personae as a parasocial interaction³⁵. Therefore, interaction was one way, nondialectical, and nonreciprocal. Successive communication research, through personalities like Rubin and Step or Alperstein who investigated on audience activity and soap opera involvement or on the imaginary social relationships with celebrities appearing in television commercials, has explored the audience's parasocial relationship with a variety of other media personalities, such as soap opera characters, celebrities in commercials, TV shopping hosts, comedians, talk show hosts, and sports athletes. According to the 3M Model of Motivation and Personality³⁶, which stands for “Meta-theoretic Model of Motivation”, this theory seeks to account for how personality traits interact with the situation to influence consumer attitudes and actions. It was proposed, therefore, that multiple personality traits combined to form a motivational network that acts to influence behaviour. Mowen debates that, in order to understand the causes of enduring behavioural inclinations, one must identify the more abstract traits underlying surface behaviours. The model it's composed of four hierarchical levels of personality traits: elemental traits, compound traits, situational traits, and surface traits (from the most abstract to the most concrete). The elemental traits are generated from genetics and an individual's early learning history. They represent the basic personality dimensions and include the Big-Five personality traits together with the need for arousal, the need for material resources (materialism), and the need for protecting and enhancing body resources. Compound traits are derived partly both from the effects of elemental traits and both from the effects of culture and subcultures. They are cross-situational in nature. Efficient examples include the need to acquire knowledge (learning) and the need for competition (competitiveness), self-efficacy, task orientation and playfulness. Situational traits represent the enduring dispositions to behave within a general situational context. Both elemental and compound traits are combined with them. Examples include impulsive buying, value consciousness, sports interest, and health motivation. Surface traits are the enduring dispositions to act in specific behavioral contexts. They result from the totality of elemental, compound, and situational traits as well as the effects from the

³³ J. B. Oldroyd, S. S. Morris, *Catching falling stars: A human resource response to social capital's detrimental effect of information overload on star employees*, Academy of Management Review, 2012, pp. 396–418

³⁴ J. B. Wade, T. G. Pollock, J. F. Porac, S. D. Graffin, *Star CEOs: Benefit or burden?* Organizational Dynamics, 2008, pp. 203–210

³⁵ D Horton, RR. Wohl, *Mass communication and para-social interaction: observations on intimacy at a distance*, Psychiatry, 1956, pp. 215–229

³⁶ JC. Mowen, *The 3M model of motivation and personality: theory and empirical applications to consumer behavior*, Kluwer Academic Press: Norwell, MA, 2000, pp. 1 ss.

context-specific environment. Five surface traits are empirically investigated: compulsive buying, sports participation, healthy diet lifestyles, proneness to bargaining, and a tendency to frugality. Thanks to this studies, it was providing evidence that, by understanding the individual propensities that underlie consumer behavior, public and marketing policies can develop better communication programs in order to influence and persuade their target audiences. In sporting field, has been noticed that, consumers have different motivations for playing and watching sports. Indeed, the interest in playing sports was correlated with higher levels of competitiveness, openness, deep and emotional stability, and need for body resources. While, on the other hand, interest in sports spectatorship, for instance, was associated positively with competitiveness and need for body resources and negatively with need for learning and need for activity. It was a positive factor of parasocial relationship with sports celebrities. A valid measure of interest in sports spectatorship can provide an instrument for future investigations of sports fan behavior. Although “sport spectatorship and fandom have become major characterizing features in most current societies,” there has been a lack of study on and about sport spectators and fans, with most of the sport-related research oriented to athletic participants (e.g., athletes and coaches). Talking about sports spectatorship, materialism has been seen as a predictor of parasocial relationship with sports celebrities. From a point of view of a materialistic viewer, they tend to undertake parasocial relationships with sports celebrities, possibly because they may view the celebrity as an asset that is valuable, expensive, luxurious and nice to have. Those who are materialistic and desire wealth may be less put off by the obscene amounts of money being made by superstar athletes. Although parasocial relationship is only directly influenced by one elemental trait (i.e., need for material resources), it is indirectly affected by other elemental traits through the mediation of compound and/or situational traits. For example, it can be affected by neuroticism through the mediation of self-esteem or the mediation of need for competition and interest in sports spectatorship, or through the mediation of need for activity and interest in sports spectatorship. The mediated relationships illustrated the efficacy of the hierarchical 3M model in understanding the nonlinear correlates of parasocial relationship with sports celebrities. In the future, maybe, will be possible to examine the perceived similarity in personality traits between consumers and the sports celebrities they worship and the effects of this homophiles or explore the negativity of parasocial relationship with media personalities, including sports celebrities. Finally, it will be developing maybe a full hierarchical model to explore the trait precedents of identification with sport teams³⁷. But, it is also truth that, one's parasocial relationship with a sports star may be due to the individual just liking the star, or it may be due to the star being on the team that is liked. Therefore, future research can look at this athlete–team interaction and analyses how sports team identification may arbitrate the relationships between personality traits and parasocial relationship with sports celebrities³⁸.

³⁷G. Whannel, *Television and the transformation of sport*, The ANNALS of the American Academy of Political and Social Science, 2009, pp. 205–218

³⁸MJ Melnick, DL. Wann, *Sport fandom influences, interests, and behaviors among Norwegian university students*, International Sports Journal, 2004, pp. 1–7

2.4 Store experience as a factor to enhance the affinity between individuals and their “ideal world”

When talking about store's experience (or shopping experience), reference is made to the experience that is made by the consumer in the store. And it is on these episodes of daily life, that marketing, especially the experiential one, focused its attention, with the aim of giving the consumer an opportunity, an emotion or an evocative memory through the space sale. The study on the store experience is the result of psychological studies and is based on the premise that, a man is always looking for pleasure and that, therefore, he is brought back to the places that have aroused positive feelings. The selling point contributes to building a brand identity specification, through an appropriate mix of communication mode of hard type, which characterize the use of elements of the physical structure of the store, and with soft mode, which, however, provide for the realization of different nature activities. It is also possible to resort to a distinction between elements related to the external structure of the store (e.g. external location and layout) by elements that characterize the internal structure (e.g. internal layout and atmosphere for what concerns the hard mode). Location regards all factors relating to the choice of store's location; it is a decision of considerable importance, which assumes strategic value and that requires consistency with both the positioning of the brand both with the reference target. The decision on the location of the store requires a detailed and in-depth study, which refers to the different nature and parameters that allows you to evaluate the potential of the store. For example, through the collection and analysis of the traffic data, it is possible to derive useful information to identify the best strategically locations; the process usually involves the intersection of the traffic data with geo variables. The latter is a marketing approach that involves the use of the geographical component to make more effective and efficient decisions and strategy, communication, sales, distribution and customer service. Thanks to geo-marketing, companies exploit the spatial dimension of the data, to generate useful information for better management of the opportunities and business threats linked to the territory, monitoring continuously the phenomena related to demand, competition and purchasing power. The process is applicable to the existing and potential location. Creating a prediction of a model, built on the basis of traffic data analysed in conjunction with geo-marketing criteria, it is possible to estimate potential visitors for a certain location.

External layout: concerns, in particular the threshold and the store windows; are both components which exert a certain influence, at an early stage, the choice of purchase, when the consumer initiates an experience, though not exclusively geared to the purchase, could still entertain and intrigue. The threshold functions as a real point of contact between the outer and the inner reality to the point of sale and can carry out the "filter" function to the outside, helping to select the customers. The windows, however, are characterized by the ability to be periodically renewed, adapting, from time to time, to consumer tastes and market trends; they can be engaged, as well as to represent a supply undertaking commercial synthesis, also to meet entertainment needs (e.g. exposure of audio-visual screens). Customers who have already entered the store are predisposed to receive promotional messages, while who passes every day is waiting that the showcase surprised them. Internal layout: can be articulated, in turn, in the layout of equipment and product layout. The choices regarding the provision of equipment, and also relating to the definition of the customer in the store path, at present, more and less

responsive to logistical requirements, focusing instead on trying to convey outside the life style brand. Trying, therefore, to generate more intense involvement of the "visitors" of the store, leaving them free to explore the space concocted with the aim to stimulate their creativity and curiosity. As instead regards the commodities layout, the decisions on the provisions of the products can be dictated to a variety of criteria relating to, for example, the function of use or consumption occasions, if the purpose is to communicate order and harmony sensations; or, in the limit cases, it cannot be followed any particular criterion.

Atmosphere: is a crucial part of the preparation of the store's interior space, capable, more than ever, to directly and intense engage the consumer and to completely "soak" him in the reality of the chosen brand identity. Multiple investigations have been conducted in the past years, on the atmosphere of the store, in order to show the influence exerted by it on the store in an intense experience of each individual consumer. However, the first studies were characterized by significant limitations, starting from the atmosphere's element in itself; first of all, the atmosphere was previously considered as a simple component of the image store, as are the other of the store physical variables, such as, for example, the width of the spaces and the brightness. Secondly, very often it has been considered a mere attribute of the retail space, using vague expressions to qualify, such as "a good atmosphere", when, on the contrary, it is a multi-dimensional component. Finally, it was not conducted any in-depth analysis on how this element could really affect the buying decision of the consumer. In summary, the store atmosphere was poorly conceptualized in the past, having been its definition mostly linked to the commercial implications of relevance to retailers, rather than for client.

Currently, however, the atmosphere must be considered an authentic means of communication, able to ensure a proper positioning of the brand in the minds of consumers and to reinforce the relations established with them. When the (potential) customer enters the store, it is important that perceives immediately that nothing is left to chance, furniture, colours, the room lights and signs must be consistent and harmonious, reflecting the message that the company wants to convey. Entering in a new environment, all five senses must be stimulated: a pleasant atmosphere will push people to return often and to buy more. The visual stimuli (e.g. illumination, signage, ...) as well as those sound and smell, contribute formally express the brand identity, creating a so highly differentiating the sales environment. These are known as multi-sensory stimuli, which, in a consistent manner to the overall image of the brand, influence the emotional sphere of the consumer and are designed to make his "visit" exciting and enjoyable experience. From some exploratory research it has shown, in fact, that environments and sensory stimuli increase visits and spending volumes and that there is a strong impact of on the senses the purchasing behaviour. The shops must have a pleasant and attractive environment, the store has to "seduce" the customer through the smells, the music, the feel. So, the atmosphere of the shop becomes a variable to be used strategically to create a strong and competitive advantage to differentiate themselves. With the sensory marketing, in fact, the traditional type of communication is no longer sufficient; comes the need to involve the customer on a personal level, making use of all levers that are able to stimulate his impulses and emotions. In this context, the ultimate goal of enterprises become to "sell" opportunities for consumption. In particular, the fundamental factors that should characterize a good selling point are the following: visual factors, tactile factors, sound factors, olfactory factors, gustatory and social factors.

A technique in which more and more often the current companies use, to qualify the store atmosphere, is the "theming", i.e. the identification of a specific theme, which becomes the principle guiding for all decisions concerning the representation of the brand, from layout

planning of entertainment activities. The identification of the theme to inspire the organization of the interior space to the store can be done by resorting to different criteria; however, it is necessary that the representation would be harmonious with the context of reference and that it is provided with a sufficient level of attraction for the consumer. Both the creation of a special atmosphere, both the "theming" of the sales point, having the purpose of attracting the consumer, make "attractive" the products offered, making them more pleasant in order to visit the store, associating the idea of a genuine transformation of the point of sale in a real stage. The lights, the colours, the sounds, can be read as elements of a scene in which the customer is immersed and where the sales staff can play a role³⁹. Commercial space, therefore, takes a new meaning, tied to show and entertainment elements. Inside the store, it is also possible to communicate the brand identity through the use of soft elements, which include the creation of activities to emphasize the playful, recreational and socializing shopping experience and, therefore, allow greater participation and interaction of the consumer during his "adventure" consumer⁴⁰.

Entertainment: now is considered an effective strategic tool available for a company to cope with and respond to the hedonistic and recreational needs of a modern consumers. The selection of entertainment is usually done in two different ways: it can assume, first of all, the form of musical performances, theatrical or artistic, related to an event created ad hoc in the store; in this case, while not activating the consumer a high level of interaction, which is confined to fill the role of passive spectator of the representation in question, such recreational forms still elicit high levels of involvement and wonder and, therefore, contribute to remain imprinted the company and the reference brand in customers' minds. Second, the entertainment can also be an integral part of the commercial offer of a brand, when the spaces in charge of sales are improved and enhanced with areas dedicated to consistent activity, but additional proposed offer (e.g. Space dedicated reading, listening to music, etc.), or when integrated in hedonic character services of different nature that, behaving generally a high level of interaction with the products, stimulate strong involvement and participation by the consumer, which, by simple spectator becomes the true protagonist of the representation and, therefore, of his shopping experience.

Services: in this regard, it is possible to distinguish between internal type information services and those of external type; in the first category includes all those services aimed at broadening the knowledge relative to proposed products (e.g. use demonstrations), while the second consists of services designed to make the visit in-store, a training experience and a cultural exchange (e.g. free courses, seminars, etc.), thus making the same store a natural place for socialization.

Interaction: effective communication of the brand identity, by different components of the store, cannot ignore the ability to constantly stimulate the involvement of the consumer. It has emerged as the organization of the retail space and the arrangement of equipment contributes significantly to encourage interaction between the customer and the environment, while the realization of events and the provision of entertainment facilitate interaction type staff, or between different customers. Events, which can also be implemented outside the point of sale; the construction of a given experience, in fact, can also help groups of distributors who work in the creation of street events, squares, neighbourhood, in order to attract consumers and potential customers in the area of location of the stores, taking part to the event itself with

³⁹ Pine e Gilmore, *The Experience Economy*, HARVARD BUSINESS SCHOOL, Boston, 1999, pp. 1 ss.

⁴⁰ S. Del Gatto, *L'atmosfera del punto vendita*, Congresso Internazionale del Marketing, 2002, pp. 1 ss.

customer engagement activities, promotions and visual merchandising. Furthermore, as regards the participation of the client and its communication in the store environment, fundamental are the interactions with the sales staff; it is a component of the strategic importance, capable of transmitting outside, distinctively, the philosophy, the basic values and the way of being of a brand and its business. In this crucial function representation of the brand, to the sales personnel is entrusted, with the delicate and crucial task, of guiding the consumer experience that will live inside the store, offering, above all, the ability to "breathe" from the beginning the atmosphere that permeates the entire organization and corporate culture. The level of support that these operators are able to make available to customers, the competence and preparation of their disposal which they show in providing information of different nature, materially affect the way in which the customer perceives the entire offer of company. Many companies invest, in fact, currently, many resources into the training of personnel, with the aim to increase and hone personal skills and, above all, make more efficient the communication skills of sales staff, in order to characterize in a distinguishing manner, the overall image of the brand. The experiential marketing is, therefore, a phenomenon (before studied by economists such as Adam Smith, Johan Stuart Mill, Irving Fisher and John Maynard Keynes) in which there is the idea that, the real value of the products, lies in the experience of consumption of an individual. But it is only in the early eighties that will be proposed, by Morris Holbrook and Elizabeth Hirschman, the efficient "experiential vision", centred on the consumption's aspects, in the past neglected. Experiential marketing, in fact, focuses on personalization and the relationship with the client, considered a real "consumer" and thus the protagonist of the choice he made. "Customize" marketing, means in fact, that the brand and the product in question, and the underlying marketing management processes, are as effective as possible for the greatest number of customers: it's the level of the individual consumer (one-to-one marketing). With the emotional approach, we are witnessing a metamorphosis of the consumer from the consumer's role in "prosumer", becoming proactive⁴¹. The literature concerning the theoretical strand of experiential marketing is properly recognizes both the role of emotions in influencing consumer preferences, both the need for companies to invest on creating an emotional bond with its customers. Emotions are intense affective states, generated by specific stimuli; they capture the individual's attention, interrupting the performance of other activities. Psychology has differentiated the basis of those complex emotions. The first are about universal character (think of the facial expressions, similar among different cultures) and appear to be the basic components of the individual's emotional life; complex emotions, however, are those mainly generated by marketing and, therefore, from the direct contact between the company and the consumer. Businesses develop a real form of empathy, that is specific and individualized attention that the company reserve to its customers. The essence of this attitude is in fact just in passing, through a personalized or customized experience, the message that customers are unique and special. According to this perspective experiential, then, companies not only sell product but also the experience that comes with it. For the first time, is set aside the conception linked to traditional marketing, in which the consumer is considered a solely rational individual, for the idea of a consumer as well be emotional, involved in the front line and on a personal level in its consumer experience. The traditional approach, in fact, focused on the functional characteristics of the products and the respective benefits that consumers can draw, used methods and tools exclusively analytical

⁴¹ L. Bof, *Marketing non convenzionale: una realtà in continua evoluzione*, Tgor, rivista di scienze della comunicazione, 2010, pp. 1 ss.

and, more importantly, considered the consumers only as rational decision-makers. Experiential marketing, however, focuses on the context of use and consumption rather than on the product, on the types of experience rather than on functional attributes of the same, and strives to always make the customer interact with the company. The post-modern consumer is no longer a passive subject, but an active person looking for authentic products, unique and personalized; He is interested in the recovery of the past, to dialogue with the company and the direct participation in the same consumer experience. An element of originality of the experiential vision is, therefore, in looking the consumer as an individual involved in the consumer rather than as a buyer, shifting attention “from purchasing decisions to consumption activities, from choosing to using, from buying to consume”⁴². The experiential approach, in fact, focuses on the affective and emotional component of the consumption’s process, assuming a consumer’s vision not only as rational problem solver and calculator of information, but also as a person motivated by emotional and hedonic factors. All this involves a strong attention towards what can be called a multi-sensory perception of the individual and that, therefore, provides an accurate analysis of the emotional and experiential dimension of its behaviour. Today's consumers do not buy more just to meet a need, but also to experience and enjoy new experiences; We speak of "experiential needs", referring to the customer need to feel busy and involved in something fun and enjoyable which can arouse different emotions in him. The purpose of the experiential marketing is, in fact, precisely to involve every customer, offering an experience to remember and having, at the same time, the ability to anticipate his unconscious desires, satisfying them. It is, therefore, a marketing branch that relies more than ever, on feelings and deepest emotions of the consumer and that makes real “suppliers” of experiences the many companies. Multiple studies in this regard, confirm that the decisions and individual choices always have a strong emotional component. We refer, in fact, to the "power of emotions" in the decision-making process of the consumer; it is not absolutely irrational behaviour, but simply of emotional determinants of consumer choice and that marketing, despite the various and favourable developments in this direction, is not yet able to fully understand.

Chapter III

Hypothesis Development

3.1 Overview through the most popular sports in the world

According to the statistics of the most reliable online sports magazines (i.e. Focus, Sport Power, Libreria dello Sport, France Football, Sport week, etc.), the three most popular sports in the world are: in absolute way, at the first place, on a global scale, there is soccer (football in English) which proves to be the most popular sport and the most practiced of the entire planet. This is a team sport, in which two different teams of 11 players deal each one on a rectangular field with two doors and play with a spherical shape ball. The aim of the game is to score more

⁴² M.B. Holbrook, *Consumer Research: Introspective Essays on the Study of Consumption*, SAGE Publication, 1995, pp. 1 ss.

goals to the opposing. It is practiced throughout the world, especially in Europe, Central and South America, Asia and Africa. In second place, there is basketball, Olympic sport that was born in 1891 in Springfield, Massachusetts. Much practiced and followed in the US, Europe and in all the rest of the Western world has a fair number of fans. Even this it's a team sport, each one composed of 5 members; the player who scores more baskets wins. Finally, at the third place, there is tennis, an elegant sport of ancient origins. In recent decades, it is affecting more and more fans and sports. This game pits two opponents, one on one, or two teams composed of two members each. The players as well as the "star" of the current football, selected by me, were: Francesco Totti, the best Roma's player ever, who In 2004, was named in the FIFA 100, a list of the world's greatest living players, selected by Pelé, as part of FIFA's centenary celebrations. In 2011, Totti was recognised by IFFHS as the most popular footballer in Europe. In November 2014, Totti extended his record as the oldest goal scorer in UEFA Champions League history, aged 38 years and 59 days.); the Argentine player Carlos Tevez, considered one of the most influential as well as among forwards stronger player in recent years, wild-eyed fanatic and player of Boca Juniors club. Finally, what about the US, Clint Dempsey who plays as a forward for Seattle Sounders FC, was placed by Fox Sports at number one on a list of the top 50 players in USMNT history. Analyzing the specific cases, Carlos Tevez who is at the end of a memorable career, is next to leave his home country for richest contracts where the soccer it's too exciting, or even to leave the soccer and devote, perhaps, to his family or pursue a managerial career. Clint Dempsey, indeed, is preparing to play his last games with the national team of his country (34 years old). Francesco Totti, even more near to the end of his career, but unlike the other players it still defines a "young" and continues to delight his fans with masterful plays. About basketball, the most acclaimed local star of the moment, are: undoubtedly for the US, LeBron James. Off the court, James has accumulated considerable wealth and fame from numerous endorsement deals. His public life has been the subject of much scrutiny, and he has been ranked as one of America's most influential and popular athletes. He has been featured in books, documentaries, and television commercials. He also hosted the ESPY Awards, Saturday Night Live, and appeared in the 2015 film Trainwreck; for Italy, Pietro Aradori, talent of Italian basketball, both guard of Italian National team and Grissin Bon Reggio Emilia destined to more prestigious stages like NBA. Finally, Manuel Ginobili, Argentine Superstar who was selected the 57th overall pick in the 1999 NBA draft, the shooting guard is considered one of the biggest draft steals of all time. Ginóbili joined the Spurs in 2002, and soon became a key player for the team. He has earned four NBA championships and was named an All-Star in 2005 and 2011. In the 2007–08 season, he was named the NBA Sixth Man of the Year. Ginóbili has also enjoyed success with the Argentina national team. He made his debut in 1998, and helped win the gold medal during the 2004 Olympics Basketball Tournament. From the first rankings ATP and WTA of the 70's to now, tennis has changed. Not only in style, in materials, prizes and tournaments, but especially in terms of geography: today the effects of globalization have transformed tennis from a world phenomenon to a niche sport, with tournaments that are held on every continent and players come from the four corners of the globe. As regards Italy, was right to take as a reference the champion of Italian tennis today Fabio Fognini who, together with Simone Bolelli, Fognini won the 2015 Australian Open doubles event, becoming the first all Italian men's pair to win a Grand Slam title in the Open era. Fabio Fognini is often subject to criticism because of his seesawing performances but with huge potential.

In Argentina, the current Superstar reference is Juan Martin del Potro, who recently won the 2016 Davis Cup, while for the US, recently the World No.1 Serena Williams. The arrival of the Williams sisters has been credited with ushering in a new era of power on the women's professional tennis tour. In December 2015, she was named Sportsperson of the Year by "Sports Illustrated" magazine.

Language soccer is often considered a universal language, in all the world. This "universality" of the "world's most beautiful game," however, has failed unfortunately, in the United States⁴³. In comparison to nations worldwide, in all the United States there is not the same fervour and passion surrounding the world's most popular sport. Soccer just simply is not as deeply rooted within the culture as the most important American sports. This, however, does not mean that Americans do not consider it the "world's most beautiful game." The game still holds an integral part of Americans. Over 13 million Americans play soccer in the United States, making it the "third most played team sport in the United States⁴⁴". Furthermore, the World Cup Final in 2010 has observed more than 24 million American viewers. Why America has been so reluctant to accept this "universal" sport? what soccer culture actually looks like in America? and how it has evolved in recent times? Around the world, we could say, that football is omnipresent; exists in the streets, in prisons, in parks, in homes, in the dirt and stadiums. This, in part, is true for the US soccer. In every American family, from a bit time, soccer has become a habit, however, this omnipresence above-mentioned, is not comparable to the same soccer culture in the US. When we think of American sports culture⁴⁵, immediately we think of basketball, of baseball and American football. Americans have developed a fixation with "purely traditional" American sports and, every Sunday watching football with family and friends has become the norm for the most. These sports have become an integral part of American society culture from long time. Basketball games at the College, the World Series, and the Super Bowl are all social events that bring together family and friends regularly. Unfortunately, the sense of community, popularity, and social nature is not spotted when is watching soccer games and this is one reason to explain the lack of interest of soccer in America. At the same time, there is a huge number of Americans who play football, but these numbers do not carry over into football fandom in the United States. Americans assess the success of a game based on goals and scores, therefore, unlike the fundamental American sports, soccer is often seen as "boring" due a lack of appreciation for the beauty of the game when it does not coincide with the score. This is true, because, always, in a soccer match, some of the best plays and true beauty of the sport may be seen in different moments that not directly resulting in goal. For this reason, when the appreciation of the true beauty is missing, there is no doubt that a low-scoring game will result in some very bored viewers. Americans also are troubled by the resolute values in their culture: winning is highly important and that more is better. These two values explain why Americans have difficulty with aspects of the game, such as tie games, low scoring, ambiguous calls or rules and abstruse injury time. In addition, the lack of fandom in the United States is strictly correlated to the lack of media and television coverage of soccer in the United States. Americans' interests are proportional to what the newspaper and television presents, and vice versa. Therefore, if the

⁴³ J.S. Dennis, *The Rebirth of Professional Soccer in America: The Strange Days of the United Soccer Association*, USA, 2015, pp. 1 ss.

⁴⁴ S. M. Andrei, L. H. Steven, *Offside: Soccer and American Exceptionalism*, Princeton University New Jersey, 2001, pp. 7-52

⁴⁵ S. P. Gregory, *Sport: Approaches to the study of sport*, Chicago, 2003, pp. 76-85

media increases coverage of soccer in the US, as a consequent the interest in soccer also increased. One reason why the media and Americans are both in a similar way uninterested in soccer, could be because of the sport's lack of "star" players to fixate on. Often, it is exactly these iconic superstars in sports that Americans love to follow, therefore creating a lot of media coverage of these "stars", also if the United States have considerably lacked "star" players that have permeated into the hearts of people across America. In the United States, in comparison to other countries around the world, youth soccer has the highest participation (about 4 million registered)⁴⁶. This proves that there is no doubt that the interest of the game exists and that it is played vastly throughout the country. However, American youth programs are not followed by appealing pathways for these young players to continue. The youth programs promote a competitive environment, but as youth, high school and college, soccer comes to an end, these players' futures become vague⁴⁷. The soccer sector (including the salary, the quality of championship, etc.) differs greatly from the environment in comparison to the rest of the world. Youth soccer has become an integral part of numerous American families, but the lack of a hyper and passionate soccer culture, discourages kids from aspiring to play for their national soccer team in future years and pursuing it as their professional career. This interest in this kind of sport at young age, also does not directly correlate to fandom of the sport. While many Americans can say they have played soccer sometimes, more often than not, most of them would not consider themselves avid soccer fans. The MLS has seen almost exponential growth and improvement in the past few years⁴⁸. MLS games were synonymous of empty stadiums. For example, the New York Centaurs would typically draw crowds less than 500 fan, when the stadium (called Downing Stadium) had capacity for 15,000 spectators. For teams like this, a small group of die-hard fans were established. When the team folded in 1995, was created a sense of unity among the early New York Empire Supporter's Club. This early establishment of hardcore, unified fandom may not have been popular (due the few number of spectators in the stadiums) during this time for professional soccer leagues, but was the sign of a renaissance, it was the origin of the changing MLS culture that was about to come. Today, MLS soccer culture it's not at the same level as some of the Professional European Leagues, but a fervent culture certainly still exists. The most notably are the Portland Timbers and Seattle Sounders which have, in a few times, erased all prior conceptions that soccer has failed to "stick" in America. In 2013, Portland Timbers have recorded an average attendance of 20,600 (exceeding their stadium capacity by about 200 people). The fans of the Timbers⁴⁹ (the Timbers Army) and the Sounders (the Emerald City Supporters) bring European-style fandom to the United States. Both of their passionate, turbulent crowds shake the stadiums with their chants and songs. When looking where fandom in the MLS started to where it is nowadays, we can only hope that it continues to grow in this same fashion. In recent years, soccer culture was highly evolved in the United States. Although there is an extraordinary amount of people who play soccer in the United States, ever there was some level of disconnection between the participation and fandom. It is now making the giant leap from participation sport to television spectacle. The English Premier League's breakthrough to one

⁴⁶ D. Seefeldt, Vern, Ewing, E. Martha, *Youth Sports in America: An Overview*, USA, 1997, pp. 1-14

⁴⁷ P. O. Leonard, *Cultural Implications of the Soccer Phenomenon in America*, Washington, 1986, pp. 1 ss.

⁴⁸ L. Swanson, *Soccer Fields of Cultural [Re]Production: Creating "Good Boys" in Suburban America*, *Sociology of Sport Journal*, Towson University, 2009, pp. 404-424

⁴⁹ M.Orr, M. Young, *Soccer in the Seventies: Chris Dangerfield and the Original Portland Timbers*, *Oregon Historical Quarterly*, Oregon, 2011, pp. 240-251

of the big U.S. television networks, NBC, is proof that the culture is in fact changing. This sport, in the past years, was solely considered to be mainstream in America during the short-lived time of the World Cup every four years, but the increasing interest in the game is exemplified by this telecommunication of the English Premier League in the US. Recently, between the 2010 Men's World Cup⁵⁰ and the 2011 Women's World Cup, American spectating statistics have much exceeded last years. The U.S. Men's National Team even enjoyed from the roaring crowd that came out to watch the USA vs. Mexico qualifying match in Columbus, Ohio. We can only hope that this culture continues to grow through the World Cups (as Brazil 2014) and in future years to come⁵¹. The American spirit advocates freedom and individualism. American individualism reflected in their opposition to delimit themselves on any group, even when they join a group, or consider themselves as special people who kept doing the best efforts to show their ability, we can see that the inner competition is very fierce and everyone is eager to express itself, even if extreme player contradicts the coach. The basketball game in the United States has a good foundation that more and more young people get into the event, this movement extends to sporting culture and influence everyone every-day⁵². It will be of great useful for the culture exchange between U.S and other nations. To insight into the developing condition and development prospect of US basketball, to understand why the US achieves excellent fruits in basketball games in terms of cultures, it's useful to understand the expansion of the market of basketball in the global. In America basketball players are considered as the first-class in physical quality, they got speed, strong power, combat ability is strong, the American basketball is not a simple inheritance but constant innovation and creation. The appeal of a new attack technology means another new defence technology springs out, makes its level always at the forefront of the world basketball. The skills and tactics are not limited to the rigid mode and, therefore, a pursuit of improvisation and the style of random make its leading easier. The unique innovation spirit of American culture, is full of cultural atmosphere that urge the personal performance and the mind, inspiring the players to increase the ability of creating and performance desire. This is one of the main reasons for American basketball to hold the lead for a long time. Unique individual character forms unique players who might be proud and insolent because of their talents, frequently putting extreme players against the coaches. American culture's influence on the basketball movement is very huge, typically an American child began his career at about four or five years old, within private league and NGO. A few parents who understand the rule can organize a team, the game is fit to the growing children. Then as children grow elder, improve the level in terms of body confrontation, technology and tactics level⁵³. Later enter into the high school league, even university league where the basketball star is very popular. In this process, the background of individualism culture helps to make the self-expression consciousness very strong. Everyone is eager to upgrade their own level, to make their own efforts to lead the club to victory, enjoy the commendation and recognition both from coaches and teammates, which makes the team competition fierce. Everyone is eager to express themselves, there is a stable pursuit of personal value, a good way of improving own ability for competing.

⁵⁰G. Kaplanski, H. Levy, *Exploitable Predictable Irrationality: The FIFA World Cup Effect on the U.S. Stock Market*, Journal of Financial and Quantitative Analysis, University of Washington, 2010, pp. 535-553

⁵¹S. Szymanski, *The Economic Impact of the World Cup*, London, 2002, pp. 169-177

⁵²L.A. Wenner, *The Dream Team, Communicative Dirt, and the Marketing of Synergy: USA Basketball and Cross-Merchandising in Television Commercials*, Journal of Sport and Social Issue, San Francisco 1994, pp. 27-47

⁵³F. Tavares, N. Gomes, *The offensive process in basketball – a study in high performance junior teams*, International Journal of Performance Analysis in Sport, 2003, pp. 34-39

The general level of the coaches is rather low. There are some excellent coaches, but the tennis culture in America is not so good⁵⁴. There will be many years before things will settle down. Today America laying the foundation, but the main problem is in men's tennis. Women always get excellent results, to all age. Moreover, for the women there are two options: the golf and tennis. Men, instead, try football, American football, baseball, basketball, and in this way, many good Athletes were lost because of their turns to other sports. Today the society has changed much. For children, it is difficult to start play tennis. The clubs are wearing off, and the possibilities of having excellent coaches are decreased. From a bit time, from America, has started a renewal process and development of coaches, called "coaching education". Several coaches were brought from Spain, Argentina and even Brazil. In Latin countries, certain things are learned more quickly, relating to the mobility and to the balance. Of course, there are always people who do not want foreign coach without realizing that in this is possible to help those Americans. Another factor that limit, and not least, the development of the tennis in the US, concerns the young, who do not come out from USA borders. The quality of life and competitive spirit that they have, allow people to simply play in US. Tennis is an international sport and people must to begin to compete immediately with the worldwide athletes. Soccer is considered the most popular sport in Italy⁵⁵ and the Italian national football team is one of the best in the world. Soccer in Italy is something more than just a passion, soccer means tradition, passion, love. Soccer is faith, loving your own team means stitching its jersey forever in your heart⁵⁶. For Italians all over the world, for those who have left their country to follow a better future: soccer also means home. The perfectly round-black and white ball has become a memory of the past and watching the national team in TV is so much more than a simple sporting event. Basketball is very popular in Italy⁵⁷. Known as "Pallacanestro", Italian basketball is growing in a constant manner and has a history of attracting some of the best players in the world. Perhaps, many don't know that basketball was been played in Italy for over a century but has had, for many years, a professional league before the formation of the NBA. The "Mens Sana athletic club of Siena" is credited with first playing basketball in Italy in the late 1890's. Therefore, Italy, seems to have been involved in the diffusion of international basketball almost from the start. In 1919, indeed, Italy participated in the first international basketball tournament (the Inter-Allied Games) against France and the United States. Basketball was introduced as an Olympic sport during the Berlin Games of 1936, and Italy was one of twenty-three nations represented and finished seventh. From that time, basketball was firmly established in Italy and had already seen the organization of more professional teams. Unfortunately, basketball always had much less exposure than the national favourite pastime of soccer, however, today, it is the number two spectator sport. Italian players, like Andrea Bargnani and Serie A stars like Manu Ginobili (who is an Argentinean of Italian origins), have helped boost the exposure of the Italian teams both in Italy and around the world. In the case of Bargnani, the first picked in the 2006 NBA draft, if his NBA career reflects his Italian one, more fans will be looking at Italian

⁵⁴ R. Weinberg, R. Grove, A. Jackson, *Strategies for Building Self-Efficacy in Tennis Players: A Comparative Analysis of Australian and American Coaches*, Texas-Australia, 1992, pp. 3-13

⁵⁵ S. Pivato, *Soccer, religion, authority: notes on the early evolution of association football in Italy*, *The International Journal of the History of Sport*, Milano, 2007, pp. 426-428

⁵⁶ G. Brera, *Storia critica del calcio italiano*, Milano, 1978, pp. 1 ss.

⁵⁷ F. Addesa, *Competitive Balance in the Italian Basketball Championship*, *Rivista di Diritto ed Economia dello Sport*, Italy, 2011, pp.107-123

basketball for the next big star. In Italy, an increase in popularity of tennis occurred thanks to Nicola Pietrangeli in the seventies-eighties, to the successes achieved by Adriano Panatta and Corrado Barazzutti, Paolo Bertolucci and Antonio Zugarelli, that avoiding a propagandistic political manipulation that the advisability Italy did the final of the Davis Cup in Chile Governed by general Augusto Pinochet, took over (1976) the first Davis Cup for Italy. The spread of the practice of the tennis had momentum thanks to the success of Adriano Panatta in international tournaments of great importance as “The International of Italy” taking place in Rome. A decline in his popularity in Italy is inextricably tied to its cancellation by the generalist TV channels around the mid-nineties, when entered the so-called pay TV. Over the two thousand years, tennis enjoys a net increase in popularity in Italy thanks to the exaltation of the media of dualism between the Swiss Roger Federer, holder of the most victories in tournaments "great slam", 17, for a long time the world number one and considered one of the greatest tennis players of all time, and the Spaniard Rafael Nadal, winner of nine editions of Roland Garros. In recent years, however, it is mainly the women's game in Italy to give the greatest satisfaction, thanks to four Fed Cup wins and numerous individual victories of four tennis players who entered among the top seven in the world ranking i.e.: Francesca Schiavone n°4, Sara Errani n°5, Flavia Pennetta n°6, Roberta Vinci n°7. F. Schiavone, who won the Roland Garros 2010 and finalist in 2011⁵⁸. For some years, tennis in clearly was limited to four games, that is, a semi-final and the final of the men's and women's tournaments of “The Italian International”, transmitted on Italia 1, which from 2004 to 2013 held the rights of these stages of maximum Italian tournament. The scenery changes from 2009 because of two factors: the entry of “Super-Tennis” in Italian television landscape and the return of interest originated by the victories of the four aforementioned Italian tennis players in major tournaments. For the first time since 1998, Rai has returned to acquire the rights of the second Grand Slam of the year broadcasting meetings on channel Rai Sport 1 and Rai Sport 2. With soccer players like Diego Maradona emblem of the soccer at world level⁵⁹, winner of 2 Olympic Gold Medals, 16 Copa America and 2 FIFA World cup wins, Argentina have firmly cemented her prestige among the world's top football nations. For Argentines, soccer is more than just a game and locals' passion for the sport makes it a burning topic of conversation, especially when mentioning notorious rivals like Brazil and England. Attending a football game in Argentina, is a unique experience and even the smallest of league fixtures will draw huge crowds and leave your ears ringing with excited football chants and hitting drums. The passion aroused by football in Argentina is incredible: only in the City of Buenos Aires, for instance, there are 19 different stadiums. The legendary *Bombonera*, Boca Juniors' stadium, is one of them. The imposing *Monumental*, River Plate's stadium, is another one. Visiting the football clubs and attending the official matches are unparalleled experiences inviting to learn about Argentinian culture, to discover its habits, to memorize the chants and the faces of thousands of fans who sweat blood every weekend and ask the players of their teams to just do the same. The popularity of the basketball game in Latin America is just now beginning to substantially affect in the NBA⁶⁰. The Latino influence on U.S. basketball came to the attention when the Argentinean Manu Ginobili and Brazilian Nené stand out scored double digits in points per

⁵⁸ V. De Bosscher, P. De Knop, B. Heyndels, *Comparing Tennis Success Among Countries*, International Sports Brussel, 2003, pp. 49-66

⁵⁹ B. Jimmy, *Maradona the Hand of God*, Great Britain, 1996, pp. 245-263

⁶⁰ Brook Larmer, *The Center of the World*, Washington post News-week Interactive, 2005, pp. 66-74

game for the year, solidifying them as impact players at the highest level of play. Even more the current South American influence began in 2002, the year when Manu Ginobili joined the San Antonio Spurs, and the same year in which Nené was drafted. Either way, across the United States, Nené and Ginobili are consolidated household names. The newest generation of Latino players that made his better impact on basketball game, was during 2004 Olympic games, when Puerto Rico and Argentina both defeated a United States team lead by Tim Duncan and Allen Iverson. This event showed all of Latin America - and the world - that the United States is beatable at their own game. But at the same time, it gave Latino players confidence to not only compete at highest levels in the world, but also impact the NBA game using their unique style of play and interpretations of the game. Furthermore, when Latino players emigrate to the NBA championship, their personalities and cultures beautify the league with new styles of play and approaches to the game. Thanks to this, America is starting to respect and learn about basketball in other countries, and this changing landscape is creating a melting pot of basketball knowledge and talent in the NBA. From Belize to Colombia, Uruguay to the well-established basketball countries of Argentina and Brazil, there was a progression of basketball infrastructure. Like a hierarchy among siblings of different ages and levels of physical or emotional development. Basketball culture of these Latin American countries exhibit obvious categorical differences among them. Argentina represent the example for Latino Basketball with supreme intelligence and competence of the game using their unique interpretation of how the game should be played⁶¹. The country crank out a lot of exceptional talent, and Ginobili's athleticism is an exception compared to the typical Argentinean basketball player. Argentineans play basketball like they play soccer, literally in the same way. They have turned basketball into an art form, at the same time playing with the ball and fighting with the opposing player for position. It is surprising how they can keep concentration on playing each sport (basketball or soccer) with all the intentional capturing, pressing, and general use of the other players balance and positioning to their advantage. Yet there are many other Argentinean players who must be as impetuous and fragmentary in as much of a "futbol" oriented way as possible to make up for lack of natural athleticism. Looking at how Argentina is revered by their neighbours because of the confrontation their players are making in the NBA, there doesn't seem to be a reason for Argentinean basketball to change its unique style of play. Certainly, Argentina will continue to be a Latin American leader on the international basketball field, proud of having set the mould for exceptional coaching and well-established system for talent development. Tennis in Argentina is a sport of mass practice since the 1960s, with the predominant use of clay surfaces in the form of brick dust. During the decade of 2000 Argentina became a power of the tennis world, being during several years the country with the greatest number of players among the best in the world, counting twenty-one tennis players among the top 100 of the ranking ATP during that period, and standing out particularly for the eleven Top 25 of the ATP ranking. All of them were born between 1975 and 1984, making the players born in this ten-year range, in the generation of Argentine tennis gold, the so-called "Legion Argentina". Argentina is one of the countries in the world where tennis is more widespread⁶². While football is by far the most popular sport, tennis is second in importance in terms of people who practice it. The tennis courts multiplied in thousands of clubs and grounds of the country; In almost all towns there is where to play tennis, whether in sports institutions or complex courts. Also, there

⁶¹ S. ZHANG, *Analysis on Rising of Argentina Man's Basketball Team*, Henan China, 2009, pp. 1 ss.

⁶² M. Boso, *Legion Argentina!*, *TENNISBEST Magazine*, Buenos Aires, 2013, pp. 1 ss.

is a remarkable circuit of amateur leagues that capture supporters in all areas. One of the most important is, precisely, LATIC, which has 36 years of experience is considered one of the two main amateur tennis competitions in the country. The impulse that the sport gained at the national level allowed for the last years in the clubs to multiply the number of young people participating and to emerge talents that then stand out internationally, such as Juan Martín del Potro, Juan Monaco, David Nalbandian, Guillermo Coria or Gastón Gaudio, just to name someone. Undoubtedly, Argentine tennis today has its own identity at an international level. But for all that to happen, there was a story. A genesis that goes back almost two centuries ago, in the days of the Buenos Aires aristocracy, when the sport arrived in Argentina to satisfy the entertainment needs of the local elite. In 1892 one of the most traditional institutions of world tennis was founded: the Buenos Aires Lawn Tennis Club, in a place known as the 5 corners: Juncal, Talcahuano and Av. Quintana intersect. A few years later, in 1914, that step gave rise to the first tennis competition in the country: The Lawn Tennis League, was the first entity to try to organize Argentine tennis. This institution counted on the affiliation of the majority of the clubs of the Federal Capital and the Interior of the country. Seven years later, this league was transformed into the Argentine Tennis Association.

3.2 Which are the main factors that influence the consumer behaviour?

The characteristics of the consumer and his psychological processes, interacting each other's, both turning on decision-making and decision-purchasing. Consumer behaviour is influenced by cultural, social and personal factors. Cultural factors exert greater and deeper influence. Culture, subculture and social class, exert very important influence on consumer's purchasing behaviour. Culture is the factor that most affects the desires and behaviours of a person. A child growing up in the United States, for example, is influenced by commonly shared values in American culture, such as: the race to the success, keep in activity, the efficiency and the practical sense, progress, wealth, individualism, liberty, the pursuit of comfort, solidarity towards others and never feeling old. Every culture is made of smaller subcultures, which give a specific a more social identification and characterization to their members. Subcultures, differ by factors such as nationality, religious beliefs, race and geographical origin. When subcultures grow until to develop sufficient numerical presence, businesses, often, create specific marketing programs to serve them as well as possible. The multicultural marketing is born when careful and accurate market research, have shown that, ethnic and demographic niches not always favourably respond to the mass market advertising. For example, the 40 million of Hispano-Americans, representing an attractive segment for the marketing of banks and life insurance, because, despite the rising income levels, still invest very little in financial resources. Social classes, however, are homogeneous and relatively stable groups of an organized community of individuals (commonly called the "society"). These groups are arranged hierarchically and consist of individuals who share values, interests and behaviours. A classic model distinguishes, in the US company, seven social levels: 1)Very low; 2)Medium-low; 3)Labour class; 4)Middle class; 5)Upper-middle class; 6)Wealthy; 7)High class. The members of each class, tend to adopt similar behaviours with each other and different from those of other social classes. We can say that the social classes are distinguished in outfit, in speech, in leisure pursuits and many other features. In addition, the membership of a particular

social class presumes the position that the individual occupies in society. A social class is not defined by a single variable, but by a set of variables such as employment, income, education, etc. Individuals, therefore, may go up or down the steps of the social scale in the course of their lives and that's why marketing managers need to be aware of how social classes have different preferences in terms of products and brands and also have to take into account the language's diversity, by advertising techniques capable to attract the class chosen as target. Further cultural factors, the behaviour of the consumer is influenced by social factors such as: the reference groups, family, the roles and social status. The target groups are those who have a direct (face to face) or indirect influence on the attitudes or on person's behaviour. The groups that have a direct influence on a person are defined membership groups. Some primary groups are the family, friends, neighbours and work's colleagues with which individuals interact constantly and quite informally. Secondary groups such as professional or trade union, give rise to more formal and less continuous relations. The reference groups propose new models of behaviour and lifestyles, influence the ways of thinking of the people and the concept that they have of themselves and create conformist pressures that can influence the choice of the product and brand. People are also influenced by the groups to which they do not belong. The aspirational groups, are those to which people would like to join; the dissociative groups, are those to which an individual refuses values and behaviours. The family is the most important group of buyers within a society and, the members of a family, are the primary target group of most influence. What the marketing should be interested in, is the changed attitude of the roles and influences within the family, which of course does not fail to be reflected in the buying patterns of a variety of products. For example, companies are taking note of how, nowadays, are not more men the main buyers of objects and high-technology devices, but the women. Nonetheless, men and women may respond differently to marketing messages. A study has revealed that women attributed much value to family relationships and those with friends and assigned high priority to personal relationships, while men attributed greater importance to the competition by giving priority to the action. Additional changes in buying patterns were determined by increased spending on children and adolescents and their greater influence on purchasing decisions. From a lifestyle, you can get a relatively complete individual profile as a way to interact with the environment. Marketing managers should search for possible relationships between their products and the possible lifestyles. For example, a company producing computer can find that the majority of buyers is its primary interest in efficiency of the machine. The company's marketing manager can, then, make their brand most suitable to the lifestyle of the users. The lifestyles are partly determined by economic or time constraints. Consumers who have limited financial resources should be served with low-cost products. To those that have few time, companies will should propose solutions that optimize the limited time availability. Consumer decisions are also influenced by the so-called core values, namely from that set of beliefs that are the basis of their views and hear their act. The core values have deeper roots than the opinions and behaviours, as condition, at a basic level, the choices and desires of the people in the long term. Marketing managers who choose their target based on their core values believe that can affect the outer personality of the people that reflects, then, in their buying behaviour.

Consumer's behaviour is also influenced by the orientation of the company to the market. What philosophy should guide the marketing efforts of a company? How much weight should be attributed to the organization's interests, customers, and society? Very often these interests

conflict

each

other.

The production's orientation is one of the oldest conceptions of business. According to this view, consumers tend to prefer, the most easily available products on the market, as well as the least expensive. The managers of the business-oriented production, concentrate their efforts in acquiring a high production efficiency, low cost and mass distribution. This orientation, makes sense in developing markets such as China, where the largest manufacturer of computers, Lenovo, benefits from being able to have a substantial amount of cheap labour to keep the prices content and, at the same time, dominate the market. According to the product orientation, consumers prefer those products that offer the best quality, performance and innovative features. Organizations' managers that address them, focus in creating superior quality products and improve them gradually, however, the risk is to fall in love with own products falling into the error of the "better mousetrap", which consists in believing which consists in believing that a better mousetrap will attract more people to bite the bait. But a new product, or simply improved, not necessarily will be more successful if it is not accompanied by appropriate pricing policies, distribution, advertising and sales. According to the conception orientation sales, consumers and businesses, if left alone, do not buy enough. The company must therefore undertake an aggressive marketing campaign and promotion. This concept is summarized exhaustively in the thought of Sergio Zyman, head of Coca-Cola marketing: "purpose of marketing is to sell more stuff to more people and often for more money, to generate more profit". Such theory, with a large extent, is applicable to the goods that normally people do not think of buying as an insurance policy, encyclopaedias or funeral services. Companies follow for the most part this road when they are over-sized, with the aim of selling what they realize rather than produce what markets are asking. In any case, a marketing strongly oriented to the sales, carries high risks, because it is based on the belief that the product will meet the satisfaction of customers, and that after the acquisition also in case of dissatisfaction, clients will not return the products to the producing company, nor will do a bad publicity, nor will exhibit their complaints to consumer associations but they can buy it again. The concept of marketing orientation has emerged in the mid-50s as a philosophy aimed at the product, that is "produce and sell", companies have switched to a more customer-oriented concept, that of "perception and response." In this case, the burden on enterprises, is not to find the right client for own products, but the right products for own customers. The marketing orientation argues that the key to acquire the objectives of own organization resides in a higher ability than competitors, knowing how to create, disseminate and communicate more value for customers in select markets. Theodore Levitt, in Harvard, found a striking contrast between the conception oriented to sales and the marketing oriented: the first focuses on the needs of those who sell, the second of those buyers. The main concern relating the sale, is to meet the need that the seller has to turn the product into money; what-oriented marketing is to satisfy the customer's wishes by the product and all that is connected with the creation, delivery and the final fruition. Many researchers have found that companies that adopt the concept in question, they get a higher return. The positive relationship between marketing orientation and performance, was demonstrated for the first time by the companies that have implemented such a reactive approach to marketing, trying to understand and meet the needs expressed by the customer. On the other hand, however, the critics point out that a marketing orientation enables companies to develop, only incremental innovations and not the most radical ones. In response, Narver and his colleagues say that, rather, disruptive innovations are possible only by focusing on the latent needs of customers and call this attitude, proactive marketing orientation. Companies like 3M,

Hewlett-Packard and Motorola, have adopted the practice of search and imagine the latent needs through study and learning processes. Companies that demonstrate an approach to marketing both proactive and reactive, are those who adopt a total approach to marketing and, in general, are the ones who are more successful. The last ten years there was an approach to the design and adoption of new marketing practices and business. The wealth of knowledge of the business has expanded over time and now they have access to skills that can transform the way they do marketing. To do this, however, it is also necessary to adopt an approach most complete and compact so it can overcome the traditional and fragmented concepts. Holistic marketing it's based on the development, design and implementation of programs and marketing of interdependent processes. Holistic marketing explicitly recognizes that "everything count" in marketing and often need to look at things from a broad and diverse perspective. Holistic marketing is therefore a form of marketing approach that aims to identify and reconcile the scope and complexity of its activities. Materialism is an exaggerated belief in the importance of goods in one's life. Three are considered the important consumer characteristics that are get dragged into materialism⁶³: status consumption, brand engagement in self-concept, and market mavenism. Status consumption concerns buying goods for the status they confer⁶⁴. Despite everything, materialism and the tendency to consume for status are not the only characteristics materialistic consumers exhibit. Materialism has been shown to be related to brand engagement in self-concept, fashion involvement, family structure and compulsive buying, and general unhappiness among others. These characteristics describing an important group of normal consumers who use goods, particularly branded goods, to both show the world who they are and to make themselves feel more secure. They are looking to both express themselves and comfort themselves through branded consumer goods. Few studies attempt to explicate the psychological "pathways" through which materialism exerts its influence. For example, Kashdan and Breen, show that the well-documented relationship between materialism and subjective well-being is mediated (the mechanism) by experiential avoidance "the unwillingness to be in contact with negatively evaluated thoughts, that elicit these experiences even when this struggle causes harm⁶⁵". Materialism, therefore, could be considered an important consumer motivation leading to successful marketing of goods and services, but most thought about materialism, comes from a tradition focused primarily on its negative consequences. For this reason, several studies demonstrate also that materialism is related to no generosity and envy, to an unsatisfied life, and to credit and debt problems for example⁶⁶. All of this bad outcomes about materialistic motivation, are related to marketing strategies. In fact, materialism, drives lack of satisfaction not only with life, but also with products, especially, which mean a status signalling products. Materialism, on one hand drives certain consumers to consume even more, on the other hand does not lend itself to consumer satisfaction with those consumption objects. In addition, ethical issues arise when marketers appeal to materialistic motives because buying more goods simply might not contribute to the subjective well-being of consumers, can damage social relationships, and contributes to environmental degradation. All of these goods bolster the ego through

⁶³ T. Kasser, *Materialistic values and goals*, Annual Review of Psychology, 2016, pp. 489–514

⁶⁴ M. Tatzel, 'Money worlds' and well-being: An integration of money dispositions, materialism and price-related behaviour, Journal of Economic Psychology, 2002, pp. 103–126

⁶⁵ T. B. Kashdan, W. E. Breen, *Materialism and diminished well-being: Experiential avoidance as a mediating mechanism*, Journal of Social & Clinical Psychology, 2007, pp. 521–539

⁶⁶ J. Wang, M. Wallendorf, *Materialism, status signalling, and product satisfaction*, Journal of the Academy of Marketing Science, 2006, pp. 494–505

provision of status within their social groups. Materialism is a motivation to use goods more than personal relationships to achieve happiness. Moreover, the goods desired are often ones that deliver happiness, at least in the short term, through the status they confer upon their owners⁶⁷. Status consumption was define as “the motivational process by which individuals strive to improve their social standing through the conspicuous consumption of consumer products that confer and symbolize status both for the individual and surrounding significant others”⁶⁸. Status consumption focuses the materialistic urge on a more restricted range of material goods. Consumers who desire to paint an image to others and to society at large might choose to do so through minimizing any display of wealth or position because they might want to reflect the norms of their group to fit in. A different approach would be to seek position within a different type of group by trying to achieve the image of a professionally successful or knowledgeable or fashion forward person. Franky, therefore, consuming for status conceptually is related positively to materialism. In fact, status consumers use goods to display or even achieve social standing. They are also more innovative, as innovative products display currency, status consumers are also heavy consumers of branded goods as these recognizable symbols provide a display of the consumer's desired image. Generally, consumers' status, “more so than those low in motivation to consume for status, gain more meaning and value from conspicuous goods”⁶⁹. Moreover, if one accepts the notion that materialism and status seeking function jointly in some consumers, one can also believe that levels of status seeking are different in different individuals, although these presumptions do not explain the ultimate origin of the motivation. The needs that conduct people to consume for status, are both biological as well as social in nature. Materialism and status consumption are closely related but have distinct constructs. In fact, while materialism reflects a broader construct of value system that places material goods at its centre, status consumption on the other hand, better describes the preferences for acquiring goods that confirm such status. For this reason, we could say that one it's not obligated to be materialistic to seek status. Materialists value things go beyond personal relationships, while status consumers specifically have more worth for the relative power they confer or at least imply. Status consumption, therefore, very often promote valued social relationships. If materialism would be considered at its extreme and pathological form, it does not confer status at all. Materialism does not by itself connote anything about relative position in society or offer any interpersonal meaning at all. Status consumption, conversely, is all about communication and social position. Market mavenism represents marketplace expertise that is shared, via word-of-mouth, with other consumers. Market mavens are a minority of consumers who are especially interested in the general market and spend time exploring and learning more about it. For these consumers, the knowledge of the marketplace helps effective and efficient consumption and therefore serves as a sort of social currency, which allows them to earn social capital and to display status within their social groups. Market mavens function as opinion leaders, influencing other consumers across product categories and as such are valuable, especially for retailers. Identify those with the market maven tendency could be better, in order to attract and influence them to

⁶⁷ M. L. Richins, *Materialism, transformation expectations, and spending: Implications for credit use*, Journal of Public Policy & Marketing, 2011, pp. 141–156

⁶⁸ J. K. Eastman, R. E. Goldsmith, L. R. Flynn, *Status consumption in consumer behaviour: Scale development and validation*, Journal of Marketing Theory and Practice, 1999, pp. 41–52

⁶⁹ J.Fitzmaurice, C. Comegys, *Materialism and social consumption*, Journal of Marketing Theory and Practice, 2006, pp. 287–299

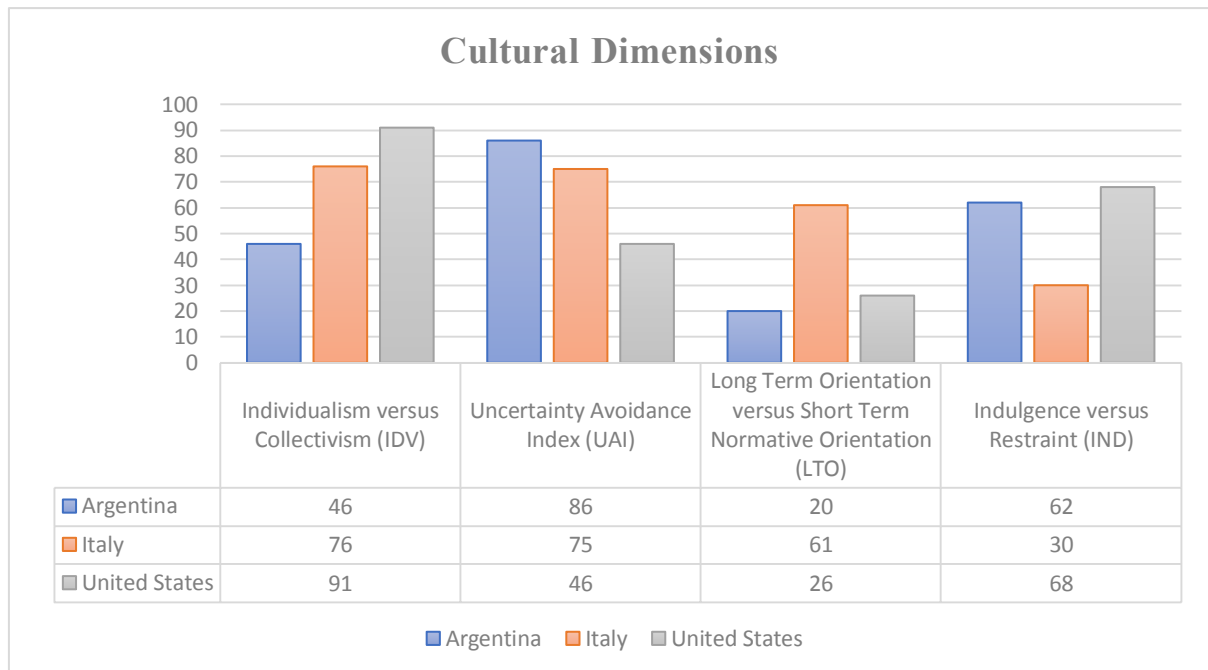
begin a chain of positive word-of-mouth⁷⁰. Market mavenism is driven by status consumption⁷¹, that is, as the tendency to acquire goods for the status they confer increases, mavenism also increases. Moreover, mavenism is positively associated with both the need for power, “a desire for the means of influencing other people” and with extraversion. The materialistic desire to own goods is also fundamental to market mavenism because mavenism is engagement in the marketplace and thus is a result of increased involvement in the goods the marketplace offers. A materialist who does not venture into the market to buy things may avoid it because he or she lacks resources; but given disposable income, materialists are expected to spend time and money acquiring material goods. The unique aspect is that market mavenism is partially the result of materialistic consumers seeking status and thus becoming engaged in the marketplace in order to acquire the goods that best serve this purpose. Materialistic consumers seeking status do so in order to acquire that status, a goal they reach by learning about the market and sharing that knowledge with others (which also confers status). Both materialism and status consumption are best thought of as motivational forces; they drive behaviour. Brand engagement in self-concept is another situational trait. It describes a pattern of behaviour in which consumers use brands to help construct their self-concepts. A high score on the brand engagement in self-concept scale (BESC) is associated with better recall for brand names, attention paid to brands, and purchasing high-priced goods associated with a preferred brand⁷². However, consuming for status and BESC conceptually differ. At their roots, both arise from very different motivations. For BESC, the consumer is using branded goods to reinforce how they see themselves. Consumers use brands to validate and even to create their self-image. While those brands might be status brands, this is not necessarily the case.

⁷⁰ G. L. Geissler, S. W. Edison, *Market mavens' attitudes towards general technology: Implications for marketing communications*, Journal of Marketing Communications, 2005, pp. 73–94

⁷¹ R. E. Goldsmith, L. R. Flynn, R. A. Clark, *Motivators of market mavenism in the retail environment*, Journal of Retailing and Consumer Service, 2012, pp. 390–397

⁷² D. Spratt, S. Czellar, E. Spangenberg, *The importance of a general measure of brand engagement on market behavior: Development and validation of a scale*, Journal of Marketing Research, 2009, pp. 92–104

3.3 Identification of similarities in the sports fanaticism among the three most practiced sports in the world through Geert Hofstede's cultural dimensions.



In order to better comprehend the cultural dimensions, it's useful to linger on the meaning of the three categories that we can see on the graph. The fundamental issue in the "Uncertainty Avoidance" dimension, is how a society deals with the fact that the future can never be known. Countries exhibiting strong UAI must maintain rigid codes of belief and behaviour while, societies with weak UAI, tend to maintain a more relaxed attitude in which practice counts more than principles. "Long Term Orientation", tell us how a society maintains some links with its own past while dealing with the challenges of the present and future. Which scores low on this dimension, for example, prefer to maintain time-honoured traditions and norms, which scores high, on the other hand, take a more pragmatic approach: thrift and efforts are encouraged in modern education as a way to prepare for the future. "Indulgence" it's seen as the extent to which people try to control their desires and impulses, based on the way they were raised. A weak control is called "Indulgence", while the strong one is called "Restraint". Cultures can, therefore, be described as Indulgent or Restrained. In societies where prevail the "Individualism" people are usually look after themselves and their direct family. In societies where there is an high level of "Collectivism" people belong to "in groups" that take care of them in exchange for unquestioning loyalty. Due the migration waves and the inception of wide middle classes, Argentina is, one of the most Individualist of all Latin countries but there are also many collectivistic traits: for example, the opinion of and obligations towards the (extended) family or in-group, still count. Individualist traits could be found, particularly in the large urban conglomerates, where usually there is a strict division between private and work life. With (86%) Argentina scores very high on UAI, like most Latin American countries. All of this, need strong rules and elaborate legal systems in order to structure life. But, on the other

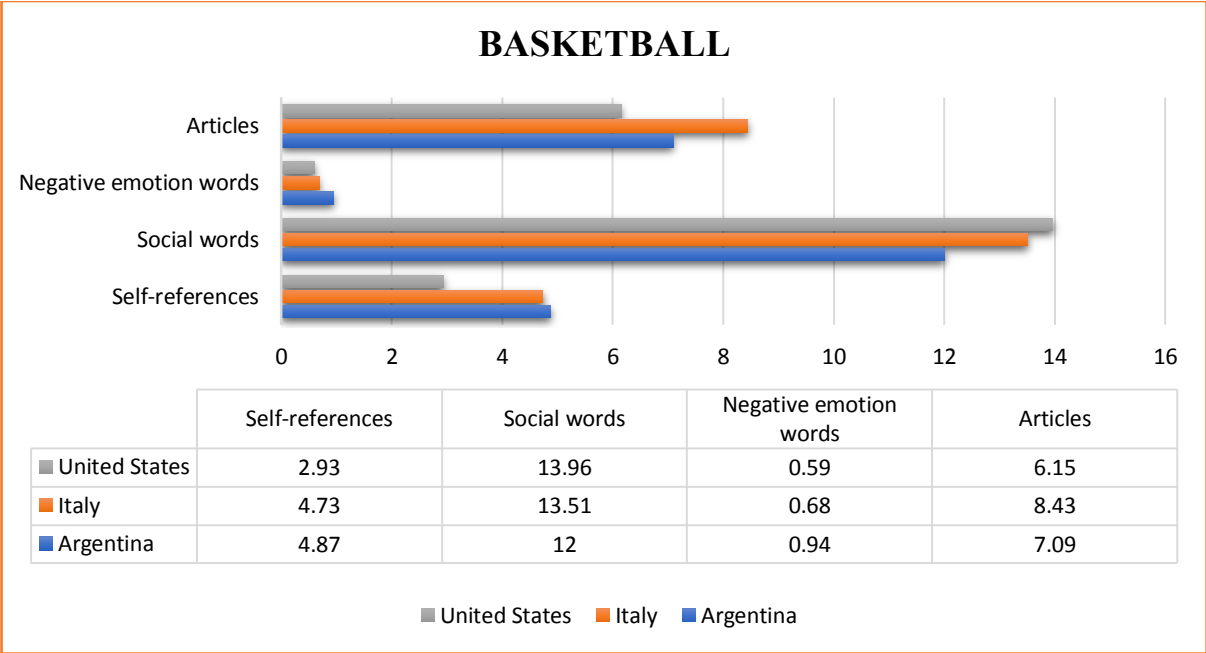
hand, the corruption is common, the black market sizeable and, in general, you could see a deep split between the “pays réel” and the “pays légal”. Argentina, with a very low score of (20%), point out to have a very normative culture. People have a strong need to establish the absolute truth; they are normative in their reflection. They exhibit great respect for traditions, a relatively small propensity to save for the future, and a focus on achieving quick results. Argentina's high score of (62%) in the last dimension means that it is a country that falls under the category of Indulgence. People have a willingness to realise their impulses and desires with regard to enjoying life and having fun. They possess a positive attitude and have a tendency towards optimism. In addition, they stash a higher degree of importance on free time, act as they please and spend money as they wish. Italy, it is certainly an individualistic culture, especially in the large and rich Northern cities where people can feel alone even in the midst of a large and busy crowd. This dimension, in southern Italy, observes a less individualistic behaviour: family, friendship, group affiliation, are important social and cultural aspects. People going from South to North Italy say they feel cold, not only for the different climate, but the approach less "hot" in relations. Let's consider the high degree of uncertainty (75%). What is surprising more, is the opposition among the existing rules and procedures (because Italy is a very bureaucratic country) and the fact that Italians do not always comply with them. In terms of work, there is a high detailed planning and, a more flexible approach to can be very stressful. In Italy, the combination of high masculinity and high avoid uncertainty makes it very difficult and stressful life. Because of their high score in this dimension, Italians are very passionate people: the emotions are so powerful that individuals cannot keep them inside and should express to others, especially with the use of body language. In a “Long-Term Orientation” (61%), Italians have a good ability to adapt easily to the traditions and to the conditions that are constantly changing. Moreover, demonstrate to have a strong propensity both in saving and investment together with perseverance in achieving results. A low-grade (30) of indulgence, denotes, in fact, that Italy has a fairly moderate view of life, “preaching” more the cynicism and pessimism. Societies of this kind, do not put much emphasis on leisure and the gratification of their desires. People with this type of orientation, have the perception that their actions are held by social norms and thus a higher degree of indulgence is better.

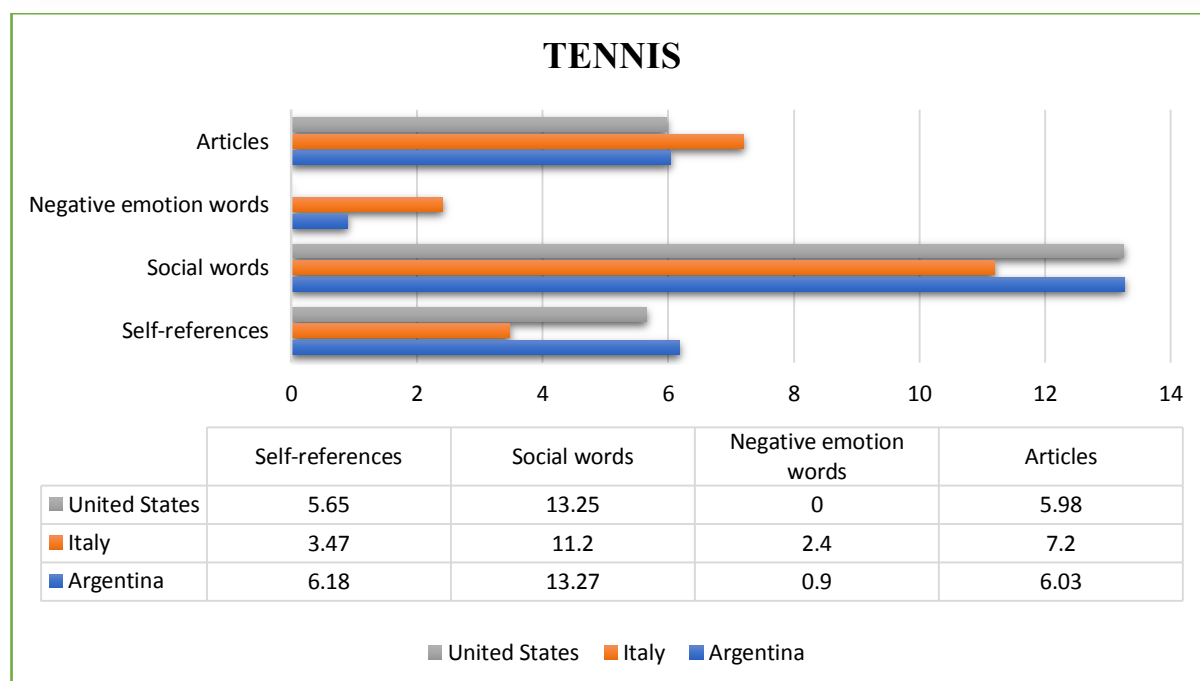
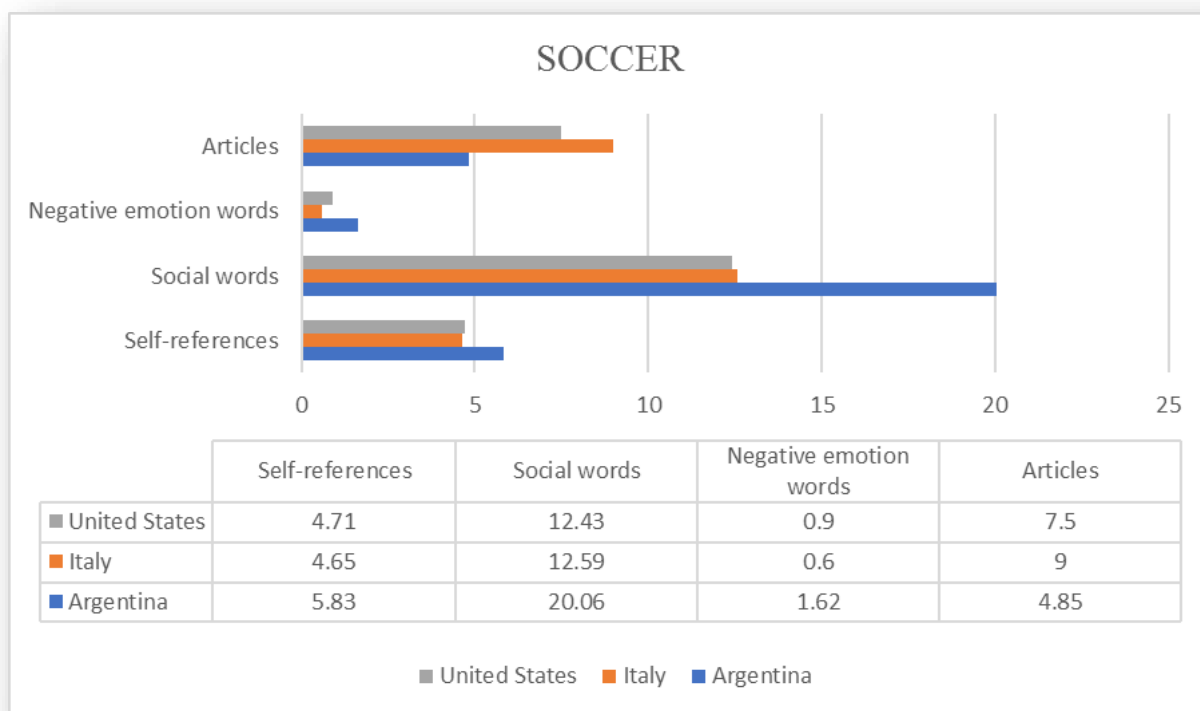
The mentality "can-do", creates a lot of dynamism in American society, as it is believed that there is always the possibility of doing things in a better way. It is said that Americans "live to work" so they can get monetary rewards and consequently reach a higher status on the basis of how well it can be. It is believed that a certain degree of conflict brings out the best in people and the goal, in a society like the American one, is based on "being "the winner." Nowadays, this undermines the American foundation of "liberty and justice for all", increasing inequality and endanger democracy, through an ever-widening gap between the social classes. The US scores below average, with 46 points in "Uncertainty Avoidance", showing, therefore, a good degree of acceptance of new ideas, innovative products and a willingness to try something new or different, if it relates to technological practices, shopping or food. Moreover, the Americans do not require a lot of rules and are less emotionally expressive cultures highest score. At the same time, however, the 9/11 created a lot of fear in American society ends with the government's efforts to keep track of everyone through the NSA and other security organizations.

The low score in "Long Term Orientation" (26%), demonstrate in the American people the

inclination to analyse the new information to see if it is true, calling them the "American pragmatists", but this should not be confused with American practicality that reflect the "can-do" mentality. The polarization, extrapolated from the concept of masculinity and individualism, can refer to issues such as abortion, drug use, euthanasia, weapons or the size of government and the rights against states and against the citizens. All this affects the concept of "Long Term Orientation". Performance's American companies is calculated on a short term basis, with profit and loss statements issued on a quarterly basis. This also pushes people to fight for quick results in the workplace. For what concerns the last dimension, the US scores as an indulgent society (68%), reflecting the following attitudes and contradictory behaviour: work hard and play hard; the war against drugs is still very much involved, but drug addiction in the United States is higher than in many other rich countries. It is a modest company, but also some well-known televangelists seem to be immoral.

3.3.1 Results and Discussion





Once explained the socio-cultural characteristics of the three considered countries, it is possible to go back and try to give a reason then, about behavioural traits within the sport fanaticism for each of the three sports. Argentina is among the Latin American countries, absolute the most individualistic but, at the same time, is the most collectivist (46%) if compared with Italy (76%) and Argentina (91%). There is a clear and abnormal contrast, though. Paradoxically, we could say that in Carlos Tevez, prevail an individualistic character, unlike its same fans who, on the contrary, prove to be more outgoing and more socially connected with others (Argentinian people are first in terms of “social words” 20.06% against the 12.59% of Italy and the 12.43% of US) and indulgent

(62%) at the same time. While the Argentines show very warm, expansive and passionate in their relationship with the outside world, especially in the football world and not, Americans and Italians on the contrary, do not show the same type of interconnection in these circumstances, especially in football field (Italy=12.59% and US=12.43%). It could be true for US soccer because simply it is not deeply rooted within the culture as the most important American sports and because are just few years that has seen an exponential growth and improvement. In Italy, the passion for football is extremely strong, although it is not the only one. Both in tennis and basket court, in Italy as in the US, fans are more outgoing and more socially connected with others and this demonstrate how they are, little by little, coming out from anonymity or from being considered less and less as a sport "Amateur ". According to "Self-references" category, in Argentine culture, their fans show, in fact, a high irritability, depression, and insecurity rate. As indicated by the data of "Self-Reference", Argentina is first in each sport (Soccer=5.83%; Basketball=4.87%; Tennis=6.18%), followed by the US (4.71%; 2.93%; 5.65%) and Italy (4.65%; 4.73%; 3.47%). Football at the first place, (but also basketball and tennis), in Argentina, is often of significant importance, moves the masses and thrill like no other sport. There are no particular grounds, is a phenomenon that lasts for many years. The very strong passion of the fans, but I dare to speak of a real exasperation, never runs out and around this sport rotate a very big business, in fact, the game of soccer is often labelled as a real industry. The real problem, therefore, result from the bad conditions in which Argentina is experiencing and the connected characteristics of self-reference category. For Italy and US, the exasperation and the anxiety that derive from these three sports seems minus highlighted and this would seem correspond to the better economic and cultural landscape of these two countries in comparison with the Argentina's one. The American individualism (91%), among the largest globally, together with a very pronounced masculinity (62%), is so excellent embodied both in the figure of LeBron James and Serena Williams. They are considered as special players who kept doing the best efforts to show their ability, within a very fierce competition, where everyone is eager to express itself. Characteristic traits of the masculinity category are the achievement and the success, with success being defined by the "winner" or "best-in-the-field". Individualism, in this case, it's associated with a minor uncertainty and depression (2.93%) and, at the same time, shown a very low score in negative emotions for each kind of sport: 0.94% in soccer, 0.59% in basketball and 0.00% in tennis. Try to see the world in a positive way thanks the efforts to keep track of everyone through the NSA and other security organizations, thanks an flourishing economy, thanks the quality of life and therefore the US is considering the safety country in the world (46%). Argentina, indeed, is professed as the nation with the highest degree of uncertainty in futuristic terms (86%), followed closely by Italy (75%). This means that, the members of a society feel uncomfortable with uncertainty and ambiguity. Argentine is one of the biggest catchment areas in the world in terms of transfers of soccer players and, therefore, almost always they end to feed the major European clubs. Richer and with more life prospects. The highest level of negative emotions shines through football and basketball court. Probably, the low quality of infrastructure, the slow economy recovery and the lack of attention in edit of long-term investment plans, increased critical comments from the majority of fans. Italy presents a high rate in "Long-Term Oriented" (61%), against Argentina (20%) and the US (26%). This means that Italy has a pragmatic culture and it is also a non-normative society. If we are going to look the "Articles" category, people who use articles at a high rate tend to be more concrete and impersonal in their thinking and Italy is first in all sports. Well, practicality and pragmatism go together. Francesco Totti is an extinction reality, but the fans show a sense

of practicality and adaptability (9.00%) to the approach of the new future without their idol, the same speech (8.43%) goes for Pietro Aradori intended to ride the parquet of the most coveted American basketball: the NBA. In the tennis court with Fabio Fognini, the concreteness of the results (positive) does not seem to be on his side in spite, however, the criticisms and "tips" that occur with perfect timing and not a little arrogance. In Argentina and the United States, pragmatism and practicality leave enough space for a more forgiving and permissive culture (paradoxical in the case of the US). C. Tevez is next to abandon his beloved fans in order to accept a contract with many zeros, who would not. C. Dempsey is at the end of his career, but this does not seem to bother the fans' minds. In basketball and tennis, both in America and in Argentina, fans seem to be more concrete and then pragmatic in accepting new positions and prospects of change.

<u>Soccer</u>	F. TOTTI ITALY	C. TEVEZ ARGENTINA	C. DEMPSEY UNITED STATES
<i>Self-references</i>	4.65	5.83	4.71
<i>Social words</i>	12.59	20.06	12.43
<i>Positive emotion words</i>	6.00	7.40	6.21
<i>Negative emotion words</i>	0.60	1.62	0.90
<i>Overall cognitive words</i>	3.90	5.18	7.53
<i>Articles</i>	9.00	4.85	7.53
<i>Big words</i>	14.54	11.33	14.12

<u>Basketball</u>	P. ARADORI ITALY	E.D. GINOBILI ARGENTINA	L. JAMES UNITED STATES
<i>Self-references</i>	4.73	4.87	2.93
<i>Social words</i>	13.51	11.99	13.96
<i>Positive emotion words</i>	4.73	7.49	8.40
<i>Negative emotion words</i>	0.68	0.94	0.59
<i>Overall cognitive words</i>	4.05	4.49	4.47
<i>Articles</i>	8.43	8.43	6.15
<i>Big words</i>	13.85	17.42	14.55

<u>TENNIS</u>	F. FOGNINI ITALY	J.M. DEL POTRO ARGENTINA	S. WILLIAMS UNITED STATES
<i>Self-references</i>	3.47	6.18	5.65
<i>Social words</i>	11.20	13.27	13.25
<i>Positive emotion words</i>	8.00	6.33	7.43
<i>Negative emotion words</i>	2.40	0.90	0.00
<i>Overall cognitive words</i>	6.40	5.13	4.85
<i>Articles</i>	7.20	6.03	5.98
<i>Big words</i>	12.80	16.14	14.70

The goal of this research, was to explore whether the fans of a superstars, intended as role models, can exert any influence on the self and how it may be measured among the first three sport in the world. To provide clearly considerations about this topic and, therefore, see how the consumer behaviour (of the fans) can change around the world, it's necessary doing some premises. For what concerns the role model perception, individuals should be able to understand if they can learn from them through the imitation⁷³, or identify⁷⁴ with them if they perceived some similarities in terms of attitudes and behaviours. Often, it's possible that a superstar is not perceived as role model but people simply want to "bask in his reflected glory"⁷⁵ or, cutting off reflected failure (CORFing)⁷⁶. Both comprise self-esteem responses. "Superstar is defined as someone who dominates his domain because of his exceptional talent"⁷⁷, or as "someone who has reached an extraordinary degree of popularity"⁷⁸. Starting from this definition, individuals should be able to distinguish a superstar from a simple "local hero". The true superstar, influence game attendance or TV ratings, increase revenues and, therefore, the attractiveness strengthens fans' connections. Moreover, the modern media and technology in general, has had a significant effect on the definition of superstars. As the cost of comparing the performance of stars has significantly decreased, there are less (local) superstars. The few remaining superstars, on the other hand, have become global and thus receive a significantly larger share of the pie⁷⁹. Superstars can identify itself as role model, if for instance the longer they have played, the more time the fan has had to recognize potential similarities. Or, the longer a superstar has played for a specific team, the more time a fan has had to identify with himself. In few words, the consumer behaviour, can be oriented through two very

⁷³N. E. Miller, J. Dollard, *Social learning and imitation*, New Haven, CT: Yale University Press, 1941, pp. 1 ss.

⁷⁴J. Kagan, *The concept of identification*, Psychological Review, 1958, pp. 296–305

⁷⁵R. B. Cialdini, R. J. Borden, A. Thorne, M. R. Walker, S. Freeman, L. R. Sloan, *Basking in reflected glory: Three (football) field studies*, Journal of Personality and Social Psychology, 1976, pp. 366–375

⁷⁶D. L. Wann, N. R. Branscombe, *Die-Hard and Fair-Weather Fans: Effects of Identification on BIRGing and CORFing Tendencies*, Journal of Sport and Social Issues, University of Kansas, 1990, pp. 103-117

⁷⁷S. Rosen, *The economics of superstars*, American Economic Review, 1981, pp. 845–858

⁷⁸M. Adler, *Stardom and talent*, American Economic Review, 1985, pp. 208–212

⁷⁹B.S. Frey, *Superstar museums: An economic analysis*, Journal of Cultural Economics, 1998, pp. 113–125

important factors: the superstars' possession of peculiar talents obviously and, the technological possibilities to make the products of that talent global. In a dimension of market like a little city, also a normal singer will find an audience not too inferior to that of the best singer. It's the same for the sporting events. But if the dimension of the best singer or the best athlete in a date discipline becomes global, all will follow that talent, focusing attention, time, gazes, interest on him. It is exactly this that today, in full epoch of web-television globalization, makes florid the economy of the sporting superstars. Great masses of wealth assembled in few celebrities, in biological times much more rapid of any other profession, except for some Zuckerberg of turn. Icons are beloved, respected, worshiped, and glorified. In my specific case, Francesco Totti embodies the superstars' characteristic and, in fact, he is considered one of the most relevant Italian soccer icons in the world. The same concept it's true for LeBron James and Serena Williams, that are the number ones not only in their court with incredible abilities, but also thanks the sponsors and the mass-media that fill them with a lot of attentions. Everyone of this star, create high score of positive emotions and a low level of depression and irritability. In addition, we should say that all of this it's possible because it's reflected in establish economic countries and then both innovative. Carlos Tevez, despite he is the local star of the moment in Argentina, I believe that he can't considered at the same world level of Totti in terms of club tenure unfortunately. Moreover, the little brilliant situation of his country and the few cups that he won with his National team, didn't make him enough famous as a superstar. For Clint Dempsey is almost the same situation, but the US have the possibility to increase the soccer movement although American culture have preferred to bet on other types of sports. Manuel Ginobili was a superstar when he was younger but in the US where he achieved the NBA championship, and not in Argentina where there were few moneys. Pietro Aradori, in the opposite way, is a natural talent who will go in America in the best basketball championship of the world. Anybody wants to become a superstar, have to come where the money is. In the tennis court the situation is a little bit strange. Become a superstar depends on the trophy you will win around the best tournaments in the world and for how long you will keep the top positions in the ATP ranking. Fabio Fognini is not at the top level, although is the best Italian player now, and Juan Manuel Del Potro is coming to occupy the first positions in the world and to become a superstar, but this will depend only by his capabilities. Today's technology play a fundamental role in the mass consumption and then in orienting the consumer behaviour. Michael Jordan is a decisive character in the history of the American capitalism: he has been both a creator of some pieces of play as an explorer of new markets. Utilize the globally attention produced by the sport to sell better own goods. The athlete's body that becomes vehicle of the marketing of every type and manner: thinking about the sporting era inaugurated from "His Airness." It is because Jordan becomes global in his sporting epic that a firm as Nike can become global. Today we can understand better this history with Steph Curry. Thanks to his triple, and to an accord of sponsorship signed before the explosion of the new American star with a society born few years as Under Armour, he is conquering increasing spaces of market in the United States and in Asia, to the presence of giants as the same Nike and Adidas. The total penetration among professional sport and commercial publicity is lived from the public without any rejection, rather it is made today viral and active from the new forms of the social media marketing. The athletes are who "drive" us to the market, directing consumptions and tendencies. It is this the aspect that separates the sporting show from the other forms of show, cinema or theatrical. The wealth of the great athletes is not only a simple possession. It is a generator of new

economies and professions. We must know how to gather the machine that work behind every great sporting character. According to some studies, every great sporting superstar, employments directly from the 20 to the 30 people, without obviously counting the spin-off. Professionals of the finance, of the real estate one, of the communication, of the nutrition, of the physical and mental training, of the fashion. Without forgetting the cultural industry. As the great biographies, Ibrahimovic and Agassi leading, are to the contemporary popular culture, the Lives of the Saints to that medieval. The sportsmen that not only give job to the journalists, but also to the writers: if you do not believe it, you could take a trip on the site of "The Players' Tribune", or you can consult the shortlist of the latest editions of the world's leading premium sports literature, the "William Hill Sports Book of the year ". Biographies, biographies, and even biographies.

3.3.2 Conclusions and Managerial Implications

Future sport consumer behaviour could be predicted by the interaction of some general factors like for instance: motives, level of identification, expectancies, confirmation or disconfirmation of expectancies, self-esteem responses, and the affective state of the individual. All of this variable, can be significant on intentions for sport consumption behaviour (e.g. intention to attend, intention to purchase merchandise, intention to support the team). That is, the better one feels at the end of the contest, the more likely one is to engage in future fan behaviour. One relevant implication to sport marketers, could be that individual's motives explained a great deal of variance in team identification. Then, building high level of identification is important to sport marketers and managers. For example, marketers could design ad campaigns and/or slogans that represent those motives. Advertisements, therefore, could serve to heighten the identification that helps to influence future sport consumer behaviour. In addition, because fans consume sport for different kinds of motives, this one can be utilized as means of segmentation to better target fans. To convince fans who have different motives, sport marketers could investigate in the market to determine the most relevant motives that can be applicable to their sport and develop appropriated marketing campaigns based upon these results. Another implication for sport managers could be based on confirmation or disconfirmation of expectancies, to better understand the variance in fans' affective state after the game among different countries. Because a fan proves to be happier after an unexpected win or more shaken after an unexpected loss, could be useful building up the opponent's strengths to the media to temper fans' expectations. May be a test practice. Future researches should be better based on the differences among environmental characteristics which, in some way, influence attendance at the event and explain the motivations among the sports in different countries, such as family, economic cost, promotions, advertising, business opportunities, etc. I hope therefore that new ideas could be proposed in order to explain more variance in consumption behaviour and maybe would became a viable mean for marketers and managers of sport to improve season ticket and merchandise sales. Marketing managers could aim, then, to create long-term relationships with customers through the direct experience, of the consumers, within the point of sale; relations which entail a real emotional involvement and, within certain limits, also affective individual.

Experiential marketing, in fact, to allow the customer to live an authentic "emotional" experience, focuses its attention on: - context of use and consumption, rather than on products; -types of experience, rather than on the attributes of the products; -integration of the stimuli that customers receive in all points where the emotional experience manifests a form of contact with the company. In particular, the realization of multi-sensory experience, able to directly engage the consumer and to arouse in him feelings memorable, can be implemented by companies doing mainly leverage on three components: the product, the communication and the retail outlet. As for the sensory dimension of the products, must need to keep in mind that these also differ depending on their experiential content. There are, in this connection, products that tend to be valued almost exclusively based on their technical and tangible attributes characteristics; the use of highly specialized sales points may be, therefore, indispensable in those sectors in which, by their nature, the products are more difficult to express in an experiential way and for which, therefore, is necessary to intervene more on communication and distribution to exalt sensory and interactive dimension. In a market based mainly on the consumer and therefore on people, it is necessary to attract consumers by leveraging his emotions, stimulating them through the provision of high emotional content rate that capture the attention and, later on, make it a loyal consumer. This means that the basic motivations that lead a consumer to choose a product are not the purely technical and functional characteristics, as the innovation and technological developments have now led to a standardization of products worldwide. The competition moves, therefore, on the promotional plan: a good campaign should stimulate, through the creation of an emotional connection, the desire to own the product of a particular brand over another, causing the connection created between brand and disregards consumer by the mere act of purchase, but moves in terms of sharing of emotions and values. However, the store is considered the most effective level of action by the sensory stimulation viewpoint. It is no longer thought as an aseptic and dehumanized space, but as engaging and "hot" element, exciting and alive. A place of leisure, growth and cultural exchange, where the purchase is subject to the activity of live a consumption experience through the stress of the five senses. The store, with the enhancement of sensory elements, becomes a place of permanence, where the consumer does not enter only to buy, but to visit a place that knows how to entice, intrigue and entertain. All this is possible through special store techniques designing and visual merchandising, specially designed to create a perfect atmosphere and make the store a key element for the construction and communication of brand identity, developing the philosophy of "sell with sense". Through a careful design of the shop, could be possible to offer a completely new product for the consumer, managing in order to evoke images, memories, feelings, past experiences that will determine the purchase itself.

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ABSTRACT*

Sherwin Rosen, an economist who focused on labour matters from the University of Chicago, defined the “Superstars” as people that dominate their field through an unusual talent or the extraordinary popularity. Moreover, in an article entitled “The Economics of Superstars,” he argued that technological changes would allow the best performers in each field to serve a bigger market and thus reap a greater share of its revenue. But this would also reduce the spoils available to the less gifted in the business. And what does the term role model means? Two are the important aspects of role models. First, they act as “models” so that individuals can learn from them thanks the imitation. Second, observers can identify with them if they perceive some similarity to themselves in terms of, for instance, attitudes and behaviours. Like social groups, role models thus serve as “social referents”, which help individuals to define themselves. Moreover, the effect of celebrities is particularly strong when a consumer perceives their personality as congruent with his or her ideal self-concept. It is exactly this the point of departure of my thesis. According to socio-psychological theories it’s believed that, is much more likely, Superstars influence the personality of an individual when they are considered relevant. Very significant Superstars, causing "self-enhancement" and "self-inspiration" when their success seems to be reached but, equally, can lead to a strong lack of motivation when it seems unattainable. The relevance of Superstars leads individuals to self-valorise and to inspire to them, because they still have enough time to achieve comparable success or believe that they still have a margin of time to improve their skills. Several times, answers without a clear-cut end have provided rich evidence of an inspiration linked to such circumstances. In contrast, the Superstars, can rise to the role of non-model, as their achievements seem unattainable especially for those who have already lost the chance to get comparable successes or, more simply, they do not have a good dowry of skills even improvable in time.

Everyone in the world compare themselves to “Superstars”, what determines the result of such comparison, when it will lead to self-enhancement and inspiration, and when it lead to self-deflation and discouragement? To reply to this questioning, two are the crucial factor in determining the impact of a Superstar on others: from one hand, there is the perceived relevance and, on the other one, there is the believed attainability of the star’s success. What determines relevance? A Superstar could be a source of inspiration, as a role model, or, on the contrary, as a source of obstacle, discouragement, if one compares oneself to this person. In social comparison area, people usually do analogies between the self and the other, for instance when two resemble each other in features structure and purpose. People can seek comparison in various way: when a person is outperforming by another one is probably to engage in defensive thoughts. When one’s abilities or circumstances to an outstanding other decrease, the other is judged less relevant for social comparison and in this way, is likely to affect one’s self-view. But, the domain self-relevance is not a mandatory requirement for social comparison. If there may be enough other attitudes, the Superstar may affect one’s self view even if he/she excels in an irrelevant domain. Therefore, in few words, relevance and psychological affinity can increase the probabilities of social comparison. Moreover, the consequences of such comparison for the self, will also depend on the perceived attainability of that individual's success. When one outstanding individual seems relevant, one will compare oneself to this one and all will depend on that individual's success. The superstar illustrates the wonderful heights of accomplishment one can hope to achieve, encourages and motivates one to strive for this now more tangible success, indicates interesting goals to achieve

for along the way, illustrates the road one should follow to achieve them, and makes one feel more competent and capable of such achievement. On the other hand, if the superstar's success seems unattainable, one will be discouraged and demoralized. The superstar's success highlights one's own failures and shortcomings. The present study as well as the object of my thesis, is aimed to careful analysis the consumer behaviour through the impact with the sport world of "Superstars". In the chapter number three, dedicated to the hypothesis's development, my primary objective, was to demonstrate a correspondence, in practical and real field, about what I have theorized in the literature review through an analysis both quantitative and both qualitative, to verify if there are similarities among the three most practiced sport in the world through the consumer behaviour who reflect itself in the figure of a "Superstar". Therefore, as a consequence, if different cultural context, can imply different role models or "Superstars". For this motive, I have used the researches conducted by the Professor Geert Hofstede, knowns in order to have conducted one of the most comprehensive studies of how values in the workplace are influenced by culture and to be devoted the study of cultures at the national level, in which values played to major role. First, I tried to explain through an extended overview, each single sport within the cultural context of each country. Therefore, after having carefully chosen the three most (local and in activity) influential players as well as current icons in their own field of sport (Basketball, Soccer, Tennis, considered the three most popular sports in the world according to the statistics of the most reliable online sports magazines, i.e. Focus, Sport Power, Libreria dello Sport, France Football, Sport week, etc.), through the social-media Facebook, clicking on the official page of each one of them, I have analysed the comments of the fans of each single player in each sport, in three different countries: Argentina, Italy, and the US. Then, through a program called LIWC (Linguistic Inquiry and Word Count), I have examined such conversations between fans through the so-called "posts", with the purpose to see how individuals reveal parts of their own personalities. LIWC it is designed to get information about both language use and personality assessment. Thus, I created some connections between LIWC results and Hofstede's national cultural dimensions. The LIWC categories were:

"Self-references": People who use a high rate of self-references tend to be more insecure, nervous, and possibly depressed. They also tend to be more honest.

"Social words": are words that refer to other people (e.g., they, she, us, talk, friends). Generally, people who use a high level of social words are more outgoing and more socially connected with others.

"Positive emotion words": The more that people use positive emotion words (e.g. happy, love, good), the more optimistic they tend to be. If you feel good about yourself, you are more likely to see the world in a positive way.

"Negative emotion words": their use (e.g., sad, kill, afraid) is weakly linked to people's ratings of anxiety or even neurotic. People who have had a bad day are more likely to see the world through negatively-tinted glasses.

"Overall cognitive words": These are words that reflect how much people are actively thinking about their writing topic. Examples include: thinking, wonder, because, knowledge.

"Articles": The three article words -- a, an, and the -- account for a huge percentage of the words we use. People who use articles at a high rate tend to be more concrete and impersonal in their thinking.

“Big words” (words with more than 6 letters): Use of big words is weakly related to higher grades and standardized test scores. People who use a high rate of big words also tend to be less emotional and oftentimes psychologically distant or detached. Making few clarifications, the cultural positioning of the fans in a football context, especially in Argentina and Italy, is much stronger than in the US. Often the own membership’s team, or even the national soccer team, are object of scorn, sometimes with particular offenses pointed towards the players, unnecessary and free, from the fans. In fact, just going on football blogs, that are very numerous if compared with those of any other sport, comments often can also be unrelated to the topic in discussion. Comments out of place, teasing, vulgar words, a lexicon very few articulated, both from the grammatical point of view and from a depth of thought. All of this, it is much less visible in American soccer blogs, where the audience behaviour is not, at least for the moment, as in a stadium, but more composed. Soccer is considering as a secondary sport (not like American Football or Basketball that are estimated as first national sports), and reflects a smaller fringe of fans and consequently less "polluted." Basketball, as well as tennis, it is a less "chatted" sport from the point of view of the blogs. People talk in a less obstinate way, and it is easier to search topics directly on the pages of the most enterprising sports, then was a more specific work. Therefore, was not easier to analyse tennis and basketball blogs from the point of view of the quantity but not of the quality, while within the soccer's one was made also an interpretation work but was easier find topics. The goal of this research, was to explore whether the fans of a superstars, intended as role models, can exert any influence on the self and how it may be measured among the first three sport in the world. To provide clearly considerations about this topic and, therefore, see how the consumer behaviour (of the fans) can change around the world, it’s necessary doing some premises. For what concerns the role model perception, individuals should be able to understand if they can learn from them through the imitation, or identify with them if they perceived some similarities in terms of attitudes and behaviours. Often, it’s possible that a superstar is not perceived as role model but people simply want to “bask in his reflected glory” or, cutting off reflected failure (CORFing). Both comprise self-esteem responses. Re-starting from Superstar’s definition of S. Rosen, individuals should learn to distinguish a superstar from a simple “local hero”. The true superstar, influence game attendance or TV ratings, increase revenues and, therefore, the attractiveness strengthens fans’ connections. Moreover, the modern media and technology in general, has had a significant effect on the definition of superstars. As the cost of comparing the performance of stars has significantly decreased, there are less (local) superstars. The few remaining superstars, on the other hand, have become global and thus receive a significantly larger share of the pie. But, whatever Superstars can identify itself as role model, if for instance the longer they have played, the more time the fan has had to recognize potential similarities. Or, the longer a superstar has played for a specific team, the more time a fan has had to identify with himself. In a current perspective, the consumer behaviour, can be oriented through two very important factors: the superstars’ possession of peculiar talents obviously and, the technological possibilities to make the products of that talent global. In a dimension of market like a little city, also a normal singer will find an audience not too inferior to that of the best singer. It’s the same for the sporting events. But if the dimension of the best singer or the best athlete in a date discipline becomes global, all will follow that talent, focusing attention, time, gazes, interest on him. It is exactly this that today, in full epoch of web-television globalization, makes florid the economy of the sporting superstars. Great masses of wealth assembled in few celebrities, in biological times much more rapid of any other profession, except for some Zuckerberg of turn.

Icons are beloved, respected, worshiped, and glorified. Today's technology play a fundamental role in the mass consumption and then in orienting the consumer behaviour. Michael Jordan is a decisive character in the history of the American capitalism: he has been both a creator of some pieces of play as an explorer of new markets. Utilize the globally attention produced by the sport to sell better own goods. The athlete's body that becomes vehicle of the marketing of every type and manner: thinking about the sporting era inaugurated from "His Airness." It is because Jordan becomes global in his sporting epic that a firm as Nike can become global. Today we can understand better this history with Steph Curry. Thanks to his triple, and to an accord of sponsorship signed before the explosion of the new American star with a society born few years as Under Armour, he is conquering increasing spaces of market in the United States and in Asia, to the presence of giants as the same Nike and Adidas. The total penetration among professional sport and commercial publicity is lived from the public without any rejection, rather it is made today viral and active from the new forms of the social media marketing. The athletes are who "drive" us to the market, directing consumptions and tendencies. It is this the aspect that separates the sporting show from the other forms of show, cinema or theatrical. The wealth of the great athletes is not only a simple possession. It is a generator of new economies and professions. We must know how to gather the machine that work behind every great sporting character. According to some studies, every great sporting superstar, employments directly from the 20 to the 30 people, without obviously counting the spin-off. Professionals of the finance, of the real estate one, of the communication, of the nutrition, of the physical and mental training, of the fashion. Without forgetting the cultural industry. As the great biographies, Ibrahimovic and Agassi leading, are to the contemporary popular culture, the Lives of the Saints to that medieval. The sportsmen that not only give job to the journalists, but also to the writers: if you do not believe it, you could take a trip on the site of "The Players' Tribune", or you can consult the shortlist of the latest editions of the world's leading premium sports literature, the "William Hill Sports Book of the year ". Biographies, biographies, and even biographies. Icons are beloved, respected, worshiped, and glorified. In my specific case, among the "stars" chosen by me, Francesco Totti embodies the superstars' characteristic and, in fact, he is considered one of the most relevant Italian soccer icons in the world. The same concept it's true for LeBron James and Serena Williams, that are the number ones not only in their court with incredible abilities, but also thanks the sponsors and the mass-media that fill them with a lot of attentions. Everyone of this star, create high score of positive emotions and a low level of depression and irritability. In addition, we should say that all of this it's possible because it's reflected in establish economic countries and then both innovative. Carlos Tevez, despite he is the local star of the moment in Argentina, I believe that he can't considered at the same world level of Totti in terms of club tenure unfortunately. Moreover, the little brilliant situation of his country and the few cups that he won with his National team, didn't make him enough famous as a superstar. For Clint Dempsey is almost the same situation, but the US have the possibility to increase the soccer movement although American culture have preferred to bet on other types of sports. Talking of basketball, Manuel Ginobili was a superstar when he was younger but in the US where he achieved the NBA championship, and not in Argentina where there were few moneys. Pietro Aradori, in the opposite way, is a natural talent who will go in America in the best basketball championship of the world. Anybody wants to become a superstar, must come where the money is. In the tennis court, the situation is a little bit strange. Become a superstar depends on the trophy you will win around the best tournaments in the world and for how long you will

keep the top positions in the ATP ranking. Fabio Fognini is not at the top level, although is the best Italian player now, and Juan Manuel Del Potro is coming to occupy the first positions in the world and to become a superstar, but this will depend only by his capabilities. Passing to the chapter number two, dedicated to the literature review, through an analysis that puts in evidence the degree of influence of the "Superstars" about the so-called concept of organizational identification on the external stakeholders through the sporting lens, the concepts key envoys in prominence have been: the theory of social identity and the organizational identification, the theories on the behaviour's model and the superstar's economics. The organizational identification concept is based on social identity theory. According to this theory, a person's self-concept consists of a personal identity that contains idiosyncratic characteristics and social identity derived from the group affiliations. To localize within the social environment people, tend to classify themselves and others, in different social groups, such as that of organizational affiliation, sex, and age group. While some of these classifications are categorical, the intent with which an individual is identified with a specific group is clearly a matter of degree. The more an individual identifies with a group and the more this people experience the successes and failures of that group, understood as own. Organizational identification is a specific social form of identification within the individual is defined in terms of its membership of, or affiliation with a particular organization. Indeed, according to the social identity theory, a reason why individuals identify with social groups is to improve the own's love. The identification with an organization allows indirectly, to participate in the achievements that go far beyond the own abilities and powers. This is even more evident in the context of sport. While employees of a company can directly affect the success of the organization through their work performance, the contribution of sports fans to the success of their favourite team, is rather limited and mainly offering financial support through the purchase of tickets and merchandise. Then it makes them similar to external stakeholders of a company. The sports fans, however, improve their love proclaiming their attachment to their favourite team (BIRG - "bask in the reflected glory"). More the identification is higher with a team is stronger tendency to BIRG. Therefore, since BIRGing, stems from the identification with a sports team or an organization, it clearly represents the identity utility. To such intention, I have studied and analysed this concepts through an example of case study, in which some hypotheses have been developed about the influence of soccer stars on the degree of identification of a team or of a player from the fans. The analysed model, has been that of the German championship. Then, through the combination of dates on professional German soccer players, relative clubs and with survey on soccer's fans, this study finds evidence for a positive effect of superstar characteristics and role model perception. Besides, was noticed that, players that are qualified for definition "Superstars", are more important for the fans of teams of success, while are less important for the fans of teams without success. The club of affiliation of a player, doesn't seem instead to influence the identification of the team from the fans. Equally, can be said that, the influence of the soccer's superstars, it is comparable to that of executives on external stakeholders, and hence, the results can be applied to the business domain.

Then I have passed to analyse and to clearly explain the "Superstars" phenomenon behind an economic theory. In fact, during the last thirty years, in numerous countries, the incomes of many tops managers, free professionals, artists and sportsmen have known a dizzy growth. In the economic literature, those people that get elevated incomes in base to own working performances are called "Superstars." The superstars are even more present among the tops

incomes and this fact represents a novelty in comparison to the traditional prevalence, among the super-rich ones, of whom derives its own income from the ownership of physical or financial capital. The appeal of the Superstars has certainly contributed to the increasing inequality of the incomes, founded in many countries, particularly in those Anglo-Saxon. The importance of the phenomenon is such that, must need a deepened analysis of its bottom causes. The hypotheses on the technology can contribute to the explanation in different ways. In first place, technology can determine remarkable economies of scale: a singer or a writer for instance, employ the same work to engrave a passage or to write a book, independently from the fact that this is sold to ten or ten million people. Secondly, intending the technology as mass-media, it is possible that more individuals contemporarily (an example is a telecast) consume the same product. Economic literature defines this phenomenon joint consumption. The media have the power to transform the notoriety in "product", allowing the existence of superstar that are that, for the simple fact to be known. The economic theory has faced the phenomenon of the superstars offering few and not always recent attempts of explanation, that can be classified in base to the importance that assign to the talent, to the notoriety and to the power. The job is organized as it follows: first are enunciated the problem and are pointed out the limits that the traditional economic theory meets to compare with it. Then, talent and notoriety are considered as possible exclusive or complementary causes within the sport, of the show and of the professions. Also, the power is analysed, since it appears particularly fit in the specific case of the superstar-managers. In this job, I focused on every of these explanations, clarifying the hypotheses on which they are based in, their solidity and generality, over that theirs distance from the traditional hypotheses of the economic theory on the determination of the salaries and the operation of the competitive markets. Therefore, I focused my attention on the idea that, to characterize the Superstars is their talent or their notoriety. I referred to these elements when I explained the remunerations of the superstars within the sport, of the show, and in the free professions. I separately analysed and then jointly these two elements, based on some known models elaborated by the literature. After that, I have reported the concept of "parasocial relationship" with celebrities according to the "Meta-theoretic Model of Motivation" of John Mowen. It's commonly known that a fan's level identification with an athlete, is positively correlated to purchase of endorsed products and great attitude toward the team. This type of emotional attachment to sports celebrities (also those from a losing team) can be characterized as the so-called "parasocial - relationship". Finally, I introduced the phenomenon of "experiential marketing", theorized for the first time by Bernd Schmitt, and that will expose the underlying reasons about the birth, date back to the late nineties, this unconventional approach and modalities through which it has gradually replaced the so-called traditional marketing. Will be displayed, therefore, the many limitations in the context of the latter conventional approach, which, moreover, coincide with key features of the same: the conception of the consumer as only rational decision makers, the focus on the benefits and functional features product, a precise definition of product categories and competition. Peculiarities, these, in stark contrast to the essential characteristics of experiential marketing, including, as relevant, on the conception of the consumer as a "rational and emotional animal". Talking about store's experience (or shopping experience), reference is made to the experience that the consumer do in the store. And it is on these episodes of daily life, that marketing,

especially the experiential one, focused its attention, with the aim of giving the consumer an opportunity, an emotion or an evocative memory through the space sale. The study on the store experience is the result of psychological studies and is based on the premise that, a man is always looking for pleasure and that, therefore, he is brought back to the places that have aroused positive feelings. The selling point contributes to building a brand identity specification, through an appropriate mix of communication mode of hard type, which characterize the use of elements of the physical structure of the store, and with soft mode, which, however, provide for the realization of different nature activities. Currently, for example, the atmosphere must be considered an authentic means of communication, able to ensure a proper positioning of the brand in the minds of consumers and to reinforce the relations established with them. When the (potential) customer enters the store, it is important that perceives immediately that nothing is left to chance, furniture, colours, the room lights and signs must be consistent and harmonious, reflecting the message that the company wants to convey. The visual stimuli (e.g. illumination, signage, ...) as well as those sound and smell, contribute formally express the brand identity, creating a so highly differentiating the sales environment. These are known as multi-sensory stimuli, which, in a consistent manner to the overall image of the brand, influence the emotional sphere of the consumer and are designed to make his "visit" exciting and enjoyable experience. From some exploratory research it has shown, in fact, that environments and sensory stimuli increase visits and spending volumes and that there is a strong impact of on the senses the purchasing behaviour.

Another important concept in the actually marketing is the entertainment, that is considered an effective strategic tool available for a company to cope with and respond to the hedonistic and recreational needs of a modern consumers. The selection of entertainment is usually done in two different ways: it can assume, first of all, the form of musical performances, theatrical or artistic, related to an event created ad hoc in the store; in this case, while not activating the consumer a high level of interaction, which is confined to fill the role of passive spectator of the representation in question, such recreational forms still elicit high levels of involvement and wonder and, therefore, contribute to remain imprinted the company and the reference brand in customers' minds. Second, the entertainment can also be an integral part of the commercial offer of a brand, when the spaces in charge of sales are improved and enhanced with areas dedicated to consistent activity, but additional proposed offer (e.g. Space dedicated reading, listening to music, etc.), or when integrated in hedonic character services of different nature that, behaving generally a high level of interaction with the products, stimulate strong involvement and participation by the consumer, which, by simple spectator becomes the true protagonist of the representation and, therefore, of his shopping experience. The experiential marketing is, therefore, a phenomenon (before studied by economists such as Adam Smith, Johan Stuart Mill, Irving Fisher and John Maynard Keynes) in which there is the idea that, the real value of the products, lies in the experience of consumption of an individual. But it is only in the early eighties that will be proposed, by Morris Holbrook and Elizabeth Hirschman, the efficient "experiential vision", centred on the consumption's aspects, in the past neglected. Experiential marketing, in fact, focuses on personalization and the relationship with the client, considered a real "consumer" and thus the protagonist of the choice he made. "Customize" marketing, means in fact, that the brand and the product in question, and the underlying marketing management processes, are as effective as possible for the greatest number of customers: it's the level of the individual consumer (one-to-one marketing). With the emotional approach, we are witnessing a metamorphosis of the consumer from the

consumer's role in "prosumer", becoming pro-active. According to this perspective experiential, then, companies not only sell product but also the experience that comes with it. For the first time, is set aside the conception linked to traditional marketing, in which the consumer is considered a solely rational individual, for the idea of a consumer as well be emotional, involved in the front line and on a personal level in its consumer experience. The traditional approach, in fact, focused on the functional characteristics of the products and the respective benefits that consumers can draw, used methods and tools exclusively analytical and, more importantly, considered the consumers only as rational decision-makers. Experiential marketing, however, focuses on the context of use and consumption rather than on the product, on the types of experience rather than on functional attributes of the same, and strives to always make the customer interact with the company. The post-modern consumer is no longer a passive subject, but an active person looking for authentic products, unique and personalized; He is interested in the recovery of the past, to dialogue with the company and the direct participation in the same consumer experience. An element of originality of the experiential vision is, therefore, in looking the consumer as an individual involved in the consumer rather than as a buyer, shifting attention "from purchasing decisions to consumption activities, from choosing to using, from buying to consume". The experiential approach, in fact, focuses on the affective and emotional component of the consumption's process, assuming a consumer's vision not only as rational problem solver and calculator of information, but also as a person motivated by emotional and hedonic factors. All this involves a strong attention towards what can be called a multi-sensory perception of the individual and that, therefore, provides an accurate analysis of the emotional and experiential dimension of its behaviour. Today's consumers do not buy more just to meet a need, but also to experience and enjoy new experiences; speaking of "experiential needs", we refer to the customer need to feel busy and involved in something fun and enjoyable which can arouse different emotions in him. The purpose of the experiential marketing is, in fact, precisely to involve every customer, offering an experience to remember and having, at the same time, the ability to anticipate his unconscious desires, satisfying them. It is, therefore, a marketing branch that relies more than ever, on feelings and deepest emotions of the consumer and that makes real "suppliers" of experiences the many companies. Multiple studies in this regard, confirm that the decisions and individual choices always have a strong emotional component. We refer, in fact, to the "power of emotions" in the decision-making process of the consumer; it is not absolutely irrational behaviour, but simply of emotional determinants of consumer choice and that marketing, despite the various and favourable developments in this direction, is not yet able to fully understand. Finally, for what concerns the managerial implications, marketing managers could aim, then, to create long-term relationships with customers through the direct experience, of the consumers, within the point of sale; relations which entail a real emotional involvement and, within certain limits, also affective individual. Experiential marketing, in fact, in order to allow the customer to live an authentic "emotional" experience, focuses its attention on: - context of use and consumption, rather than on products; -types of experience, rather than on the attributes of the products; -integration of the stimuli that customers receive in all points where the emotional experience manifests a form of contact with the company. In particular, the realization of multi-sensory experience, able to directly engage the consumer and to arouse in him feelings memorable, can be implemented by companies doing mainly leverage on three components: the product, the communication and the retail outlet. As for the sensory dimension of the products, must need to keep in mind that these also

differ depending on their experiential content. There are, in this connection, products that tend to be valued almost exclusively based on their technical and tangible attributes characteristics; the use of highly specialized sales points may be, therefore, indispensable in those sectors in which, by their nature, the products are more difficult to express in an experiential way and for which, therefore, is necessary to intervene more on communication and distribution to exalt sensory and interactive dimension. In a market based mainly on the consumer and therefore on people, it is necessary to attract consumers by leveraging his emotions, stimulating them through the provision of high emotional content rate that capture the attention and, later on, make it a loyal consumer. This means that the basic motivations that lead a consumer to choose a product are not the purely technical and functional characteristics, as the innovation and technological developments have now led to a standardization of products worldwide. The competition moves, therefore, on the promotional plan: a good campaign should stimulate, through the creation of an emotional connection, the desire to own the product of a particular brand over another, causing the connection created between brand and disregards consumer by the mere act of purchase, but moves in terms of sharing of emotions and values. However, the store is considered the most effective level of action by the sensory stimulation viewpoint. It is no longer thought as an aseptic and dehumanized space, but as engaging and "hot" element, exciting and alive. A place of leisure, growth and cultural exchange, where the purchase is subject to the activity of live a consumption experience through the stress of the five senses. The store, with the enhancement of sensory elements, becomes a place of permanence, where the consumer does not enter only to buy, but to visit a place that knows how to entice, intrigue and entertain. All this is possible through special store techniques designing and visual merchandising, specially designed to create a perfect atmosphere and make the store a key element for the construction and communication of brand identity, developing the philosophy of "sell with sense". Through a careful design of the shop, could be possible to offer a completely new product for the consumer, managing in order to evoke images, memories, feelings, past experiences that will determine the purchase itself. Future sport consumer behaviour could be predicted by the interaction of some general factors like for instance: motives, level of identification, expectancies, confirmation or disconfirmation of expectancies, self-esteem responses, and the affective state of the individual. All of this variable, can be significant on intentions for sport consumption behaviour (e.g. intention to attend, intention to purchase merchandise, intention to support the team). That is, the better one feels at the end of the contest, the more likely one is to engage in future fan behaviour. One relevant implication to sport marketers, could be that individual's motives explained a great deal of variance in team identification. Then, building high level of identification is important to sport marketers and managers. For example, marketers could design ad campaigns and/or slogans that represent those motives. Advertisements, therefore, could serve to heighten the identification that helps to influence future sport consumer behaviour. In addition, because fans consume sport for different kinds of motives, this one can be utilized as means of segmentation to better target fans. To convince fans who have different motives, sport marketers could investigate in the market to determine the most relevant motives that can be applicable to their sport and develop appropriated marketing campaigns based upon these results. Another implication for sport managers could be based on confirmation or disconfirmation of expectancies, to better understand the variance in fans' affective state after the game among different countries. Because a fan proves to be happier after an unexpected win or more shaken after an unexpected loss, could be useful building up the opponent's strengths to the media to temper fans' expectations. May be a test practice.

Future researches should be better based on the differences among environmental characteristics which, in some way, influence attendance at the event and explain the motivations among the sports in different countries, such as family, economic cost, promotions, advertising, business opportunities, etc. I hope therefore that new ideas could be proposed in order to explain more variance in consumption behaviour and maybe would become a viable mean for marketers and managers of sport to improve season ticket and merchandise sales.

Today the words "myth" and "legendary" are used with great ease: a concert, a character, a sporting gesture, a book, a song, etc., they are labelled with these two words to emphasize its size. The idea is that, with these expressions, events or products are in any way exceptional, destined to remain over time, to remember forever. It's the same goal, after all, that the antiquity narrators have set, those who built the complex and fascinating world of mythology. On the other hand, the term "myth" comes from the Greek language (means "story") that, in turn, has its root in the verb "myō", that is "close and open the mouth." The mythological model can be traced in the history of all peoples and, in some way, has remained alive until this day, by simply changing guise and globalizing. Today the companies turn some characters in "stars" that, with hindsight, they just re-actualize the ways and methods of the faraway past by other means. At one time, the myth was orally told, now has spread through the mass-media, ready to impose itself in every corner of the world. It was precisely the mass-media to give a strong boost to the production of "globalized" shaped myths. First the newspapers and the radio, then film and TV until the arrival of the internet. Everyone has played, and continues to play its part in feeding the public's desire to see a "hero" to identify with. Heroes who are to appear special usual because beautiful, capable of outstanding performance, unattainable, even tormented and unhappy, just as the gods and the characters of mythology. In our society, to play these roles, are the sports stars, singers, actors, the stars of the TV. Some of them, touched by death prematurely and then placed outside of time, have become legendary for this. Some names for all: Marilyn Monroe, James Dean, Ernesto "Che" Guevara, John Lennon, Ayrton Senna, Kurt Cobain. Others survived to the popularity with dignity, someone collapsed under the spotlight of the scene, others have gone on international fame with the speed of a meteor. The fact is that, from some years now, the majority of myths are invented on an industrial scale, planned by specific advertising marketing strategies. "They born like any other product," says Alessandro Amadori, specializing in motivational research. And they have a short life cycle: myths are disposable. Many times, a movie or a song are designed based on market research about the wishes of the public. The right people for each part can be found later. The Spice Girls, for example, have been built in this way. In short, myths return from the past hidden under the most varied forms, redoing make-up and come strongly into every day. Ronaldo's dribbling, the body of Jessica Alba, Tokio Hotel lyrics are a reflection of the strength, beauty and skill. They influence, as now, people's behavior and renew the basic idea of stardom: create characters where, as in the myth, everyone recognize itself. The link between present and past is firmer than ever.