The Report Committee for Toshiyuki Ogura

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Segmenting Participants of a Charity Sport Event

APPROVED BY

SUPERVISING COMMITTEE:

Supervisor: _____

B. Christine Green

_____

Janice S. Todd

Segmenting Participants of a Charity Sport Event

by

Toshiyuki Ogura, B.A.; M.B.A.

Report

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Dedication

For the survivors and victims of women's breast cancer and their family and friends, and for those who volunteer at charity sport events and who have fought against the challenges and empowered other in need of support.

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Abstract

Segmenting Participants of a Charity Sport Event

by

Toshiyuki Ogura, MSKin

The University of Texas at Austin, 2014

Supervisor: B. Christine Green

The increased competition among charity sport events (CSEs) require charity organizations to utilize more sophisticated marketing programs - segmenting and targeting diverse participants more effectively. The study examines the effectiveness of demographic, psychographic, behavioral segmentation variables. In-depths interviews with 14 participants were conducted to obtain profiles of the four segments of *survivor-centered teams, family and friends, company-sponsored teams, and other organization teams*. The distinct profile of each segment had a combination of psychological, behavioral and demographic characteristics. *Participation mode* was identified as a proxy segmentation variable that can be easily obtained by event organizers at the time of participant registration Management of participant segments was discussed.

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Introduction and Charity Sport Events

Participatory sport events have become popular marketing tools for charity organizations to reach a mass audience effectively to create awareness of the charity, raise funds, change the social behaviors of participants, and compensate traditional ways of soliciting charities such as door-to-door visits, direct mail, and telemarketing (e.g., Filo et al, 2008; Hendriks & Peele, 2012; Higgins & Lauzon, 2002; Scott & Solomon, 2003; Taylor & Shanka, 2008). However, the increasingly competitive climate of the charity sport event (CSE) market has been pressuring event organizers to understand participants better, improve event experiences, and develop more sophisticated marketing strategies to win more time and money from participants (Filo et al, 2008; Hendrics & Peele, 2012; Higgins & Hodgins, 2008; Scott & Solomon, 2003). The Run Walk Ride Fundraising Council (RWRFC) reported that the total gross revenue generated by the top 30 athletic event fundraising programs dropped by 1.3% to $1.68 billion and the top 30 programs showed mixed results in 2012. Sixteen programs managed to increase revenue from the previous year, while 14 programs experienced revenue decline. This result showed the recent change in the market environment as in 2007 the top 30 athletic event fundraising programs still generated more than $1.64 billion in gross revenue, an increase of 12.1% from $1.46 billion in 2006. Twenty-seven of the top 30 events achieved revenue growth in 2007. Participants have a variety of CSEs and alternative leisure activities to choose from. In addition, participants are increasingly looking to charity organizations for assurances about the efficiency and effectiveness of their money in serving the stated

causes. The recent economic downturn has been affecting the disposable income of the participants (e.g., Filo et al., 2008; Hendrics & Peele, 2012; Higgins & Lauzon, 2002, Won et al., 2011). In addition, as competition of charity dollars and event participants increases, there is increased need to design more effective marketing strategies. Understanding more matured CSE participants is the first step in effectively marketing CSEs. It helps event organizers implement more competitive marketing programs to achieve charity objectives as well as sustain the operations of charity organizations (e.g., Higgins & Lauzon, 2002; Grier & Bryant, 2005; Scott & Solomon, 2003).

Sport events satisfy participants with physical and leisure activities, social opportunities, and entertainment. The customized event elements and communication messages match with the expectations of diverse participants with a wide ranges of socio-economic status (Bennett et al., 2007), physical skills, fitness levels, and other characteristics (e.g., Bennett et al., 2007; Scott & Solomon, 2003; Taylor & Shanka, 2008). Observing and interacting with a large numbers of other participants with diverse profiles help participants increase awareness of the charity, create a sense of community with other participants, and develop cause-related motivates and attachment to the events (Filo et al., 2008; Scott & Solomon, 2003).

Objectives of Marketing Programs

A marketing program of a CSE typically has three common objectives. First, a charity organization leverages a CSE to increase awareness of the specific charity and its cause. Second, it leverages the CSE to empower people to change their social behaviors

(e.g., Scott & Solomon, 2003). Third, it leverages the CSE to raise funds to sustain the charity programs. The charity organization considers the CSE as an independent source of revenue, which doesn't have any strings attached to any public policies or private funding (e.g., Higgins & Lauzon, 2002).

CSE research studies often refer to social marketing because of the social elements of CSEs such as awareness of a specific charities, empowerment of participants, promotion of social activities and fundraising for the charity (e.g., Grier & Bryant, 2005;Taylor and Shanks, 2008). Kotler et al. (2002) characterized social marketing as "the use of marketing principles and techniques to influence a target audience to voluntarily accept, reject, modify, or abandon a behavior for the benefit of individuals, groups, society as a whole (p.5)." Andreasen (1994) urged social marketers to utilize commercial marketing techniques to optimize the capacity of CSEs. Like for-profit marketing, social marketing techniques refer to an understanding of consumers. In the case of CSEs, these consumers are participants and donors. In order to meet the objectives of the marketing programs, the CSE organizers have to recruit enough participants and raise enough funds to reach expected goals to make the event successful. In addition to the recruitment of first timer, the retention of participants is critically important for non-profit organizations with tight budget as it costs significantly more to recruit a new participant than to maintain repeater participants (Bennett et al., 2007; Wood et al., 2010).

Understanding Motives for Participation and Fundraising

Previous studies of CSEs explored the motives and experiences of individual participants to better understand the factors that impact participation and financial contribution. The motives of participants were often based on the combinations of personal values and lifestyle associated with supporting a specific charity; pursuing physical, sport and fitness activities; and experiencing social interactions. First, the cause (or charity) itself may provide event participants with opportunities to celebrate the cause, satisfy their desire to help others, personally involve with the cause, fundraise donations, support the charity, learn more about the cause, and develop self-esteem and status. Second, the opportunity for physical activity may provide an appealing way to meet physical challenges, get fit or pursue health goals, and participate in a favorite sport. Third, the social opportunity may provide an appealing way to be with family members and friends, socialize with new people, have fun and enjoyment, and cultivate a sense of belongingness (Bennett et al., 2007; Filo et al., 2008; Hendriks & Peele, 2012; Higgins & Hodgins, 2008; Higgins & Lauzon, 2002; Scott & Solomon, 2003; Taylor & Shanka, 2008; Won et.el., 2011; Woods et al., 2010) (see Appendix 1 and Appendix 2).

Variables for Segmentation and Target Marketing

Although identifying participant motives helps event marketers understand the average profile of CSE participants, Shilbury et al. (1999) highlighted the need for market segmentation in sport markets where people have a variety of motives.

If all activity had the same meaning for all people, it would be easy for

sport marketers to establish a single marketing strategy that was

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generalizable to all cases. However, as this is not the case, sport marketers

must establish specific promotional strategies that target different groups

within the community – market segmentation strategy. (p.72)

Kotler et al. (2002) suggested that social marketers segment markets "into smaller groups

who might require unique and similar strategies in order to change behavior. Those

grouped together have something in common (needs, wants, motivations, values,

behavior, lifestyles, etc.) that makes them likely to respond similarly to program efforts"

(p. 116). Grier and Bryant (2005) stated that "segmentation and target marketing increase

program effectiveness and efficiency by tailoring strategies to address the needs of

distinct segments and helping to make appropriate resource allocation decisions" (p.322).

Demographic, psychographic, and behavioral were the three types of

segmentation variables identified in previous literature. These variables were used by

itself or combination with any types of other variables.

Demographic variables. Marketers often use demographic variables to segment

consumers because the data are standard and easily available (Greenwell et al., 2002)

compared with psychographic variables. However, most of the previous studies on CSEs

reviewed in this research paper (e.g., Bennett, et al., 2007; Filo et al., 2008; Won et al.,

2011) have not shown significant differences based on demographic variables. While the

demographic variables such as gender, age, race, household income, education, fitness

and sport skill levels were often used to create profiles of participants, there exists few

empirical results to suggest that these demographic traits are the ones that matter stand-

alone for the target marketing of CSEs. Won et al. (2011) analyzed the surveys of the participants (n=247) of three MS Walk events (i.e., a low intensive physical activity) and suggested gender and household income to segment the participants of CSEs. The study suggested to utilize findings for participant segmentation: strong motivation by female dominant participants, untapped male market, and higher household income (i.e., higher than $50,000) by majority of participants. Wood et al.'s (2010) study on endurance cycling events reported no statistical significant differences across the four participant segments examined, with the exception of the older average participants in one of the segments. Overall none of these studies demonstrated segmentation of the entire participants of a CSE participants by solely using demographic variables alone.

Psychographic variables. In psychographic segmentation the market is into divided different groups by social class, lifestyle, values, personality characteristics or benefits of products (Kotler et al., 2002). Although most of the CSE studies reviewed in this paper (see Table 1) discussed positive impacts of psychographic variables on participation and fundraising for CSEs, only a few empirical research studies have actually explored the ways to segment participants based on motives and other psychographic variables. Bennett et al. (2007) analyzed a survey of participants (n=579) who had attended one or more CSEs and found four main motives for participation: personal involvement with the cause, opportunities to lead a healthy lifestyle, the desire to mix socially, and involvement with the sport in question. The participants with the first three motives tended to pay higher fees for events that have a high status. Serious-minded personality had moderating effects on participation motives: serious-mindedness had

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correlations with involvement with the good cause, feels a duty to participate, desire to mix socially, and involvement with the sport. Other studies have examined the way in which various motives of the participants are positively connected with participation decisions and suggested that marketers segment participants based on their motives (e.g., Bennett et al., 2007; Filo et al., 2011; Taylor & Shanka, 2008). Filo et al. (2008) conducted focus-groups with participants of Lance Armstrong Foundation's cycling tours to examine the motives for sport event participation and charitable giving. The researchers found that charitable factors had impacts on social and competency motives and enhanced an attachment to the events. Taylor and Shanka's study (2008) showed some differences in motivation between different demographic groups. Females tended to be motivated by involvement (i.e., have fun, raise money for charity, get fit or health benefits) and status (i.e., prove to self, or to others) while people younger than 34 years old tended to be motivated status and socialization. However, as segmentation was not the objective of these studies, the researchers did not demonstrate a successful use of psychological variables for segmenting participants of a CSE.

Behavioral variables. Behavior segmentation uses variables such as occasion (e.g.,usage or decision), usage levels (e.g., frequency), readiness stage (e.g., for buying), and benefits related to products (Kotler et al., 2002) A study on two charity cycling events found that the profiles of the participant segments differed based on two behavioral variables: the amount of funds raised and the history of event participation (Woods et al., 2010). Types and levels of participation at CSEs were often discussed as useful variables to segment CSE participants. Scott and Solomon (2003) discussed

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differences of participant groups by mode of participation because different modes had different sense of personal meanings and social interactions. Won et al. (2011) discussed differences of participant groups by participation types: while voluntary participants were motivated by altruism and philanthropic factors, non-voluntary participants were motivated by social- and sport-related factors. Taylor and Shanka (2008) examined significance of some behavioral variables on motivations, satisfactions and intentions of participants. The repeat event participants were motivated by achievement while first-timers were motivated by involvement, status and socialization. The involvement showed strong impact on overall satisfaction, which participation history and future intention to participate were related to (Taylor and Shanka, 2008).

Participant Segmentation and Target Marketing

There were only few previous studies that examined segmentation of entire participants of a CSE into multiple groups. Wood et al. (2010) segmented the participants of two MS Society's cycling events based on their identities associated with fundraising for the cause and with sport (i.e., cycling). The study examined four segments based on combinations of two levels of the two identities: high in both identities (event enthusiasts), only high in the cause (cause fundraisers), only high in cycling (road warriors), and low in both identities (non-identifiers). The event enthusiasts segment raised the most money, followed by the cause fundraisers. The researchers claimed their results fit with Green's (2001) finding on identities of sport event participants from the case studies of a women's flag football tournament, a marathon, and a motorcycle race. Sport participant identity, which was related to subculture of specific sports or teams, was

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expressed and developed during the involvement with the events. The organizers can leverage participant identities for segmentation. Hendriks and Peele's (2012) creative study on a CSE demonstrated a way of participant segmentation and target marketing. First, the participants of Alpe D'Huzes, a cycing event in Netherlands, were segmented based on the analysis of online survey data. Second, personas, that are made of the typical profiles of the segmented participants, were designed based on the combinations of demographic, psychographic, and behavioral data from in-depth interviews (n=40). Creation of personas is a marketing method often used in web marketing: A typical use of a persona is a "realistic character sketches, each representing one segment of a website's targeted audience" (Mulder & Yaar, 2007). Participants were grouped into four segments based on the motives related to the cause and sport activities such as well-being, humanity, social, cause, empowerment and personal. The personal connections to the charitable cause, community building, and empowerment had strong impacts on participation. Then the profiles of personas representing four key segments were designed and labeled Health Junkies, Legends, Caretakers, and Promoters. Both studies by Wood et al. (2010) and Hendriks and Peele (2012) demonstrated ways to segment CSE participants. However, practically for most CSE organizers it is not easy to segment CSE participants into different profile groups following these research methods. For CSE marketers it is not easy to obtain sufficient psychographic data of participants such as motives and identities for segmentation prior to the events because of the internal nature of psychographic variables. It is important to identify more usable segmentation variables that are represent relevant demographic, psychographic and behavioral profile of

participant segments and also visible so that event organizers can easily obtain

information for participant segmentation and target marketing.

Method

The present research was planned to examine 1) the value of segmentation variables in CSE settings, and 2) whether easily obtained segmentation variables can represent psychographic and other segmentation variables. Fourteen in-depth interviews were conducted to collect qualitative data to analyze involvement and experiences of participants of a charity 5k running and walking event. On the race day the researchers participated and observed the event to better understand the profile and behaviors of participants and the setting of the event. A mini-survey was used to obtain additional brief profiles of interviewees.

Race for the Cure

The context for the current research was the Susan G. Komen Austin Race for the Cure (Komen Event), a 5K running and walking event organized for breast cancer awareness and fundraising by a local affiliate of the Susan G. Komen Foundation. The annual event in Austin, TX, attracts more than 15,000 participants, which includes more than 1,000 survivors (Susan G. Komen, 2013). The event raised $1,945,013, which is 77 % of $2,537,966 in total net revenue of the local office (Komen) in the accounting year end March 31, 2013. The Race Sponsorship Packet issued by the Komen Foundation provides a summary of the participant profiles. The three largest participant age groups of the Komen Race were individuals in their 20s, 30s, and 40s. Participants were encouraged to complete registration in advance online or by mail, providing contact information, gender, date of birth, team name, t-shirt size, and race category. All the breast cancer survivors at the Race for the Cure are provided with a complimentary pink cap and t-shirt. The registration fees are between $20 and $40, depending on the

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participant's race category selection status, registration method, and status as an adult and a child. All the timed participants are required to pay an extra $5 for chip timing services.

Sampling Procedure

On the race day the researchers observed and initiated informal brief conversations with participants to become familiar with event traditions, group norms, and participants' values. The researchers produced field notes and event photos, and solicited participants to provide in-depth-interviews at later dates. A total of 14 interviewees (see Appendix 3) were selected based on the concept of purposeful sampling (Marshall & Rossman, 2006) with the aim to secure a minimum of three interviewees per each of the four *participation modes*: The participation mode was defined in the present study as a behavioral segmentation variable based on the category under which the participants chose to register and participate in the event. It is also a variable that event organizers can easily obtain directly from the registration form. The first segment was designated *survivor-centered teams*. A participant belonging to this segment was a member of a team dedicated to support a specific survivor. A second segment was designated *company-sponsored teams.* A participant belonging to this segment was a member of a team comprised of company employees, whose participation cost such as registration fee was sponsored by employers. A third segment was designated *family and friends.* A participant belonging to this segment did not belong to any organized team, registered individually and participated with a small number of family members and friends, often including children. A fourth segment was designated *other organization teams.* A participant belonging to this segment consisted was a member of an

organization other than a company, such as a non-profit or a school-related organization.

For interviews, seven participants out of the pool of participants were recruited on the

race day and another seven participants were recruited by means of snowball sampling.

On the race day researchers purposefully contacted participants for whom they visually

recognized typical signs representing different participation modes such as pink t-shirts

with survivor names, t-shirts with corporate team names, and mothers with children etc.

For snowballing sampling, the researchers asked for participants registered with each of

the four participation modes. The pool of participants was recruited until a minimum of

three interviews in each of four participation modes were conducted.

Participant Characteristics

The interviewees' ages ranged between 20 and 48 years (mean age: 35.1), and 10

of the 14 interviewees were women, a proportion (71%) close to the proportion of female

participants in the event (76%). Four participants represented survivor-centered teams

and four represented family and friends. Three participants represented company-

sponsored teams and three represented other organization teams. To avoid logistical

difficulties in obtaining permission to conduct interviews, researchers did not interview

participants who were minors.

Data Collection

At the beginning of the interviews, researchers asked interviewees to fill out a

mini survey to obtain their profile. The demographic and behavioral variables from the

mini-survey include age, marital status, ethnicity, participation history and team size (see Appendix 2).

The interviews used semi-structured open-ended questions addressing the interviewees' event involvement and experience: How and why did you get involved in the event? Describe your experiences at the event. How did your participation affect you? How do you think it affected others? How do you think it affected your community? Probes were used to follow up questions to gain a deeper understanding of interviewees' experiences. Using a photo elicitation technique (Denzin & Lincoln, 1994) twenty original color photos capturing various elements of the race events were presented to refresh the memory of the event experiences of the participants at the last part of interviews. The interviews were scheduled to last 30 minutes, but they often extended as long as one hour when interviewees spoke passionately about their event experiences.

The researchers observed the race as individually registered race participants and dressed up with the official complimentary race t-shirts in order for them to observe the same event experiences with other participants. The researchers not only ran and walked the 5K race but also observed pre- and post-race events as well as education, food, and sponsor tents from the early morning to lunch time while occasionally casually communicating with other participants and volunteers. Although the researchers had previous experiences participating in CSEs, it was their first participation in the Race for the Cure.

Data Analysis

As the first step of data analysis, the researchers reviewed all the transcripts using line-by-line coding. HypeResearch (ver.3.5.2.) software was used to record and organize the identified themes and wordings. The data were assigned to one of three categories of segmentation: demographic, psychographic, and behavioral. The psychographic category was further subdivided into cause, physical, social and other psychographic. Second, subcategories were developed by grouping identified themes and wordings. Third, these themes and wordings were developed iteratively with the literature review (see Appendix 2). When subcategories that did not match with the pre-existing categories, additional subcategories were created. Fourth, cross-group comparisons were conducted to determine the common and unique aspects of the four segments. The variables from the interviewees' profile survey were analyzed together with the variables identified from the transcripts. Lastly, the effectiveness of participation mode as a proxy segmentation variable to represent psychographic, behavioral and demographic segmentation variables was examined and the values of a segmentation variable in a charity sport event setting was discussed.

Identified Variables

A total of 119 themes were identified from the coded transcripts. Sixty-six were psychographic variables (i.e., 33 cause variables; 11 physical variables, 20 social variables, 2 other variables), 39 behavioral variables, and 14 demographic variables (see Appendix 4 and Appendix 5).

Psychographic variables. Psychographic themes that were common to all the participation modes were "cultivate a sense of community (e.g., pink empowerment, diversity and large numbers of people)", "fun cheerful friendly". Effective psychographic variables for segmentation were "support the specific charity" for survivor-centered teams, and "support a good cause" for company-sponsored teams and other organization teams. There were many cause-related themes specific to survivor-centered teams: "support family or someone close who were a survivor", "interaction with survivor", "celebration and closure", "giving back", "support other people for cure and research", "emotional", "educate and warn young people". "Bonding" (e.g., family, company employees) and "interaction with survivors" for social-related themes, and "participate in and enjoy a favorite sport" (i.e., running) for physical related themes made a difference among participation modes.

Most of the identified psychographic segmentation variables from the cross-group comparison matched with the variables from the previous studies. Among them the cause-related themes included empowerment (e.g., inspired by people's efforts and devotion, emotional, celebration and closure), fundraising (e.g., company or parents paid

or matched), learn more about the charity (e.g., knowledge of the cause, booth and tents, mammograms and reminders), support and improve the charity. The physical-related variables included meeting physical challenges (e.g., cheered and encouraged to run), and participating in and enjoying a favorite sport (e.g., running is the primary motive, wanted to run more). The social-related variables included bonding (e.g., bonding with friends, family bonding) and socializing with new people (e.g., interact and talk with other people, get to know other people). The other psychological variables included company and other organization-related requirements (e.g., an opportunity to promote their company).

Behavioral variables. Common themes to all participation modes were "satisfiers" (e.g., quality of event experience and logistics). Behavioral variables useful for segmentation were "the length of participation at the event", "amount of funds raised", "price sensitivity", and "schedule and timing". Although many teams had mixed "transportation mode (i.e., running, walking)", company-sponsored teams had more runners than other modes. Survivor-centered teams had more "repeaters" while company-sponsored teams and other organization teams had some first-timers.

The identified behavioral variables included amount of funds raised (e.g., company or parent paid registration fees and matched donation – no price sensitivity), participation mode (e.g., a survivor centered team, a company-sponsored team, a changed or transformed team), roles of company (e.g., a part of company's charity or community program, learned about the event from the company), the length of participation with the event (e.g., involved longer hours with activities associated with the event, the level of

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personal involvement during the event (e.g., checked booths and tents), mode of participation (e.g., mixed modes – some walk some run), and team size (e.g., small team, has grown to be a large size team).

Demographic variables. "Age", "ethnic diversity" and "team size" were the demographic variables made some difference between participation modes. Other identified demographic variables include fitness and skill levels (e.g., can't run because of injury or age) and family status (e.g., with children, coordinate with family events).

Other variables. "Company's needs (e.g., promote company, support company's charitable initiatives, employee bonding)" and "organizational requirements" were identified specific to company-sponsored teams and other organization teams.

Participation Modes

Participation mode was a useful proxy variable to segment participants of the Race for the Cure. The participants registered for the same participation mode had similar distinct combinations of psychological, behavioral and demographic characteristics.

Survivor-centered teams. The primary motive of participants in survivor-centered teams was rooted in the cause-related goals to support a specific individual diagnosed with breast cancer and her family members and close friends and to celebrate survivorship once cancer was cured. The participants in this segment were emotionally involved in the cause and strongly identified with the cause (i.e., breast cancer).

She just invited friends and families to come out and walk with us to

support me. I was very sick….and friends and family were donating.

(Mary, 39)

Once a survivor was cured, the primary motives shifted from uplifting her to helping

others by increasing the awareness and fundraising. The survivors thought about using

their own identity and experiences to increase awareness of the cause and encourage

other people to be involved in the cause. The members of survivor-centered teams had

good knowledge about the cause because of their personal close involvements with

survivors. The small teams exhibited considerable potential to grow into larger teams.

When I started, I wanted to celebrate my family, my wife and daughter.

And I wanted to participate by giving back because so many people were

kind to our family when we went through this experience….it has grown

more global than a family team. (Gary, 48)

Some interviewees without a sport identity had a physical motive for taking on the

challenge. Whether survivors ran or walked the 5K race, they did so to empower

themselves or show their recovery of health.

Someone does not have to make this walk but someone does make this

walk to know that I can do this. And I am not going to sit in the dark and

cry. I can get up and keep living. (Mary, 39)

The motives of these interviewees had some social aspects, particularly to obtain

a sense of belongingness, which empowered themselves and others. They stated that once

the cancer was cured, the event would provide an annual opportunity to socialize, and

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have fun with family and friends. They stayed at the event for a long time, participating in the pre-race day activities and early morning survivor events.

> We get together usually the night before for drinks, passed out the packets.
> This is a lot of fun. Because we do get together, and dinner and drinks,…
> breakfast, get pictures taken…..(Margaret, 44)

Their ages were concentrated between 39 and 48, which reflected the core age of the survivors and the adult members of their family and friends. However, they were motivated to increase the awareness among younger people as well as the middle aged female participants.

> I do get inspiration from other people and I do want people to know that
> people newly diagnosed getting younger and younger. (Margaret, 44)

The retention rate and fundraising capacity of members of this segment are high. Moreover, the strong identity of survivors and their pink team t-shirts were observed by the members of all the other three segments and contributed to increasing the awareness of the cause and creating an immediate sense of a community among event participants.

Family and friends. Members of the family and friends segment registered as individuals instead of as a team and participated in the event with a small group of friends and family members. Their primary motives were bonding with the family members and friends and exercising. Although their bonding nature increased the positive fun experience of the event, it also can constrain their interactions with other participants and survivors.

I didn't really strike a conversation with anyone, except for the people that

I was with. (Cathy, 43)

However, they watched survivors from afar and learned about the cause at the education booths and tents. They were ready to spend a relatively long time at the event.

At the booth? Probably an hour, or more. Because I finished, and then I

went to all the booths…..I learned from the booths showing how women

self-examine. There was a lot of information out there. I think it taught a

lot of people what they needed, or looked for. (Hilary, 38)

Family events took priority for them over attending other CSEs, even if they had an interest in attending this event annually. Therefore, members of this segment participated in the event only when their family schedules had no conflicts with other family events.

My oldest daughter volunteered last year as a cheerleader on the side lines,

and I wasn't able to participate last year. So when she needed to volunteer

again this year, I wanted to go ahead and participate and be there as well. I

guess that's how I got involved in this…. I think it was a convenience

thing. (Cathy, 43)

Depending on the physical needs of participants as a group, they participated either by running or walking the race. Often members of these groups had a runner's background and were motivated by the challenge and the pursuit of fitness and the joy of running. The less competitive nature of the running event allowed participation by these who had limited physical capacities due to injuries, aging and accompanying small children. The

cause-related aspects of the event had a positive influence on the likelihood of participation.

> I used to be a runner, and I've done triathlons. As I've gotten older, I can't run as much. So it's little bit harder to train. So definitely the running/walking, exercise part was very attractive for me because I felt I was doing something for someone else but also keeping myself physically healthy. (Dana, 43)

Many of participants in this segment were between their 30s and 40s with children. The different stages of the family life affected their sensitivity to the price of registration and the size of donation. Although the family participants with children found the registration fees rather expensive, they justified the cost to support a good cause.

> You know those things cost. But it is good. This is donating to the good cause. (Hilary, 38)

The demographic profile of survivor-centered teams and family and friends were similar: age in the late 30s and 40s; ethnic majority was Caucasian and accompanied children on race day. The differences were the level of personal involvement with the cause and their event history. Survivor-centered team members had personal involvement with the survivors and were committed to annual participation in the event, while family and friends had less personal involvement with the cause and were not committed to participate annually. While survivor-centered teams were easily identified because of

their pink team t-shirt and other accessories and signs dedicated to the survivors, the members of family and friends segments were easily distinguishable from other participants.

Company-sponsored teams. The primary motives of the core members of company-sponsored teams were to run and to support their companies' needs. Unless some members were personally involved with the cause, the charity-related motives were not their primary motives.

The company teams extended their recruitment to the non-runner employees and their family members to increase the amount of their donation and justify the company's sponsorship.

> My company was interested in doing charity. And I liked to run and my
> friend and I have been talking about 5K together, and so I decided to kill
> two birds with one stone. Basically I talked to my company about getting a
> team together and running the Race for the Cure. That's how I was
> involved in the team and with my friends. (Sophia, 26)

Company teams consisted of employee runners with a physical motive to take on the challenge and to enjoy their favorite sport of running. The teams typically recruited individuals with mixed levels of running and fitness, from serious long-distance runners to rookie 5K runners and even walkers.

> I think mainly that there was a race that I liked. And then, just it was an
> added bonus that it was for a cause. (Jane, 26)

In addition to the physical motives, the members of the company-sponsored teams reported some cause-related motives. However, unlike the members of the survivor-centered teams, these participants only exhibited general support for charitable activities rather than exclusive commitment to the specific cause—unless an individual had previous personal involvements with the cause. Having a cause-related motive improved the satisfaction level of runners.

> I root for a general charity thing, not specifically breast cancer. Anything
> disease related, poverty or whatever, having something I would like to
> help with. (Chase 25)

The social motives of the members of the company-sponsored teams were in part a function of their identity as a company employee. The interviewees expressed a sense of belongingness to their company, which made them feel obligated to promote their company' name, support their charitable initiatives, and bond with co-workers to develop esprit-de-corps. Team members wore t-shirts with their company name and logo. As a result, however, they were isolated from the participants in other segments and had fewer opportunities to mingle with the survivors.

> It made me feel more belonging to my company. We don't do much thing
> together, just because we were working so much. When we do get
> together, it makes us feel like OK, we have a sort of small community
> here. So it is nice to feel like we were working together for something,
> instead of just trying to get jobs done. (Jane, 26)

Because participants' companies usually covered fees and matched donations, there were no price sensitivities to either their fees for participation or their donations.

> I think it was like $40, and then the company matched….The company
> was paying my registration costs, so I might as well put something in.
> (Chase, 25)

> **Other organization teams.** The other organization teams sampled for the current
study included many school-related teams, perhaps reflecting the demographics of Austin, Texas, which is the home of several colleges and universities. The primary motives of members of this segment were often rooted in organizational requirements—such as to earn academic credits or to satisfy community service requirements—or in formal opportunities to socialize with other members of such organizations.

> Obviously, we are all interested in getting good grades in our classes.
> (Bob, 20)

Because this event provided but one of many ways to satisfy such requirements, participants might support general causes but did not necessarily have strong commitment to this particular cause.

> I would like to support other cancer survivors, too. Maybe not cancers, but
> other diseases such as HIV. Extending my volunteering further has a
> valuable impact on my life. (Bob, 20)

The types and levels of physical motives and cause-related motives varied by the nature of the teams and of the participants.

> There were people that wanted to walk, some people wanted to run, some people wanted to do both. So, I think it was good that everybody got to finish the race on their own pace…. we went with this one as a part of our fit initiatives, so we wanted our members to exercise. (Jennifer, 25)

They sought only limited opportunity to socialize beyond the circle of team members. They tended to stay minimum lengths of time needed to satisfy the requirements as they had other commitments on race day with family, churches, studying, etc. Unlike members of company-sponsored teams, members of these other organization teams did not have a sponsor for the registration fee or a matching partner for the donation. However, the teams could still raise funds as a team with the help of members' families.

> I thought $200 would be enough for 35 college students to come out with. So, everybody was trying to make sure that asking me "did we reach our goal?" So I was like "did you donate so that we could reach our goal?" (Jennifer, 25)

Even if this segment provides a good source to recruit new participants, it is reasonable to doubt whether the prospects for retention are promising. On the other hand, it has potential to increase awareness of the cause to untapped segments.

If it were not for the school, I would not have ever noticed the Susan G.

Komen race, without our professor telling us. … I probably would not do

the race next year. (Bob, 20)

The profile of interviewees in company-sponsored teams and other organization teams had similar demographics: age in 20s (except for one person); more ethnic diversity beyond Caucasian including Asian and African-American; and more participants ran than walked. Both segments had more first timers in the event than did repeaters, and both had people with and without personal involvement with the cause. It was easy to identify the company-sponsored teams at the race venue because the participants hang out together before and after the race in team t-shirts with company logos. For company-sponsored team participants, the researchers observed many participants in their 20s as well as a few older participants.

Discussion

The present study demonstrated that participation mode is an effective proxy variable to segment participants of the Komen Event into four distinct segments. CSE organizers can easily obtain and identify participation mode information for all the participants at the time of online participant registration without conducting extra data collection such as surveys and interviews. In addition, the participant mode of each participant is visible and easy to identify during the event with the pink t-shirts for survivor-centered teams, t-shirts with company names for company, small groups with children for family and friends. The effectiveness of this proxy variable was demonstrated as the profiles of the four participant segments by promotion mode represented distinct psychographic, behavioral, demographic variables from previous CSE studies (e.g., Bennett, et al., 2007; Filo et al., 2008; Won et al., 2011). The two participant identity levels of the cause and sport that were used as segmentation variables in Wood et al.'s (2010) study were also represented: survivor-centered teams had strong identity with the cause, and members of company-sponsored teams had participants with runner identity. Therefore the proxy variables such as promotion mode will open the event marketers plan and implement segmentation and target marketing programs easier. Similar to creating the profile of persona representing each segment in Hendriks and Peele's (2012) study, an effective proxy variables can create a distinct psychological, behavioral, demographic and other profiles for each segment of CSE participants.

Participation mode in this study is useful for segmentation considering different goals of the event. The retention of event participants is critical for efficiency of non-

profit organizations with a limited budget, because it costs more to attract a new fundraiser participant than to retain a current fundraiser participant of charity sport events (Bennett, 2006; Hassay and Peleza, 2009; Higgin and Lauzon, 2002; Scott & Solomon, 2003; Woods et al., 2010). Members of survivor-centered teams were committed to annual participation while company-sponsored and other organization teams were good at recruiting first timers. Nevertheless, for the longer-term productivity, more strategic recruitment of specific and/or untapped target segments is very important (e.g., Higgins & Hodgin, 2008; Webber, 2004; Wood et al., 2010; Won et al., 2011) with consideration of various outcomes, instead of simply measuring the immediate amount of fundraising and the number of participants. Survivor-centered teams and company-sponsored teams can raise large donation funds, while family and friends groups and other organization teams could be as well important to raise awareness to untapped participants without knowledge of the risks of the cause.

Limitations

Although the present study considered the concept of triangulation to increase the validity of the research by conducting participant observation and mini survey in addition to in-depth interviews, the number of interviewees was relatively small and findings may not be generalizable to other events. The outcome can't be generalized but rather be used as a reference for future studies of other CSEs. CSEs in different geographical locations and with different types of sport may provide different outcome such as different proxy segmentation variables other than participant mode and different sets of participant segments.

Appendices

Appendix 1

Motives and Segmentation Variables, Methods, and Samples Associated with Studies of Individual Participation and Fundraising Behaviors in Charity Sport Events (CSEs)

	Bennett et al. (2007)	Filo et al. (2008)	Hendriks & Peele (2012)	Higgins & Hodgins (2008)	Higgins & Lauzon (2002)	Scott & Solomon (2003)	Taylor & Shanka (2008)	Won & Park (2011)	Wood et al. (2010)
Demographic Variables	a) gender, income level, education	c) gender, age, cancer survivor status	age, gender, income, cycling experience	gender, age, education, self-health-rating, income	d) gender, age, physical aptitude		gender, age	e) gender, household income	f) gender, age, locality
Psychographic Variables									
Cause/ Charity	personal involvement with the good cause	intellectual (educational needs concerning the cause), reciprocity, self-esteem, need to help others, desire to improve the charity	humanity (to help others), personal connection to the charitable cause, cause (support NPO and financial), empowerment (support and change the cause)	raising money for a good cause, community (contributing for the greater good), self and external efficacy, "not good at asking other people for money"	for a good cause	personal connection to the cause, support the cause (give back), fundraising, empowerment (fight against the illness, a sence of hope), supporting community	involvement (to raise money for charity)	supporting the cause	level of involvement with the cause, fundraising for the cause
Fitness/ Physical Activity/ Sport	opportunities to lead a healthy lifestyle, involvement with the sport in question, high status of the event for sport	compentency (challenge, achievement), recreational, physical	well-being (enjoy sports, achievement, healthy)	to cycle and be physically active	satisfies the physical activiy interests	fitness (racing for sport)	achievement (to challenge oneself, to improve ones athletic ability), involvement(to get fit), status (to prove oneself that they can do it)	enjoying sports	sport (cycling)
Social	the desire to mix socially with other attendees, fun and enjoyment, exhibitionism	social(freindship, esteem of others, socilization), a sense of community	Social (self-image, social worth), peer pressure	an opportunity to socialize	social functions	social benefits, social interaction	involvement (to have fun)	socializing with others	social
Other	a sense of duty to participate, serious-minded personality	g) escape		experience a weekend away, visiting a new place					

Appendix 1, cont.

Behavioral Variables									
	b) # of CSEs, type of sport in CSEs, affordable registration fees	participation history	participation history, i) satisfiers, j) hobbies,	participation history, benefits and cost	participation history	mode of participation (i.e., runners, walkers), benefits (giveaway), level of personal involvement with the cause during the event, k) roles of company	participation history (first time, repeater)	participation types (voluntary vs. non-voluntary), getting benefits	amount of fund raised, length of event participation, h) type of event involvement (i.e., team or individual)
Charity Sport Events (CSEs)	running, cycling, walking, swimming, and other CSEs	The 2005 Lance Armstrong Foudation's Ride for the Rose, and the 2006 LIVESTRONG Challenge: cycling (10, 40, 70, 100 mile course), 5K run or walkm, and 10K	The Alpe d'HuZes: cycling	MS Society's two-day cycling event	12 events	Race for the Cure (5K running / walking)	a major fundraising sports event	50 events; three MS Walk events (a low intense physical activity)	Rona MS Bike Tour in 2007 (30, 40, 75, and 190km)
Methods & Samples	questionnaire (n=579), participated in one or more CSEs	focus group (n=31)	online questionnaire (n=189), in-depth interviews (n=40), ethnographic observation	questionnaire (n=78), telephone interviews (n=25)	tracking advertising of events, participant observation (12 events), interviews (n=12: one participant per event)	preliminary participant observation, in-depth interviews (n=11)	questionnaire (n=218)	survey (n=247) but did not analyze statistically	survey (n=190)
Geographical Locations	in the Greater London area, UK	United States	Netherlands	Sourthern Vancouver Island, Canada	Capital Regional District (CRD) of British Columbia, Canada	a Southern US city	Canada	Athens, Marietta, Atlanta	Brampton to Waterloo and Niagara in Canada

Note: a), b), c), d) variables and data provided to report profiles of samples. Significance of variables is either not examined or failed. e), f), g) h), k) no significance was found. i), j)Described as profiles of personas.

Appendix 2

Motives and Segmentation Variables on Individual Participation and Fundraising from the Previous Studies of Charity Sport Events (CSEs)

Demographic Variables	Psychographic Variables				Behavioral Variables
	Cause/Charity	Physical	Social	Other	
• age	• celebrate the cause	• get fit, or obtain health and well-being goals and lifestyle	• cultivate a sense of belongingness, a sense of community	• a sense of duty to participate	• amount of funds raised, affordable registration fee
• education	• develop self-esteem / status	• meet physical challenges (improve athletic ability, time, self-challenge, empowerment, competency)	• have a fun and enjoyment	• escape, experience a weekend away, visiting new places	• benefits (e.g., give-away)
• fitness/ skill levels	• empowerment (e.g., fight against illness, a sense of hope)	• participate in a high-status CSE	• look good in front of others (exhibitionism), social worth and self image, peer pressure		• participation history (first timer, or repeater)
• gender	• fundraise donations	• participate in and enjoy a favorite sport	• socialize with friends and other participants (bonding, reunion)		• participation type (voluntary vs. non-voluntary)
• health status	• learn more about the charity (intellectual, educational)		• socialize with new people (e.g., in other teams)		• satisfiers (e.g., event experiences)
• income	• personal involvement with the cause/survivors				• roles of company
• locality (local resident or visitors)	• satisfy their desire to help others (reciprocity/ give back				• serious-minded personality a)
• survivor status/stage	• support a good cause				• the length of participation with the event
	• support a good cause support and improve the charity				• the level of personal involvement with the cause during the event
	• support the community				• the mode of participation /transportation mode(walked, ran)
					• types of CSE involvement

Sources: Bennett et al. (2007), Filo, Funk, O'Brien (2008), Hendriks & Peele (2012), Higgins & Hodgins (2008), Higgins & Lauzon (2002), Scott & Solomon (2003), Taylor & Shanka (2008), Won & Park (2011), and Woods et al. (2010)

Note a) it has moderating effects to variables

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Appendix 3

Profiles of Interviewees

	Participation Mode	Name	Gender	Age	Marital Status	Income	Education	Employment	Ethnicity	Participation History	Team Size	Next Year's Participation	Walked or Ran
Individual Groups and Teams	Survivor-Centered	Gary	M	48	married	n/a	college	employed	Caucasian	repeater	(large) a)	yes	walked
	Survivor-Centered	Laura	F	45	married	100K+	college	employed	Caucasian	repeater	(small) b)	yes	walked
	Survivor-Centered	Margaret	F	44	married	50-100K	college	retired	Caucasian	repeater	8	yes	walked
	Survivor-Centered	Mary	F	39	married	n/a	college		Caucasian	repeater	(large) c)	yes	ran
	Family & Friends	Cathy	F	43	married	n/a	college	employed	Caucasian	repeater	4	yes	walked
	Family & Friends	Dana	F	43	married	50-100K	college	homemaker	Caucasian	first-timer	3	yes	walked
	Family & Friends	Hilary	F	38	married	50-100K	college	self-employed	Asian-Pacific	first-timer	3	yes	ran
	Family & Friends	Morris	M	30	married	less than 20K	postgraduate	student	Caucasian	first-timer	3	yes	walked
Institutional Teams	Company-Sponsored	Chase	M	25	never married	50-100K	postgraduate	employed, student	Asian-Pacific	first-timer	4	yes	ran
	Company-Sponsored	Jane	F	26	never married	n/a	postgraduate	employed	Caucasian	repeater	50	yes	ran
	Company-Sponsored	Sophia	F	26	never married	N/A	college	employed	Asian-Pacific	first-timer	10	yes	ran
	Other Organization	Bob	M	20	never married	20-50K	high school	student	Asian-Pacific	first-timer	200	no	ran
	Other Organization	Jennifer	F	25	never married	less than 20K	postgraduate	student	African-American	first-timer	6	maybe	ran
	Other Organization	Melissa	F	40	married	100K+	postgraduate	employed	Caucasian	first-timer	5	maybe	walked

Note: a) b) c) informaton from the transcripts of the in-depth interview.

Appendix 4

Numbers of Identified Themes and Wordings								
Demographic			Psychographic					
			Cause/Charity			Physical		
	#	effective variables b)		#	effective variables b)		#	effective variables b)
D01: age	2	yes	PC01: celebrate the cause	1	yes	PP01: get fit, or obtain health and well-being goals and lifestyle	3	yes, common
D02: education	1		PC02: develop self-esteem / status	0		PP02: meet physical challenges (improve athletic ability, time, self-challenge, empowerment, competency)	4	yes
D03: fitness/ skill levels	4	yes	PC03: empowerment (e.g., fight against illness, a sense of hope)	6	yes, common	PP03: participate in a high-status CSE	1	
D04: gender	1		PC04: fundraise donations	5	yes, common	PP04: participate in and enjoy a favorite sport	3	yes
D05: general health status	0		PC05: learn more about the charity (intellectual, educational)	5	yes			
D06: income	0		PC06: personal involvement with the cause/survivors	3	yes			
D07: locality (local resident or visitors)	0		PC07: satisfy their desire to help others (reciprocity/ give back	4	yes			
D08: survivor status	0		PC08: support a good cause	3	yes			
D09: family status	3	yes	PC09: support and improve the charity	5	yes			
D10: company size (employer size)	2		PC10: support the communmity	1				
Sub Total	13			33			11	

Appendix 4, cont.

Social			Other			Behavioral		
	#	effective variables b)		#	effective variables b)		#	effective variables b)
PS01: cultivate a sense of belongingness, a sense of community	2	common	PO01: a sense of duty to participate	0		B01: amount of funds raised, affordable registration fee	4	yes, common
PS02: have a fun and enjoyment	3	common	PO02: escape, experience a weekend away, visting new places	0		B02: benefits (e.g., give-away)	1	
PS03: look good in front of others (exhibitionism), social worth and self imange, peer pressure	1		PO03: Others (e.g., company and other org related requirements)	2	yes	B03: participation history (e.g., first timer, or repeater)	2	yes
PS04: socialize with friends and other participants (bonding, reunion)	9	yes				B04: participation mode (e.g., team, individual)	3	yes
PS05: socialize with new people (e.g., in other teams)	5	yes				B05: participation type (e.g., voluntary vs. non-voluntary)	3	
						B06: satisfiers (e.g, event experiences)	8	common
						B07: roles of company	4	yes
						B08: a) serious-minded personality	1	
						B09: Team Captain	3	
						B10: the length of participation with the event	1	yes
						B11: the level of personal involvement with the cause during the event	1	yes
						B12: the mode of participation /transportation mode(walked, ran)	4	yes
						B13: types of CSE involvement (e.g., cycling)	0	
						B14: team size (e.g., small, large)	4	yes
	20			2			39	
						TOTAL	118	

Appendix 5

Coded Themes and Wordings of Participants		
Demographic	Psychographic	
	Cause/Charity	Physical
D01a age	PC01a celebration and closure	PP01a health conscious - get fit
D01a youth	PC03a Empowered but effects could be short	PP01b started to participate more in running and sport events
D02a education	PC03b empowered with the cause	PP01c started to participate in physical activities again
D03a a beginner runner	PC03c inspired by people's efforts and devotion	PP02a achievement accomplishment
D03b can't run because of injury or age	PC03d emotional	PP02b make you want to run more
D03c competitive runner	PC03e pink awareness empowerment	PP02c timed running
D03 don't like running	PC03f survivor-self	PP02d cheered and encouraged to run
PC03g group of women inspired each other	PC04a raise money	PP03 a large CSE attract more people to participate in the sport
D09a small children in stroller	PC04b donated own money	PP04a running is the primary motive
D09b with children	PC04c already money saved from each check annually for charity programs	PP04b wants/wanted to run more
D09c coordinate with family events	PC04d company or parent paid registration fee and/or matched donation	PP04c was just one of the running events possibly to join
D10a small start-up company	PC04e donate to a cause the own contribution will be meaningful	
D10b medium size company	PC05a knowledge of the cause - awareness and education	
	PC05b Booths-Tents	
	PC05c get mammograms & reminders	
	PC05d opportunity to educate their children	
	PC05e had pre-knowledge of the cause	
	PC06a support family or someone close who were a survivor	
	PC06b had a link with a survivor	
	PC06c survivor-self or interaction & observation with survivors during the events	
	PC07a giving back	
	PC07b educate and warn young people	
	PC07c feels good	
	PC07d interest in volunteering	
	PC08a support a good cause	
	PC08b company's general volunteer and community program	
	PC08c support a cause with personal interest and/or link	
	PC09a support the cause	
	PC09b support other people for cure and research	
	PC09d became a volunteer to help with the cause	
	PC09e attract more people to support the cause	
	PC09k supporting the cause is a bonus	
	PC10a contribute to the community	

Appendix 5, cont.

Social	Other	Behavioral
		Behavioral
PS01a a sense of community	PO03a an opportunity to promote their company	B01a good amount of registration fee and donation
PS01b diversity & large number of people	PO03b company's or organization's other requirements	B01b financial constraints - timing of family
PS02a fun cheerful friendly		B01c company or parent paid registration fees and/or matched donation - no price sensitivity
PS02b t-shirt design and contest		B01d team tends to raise money easier
PS02c pets		B02a giveaway
PS03 show other people about your support		B03a first time to participate in the event
PS04a spending time and boding with friends		B03b repeater
PS04b family bonding		B04a: a survivor-centered team
PS04c bonding with co-workers		B04b: a company-sponsored team
PS04d bonding with organization-team members		B04c: changed or transformed team
PS04e did not talk to other people during the event		B05a voluntary participation - my own decision
PS04f prepared own team t-shirt		B05b non-voluntary participation
PS04g met with all the team mates on the game day		B05c voluntary participation but there was some pressure
PS04h only talk to the volunteers working		B06a location - routes
PS04i talked to team members after the race day		B06b The organizers provided good info on event in advance
PS05a interact-talk to with other people		B06c online registration was complicated but volunteers were helpful
PS05b get to know other people well - became friends social circle		B06d well organized
PS05c join another teams on race day - different from the registered team		B06e schedule and timing
PS05d Run into some people they knew - friends		B06f volunteers did good job
PS05e company team but mixed with friends and family		B06g pets - dogs
		B06h no appropriate place or restaurants to get together for groups and teams
		B07a a part of company`s charity or community program
		B07b company's running club
		B07c learned about the event at the company
		B07d met with co-workers and bosses after the race
		B08a serious
		B09a initiated to organize a team - team captain
		B09b asked to be a team captain
		B09c too much work as a captain- don't want to do it again
		B10a involved longer hours with activities associated with event
		B11a checked booths-tents besides the race
		B12a ran
		B12b enjoyed walking
		B12c walking and untimed running made it easy to socialize
		B12d mixed modes - some walk some run
		B14a-a small team
		B14b-a large team
		B14c-has grown to be a large size team
		B14d a medium size team

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Vita

Toshiyuki Ogura earned a Bachelor of Social Sciences from Hitotsubashi University, and a Master in Business Administration from the University of California at Berkeley. He worked as a marketing and business development professional in the fields of sport, entertainment and other businesses based in Japan and the United States. While pursuing his graduate study in sport management, he also worked as a Teaching Assistant for the Department of Kinesiology and Health Education and pursued the certificate of Graduate Portfolio in Sustainability.

This report was typed by Toshiyuki Ogura
Permanent Contact: ToshiOgura@utexas.edu