

Effects of Cause-Related Marketing and Product Trials in a Mixed Sponsorship and Ownership Context

Abstract

This study aims to reveal the effects of cause-related marketing and product trials in a mixed sponsorship and ownership context. It particularly focuses on the context whereby one company is both the owner and the sponsor of the same sports team. As many Japanese companies fall under such a context, the results of this study will have several implications for them as well as other companies in the same context.

Using a Central Location Test, this study collected 1,353 completed questionnaires on 18 and 24 December 2016. The questionnaire was circulated among consumers who attended the rugby games of Yamaha Motor Company Limited which is both the sponsor and the owner of one of the teams. This study uses a t-test to compare the findings of Lee (2014). Structural equation modelling is used to more broadly reveal the relation between latent variables which consumers perceive compared with the findings of Cornwell et al. (2005) and Sneath et al. (2005), and multiple-group structural equation modelling is used to reveal the effects of cause-related marketing and product trials.

As a result, this study concludes the following:

1. When consumers recognise the cause-related marketing and product-trial activities of the sponsor, they tend to evaluate significantly and positively the corporate social-responsibility image of the sponsor and their attitude towards the sponsor and their purchase intention of the sponsor's products.
2. Consumers who attend the game tend to respond in a chain reaction: first, they identify themselves with a sport's image; second, they evaluate positively the corporate social-responsibility image of the sponsor; third, they improve their attitude towards the sponsor; and fourth, they tend to have a purchase intention for the sponsor's products.
3. The effects of cause-related marketing and product trials in sports sponsorship are different. When consumers recognise the cause-related marketing of the sponsor, they tend to more clearly identify themselves with the sport's image and evaluate more positively the corporate social-responsibility image of the sponsor rather than improve their attitude towards the sponsor or have a purchase intention for its products. However, when consumers experience the product-trial activities of the sponsor, they tend to more smoothly shift their attitude towards the sponsor and develop a purchase intention.

Key words

Sponsorship, Cause-Related Marketing, Product Trial, Structural Equation Modelling, Multiple-Group Structural Equation Modelling

Introduction and Objectives

Sponsorship provides an outlet for useful marketing communications. According to Meenaghan (1983), sponsorship is regarded as the provision of assistance, either financial or in-kind, to an activity by a commercial organisation for the purpose of achieving commercial objectives. We often recognise many advertisements of companies in some stadiums and concert halls, the special seats that only certain companies can use and the products with logos of sports teams or artists created by those companies.

Recently, sponsorship research has extended to focus on leveraging sponsorship. The term 'leveraging' is used to describe all sponsorship linked to marketing communications and activities collateral to the sponsorship investment. Prior research showed leveraging to be valuable in creating differentiation between sponsors and non-sponsors and in guarding against ambush marketing. According to Pham et al. (2001), ambushers are non-official sponsors that try to reap the benefits of an event by creating a perceived association between their organisation and the sponsored object. These efforts might undermine sponsorship value significantly, as consumers are often confused when trying to recall or recognise official sponsors.

However, Lee (2014) pointed out that little research has been done to examine how different kinds of leveraging are more efficient. He revealed that consumers who identify themselves with the sport's image (SID) evaluate positively the corporate social-responsibility image (CSRI) of the sponsor, their attitude towards the sponsor ('Attitude') and their purchase intention (PI) for the sponsor's products in the virtual sponsorship context when they recognise the cause-related marketing (CRM) or product-trial activities (PTs) of the sponsor.

This paper aims to reveal the effects of CRM and PTs in a real mixed sponsorship and ownership context. The research questions of this paper are threefold. The first is whether consumers evaluate positively CSRI, Attitude and PI when they recognise the CRM and PTs of a sponsor that is also the owner of the sponsored sports team. This is a retest of Lee (2014) in a real sponsorship context. The second question examines the relationships among CSRI, Attitude and PI. The third question asks how CRM and PTs influence the above three latent variables (CSRI, Attitude and PI).

Our investigation of this topic contributes to the marketing literature in several ways. First, we provide empirical evidence regarding the leveraging effects of CRM and PTs of the sponsor, especially in a real context. If the result of this paper is the same as the result of Lee (2014), then CRM and PTs will be shown to be useful tools in any sponsorship context. Second, we also provide empirical validation of the relationships among SID, CSRI, Attitude and PI. If SID influences equally on the three latent variables, then sponsorship managers should pay attention to all variables. On the contrary, if SID influences differently on these variables, then sponsorship managers need not pay attention to all variables and, thereby, could reduce sponsorship costs. Third, we demonstrate that CRM and PTs influence the three variables differently. Sponsorship managers can use CRM and PTs for each objective.

Conceptual Framework and Literature Review

Sponsorship studies have recently extended their focus on leveraging sponsorship. This stems from Crimmins et al. (1996), who found that just contracting the sponsorship did not lead to benefits for the sponsor. They found that people did not recognise the official sponsors as well as they recognised the non-official sponsors. For example, although Coca-Cola was the sponsor of the National Football League (NFL), consumers who attended NFL games confused Pepsi with the sponsor. In this situation, Pepsi behaved like the 'ambusher'. Pepsi was a non-official sponsor trying to reap the benefits of NFL events by creating a perceived association between Pepsi and the NFL. In addition, Pepsi conducted an intensive TV advertising campaign during the NFL season.

Prior research has also described leveraging as valuable for differentiating between sponsors and non-sponsors and in guarding against ambush marketing. For example, Cornwell et

al. (2005) revealed CRM to be the most efficient method of leveraging sponsorship. They surveyed 501 attendees who participated in the National Association of Stock Car Auto Racing, which was accompanied by the CRM of the sponsor regarding breast cancer survivors. They found that attendees supporting the Race responded positively to the sponsor's marketing. Sneath et al. (2005) revealed that PTs were also an efficient method to leverage sponsorship because they prompted consumers to buy the sponsor's products. They surveyed 565 spectators who participated in a sports-related event that was accompanied by a product trial of the motor company (sponsor). They found that spectators who had experienced the sponsor's exhibits were more likely to consider buying the sponsor's vehicles than those who had not experienced the exhibits.

Polonsky et al. (2001) pointed out the need to research the effects of both CRM and PTs in the same sponsorship. On the basis of this suggestion by Polonsky et al. (2001), Lee (2014) was the first to examine such effects. He revealed that even in the same sponsorship context, CRM and PTs influenced consumers' CSRI, Attitude and PI positively. Concretely, he revealed the following three points: (1) when consumers recognise CRM, they tend to evaluate positively CSRI, Attitude and PI; (2) consumers who evaluate positively SID also tend to evaluate positively CSRI, Attitude and PI; and (3) if consumers who had ever used the sponsor's products recognise CRM, then they tend to evaluate positively CSRI, Attitude and PI.

However, we still have three problems. The first problem is that we do not know whether the results are consistent with those in an actual sponsorship context; for example, Lee (2014) examined this in a virtual context. The second problem is that we still do not know how to relate CSRI, Attitude and PI with each other. The study by Lee (2014) is based on the above-mentioned one by Polonsky et al. (2001); thus, it focused on the effects and ignored the relationships among the three latent variables. The third problem is that we still do not know how CRM and PTs influence the above three latent variables. Which variable was the most influenced by CRM? Which variable was the most influenced by PTs?

Research Model

This paper examines three studies in order to reply to the above three problems. In Study 1, we retest Lee (2014) in a real sponsorship context. Study 2 demonstrates the structural relationship between CSRI, Attitude and PI. Study 3 reveals the difference of influence between CRM and PTs when we regard them as moderator variables.

Lee (2014) reported that in the virtual sponsorship context, consumers evaluated positively CSRI, Attitude and PI when they recognised CRM or had experience with the sponsor's product. Cornwell et al. (2005) also suggested that the sponsor's CRM influenced positively on the identification of the organisation, and then the identification influenced positively on PI. However, they did not refer to the effect of PTs. Weeks et al. (2008) reported that CRM also influenced more positively on Attitude than commercial promotions such as advertisements or sales promotions. In a non-sponsorship context, Brown et al. (1997) and Dean (2003) found that consumers tended to evaluate positively CSRI when they recognised CRM.

On the contrary, Sneath et al. (2005) revealed that PTs in a sponsorship context influenced positively on Attitude and PI, but they did not mention CSRI. In a non-sponsorship context, Tian et al. (2011) suggested that consumers tended to evaluate positively CSRI when they used the sponsor's product.

As we discussed above, we propose the following two hypotheses. These hypotheses are empirically tested in a real sponsorship context in Study 1:

- H1: Consumers that recognise CRM evaluate more positively a) CSRI, b) Attitude and c) PI than those who do not.
- H2: Consumers that have used the sponsor's product evaluate more positively a) CSRI, b) Attitude and c) PI than those who have not.

Some research has revealed partially the relationships among SID, CSRI, Attitude and PI. Gwinner et al. (2008) revealed empirically that consumers tended to respond in a chain reaction of Attitude and then PI. They found that consumers who identified themselves with a sport in the sponsorship context tended to evaluate positively the fit between the sponsor and the sport. They also found that consumers who evaluated the fit positively also tended to evaluate positively Attitude and then PI.

Walker et al. (2009) found a relationship between SID and CSRI in a non-sponsorship context. They reported that consumers with high SID tended to evaluate positively CSRI. They also reported that if researchers ignored SID, then consumers who evaluated positively CSRI tended to evaluate positively only Attitude; however, if researchers added SID as the moderator variable, then consumers who evaluated positively CSRI tended also to evaluate positively not only Attitude but also PI.

Accordingly, we propose the following three hypotheses under the model presented as Figure 1. This paper examines the three hypotheses empirically in Study 2.

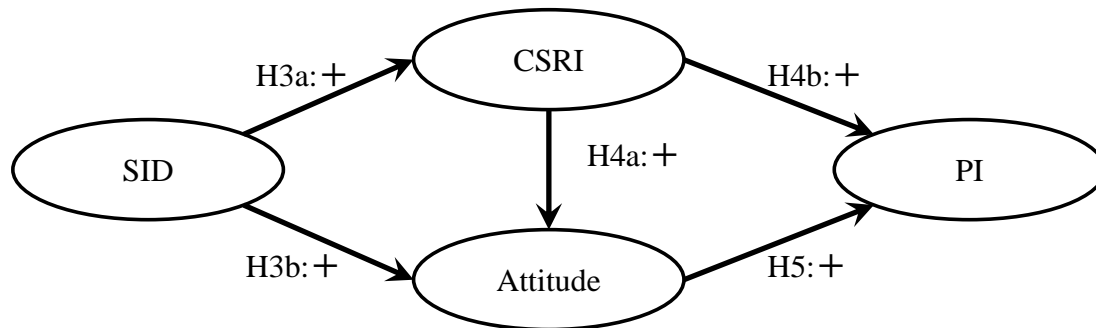


Figure 1: Research Model

H3: SID influences positively on a) CSRI and b) Attitude.

H4: CSRI influences positively on a) Attitude and b) PI.

H5: Attitude influences positively on PI.

Some studies have revealed partially the difference between the effects of CRM and PTs. For example, Lee (2014) found that consumers with high SID did not have improved Attitude or PI even if they recognised the sponsor's CRM. If these findings are supported, then the paths from SID to Attitude and from Attitude to PI may become weaker. Brown et al. (1997) found that when consumers noticed CRM, perceived CSRI influenced positively on the evaluation of the company (not the sponsor); however, when consumers experienced CRM, CSRI influenced negatively on the evaluation of the company's products indirectly. They interpreted these findings as a phenomenon whereby the following mechanism happened: consumers' attitude towards the company, comprising the organisation and its products, was influenced not only by CSRI but also by the company's competency. Thus, if many consumers tend to form an attitude based on competency, then such a phenomenon occurs. If their interpretation is supported, then the path from CSRI to Attitude may become weaker than the other paths. Therefore, we can infer that when consumers recognise the sponsor's CRM, they may evaluate more positively the paths from SID to CSRI and from CSRI to PI, or they may evaluate more positively the factor mean of CSRI.

Lee (2014) also suggested that consumers who have used the sponsor's products evaluate Attitude positively but not CSRI or PI. If Lee's (2014) findings are supported, then only the influence of Attitude may become strong. Therefore, we can infer that when consumers have used the sponsor's products, they may evaluate more positively the path from Attitude to PI, or they may

evaluate more positively the factor mean of Attitude.

On the basis of the discussion above, we propose following two hypotheses that are examined empirically in Study 3:

H6: Consumers who recognise CRM evaluate more positively a) the path H3a (SID→CSRI), b) the path H4b (CSRI→PI) or c) the factor mean of CSRI.

H7: Consumers who have used the sponsor's products evaluate more positively a) the path H5 (Attitude→PI) or b) the factor mean of Attitude.

Method

In this section, we suggest how to collect data, how to construct variables and how to analyse the data in order to test the above seven hypotheses. We focus on sponsorship in which the sponsor carries out CRM and PT in order to compare the results of Lee (2014). We also focus on the sponsor (and also the owner of the sports team) to eliminate bias against the context in which the sponsor and the owner of the team are different.

We selected Yamaha Motor Co., Ltd. as the research objective because it is both a sponsor and an owner of the rugby team named 'Jubilo'. Therefore, this study especially focuses on a mixed context in which one company is both the owner and the sponsor of the same sports team.

We used a Central Location Test (CLT) to target the attendees of Jubilo's rugby matches in Kobe city on 18 December 2016 and in Iwata city on 24 December 2016.

Twelve questionnaire items were used to measure the 4 constructs: four for SID, three for CSRI, three for Attitude and three for PI (Table 2). The 12 items were the same as what Lee (2014) used and measured using a 7-point Likert-type rating scale where 1 = 'Strongly disagree' and 7 = 'Strongly agree'.

The moderator variables in this paper are *Recognising CRM* and *Use Experience*. We used the original scales. *Recognising CRM* reflects the effect of CRM and was measured by the questionnaire item 'Do you know the donation of the earthquake in Kumamoto area by sending the part of earnings of the games by Yamaha Motor Co., Ltd.?' *Use Experience* reflects the effect of PTs. It was measured by the questionnaire item 'Have you ever used a Yamaha Motor Co., Ltd. product?'

Study 1 of this paper tested two hypotheses (H1 and H2), which confirmed the credibility and validity of measurement scales and t-test results. Study 2 of this paper tested three hypotheses (H3, H4 and H5) by using structural equation modelling (SEM). Study 3 of this paper tested two hypotheses (H6 and H7) by using multiple-group SEM.

Findings

1. Sample

We collected 1,353 questionnaire responses. Insufficient responses were eliminated by the list-wise method. Table 1 shows that the respondents comprised 919 males and 434 females. A total of 627 attended at Iwata stadium and 726 at Kobe stadium. Overall, 722 recognised CRM whereas 631 did not, and 706 had used a Yamaha Motor Co., Ltd. product whereas 647 had not.

Table 1: Sample

	Sex		Location		Recognizing CRM		Use Experience	
	Male	Female	Iwata	Kobe	Yes	No	Yes	No
N	919	434	627	726	722	631	706	647
%	68%	32%	46%	54%	53%	47%	52%	48%

2. Measurement Scale

On the basis of confirmatory factor analysis (Table 2), we can confirm unidimensionality. The model fit indices are acceptable ($\chi^2(df) = 342.216(48)$, GFI = .961, AGFI = .937, CFI = .983, RMSEA = .067). Only χ^2 is unacceptable because of sample size, but all other indices are acceptable.

Table 2 also indicates that the Cronbach's alpha coefficient and composite reliability of the constructs exceed the widely recognised rule of 0.70 (Fornell et al., 1981; Bagozzi et al., 1988). Thus, we conclude that our theoretical constructs exhibit adequate reliability.

The average variance extracted (AVE) of each construct exceeds the recommended minimum value of 0.50 by Fornell et al. (1981), which indicates convergent validity. On the basis of these results (Table 2), we conclude that the constructs and scales have convergent validity.

Table 2: Construct Reliability and Validity Analysis

Scale Items	Factor Loading	Mean	SD	CR	α	AVE
SID		5.553	1.353	.950	.946	.828
For you personally, how accurately do the following describe action sports to you?						
Matters to me	.79					
Relevant	.95					
Valuable	.96					
Means a lot to me	.93					
CSRI		5.436	1.203	.930	.932	.816
Yamaha Motor Co., Ltd. is a socially responsible company	.88					
Yamaha Motor Co., Ltd. is more beneficial to society's welfare than other companies	.91					
Yamaha Motor Co., Ltd. contributes something to society	.92					
Attitude		5.347	1.360	.935	.934	.828
I like Yamaha Motor Co., Ltd. brand	.91					
Yamaha Motor Co., Ltd. is a very good brand	.92					
I have a favourable disposition towards Yamaha Motor Co., Ltd.	.90					
PI		4.748	1.627	.884	.884	.792
I would buy Yamaha Motor Co., Ltd. products	.90					
The next time I need to buy a product of this type,	.88					
I would consider buying Yamaha Motor Co., Ltd.						

Discriminant validity was examined by comparing the correlations between the constructs and the square root of the AVE. Table 3 indicates that the square roots of the AVE of all the constructs are greater than the correlations between any pair of them, which provides evidence of discriminant validity.

Table 3: Correlation and Square Root of AVE

	SID	CSRI	Attitude	PI
SID	<i>.91</i>			
CSRI	.36	<i>.90</i>		
Attitude	.28	.85	<i>.90</i>	
PI	.26	.67	.78	<i>.88</i>

The square root of the AVE is on the diagonal and in bold italic font.

3. Results of Study 1

We examined the effects of CRM and PTs in the real sponsorship context. We used a t-test to compare the findings of Lee (2014) with the t-test results in Tables 4 and 5.

Table 4 indicates that consumers who recognised CRM evaluated CSRI as 5.665 and that consumers who did not recognise CRM evaluated CSRI as 5.173, which supports H1a ($p < .01$). It also indicates that consumers who recognised CRM evaluated more positively Attitude and PI than those who did not, which supports H1b and H1c ($p < .01$).

Table 4: Three Latent Variable Differences across Recognising CRM

Latent Variable	Recognising CRM	Mean	SD	F	t
CSRI	Yes	5.665	1.100	1.315	7.589
	No	5.173	1.261		
Attitude	Yes	5.571	1.268	1.251	6.522
	No	5.091	1.418		
PI	Yes	4.949	1.597	1.043	4.923
	No	4.517	1.631		

Table 5 indicates that consumers who had use experience of the sponsor's products evaluated CSRI as 5.723 and consumers who did not evaluated CSRI as 5.122, which supports H2a ($p < .01$). It also indicates that consumers who had use experience evaluated more positively Attitude and PI than those who did not, which supports H2b and H1c ($p < .01$).

Table 5: Three Latent Variable Differences across Use Experience

Latent Variable	Use Experience	Mean	SD	F	t
CSRI	Yes	5.723	1.150	1.051	9.499
	No	5.122	1.179		
Attitude	Yes	5.739	1.233	1.225	11.541
	No	4.920	1.365		
PI	Yes	5.457	1.414	1.106	18.766
	No	3.974	1.487		

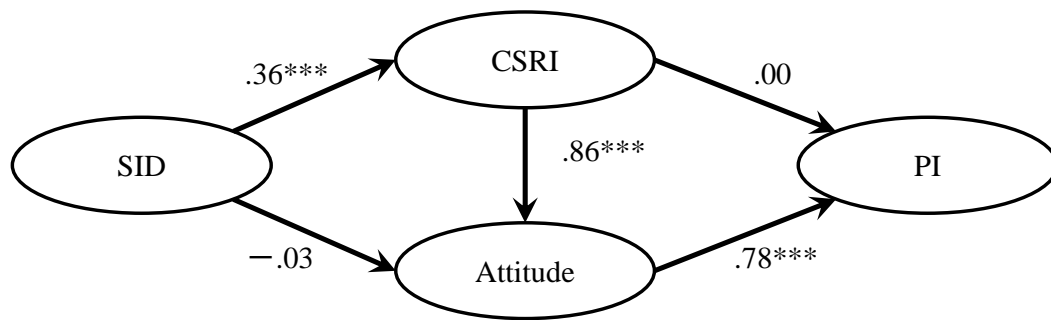
Therefore, the results of Study 1 are the same as those found by Lee (2014). When consumers recognise CRM and PTs, they tend to evaluate significantly positively CSRI, Attitude and PI.

4. Results of Study 2

Study 2 examined H3, H4 and H5 by using SEM to more broadly reveal the relation between the latent variables that consumers perceived compared with the findings by Cornwell et al. (2005) and Sneath et al. (2005). Figure 2 is the result of the research model. The model fit indices are acceptable ($\chi^2(49) = 347.364$, GFI = .960, AGFI = .939, CFI = .983, RMSEA = .067). Only χ^2 is unacceptable because of the sample size, but all other indices are acceptable. However, the paths from SID to Attitude and from CSRI to Attitude are not significant.

We re-examined the modified model, which eliminated two paths from SID to Attitude and from CSRI to Attitude. Figure 3 is the result of the modified model. The model fit indices are acceptable ($\chi^2(51) = 349.753$, GFI = .960, AGFI = .939, CFI = .982, RMSEA = .066). Only χ^2 is unacceptable because of the sample size, but all other indices are acceptable. The modified model is a better fit than the research model. AGFI is higher and RMSEA is lower. Furthermore, AIC is 403.753, from 405.364.

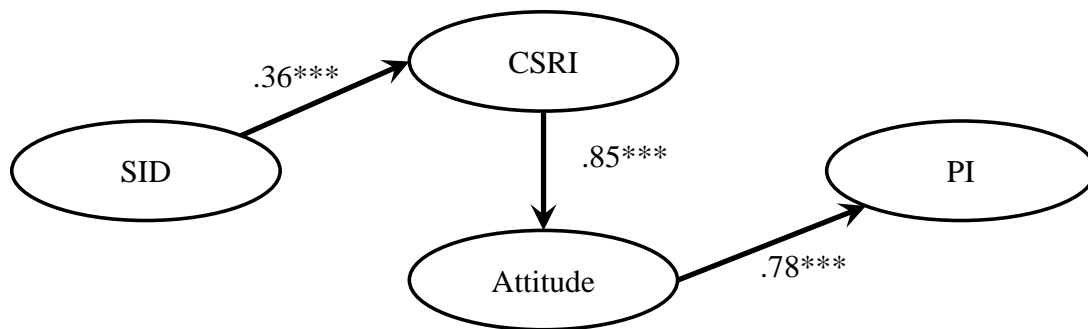
Therefore, H3a, H4a and H5 are supported, but H3b and H4b are not supported. Consumers who attended the game tended to respond in a chain reaction. First, they identified themselves with the sport's image; second, they evaluated positively CSRI; third, they improved their attitude towards the sponsor; and fourth, they tended to have a PI for the sponsor's products.



$\chi^2(49) = 347.364, p < .001,$
 GFI = .960, AGFI = .937, CFI = .983, RMSEA = .067, AIC = 405.364

*** $p < .001$

Figure 2: Result of the Research Model



$\chi^2(51) = 349.753, p < .001,$
 GFI = .960, AGFI = .939, CFI = .982, RMSEA = .066, AIC = 403.753

*** $p < .001$

Figure 3: Result of the Modified Model

5. Results of Study 3

Study 3 examined H6 and H7 by using multiple-group SEM to reveal the different effects of CRM and PTs. First, we divided the group into those who recognised CRM and those who did not, and those who had product experience and those who did not. Second, we examined invariance tests employed by four models. The first model was the unconstrained model. The second was the model that equalled all factor loadings. The third model equalled all factor loadings and structural weights. The fourth model equalled all factor loadings, structural weights and structural covariance.

Between groups that did and did not recognise CRM, Table 6 indicates that the most fitted model is the third model, which equals all factor loadings and structural weights. CFI and AIC are not the highest, but AGFI is the highest and RMSEA is the lowest. Table 7 indicates the test results for comparing the factor means. The results indicate that the model that results in different factor means is a better fit than the model that results in the same factor means. CFI is higher and RMSEA and AIC are lower. Table 8 answers which factor is different between the groups. As Table 8 indicates, consumers who did not recognise evaluated significantly negatively SID and CSRI. This means that consumers who recognised CRM evaluated significantly positively SID and CSRI. Therefore, hypotheses H6a and H6b are not supported, but hypothesis H6c is supported.

Table 6: Invariant Tests among the Groups Recognising CRM or Not

Model	χ^2	df	AGFI	CFI	RMSEA	AIC
Unconstrained	452.726	102	.923	.979	.050	560.726
Equal Factor Loadings	484.449	110	.923	.978	.050	576.449
Equal Factor Loadings and Structural Weights	488.226	113	.925	.978	.050	574.226
Equal Factor Loadings, Structural Weights and Covariances	505.909	114	.923	.977	.050	589.909

Table 7: Comparative Test of Factor Mean

Model	χ^2	df	CFI	RMSEA	AIC
Not equal factor mean	494.180	121	.978	.048	612.180
Equal factor mean	554.619	125	.974	.050	664.619

Table 8: Difference between Factor Means

Factors	Mean difference	Standard error	Critical ratio
SID	-.302	.073	-4.134***
CSRI	-.389	.060	-6.514***
Attitude	-.007	.048	-.150
PI	.002	.064	.026

*** $p < .001$

Between groups that did and did not have use experience, Table 9 indicates that the most fitted model is the second model, which equals all factor loadings. AGFI and CFI are the highest and AIC and RMSEA are the lowest. Table 10 answers which path is different between the groups. As Table 10 indicates, consumers with use experience tended to shift their attitude towards the sponsor and then to PI more smoothly. Therefore, hypothesis H7b is not supported, but hypothesis H7a is supported.

Table 9: Invariant Tests among the Groups with and without Product Experience

Model	χ^2	df	AGFI	CFI	RMSEA	AIC
Unconstrained	461.909	102	.921	.978	.051	569.909
Equal Factor Loadings	471.130	110	.925	.978	.049	563.130
Equal Factor Loadings and Structural Weights	503.595	113	.922	.976	.051	589.595
Equal Factor Loadings, Structural Weights and Covariances	509.923	114	.922	.976	.051	593.923

Table 10: Differences between the Paths

	Path	Use Experience	Structural Standard Coefficient	Z-Value
SID	→ CSRI	Yes	.36	1.078
		No	.33	
CSRI	→ Attitude	Yes	.86	.723
		No	.82	
Attitude	→ PI	Yes	.85	5.610***
		No	.67	

*** $p < .001$

Conclusion

This study aimed to reveal the effects of a sponsor's CRM and PTs in a mixed sponsorship and ownership context. This study especially focused on a mixed context in which one company is both the owner and the sponsor of the same sports team. As a result, this study reveals the following conclusions.

In Study1, we reconfirmed that when consumers recognise the CRM and PTs of the sponsor, they tend to evaluate significantly positively CSRI, Attitude and PI. This is consistent with the findings of Lee (2014).

According to Study 2, we found that consumers tend to respond in a chain reaction in the real sponsorship context. First, they identify themselves with the sport's image; second, they evaluate positively CSRI; third, they improve Attitude; and fourth, they tend to have PI.

On the basis of the results of Study 3, we found that the effects of CRM and product trials in sports sponsorship are different. When consumers recognise CRM, they tend to more clearly identify SID and evaluate more positively CSRI. However, when consumers experience the sponsor's PTs, they tend to shift Attitude to PI more smoothly.

Limitations and Further Research

This paper has at least two limitations. First, this paper does not reveal why hypotheses H3b and H4b are not supported. As Figures 3 and 4 illustrate, the paths from SID to Attitude and from CSRI to PI were not significantly positive. Gwinner et al. (2008) revealed that SID influenced on Attitude through the identification of the organisation. The research model in this paper did not include the identification of the organisation. That may be why the path from SID to Attitude is not significantly positive. Walker et al. (2009) revealed that CSRI influenced only on Attitude and did not influence on PI when SID was not included as a moderator variable. The research model in this paper did not regard SID as a moderator variable. That may be why the path from SID to Attitude is not significantly positive. Future research should consider alternative models.

Second, this paper also does not reveal the generalisability of the results. This paper specifically focuses on the context of sports sponsorship. However, Meenaghan (1983) mentioned that sponsorship is a marketing tool not only in the sports context but also in art, music and festival contexts. Future research should improve SID fitted to various contexts.

Managerial Implications

This paper has two managerial implications. First, this paper suggests that sponsorship managers should not observe all the variables perceived by consumers. In particular, to reduce the cost of sponsorship, they should manage SID because consumers tend to respond in a chain reaction.

Second, this paper suggests that sponsors can leverage CRM or PTs according to their

objectives. If sponsors try to promote CSRI, then they should use CRM. On the contrary, if sponsors try to promote Attitude, then they should use a product-trial approach. Sponsors can also use CRM and PTs at the same time if they wish to promote both.

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