ANALYZING SPONSORSHIP OUTCOMES
ACROSS THE SPORTS INDUSTRY

A THESIS
SUBMITTED TO THE FACULTY OF
UNIVERSTY OF MINNESOTA
BY

CHRISTOPHER L. MOORE JR

IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE OF
MASTER OF ARTS

Rayla Allison, Advisor

November 2017

Acknowledgements

I would like to personally thank Rayla Allison, Dr. Yuhei Inoue, Jeff Jurgella, and the rest of the faculty members in sports management at the University of Minnesota. Furthermore, I would like to acknowledge my family and friends for their encouragement during this research process.

Abstract

The purpose of this study was to examine the impact of identity and goodwill on the effectiveness of sponsorship in terms of attitudes and purchase intentions (sponsorship outcomes) across three different sponsorship categories (a professional sport organization, a nonprofit organization and a cause-related organization). Data were collected using an online survey distributed across ten different classes at the University of Minnesota (N = 191). Participants were randomly assigned a survey about one of the three sponsorship categories and a hypothetical sponsorship. Participants were then asked questions about their organizational identity and goodwill towards the sponsee, followed by questions about their purchase intentions and attitudes towards the hypothetical sponsor. The results showed that identity and goodwill did in fact influence sponsorship outcomes. These variables were also influenced by the sponsorship categories. In addition, the findings suggest that sponsorship categories were statistically significant to purchase intentions. Furthermore, the findings suggest that goodwill mediates a relationship between sponsorship categories and purchase intentions. This study suggests that sport managers should leverage their organization's identity and goodwill to attract more sponsors with a higher return on investment than other forms of marketing.

Table of Contents

Chapter 1: Introduction

A common characteristic among sporting events is the use of sponsorship.

Sponsees engage in sponsorship with the focus to exploit the commercial potential and

bottom-line results (Cornwell, 1995). Merely examining a professional sports

organization's stadium or arena shows the omnipresence of sponsorships. Analyzing the

abundance amount of money organizations invest in sponsorships lays the foundation of

the importance sponsors have in the sports industry.

In 2014, organizations spent over $20 billion on sponsorships in North America

alone (Ukman, 2015). Of that $20 billion, an estimated $14.35 billion was invested in

sports, (Ukman, 2015). Per IEG (the leading sponsorship analysis/consulting firm), sports

sponsorship has grown from $ 13.68 billion in 2013 to $ 14.35 billion in 2014 and is

projected to grow another 4.4% in 2015 (Ukman, 2015, Table 1 identifies the current

sponsorship trends and projections across different sponsored events.

Table 1. Sponsorship Expenditure Trends and Projections

	2013 Spending (billions)	2014 Spending (billions)	% Increase from 2013	2015 Projected Spending	Projected % increase from 2014
Sports	$13.68	$14.35	4.9%	$14.98	4.4%
Entertainment	$1.97	$2.05	4.1%	$2.13	3.8%
Causes	$1.78	$1.85	3.9%	$1.92	3.7%
Arts	$0.91	$0.92	1.0%	$0.93	1.6%
Festivals, Fairs and Annual Events	$0.83	$0.84	1.0%	$0.85	1.5%
Associations and Membership Organizations	$0.56	$0.57	1.1%	$0.59	2.8%

Note: Adapted from *Sports Sponsorship Spending Report* by IEG, by Lesa Ukman,
retrieved from http://www.sponsorship.com, Copyright 2015 IEG LLC.

Statement of the Problem

      With the abundance of spending and growth on sports sponsorship; the need to analyze how sponsors and sponsees may maximize their return on investment is critical in the field of sport management. In order to understand the consumer's response to sponsorship activity (i.e., how sponsorship works), Meenaghan (2001a) created a theoretical model. In the model, Meenaghan (2001a) proposed that sponsorship response/outcomes (brand awareness, favorable disposition, transfer of image values, purchase intentions and purchase behaviors) depend on the consumer's levels of fan involvement (the extent to which consumers identify with and are motivated by, their engagement and affiliation with leisure activities) and goodwill. Meenaghan's theoretical framework could be applied to certain types of studies such as a study of marathon runners that found that participants who were highly identified themselves as "runners" and were more likely to purchase a product from an event sponsor (Lough, Pharr, & Owen, 2014). Despite Meenaghan's framework being appropriate for some studies, the model does not address the role of other types of identity outside of fan involvement. As identified by Tajfel and Turner (1979), identity is a person's sense of self based on his or her group membership(s). By this definition, identity in sports can extend beyond fan involvement because fan involvement focuses on the leisure activity itself (i.e., the sport) rather than other possible identities (i.e., the relationship with the fans, the cause, or the organization). For example, Gwinner and Swanson (2003) found that levels of team identity (i.e., the spectators' perceived connectedness to a team and the experience of the team's failing and achievements as one's own; Ashforth & Mael, 1989) could potentially increase the sponsorship outcomes. In addition, Irwin, Lachowetz, Cornwell, and Clark (2003) found that those who identified with a cause-related event were more likely to

have higher sponsorship outcomes. The Gwinner and Swanson research (2003) and the Irwin et al. (2003) study suggest that other types of identities outside of team involvement may play a pivotal role in understanding how sponsorship works.

Purpose of Study

The purpose of this research was to examine the impact of identity and goodwill on the effectiveness of sponsorship in terms of favorable dispositions (attitudes) and purchase intentions across three different sponsorship categories (a professional sport organization, a nonprofit organization and a cause-related organization). Participants were asked to fill out an online survey that examined their identity level to a sponsee category, goodwill level of the sponsor, as well as sponsorship outcomes. This experimental design allowed the study to create a cause and effect relationship between the different sponsorship categories and sponsorship outcomes. This research will add to the literature by comparing the different levels of identity and goodwill on sponsorship outcomes. Furthermore, this study will allow sport managers in the field as well as sponsorship organizations to evaluate the impact of sponsorship across different sporting events. Thus, managers will gain a unique understanding of return on investment when sponsoring different types of sporting events (professional sport organization, nonprofit organization, and cause-related organization).

Definition of Terms

In order to establish a clear and concise study, several key definitions must be identified by examining past literature. Goodwill is defined as the positive attitude

consumers convey toward a sponsor that supports and facilitates an event, team, or cause in which they are passionate (Meenaghan, 2001a). As defined by Tajfel and Turner (1979) a person's sense of self based on his or her group membership(s). Eagly and Chaiken (1993) identified attitudes as an individuals' overall evaluation of an attitude object. For this study, attitudes toward the sponsor will be defined as an individuals' overall evaluation of a sponsor. Additionally, purchase intention is the possibility of a consumer purchasing a product, brand or service (Dodds, Monroe, & Grewal, 1991; Burton, Lichtenstein, Netemeyer, & Garretson, 1998).

Chapter 2: Literature Review

The purpose of this study was to examine the impact of identity and goodwill on the effectiveness of sponsorship in terms of attitudes and purchase intentions across three different sponsorship categories (a professional sport organization, a nonprofit organization and a cause-related organization).

Why Sport Sponsorship?

While there are multiple definitions of sponsorship (Cornwell, 2011), Ukman (2015) defines sponsorship as a relationship in which a cash and/or in-kind fee is paid to a sport organization or event in return for access to the exploiTable commercial potential associated with that organization or event. By marketing through sport or entertainment, sponsors hope to reach their target market through their lifestyles (Mullin, Hardy, & Sutton, 2014). "Corporate marketing executives, regardless of the size of their companies, have found that linking their messages to leisure pursuits conveys those

4

messages immediately and credibly. The rationale is that leisure is a persuasive

environment through which to relate a sales message to targeted consumers" (Mullin et

al., 2014 p. 239). Sponsorship is not exclusive to the sports industry; however, sponsors

heavily invest money in sporting events because the events are perceived as having a

good public acceptance, a strong fan following and a newsworthy event for all forms of

media coverage (Mullin et al., 2014).

Meenaghan (1999) claimed organizations that use sponsorship as a vehicle to

communicate to their customers have a wide variety of objectives such as a display of

social responsibility to the commercial objectives normally associated with advertising.

Mullin et al. (2014) stated that "every approach to sponsorship or other promotional

licensing activities should consider the fact that classifying objectives in a uniform or

clear-cut way is default" (p. 240). While organizations may have different objectives and

may not achieve every goal the organization sets out to achieve, Table 2 list the

objectives that most often influence an organization's decision to participate in sport

sponsorship (Mullin et al., 2014).

Table 2. Why Organizations Invest in Sponsorship Objectives

• Increase public awareness of the organization product, and or service

• Alter or reinforce public perception of the organization

• Identify the organization with particular market segments

• Involve the organization in the community or key geographic markets

• Build goodwill among decision makers

• Generate media benefits

- Achieve sales objectives

- Showcase unique product features, technologies, or advantages

- Create an advantage over competitors through association or exclusivity

- Gain unique opportunities in hospitality and entertainment

- Secure entitlement or naming- rights visibility

Note. Adapted from *Sport Marketing: Organization Sponsorship Objectives,* by Mullin et al. (2014), Copyright 2010 by Print Human Kinetics.

Sponsorship vs Advertisement

Sponsorship is often mistaken for advertisement. While sponsorship can share similar goals as advertisement such as an increase in revenue (Vakratsas & Ambler, 1999; Zafer & Kitchen, 1998; Nickell, Cornwell, & Johnston, 2011), sponsorship is defined differently from an advertisement. "Advertising is a quantitative medium, priced and evaluated as cost per thousands. Sponsorship, on the other hand, is a qualitative medium, it can and should be priced and evaluated in terms of investment" (Hopkins, Brooks & Friedman, 1997 p. 178). In other words, advertisement success is judged based a quantitative metric (i.e. increase revenue). Conversely, sponsorship success is based on a quantitative metric (i.e. increase revenue) and a qualitative metric (e.g. brand awareness, brand image, and increasing brand attitudes) (Hopkins et al., 1997).

Meenaghan also evaluated the differences between the two forms of marketing communications a step further. Meenaghan (2001b) identified that sponsorship has a beneficial effect of goodwill and an indirect/subtle focus by consumers, is a disguise form of persuading consumers to purchase a product, and is associated with a low state of

defense alertness (meaning when consumers are aware of sponsorship, they are unlikely to view the sponsorship as a form of selling). By comparison, consumers saw advertisements as a selfish motive, with a direct/forceful focus by the consumers, an overt form of persuading the consumers to purchase a product and consumers had a high state of defense alertness (meaning consumers were highly aware that an advertisement is a form of selling) (Meenaghan, 2001b).

According to Jay Walker-Smith (President of the Marketing Firm Yankelovich), the average individual is exposed to 5,000 advertisements a day (Johnson, 2006). With the ubiquitous advertisements, organizations look to cut through the clutter by engaging in sponsorship. Furthermore, some research has proven that sponsorship can be more effective than an advertisement. For example, Hoek, Gendall, Jeffcoat, and Orsman (1997) found that research subjects had a higher awareness rate of sponsors than advertisers.

Attitudes

While the difference between sponsorship and advertisement is crucial, examining the outcomes and antecedents of sponsorships are also critical to understanding sponsorship. As stated by Meenaghan (2001a) two key sponsorship outcomes are attitudes and purchase intentions. An attitude can be defined as an individuals' overall evaluation of an attitude object (Eagly & Chaiken, 1993). Therefore, an attitude toward the sponsor can be defined as a consumer's overall evaluation of an organization sponsoring an event (Keller, 2003). According to Ajzen (1991), an attitude toward an object plays a significant role in predicting a person's behavioral intentions and can affect

a behavioral response to the object (Ajzen, 2001). Attitudes toward a particular brand have previously been identified as one of the main influences in understanding why a consumer may plan on choosing to purchase a product or service from a business entity (Laroche & Brisoux, 1989). For example, while examining the attitudes of fans that supported an elite intercollegiate football program, Dees, Bennett and Villegas (2008) found that fans who held higher attitudes towards the sponsors were more likely to purchase a product or service from that sponsor. Alexandris, Tsaousi and James (2007) identified purchase intentions are significantly influenced by not only the attitudes an individual may have towards a sponsor but also by the consumer's attitudes towards the sporting event and by the consumer's beliefs about sponsorship.

Understanding how attitudes "rub off" onto the organization sponsoring an event is an important aspect for both theoretical and practical purposes. Heider's Balance theory allows us to predict a consumer's attitude toward a sponsor based on the attitude of the consumer toward the sponsored property (Dean, 2002). Heider's Balance Theory was created to explain the need for individuals to sustain stability in their attitudes towards an object, person, or idea (Heider, 1958). Furthermore, Eagly and Chaiken state that "balance theory has proven to be one of the most enduring of the theories that have been applied to attitudinal phenomena and it has been pursued with considerable rigor" (1993, p. 144). Figure 1 is an example of balance theory in terms of sport sponsorship using an individual, a sport organization and a sponsor.

```
                    ┌─────────────────────┐
                    │  Sport Organization │
                    └─────────────────────┘
                              △
                             ╱ ╲
                 ┌─────┐    ╱   ╲    ┌─────┐
                 │ + - │   ╱     ╲   │ + - │
                 └─────┘  ╱       ╲  └─────┘
    ┌───────────┐       ╱         ╲       ┌────────────┐
    │  Sponsor  │      ╱───────────╲      │ Individual │
    └───────────┘     ┌─────┐             └────────────┘
                      │ + - │
                      └─────┘
```
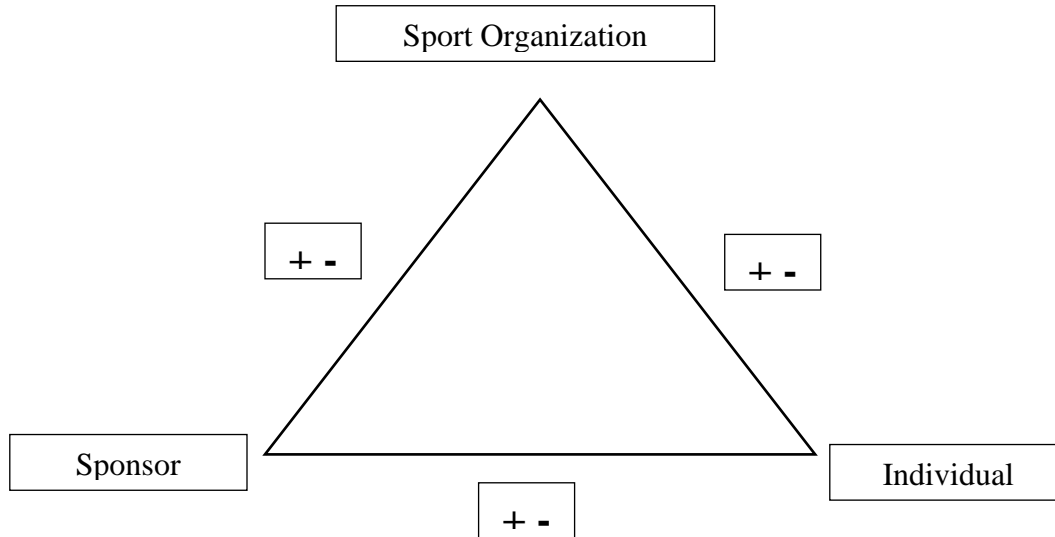
Figure 1. Balance Theory Example

       The balance theory states that if an individual holds a positive attitude toward an object (the sport organization) he or she will experience a shift in attitudes towards another object (the sponsor) that is associated with the original object (the sport organization) in order to achieve a psychological balance (Baumeister & Bushman, 2007). This means the individual may view the sponsor in a more positive light due to the association with the sport organization that he or she already has positive attitudes towards, or the individual may view the sport organization in a less positive light due to the association with the sponsor that he or she has negative attitudes towards. Sponsors of a sporting event hope that by being associated with an event that an individual likes, this positive emotion will rub off onto the sponsoring organization (Lardinoit & Quester, 2001). Jalleh, Donovan, Giles-Corti, and Holman (2002) examined this phenomenon in social marketing, or "the design, implementation, and control of programs calculated to influence the acceptability of social ideas and involving considerations of product planning, pricing, communication, distribution, and marketing research" (Kotler &

Zaltman, 1971 p.5), and found that sponsorship did, in fact, increase the attitudes of spectators at a sporting event.

Attitudes may also be influenced by how an individual identifies with a particular group. For example, when studying participants of a Road Race Series, researchers found that those who highly identified with the sporting event also displayed higher levels of attitudes towards the event sponsors (Andrea & Brian, 2012). When explaining how sport sponsorship impacts consumer behavior, Mason (2005) even went as far as to state that "the ultimate goal of corporate sponsorship is to change the entire attitude resulting in positive behavior (e.g., shopping and purchases)" (p.1).

Purchase Intention

Along with attitudes, another important sponsorship outcome is purchase intention, (Meenaghan, 2001a) defined as the possibility of a consumer purchasing a product, brand or service (Dodds et al., 1991; Burton et al. 1998). Purchase intentions are frequently utilized to predict purchase behavior (Newberry, Klemz, & Boshoff, 2003). Measuring this psychological activity enables sponsors to gauge how a sponsorship deal may influence their sales, a key objective of why organizations invest in sponsorship (Mullin et al., 2014). Purchase intentions may also be influenced by other sponsorship objectives. The first variable that may influence a consumer's purchase intention is the consumer's positive attitudes towards the brand itself (Laroche & Brisoux, 1989). As previously discussed, sponsors may increase a consumer's positive attitudes through sponsorship (Dees et al., 2008). The second variable that may influence purchase intention is brand familiarity (Laroche & Brisoux, 1989). Brand familiarity is based on a

consumer's prior experience and brand exposure (Laroche & Brisoux, 1989). Depending on the sponsorship agreement, organizations could potentially gain brand exposure while also enabling consumers to experience their product and/or service through activation (e.g. free sample giveaways) (Mullin et al., 2014). Pope and Voges (2000) found that purchase intentions for consumers were influenced by whether they were under the belief that a company sponsored a sport or multiple sports. Additionally, when an organization is engaged in multiple sponsorships, consumers were more likely to be aware of the sponsor, form attitudes towards the sponsor's brand, and planned on buying the sponsors product or service (Chavanat, Martinent, & Ferrand, 2009).

Tomalieh (2016) examined the impact of how attitudes toward the event, the perception of sponsorship fit, and brand awareness influence the attendees purchase intentions of a sponsor's product. The results revealed that brand awareness was the strongest predictor of purchase intentions followed by attitudes toward the event (Tomaliehm 2016). While the concept of sponsorship fit did in fact effect consumers' purchase intentions, the variable had the weakest effect out of the three (Tomalieh, 2016).

Purchase intentions of a sponsor's product or service may also be influenced by other variables outside the control of sponsor. For example, Ngan, Prendergast and Tsang (2011) found that teams on field performance and presence of a star player greatly impacted an individual's intent of purchasing a product from a supporting sponsor. Furthermore, the level of purchase intentions also varied between how fans identified with the team. Those who considered themselves to be "avid" fans reported a higher level of purchase intention than those that considered themselves to be a "casual" fan (Ngan et al., 2011). While research has shown that purchase intentions do provide a reasonably

good predictor of behavior (Douglas & Wind, 1971), scholars have also found that purchase intentions do not necessarily lead to purchase behavior (Zagaria, Biscaia, Gray, & Stotlar, 2016).

Goodwill

Along with sponsorship outcomes, researchers and managers must examine antecedents that influence sponsorship outcomes. Meenaghan (2001a) stated that goodwill and identity are antecedents to purchase intentions and attitudes. Goodwill is defined as the positive attitude consumers convey toward a sponsor that supports and facilitates an event, team, or cause in which they are passionate (Meenaghan, 2001a). The greatest factor distinguishing sponsorship from advertising is goodwill (Meenaghan, 2001a). Goodwill is believed to be driven by the appreciation of individuals who recognize the benefits of sponsorship to activities with which they are involved" (Meenaghan, 2001a p.102). Meenaghan, (2001b) also identified the four dimensions of goodwill as**:**

1. More goodwill is created for sponsorship of social causes such as community based sport organizations than for large profit-seeking sport events and competitions.
2. Goodwill is usually greatest when the consumer is personally involved in the sport activity that is being sponsored.
3. The time at which a sponsor is involved with sport property may influence the level of goodwill associated with it.

4. Sponsors may be at risk of losing goodwill in the views of the consumers if the sponsor discontinues.

The process of how goodwill influences sponsorship outcomes can be explained by social exchange theory, which states that individuals are more likely to engage in reciprocal relations where the individuals provide benefits for an entity in return for the benefits given by that entity (Cropanzano and Mitchell, 2005). In sports sponsorship, the benefits that the individuals at the event receive from the sponsor can be goods (free products or services) or the individual can indirectly benefit from an organization having more revenue (e.g. stadium upgrades, lower cost of attendance, better facilities and etc.). These benefits derived from sponsorship deals may in turn intensify the amount of goodwill the individuals have towards the sponsors because the sponsors could be viewed as trying to make an event or an organization that the individuals care about better.   In return, the sponsor hopes these individuals may be more likely to buy their products or services or have higher attitudes towards the sponsors' organization. McDonald (1991) stated that while studies have shown those who identify with a sports team naturally have the strongest response to sponsorship, "people are capable of altruism and can recognize the value to others even if they are not interested themselves" (p.36). This quote exemplifies the importance of goodwill. Although not all consumers at a sporting event consider themselves as avid or loyal fans, organizations that position themselves as having an altruism motive (goodwill) could potentially reach a broader market sector than the "hardcore" fans. Organizations hope that their sponsorship is perceived as a "good thing to do" and hope this rubs off on the organization (McDonald, 1991).

Past sponsorship studies in the sports industry have proven that goodwill may influence a consumer's intent to purchase a product or service from the sponsor (Dees et al, 2008; Moore, Mowen, & Hickerson, 2013). Furthermore, Goodwill may influence the consumers' attitudes toward the sport property and the attitudes toward the sponsor (Moore et al., 2013).

Social Identification Theory

Along with goodwill, identity plays a key role in influencing sponsorship outcomes (Meenaghan, 2001a). Social identification is defined as "individual's knowledge that he belongs to certain social groups together with some emotional and value significance to him of this group membership" (Tajfel, 1972, p. 292). Social identification has been shown to influence sponsorship outcomes (Gwinner & Swanson, 2003; Chih-Hung Wang, Jain, Cheng, & Aung, 2012). For this research, three types of social identification (team identification, identification to a nonprofit organization, and cause identification) will be examined. These three types were selected as a part of this study because each identification is relevant to the sports industry. This means, in the field of sports, organizations will commonly sponsor events through professional organizations, non-profit organizations, and cause-related events.

Team identification is defined as one's level of attachment to a particular sports team (Ngan, Prendergast, & Tsang, 2011). Gwinner and Swanson (2003) identify that perception of the group the individual wants to be a member of (perceived prestige), an individual's passion for the game (domain involvement), and the number of times an individual participates with a group (fan association) will influence team identification.

The level of how an individual identifies with a team can influence the belief that a sponsor is a trustable organization (Wang et al., 2012). The level of team identification will also influence sponsorship outcomes such as sponsorship recognition, attitudes towards the sponsor, sponsor patronage, and satisfaction with a sponsor (Andrea & Brian, 2012; Gwinner & Swanson, 2003; Madrigal, 2001a). Madrigial (2001a) found that fans who were highly identified with a team were more likely to purchase a product from a sponsor despite having low attitudes towards the sponsor when compared to individuals with low attitudes towards the sponsor and low team identification. While team identification can enhance sponsorship outcomes, Hickman and Lawrence (2010) discovered that team identification could negatively impact sponsorship outcomes of consumers when the sponsor is supporting a rival team.

While not every sponsor may have the resources to invest in a specific professional team, some sponsors may choose to partner with a nonprofit organization in order to gain similar sponsorship outcomes (i.e. increase attitudes, and increase purchase intentions). Cornwell and Coote (2003) found positive correlations between consumers' identification with a nonprofit organization and their intent to purchase the sponsor's products. Organizations may also choose to sponsor a nonprofit organization in order to gain media exposure or/and participation rates (Berrett & Slack, 2001). According to GuideStar (2017), an informational service that reports on nonprofit organizations, there are over 86,000 different nonprofit sport and recreational organizations in the United Sates alone. This number shows that sponsorship opportunity is ubiquitous for organizations interested in sponsoring a nonprofit sporting event. For this study,

identification to a nonprofit sport organization will be defined as "one's" level of attachment to a nonprofit sport organization.

Cause identity is the last identification that will be examined in this study. Cause identity will be defined as one's" level of attachment to/or concern about a particular cause. For this study, the researcher examined two different types of causes through sports. While the amount of literature on cause-related identity is usually focused on nonprofit organizations, cause-related issues in sports are extremely relevant in the field. Cause-related sport sponsorship is defined as the association between a sponsor and a sport property that is identified with a cause or charity (Irwin et al., 2003; Inoue, Havard, & Irwin, 2016). Cause-related sponsorship allows for the sponsor to be affiliated with both the sport and the cause properties (Cornwell, Weeks, & Roy, 2005). For instance, the Susan G. Komen Race for the Cure helps generate awareness and fundraising for individuals who have suffered or are currently suffering from breast cancer. The participants may feel positive attitudes towards the sponsor because he or she feels affiliated with the charity's cause (i.e., breast cancer) or the sport itself (i.e., running). This is an example of a cause-related identity event because the individuals are brought together and connected by a cause (i.e., breast cancer).

How Sponsorship Works

Depending on the entity's objectives, organizations engage in sponsorship to increase brand awareness, favorable disposition (attitudes), purchase intentions, purchase behavior, and to associate their brand with the brand of the sport property (a process known as transfer of image values) (Meenaghan, 2001a). In order to achieve these

objectives, sponsors and the sports property depend on the social identity of the

individuals attending the event to influence sponsorship outcomes (Meenaghan, 2001a).

Meenaghan (2001a) created a theoretical model (figure 2) to understand the consumer's

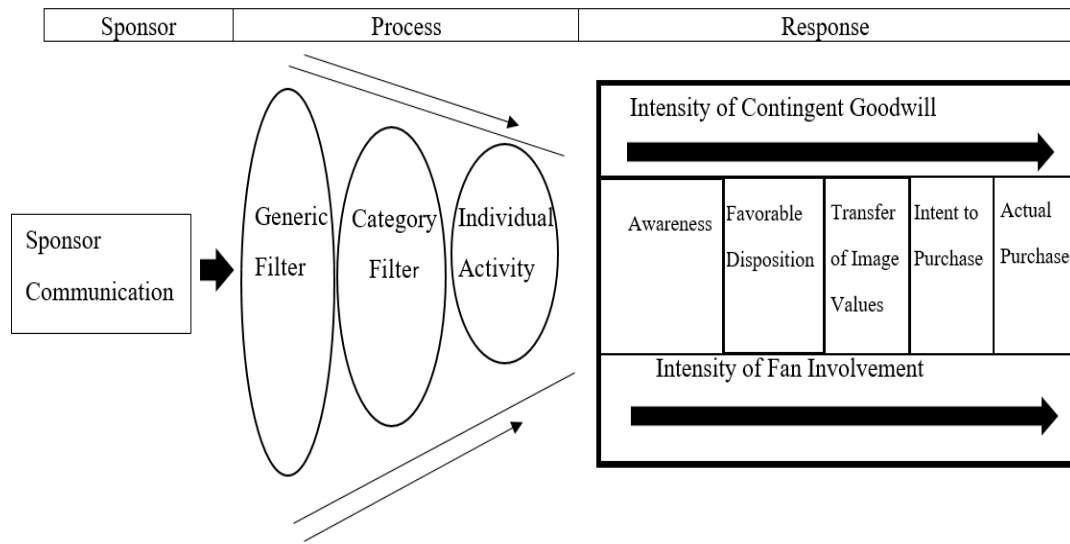response to sponsorship activity (i.e. how sponsorship works).

Figure 2. Modeling the sponsorship effects process. Reprinted from "Understanding
Sponsorship Effects," T. Meenaghan, *Psychology & Marketing,18 (2)*. Copyright
2001a by John Wiley & Sons, Inc.

In the model, Meenaghan (2001a) proposed that sponsorship response/outcomes (brand

awareness, favorable disposition, transfer of image values, purchase intentions and

purchase behaviors) depends on the consumer's levels of fan involvement (the extent to

which consumers identify with and are motivated by, their engagement and affiliation

with a particular leisure activity) and goodwill.

Furthermore, a consumer's goodwill and fan involvement can be driven by how

the consumer views the sponsorship. Meenaghan (2001a) categorized this process as one

of three aggregation levels, namely, a generic level (the sponsorship is seen as delivering

a benefit to society), a category level (the sponsorship is seen as benefiting a category

(sports, arts, etc.)) and an individual activity level (the sponsorship is seen as benefiting an activity with which the consumer is involved). For example, a consumer that views sponsorship as only delivering a benefit to society (generic level) will see the partnership between the two entities as a "good idea" (Meenaghan, 2001a, p. 102). These consumers will report a low amount of goodwill towards the sponsor supporting the event he or she is associated with, thus unlikely to report a positive response to the sponsorship (i.e. low purchase intentions or low awareness rates)

A consumer that views sponsorship as a benefit to an activity that he or she is highly involved in (individual activity level) will report higher levels of goodwill towards the sponsor as well as a higher level of fan involvement. Goodwill and fan involvement will then serve as "triggers" which can enhance or accelerate the other sponsorship responses (Meenaghan, 2001a). Meaning, these consumers will be more likely to report higher levels of awareness rates, favorable disposition, transfer of image values, intent to purchase products of the sponsor and actual purchases of products from the sponsor. While preconditioned by both the generic and category effects of sponsorship, consumer response to sponsorship is fundamentally driven by the consumer's degree of involvement with and knowledge about the sponsored activity and the related extent of goodwill directed toward the sponsor (Meenaghan, 2001a). Understanding the influence of these different types of identities is important to the sponsorship literature and field because as shown in the studies listed above and in Meenghan's original model, how an individual identifies with the event, team, or cause will influence all types of sponsorship outcomes.

Hypothesis and Research Questions

Based on previous research, the researcher predicted the following hypothesis:

1. Social identification with a sponsored sport organization will influence sponsorship outcomes (Eaglernan & Krohm, 2012),

2. Goodwill will influence sponsorship outcomes (Dees et al., 2008), and

3. The relatively influence of goodwill and identification will vary by sports category (Meenaghan, 2001a)

Based on the literature review of previous studies, the following research questions were identified:

1. What effect does the sponsorship category have on the sponsorship outcomes? (Meenaghan, 2001a)

2. Does goodwill mediate a relationship between sponsorship category and sponsor outcomes? (Dees et al., 2008)

3. Does identification mediate a relationship between sponsorship category and sponsor outcomes? (Gwinner & Swason, 2008)

Chapter 3: Methods

This study examined the impact of identity and goodwill on the effectiveness of sponsorship in terms of attitudes and purchase intentions across three different sponsorship categories (a professional sport organization, a nonprofit organization and a cause-related organization). This study can be used to analyze how sponsors can position themselves to more effective in the sport industry.

Participants and Procedures

  Data were collected by utilizing an online questionnaire. The participants for this study were undergraduate students above the age of 18 enrolled in one of ten classes (total population 405 students) at the University of Minnesota. Due to the arduous task of randomly sampling the population, the use of convenient sample was appropriate because the students may be viewed as an adequate representation of the larger population (Hall & Getchell, 2014). Students were given the opportunity to participate in the survey through a mass email sent by the instructor of the course (see Appendix A for recruitment email). The email included access to a link which led the students to the survey. Students were then asked to fill out a consent form before starting the survey (see Appendix B for consent form). Each student was randomly assigned one of six surveys to fill out. In order to gain an understanding of how individuals perceived organizations in the professional, nonprofit, and cause-related sporting event sectors (rather than a single organization in one sport sector), multiple local sponsees were used to represent each market sector. The professional sports sector was represented by the Minnesota Twins (MLB) and Minnesota Wild (NHL). The nonprofit sector was represented by the YMCA (not-for-profit social services organization) and Positive Coaching Alliance. Additionally, the cause-related sporting event sector was represented by the American Diabetes Tour De Cure (a bicycle race to help raise money for diabetes) and the Officer Down 5K (a 5k event used to raise money for police officers that had lost their lives in the line of duty). In order to ensure no bias or confounding variables were associated with the sponsor, the researchers used a hypothetical sporting good retail store, Dynasty Sporting Goods, as a sponsor for each organization/event. Participants were given background information on

both the sponsor and the sponsee before completing the survey (see appendix C for example of background information). As an incentive for taking the time to participate in the survey, each student received extra credit, the amount of which was determined by the instructor of the course.

Instrumentation

Survey questions for this research were adopted from previous studies. Students read a brief hypothetical scenario with Dynasty Sporting Goods signing a sponsorship deal with an organization (see appendix D for example of sponsorship deal). Furthermore, in order to help the participants in the study visualize the sponsorship deal between Dynasty Sporting Goods and the event/organization, participants were shown a picture of a t-shirt give away presented by the sponsor (see appendix E for t-shirt give away example). The identification questions from the survey were adopted from a study that examined the connection between the fans through team identification (Wann, Waddill, Polk, & Weaver 2011). The survey questions that examined attitudes, goodwill, and purchase intentions are based on a study that examined the impact of sponsorship outcomes on spectators at a college football game (Dees et al, 2008) (see Table 3 for master copy of survey questions and items).

Table 3. Survey Questions

Construct / Item	Citation
Identification	Wann et al.
When someone criticizes the (sponsee) it feels like a personal insult.	2011
I am very interested in what others think about the (sponsee).	
When I talk about the (sponsee) I usually say "we" rather than "they."	
The (sponsee) 's successes are my successes.	
When someone praises the (sponsee), it feels like a personal compliment.	

If a story in the media criticized the (sponsee), I would feel embarrassed.

Goodwill	Dees et al.
Because Dynasty Sporting Goods supports the (sponsee) through sponsorship, Dynasty' Sporting Goods is involved in their community.	2008
Because Dynasty Sporting Goods sponsor's the (sponsee), Dynasty Sporting Goods tries to improve the (sponsee)'s organizational goals.	
Individuals at the (sponsee's location) benefit from Dynasty Sporting Goods.	
Dynasty Sporting Goods cares about the (sponsee).	
Attitudes Toward the Sponsor	Dees et al.
I feel favorable toward Dynasty Sporting Goods.	2008
Dynasty Sporting Goods is successful.	
Dynasty Sporting Goods provides quality products and/or services.	
Dynasty Sporting Goods is highly qualified.	
Dynasty Sporting Goods is a highly reputable organization.	
Purchase Intentions	Dees et
I would consider purchasing products/services from Dynasty Sporting Goods.	al.2008
I would try new Dynasty Sporting Goods' products/services if I saw it at the (sponsee).	
I would definitely purchase products/services from Dynasty Sporting Goods.	
My overall attitude toward purchasing products/services Dynasty Sporting Goods is positive.	
I'm more likely to consider trying a product/service from Dynasty Sporting Goods if the organization is an official sponsor of the (sponsee).	
I'm more likely to recommend Dynasty Sporting Goods products/services if the organization is an official sponsor of the (sponsee).	

Statistical Analysis

Based on the Meenaghan (2001a) model, goodwill and identification acted as the

independent variables that influence the dependent variables of attitudes and purchase

intentions. Figure 3 illustrates the theoretical model proposed for this study. Based on this

model, regression analysis was used to examine if social identification with a sponsored

sport organization will influence sponsorship outcomes (H1) and if goodwill will

influence sponsorship outcomes (H2). Furthermore, in order to find the relatively

influence of goodwill and identification will vary by sponsorship category (H3), a series

of regression models were used. In order to find what effect the sponsorship category has

on the sponsorship outcomes (R1) the researcher used ANOVA. Hierarchical regression

model was utilized to examine if goodwill mediates a relationship between sponsorship

category and sponsor outcomes (R2). Hierarchical regression model was also used to

examine if identification mediates a relationship between sponsorship category and

sponsor outcomes (R3).
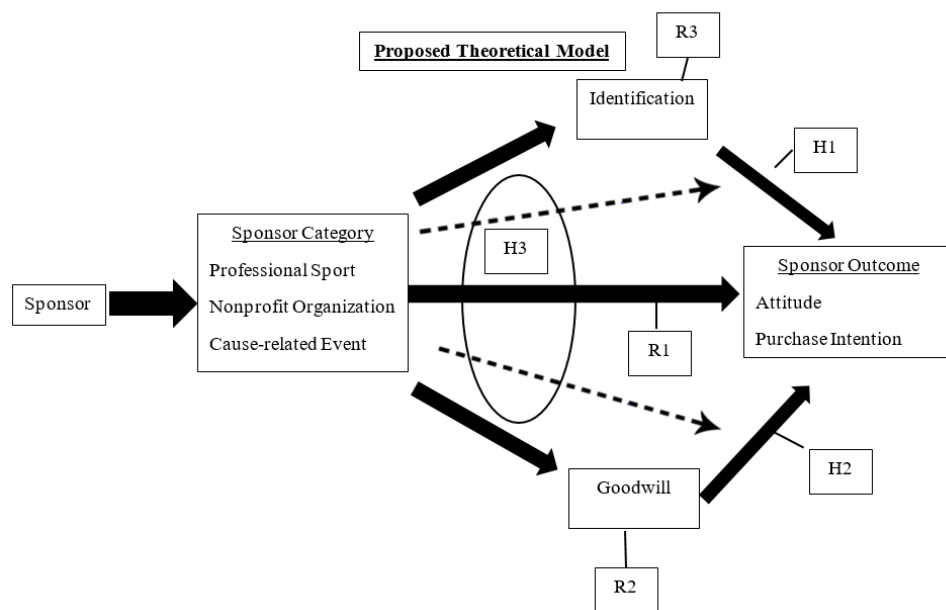

Figure 3. Proposed Theoretical Model

Chapter 4: Results

The purpose of this study was to examine the impact of identity and goodwill on

the effectiveness of sponsorship in terms of attitudes and purchase intentions across three

different sponsorship categories (a professional sport organization, a nonprofit organization and a cause-related organization).

Descriptive Results

Data was collected from 10 different undergraduate classes at the University of Minnesota. The total number of students who received the initiation to participate in the survey was 405 students. Of the 405 students, 210 students provided a response to the survey; thus, this study had a response rate of 52.19%. After analyzing the initial responses and filtering out any surveys that incorrectly answered the attention filtering question (respondents were asked to identify the correct sponsor that was mention in the background scenario), 191 usable surveys were collected; thus, the useable response rate was 47.16 %. Of the 191 respondents, 102 (53.4%) of respondents were male and 89 (47.6%) of respondents were female. Using a random generator to assign surveys to each participant, 65 respondents (34%) answered the survey about the professional sport organizations, 55 respondents (28.8%) answered the survey about the nonprofit organizations, and 71 respondents (37.2%) answered the survey about the cause sporting events. The survey results also showed that 155 (81.2%) participants identified as White/Caucasian, 9 (4.7%) participants identified as African American, 4 (2.1%) participants identified as Hispanic, 17 (8.9%) participants identified as Asian, 1 (.5%) participant identified as Pacific Islander and 5 (2.6%) participants identified as other. The average age of the participants was 21.24 years of age.

For the 2017 spring semester, the University of Minnesota had an enrollment of 48,150 students made up of 46.7% males, 52% females, and 1.3% unknown (Office of

Institutional Research, 2017). According to the University of Minnesota Office of

Institutional Research (2017), the University is about 65% White/Caucasian, 4.6%

African American, 3.2% Hispanic, 9.3% Asian, and 4.1% unknown. Furthermore, about

11% of the students are under the age of 19, 26% of the students are between the age of

19-20, 32% of the students are between the age of 21-24, 24% of the students are

between the age of 24-35, and 9% of the students are above the age of 35 (Office of

Institutional Research, 2017).

The demographic characteristics of the sample and the demographics of the

student body at the University share similar and different qualities. For example, the

sample and the student body share similar male to female percentages. Furthermore, the

percentage in the sample of those that identified with a race is different from the student

body's percentage. While the percentages are different, some similar qualities still exist.

For example, both the student body and the sample are mostly made up of those

individuals that identify as White/Caucasian.

Table 4 identifies the mean and standard deviation for each survey item. The

survey item, "Because Dynasty Sporting Goods supports the (sponsee) through

sponsorship, Dynasty Sporting Goods is involved in their community" measuring

goodwill reported the highest mean at 5.40. The survey items, "When someone praises

the (sponsee) it feels like a personal compliment" and "If a story in the media criticized

the (sponsee), I would feel embarrassed" that measured team identity reported the lowest

mean of any survey item at 3.40. "I would consider purchasing products from Dynasty

Sporting Goods" survey item that measured purchase intention had the lowest standard

deviation at .987. The survey item that measured team identity, "When I talk about the

(sponsee) I usually say "we" rather than "they" had the highest standard deviation at

1.829.

Table 4. Results from Survey Items

Survey Item	*M*	*SD*
Goodwill		
Because Dynasty Sporting Goods supports the (sponsee) through sponsorship, Dynasty Sporting Goods is involved in their community	5.40	1.036
Because Dynasty Sporting Goods sponsor's the (sponsee) Dynasty Sporting Goods tries to improve the (sponsee)'s organizational goals	5.13	1.137
Individuals at the (sponsee) benefit from Dynasty Sporting Goods	5.21	1.161
Dynasty Sporting Goods cares about the (sponsee)	5.33	1.152
Organizational Identity		
When someone criticizes the (sponsee) it feels like a personal insult	3.60	1.563
I am very interested in what others think about the (sponsee)	4.05	1.461
When I talk about the (sponsee) I usually say "we" rather than "they"	3.55	1.829
The (sponsee) successes are my successes	3.46	1.598
When someone praises the (sponsee) it feels like a personal compliment	3.40	1.654
If a story in the media criticized the (sponsee), I would feel embarrassed	3.40	1.638
Purchase Intention		
I would consider purchasing products from Dynasty Sporting Goods	5.02	.987
I would try new Dynasty Sporting Goods' products/services if I saw it at the (sponsee)	4.81	1.098
I would definitely purchase products/services from Dynasty Sporting Goods	4.27	1.177
My overall attitude toward purchasing products/services Dynasty Sporting Goods is positive	4.90	1.095

I'm more likely to consider trying a product/service from Dynasty Sporting Goods if he organization is an official sponsor of the (sponsee)	4.73	1.252
I'm more likely to recommend Dynasty Sporting Goods products/services if the organization is an official sponsor of the (sponsee)	4.64	1.257
Attitude		
Because Dynasty Sporting Goods supports the (sponsee) through sponsorship, I feel favorable toward Dynasty Sporting Goods	4.83	1.162
Because Dynasty Sporting Goods supports the (sponsee) through sponsorship, Dynasty Sporting Goods is successful	4.37	1.270
Because Dynasty Sporting Goods supports the (sponsee) through sponsorship, Dynasty Sporting Goods provides quality products and/or services	4.32	1.305
Because Dynasty Sporting Goods supports the (sponsee) through sponsorship, Dynasty Sporting Goods is highly qualified	4.43	1.275
Because Dynasty Sporting Goods supports the (sponsee) through sponsorship, Dynasty Sporting Goods is a highly reputable organization	4.63	1.171

Table 5 identifies the Cronbach's Alpha reliability and number of items for goodwill, team identity, purchase intention and attitudes. The Cronbach's Alpha for each scale is higher than the .70 reliability coefficient that is considered to be acceptable (MacKenzie, Podsakoff, & Podsakoff, 2011). Team identity had the highest Cronbach's Alpha coefficient at .898. Goodwill had the lowest Cronbach's Alpha at .801.

Table 5. Reliability Numbers

Scale	Cronbach's Alpha	Number of items

Goodwill	.801	4
Organizational Identity	.898	6
Purchase Intention	.895	6
Attitudes	.857	5

Table 6 identifies the mean and standard deviation for each scale (goodwill, team identity, purchase intention and attitudes). Goodwill had the highest mean score at 5.27, while team identity reported the lowest mean score at 3.58. Team identity also had the highest standard deviation at 1.62, while goodwill had the lowest standard deviation at 1.12.

Table 6. Standard Deviation and Mean

Scale	Mean	Std. Deviation
Goodwill	5.27	1.12
Identification	3.58	1.62
Purchase Intention	4.73	1.14
Attitudes	4.52	1.24

Results for Hypothesis

Hypothesis 1 and 2 claimed that organizational identity and goodwill will influence sponsorship outcomes. By utilizing a regression analysis, the results showed that organizational identity and goodwill did influence purchase intentions and attitudes. As shown in Table 7, the regression analysis explained 21% of the variance in purchase

intentions toward the sponsor ($R^2=.13$), with identity having a significant positive effect ($\beta =.42, p < .001$) and goodwill having a significant positive effect ($\beta =.40, p < .001$). Cohan's (1992) scale of effect size can be compared to these results in order to analyze the impact of goodwill and identity. Cohan's scale states $\beta = .10$ has a small effect size, $\beta = .30$ has a medium effect size, and $\beta = .50$ has a large effect size. These results suggest that goodwill and identity are key variables that can have a relatively large effect on a consumer's intention on purchasing a product or service from a sponsor.

Table 7. Multiple Regression Analysis Predicting Purchase Intentions

Independent variable	β	t
Goodwill	.40	6.80
Organizational Identity	.42	7.13
R^2	.21	
F	56.48[*]	
N	191	

Note. $N = 191$; Standardized values are shown for regression coefficients.
[*] $p < .001$.

Hypothesis 1 and 2 also claimed that organizational identity and goodwill will influence the sponsorship outcome of attitudes. By utilizing a regression analysis, the results showed that organizational identity and goodwill did influence attitudes. As shown in Table 8, the regression analysis explained 23% of the variance in purchase intentions toward the sponsor ($R^2=.23$), with identity having a positive effect ($\beta =.32, p < .001$) and goodwill having a positive effect ($\beta =.32, p < .001$). These results suggest that goodwill and identity are key variables that may have a moderate impact on a consumer's attitude towards a sponsor.

Table 8. Multiple Regression Analysis Predicting Attitudes

Independent variable	β	t
Goodwill	.32	4.94
Organizational Identity	.32	4.94
R^2	.23	
F	28.37[*]	
N	191	

Note. $N = 191$; Standardized values are shown for regression coefficients.
Cohan's scale - β = .10 has a small effect size, β = .30 has a medium effect size,
and β = .50 has a large effect size (1992).
[*] $p < .001$.

Hypothesis 3 stated that the relative influence of goodwill and identification will

vary by sponsorship category. By utilizing a series of regression analysis, the results

showed that organizational identity and goodwill varied by sponsorship category. As

shown in Table 9, the regression analysis explained 30% of the variance in purchase

intentions toward the professional sport organization ($R^{2=}.30$), with identity having a

positive effect (β =.36, $p < .001$) and goodwill having a positive effect (β =.38 $p < .001$).

These results suggest that goodwill and identity are key variables that can moderately

impact a consumer's intention on purchasing a product or service from a sponsor of a

professional sport organization.

Table 9. Regression Analysis Professional Sports Purchase Intentions

Independent variable	B	t
Organizational Identity	.36	3.38
Goodwill	.38	3.59
R^2	.30	
F	14.40[*]	

N	65

Table 10 shows the regression analysis explained 23% of the variance in attitudes toward the professional sport organization ($R^2 = .23$), with identity having a positive effect ($\beta = .20$, $p < .001$) and goodwill having a significant positive effect ($\beta = .40$, $p < .001$). These results suggest that identity will have a moderate impact and goodwill will have a significant impact on a consumer's attitude towards a sponsor of a professional sport organization.

Table 10. Regression Analysis Professional Sports Attitudes

Independent Variable	B	t
Organizational Identity	.20	1.80
Goodwill	.40	3.54
R^2	.23	
F	9.12[*]	
N	65	

Table 11 shows the regression analysis explained 40% of the variance in purchase intentions toward the nonprofit sport organization ($R^2 = .40$), with identity having a significant positive effect ($\beta = .57$, $p < .001$) and goodwill having a positive effect ($\beta = .29$, $p < .001$). These results suggest that identity will have a significant impact on a

consumer's intention to purchase from a sponsor of a nonprofit organization. Goodwill on the other hand, will only have a moderate impact on a consumer's intention on purchasing a product or service from a nonprofit organization.

Table 11. Regression Analysis Nonprofit Sports Purchase Intentions

Independent variable	B	t
Organizational Identity	.57	5.26
Goodwill	.29	2.68
R^2	.40	
F	17.24*	
N	55	

Note. $N = 55$; Standardized values are shown for regression coefficients
Cohan's scale - $\beta = .10$ has a small effect size, $\beta = .30$ has a medium effect size, and $\beta = .50$ has a large effect size (1992).
* $p < .001$.

Table 12 shows the regression analysis explained 36% of the variance in attitudes toward the nonprofit sport organization ($R^{2=}.36$), with identity having a significant positive effect ($\beta =.55, p < .001$) and goodwill having a positive effect ($\beta =.25, p < .001$). These results suggest that identity will have a significant impact and goodwill will have a moderate impact on a consumer's attitude towards a sponsor of a nonprofit sport organization.

Table 12. Regression Analysis Nonprofit Sports Attitudes

Independent variable	B	t
Team Identity	.55	4.94
Goodwill	.25**	2.28
R^2	.36	
F	14.65**	

Table 13 shows the regression analysis explained 50% of the variance in purchase

intentions toward the cause-related sport organization (R^2=.50), with organizational

identity having a positive effect ($β$ =.32, $p < .001$) and goodwill having a significant

positive effect ($β$ =.54, $p < .001$). These results suggest that identity will have a moderate

impact on a consumer's intention to purchase from a sponsor of a cause-related

organization. Goodwill on the other hand, will have a significant impact on a consumer's

intention on purchasing a product or service from a cause-related organization.

Table 13. Regression Analysis Cause-Related Sports Purchase Intentions

Independent variable	$β$	t
Organizational Identity	.32	3.59
Goodwill	.54	6.05
R^2	.50	
F	33.69*	
N	71	

Table 14 shows the regression analysis explained 32% of the variance in attitudes

toward the cause-related sport organization (R^2=.32), with identity having a positive

effect ($β$ =.25, $p < .001$) and goodwill having a significant positive effect ($β$ =.44, $p <$

.001). These results suggest that identity will have a moderate impact and goodwill will

have a significant impact on a consumer's attitude towards a sponsor of a cause-related sport organization.

Table 14. Regression Analysis Cause-Related Sports Attitudes

Independent variable	β	t
Team Identity	.25	2.35
Goodwill	.44	4.24
R^2	.32	
F	15.88	
N	71	

Note. $N = 71$; Standardized values are shown for regression coefficients.
Cohan's scale - β = .10 has a small effect size, β = .30 has a medium effect size, and β = .50 has a large effect size (1992).
[*] $p < .001$.

When analyzing the relative influence of goodwill and identification varying by sponsorship, the results suggest that identity has the highest positive effect on purchase intentions and attitudes for a nonprofit sport organization compared to a professional and cause-related sport organization. Identity had the lowest positive effect on purchase intentions for the cause-related sport organization. In addition, identity had the lowest positive effect on attitudes for the professional sport organization compared to the other categories.

Goodwill on the other hand, had the highest positive effect on purchase intentions and attitudes for a cause-related sport organization compared to the professional sport organization and the nonprofit organization. Furthermore, goodwill had the lowest positive effect for the nonprofit in both attitudes and purchase intentions. Table 15 summarizes the findings of the relative influence of goodwill and identification by

sponsorship category on purchase intentions, and Table 16 summarizes the findings of

the relative influence of goodwill and identification by sponsorship category on attitudes.

Table 15. Purchase Intentions Standardized Coefficient Summary

Independent variable	Goodwill	Identity
Professional	.36	.38
Nonprofit	.29	.57
Cause–Related	.54	.32

Note. $N = 191$; Standardized values are shown for regression coefficients.
*$p < .001$.

Table 16. Attitudes Standardized Coefficient Summary

Independent variable	Goodwill	Identity
Professional	.40	.20
Nonprofit	.25	.55
Cause–Related	.44	.25

Note. $N = 191$; Standardized values are shown for regression coefficients.
*$p < .001$.

Results for Research Question 1

As identified by Meenaghan (2001a) research question 1 examined what effect

sponsorship category has on the sponsorship outcomes. Table 17 outlines the mean and

standard deviation for each category as well as the number of respondents to the

sponsorship outcome of purchase intentions. The professional sponsorship category had

the lowest mean of purchase intentions at 4.44, while the cause-related event had a mean

of 4.87 and the nonprofit organization had the highest mean of 4.88.

Table 17. Dependent Variable: Purchase Intentions for all

Experiment category	M	SD	N	Partial Eta Squared
Professional	4.44	.84	65	.017
Nonprofit	4.88	.96	55	.000
Cause-related	4.87	.94	71	
Total	4.73	.93	191	

By utilizing an ANOVA analysis, the research reports a p-value of .01, meaning a statistically significant interaction between categories and purchase intentions (Hall & Getchell, 2014). Table 17 shows that, when compared to respondents' purchase intention for the cause-related event category included as the reference group, purchase intention is not statistically different for the nonprofit organization category (β= .007, p = .965), but is significantly lower for the professional sponsorship category (β= -.425, p. = .007). These results suggest that consumers are more likely to plan on purchasing a product or service when an organization is sponsoring a nonprofit or cause-related sport organization compared to when the organization is sponsoring a professional sport organization.

Table 17. Regression Analysis Purchase Intentions

Independent variable	B	t
Professional Organization	-.425*	-2.713
Nonprofit Organization	.007	0.44
N	191	

Note. N = 191; Standardized values are shown for regression coefficients.
* $p < .001$.

The marketing literature suggest that another key outcome of sponsorship is the change in attitudes towards the sponsor. In this study however, the research showed no change or statistical significance influence on the participants attitudes toward the sponsor (p=.761). Further discussion on the lack of change in attitudes is examined in Chapter 5.

Results for Research Question 2

Research question 2 examined if goodwill mediates a relationship between sponsorship category and sponsor outcomes. A hierarchical regression was used to find the results for research question 2. As shown in Table 7, the regression explained 21% of

variance in purchase intentions toward the sponsor, and goodwill had a significant

positive effect (β= .40, $p < .001$). As identified in Table 16, category did have an effect

on sponsorship outcomes. Table 18 shows that when analyzing categories as the

independent variable and goodwill as the dependent variable, professional sport

organization had the lowest mean at 5.04, followed by the nonprofit organization 5.35,

and cause-related events had the highest mean at 5.27.

Table 18. Dependent Variable: Goodwill Mean for all

Experiment Category	*M*	*SD*	*N*
Professional	5.04	.87	65
Nonprofit	5.35	1.08	55
Cause	5.42	.69	71
Total	5.27	.89	191

Table 19 shows that, when compared to respondents' goodwill for the cause-

related event category included as the reference group, goodwill is not statistically

different for the nonprofit organization category (β= -.07, p = .641), but is significantly

lower for the professional sponsorship category (β= -.38, p. = 013).

Table 19. Regression Dependent Variable of Goodwill

Independent variable	B	*t*	*Partial Eta Squared*
Professional Organization	-.38*	-2.50	.032
Nonprofit Organization	-.07*	-0.47	.001
R^2	.04		
F	3.40		
N	191		

Note. $N = 191$; Standardized values are shown for regression coefficients.
* $p < .001$.

Additionally, categories and goodwill were used as independent variables with purchase intentions as the dependent variable through univariate analysis of variance. The results showed that once the variable of goodwill was included to the regression together with category, then the influence of category on purchase intention became nonsignificant (p = .102). These findings suggest goodwill mediates the effects of the various levels of categories on purchase intentions (Baron & Kenny, 1986).

Table 20. ANOVA Analysis

Independent variable	B	F	Sig	t
Category	.225	2.313	.102	
Goodwill	.449	42.898	.000	6.549
R^2	.225			
N	191			

Cohan's scale - β = .10 has a small effect size, β = .30 has a medium effect size, and β = .50 has a large effect size (1992).

The ANOVA analysis found no statistical significance influence of sponsorship categories on consumer attitudes in research question 1 (p = .761). Thus, there was no need to run a hierarchal regression for goodwill mediating the effects of the sponsorship outcomes of attitudes. Due to this finding in research question 1, the study did not find that identification establishes a relationship between sponsorship category and sponsorship outcomes of attitudes.

Results for Research Question 3

Research question 3 examined if identification mediates a relationship between sponsorship category and sponsor outcomes. When analyzing identification as the dependent variable and categories as the independent variable, the results showed a nonsignificant relationship (p = .176). These results suggest that identification does not

serve as a mediator between sponsorship category and sponsorship outcomes; hence no further analysis was conducted to address research question 3 (Barron & Kenny, 1986).

Chapter 5: Discussion

The purpose of this study was to examine the impact of identity and goodwill on the effectiveness of sponsorship in terms of attitudes and purchase intentions across three different sponsorship categories (a professional sport organization, a nonprofit organization and a cause-related organization).

Hypothesis Discussion

Hypothesis 1 stated social identification with a sponsored sport organization will influence sponsorship outcomes. Consistent with previous research (Dees et al., 2008; Eaglernan & Krohm, 2012), the results showed that the participants level of identity influenced both purchase intentions ($\beta = .42$) and attitudes towards the sponsor ($\beta = .32$). While these results are not new to the sport management literature, the results do confirm the findings of other studies (Andrea & Brian, 2012; Dees et al., 2008; Eaglernan & Krohm, 2012; Madrigal, 2001a). From a theoretical perspective, the findings suggest that identity is a key variable that may influence how individuals at a sporting event view sponsors (attitudes) and if they would consider buying the sponsors product or service (purchase intentions).

From a practical viewpoint, managers in the sport industry could potentially use the results from hypothesis 1 to attract more sponsors. By understanding how identity influences sponsorship outcomes of attitudes and purchase intentions, managers can

leverage their position as organizations that establish identities within individuals compared to other forms of advertisement. For example, instead of using an organization's marketing budget on a billboard, sport marketing managers could argue that organizations may see a higher return on investment by sponsoring a sport organization due to the association of identity.

While hypothesis 1 suggest that identity can impact sponsorship outcomes, the sport marketing literate also recognizes goodwill as another key variable that may influence attitudes and purchase intentions of a sponsor (Dees et al., 2008; Moore, Mowen, & Hickerson, 2013).

In order to examine the importance of goodwill, hypothesis 2 stated goodwill will influence sponsorship outcomes. Similar to past literature (Dees et al., 2008; Moore, Mowen, & Hickerson, 2013), goodwill in fact influenced both attitudes towards the sponsor ($\beta = .32$) and purchase intentions of the sponsors product or service ($\beta = .40$). These results are important to the literature because the findings not only strengthen past research that found similar outcomes, but also identify the importance of studying goodwill in the sports industry. Parallel to the leverage of identity, sport managers in the field could utilize these findings to attract more sponsors. Instead of sponsors investing marketing money into other forms of advertisements, sport managers can make the case that their competitive advantage of building up goodwill within the community can lead to a higher return on investment in terms of attitudes and purchase intentions for the potential sponsors. By suggesting that identity (H1) and goodwill (H2) influences sponsorship outcomes, this study can examine how these variables vary by sponsorship categories.

In this study, Hypothesis 3 was the relative influence of goodwill and identification will vary by sponsorship category. The three categories studied were a professional sport organization, nonprofit sport organization and cause-related event sport organization. After separating the sponsorship categories and running a series of regression analyses, the findings indicate that indeed the effects of goodwill and identification varied by sponsorship category. The results showed that goodwill had the highest influence on purchase intentions in the cause-related sponsorship category ($\beta =$ .54). Furthermore, the results showed that organizational identity had the highest influence on purchase intentions in the nonprofit sponsorship category ($\beta = .57$). The findings also displayed that goodwill had the lowest influence on purchase intentions in the nonprofit sponsorship category ($\beta = .29$) and organizational identity had the lowest influence on purchase intentions in the cause-related sponsorship category ($\beta = .32$). From a theoretical perspective, these results show that goodwill and identification can have greater influences on sponsorship outcomes depending on the sponsorship category. Additionally, managers of organizations with the highest influence of goodwill and organizational identity on purchase intentions were cause-related events and nonprofit organizations. These managers could utilize these two variables to suggest a higher return on investment on purchase intentions for organizations looking to sponsor a sport organization.

The attitude outcome was also examined as part of hypothesis 3. The finding identified that goodwill had the highest influence on attitudes under the cause-related sponsorship category ($\beta = .44$). Organizational identity had the highest impact on attitudes in the nonprofit organizational sponsorship category ($\beta = .55$). On the other hand,

goodwill had the lowest influence on attitudes under the nonprofit organizational

sponsorship category ($\beta =.25$). Organizational identity was lowest on the influence of

attitudes in the professional sponsorship category ($\beta =.20$). These results add to the

literature because the finding suggest that goodwill and identity levels may depend on

sponsorship categories. From a practical manager viewpoint, if the sponsor's main

objective is to convey positive attitudes in individuals, then managers may wish to target

nonprofit and cause-related events over professional sporting teams. Furthermore,

managers of nonprofit and cause-related events may wish to market this competitive

advantage to target more sponsors. These results also stress the importance of building

goodwill and organizational identity throughout the community in order to provide

sponsors with a stronger return on investment. By separating organizations into

sponsorship into categories, managers may wish to leverage their competitive advantage

(i.e. high identity or high goodwill) in order to attract more sponsors. Furthermore,

sponsors may wish to support more cause-related and nonprofit organizations to not only

receive a higher return on investments in the form of attitudes and purchase intentions,

but these sponsors may also save money by not investing in the high cost of professional

sports.

Research Questions Discussion

By understanding that goodwill and organizational identity influences sponsorship

outcomes (H1 and H2) and goodwill and identification varies by sponsorship categories

(H3), research question 1 examined what effect does the sponsorship category have on

the sponsorship outcomes? Additionally, the nonprofit organization and cause-related

event yielded a higher mean score of about 4.8 (β = -.425) compared to the professional organization's mean score of about 4.4 (β = .007) when examining purchase intentions. Whether this .4 mean difference will be the deciding factor of a person choosing to purchase a product or service from a sponsor is unknown to the researcher; still, the findings suggest that participants have a higher reported intent of purchasing a product or service when an organization is sponsoring a nonprofit or cause-related event compared to a professional organization. Managers of nonprofit organizations and cause-related events may wish to use these findings to attract sponsors looking to invest in a sporting event. This may give these organizations (nonprofit and cause-related events) a competitive edge when trying to attract sponsors that might also be interested in sponsoring a professional sport organization. With the difficult challenge of raising money in a nonprofit and cause-related event sector, any competitive edge to gaining sponsors cannot be underestimated. These results show the influence of sponsorship on purchase intentions.

Another important variable of examining when analyzing sponsorship outcomes are attitudes towards the sponsor. While the categories (professional, nonprofit, and cause-related organizations) did have a statistical significant relation to purchase intentions, the analysis showed no statistical significant influence on the participants attitudes toward the sponsor (p=.761). Due to this study being a quantitative experiment, providing a definitive answer to the phenomenon of the lack of increase in overall attitudes is impossible. While no definitive conclusion can be reached, past marketing literature may provide a partial explanation. Because the sponsor of the study was a hypothetical retail store (Dynasty Sporting Goods), it's possible that the lack of brand

familiarity from the participants with Dynasty Sporting Goods caused the lack of attitudinal change. As identified by Laroche, Kim, and Zhou (1996), brand familiarity influences attitudes towards a specific brand. Furthermore, attitudes may also be influenced by purchase behavior. Oliver (1980) stated that attitudes can be formed after a decision has been made based on satisfaction. Obviously, since no participant was able to shop at a Dynasty Sporting Goods store, this may suggest that the participants' attitudes might have to be influenced by more than just sponsorship. Other factors such as expectations, pre-existing belief and post purchase evaluation along with sponsorship could potentially influence attitudes. Despite these findings, the examination of variables that influence purchase intentions (R2) such as goodwill can still be analyzed.

By showing goodwill influences sponsorship outcomes (H2) and categories influence sponsorship outcomes (R1), research question 2 examined does goodwill mediate a relationship between sponsorship category and sponsor outcomes? As recognized in hypothesis 2, goodwill did influence purchase intentions and attitudes towards the sponsors. Additionally, research question 1 identifies that sponsorship category influences the sponsorship outcome of purchase intentions. Due to the failure to find a statistical significant evidence of the influence of sponsorship category on attitudes, there was no reason to examine whether goodwill establishes the relationship between sponsorship category and attitudes. Before the researcher could examine how goodwill mediates a relationship between sponsorship category and purchase intentions, a relationship between category and goodwill must be established (Barron & Kenny, 1986). When utilizing sponsorship category as the independent variable and goodwill as the dependent variable the researcher found a statistical significant relation ($P < .001$).

Goodwill for the professional category was lower than the nonprofit and cause-related organizations. These statistics enabled the researcher to run a regression analysis with the general linear model analysis with goodwill and sponsorship categories as independent variables and purchase intentions as the dependent variable. As Table 20 shows, goodwill is the variable that explains why categories produce different purchase intention outcomes because categories became statistically nonsignificant ($p = .102$) when included with goodwill. These results have an important impact on both the theoretical side and managerial perspective for sport managers.

From a theoretical perspective, the results show that goodwill is an important aspect of the sport management literature to examine for a variety of reasons. The first is that the level of goodwill an individual has towards a sponsor clearly influences the sponsorship outcome of purchase intentions. Additionally, goodwill was also used to explain the different levels of purchase intentions between categories. From a manager's perspective, these results identify the importance of goodwill and how higher levels of goodwill towards an organization may lead to higher levels of purchase intentions from that organization's sponsors. Managers could potentially use this information to not only persuade organizations to sponsor their sporting event over other forms of advertisements, but also identify that building goodwill throughout their community should be an important organization goal.

The results of Research Question 1 also provides an answer to how does identification establish a relationship between sponsorship category and sponsor outcomes (R3)? Due to the failure to establish a relationship between category and attitudes, there was no reason to examine identity through a hierarchical regression

analysis. Thus, the results showed that for this study, there was no findings that identification influences a relationship between category and sponsor outcomes. Similar to research question 1, the cause of this may be due to the hypothetical sponsor used in the study. Furthermore, when analyzing identification as the dependent variable and categories as the independent variable (research question 3), the results showed a nonsignificant relationship (p = .176).

Practical Implications

In addition to enhancing our understanding of the theoretical side of sponsorship, this study also provides several benefits to the managers in the field of sports. For starters, the findings from H1 and H2 suggest the importance of goodwill and identity towards sponsorship outcomes. Sport managers may wish to highlight these two variables against other forms of marketing to attract more sponsors and continue their relationship with current sponsors. For example, a sport marketer may wish to point out the high identity or high goodwill their sporting organization has within their community when trying to convince another organization to become a sponsor.

Along with hypothesis 1 and hypothesis 2, hypothesis 3 and research question 1 can also be used to benefit sport managers. Because hypothesis 3 indicated that the effects of goodwill and identification varied by sponsorship category, organizations in the nonprofit and cause-related sector may wish to leverage their competitive advantage (i.e. high identity or high goodwill) in order to gain more sponsors and revenue. In addition, sponsors may wish to support more cause-related and nonprofit organizations to not only receive a higher return on investments in the form of attitudes and purchase intentions,

but these sponsors may also save money by not investing in the high cost of professional sports.

Research question 3, identified goodwill as the variable that explains why sponsorship categories produce different purchase intention outcomes in research question 1. From a manager's viewpoint, this finding could be used to identify the importance of goodwill and how higher goodwill towards a sport organization may lead to higher purchase intentions from that organization's sponsors. Sport managers may wish to use this finding as a rationale for showing the importance of having a high amount of goodwill throughout their community. Managers could also utilize this finding to persuade organizations to sponsor their sporting event over other forms of advertisements (i.e. a billboard).

Conclusion

In today's society, sport organizations have the difficult task of increasing revenues and cutting profligate spending. Sponsorships are identified as a way for a sport organization to increase revenue and receive an in-kind fee (Ukman, 2015). From the sponsors' perspective, sponsorship allows the organizations to achieve several key business objectives including favorable attitudes and purchase intentions (Meenaghan, 2001a). The challenging issue surrounding sponsorship in sports is the question of how organizations can measure their return on investment when spending an abundance of money on sponsorship. Furthermore, sport organizations must communicate why sponsoring with their organization is a better option than investing money elsewhere.

This study reveals several key findings in order to help solve these issues. The first finding proves that goodwill and identity influenced both purchase intentions and attitudes towards a sponsor (Hypothesis 1 and 2). These two findings are crucial to both sport managers and researchers because the findings indicate that goodwill and identity are unique factors to sponsorship that influence what sponsors want to achieve (i.e. return on investment). In addition, the results based on hypothesis 3 suggest that the effects of both goodwill and organizational identity on sponsorship outcomes could vary depending on sponsorship category.

Furthermore, findings based on research question 1 suggest that purchase intentions may vary depending on if the sponsee is a professional, nonprofit, or a cause-related event organization. These findings may be used as leverage for nonprofits and/or cause-related events to attract sponsors to invest in their organizations. The findings suggest that nonprofit and cause-related participants have higher purchase intentions and maybe less expensive than a sponsorship deal with a professional sport organization. Additionally, attracting more sponsors to nonprofit organizations and cause-related events may help these organizations grow and become more sustainable, thus helping other individuals in their community. As research question 3 suggests, goodwill is the variable that explains why different organization categories reported different purchase intentions results. These results indicate the importance of a sport organization having high levels of goodwill throughout their community on sponsorship outcomes.

Future Studies

In order to expand the sport management literature, this research project opens up the possibility for several future studies. Researchers could potentially study the influence of reported purchase intentions and actual purchase behavior on sponsorship outcomes. This experiment could further enhance our understanding of the impact of purchase intentions and what reported number on the likert-scale makes a statistically significant difference on whether an individual decides to purchase a product or service. This future experiment could also build upon the findings of this study and our understanding of the various levels of purchase intentions between the professional sport organizations ($M = 4.4$), nonprofit organizations ($M = 4.8$) and cause-related events ($M = 4.8$).

Future studies may also utilize an actual sponsor in place of the hypothetical sponsor (Dynasty Sporting Goods) used in this study. This future study may enhance our understanding of how individuals' attitudes increase with a brand that an individual is familiar with compared to a brand that he or she has no brand familiarity with. While there may be several confounding variables to examining attitudes of an actual sponsor, researchers and managers must understand that brand attitudinal formation is not solely connected to sponsorship. Other factors such as brand familiarity, public-relation status, and post-purchase behavior may influence attitudes.

Additionally, future researchers may want to examine the influence of awareness of sponsors at a professional, nonprofit, and cause-related sporting event. As recognized by Meenaghan (2001a), awareness is an important goal and a necessary stage in order for sponsors to achieve any sponsorship outcomes. The awareness factor could drastically change how managers and researchers examine the outcome of this study. For example,

the research showed professional organizations reported the lowest purchase intentions compared to the nonprofit organizations and cause-related sporting events. If fans of the professional organizations report a higher awareness rate due to the high amount of attendance per game, then managers and researchers may choose to disregard the opportunity cost of higher purchase intentions for higher awareness rates.

Another future study may wish to focus on how organizations can build identity and goodwill throughout their community. While this research shows the importance of identity and goodwill on purchase intentions and attitudes, sponsors and sponsees may want to identify what promotions or sponsorship deals can create the highest amount of goodwill or identity (e.g. giveaways, discount coupons, etc.). Furthermore, organizations of different sporting events may wish to participant in cross promotion (i.e. Minnesota Twins sponsoring the YMCA and/or the Officer Down 5k), in order to increase their goodwill and identity within the community. This marketing strategy may benefit each organization involved. On the one hand, the sponsee (e.g. YMCA, Officer Down 5K, etc.) will receive additional revenue and/or an in-kind fee needed to run the event or organization. On the other hand, the sponsor (i.e. Minnesota Twins) may continue to increase their goodwill and identity throughout the community, thus increasing their return on investments for their own sponsorship agreements.

Furthermore, future studies may want to examine how other variables may influence purchase intentions and attitudes that were not examined in this study. For example, Madahi and Sukaio (20012) found that demographics, geological location, and group could potentially influence purchase intentions. Other variables that have been identified as influencing sponsorship outcomes are also worth examining such as team

50

loyalty (Biscaia, Correia, Rosado, Ross & Maroco, 2013), team performance and "star power" (Ngan et al. 2011).

Additionally, the individuals in the sample may have had a personal connection with a cause or organization that may have influenced their responds. Future studies could focus on how this personal connection could influence their attitudes, goodwill, purchase intentions and identity.

Limitations

There are several limitations to this research study. The first limitation is the study sample only consisted of college students. Sponsorship outcomes may vary depending on the age of the participant. In addition, because the survey was completed at one university, the results may not apply to other regions of the world. Finally, because the study asked participants through self-reporting about their emotions towards a particular organization and sponsor, social desirability bias may occur (Rossi, Wright, & Anderson, 2013).

Delimitations

Due to the amount of time given and resources available, this study had several delimitations. The research did not collect any sponsorship outcome data on awareness, image transfer, and purchase behavior (Meenghan, 2001a). Furthermore, the theory behind how sponsorship works is highly debated in the field of academia; thus, other theoretical models exist in the literature but were not considered for this study (Novais & Arcodia, 2013; Speed & Thompson, 2001).

References

Abreu Novais, M., & Arcodia, C. (2013). Measuring the effects of event sponsorship: Theoretical frameworks and image transfer models. *Journal of Travel & Tourism Marketing*, *30*(4), 308-334.

Ajzen, I. (1991). The theory of planned behavior. *Organizational behavior and human decision processes*, *50*(2), 179-211.

Ajzen, I. (2001). Nature and operation of attitudes. *Annual review of psychology*, *52*(1), 27-58.

Alexandris, K., Tsaousi, E., & James, J. (2007). Predicting sponsorship outcomes from attitudinal constructs: The case of a professional basketball event. *Sport Marketing Quarterly*, *16*(3), 130.

Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. Academy of management review, 14(1), 20-39.

Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, *51*(6), 1173.

Berrett, T., & Slack, T. (2001). A framework for the analysis of strategic approaches employed by non-profit sport organisations in seeking corporate sponsorship. *Sport Management Review*, *4*(1), 21-45.

Biscaia, R., Correia, A., Rosado, A. F., Ross, S. D., & Maroco, J. (2013). Sport sponsorship: The relationship between team loyalty, sponsorship awareness, attitude toward the sponsor, and purchase intentions. *Journal of Sport Management*, *27*(4), 288-302.

Burton, S., Lichtenstein, D. R., Netemeyer, R. G., & Garretson, J. A. (1998). A scale for measuring attitude toward private label products and an examination of its psychological and behavioral correlates. *Journal of the academy of marketing science*, *26*(4), 293.

Chavanat, N., Martinent, G., & Ferrand, A. (2009). Sponsor and sponsees interactions: Effects on consumers' perceptions of brand image, brand attachment, and purchasing intention. *Journal of Sport Management*, *23*(5), 644-670.

Chih-Hung Wang, M., Jain, M., Ming-Sung Cheng, J., & Kyaw-Myo Aung, G. (2012). The purchasing impact of fan identification and sports sponsorship. *Marketing Intelligence & Planning*, *30*(5), 553-566.

Cornwell, T. B. (1995). Sponsorship-linked marketing development. *Sport marketing quarterly*, *4*, 13-24.

Cornwell, T. B., & Coote, L. V. (2005). Corporate sponsorship of a cause: the role of identification in purchase intent. *Journal of Business Research*, *58*(3), 268-276.

Cornwell, T. B., Weeks, C. S., & Roy, D. P. (2005). Sponsorship-linked marketing: Opening the black box. *Journal of advertising*, *34*(2), 21-42.

Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, *31*(6), 874-900.

Dean, D. H. (2002). Associating the corporation with a chariTable event through sponsorship: Measuring the effects on corporate community relations. *Journal of Advertising*, *31*(4), 77-87.

Dees, W., Bennett, G., & Villegas, J. (2008). Measuring the effectiveness of sponsorship of an elite intercollegiate football program. *Sport Marketing Quarterly*, *17*(2), 79.

Directory of Charities and Nonprofit Organizations-Recreation and Sports. (n.d.). Retrieved March 02, 2017, from http://www.guidestar.org/nonprofit-directory/human-services/recreation-sports/1.aspx

Dodds, W. B., Monroe, K. B., & Grewal, D. (1991). Effects of price, brand, and store information on buyers' product evaluations. Journal of marketing research, 307-319.

Eagly, A. H., & Chaiken, S. (1993). The psychology of attitudes. Harcourt Brace Jovanovich College Publishers.

Gwinner, K., & Swanson, S. R. (2003). A model of fan identification: Antecedents and sponsorship outcomes. *Journal of services marketing*, *17*(3), 275-294.

Hall, S., & Getchell, N. (2014). *Research methods in kinesiology and the health sciences*. Philadelphia, PA: Lippincott Williams & Wilkins.

Hickman, T. M., & Lawrence, K. E. (2010). The halo effect of goodwill sponsorship versus the pitchfork effect of supporting the enemy. *Journal of Sponsorship*, *3*(3).

Heider, F. (1958). *The Psychology of Interpersonal Relations*. New York: Wiley.

Inoue, Y., Havard, C. T., & Irwin, R. L. (2016). Roles of sport and cause involvement in determining employees' beliefs about cause-related sport sponsorship. *International Journal of Sports Marketing and Sponsorship*, *17*(1), 3-18.

Jalleh, G., Donovan, R. J., Giles-Corti, B., & Holman, C. D. A. J. (2002). Sponsorship: impact on brand awareness and brand attitudes. Social Marketing Quarterly, 8(1), 35-45.

Johnson, C. (2006, September 17). Cutting Through Advertising Clutter. Retrieved February 27, 2017, from http://www.cbsnews.com/news/cutting-through-advertising-clutter/

Keller, K. L. (2003). Brand synthesis: The multidimensionality of brand knowledge. *Journal of consumer research*, *29*(4), 595-600.

Laroche, M., & Brisoux, J. E. (1989). Incorporating competition into consumer behavior models: the case of the attitude-intention relationship. *Journal of economic psychology*, *10*(3), 343-362.

Laroche, M., Kim, C., & Zhou, L. (1996). Brand familiarity and confidence as determinants of purchase intention: An empirical test in a multiple brand context. Journal of business Research, 37(2), 115-120.

Hopkins, K. B., & Friedman, C. S. (1997). *Successful fundraising for arts and cultural organizations*. Greenwood Publishing Group.

Hoek, J., Gendall, P., Jeffcoat, M., & Orsman, D. (1997). Sponsorship and advertising: a comparison of their effects. *Journal of Marketing Communications*, *3*(1), 21-32.

Irwin, R. L., Lachowetz, T., Comwell, T. B., & Clark, J. S. (2003). Cause-related sport sponsorship: An assessment of spectator beliefs, attitudes, and behavioral intentions. *Sport Marketing Quarterly*, *12*(3).

Lough, N. L., Pharr, J. R., & Owen, J. O. (2014). Runner identity and sponsorship: evaluating the Rock'n'Roll Marathon. *Sport Marketing Quarterly*, *23*(4), 198.

MacKenzie, S. B., Podsakoff, P. M., & Podsakoff, N. P. (2011). Construct measurement and validation procedures in MIS and behavioral research: Integrating new and existing techniques. *MIS quarterly*, *35*(2), 293-334.

Madahi, A., & Sukati, I. (2012). The effect of external factors on purchase intention amongst young generation in Malaysia. *International Business Research*, *5*(8), 153.

Madrigal, R. (2001). Social identity effects in a belief–attitude–intentions hierarchy: Implications for corporate sponsorship. *Psychology & Marketing*, *18*(2), 145-165.

McDonald, C. (1991). Sponsorship and the image of the sponsor. *European Journal of marketing*, *25*(11), 31-38.

Meenaghan, T. (1999). Commercial sponsorship-the development of understanding. *International Journal of Sports Marketing and Sponsorship*, *1*(1), 11-23.

Meenaghan, T. (2001a). Understanding sponsorship effects. *Psychology and Marketing*, *18*(2), 95-122.

Meenaghan, T. (2001b). Sponsorship and advertising: A comparison of consumer perceptions. *Psychology and Marketing*, *18*(2), 191-215.

Moore, C., Mowen, A., & Hickerson, B. (2013). *Evaluating the effectiveness of corporate sponsorships at a minor league baseball park*. Pennsylvania State University.

Mullin, B. J., Hardy, S., & Sutton, W. (2014). Sport Marketing 4th Edition. Human Kinetics.

Newberry, C. R., Klemz, B. R., & Boshoff, C. (2003). Managerial implications of predicting purchase behavior from purchase intentions: a retail patronage case study. *Journal of Services Marketing*, *17*(6), 609-620.

Ngan, H. M., Prendergast, G. P., & Tsang, A. S. (2011). Linking sports sponsorship with purchase intentions: team performance, stars, and the moderating role of team identification. *European Journal of Marketing*, *45*(4), 551-566.

Nickell, D., Bettina Cornwell, T., & Johnston, W. J. (2011). Sponsorship-linked marketing: a set of research propositions. *Journal of Business & Industrial Marketing*, *26*(8), 577-589.

Office of Institutional Research University of Minnesota. (2017, July 13). Retrieved from https://www.oir.umn.edu/student/enrollment/term/1173/current/13508

Oliver, R. L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. Journal of marketing research, 460-469.

Pope, N. K., & Voges, K. E. (2000). The impact of sport sponsorship activities, corporate image, and prior use on consumer purchase intention. *Sport marketing quarterly*, *9*(2).

Rossi, P. H., Wright, J. D., & Anderson, A. B. (Eds.). (2013). *Handbook of survey research*. Academic Press.

Speed, R., & Thompson, P. (2000). Determinants of sports sponsorship response. *Journal of the Academy of Marketing Science*, *28*(2), 226-238.

Tajfel, H. (1972). Social categorization (English manuscript of La categorisation sociale) In: Moscovici S, editor. Introduction a la psychologie sociale. Paris: Larousse, 30-37.

Tajfel, H., & Turner, J. C. (1979). An integrative theory of intergroup conflict. *The social psychology of intergroup relations*, *33*(47), 74.

Tomalieh, E. F. (2016). The Impact of Events Sponsorship on Attendee's Purchase Intention: The Mediating Role of Brand Image. *International Journal of Business and Management*, *11*(8), 162.

Ukman, L. (2015). IEG's sponsorship report (Rep.). Retrieved October 16, 2016, from IEG website: http://www.sponsorship.com/IEG/files/59/59ada496-cd2c-4ac2-9382-060d86fcbdc4.pdf

Vakratsas, D., & Ambler, T. (1999). How advertising works: what do we really know?. *The Journal of Marketing,* 26-43.

Wann, D. L., Waddill, P. J., Polk, J., & Weaver, S. (2011). The team identification–social psychological health model: Sport fans gaining connections to others via sport team identification. *Group Dynamics: Theory, Research, and Practice*, *15*(1), 75.

Wind, Y., & Douglas, S. P. (1971). On the meaning of comparison: a methodology for cross-cultural studies. *Quarterly Journal of Management*, *2*(4), 105-123.

Zafer Erdogan, B., & Kitchen, P. J. (1998). Managerial mindsets and the symbiotic relationship between sponsorship and advertising. *Marketing Intelligence & Planning*, *16*(6), 369-374.

Zaharia, N., Biscaia, R., Gray, D., & Stotlar, D. (2016). No more "good" intentions: Purchase behaviors in sponsorship. *Journal of Sport Management, 30*(2), 162-175.

Appendix A

Recruitment Email

Good Afternoon,

My name is Chris Moore, I am currently a Masters Student at the University of

Minnesota. I am writing to you to request your participation in a brief survey. Your class

along with students from other classes at the University of Minnesota has been selected to

participate in an online questionnaire. The research would like to get your feedback about

your attitudes, goodwill, identification, and purchase intentions of a sport sponsor. Your

responses to this survey will help us evaluate the effectiveness of sponsorship. The

survey is very brief and will only take about 10 minutes to complete. Please click the link

below to go to the survey

Link to Survey

Your participation in the survey is completely voluntary and all your responses will be

kept confidential. No personal identifiable information will be associated with your

responses. Should you have any comments or questions, please feel free to contact me at

moor1421@umn.edu. Thank you very much for your time and cooperation.

Sincerely,

Chris Moore

Appendix B

Example of Consent Form Sponsorship Effectiveness in Sports Instructions

Thank you for agreeing to take this brief questionnaire. The following survey will ask you to respond to several questions regarding sponsorship of the Minnesota Twins. In this survey, you will be first asked to read a press release describing a recent sponsorship deal involving Dynasty Sporting Goods. After reading the press release, please provide your opinions of a sponsor, your attitudes toward Dynasty Sporting Goods and your purchase intentions.

This survey should take less than 15 minutes to complete. Your participation is voluntary, and your responses are anonymous and confidential. If the results of this study are published, you will NOT be identified by name or specific position.

Further information regarding this survey can be found here. Any specific questions or concerns may be directed to Chris Moore, Masters student in the School of Kinesiology at the University of Minnesota, by email at moor1421@umn.edu

 Do you consent to participate in this survey?

Yes

NO

Appendix C

Organizational Background

Dynasty Sporting Goods- is a Fortune 500 American sporting goods retailing
corporation. Dynasty Sporting Goods offers authentic, full-line sports and fitness omni-
channel retailer offering a broad assortment of high quality, competitively-priced brand
name sporting goods equipment, apparel and footwear, in a specialty store environment.
Dynasty Sporting Goods is a direct competitor of Dick's Sporting Goods and Sports
Authority.

Minnesota Twins - are an American professional baseball team based in Minneapolis,
Minnesota. The Twins compete in Major League Baseball (MLB) as a member club of
the American League (AL) Central division. They played their inaugural game at the
newly completed Target Field in 2010.

Minnesota Wild - are a professional ice hockey team based in St. Paul, Minnesota. They
are members of the Central Division of the Western Conference of the National Hockey
League (NHL). The team started playing in the 2000–01 NHL season.

YMCA - The Young Men's Christian Association (commonly known as YMCA or
simply the Y) is a worldwide non-profit organization with more than 57 million
beneficiaries from 125 national associations. The organization aims to put Christian
principles into practice by developing a healthy "body, mind, and spirit." The YMCA is a
Currently YMCA has an organization in the Twin Cities.

Positive Coaching Alliance (PCA) is a national non-profit organization with the mission
to transform the culture of youth sports so that youth athletes can have a positive,

character-building experience. PCA achieves its goals primarily by providing training workshops to coaches, parents, and administrators of schools and youth sports organizations in the United States. Currently, the Positive Coaching Alliance has a chapter that works with youth sports in Minneapolis.

Officer Down 5k - The Officers Down 5K is a cause-related running fundraiser event that celebrates officers who put their lives on the line daily to keep our communities safe and honors those who have fallen in the line of duty. This event is a unique opportunity for businesses, clubs, friends and families to come together to help raise money for officers. The Officer Down 5k will currently be held in Atkin Minnesota this year.

American Diabetes Association - Tour De Cure – The Tour de Cure is a cause-related cycling fundraising event of the American Diabetes Association and the nation's largest diabetes cycling event. This event is a unique opportunity for businesses, clubs, friends and families to come together to form teams with the vision of a life free of diabetes and all its burdens. The Tour De Cure will currently be held in Minnesota this year.

Appendix D

Press Release Example

Dynasty Sporting Goods Signs (Sponsee) Sponsorship Deal

Dynasty Sporting Goods will serve as a sponsor for the (Sponsee). "We are excited about the opportunity to support the Twins in 2017," said the Dynasty Sporting Goods Vice President of Marketing. The sponsorship deal will allow Dynasty Sporting Goods to market their company through signage, sales promotion offers, social media, a hospitality tent as well as a free t-shirt giveaway event in exchange for an undisclosed amount of money. The sponsorship deal will last until the year 2023.

Appendix E

Example of sponsorship T-Shirt