



Nostalgia-Related Aspects of Professional Sport Facilities: A Facility Audit of Major League Baseball and National Football League Strategies to Evoke the Past

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Abstract

This paper focused on documenting how Major League Baseball (MLB) and the National Football League (NFL) utilize nostalgia through their sport facilities to showcase the past, present and even the future. This study involved the collection and examination of several facility elements through a facility audit. Data was collected on nostalgia inducing elements by using facility and renovation documents/blueprints and announcements, archived data, published websites, facility visits, and interaction/contact with front office employees. The collected information led the researchers to determine that MLB and NFL teams use specific strategies or tactics within their facilities to create or evoke nostalgia. Furthermore, there are opportunities for each organization to attract more live and remote spectators to their venue and organizational-sponsored events in order to establish or maintain membership in their fan nation through methods which center on enhancing the nostalgic experience.

Keywords: nostalgia, stadiums, ballparks

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Introduction

Sport organizations regularly search for new resources to secure and maintain competitive advantages over peer organizations and other forms of entertainment competition in their general area. Some scholars identified and emphasized sport-related heritage and nostalgia as one strategy to help organizations obtain and/or maintain a competitive advantage (Fairley, 2003; Hinch & Higham, 2004; Mason, Duquette, & Scherer, 2005; Ranshaw & Gammon, 2005). Although heritage and nostalgia exist as important resources to possibly exploit, they are recognized as difficult resources to manage. For instance, the conservation of artifacts, documents, and facilities have been historically overlooked by sport administrators because they did not value their importance and appreciate the benefits that preserving the authenticity of those items can present to the realization of organizational goals and objectives (Sjöblom, 1993; Wood, 2005). Ritivoi (2002) also offered nostalgia as capable of inflicting harm and alienating people without proper consideration. As an example, old buildings like Fenway Park (Boston, MA), Wrigley Field (Chicago, IL), and Lambeau Stadium (Green Bay, WI) are filled with ghosts of old players and memories which can also importantly fill people with moments of sadness and melancholy. Thus, nostalgia, if not properly managed, can place people in a grim reality that the past is eternally lost or something they would rather forget.

To sufficiently address the potential mismanagement or lack of management related to artifacts, documents, and facilities, sport organizations and scholars recently started to examine these products as components of sport tourism (Fairley, 2003; Hinch & Higham, 2004; Mason, Duquette, & Scherer, 2005; Ranshaw & Gammon, 2005). The history and the heritage produced by sport organizations through facilities is a particularly interesting strategic tool which can help sport organizations attract new and maintain current fan groups. As an example, sport organizations able to actively promote their facility as a tourist destination can emphasize the display and conservation of organizational artifacts, culture, and identity. The building itself can also highlight technology and represent significant moments, mythical figures, and heroic

performances that occurred within the current or past facilities to benefit the organization.

Professional sport facilities, in particular, appear as culturally relevant places to study because they are celebrated as sacred spaces which regularly host large gatherings of people through live and remote attendance (Bale, 2003; Erickson, 2001; Gammon, 2002; Newman, 2001; Segrave, 2001; Seifried, 2009a, b; Trujillo & Krizek, 1994). Professional sport facilities also appear as significant structures to explore the concept of nostalgia because their affiliation with important moments or accomplishments in the nation's history can draw on the emotions and memories of individuals or members of a fan nation. A fan nation is "comprised mostly of fans who are not citizens of cities" (p. 266) and who come together through utilizing "an imagined cohesiveness they share" with others through the use of myths, symbols, tangible objects, and rituals (Foster & Hyatt, 2008, p. 269).

Ramshaw (2005) and Snyder's (1991) work also supported sport facilities as fertile locations for nostalgia because expansive media coverage of sport creates multiple opportunities for people to construct highly lucid and detailed memories of sporting events. Television networks like ESPN Classic, Fox Sports, and others regularly broadcast past sporting events which can proliferate and evoke nostalgia because they provide replays of historic sporting events to allow people to re-live or experience for the first time those moments as they happened (Gammon, 2002). From another perspective, sport facilities have also been featured in engineering shows (e.g., History Channel's *Modern Marvels* and Discovery Channel's *Extreme Engineering*), movies, posters, and popular news articles. Furthermore, sport facilities as nostalgic symbols capable of grabbing the attention of interested fans is also captured in various sport-specific books, textbooks, and other academic publications.

Davis (1979) suggested audiences for nostalgia produced materials do not act as simple absorbers of information but engage as active participants with the story presented. Graham, Ashworth, and Tunbridge (2000) also argued people participate in nostalgia-related activities more during periods of economic recession or depression. Moreover, people seek out opportunities for nostalgia when they are unsatisfied with the present because they view them as simple and easily understood experiences associated with pleasant thoughts and feelings (Davis, 1979; Gabriel, 1993, 2000; McMurray & Pullen, 2008). From this description, nostalgia cannot be seen as a mere product of the past but as an interactive opportunity to capitalize on problems emerging

from contemporary society. Thus, it may be important to investigate the use of nostalgia because people may be willing to seek out opportunities to participate in activities that satiate their need or desire to revisit a better time and place.

The study of nostalgia is limited despite the fact that many political and economic figures and organizations exploit it to their advantage (Brown & Humphreys, 2002; Gabriel, 2000; Hinch & Higham, 2004; Milligan, 2003; Ritchie & Adair, 2004; Strangleman, 1999, 2002). For instance, marketing and consumer behavior scholars noted organizations use nostalgia to motivate or prompt the use of specific products and services and as a tool to positively affect brand image (Funk & James, 2006; Goulding, 2001; Havlena & Holak, 1991, 1998; Holbrook, 1993; Moriarty & McGann, 1983; Pascal, Sprott, & Muehling, 2002; Unger, McConocha, & Faier, 1991). Gabriel (1993) also found and acknowledged those shaping popular or consumer culture (i.e. advertising, film, music and television) utilized nostalgia to attract and maintain their businesses. Stangleman (1999) further offered, "the past, history, and identity are almost infinitely malleable and are used by management, and governments, to win consent for change, or at least to marginalize criticism, among workers, management and the public" (p. 729). This suggests consumers may be vulnerable to organizations that seek to change and exploit history through an embellished or idealized presentation of the past (Gabriel, 2000).

The sport tourism industry also demonstrated it readily capable of embracing the past to attract customers to events and facilities (Fairley, 2003; Hinch & Higham, 2004; Ritchie & Adair, 2004). However, few studies investigated the professional sport facility and the meanings attached to it as a source of motivation for sport consumption and attendance (Gibson, 2004, 1998a, 1998b; Hinch & Higham, 2004; Kulczycki & Hyatt, 2005; Ritchie & Adair, 2004). This is interesting if we accept that professional sport facilities embrace elements important to the construction of nostalgia (Gabriel, 2000; Hinch & Higham, 2004; Ritchie & Adair, 2004). For instance, Ramshaw (2005) heralded the modern "retro" stadium as an important venue or construction project to help evoke nostalgia from live and remote attendees.

The specific aim of this paper focused on documenting how professional sport organizations utilize nostalgia to showcase the past, present and future through sport facilities. This study involved the collection and examination of facility construction and renovation documents, archived data, and other supplementary tactics Major League Baseball (MLB) and National Football League (NFL) teams use within their facilities to

create and/or evoke nostalgia. A facility audit was completed on MLB and NFL organizations because they are historically the most popular sporting leagues in the United States. Furthermore, their facilities are well-documented and identified as some of the most elaborate and grand structures in the world. These institutions are also considered peer organizations because of their established place in the America's identity and the frequency upon which they shared facilities throughout the history of their lifespan (Seifried & Pastore, 2009a, 2009b). Still, MLB and NFL sport facilities possess and demonstrate distinctive preferences which should provide for unique strategies and opportunities to help evoke nostalgia from their specific consumers or fan nation.

This research inquiry makes a contribution to several points of emphasis within the facility management academic literature most closely related to nostalgia and heritage. This study also appears important because it should impart vital information to sport organizations, architects, and facility managers to help them design and renovate/recreate facilities so they may establish or maintain a competitive advantage over peer organizations and improve or sustain their fan nation. This research effort further contributes to the literature on nostalgia tourism and attempts to assist the study of what drives people to travel to professional sport facilities and join fan nations. The concepts of sport nostalgia and heritage are briefly presented below to help drive the connection between them and the professional sport facility.

The Concept of Nostalgia and Heritage

Ramshaw and Gammon (2005) proposed "Heritage often seeks to remember, enliven, teach – and even create – personal and collective legacies for contemporary audiences. Its purpose is often to celebrate the achievements, courage and strength of those who have come before" (p. 230). McKercher, Ho, and du Cros (2005) further identified heritage as including "natural and cultural environments, the encompassing of landscapes, historic places, sites and built environments as well as intangible assets such as collections, past and continuing cultural experiences, knowledge and living experiences" (p. 541). Locations such as ballparks, stadiums, museums, and halls of fame all have been presented as significant hosts of heritage (Mason, et. al, 2005).

Nostalgia is similarly described as a unique type of positive memory or collective recollections from the past which serves to offer a preferred escape/alternative to the present (Ramshaw & Gammon, 2005). Nostalgia possesses "present purposes (just as heritage does) and selectively filter[s] – and in some cases recreate[s] – the past (as

heritage also does)” (p. 237). Holbrook and Schindler (1991) similarly identified nostalgia as “a preference (general liking, positive attitude or favorable affect) towards objects (people, places or things) that were more common (popular, fashionable, or widely circulated) when they were younger (in early adulthood adolescence, in childhood, or even before birth)” (p. 330). Fairley (2003) and Gabriel (1993) also indicated these definitions and thoughts on nostalgia and heritage commonly share a focus on the preferences and emotions of individuals, prevalence of objects, and ample discretionary time.

Tunbridge and Ashworth’s (1996) characterization of heritage and Timothy and Boyd’s (2003) scales of heritage provide two major types of sport-related heritage (i.e. tangible and intangible) that were recognized as important for this investigation. Tangible types of sport-related heritage include buildings, edifices, and other objects that possess the special ability to evoke thoughts of the past. As an example, Fenway Park (Boston, MA) exists as one of the oldest surviving ballparks of Major League Baseball and home to one of its oldest franchises (Boston Red Sox). Members of the Red Sox fan nation describe Fenway Park as part of their cultural heritage and promote the stadium as a historic landmark (Friedman, Andrews, & Silk, 2005).

Sport organizations also frequently promote their venue as home to unique traditions and as the caretaker of the fan nation’s collective identity to further establish and support connections to the organization (Green, 2001; Ramshaw & Gammon, 2005; Slowikowski, 1991; Trujillo & Krizek, 1994). A fan nation’s collective identity is usually displayed through intangible heritage components like rituals, ceremonies, songs, and chants which are specific to a particular sport and/or location (Ramshaw & Gammon, 2005; Slowikowski, 1991; Tunbridge & Ashworth, 1996). These items are unique because they are culturally significant and not externally consumed or practiced outside the facility by other individuals or people outside their collective fan group. Bale (1989) commented some sport structures through their tangible and intangible structures “can develop over time, a sufficient mystique to become tourist attractions in their own right,” (p. 120) which can help toward the creation and maintenance of a fan nation. Essentially, nostalgia-related emotions within sport facilities help members of a fan nation relive previous experiences they enjoyed or endured with others and the inspiration to pilgrimage to that location (Holbrook & Schindler, 1996, Pascal, Spratt, & Muehling, 2002).

The unique traditions associated with nostalgia and heritage can also recruit new members to facilities because they appeal to the innate need of individuals to connect to an idealized environment. Each experience operates to educate and entertain generations of visitors along with emphasizing shared companionship (Newman, 2001; Snyder, 1991). Davis (1979) further argued that without an emphasis on nostalgia and heritage it seems unlikely that a 'generation' could develop a sense of their worth. Furthermore, each generation would be unable to distinguish itself from another and thus, "would otherwise remain a featureless demographic cohort" without a historical identity (Davis, 1979 p. 111).

Gabriel (2000) and McMurray and Pullen (2008) offered nostalgia is very personal or emotional because people can be socialized or possess the ability to decide what objects or symbols can produce retrospection. For example, physical elements, structures, and edifices can evoke nostalgia-related feelings because they can possess special meaning through symbolizing multiple and specific experiences (Fairley, 2003). Holbrook and Schindler (2003) argued individual can form a bond with tangible objects or locations to link an experience by suggesting that an "object evokes, symbolizes, instantiates or otherwise captures some sort of lost but still-valued experiences – namely, those associated with a set of pleasurable or at least personally significant memories from the past" (p.121). Frequently, the unique traditions offered by intangible practices strengthen the bond people form with tangible objects like the professional sport facility.

Finally, some argued when people reminisce they frequently embellish to recreate the past because the present can be viewed as lacking or impoverished (Davis, 1979; Gabriel, 2000; McMurray & Pullen, 2008). McMurray and Pullen (2008) argued the attitude of those creating nostalgia is also important because the past is highly flexible and seductive. Thus, those attempting to capitalize on tourism opportunities should recognize the storying of the past through a facility and other structures or items can be juxtaposed against the present for profit. For example, consider any baseball or football event of major significance (e.g., Super Bowl and World Series). Possessing the opportunity to declare virtual and physical presence at these events is a valuable commodity because instances in sporting events cannot truly ever be repeated. Additionally, although some details of the event may become fuzzy or embellished over the years, the actual experience remains an important source of heritage/nostalgia, which could permit a "no one" to become a "someone." Essentially, nostalgia sport

tourism should be viewed as a synergistic cultural activity between people, a place, and an activity (Gibson, 1998a, 1998b; Standevan, 1998) that sport organizations use through facilities to help realize their organizational goals and objectives of creating and maintaining a large fan nation.

Methodology

The investigators assembled and analyzed the information associated with each organization's primary game day facility through a comprehensive content review. This comprehensive content analysis followed the perspectives provided by Morrow and Waters (1982), Neuendorf (2002), Salant and Dillman (1994), and Stemler (2001) and involved the counting and quantification of information, words, contexts, characters, interactions, bias, and ideas. This procedure provided an opportunity for the investigators to extract themes based on the most frequently seen, identified, or mentioned nostalgic tactics. Appropriately, "inferences gained from a content analysis may be qualitative or quantitative or some combination of the two depending upon the problem under investigation," (Morrow & Waters, p.32). The theoretical advantage of using a content analysis to examine professional sport facilities is that it intends not to pursue or refute a specific hypothesis or question. Essentially, the researchers acted as analysts that gathered information in small units to communicate a significant story.

To assure a thorough examination of the data, several questions were asked which focused on whether or not each source provided accurate information. The researchers also examined the date of work and primarily centered on collecting the most recent documents from the actual MLB and NFL organizations. Questions addressing the source, the relation of the authors to the materials, and the likelihood or potential for falsification were also answered to establish validity and reliability.

To produce the final discussion, the researchers created a detailed outline, timeline, and spreadsheet which also served to triangulate information. These tools assisted the preparation of the document because they helped identify, organize, and criticize the various nostalgic themes and strategies emerging from the sport organizations and their facilities. Specifically, the outline entitled the researchers access to view the overall use of nostalgia in professional sport facilities. The outline and spreadsheet further helped identify the types of activities, tangible structures, and items involved and when these actions occurred. Gibson (1998a, 1998b) proposed nostalgia

based sport tourism should readily accept both descriptive and explanatory research because there is so little information on this topic.

This investigation involved the collection and examination of facility construction and renovation documents, archived data, and other supplementary structures or tactics Major League Baseball (MLB) and National Football League (NFL) teams use within their facilities to create or evoke nostalgia. Personal contacts (e.g., facility managers) within each of the professional leagues were utilized to obtain the information and photographs used. Several facilities were also visited to help record information on structural features and other related tactics which sport organizations used in their attempt to capitalize on nostalgia.

The researchers concentrated on several different tangible items from the examples provided above and that identified by Seifried's (2010) ideal-type on the evolution of professional baseball and football venues in the United States in order to examine the nostalgia-related aspects of MLB and NFL facilities. Those items include: a) estimated lifespan of facility; b) type of sport and construction (indoor/outdoor); c) playing surface (natural or artificial grass); d) ballpark era and architectural style; e) stadium technology (video/scoreboard); f) luxury suites; g) surface area of stadium footprint; h) hall of fame; i) monuments/statues; j) facility tour; k) restaurants; l) retail store; and m) entertainment zones.

Several of the above categories of data collection for the facility audit are obvious but others required some operational definitions. As an example, ballpark eras and architectural styles are based on the work of Seifried and Pastore (2009a, 2009b). Specifically, special features embraced by the ballpark (e.g., asymmetry, brick facade, visible support beams, and large open unroofed bleacher sections) can provide a glimpse of the "jewel box" venues described by Seifried and Pastore (2009b) from the early 20th century. Seifried and Pastore (2009a) demonstrated the stadiums built from the mid-1950s through the late 1980s were large antiseptic buildings characteristic of modernist architecture to resemble each other (i.e. Cookie Cutter shape and features). The most recent era of facility construction (i.e. Modern Technology) emphasizes the effort of MLB and the NFL to embrace technology and perhaps nostalgia (Seifried, 2010). The "retro" ballpark in particular pays homage to the past although they are constructed of modern materials and incorporate modern conveniences (e.g., luxury accommodations, plentiful restrooms and concessions, and advanced technology). As

an example, the bridgework building style popular in the early 20th century is apparent in the retro facility and serves to represent a specific heritage ideal (e.g., urban city).

Hinch and Higham (2004) described nostalgia sport tourism as including “when people visit sport a museum, hall of fame, or specially themed bars and restaurants” (p. 48). Thus, these components were added to the investigation. Sport museums, halls of fame, and also facility tours offer unique opportunities to evoke nostalgia because they provide insight to customers about a sport, organization, and venue. However, it should be noted that these nostalgic components do not necessarily present real pictures of the past or present because they are organized commercial reproductions (Ramshaw & Gammon, 2005; Richie & Adair, 2004; Snyder, 1991; Vesey & Dimanche, 2003). The design and layout of these structures is solely aimed to venerate and exalt the accomplishments and happenings of the past to juxtapose against the present.

Hall of fames and/or museums were acknowledged as designated areas within a sport facility that contain multiple objects which symbolize an aspect of the past (Hinch & Higham, 2004). The hall of fame or museum can be inside a facility or attached to the venue. It may also be open to the public or made available only to those that attend the facility for an event. An as example, the Cincinnati Reds' Hall of Fame and Museum is attached to Great American Ballpark. Monuments/Statues were considered to be tangible objects positioned within the vicinity of the sport facility (i.e. stadium footprint). Monuments or statues may represent people, teams, ideas, and events. An example is the statue of former Steelers owner Art Rooney at Heinz Field (Pittsburgh).

Restaurants within ballparks and stadiums were identified as seated dining areas for game attendees and the public on game days and non-game days. The restaurant can also exist as a place which restricts access to specific tickets holders who enjoy certain privileges others do not (e.g., luxury suite and club level). Similarly, retail stores were also permanent locations within the facility open to the public during game day or non-game days. Temporary and mobile merchandise stands were not considered to be a retail store.

Finally, an interactive entertainment zone was designated as an area created by the facility to encourage fan participation. The area can be inside or within the vicinity of the facility and can take place before, during, or after the game. The interactive activity that occurs in the zone must be more involved than a simple tailgate or designated drinking area. Examples of interactive entertainment zones accepted by this investigation included video game areas, children's playgrounds, and sport specific

activities (e.g., field goal kicking and radar gun pitching). The fan zone in Comerica Park (Detroit, MI) serves as an excellent example of this.

Results

The public can tour 97% ($n=29$) of MLB facilities existing today (Table 1). Of these stadiums, 93% ($n=28$) possess retractable roofs or enjoy permanent open-air space. The majority of the MLB ballparks are equipped with natural grass, 90% ($n=27$) and can host an average capacity of 44,528 people, with 80 luxury suites, 4,101 club seats, 50 restrooms, and 47 concession stands (Table 1). All of the MLB ballparks are outfitted with scoreboards, however, 30% ($n=9$) of the stadiums still utilize manual scoreboards. High Definition video boards are found in 77% ($n=23$) of the stadiums. Within the 23.29 acre footprint of MLB ballparks, 70% ($n=21$) have monuments/statues displayed on the external grounds and 57% ($n=17$) possess an onsite hall of fame/museum.

Table 1. MLB and NFL Stadium Capacity, Surface Area (acres), Luxury Suites, Club Seats, Restrooms/Fixtures, Concession Stands.

Name	Capacity (Baseball)	Surface Area (Acres)	Luxury Suites	Club Seats	Restrooms or Fixtures	Concession Stands
MLB Average	44,528	23.29	79.6	4,101	5/676	46.7
MLB Future						
New Royals Stadium	38,177	36.13	35	NA	606	198
New Marlins Ballpark	37,000	17	60	3,000	NA	NA
Dodger Stadium	56,000	NA	NA	NA	NA	NA
NFL Average	70,606	31.84032258	144.125	8,088	68/1073	48
NFL Future						
New Giants/Jets Stadium	82,500	48.21	234	9,200	1,350	800
New Arrowhead Stadium	77,100	45.27	130	NA	86	59

Note. NA means not available

All 30 MLB ballparks possess a retail store and a vast majority (93%, $n=28$) provide an interactive entertainment zone. Also, most MLB ballparks (93%, $n=28$) offer a

restaurant with half ($n=16$) open to the general public on non-game days. Future new ballparks and major renovations for the Florida Marlins (Marlins Ballpark- New), Kansas City Royals (Royals Stadium-Renovation), and Los Angeles Dodgers (Dodger Stadium-Renovation) will offer restaurants, retail stores, and interactive entertainment zones. Royals Stadium and Dodger Stadium will also add hall of fames/museums, statues/monuments, and facility tours, however, the Marlins have not indicated if they will offer a hall of fame/museum, statue/monument, and facility tour at their new facility.

The larger 31 NFL facilities (the Giants/Jets stadium share one facility) cover an average surface area of 31.84 acres (Table 1). Of these facilities, 16% ($n=5$) possess permanent full-domes while another 13% ($n=4$) have retractable roofs. Slightly less than the majority of these stadiums utilize artificial turf (42%, $n=13$). The NFL stadiums also enjoy an average capacity of 70,606 people, with 144 luxury suites, 8,088 club seats, 68 restrooms, and 48 concession stands (Table 1). Similar to MLB, all NFL stadiums are outfitted with scoreboards with 81% ($n=25$) operating high definition video systems. Two of the remaining six NFL facilities are scheduled to upgrade their existing scoreboard technology to high definition video in the next year. The other four NFL facilities without high definition video all proposed new building recently to their communities.

On the outside of NFL facilities, 45% ($n=14$) display monuments/statues and 23% ($n=7$) produced onsite hall of fames/museums. All but four of the facilities (87%, $n=27$) offer a tour which allows the public to see venue on non-game days. Interestingly, only one stadium (97%, $n=30$) did not support a retail store. Furthermore, out of the 32 NFL franchises, only 18 (i.e. 56%) offered interactive entertainment zones during events at their stadium. Less than half of NFL facilities (39%, $n=12$) also offered restaurants. Future new and renovated stadiums (Jets/Giants Stadium-New and Arrowhead-Renovated) will both offer interactive zones, retail stores, restaurants, high definition video scoreboards, and statues/monuments. At the present moment, it is unknown if the renovated Arrowhead Stadium will offer a facility tour, but the new Jets/Giants Stadium indicated they will offer tours. Additionally, the renovated Arrowhead stadium will showcase a Chiefs hall of fame/museum, but it is unknown if the Jets/Giants Stadium will offer a similar hall of fame/museum for their franchises.

Discussion

The American professional sport facility stands as an icon of past, present, and perhaps future greatness through the structures, technologies, and edifices it

incorporates. This study demonstrated professional sport organizations readily attempt to capitalize on heritage and nostalgic related emotions through the various structures and features embraced by their facilities. It appears the heritage and nostalgia related tactics utilized by these sport organizations are typically done to help them re-brand or repackage their product and services. Additionally, some franchises also appear to utilize a futuristic strategy to help create a sort of “future nostalgia” for items and displays that are on the cutting edge of modern technology. Future nostalgia allows the individual to desire what will or could be the new trend.

Major League Baseball

Bale (2003) suggested North American cities do not enjoy a substantial cultural heritage due to the youth of their cities and countries. The “retro” stadium provides a tangible center for the sport legacy of a community to demonstrate the existence of a cultural heritage for a fan nation. This work demonstrated that Oriole Park at Camden Yards emerged as the first “retro” modern facility to capitalize on nostalgia through deliberately attempting to incorporate the surrounding area into the ballpark design. This might also be identified as *structural nostalgia*. The facility at Camden Yards embraced characteristics of a previous era (i.e. Jewel Box) by blending the urban landscape into the brick selection and taking its shape based on the street grid with the use of a natural grass field. The defining feature of the Oriole Park development centers on the large industrial architecture surrounding the ballpark. The right field to center field fence incorporates a long renovated warehouse as the backdrop for the facility. Seifried and Pastore (2009b) also provided visible support beams typical of a previous era’s bridge companies helped each facility take a unique form during the early 20th century. This is also a feature by which Oriole Park, PNC Park, Progressive Field and many others similarly benefit.

Interestingly, Ramshaw and Gammon (2005) and Beriatos and Gospodini (2004) also recognized the architectural or aesthetic characteristics displayed by professional sport facilities as an integral part of sport heritage and nostalgia. Furthermore, Ramshaw and Gammon (2005) argued incorporating the architecture of a specific period in time could be used as tool to establish heritage and evoke nostalgia as well. The use of monuments also apparently emerged as a desirable aesthetic opportunity to capitalize on the past. As an example, the Philadelphia Phillies promoted that “world-renowned sculptor Zenos Frudakis created four 10-foot tall bronze statues of Phillies Hall of

Famers Richie Ashburn, Robin Roberts, Steve Carlton and Mike Schmidt" (Philadelphia Phillies Tour, personal communication, July 2009).

Despite the similarities Oriole Park enjoys with Jewel Box Era facilities, it was also designed to generate more revenue than past and contemporary ballparks (Friedman, Andrews, & Silk, 2004). Thus, Oriole Park emerged as a spectator haven with tremendously improved amenities and technological features for those in both remote and live attendance. This is evident by examining the number of luxury seats, concession opportunities, restroom fixtures, and scoreboard technology. Other amenities which add to a significantly larger facility footprint than Jewel Box era venues (9.42 acres) presented by Seifried and Pastore (2009b) include an on-site retail store, restaurants, and interactive entertainment zones. Overall, we found evidence that the present era of MLB facilities followed the blueprint laid out by Oriole Park and that this notion is supported by Chapin (2000, 2004) and Newsome and Comer (2000).

Most MLB facilities (80%, $n=24$) incorporated high definition video scoreboards to help display the action on the field more crisply to those in live attendance. The literature on video boards presented by MLB teams overwhelmingly suggested this structure is meant to bring fans closer to the game and help them interact more with the event (e.g., regular replays of the action, interactive contests, streaming game summaries). As an example, "the video board at Turner Field was designed for maximum viewing from all angles and seeks to integrate live video, scoring information, personal messages, and animations in vivid detail both advertisers and fans can enjoy" (Atlanta Braves Tour, personal communication, August 2009).

Several of these heavy on technology 'retro facilities' also embraced two other important interesting features to recreate the sights, sounds, and feels of the past. Specifically, natural grass and manual scoreboards were discovered as strategies MLB teams use to evoke nostalgia. The Cookie Cutter Era introduced the use of artificial turf to baseball (Seifried & Pastore, 2009a) but likely the retro modern facilities reintroduced natural grass playing surfaces to help further carry the nostalgic affect and disassociate the current facility with previous era's (i.e. Cookie Cutter) lack of charm. By 2012, all but two MLB facilities will have natural grass. The significance of natural grass to baseball was made evident by descriptions of the specific types of grass ballparks used (e.g., Target Field- Kentucky Bluegrass, Rangers Ballpark- Bermuda Tifway 419) and frequent references found to grass as part of "old-fashioned" baseball. Several baseball teams

also discussed how they protected their grass and the composition of the dirt/support system to assure its continued growth and consistent color.

Manual scoreboards were similarly used in 30% ($n=9$) of MLB ballparks to provide an “old-fashioned” ambience to the facility. For instance, during a facility tour of Wrigley Field, the tour guide promoted “Each inning’s scores, errors, hits and player changes are still completed by hand” (Chicago Cubs Tour, personal communication, July 2010). During the Jewel Box era, manual scoreboards were the norm for baseball facilities and for people to receive information on their team while they played in a remote location (Seifried & Pastore, 2009b). Overall, the retro ballpark appears as a tangible example of how sport organizations try to utilize nostalgia to draw customers to the sport. In the future, it will be important for sport facility designers wishing to capitalize on the retro modern trend to appreciate these figures, features, and trends to assure financial success and public appreciation.

National Football League

To contrast, it appears NFL stadiums in the United States are concerned more about inspiring awe and perhaps nostalgia for what the future will look like (i.e. future nostalgia) through focusing on the overwhelming use of technology to provide interaction and fan amenities to live and remote spectators. As an example, the architectural design of most NFL facilities suggested they are some of the largest and most advanced technological structures in the world. This is apparent because their size (31.84 acres) and their average capacity ($n=70,606$) luxury suites ($n=144$), club seats ($n=8,088$), restrooms ($n=68$), and permanent concession stands ($n= 48$) all exceed MLB facilities. These luxury accommodations and amenities emerged throughout the modern technological NFL facility to service the desire of every fan, which in turn also supports the growth of a fan nation. Concession stands, restrooms, and concourses are all maximized to provide improved spectator flow to and from seats. Luxury suites and club seats are also exploited through elaborately designed private features (e.g., clubs, bars, restaurants, player access) general tickets cannot secure.

The architectural façade or look of several NFL facilities also suggested an eye toward the future. For instance, stadiums in Glendale (AZ), Cincinnati (OH), Arlington (TX), Houston (TX), and Chicago (IL) all incorporated features into their new designs which demonstrate they were less concerned about building a venue which resembled surrounding structures and more about what they think other buildings in the future will look like. Retractable roofs and domes are also slightly more prevalent in current NFL

facilities ($n=9$) versus MLB ballparks ($n=7$) but there is an apparent distinction for their purpose with each sport. For example, in baseball, sport organizations incorporated retractable roofs or positioned domes on their facility to assure games will take place despite weather conditions which normally affected their city (e.g. heat in Phoenix, AZ and rain in Seattle, WA). Yet, retractable roofs also emerged to again help build a nostalgic feeling in baseball fans because on favorable weather days the facility can open up to embrace natural light/conditions and secure a view of the surrounding downtown (Houston Astros Tour, personal communication, April 2010). For the NFL, retractable roofs and domes served to similarly provide better comfort and convenience to spectators but they also served to remove weather from influencing the outcome or play of the contest. The NFL, as an entity and rule-based organization, is very focused on standardizing conditions for all participants. The retractable or domed-roof facility functions to help service this need. Furthermore, this feature of stadiums helps to showcase these facilities and their organizations as futuristic and technology savvy. The use of this roof technology demonstrated the power of NFL teams to evoke awe from their spectators (i.e. control the weather) about their experience at the event (Dallas Cowboys Tour, personal communication, November 2009).

The use of artificial turf and the embracing of high definition video boards also contributed significantly to the overall technical ambience of NFL stadiums. As noted above, 42% ($n=13$) of NFL facilities use artificial turf. Seifried and Pastore (2009a) presented the incorporation of artificial turf into professional sport helped to standardize conditions for participants, which again is valued by the NFL besides reducing annual maintenance costs that are 20 times greater with natural grass fields. However, the use of artificial turf is also a strategy employed by NFL organizations to help advertise them as technologically friendly and forward thinking. The synthetic turf systems commonly seen today typically utilize rubber pellets, sand, and silica dirt with polyethylene grass blades to produce fields which feel and act more like natural grass. The new synthetic turfs also function to help television broadcasting as well because they are blended with optical fibers to reflect and process light for better viewing.

The development of high definition television technology also prompted most NFL stadiums to incorporate high definition video boards into the structure (81%, $n=25$). Similar to baseball, NFL facilities also promoted their high definition screens as a way to provide fans with more information and interactive opportunities with the event. The largest and greatest example of the use of this technology is the video board of the new

Cowboys Stadium which hangs in the center of the facility. At 160'x72', the 600-ton behemoth is advertised as providing the clearest, largest, and most detailed 1080p high-definition television board in the world. Cowboys Stadium owner Jerry Jones, suggested the video board provides each and every seat at the stadium with the equivalent of a 60-inch HDTV experience so they can follow the movement and reactions of the players and watch themselves during the game (Cowboys Stadium, 2009).

In an attempt to improve future revenues or nostalgia-related feelings, those without halls of fame, sport museums, entertainment zones, or monuments/statues could embrace those structures. As an example, each NFL franchise could support their own hall of fame or museum to capitalize on the history of their team or city and football. Presently, about 77% ($n=24$) of NFL stadiums do not offer such amenities. Major League Baseball fared slightly better but 47% ($n=14$) still have the opportunity to add those venues too. Many MLB and NFL facilities also possess the opportunity to add monuments and statues to their location which could also strengthen the facility and event's nostalgia and the aesthetic appeal of the venue. Collectively, under 50% of MLB and NFL stadiums incorporated monuments and statues in the venue's footprint. Should NFL and MLB franchises choose to add such structures or change existing ones, they should remain seriously concerned about the authenticity of those objects and the quality of any staged authenticity because people search for quality experiences to escape (Gammon, 2005; Kulczycki & Hyatt, 2005; Ramshaw & Gammon, 2005).

Kids' playgrounds, sport specific game areas, educational and artistic spaces, and video games locations were some of the typical interactive entertainment zones utilized by those organizations but there was a clear distinction between baseball and football. Specifically, only 18 NFL franchises incorporated interactive entertainment zones versus 28 for MLB. MLB organizations likely incorporated these entertainment areas more readily because their venues are used more frequently than NFL stadiums. However, NFL franchises could benefit greatly from adding such opportunities within their confines to make their facility and event more memorable to attendees. The incorporation of entertainment zones could be seen as a subsequent supplement to tailgating for NFL organizations to create better experiences.

Stadium tours also appear as a potential source of not only revenue but public information to help build more lasting memories with the facility and sport organization. This inquiry found most MLB ballparks and NFL stadiums supported facility tours. Furthermore, supporting documents and experienced tours showed that activity typically

accentuated the evolution of the building, introduced previous playing facilities of the sport organization, and provided vivid descriptions of historical events occurring within the structure. Tours also provided a behind the scenes look at the current operation of the ballpark through its various offices (e.g., administration, ticketing, facility grounds crew, equipment) and locker rooms/training areas. The idea behind the tour was to give people a new perspective of the game. The behind the scenes tour and stories associated or created for new, renovated and older facilities could do much to help build commitment to the franchise and improve future consumption of the sport in the facility by current and prospective fan nation members. Overall, tours exist as an excellent strategy for NFL and MLB organizations to increase the time people spend at a sport facility outside of the normal game period. Tours conducted by NFL and MLB teams possess the potential to help people intensify their connection to a sport organization because of the bonding opportunity made available by the tours stops and information sessions.

Conclusion

This study found sport facilities hosted attempts to create nostalgia related feelings by offering structures within the building which mythologize the past through the promotion of past heroic achievements and the embracing of authentic values (i.e. hall of fame, museum, monuments, statues, produced videos). Importantly, these strategies connect experiences with sport organizations. Furthermore, they can be influential in forming relationships with young prospective members of a fan nation. Early social experiences help form and determine the level of identification and attachment to a brand or organization (Fairely, 2003; Green & Chalip, 1998). Past research studies indicate individuals learn sport roles from significant others (Giuliano, Popp & Knight, 2000; James, 2001; James & Ridinger, 2002; Prochaska, Rodgers & Sallis, 2002) and the degree to which fans practice behaviors is partially controlled by those people. Thus, if sport participation and consumption is consistently communicated as important, a child will likely carry on the level of participation or consumption into future stages of their life cycle as a member of the fan nation (James, 2001, 2002; McPherson, Curtis, Loy, 1989).

Appropriately, this investigation demonstrated the sport facility needs to adapt to help both children and adults to want to visit the facility and organizational-sponsored events. Williams, Patterson, Roggenbuck, and Watson (1992) offered interactive experiences, like these presented here, could prompt the building of a symbolic

connection to the sport facility and organization to help build more commitment. Nostalgia appears as a useful tool to help people reinforce their collective and individual identity because it ties them to history through context (Milligan, 2003). Many MLB and NFL franchises created interactive entertainment zones, considered various architectural considerations, and embraced several different structures to help promote this connection.

Belanger (2000) demonstrated moving from a legendary facility to one with more modern conveniences must include a parade of 'ghosts' and traditions from one facility to another. Thus, if a sport organization considers a move into a new facility, they should acknowledge many of these space-specific happenings might need to be saved based on organizational and fan preferences (Belanger, 2000). The literature collected from this investigation indicates some current MLB and NFL organizations took great care to move sections or groups of people into their new facility in order to maintain such allegiances and collective groups at their events (e.g., Cleveland Browns Dog Pound in Cleveland Stadium). Thus, this notion could be important to those venues developing (i.e. Giants/Jets Stadium and Marlins Stadium) or in the midst of future efforts to build (e.g., San Francisco 49ers, San Diego Chargers).

For older stadiums like Fenway Park and Wrigley Field, managers need to worry about building maintenance and renovations to sustain and maintain crowds. Despite enjoying higher attendance rewards associated with the "nostalgia effect," a phenomenon which McEvoy, Nagel, DeSchriver, and Brown (2005) identified as taking at least 48 years to build, renovations should seek out to provide better amenities to current and prospective fan nation members. The Boston Red Sox indicated this was their preference during renovations to Fenway Park between 2003 and 2010 which added seats to the historic "Green Monster" and updated several other deteriorating sections (Boston Red Sox Tour, personal communication, July 2010). Therefore, although the older ballparks can be reflective of their storied past, they should embrace the technology and demands of current and future societies to maintain their status as desirable landmarks.

Finally, some cities and organizations are relatively young and may not possess the sport-related accomplishments or histories others enjoy. However, this work confirmed sport organizations can use their facilities as a place to feed consumers folklore about unique events, monumental personalities, and significant accomplishments that can be carved into the collected memory of a society/community and that there is potential to

capitalize on their current team through the display of recent artifacts and memorabilia. Essentially, sport organizations can utilize their facilities to recycle archetypes from the present and past in order to activate nostalgia-related feelings from current or potential members of a fan nation. Direct experience is also not necessary to evoke nostalgia-related feelings from sport customers because they are a group whose eagerness to escape the present allows them to be more readily influenced through technology. Still, we advocate a more responsible examination of the past is needed to more accurately represent it to potential consumers. Furthermore, sport organizations should demonstrate they thought about what reactions will be evoked from customers with a particular strategy to evoke nostalgia. In the end, sport organization will need to be careful they do not undermine their attempts to add to history by trying to recreate or reinvent the past inaccurately.

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