Preventing Fan Violence
A Key to Sustaining Revenue

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The Security Dilemma

Increase Security

Positive Fan Experience
Today’s Presentation

• The problem of fan violence
  – What are the costs?
  – Current trends?

• Challenges to effective crowd management
  – Why should we expect fan violence to occur?
  – When is fan violence most likely to occur?

• Methods of violence prevention
  – How can security improve the fan experience and increase revenue?
The Problem

Harms

Physical Injury

Reputation / Trust

Monetary

Fans

Players/ Entertainers

Staff/ Contractors

Personal

Leagues

Partnerships

Communities

Cost of Fan Violence

Lawsuits

Tickets Sales

Venue Damage

Careers
Fan Violence: Trends
Crowd Management Challenges

Four challenges that require answers to the following:

1. When do things go wrong?
2. Why do things go wrong?
3. Who directly engages in the problem?
4. What can be done to address the problem?
Crowd events represent a five-stage process. Each stage provides opportunities to create conditions that will lead to violence or incivilities.

**Life-Cycle of Crowds**

1. **Initial Planning**
2. **Pre-assembly Preparation**
3. **Assembling Process**
4. **Assembled Gathering**
5. **Dispersal Process**
Challenge #2

Crowds naturally create inviting opportunities for fan violence and incivilities.
Challenge #2

5 opportunity dimensions that influence offender decision-making

- Reward
- Risk
- Provocations
- Effort
- Excuses

Choice
Challenge #3

Susceptibility to violence and disorder is linked to the dispositions and behaviors of the people within our venues.
Fan Typology

Venue susceptibility to violence & disorder

Low

Suppressor: Steps in to diffuse tense or potentially hazardous situations; observant and alert; calm and rational decision-maker

Reactor: Mostly pro-social/rule-abiding; intervenes to protect themselves and those they know; focused on personal goals

Enabler: Fails to respond or report potential threats; limited or bounded cognitive abilities; facilitates others’ misbehavior

Promoter: Exploits security weaknesses for own benefit; creates tension and other dangerous conditions

High
Fan violence is a function of existing conditions and situational interactions that occur within our venues.
Security Objective

To create conditions/interactions that

encourage positive (safe)

and

discourage negative (unsafe)

fan behaviors
Environmental “Cues” for Fan Violence

**Venue Characteristics**
- Performance proximity
- Seating arrangements
- Stadium location
- Place reputation
- Temperature
- Noise level

**Event Characteristics**
- Crowd demographics
- Performance quality
- Performer behavior
- Alcohol regulation
- Event significance
- Event duration
- Crowding

**Staff Characteristics**
- Training
- Experience
- Presence
- Communication
Two General Prevention Methods

Disposition-Focused
- Deny Stadium Access
  - “Detect”
    - Ejections
  - Patron Screening
  - Revoke Ticket Rights

Opportunity-Focused
- Reduce Motivation
  - “Diffuse”
    - Set Expectations
    - Reduce Opportunity
    - Facilitate Compliance
The Key to Diffusing Opportunities

Every interaction between fans and staff should increase security and improve the guest experience.
Basic Psychological Principles

Prevention

- **Reactance Theory**
  - The “you must/you won’t” approach promotes resistance

- **Elaborated Social Identity Model**
  - Aggressive tactics encourage aggressive crowd behavior

- **Coercion Theory**
  - Predictability reduces tension and encourages compliance
RDFC Crowd Management Model

- **Reasonable**: Restrict the fewest freedoms possible
- **Disarming**: Limit use of force, coercion, and intrusiveness
- **Focused**: Target only harmful behaviors and conditions
- **Consistent**: Set and reinforce behavioral expectations
Benefits of the RDFC Approach

**Outcomes**
- Enhance reputation/guest experience
- Prevent harm and escalation

**Perceptions**
- Improved guest relations – revenue!
- Avoid negative publicity

**Effectiveness**
- Increased awareness of crowd dynamics
- Faster at identifying and addressing problems
Additional Resources

Center for Problem-Oriented Policing
Download free @ www.popcenter.org

International perspectives

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