FAN EXPERIENCE AND VALUE CO-CREATION IN SPORTS ORGANIZATIONS

Roberto Nicuşor ȚIU[1], Vlad Antonius SANDU[1*], Mihai Constantin Răzvan BARBU[1,2], Marian Gabriel POPA[2], Marius Cătălin POPESCU[2], Roxana DUMITRU[2], Dan Eugen COSTIN[3]

[1]University of Craiova, Doctoral School of Social Sciences and Humanities, Craiova, Romania
[2]University of Craiova, Faculty of Physical Education and Sport, Craiova, Romania
[3]"Dunărea de Jos" University of Galati, Faculty of Physical Education and Sport, Galați, Romania
**Correspondence addressee: sandu.vlad.z5m@student.ucv.ro*

https://doi.org/10.52846/47.2026.1.4

Abstract. Introduction. Fan experience has become an increasingly important component of contemporary sports management due to the expansion of digital communication, interactive technologies and participatory supporter engagement within modern sports environments. Contemporary sports organizations increasingly depend on their ability to create meaningful relationships with supporters through communication, interaction and participatory experiences.
Material and methods. The study is based on a conceptual and integrative literature review focused on sports management, fan engagement, digital communication and value co-creation in sports organizations. The paper analyzes theoretical and managerial perspectives regarding supporter participation, emotional attachment, social media interaction and collaborative communication processes in contemporary sport environments.
Results. The analysis highlights that digital communication technologies and participatory interaction significantly influence fan engagement, supporter loyalty and organizational visibility. Contemporary supporters increasingly act as active participants in organizational communication and value creation through online interaction, digital communities and social media engagement. The study also proposes a conceptual framework illustrating the relationship between communication quality, fan participation, value co-creation and organizational sustainability in sports organizations.
Conclusions. Fan-centered and participatory management approaches may strengthen supporter relationships, organizational adaptability and long-term sustainability in increasingly digitalized sports environments. The study contributes to sports management literature by integrating fan experience and value co-creation into a unified conceptual perspective focused on communication, participation and organizational development in sports organizations.
Keywords: *fan experience; value co-creation; fan engagement; digital communication; sports management*.

Introduction

Contemporary sports organizations operate in an increasingly competitive, digitalized and stakeholder-oriented environment characterized by rapid technological transformations, evolving communication practices and intensified expectations from supporters and communities. Modern sport is no longer defined exclusively by athletic performance and competitive success, but also by the capacity of organizations to create meaningful relationships with fans, sponsors and other stakeholders through communication, participation and emotional interaction (Barbu, 2009). Within this context, fan experience has become an important strategic component of sports management, influencing organizational visibility, supporter retention, brand image and long-term sustainability.

The development of digital technologies and social media platforms has significantly transformed the interaction between sports organizations and fans. Traditional one-directional communication models have gradually been replaced by interactive and participatory forms of communication that encourage continuous engagement and emotional involvement (Barbu et al., 2019; Barker et al., 2013). Football clubs and other sports organizations increasingly use social media platforms, digital content and online communities to strengthen fan relationships and to create interactive experiences capable of extending supporter participation beyond the physical limits of sporting events (Vale & Fernandes, 2018; Petersen-Wagner & Ludvigsen, 2022). These technological transformations have contributed to the emergence of new forms of fan engagement based on immediacy, connectivity and participatory communication.

Unlike traditional fan experiences, which were primarily limited by geographical proximity,

stadium attendance and one-directional communication, contemporary digital environments enable supporters to remain connected regardless of location and to participate continuously in club-related activities. Digital platforms have transformed fan communities into global and interactive networks where communication, content sharing and collective participation extend far beyond the physical boundaries of sporting events. This evolution reflects a fundamental shift from localized spectator communities toward digitally connected supporter ecosystems characterized by continuous interaction, accessibility and collaborative engagement (Stegmann et al., 2021; Petersen-Wagner & Ludvigsen, 2022).

Sports management literature increasingly emphasizes that fan engagement represents more than simple spectator attendance or passive support. The relationship between sports organizations and fans includes emotional attachment, identity formation, loyalty and psychological connection to teams and sporting communities (Funk & James, 2001; Gibson et al., 2002). The Psychological Continuum Model developed by Funk and James (2001) explains how individuals develop increasingly strong psychological connections with sports organizations through awareness, attraction, attachment and allegiance. Consequently, fan experience has evolved into a multidimensional phenomenon involving emotional, social, digital and experiential dimensions capable of influencing organizational reputation and sustainability.

At the same time, the concept of value co-creation has become increasingly relevant in sports management and marketing research. Contemporary supporters are no longer passive consumers of sporting products and services, but active participants in the creation of value through interaction, digital communication, content generation and participatory experiences (Prahalad & Ramaswamy, 2004; Vargo & Lusch, 2004; Stegmann et al., 2021; Barbu et al., 2020). The digital transformation of sport has facilitated new opportunities for co-creation by enabling fans to contribute to online discussions, promote organizational content, participate in virtual communities and influence organizational visibility through digital engagement (Stegmann et al., 2021; Petersen-Wagner & Ludvigsen, 2022). These developments have changed the traditional relationship between sports organizations and supporters by transforming fans into strategic actors capable of contributing directly to organizational image, communication and competitive positioning.

Despite the growing importance of fan engagement and participatory interaction, traditional management approaches in sport have frequently focused primarily on financial performance, organizational efficiency and competitive outcomes while underestimating the strategic role of fan-centered relational dimensions (Barbu, 2009; Barbu et al., 2020). Although previous studies have analyzed fan engagement, social media interaction and sports marketing communication separately (Barbu et al., 2019; Vale & Fernandes, 2018), fewer studies have examined the relationship between fan experience and value co-creation within an integrated sports management perspective. This limitation highlights the need for conceptual approaches capable of explaining how fan participation, digital interaction and co-creation contribute to the development of sustainable relationships between sports organizations and supporters.

Therefore, the purpose of this paper is to analyze the relationship between fan experience and value co-creation in sports organizations and to highlight their role in strengthening fan engagement, organizational sustainability and long-term stakeholder relationships. The study is based on a conceptual analysis of sports management, fan engagement and digital communication literature and proposes an integrative perspective regarding the strategic importance of participatory fan experiences in contemporary sports organizations. The originality of the paper consists in integrating fan experience and value co-creation into a unified conceptual perspective focused on supporter participation and organizational sustainability in sports organizations.

Material and methods

The present study is based on a conceptual and integrative literature review focused on the relationship between fan experience and value co-creation in contemporary sports organizations. The research adopts a qualitative and descriptive approach aimed at analyzing the strategic importance of fan participation, digital interaction and engagement processes within modern sports management environments.

The methodological approach consists of the analysis, synthesis and interpretation of scientific literature from the fields of sports management,

sports marketing, fan engagement, relationship marketing and digital communication (Kim & Andrew, 2007). The study integrates theoretical perspectives regarding fan experience, psychological attachment, social media interaction and value co-creation in order to develop a comprehensive understanding of participatory relationships between sports organizations and supporters (Beech & Chadwick, 2013; Cuskelly & Hoye, 2018; Shank, 2005).

Particular attention was directed toward studies examining digital communication and fan engagement in sports organizations, especially within online communities and social media environments (Barbu et al., 2019; Vale & Fernandes, 2018). In addition, the paper analyzes recent contributions regarding the digital transformation of value co-creation and the increasing participatory role of supporters in the creation of organizational value and communication visibility (Stegmann et al., 2021; Petersen-Wagner & Ludvigsen, 2022).

The conceptual analysis also incorporates perspectives regarding psychological attachment and fan loyalty in sport consumption behavior (Funk & James, 2001; Gibson et al., 2002). These theoretical approaches contribute to understanding how emotional involvement, identity formation and participatory experiences influence long-term relationships between fans and sports organizations.

The study does not involve empirical data collection, experimental procedures or statistical analysis. Instead, the article aims to develop a conceptual perspective regarding the strategic role of fan experience and value co-creation in sports organizations by integrating existing theoretical and managerial contributions from sports management literature. The proposed approach seeks to provide a theoretical foundation for future empirical research focused on fan engagement, digital participation and co-creation processes in contemporary sport environments.

Fan Experience in Sports Organizations

Fan experience has become an increasingly important component of contemporary sports management due to the growing need of sports organizations to develop strong and sustainable relationships with supporters. Modern sports organizations operate in highly competitive environments in which fan satisfaction, emotional attachment and engagement significantly influence organizational visibility, financial sustainability and long-term development (Beech & Chadwick, 2013; Shank, 2005). In this context, fan experience extends beyond the simple act of attending sporting events and includes emotional, social, digital and participatory dimensions capable of influencing the relationship between supporters and sports organizations.

Traditionally, supporters were viewed primarily as spectators whose role was limited to attending competitions and consuming sporting events. However, technological developments and the expansion of digital communication platforms have transformed the role of fans into a more active and participatory one (Barbu et al., 2019; Barker et al., 2013). Sports organizations increasingly rely on digital interaction, social media communication and online communities to maintain continuous relationships with supporters and to create personalized experiences capable of strengthening fan engagement (Vale & Fernandes, 2018).

The concept of fan engagement refers to the degree of emotional, cognitive and behavioral connection between supporters and sports organizations (Brodie et al., 2011). According to Funk and James (2001), supporters develop psychological relationships with sports teams through a gradual process involving awareness, attraction, attachment and allegiance. These psychological connections contribute to the formation of long-term loyalty and influence supporter behavior both online and offline. Emotional attachment, identification with teams and participation in fan communities are therefore essential components of contemporary fan experience.

Digital communication technologies have significantly expanded the possibilities for interaction between sports organizations and supporters. Social media platforms allow sports clubs to communicate directly with fans, distribute interactive content and encourage participatory communication processes capable of increasing engagement and organizational visibility (Barbu et al., 2019; Vale & Fernandes, 2018). Online interaction also enables supporters to share experiences, express opinions and participate in discussions regarding organizational activities and sporting performance. Consequently, fan experience increasingly depends on the quality of communication and on the ability of sports organizations to create interactive and emotionally engaging environments.

Importantly, digital fan engagement does not end with the final whistle. Virtual communities

established through social media platforms enable supporters to remain connected before, during and after sporting events by sharing experiences, discussing performances and interacting with other fans regardless of geographical location (Vale & Fernandes, 2018; Petersen-Wagner & Ludvigsen, 2022). These continuous interactions strengthen social support, reinforce collective identity and foster a stronger sense of belonging, transforming fan experience into an ongoing process rather than an event limited to match attendance.

Another important dimension of fan experience is represented by loyalty and long-term supporter relationships. Fan loyalty is influenced not only by sporting performance, but also by emotional attachment, communication quality and the capacity of sports organizations to maintain positive relationships with supporters (Gibson et al., 2002). Loyal supporters contribute to organizational stability through repeated attendance, merchandise consumption, social media interaction and promotional advocacy. In this context, fan experience represents an important strategic resource capable of influencing organizational sustainability and reputational development.

The growing importance of digital technologies has also transformed fan experience into a participatory process characterized by interaction, communication and shared value creation. Supporters increasingly contribute to organizational visibility through digital content generation, online discussions and social media engagement (Stegmann et al., 2021; Petersen-Wagner & Ludvigsen, 2022). These transformations indicate that contemporary sports organizations must adopt more interactive and supporter-oriented management approaches capable of integrating fan participation into organizational communication and strategic development processes.

Value co-creation in sports organizations

Value co-creation has become an increasingly important concept in contemporary sports management due to the transformation of supporters from passive spectators into active participants in organizational communication and experience development. Modern sports organizations no longer operate within traditional producer-consumer relationships in which value is created exclusively by the organization and consumed by supporters. Instead, contemporary sports environments encourage interactive participation, communication and collaborative experiences capable of generating shared organizational and supporter value (Stegmann et al., 2021).

The development of digital communication technologies and social media platforms has significantly contributed to the expansion of participatory interaction in sport. Sports supporters actively contribute to the creation and distribution of organizational content through online discussions, social media activity, digital communities and user-generated content (Barbu et al., 2019; Barker et al., 2013). Consequently, fans increasingly influence organizational visibility, public image and communication dynamics through their participation and digital engagement.

Value co-creation in sports organizations involves the active participation of supporters in experiences associated with sporting events, organizational communication and digital interaction. Fans contribute to value creation by expressing opinions, promoting organizational identity, participating in online communities and interacting continuously with sports organizations and other supporters (Stegmann et al., 2021). These participatory processes strengthen emotional attachment and create stronger psychological connections between fans and sports organizations.

Digital platforms play an essential role in facilitating co-creation processes in contemporary sport environments. Social media channels allow sports organizations to develop direct communication relationships with supporters while simultaneously encouraging participation, interaction and collaborative communication (Vale & Fernandes, 2018). Through digital interaction, supporters become contributors to organizational communication strategies and participate in the dissemination of sporting experiences beyond the physical boundaries of sporting events.

The increasing role of digital participation has also transformed the strategic importance of fan communities. Online communities provide supporters with opportunities to share experiences, exchange opinions and strengthen social identification with teams and sporting organizations (Petersen-Wagner & Ludvigsen, 2022). These communities contribute to the development of collective identity and increase the emotional and social dimensions of fan experience. As a result, sports organizations increasingly integrate digital participation into

communication and relationship management strategies.

Another important aspect of value co-creation is represented by the relationship between participatory experiences and organizational sustainability. Supporters who actively participate in communication and co-creation processes tend to develop stronger emotional attachment and higher levels of loyalty toward sports organizations (Funk & James, 2001). Participatory engagement can therefore contribute to supporter retention, organizational visibility and reputational development. In this context, value co-creation becomes an important strategic mechanism through which sports organizations strengthen long-term relationships with supporters and improve competitive positioning within increasingly digitalized sports markets.

The growing importance of co-creation demonstrates that contemporary sports management requires more interactive and participatory approaches focused on communication quality, digital engagement and supporter involvement. Sports organizations capable of integrating fan participation into organizational communication and experience development processes may benefit from increased engagement, stronger supporter relationships and improved organizational sustainability.

Strategic implications for sports organizations

The increasing importance of fan experience and value co-creation generates significant managerial implications for contemporary sports organizations. In increasingly competitive and digitalized sports environments, organizations must adopt communication and relationship management strategies capable of strengthening supporter engagement, participation and long-term loyalty. Traditional management approaches focused exclusively on sporting performance and financial results are no longer sufficient for ensuring organizational sustainability and competitive differentiation (Beech & Chadwick, 2013; Cuskelly & Hoye, 2018).

One important managerial implication involves the integration of digital communication strategies into sports management processes. Social media platforms, online communities and interactive digital content allow sports organizations to maintain continuous communication with supporters and to encourage participatory interaction beyond sporting events (Barbu et al., 2019; Vale & Fernandes, 2018). Consequently, sports organizations increasingly require communication strategies focused on interaction quality, supporter participation and digital engagement.

Conversely, sports organizations that fail to maintain an active and consistent digital presence risk limiting supporter engagement to the duration of sporting events, thereby reducing opportunities for continuous interaction and value co-creation (Brodie et al., 2011; Turcu et al., 2021). A weak online presence may also diminish organizational visibility between competitions and decrease the long-term communication value offered to commercial partners and sponsors, whose exposure increasingly depends on sustained digital engagement rather than exclusively on match-day audiences. Consequently, maintaining active communication across digital platforms has become an important strategic requirement for organizational visibility, supporter retention and commercial sustainability (Kim & Andrew, 2007).

The increasing importance of digital communication also requires sports organizations to develop appropriate organizational capabilities and professional expertise. Beyond technological investments, effective digital transformation depends on personnel capable of managing online communication, fostering supporter communities and designing engagement strategies that sustain relationships with fans throughout the entire sport experience. Consequently, digital communication competencies are becoming an increasingly important component of contemporary sports management and organizational development (Kim & Andrew, 2007; Turcu et al., 2021).

Another important implication concerns the development of fan-centered organizational approaches. Contemporary supporters expect personalized experiences, emotional interaction and opportunities for active participation within sports communities. Sports organizations capable of creating interactive and participatory environments may strengthen fan satisfaction, emotional attachment and long-term loyalty (Funk & James, 2001). Therefore, fan experience management should be integrated into broader organizational and communication strategies rather than treated exclusively as a promotional or marketing activity.

The development of value co-creation processes also requires sports organizations to adopt more collaborative communication models. Supporters increasingly contribute to organizational visibility and public image through digital participation, content sharing and online interaction (Stegmann

et al., 2021). In this context, sports organizations should encourage fan participation through interactive campaigns, digital communities, supporter-generated content and communication platforms capable of facilitating continuous interaction between organizations and supporters.

Sports organizations may also benefit from implementing performance indicators focused on supporter relationships and fan engagement. Traditional performance evaluation systems frequently prioritize financial indicators and sporting outcomes while underestimating the strategic importance of supporter participation and communication quality. Fan satisfaction, digital interaction, supporter retention and online engagement may therefore represent important indicators for evaluating organizational development and communication effectiveness (Barbu, 2010; Shank, 2005).

Another important managerial implication is related to organizational sustainability and reputational development. Supporters who experience strong emotional attachment and participatory involvement are more likely to maintain long-term relationships with sports organizations and contribute positively to organizational image and communication visibility (Gibson et al., 2002). Consequently, sports organizations should develop management strategies capable of integrating fan experience, communication quality and value co-creation into long-term organizational development processes.

The growing role of digital participation demonstrates that contemporary sports management increasingly depends on the ability of organizations to create meaningful and interactive relationships with supporters. Organizations capable of integrating fan experience and co-creation processes into communication and management strategies may strengthen engagement, improve organizational visibility and increase long-term sustainability within modern sports environments.

Proposed conceptual framework

Based on the analysis of sports management, fan engagement and digital communication literature, the present study proposes a conceptual framework that explains the relationship between fan experience, value co-creation and organizational sustainability in contemporary sports organizations. The proposed framework highlights the role of communication quality, digital interaction and participatory engagement in strengthening supporter relationships and organizational development. Contemporary sports organizations increasingly depend on their ability to create interactive environments capable of encouraging fan participation, emotional attachment and collaborative communication processes. Consequently, fan experience should be understood not only as a marketing activity, but also as an important strategic component of sports management.

Figure 1 illustrates the proposed conceptual relationship between communication quality, digital interaction, supporter participation and value co-creation within contemporary sports organizations.

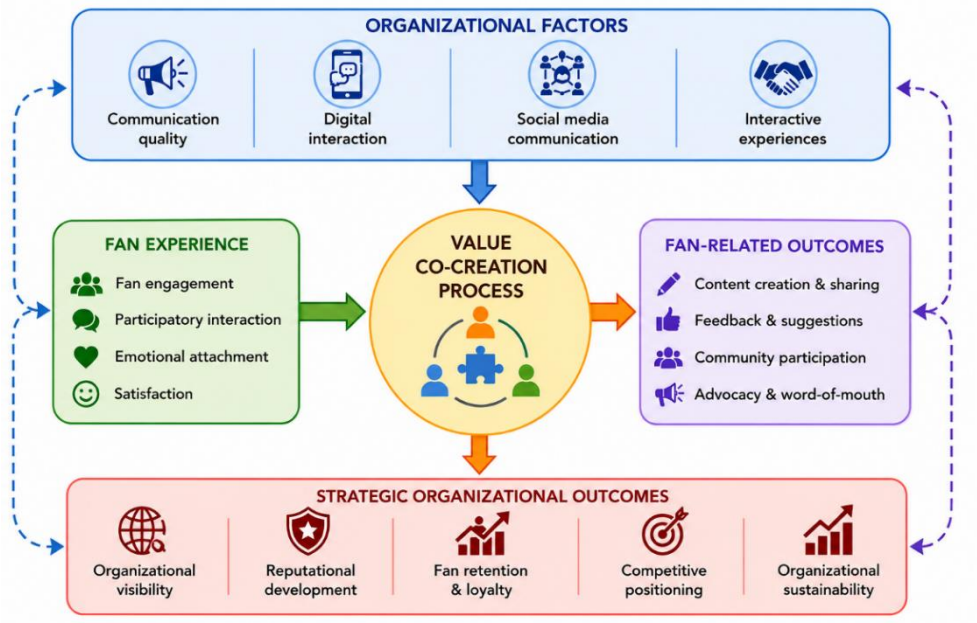

Figure 1. Conceptual relationship between fan experience and value co-creation in sports organizations

The framework emphasizes that communication quality and digital interaction represent essential organizational factors influencing supporter engagement and participatory involvement. Through social media communication, online communities and interactive digital platforms, sports organizations can facilitate stronger relationships with supporters and encourage value co-creation processes (Vale & Fernandes, 2018; Stegmann et al., 2021).

At the supporter level, fan engagement and participatory interaction contribute to the development of emotional attachment, satisfaction and long-term loyalty. Supporters actively involved in communication and co-creation activities are more likely to maintain stronger psychological connections with sports organizations and to contribute positively to organizational visibility and reputation (Funk & James, 2001; Gibson et al., 2002).

The proposed conceptual framework also illustrates the relationship between fan participation and organizational sustainability. Increased supporter engagement, communication quality and participatory interaction may contribute to improved organizational visibility, reputational development and competitive positioning within contemporary sports environments. Consequently, value co-creation represents an important mechanism through which sports organizations strengthen long-term relationships with supporters and improve organizational adaptability in digitalized sports markets.

Table 1 presents the main dimensions of the proposed conceptual framework.

Table no. 1 Conceptual framework of fan experience and value co-creation in sports organizations

Organizational Factors	Fan-Related Outcomes	Strategic Organizational Outcomes
Communication quality	Fan engagement	Organizational visibility
Digital interaction	Participation	Reputational development
Social media communication	Emotional attachment	Supporter retention
Interactive experiences	Satisfaction	Competitive positioning
Value co-creation activities	Loyalty	Organizational sustainability

Source: Authors' conceptual elaboration.

The proposed framework demonstrates that fan experience and value co-creation are interconnected dimensions capable of influencing both supporter behavior and organizational development. Sports organizations capable of integrating communication, participation and co-creation into management strategies may strengthen fan relationships and improve long-term organizational sustainability within increasingly competitive sports environments.

Conclusions

Fan experience and value co-creation have become increasingly important components of contemporary sports management due to the transformation of communication processes, digital interaction and supporter participation within modern sports environments. Contemporary sports organizations no longer depend exclusively on sporting performance and financial outcomes, but also on their ability to create meaningful relationships with supporters through communication, emotional attachment and participatory experiences.

The present study highlighted that fan experience represents a multidimensional process involving engagement, interaction, participation and loyalty. The expansion of digital communication technologies and social media platforms has significantly transformed the relationship between sports organizations and supporters by facilitating continuous interaction and collaborative communication processes. Consequently, supporters increasingly contribute to organizational visibility, communication and reputational development through participatory engagement and value co-creation activities.

The analysis also emphasized the strategic importance of value co-creation in strengthening organizational sustainability and long-term supporter relationships. Fans are no longer passive consumers of sporting experiences, but active participants capable of influencing organizational communication, online visibility and supporter communities. In this context, sports organizations should adopt more interactive and supporter-oriented management approaches focused on communication quality, digital engagement and participatory interaction.

Another important conclusion of the study is that fan experience management should be integrated into broader organizational and communication strategies rather than treated exclusively as a promotional activity. Sports organizations capable of encouraging participation, interaction and collaborative communication may strengthen supporter loyalty, improve organizational adaptability and increase competitive positioning within increasingly digitalized sports markets.

The proposed conceptual framework contributes to sports management literature by integrating fan experience and value co-creation into a unified perspective focused on communication, participation and organizational sustainability. The study also provides practical implications for sports organizations interested in developing fan-centered communication strategies and participatory management approaches capable of strengthening long-term supporter relationships.

Limitations and future research directions

The present study is limited by its conceptual and descriptive nature, as the research does not include empirical data collection, quantitative analysis or experimental investigation. The article is based primarily on literature analysis and theoretical synthesis regarding fan experience, digital communication and value co-creation in sports organizations.

Another limitation is represented by the general perspective adopted in the analysis, as the study does not focus on a specific sport, league or organizational category. Fan engagement and participatory interaction may vary depending on sporting context, organizational culture and communication strategies, which may influence the applicability of the proposed conceptual framework across different sports environments.

Future research could focus on the empirical validation of the proposed framework through quantitative and qualitative studies examining fan engagement, digital participation and value co-creation processes in sports organizations. Additional studies may analyze the relationship between communication quality, supporter participation and organizational sustainability using surveys, interviews or comparative analyses involving different categories of sports organizations.

Further research may also investigate the impact of emerging digital technologies, virtual communities and interactive communication platforms on fan experience and participatory engagement within contemporary sport environments. Comparative studies between professional clubs, nonprofit sports organizations and university sports structures could contribute to a deeper understanding of supporter behavior and value co-creation processes in modern sports management.

Acknowledgment. All authors contributed equally to this research.

References

Barker, M., Barker, D., Bormann, N., & Neher, K. (2013). *Social media marketing: A strategic approach*. South-Western.

Barbu, M. (2009). *Managementul activităţii sportive din România*. Editura Universitaria.

Barbu, M. (2010). *Marketing în sport*. Editura Universitaria.

Barbu, M. C. R., Popescu, S. S., & Popescu, M. C. (2019). Sport clubs interaction with the fans using social media communications: Case study at SCM Craiova. *Studia Universitatis Babeș-Bolyai Educatio Artis Gymnasticae, 64*(1), 31–43.

Barbu, M. C. R., Turcu, I., Sandu, I. E., Diaconescu, D. L., Păsărin, L. D., & Popescu, M. C. (2020). The impact of technology on the definition of sport. *GYMNASIUM - Scientific Journal of Education, Sports and Health, 21*(2 Suppl.), 5–22. https://doi.org/10.29081/gsjesh.2020.21.2s.01

Beech, J., & Chadwick, S. (Eds.). (2013). *The business of sport management* (2nd ed.). Pearson Education Limited.

Brodie, R. J., Hollebeek, L. D., Juric, B., & Ilic, A. (2011). Customer engagement: Conceptual domain, fundamental propositions, and implications for research. *Journal of Service Research, 14*(3), 252–271.

Cuskelly, G., & Hoye, R. (2018). *Sport management: Principles and applications*. Routledge.

Funk, D. C., & James, J. D. (2001). The Psychological Continuum Model: A conceptual framework for understanding an individual's psychological connection to sport. *Sport Management Review, 4*(2), 119–150.

Gibson, H., Willming, C., & Holdnak, A. (2002). We're Gators… Not Just Gator Fans: Serious leisure and University of Florida football. *Journal of Leisure Research, 34*(4), 397–425.

Kim, S., & Andrew, D. P. S. (2007). Understanding sport organizations: The

application of organization theory. *Journal of Sport Management*, *21*(3), 455–457. https://doi.org/10.1123/jsm.21.3.455

Petersen-Wagner, R., & Ludvigsen, J. A. L. (2022). Digital transformations in a platform society: A comparative analysis of European football leagues as YouTube complementors. *Convergence*, *29*(5), 1330–1351. https://doi.org/10.1177/13548565221132705

Prahalad, C. K., & Ramaswamy, V. (2004). Co-creation experiences: The next practice in value creation. *Journal of Interactive Marketing*, *18*(3), 5–14.

Shank, M. D. (2005). *Sports marketing: A strategic perspective* (3rd ed.). Pearson Education.

Stegmann, P., Nagel, S., & Ströbel, T. (2021). The digital transformation of value co-creation: A scoping review towards an agenda for sport marketing research. *European Sport Management Quarterly*, *23*, 1221–1248. https://doi.org/10.1080/16184742.2021.1976241

Turcu, I., Burcea, G. B., Diaconescu, D. L., Shaao, M., Barbu, M. C. R., Popescu, M. C., & Tohăneanu, A. A. (2021). The use of technological innovations in sport. *Bulletin of the Transilvania University of Braşov - Series IX: Sciences of Human Kinetics*, *14*(1), 107–116. https://doi.org/10.31926/but.shk.2021.14.63.1.14

Vale, L., & Fernandes, T. (2018). Social media and sports: Driving fan engagement with football clubs on Facebook. *Journal of Strategic Marketing*, *26*(1), 37–55.

Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, *68*(1), 1–17.