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**The effectiveness of sponsorship in relation to customer-based brand equity:
an action sport event application.**

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Abstract

Background: Customer-based brand equity (CBBE) is the differential effect that brand knowledge has on consumers' response to that brand's marketing. This research seeks to apply CBBE to action sports sponsorship in a South African context. CBBE was used to investigate the following;

- The impact of sponsorship intervention on CBBE
- How multiple CBBE objectives can be achieved through sponsorship
- The differential effect of sponsorship leveraging activities on CBBE
- The influence of interest and involvement in an event on CBBE

Results: A quasi experiment, using interrupted time series analysis, found that only brand awareness was raised owing to sponsorship intervention. Sponsors were not very successful at achieving multiple objectives, while some did manage to achieve their primary objective. It was found that the impact of leveraging activities, according to type of brand, had a differential impact on CBBE. Very little association was found between the level of interest and involvement and CBBE.

Conclusion: A framework for sponsors to manage CBBE objectives, sponsorship activities and evaluation was presented. New marketing and leveraging techniques are continuously needed to maintain and raise CBBE perceptions. These techniques should leverage interest and involvement in the event to create goodwill and brand loyalty.

Keywords: Action Sport Sponsorship Brand Equity

Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Giles Purbrick

10 November 2010

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1. Introduction to the Research Problem

1.1 Research Title

The effectiveness of sponsorship in relation to customer-based brand equity: an action sport event application.

1.2 Introduction

Sponsorship has the potential to become the marketing communications tool of the 21st century. This statement is not hard to believe considering the rapid expansion of the sponsorship medium over the past few decades (Tripodi, 2001). According to Richard Dunn, MD of the sports marketing company, Playmakers, based in South Africa, sports sponsorship in South Africa is small compared with the USA. However from a growth point of view it has outperformed traditional advertising (Wiener, 2004).

Society is increasingly indulging in leisure activities and entertainment. As a result there are numerous events that companies can sponsor including arts, music and sport (Tripodi, 2001). Empirical studies have shown that sponsorship of sport is the most popular medium (Tripodi, 2001; Verity, 2002). Expenditure on sport sponsorship is likely to grow steadily as sports' ability to evoke consumer emotions is the force that captivates marketers. As a result sport will continue to benefit from corporate funds (Tripodi, 2001).

Globally, sponsorship spending eclipsed \$30 billion in 2005, a \$4.5 billion increase since 2003 (Dees, Bennett & Villegas, 2008). These figures represent only the price associated with the purchase of the sponsorship rights, a prerequisite for official

sponsorship of an event. They do not include the almost equal amount spent on developing or leveraging the sponsorship investment (Meenaghan, 2001).

1.3 Research Problem

The increasing popularity of sponsorship as an effective communication tool has created a highly competitive environment where marketers outbid one another to associate their brands with sports properties and events (Tripodi, 2001). Sponsorship is beginning to feel the effects of a cluttered environment that will reduce the promotional effectiveness of this channel. Action sports, an emerging and immensely popular genre of individualistic non-traditional sports, provides a new channel for sports marketers (Bennett & Henson, 2001). As a result non-traditional sports like mountain biking, skateboarding and snowboarding will receive an injection of sponsorship funds in the near future (Bennett, Henson & Zhang, 2002; Tripodi, 2001).

Action sports may lack the mass market appeal, but an opportunity exists to target more specific, growing markets (Tripodi, 2001). Almost 100 million consumers participated in sports like mountain biking, snowboarding and adventure racing last year (Kaufman, 2001). McCarthy (2001) suggests that action sports currently boast over 58 million consumers between the ages of 10 and 24 who wield \$250 billion in buying power. International Management Group (IMG), the world's oldest and largest sports marketing organisation operating in 21 countries globally, has predicted that sponsorship will continue to increase for action sports events (Bennett et al., 2002). Qondisa Ngwenya of Octagon, a US-based global marketing company, noted there were plenty of opportunities for sponsorship in second-tier sports in South Africa (Stinson, 2009).

In the 1980's and 1990's sponsorship was viewed as an alternative to advertising and a means of obtaining media exposure (Crompton, 2004). As sponsorship has matured, there has been a shift away from media exposure as it has been shown to have no impact on consumers' attitudes towards a brand (Crompton, 2004; Davies & Tsiantas, 2008). Sponsorship is now viewed more as a brand equity building strategy, so the value of the brand is enhanced and a competitive advantage over competitors is established (Tripodi, 2001; Crompton, 2004).

There is overwhelming past evidence, both internationally and in South Africa, to support the effectiveness of sports sponsorship on elements of brand equity, at large mainstream sporting events (Barros, de Barros, Santos & Chadwick, 2007; Boshoff & Gerber, 2008; Chavanat, Ferrand & Martinent, 2009; Gotz, Hautvast, Henseler & Wilson, 2007). However, little empirical evidence exists to support the broader impact on brand equity for action sports events, especially in a South African context. Chavanat et al. (2009) recommended that future studies focus on the development of brand equity as perceived by consumers. Pappu, Quester and Cooksey (2005) created an effective operational tool for customer-based brand equity (CBBE) that could be used in a wide context. CBBE is the differential effect that consumer knowledge about a brand has on the consumers' response to the marketing for that brand (Keller, 2009).

The lack of awareness on how to drive marketing objectives through sponsorship created a gap in the South African market. This opportunity was seized by the sports marketing agency Playmakers (Wiener, 2004). Sponsors need clearly defined objectives and to invest in a multi-faceted sponsorship that is supported by a comprehensive communication campaign (Bennett et al., 2002). The critical issue in

formulating a successful sponsorship strategy is to understand the means by which objectives can be met by sponsors (Bennett et al., 2002). Many sponsorship studies have failed to evaluate the adequacy of the communication effort relative to the different sponsorship objectives (Bennett et al., 2002; Boshoff & Gerber, 2008). As a paucity of research exists on action sports, research endeavours warrant the examination of sponsorship results relative to sponsor's objectives (Bennett et al., 2002; IEG, 2005).

The money in sport sponsorship in South Africa is in sponsorship rights transactions (Wiener, 2004). Leveraging is critical to successful sponsorship however, leveraging activities are not the most profitable sponsorship area. According to Wiener (2004) sponsors in South Africa are guilty of papering a sponsorship over with a logo and not giving sports fans an experience through leveraging activities. This issue has been discussed prominently in academic literature.

To maximise sponsorship effectiveness, it is advised that sponsors support their investments with other elements of the communications mix (Tripodi, 2001). Keller (2009) proposed that the communication option needed to be considered carefully, as more intense and elaborate processing by consumers is necessary to climb the CBBE pyramid. Congruency between sponsor and the event has also been regarded as one of the most critical factors of sponsorship effectiveness (Coppetti, Wentzel, Tomczak & Henkel, 2009). Thus appropriateness of the communication channel, communication intensity and congruency with the event, are critical to sponsorship success.

Chavanat et al. (2009) recommended an examination of the impact of the sponsorship activation channel on consumer responses. The creators of the Optimal

Leveraging Activity (OLA) model, an Olympic model, suggested an investigation into optimal leveraging activities outside that context (Davies & Tsiantas, 2008).

Consumers want to interact more with brands and their desire for two-way communication has increased (Keller, 2009). Social network theory, defined as the actions and decisions of a company that impact social networks, is critical to sports sponsorship (Daellenbach, Davies & Ashill, 2006). A recent survey run by sportbusiness.com showed 80% of people thought there would be a shift in brand focus and spending to social networking, where there are greater engagement opportunities than mass media (Roberts, 2009).

Previous research has indicated that attendance at sports events is higher when attendees are highly involved and interested consumers of the sport. They also tend to have higher brand awareness and purchase intentions levels (Bennett, Henson & Zhang, 2003; Bennett, Ferreira, Lee & Polite, 2009; Miloch & Lambrecht, 2006). Further research into the sponsorship of action sports, a rapidly growing sporting segment, will assist corporations in understanding how to utilise sponsorship to realise gains in brand equity and consumer engagement (Bennett et al., 2002).

Marketers must rethink their communication strategies to build a loyal customer base. The marketing environment is more complex today and marketers must adjust to new ways of building customer loyalty and establishing high levels of CBBE (Keller, 2009). Today, customers know more about the companies behind the brand they communicate freely with each other and they have strong opinions about what they want companies to do with the brand (Keller, 2009). To achieve intense, active loyalty relationships and brand resonance, marketers must, therefore, incorporate consumers differently into their brand planning. Customers want to feel a sense of

community with the brand and invest time and energy into active engagement with the brand (Keller, 2009). This research aimed to evaluate the effectiveness of sponsorship activation strategies, in a South African action sport context, to achieve intense, active loyalty relationships.

1.4 Research Objectives

The fundamental question this research aimed to answer was: “Are action sport sponsorship objectives and activation strategies effective in achieving intense active brand loyalty relationships?”

The four main objectives of the research were:

1. To determine if sponsorship is effective in raising the brand equity factors of the CBBE model, as perceived by event attendees (participant and spectator), measured before and after an action sports event.
2. To assess whether the CBBE objectives of sponsors of an action sports event are achieved by evaluating the CBBE perceptions of event attendees as a result of the sponsorship.
3. To investigate how the moderating effect of sponsorship leveraging activities, utilising the OLA model, impacts the factors of CBBE.
4. To evaluate how the levels of interest and involvement of event attendees, in an action sport event, impacts the factors of CBBE.

2. Literature Review

The theory reviewed in this section is broken into six sections of literature aligned with the objectives of this study:

1. An overview of sponsorship;
2. A discussion of sponsorship objectives;
3. A review of sports sponsorship activation strategies;
4. The evaluation of sponsorship investment;
5. Analyses of the moderating effects sponsorship activation strategies have on brand equity;
6. A discussion of the influence of the involvement and interest of action sport event attendees, in terms of brand equity.

A summary of pertinent debates relevant to this research follows before presenting the hypotheses to be addressed in chapter 3.

2.1 Overview of Sports Sponsorship

2.1.1 Definition of Sports Sponsorship

Sponsorship as a concept has yet to be authoritatively defined (Lamont & Dowell, 2008). However, a review of existing literature suggests that in order for an agreement between parties to be considered as 'sponsorship' it should exhibit several characteristics including an exchange of resources between two parties. Further, the exchanged resources should be of value to the reciprocating party and the agreement should also yield mutual benefit usually of commercial value to both

parties (Lee, Sandler & Shani, 1997; McCarville & Copeland, 1994; Molm, 1990; Meenaghan, 1991).

In sport, the sponsor (which in most cases is a business firm) exchanges money, products or services in exchange for the commercial rights to associate its name, brand or product with a sporting event or participant (Shank, 2002). Sport sponsorship is linked to lifestyle marketing in a direct attempt to reach a desired segment of the market (Miloch & Lambrecht, 2006). Given the sporting event context of this study, the definition selected to guide this research was that of Sandler and Shani (1989). This definition was applicable specifically to an event framework, and delineated sponsorship as:

“The provision of resources (e.g. money, people, equipment, products or services) by an organisation, directly to an event or activity (rights holders) in exchange for a direct association to the event or activity (transfer of commercial rights). The providing organisation can then use this direct association for exploitable commercial potential to achieve their corporate, financial, marketing or media objectives” (Sandler & Shani, 1989 p.10).

In other words the rights holders to an event cede the commercial rights of an event to a sponsor in exchange for something of value to them. The provision of resources by the sponsor company can take the form of cash payment, or the provision of in-kind products or services. The provision of in-kind sponsorship has been described as the payment of some or the entire fee in products and/or services in lieu of cash (Lamont & Dowell, 2008; Tripodi, 2001).

In markets where brand building is of particular importance to consumers, being able to communicate with your target market is of critical concern to companies. Media and print channels have become increasingly cluttered (Boshoff & Gerber, 2008). Subsequently, sponsorship has become a vehicle for companies to exploit the equities in their brand by maximising the brand value and gaining competitive advantage through the exploitation of commercial rights to events (Tripodi, 2001). Sponsorship provides customers with product familiarity and facilitates future recognition of the product should they wish to obtain it or recommend it via word of mouth promotion (Boshoff & Gerber, 2008).

A common misconception is that sponsorship is a form of advertising. Sponsorship is a legitimate element of a company's communication mix, in its own right, alongside traditional tools like advertising, public relations, sales promotions and personal selling (Tripodi, 2001). One of the key differences between sponsorship and traditional tools is that sponsorship attempts to persuade consumers indirectly (Boshoff & Gerber, 2008). A marketer has less control over the messages signalled to consumers through sponsorship and involves a three way relationship among sponsor, sponsored event and target consumers (Tripodi, 2001). Sponsorship allows multiple feedback opportunities by consumers and event organisers, which strengthen brand equity (Keller, 2009). Sponsorship therefore provides a unifying theme, which can be leveraged by other communication tools (Tripodi, 2001).

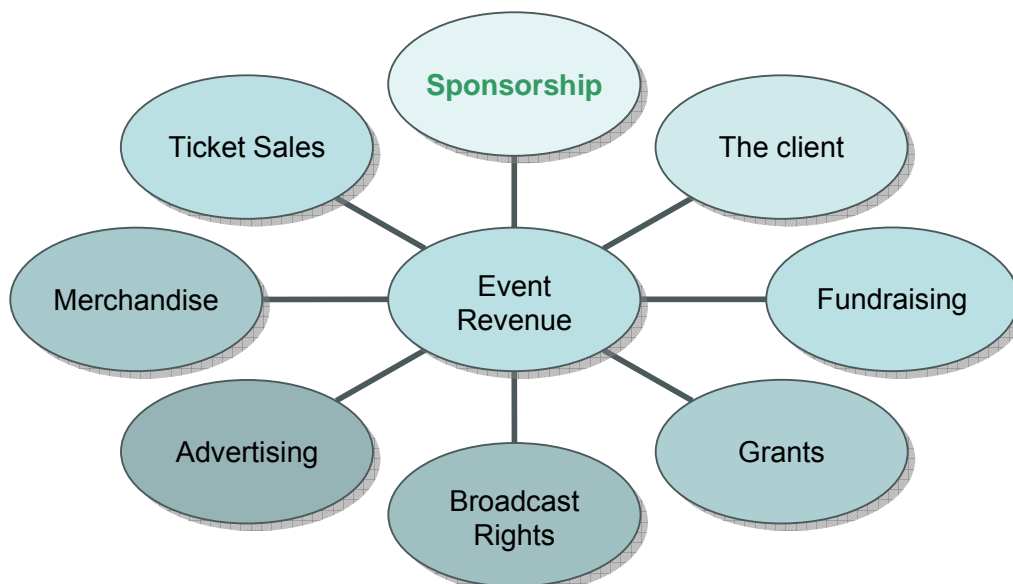
2.1.2 Sponsorship as a Revenue and Image Source

Sponsorship has been positioned as a central element in creating a favourable brand image in the eyes of the consumer (Lamont & Dowell, 2008). Turner (2001) argued

that an unsponsored event was judged by society as second-rate and insignificant. Sponsorship can be viewed as a revenue and image source for an event.

In order to achieve solvency and remain viable, all events require sources of revenue. Revenue can stem from a range of sources as identified by figure 1 (Lamont & Dowell, 2008). Of the streams of revenue available to an event, sponsorship is often the most significant (Lamont & Dowell, 2008). Sponsorship industry newsletter the IEG Sponsorship Report (IEG, 1992) reported that on average, 43% of any given event's budget is comprised of sponsorship revenue. This is supported by Olympic Games literature that reported 40% of revenue for the games is sourced through sponsorship (International Olympic Committee, 2004). Sponsorship fees are paid to the sports property owner or event promoter rather than the media owner, as is the case with traditional communications. As a result, there are also subtle effects created for the brand through the payment of money which benefits the sport (Tripodi, 2001).

Figure 1: Event Revenue Sources



2.1.3 Congruency

Various studies underline the importance of congruence, also referred to as fit, between the sponsor and the sponsored event in order for the consumer to have a successful identification and response to the sponsor (Coppetti et al., 2009; Gotz et al., 2007). It has also been pointed out that many brands do not have logical links to sports events and may end up sponsoring events that are not a natural match (Coppetti et al., 2009). Studies have shown that when either functional or image-based congruence is low, the desired effects of the sponsorship were impaired (Coppetti et al., 2009). Functional fit is when the brand can be used by the participants in the event. Image-based congruence occurs when the sponsor and the event share a similar image (Coppetti et al., 2009; Davies & Tsiantas, 2008). The different bases of congruence are independent of each other as an event's sponsor can share a similar image with an event even though there is no functional relationship between them (Coppetti et al., 2009). For example, the car brand Jeep sponsoring a trail running event, has no functional congruence with the event but shares a similar image.

Once consumers have been convinced through a meaningful explanation of the links between sponsor and event, they are more willing to accommodate associations between the event and the brand (Coppetti et al., 2009). Articulation can create an associative link where the fit is unclear. An articulation strategy can be as straightforward as altering the advertising slogan of the brand to better suite the context of the event (Coppetti et al., 2009).

Empirical results suggest that creating a memorable experience through consumer participation activities can be successful in increasing consumer response to

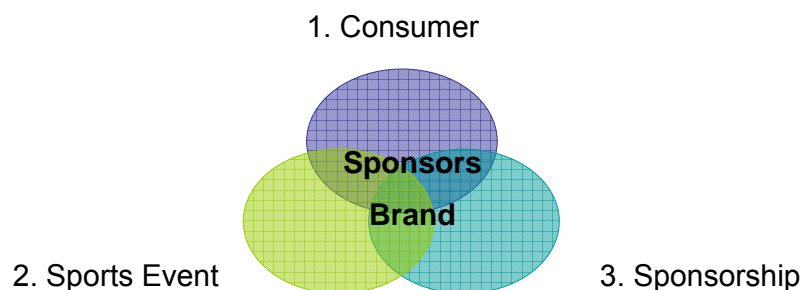
sponsorships without congruency (Coppetti et al., 2009). However, studies suggest that despite techniques to improve consumer response to low congruency, these tools may not be evaluated as positively as congruent sponsors (Coppetti et al., 2009). Congruent sponsors therefore have a natural advantage in sponsoring an event.

2.1.4 Action Sport Sponsorship

Sports that are not mainstream or traditional and often include risk, danger, or unconventional rules and techniques are labelled as action sports (Bennett et al., 2002). These sports allow the sponsor to associate a particular brand with the lifestyle, beliefs, institutions, and culture of a target audience and to capture the market by tailoring products and promotional strategies to fit the target audience's recurrent patterns of behaviour (Mitcham, Maze & Greco, 2003). The size of the potential market is also vitally important for the investment to be feasible (Lough & Irwin, 2001).

Action sports events allow sponsors to become involved with the activities that are meaningful to their target consumer and integrate their brand and products into the consumers' way of life in a way that is acceptable to society. This relationship is illustrated in figure 2.

Figure 2: Inter-relationship between sponsorship factors



2.2 Sponsorship Objectives

In order for a sponsorship to be successful, objectives need to be clearly defined, with a clear connection established with the event and the target audience, and the investment needs to be supported by an extensive marketing campaign (Miloch & Lambrecht, 2006). The setting of objectives enables the sponsoring company to undertake a post-evaluation return on its investment in the sponsorship in accordance with these objectives. This allows for effective fact-based management of the sponsorship (Tripodi, 2001; Lamont & Dowell, 2008). Without setting quantifiable sponsorship objectives, a sponsor has no means with which to assess whether the money invested in the sponsorship was justified (Tripodi, 2001).

Many sponsorship deals have been as a result of management's interest in the fulfilment of personal objectives (Hartland, Skinner & Griffiths, 2005). This is often referred to as the "Chairman's-Wife Syndrome" (Hartland et al., 2005, p. 168). The days of philanthropic sponsorship have passed and sponsors have the primary objective of a positive return on their investment (Lough & Irwin, 2001). Objectives should be quantified and a particular audience and time period should be targeted (Tripodi, 2001). Furthermore, those objectives should adhere to the acronym SMART (Specific, Measurable, Attainable, Relevant and Trackable) (Lamont & Dowell, 2008).

Thus, a well articulated sponsorship objective contains four components (Tripodi, 2001):

1. Directional Objective (e.g. increase brand awareness)
2. Specific target audience
3. Time period
4. Measurable quantity

Sandler and Shani (1993) categorised sponsorship objectives into four quadrants; personal objectives, media objectives, corporate objectives and marketing objectives. Lee, Sandler and Shani (1997) noted that the prioritisation of these objectives has altered over time: where historically personal or media objectives were the most important, now corporate and marketing are prioritised.

2.2.1 Corporate Objectives

Development of brand awareness, creation of brand associations, enhancement of brand image and quality, increased product sales and brand loyalty have been found to be the main sport sponsorship objectives (Lough & Irwin, 2001). Corporate objectives are mainly orientated around brand image, quality and awareness (Hartland et al., 2005). If the brand can create and be involved in an emotional experience through community involvement, customer loyalty can be achieved (Hartland et al., 2005; Verity, 2002). Other corporate objectives have been noted as building goodwill and enhancing employee relations (Tripodi, 2001). Targeting suppliers may entail an objective such as improving supplier relationships (Tripodi, 2001).

2.2.2 Marketing Objectives

Many companies use sponsorship to achieve their marketing objective of reaching target markets (Hartland et al., 2005). Companies are able to launch a new product, position a brand in a new industry sector or reach new geographic location through sponsorship (Hartland et al., 2005). Companies are also able to block competitors through attaining the sole association to a particular sport or event (Verity, 2002). An increase in sales can be considered as the central marketing objective (Hartland et

al., 2005). However, marketing has moved away from a transaction-based view of sponsorship towards building longer term relationships with customers (Dolphin, 2003; Hartland et al., 2005).

2.2.3 Media Objectives

From a marketing management perspective, sponsorship has traditionally resided within the promotional element of the marketing mix (Hartland et al., 2005; Tripodi, 2001). Sponsorship often creates media visibility and is perceived as adding real value to the sponsorship deal. Generally the larger the sponsorship fee and the higher the profile of the sponsored event; the higher the media visibility (Hartland et al., 2005). Sponsorship has also been viewed as a clutter free medium to achieve media objectives compared to other advertising channels (Hartland et al., 2005). The objective of media coverage was thought to be important in the early days of commercial sponsorship, but today this objective is largely discounted, as it has been shown to have little impact on consumers' attitudes and behaviour towards a brand (Davies & Tsiantas, 2008).

Past research argued that corporate objectives were the lead objectives. These were followed by marketing objectives, then media objectives with personal objectives coming last in order of priority (Hartland et al., 2005; Lough & Irwin, 2001; Tripodi, 2001). Dolphin (2003) recognised that a valuable element is a sponsorship's ability to contribute to a broad range of objectives.

Table 1 summarises the main objectives of sport sponsorship categorised by CBBE related objectives and objectives not related to brand equity. Most corporate and

some marketing objectives can be evaluated through the lens of CBBE. This study focussed on the objectives highlighted in green.

Table 1: Summary of Sponsorship Objectives

Sponsorship Objectives	Category	CBBE Related	Other Objectives
Brand Awareness	Corporate	√	
Brand Image	Corporate	√	
Brand Quality	Corporate	√	
Brand Loyalty	Corporate	√	
Community relationship building	Corporate	√	
Employee relations	Corporate		√
Business relationship building	Corporate		√
Focus on target markets	Marketing		√
Product launch and brand positioning	Marketing		√
Sales increase	Marketing	√	
Customer relationships building (Goodwill)	Marketing	√	
Customer database	Marketing		√
Competitive Advantage	Marketing		√
Media equivalencies	Media		√
Management Interest	Personal		√

2.2.4 Need for Further Research

As participation in action sports increases, greater examination of sponsorship objectives is needed. In addition, the identification of innovative sponsorship packages is required to meet the multiple objectives of corporate sponsors (Dolphin, 2003; Miloch & Lambrecht, 2006). Sponsors' motivations need more in-depth research to ascertain whether there are significant differences in the types of objectives set by the organisations and whether the results vary according to brand type (Hartland et al., 2005).

2.3 Sponsorship Leveraging Strategies

Many sponsorship researchers agree that the purchase of a sponsorship property, defined as the sponsors right to a sports event', is ineffective in achieving marketing objectives (Lamont & Dowell, 2008; Verity, 2002). Sponsorship alone provides a temporary effect on the factors of brand equity, unless these factors are continuously reinforced through communication tools (Lamont & Dowell, 2008). To maximise sponsorship effectiveness, it is advised that sponsors support their investments with other elements of the communications mix (Tripodi, 2001).

M. Reynolds CEO of the Institute of Sports Sponsorship, quoted, "Buying the rights to be a sponsor is only the start. Brands need to exploit this and spend a further 100-200% of the budget supporting it." (Verity, 2002, p. 163). This statement introduces a practice known as leveraging, in which additional funds are invested in concurrent communication channels and promotional activities designed to capitalise on a sponsorship investment (Lamont & Dowell, 2008). These strategies are sometimes known as sponsorship activation strategies (Miloch & Lambrecht, 2006).

The sponsorship of an event needs to be supported by financial investment in leveraging activities (Clancy & Krieg, 2006). 33% of sponsors spend less on sponsorship activation than on sponsorship rights fees. 13% use a 1:1 rights-to-activation ratio, 14% use a 1:2 ratio spend rate, 10% spend three-to-five times more on activation and 25% do not know what they spend (Clancy & Krieg, 2006). The analysis presented does not reveal the all-important ratio of fees-to-activation; however, a company should be investing at least as much in the promotion of the sponsorship through leverage activities as it did to purchase the rights to the opportunity (Clancy & Krieg, 2006).

2.3.1 Active versus Passive Strategies

Sponsorship leveraging strategies come in two forms, active and passive. Although these two forms of communication are related, they are fundamentally different in the way that they contribute to the brand's objectives (Verity, 2002).

Passive strategies relate to general media, public relations and print coverage. Banner advertising at the event is also an effective passive strategy (Verity, 2002). Television coverage is a passive factor that makes sponsorship attractive. Television drives sponsorship because it allows the sponsoring brand to gain exposure in a non-invasive manner (Tripodi, 2001). These strategies build basic awareness of the brand (Verity, 2002).

Active leveraging strategies are exploitation programmes that do not suffer from the constraints of general media coverage. They can be targeted and contain very specific brand messages and incentives to purchase. Active communication programmes are not limited to consumers who are interested in the sponsored event (Verity, 2002). Enhanced public and media relations efforts, internal communications, hospitality, product promotions, merchandising, themed advertising, retail opportunities through distribution of point of sale materials, internet tie-ins, athlete endorsement and enhancement of business-to-business partnerships, are the most attractive activation forms to sponsors (Bennett et al., 2002; Lamont & Dowell, 2008; Miloch & Lambrecht, 2006).

2.3.2 Integrated Marketing Communications

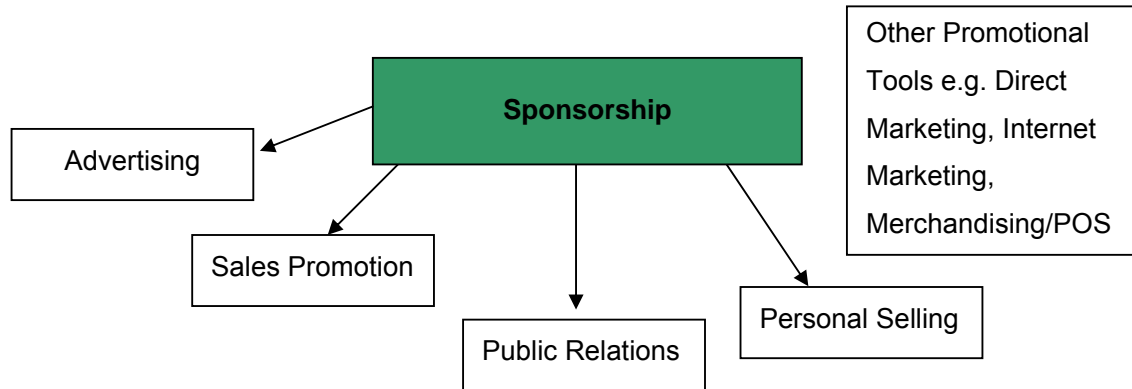
An integrated approach to the communications mix is advised to achieve optimal effectiveness from a leveraged sponsorship investment. Sponsorship is only one

element of a company's communications strategy and therefore needs to be integrated with the other elements of the communications mix. This approach is commonly referred to as Integrated Marketing Communications (IMC) (Tripodi, 2001). Schultz (1993, p. 17) conceptually defined IMC as: "A concept of marketing communications planning that recognises the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines – for example, general advertising, direct response, sales promotion, and public relations – and combines these disciplines to provide clarity, consistency and maximum communication impact."

Integration of sponsorship with other elements of the communications mix creates a synergistic effect where the whole is greater than the sum of the parts (Tripodi, 2001). Above the line promotions are tailored for broad brand awareness, while below the line promotions are targeted at individuals according to their needs or preferences to create sales. The mixture of above the line and below the line activities achieves a through the line marketing campaign (Tripodi, 2001).

Studies have empirically proven that sponsorship is more effective when supported by other communication elements (Cornwell, Maignan & Irwin, 1997). Keller (1993) and Tripodi (2001) advocated that marketing communications should be integrated by taking visual or verbal communication in one communication medium and using this information in other communication mediums. The sponsorship must be leveraged using different promotional activities if the medium is going to augment a company's communication strategy and improve the marketing impact (Tripodi, 2001). This effect is illustrated by figure 3.

Figure 3: Leveraging sponsorship through IMC



2.3.3 Creating Brand Equity through IMC

The IMC strategy approach shifts from the choice of methods for the leverage of a particular sponsorship, to the selection of a sponsorship property that will contribute strongly to an overall IMC strategy (Davies & Tsiantas, 2008). Madhavaram, Badrinarayanan and McDonald (2005) stated that the basis for an IMC strategy should be a brand identity strategy, which is the assembly of a unique package of associations for the brand. The IMC strategy then acts as a platform for the development of strong brand equity. Brand equity relates to the fact that different outcomes result from the marketing of a product or service because of its brand (Keller, 2009). Keller and Lehman (2006) put forward a hierarchy of steps to create a high level of CBBE that can aid marketers in choosing suitable communication strategies and methods. Steps involved are:

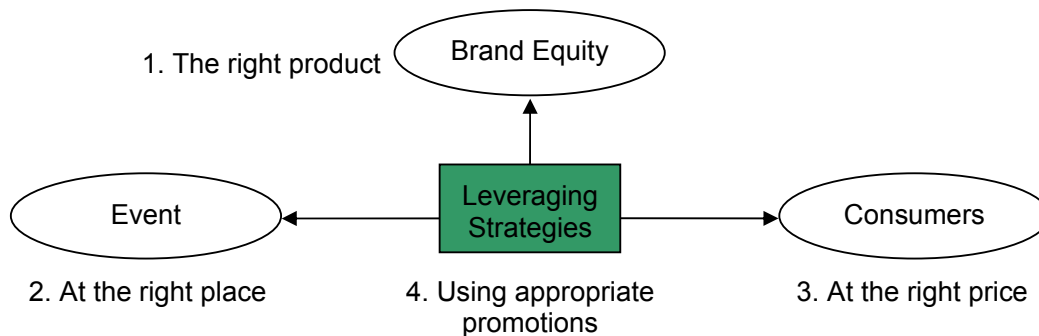
1. Awareness – the consumer can recognise and recall the brand.
2. Associations – the brand has a set of positive tangible and intangible associations
3. Attitude – the consumer has a positive attitude towards the brand. The consumer perceives the brand to be of good quality.
4. Attachment – the consumer prefers the brand to others and becomes loyal to it.

5. Activity – the consumer purchases the brand regularly and becomes involved with the brand in other ways.

In order to achieve maximum impact, sponsorship should also be integrated with the sponsors marketing mix elements. The marketing mix elements are the traditional 4P framework of product, promotion, price and place (Tripodi, 2001).

Activation strategies should link the event, the event attendees (participant or spectator) and the sponsor’s brand (Miloch & Lambrecht, 2006). Figure 4 illustrates the binding properties of sponsorship leveraging activities in relation to the sports event, the sponsors brand and consumers.

Figure 4: Binding nature of sponsorship leverage strategies using 4P’s



2.3.4 Need for Further Research

Sponsorship leveraging strategies should be designed to take advantage of and build brand equity (Davies & Tsiantas, 2008; Keller, 2009). Further examination on the impact of sponsorship activation on brand awareness at action sport events is warranted (Miloch & Lambrecht, 2006). Despite the benefits of an IMC leveraging strategy, there has been a lack of awareness among event managers and sponsors regarding the need to effectively activate a sponsorship in order to facilitate the full

benefits of the sponsorship (Lamont & Dowell, 2008). Sponsors often perceive leverage activities as a burden and as such fail to leverage their sponsorships (Lamont & Dowell, 2008).

2.4 Quantifying Sports Sponsorship Investment

Existing literature on sponsorship evaluation has been described as underdeveloped and there is little concurrence regarding the right and wrong way of evaluating sponsorship objectives (Lamont & Dowell, 2008). Evaluation of sport sponsorship is complex and no rigorous method currently exists (Verity, 2002).

Empirical research into the contribution of leveraging activities is hampered as few companies appear to evaluate the returns from their sponsorship in a systematic fashion. This issue can be accounted for, somewhat, by the perceived lack of reliable methods of evaluation (Davies & Tsiantas, 2008). According to IEG (2005) 40% of 200 surveyed companies spent nothing on sponsorship evaluation, while a further 35% spent less than 1% of their sponsorship budget.

2.4.1 Sponsorship Evaluation: Schools of Thought

There is much debate concerning the effect sponsorship has on human behaviour and as a result how to then evaluate the impact of sponsorship (Tripodi, 2001). The search for a prescriptive model detailing how sponsorship works in terms of the consumer effects is considered the “Holy Grail” of sponsorship research (Meenaghan, 1999). There are two general schools of thought concerning how sponsorship works. One is based on a hierarchical model of effects, while the other is a derivation of Ehrenberg’s (1974) Awareness-Trial-Reinforcement (ATR) advertising model.

The hierarchy of effects model (Lavidge & Steiner, 1961) suggests that a brand's dimensions are sequentially activated across a number of stages: through cognitive, affective and then conative dimensions. The cognitive level intention is to create brand awareness. The psychological attachment to the brand is related to the affective stage. The conative level is the high stage of consumers' response and relates to purchase intentions (Lavidge & Steiner, 1961).

Sponsorship is effective in creating or improving brand awareness and brand image via communication effects that precede and influence the decision to purchase or use a particular brand (Meenehan, 1983). The research by Meenehan (1983) involved an initial application of the hierarchy of effects model in sponsorship. According to the model, a company that undertakes a sponsorship with the sole objective of increasing sales will have to satisfy the conditions for creating brand awareness and brand image first. Only when the conditions of brand awareness and brand image have been achieved, can the ultimate objective of increased sales be achieved (Tripodi, 2001). It is therefore unreasonable for a new sponsorship to assume that an increase in sales will result from the sponsorship investment.

The Six-Step Effects Sequence was another model established by Rossiter and Percy (1997) explaining how sponsorship works in accordance with the hierarchy of effects. The model was designed to showcase the effects of marketing communications rather than sponsorship alone. There were six steps to this model starting with attendance at an event or through the media where consumers could learn about the product. Further marketing communications would position the brand in the buyers' minds and create brand awareness and image. Image and positioning may then result in the target audience taking action and buying the product. Sales

would then accumulate and the bottom-line of the company would be positively impacted.

According to Tripodi (2001), other models based on the hierarchy of effects are the cognitive orientated AIDA (attention-interest-desire-action) model or Colley's (1961) DAGMAR (Designing Advertising Goals for Measured Advertising Response) model that maps a consumer's path of awareness, comprehension, conviction and action. These models have received little review in terms of sponsorship in academic literature.

Alternatively a body of conflicting research has questioned the function of advertising and sponsorship in taking consumers through the sequential effects of a hierarchical model (Tripodi, 2001). Research conducted by Hoek, Gendall, Jeffcoat and Orsman (1997) identified that the effects of advertising and sponsorship are more aligned with Ehrenberg's (1974) behaviourist-based Awareness-Trial-Reinforcement (ATR) model. Contrasted to the cognitive-based hierarchical models, those of Ehrenberg's (1974) promoted the reverse of the causal process, with attitudes following behaviour. He advocated that the main role of advertising was to reinforce existing behaviour to ensure repetitive purchase patterns. Tripodi (2001) commented that sponsorship has a role to play in each stage of the ATR model through the creation of awareness, to facilitate trial purchase and to reinforce purchasing patterns. He went on to say that sponsorship's cognitive function is peripheral to the primary role of reinforcing consumers to create habits in purchasing the sponsoring brand (Tripodi, 2001). According to this body of thinking, sponsorship only strengthens consumers' affection for the sponsoring brand if they are already consumers or users

of the brand. Another study by Hoek, Gendall and Theed (1999) found evidence supporting the functioning of sponsorship according to the ATR model.

In summary the hierarchy of effects model renders sponsorship as an initiator of consumer behaviour patterns whereas the ATR model reinforces existing purchasing behaviour. The ATR model isolates sponsorship as only having an impact on existing consumers of a brand (Tripodi, 2001).

2.4.2 Recent Studies: Hierarchy of Effects

More recent research has focussed and been more aligned with the hierarchy of effects model. Further discussion is thus focussed on the development of this school of thought. Research by Crompton (2004) found five broad ways adopted by businesses when measuring their sponsorships, which include:

1. Media equivalencies: the monetary value of media exposure obtained through sponsorship;
2. Impact on awareness: changes in consumer recall and recognition of products or services the sponsor provides, resulting from the sponsorship;
3. Impact on image: changes in consumer perceptions of a sponsoring brand resulting from the sponsorship;
4. Impact on intent to purchase: alterations in consumer intentions to purchase goods or services from sponsoring brands;
5. Impact on sales: variations in sales volumes resulting from a sponsorship.

Crompton (2004) points out that the measurement by media coverage, which is the most common method used, can be very misleading as it does not measure whether any message about the brand has actually been transferred to consumers' minds.

Media equivalencies therefore cannot measure the success of awareness, image associations, intent to purchase or impact on sales.

Consumer awareness in sports marketing comprises either direct or intermediate forms of assessment, as guided by Sandag's (1983) consumer awareness measure of advertising effectiveness. Intermediate forms examine consumers' responses to communications, while direct forms examine consumers' purchase behaviours or intentions relative to advertising exposure. Brand awareness is the affiliation a consumer has with a brand and refers to the extent and ease with which consumers recall the brand and recognise the products and services with which the brand is associated (Keller, 2003).

Brand recall relates to consumers' ability to remember a brand from memory when given a hint regarding the product category (Keller, 2003). Brand recognition is the process of perceiving a brand through past experiences and relates to a consumers ability to confirm prior exposure (Keller, 2003). Measurement of consumers' ability to recall and to recognise sponsors of an event is a well established intermediate method for examining consumer awareness of sports sponsorship (Bennett, 1999; Bennett et al., 2002).

Brand image is the set of associations linked to the brand that consumers hold in memory (Chavanant et al., 2009). Purchase intentions are a consumer's conscious decision to make an effort to purchase a brand, at a later stage, after being exposed to sponsors' communication activities (Spears & Singh, 2004).

A number of recent studies investigated and built on the methods identified by Crompton (2004). These are discussed below.

The constructs of brand recall and brand recognition were tested before and after a major event in a study conducted by Boshoff and Gerber (2008). This study, in an international event context in South Africa, showed that brand awareness of sponsored brands increased weeks after the event. Boshoff and Gerber (2008) suggested that the manner in which sponsors activated their sponsorships influenced the recall and recognition rates. The mean recognition rates for activated sponsorship strategies were twice as high as those sponsors who did not activate their sponsorships.

A study of brand image, brand attachment and purchase intention by Chavanant et al. (2009) proved that multiple sponsorships impact the brand's cognitive, affective and conative dimensions according to the hierarchy of effects. This study suggested that future studies could gauge consumers' perceptions pre- and post-event to compare the impact of different sponsorship strategies and channels. To measure changes in image or perception, before and after measures are required. Pre-planning is essential to be able to capture these results (Davies & Tsiantas, 2008).

Sponsorship effects have shown that purchase intention levels rise during an event and fall back to initial levels shortly after the event, and that the duration and magnitude of the variation depend on the overall communication effort of the sponsor (Grosh, Wagner & Vsetecka, 2004). Sales can be measured by comparing them with those in a similar time period prior to the sponsorship. Or a direct link can be established to a sponsored event through the distribution of redeemable coupons offering a discount for a product (Crompton, 2004). Although coupon redemption does give information on event attendees and their interest in the sponsoring brand, it does not give information on whether they will continue to buy it (Tripodi, 2001).

2.4.3 Customer-Based Brand Equity

The customer-based brand equity (CBBE) model is the most recent adaptation of the hierarchy of effects model. The CBBE model is more current and therefore the evaluation of sponsorship activation strategies was considered in terms of this structure. The CBBE model is defined as the differential effect that consumer knowledge about a brand has on their response to marketing activities for that brand (Keller, 2009). The CBBE model views brand building as four ascending steps or dimensions: starting with brand salience, creating brand associations, then perceived quality and ending with brand resonance (Keller, 2009; Pappu et al., 2005).

These steps can be defined as follows:

- Salience is deep, broad brand awareness. Keller (2003), conceptualized brand awareness as both brand recognition and brand recall. It is how easily and often a customer thinks of a brand within various situations (Keller, 2009).
- Brand associations firmly establish the brand meaning in the minds of customers by strategically linking many intangible and tangible brand associations (Aaker, 1991; Keller, 1993; Keller, 2009). Trust and credibility are key components of brand associations (Crompton, 2004). Brand associations provide value to consumers by providing them with a reason to buy a brand and by differentiating the brand from competing brands (Pappu et al., 2005).
- Perceived quality is concerned with eliciting the proper and expected customer responses in terms of brand-related judgement and feelings (Keller, 2009); and is the consumers subjective evaluation of the product, not the actual quality of the product (Pappu et al., 2005).

- Resonance is converting brand response and purchases into an intense, active loyalty relationship (Keller, 2009). Oliver (1997) defined brand loyalty as a deeply held commitment to the consistent re-purchasing of a preferred product or service, in the future.

According to Keller (2009), brand resonance has four factors and each captures a number of different aspects of brand loyalty:

1. Behavioural loyalty - customers' repeat purchases and the brand develops a larger market share.
2. Attitudinal attachment - when customers view the brand as something special and start to 'love' the brand.
3. Sense of community - where customers feel a kinship with other people associated with the brand and interact with the brand community.
4. Active engagement - when customers are willing to invest personal resources like time, money and energy into the brand beyond purchase occasions.

Some brands that have achieved high brand resonance are Harley-Davidson, Apple and eBay (Keller, 2009). Figures 5 and 6 discuss the CBBE model in more detail.

Figure 5: Customer-based brand equity pyramid

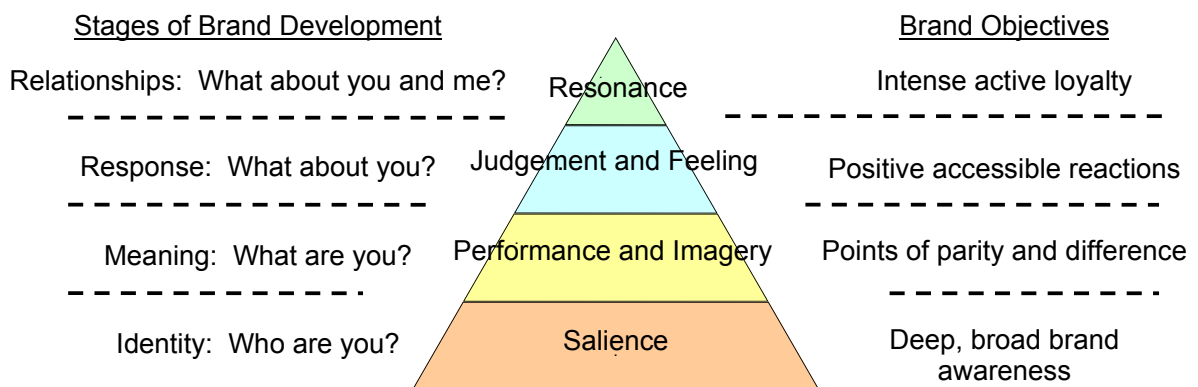
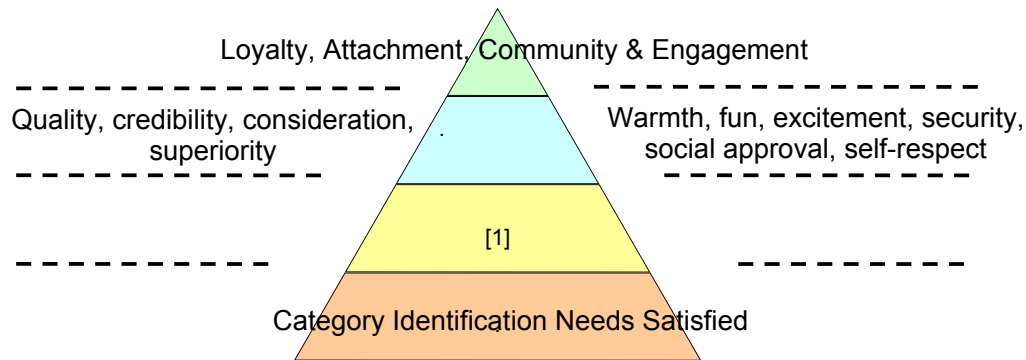


Figure 6: Sub-dimensions of brand building blocks



[1] Primary characteristics and features, product reliability, durability & service ability, efficiency, effectiveness, style, design and price. User profiles, usage situations. Personality and values. History, heritage and experiences.

The CBBE model, like the hierarchy of effects model, proposes moving the consumer through various stages from cognitive, to affective and finally conative processing (Davies & Tsiantas, 2008). Consumers start by being aware of the brand, establishing a liking and preference for the brand and ending in brand loyalty (Davies & Tsiantas, 2008). The studies covered in section 2.5.2 confirmed that sponsorship is perceived to be more useful at the lower end of the CBBE hierarchy, contributing more strongly to brand awareness and image associations than to purchase intentions and loyalty. Active leveraging was seen to result in greater differentiation across all the distinctive elements of the CBBE model.

Tripodi (2001) applied the CBBE model in a sponsorship context and argued that awareness needs to be satisfied first before sponsorship can achieve success at higher levels in the CBBE model. This would indicate that leveraging activities for a new sponsorship should be aimed at brand awareness (Tripodi, 2001). The consumer needs to learn about the sponsorship and the brand or add knowledge about the brand to what he or she already knows. It takes longer for attitudes to

form around the brand and sponsorship, and still longer for this to be reflected in sales for the sponsoring brand (Tripodi, 2001).

Gotz et al. (2007) established that sports sponsorship contributes to the formation of CBBE as perceived by managers in the European league football setting. Chavanat et al. (2009) recommended that future studies focussed on the development of brand equity as perceived by consumers and be measured before and after a sports event.

Although previous literature has covered the CBBE model, the multidimensionality and the impact of leveraging activities across the dimensions of the CBBE model has yet to be investigated in an action sport context. Bennett et al. (2002) stated that further research of action sport sponsorship will assist brands in how to best utilise sponsorship to realise greater brand equity gains. This sentiment was echoed by Miloch and Lambrecht (2006).

Previous studies have confirmed the four factor multidimensionality of the CBBE model, measured in a non-sporting context (Pappu et al., 2005). Pappu et al. (2005) developed a valid and reliable scaling method that was recommended as a useful operational tool to be used in new contexts. Further clarity is required on which activation strategies are most suitable to impact the different dimensions of the CBBE pyramid.

2.5 Moderating Role of Sponsorship Leveraging Activities

A moderator is a variable that effects the relation between an independent variable and a dependent variable (Gotz et al., 2007). The strength of the relationship between sponsorship objectives and CBBE is likely to be moderated by the sponsorship leveraging activities. To optimise a sponsorship investment it is

imperative to leverage the sponsor's brand as a catalyst through specific operations, and one of the key issues is to know how to successfully leverage a sponsorship (Chavanat et al., 2009).

A leveraging strategy should be implemented as part of an overall sponsorship plan in order to improve customer experiences with the brand and to lead to different types of actions. Sponsorship without leveraging is like buying an electronic device without batteries, yet even when sponsorship is activated the batteries are often the wrong size (Chavanat et al., 2009).

In developing an integrated sponsorship activation approach and for the assessment of the impact, it is necessary to consider both effectiveness criteria and efficiency criteria. In other words, consideration must be given to how well the strategy works and how much it would cost (Keller, 2009; Schultz, Tannenbaum & Lauterborn, 1993). Isolating the specific impact of a sponsorship relative to the level of sponsorship can be difficult (Crompton, 2004). However, the dimensions of the CBBE model are useful in the consideration of effectiveness.

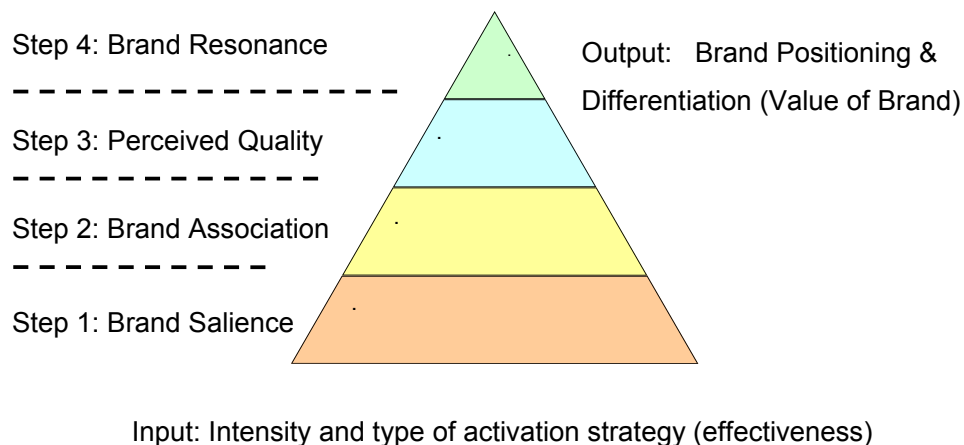
Sponsorship alone increases brand recognition and thus draws consumer attention to the brand. To enhance brand recall a more segmented, intense and focussed strategy is required to create stronger brand links and improve memory performance (Keller, 2009).

The effects created by the communication option must be considered for brand image and performance. In order to do this, points of parity and points of difference versus competitors must be created using the chosen communication option (Keller, 2009). Communications impacting sight, sound and motion are more effective in

influencing feelings and therefore brand judgement (Keller, 2009). These communications can impact affective processing and encourage positive attitude formation (Keller, 2009). Brand resonance is reached when frequent encounters and feedback opportunities with the brand are created for consumers. Consumers should feel like they are fundamentally involved with the brand (Keller, 2009). Interactive marketing, a two way relationship between brand and consumer, is perhaps the most useful in creating brand resonance (Keller, 2009).

The intensity and type of sponsorship activation strategies determine the positioning of the brand in the hierarchy of the CBBE model (Keller, 2009). Marketers must first create a proper depth and breadth of awareness, in order to create a foundation on which resonance can be built (Keller, 2009; Pappu et al., 2005). This would also indicate that leveraging activities in the early stages of sponsorship should be aimed at increasing brand awareness and should be focussed on sales activities later in the term (Davies & Tsiantas, 2008). Thus activation strategies represent significant predictors for both the perceived differentiation of the brand from its competitors and the addition of financial value to the brand (Chavanat et al., 2009). As shown in figure 7.

Figure 7: Sponsorship Leveraging: Inputs and outputs



2.5.1 Previous Studies on the Moderating Role of Activation

A study by Gotz et al. (2007) conceptualized sport sponsorship as a second order formative index composed of the following components: exposure, coverage, competitions and advantages. The results concluded, through the utilisation of the sports sponsorship index (SSI) that different levels of sponsorship positively influence incremental components of the CBBE model. This study did not consider consumers perceptions but rather those of football club managers. Further research was suggested to replicate the findings in other sponsorship domains.

Another study by Davies and Tsiantas (2008), proposed the Optimal Leveraging Activity (OLA) model. This model takes into account the level of involvement (high or low) and dominant type of processing (affective or cognitive) involved in attitude formation towards the sponsoring brand, in order to suggest the most appropriate leveraging methods. High involvement brands are those in which a consumer invests substantial time and effort. The purchasing choice involves a high level of risk, whether economic or psychological, and products are generally bought less frequently. For low involvement products, purchase may be on impulse. These products tend to be bought more often and cost less (Davies & Tsiantas., 2008).

Reed and Ewing (2004) described cognitive processing as functional associations with a product or service category. Affective processing is described as feelings associated with a product. Reed and Ewing (2004) argued that consumer choice leading to the first purchase of a brand involves both cognitive and affective processing simultaneously, giving rise to a conceptual attitude towards a brand. An implication of the simultaneous occurrence of affective and cognitive processing is that even communications designed to raise awareness need to give consideration

to affective processing implications (Reed & Ewing, 2004). An IMC strategy is therefore necessary to communicate both cognitive and affective messages.

The OLA model is preferred to the sport sponsorship index as a framework for this study as it allows for brand distinguishing characteristics and a greater micro-examination of the impact of the activation channel on consumers' responses. This is where future research was suggested by Chavanat et al. (2009).

2.5.2 Optimal Leveraging Activity Model

From the preceding discussion it appears that the involvement and type of processing are critical elements to take into consideration when deciding on leveraging methods. Specific leveraging activities should be used to address different dimensions of brand equity and the overall profile of leveraging activities should be very different for high involvement and low involvement brands (Davies & Tsiantas, 2008).

High involvement products follow the hierarchy of effects, while for low involvement products consumers might go directly from awareness to trial (Keller & Lehman, 2006). For high involvement brands, sponsorship needs to focus on creating strong associations with the brand, an enhanced image and differentiating it from competitors. Where involvement is high, leveraging activities aimed at the lower end of the CBBE hierarchy are required before sales increases can be expected. Prospective customers need to know more about the product or service in order to move towards an action of purchase (Davies & Tsiantas, 2008).

If the brand requires more cognitive processing, activities providing information about the brand and the creation of advocacy through experience will help with this


process. Where affective processing is more important, associating the brand with excitement of the event can be successful. Competitions and mementoes may strengthen the affective dimension (Davies & Tsiantas, 2008). Leverage activities therefore need to strengthen emotional connections with the brand. Where affective processing is dominant, memorable moments and community involvement will deliver on this dimension (Davies & Tsiantas, 2008).

Where involvement is low, along with the generation of initial awareness, the leveraging activity needs to induce trials of the product. The buying decision may then be expected much earlier in the sponsorship term than for high involvement products (Davies & Tsiantas, 2008). Leverage activities need to ensure that the product stays in the consumers mind and is not forgotten at the point of purchase (Davies & Tsiantas, 2008).

Where cognitive processing dominates, free samples, discount coupons and special promotions can give the consumer a rational reason to buy. Coupons', when collected for a reward, may stimulate repeat purchases and lead to habitual purchasing of the sponsor's brand (Davies & Tsiantas, 2008). For products or services where consumers connect more emotionally than rationally, like clothing, affective attitudes are more important than in-depth knowledge (Davies & Tsiantas, 2008). Processing for low involvement brands does not take place so deeply so it is essential that the consumer is reminded of the brand often and prominently at the event and at the time of purchase.

Summarised in table 2 are the OLA's according to the characteristics of the brand, in particular the degree of involvement and the balance of cognitive and affective processing.

Table 2: Optimal Leveraging Activity

Dominant type of Processing	Level of Involvement	
	High	Low
Predominantly Cognitive  More affective	Presence at event where consumer can test products Customer contact activities Product use by athlete PR activities that inform about the brand High profile advertising, PR and promotional activities, linking brand to the event Weblinks Sponsorship of athlete Volunteer programme creation Community involvement Strong presence at ceremonies High quality event merchandise	Coupons Sales promotions Venue sales and advertising Point of sale displays Samples Branding on event packaging Retail promotions Joint promotions Competitions Mementoes Use/consumption by athletes

Involvement and interest in an action sport event can influence CBBE factors. These are discussed in the next section.

2.6 Influence of Involvement and Interest on multiple Segments

The effectiveness of event marketing is dependent on consumers' motivations to participate in it voluntarily. Voluntary participation in marketing activities is known as a pull strategy (Wohlfeil & Whelan, 2006). For marketing communications to be effective at a sports event, it is necessary for consumers to have pre-dispositional involvement in the event (Wohlfeil & Whelan, 2006). This refers to their interest in

engaging with an activity based on their personal values and desires. Social event involvement refers to an individual's desire to belong to a particular social community that is associated with either a brand or an event (Daellenbach et al., 2006). As such, social network theory is an important aspect of sports event sponsorship, especially action sports. Social network theory can be conceptualised as how organizational actions and decisions are embedded in social networks (Daellenbach et al., 2006).

A brand can seek to gain additional attention, via the association with an event that already enjoys a high level of interest, involvement and credibility with the brand's main target market (Verity, 2002). The impact of interest and involvement in an event on brand awareness was a major finding by (Miloch & Lambrecht, 2006). These findings were validated by a study on Mountain Dew's sponsorship of action sports (Bennett et al., 2009).

Active participation and involvement of the audience (spectators and viewers through the media) can lead to more positive evaluations of the sponsorship. Audience participation in an event through the provision of sponsorship experiences can result in an image transfer from the event to the sponsor brand (Coppetti et al., 2009). Spectators who are provided with the opportunity to participate in attractive sponsorship activities, interaction with sponsor's employees and other consumers, are likely to evaluate the sponsorship more favourably owing to these positive experiences (Coppetti et al., 2009).

Action sports focus on a highly segmented market (Brenner, 2003). Attendees, defined as participants and spectators, of action sports events are arguably more identified with and emotionally charged about these sports than the average sports consumer and their participation and support is likely to be an integral part of their

lifestyle (Miloch & Lambrecht, 2006). Attendees at sports events with the highest level of interest are more likely to recall and recognize sponsors (Miloch & Lambrecht, 2006). An involved action sports consumer is more likely to have increased brand awareness and purchase equipment associated with the sport (Bennett et al., 2009).

It could therefore be asserted that participants and spectators who have a high level of interest and are involved in an action sport event are more likely to have increased CBBE perceptions.

2.7 Summary Analysis

The review of relevant literature has allowed the researcher to identify an appropriate study within the genre of action sport sponsorship and identify models in which to contextualize the study's objectives.

Although previous literature has proved the effectiveness of sports sponsorship (Barros et al., 2007; Boshoff & Gerber, 2008; Chavanat et al., 2009; Gotz et al., 2007) very little research has been performed on the analysis of the impact of sports sponsorship on CBBE. On the whole, knowledge of the interaction between sponsor brands and action sports is underdeveloped.

Tripodi (2001) advocated that sport is popular as a sponsorship activity amongst companies because it provides access to a number of market segments including participants and spectators. According to Tripodi (2001) effective targeting of the above audiences requires the organisation to be aware of the multiple audiences and adapt sponsorship leveraging activities accordingly. Bennett et al. (2009) noted the influence of spectators on brand use as a fertile area for future investigation relating

to action sports sponsorship. A study of the effectiveness of actions sports sponsorship segmented by attendee type was therefore warranted.

There is a current lack of academic literature analysing the methods of leveraging, the consideration that goes into their selection, and how they contribute to the fulfilment of sponsorship objectives (Davies & Tsiantas, 2008). In a changing sports marketing world, these objectives are now increasingly related to CBBE dimensions (Hartland et al., 2005; Lough & Irwin, 2001; Tripodi, 2001). A study assessing the fulfilment of CBBE objectives was necessary.

There is also very little understanding of how sponsorship leveraging activities impact CBBE. An analysis of the work of Keller (2009), Keller and Lehman (2006) and Davies and Tsiantas (2008) revealed relationships between OLA and CBBE. A study seeking to understand the impact of leveraging activities within the OLA framework and the impact on CBBE was warranted.

Previous literature examined how the level of interest and involvement in action sports events impacts awareness and purchase intentions (Miloch & Lambrecht, 2006; Bennett et al., 2009). Coppetti et al. (2009) showed that active engagement and consumers participation in attractive sponsorship activities resulted in favourable evaluations of the sponsor brand as a result of positive experiences. Further examination of how consumers' interest and involvement in an action sports event, as reflected in CBBE perceptions, was identified as required.

3. Research Hypotheses

In order to explore the effectiveness of sponsorship objectives and activation strategies in relation to CBBE for action sports events, research objectives were combined with the literature reviewed and the following hypotheses were proposed.

Objective One:

Hypothesis 1: CBBE dimensions, as perceived by event attendees, are raised for event sponsors after the event when compared to perceptions before the event.

Objective Two:

Hypothesis 2: Sponsors are able to effectively achieve multiple CBBE objectives, through sponsorship activities, as perceived by event attendees.

Objective Three:

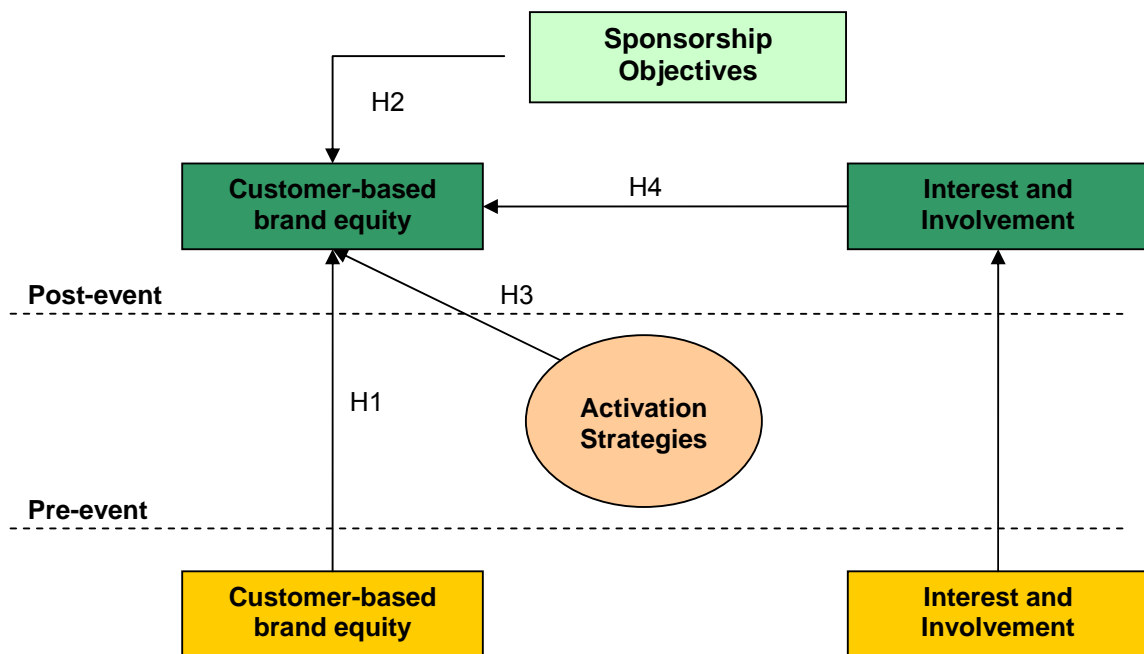
Hypothesis 3: Sponsors have more favourable CBBE dimensions, as perceived by event attendees, as a result of utilising more appropriate and intensive sponsorship leveraging activities, according to the type of brand.

Objective Four:

Hypothesis 4: A high level of interest and involvement in action sports events by event attendees has a positive impact on CBBE dimensions, as perceived by event attendees.

The CBBE concept provides insight into the various ways that marketing communications can build brand equity (Keller, 2009). The research aimed to investigate a causal model explaining the relationship among sponsors' objectives, the moderating role of sponsorship activation strategies and the impact on the CBBE model as perceived by event attendees. This model was then scrutinised further, by investigating the relationship of the level of interest and involvement of event attendees, in an action sport event, on CBBE. Figure 8 provides the conceptual design of the variables for this study and their impact on CBBE.

Figure 8: Conceptual design of variables



4. Research Methodology

Since the effectiveness of sponsorship has been well defined by previous studies, deductive rather than inductive research was considered appropriate (Saunders, Lewis & Thornhill, 2009). However, to assess sponsors' objectives and sponsorship activation strategies in relation to the target action sport event of the study, some exploratory research was required. Exploratory research is useful to clarify a problem if you are unsure of the precise nature of the problem. Exploratory techniques were used as a forerunner to a descriptive study (Saunders et al., 2009). As the study needed to go further than describing the sponsors' objectives and activation strategies and actually draw conclusions regarding relationships between variables, the study followed a descripto-explanatory approach (Saunders et al., 2009). Quantifiable data regarding CBBE was collected through a survey administered to an action sport community.

4.1 The Research Design

Experiments tend to be used in explanatory research to explain links between variables (Saunders et al., 2009). A quasi-experiment has some but not all the characteristics of a true experiment (Cooper & Schindler, 2003). In an experiment the researcher can control the variables. In an ex-post facto design the researcher has no such control over the variables and the variables cannot be manipulated (Cooper & Schindler, 2003). This study was a quasi-experiment where the variables under consideration were out of the researcher's sphere of control.

In a true experiment two groups are established and members are assigned randomly to each. The experimental group is exposed to an intervention and the

control group is not exposed to the intervention. The dependent variables (experimental group) are measured before and after the intervention. A quasi-experiment can be conducted where there are naturally occurring groups; random allocation is not required and changes in the dependent group are measured sequentially over time (West, 2009).

A previous study by Boshoff and Gerber (2008) used a similar quasi-experimental design to measure the impact of sponsorship on brand awareness and purchase intentions. That study used a one-group pre-test-post-test design as is often used for testing changes in marketing phenomena (McDaniel & Gates, 2002).

The one-group pre-test-post-test design had the risk of increased respondent awareness as the groups are not independent and the results of the post-test group could be skewed. To avoid that risk, three naturally occurring, independent groups were considered for this study. A pre-event control group was established from past participants. This group was not technically a control group but rather a comparison group. Participants and spectators of the target event were used in the post-event experimental groups. The questionnaire was standardised for all groups, allowing for easy comparison (Saunders et al., 2009). This quasi-experimental design is called an interrupted time series analysis, where observations are made sequentially through time and of different groups, to evaluate the impact of an intervention (West, 2009).

Previous findings, mostly conducted through the use of cross-sectional studies, have shown that brand awareness and purchase intentions diminish with time, where awareness rises during an event and then falls back to initial levels shortly after the event (Bennett et al., 2002). Data for this study was gathered pre- and post-event

and therefore a longitudinal design was appropriate. The main strength of longitudinal research is the capacity to study change and development over a period of time (Saunders et al., 2009).

Being able to control a future outcome, by dictating and forecasting an outcome, is known as prediction (Cooper & Schindler, 2003). Causal research has the objective of determining whether one variable has an effect on another variable. Statistical studies alone cannot prove causality. Proof must be established based on quantitative studies along with logic (Weiers, 2010). The aim of this research was not to predict the relationship between hypothesised variables but rather to prove causality through quantitative and logical means.

This study aimed to measure the effectiveness of sponsorship objectives (independent variable) and activation strategies (moderating variable) in relation to CBBE (dependent variable) for an action sports event. A dependent variable changes in response to changes in other variables and an independent variable causes changes in dependent variables (Saunders et al., 2009). A moderator such as activation strategies is a variable that effects the direction and/or strength of the relation between an independent variable and a dependent variable (Gotz et al., 2007). The moderating variables add more value by explaining the conditions under which the relationship exists (Cooper & Schindler, 2003).

The post-event dependent variable was measured for both spectators and participants which allows for attribute variable analysis. Attribute variables contain data about the respondents characteristics. They are used to explore how opinions and behaviour differ among respondents (Saunders et al., 2009).

This study also paid attention to the development of an understanding of the relationships between participant and spectator levels of interest and involvement (independent variables) in the action sport event and their resulting perceptions of CBBE (dependent variable).

4.2 Proposed Population and Unit of Analysis

A population is the total collection of elements from which you want to make some inferences (Cooper & Schindler, 2003). A population can also be defined as a complete set of entities that share a universal set of characteristics (Zikmund, 2003). The population for this research was similar to the study by Miloch and Lambrecht (2006) where the population was classified as all the action sport attendees at a particular event. The population for this research was defined as all action sport event attendees and sponsors of an action sport series taking place in South Africa. The population can be categorised according to the following characteristics:

1. Previous participants in an action sport event, not attending the event under analysis for this study.
2. Spectators in attendance and exposed to sponsorship activation strategies.
3. Participants in attendance and exposed to sponsorship activation strategies.
4. The five official sponsors of the series.

The unit of analysis can be broken down into three levels:

1. The CBBE perceptions of the three independent groups of this study.
2. The level of interest and involvement of the independent groups of this study.
3. An objective view by the researcher of the objectives and sponsorship activations strategies deployed by the event sponsors.

4.3 Sampling method and size

A multi-stage sampling technique was used and required a series of different sampling frames (Saunders et al., 2009). A sampling frame is a complete list of cases in a population from which a sample will be drawn (Saunders et al., 2009). The initial sampling frame was sponsored action sports events managed by a prominent South African sports event management company.

The target event for the research was chosen using purposive non-probability sampling techniques. Purposive sampling enables you to use judgement in selecting cases to answer your questions and meet your research objectives (Saunders et al., 2009). An off road biathlon, taking place on 8 July 2010 was the event chosen using this technique. Access to respondents was through the event organisers.

The event organisers provided access to their database of previous participants and people who had entered as participants for the target event. Details of spectators were gathered at the event. From this sampling frame probability sampling techniques were used, where the chance of each case being selected from the population is known and is equal for all cases (Saunders et al., 2009). By using probability sampling techniques research questions could be answered that required statistical inferences from the sample to the population (Saunders et al., 2009).

Stratified random sampling was used to divide the population into more relevant and significant strata based on naturally occurring attributes and which were more likely to be representative (Saunders et al., 2009). To support the quasi-experimental design, strata were used based on the naturally occurring grouping (Saunders et al., 2009). The strata comprised previous participants not taking part in the target event

(control group), participants in the target event and spectators at the target event (experimental groups). Once details for each case within the strata had been captured, the cases within each stratum were given a unique number. The samples were then selected using simple random sampling until a statistically significant number was reached (Saunders et al., 2009).

The sampling technique used allowed equal sample sizes to be created for the pre-event group and post-event participant group. By ensuring that sample sizes are as large as possible, the likely error rate is lowered in the generalisation of the population (Saunders et al., 2009). The sample sizes for each of the three groups are outlined in table 3:

Table 3: Sample groups and sizes

Sample Groups and Sizes	
Pre-Event Control Group	Post-Event Experimental Groups
Sample of 150 previous event participants. Respondents are not exposed to sponsorship activation strategies for the target event.	Sample of 150 participants. Respondents are exposed to sponsorship activation strategies
	Sample of 50 spectators. Respondents are exposed to sponsorship activation strategies

As the sample groups are highly identified with the event or action sports, a high response rate was expected. The target response rate was 40%. For most academic studies a response rate of 35% is considered good (Saunders et al., 2009).

4.4 Data

4.4.1 Data Collection

There were four main constructs for this study, namely: sponsors objectives, sponsors activation strategies, CBBE and interest and involvement in the sport event. Data concerning these constructs was gathered using multiple methods.

The approach taken was mixed-method research using sequential qualitative and quantitative data-collection techniques. When a mixed-method approach is adopted the potential of unanticipated outcomes is also multiplied (Saunders et al., 2009). This approach is increasingly advocated within business and management research (Saunders et al., 2009).

Prior to the event semi-structured interviews took place with the five official event sponsors to gather qualitative data on sponsors' objectives and activation strategies. See appendix A for the interview format. Information obtained from the semi-structured interviews was used in further assessment of the sponsorship activation strategies through the researcher's role of participant observer on the day of the event. The identity of the researcher was clear to all sponsors in the interview process and the purpose of the researcher in the observer role was made clear to all attendees at the event (Saunders et al., 2009). The use of two or more independent sources of data-collection methods (semi-structured interviews and observation) to corroborate research findings within a study is known as triangulation (Saunders et al., 2009).

As questionnaires tend to be used for descriptive research (Saunders et al., 2009), a self-administered internet-mediated questionnaire approach was taken to gather

quantitative data. An internet-mediated approach allowed more groups and geographically dispersed samples to be reached (Saunders et al., 2009). The same questionnaire was emailed to all groups of the research design by the researcher. The questionnaire was sent to the control group before the event and the experimental groups after the event. The covering note stated that the research had been approved by the event organiser. A good response rate is dependent on the recipient being motivated to return it (Saunders et al., 2009).

The questionnaire collected data on perceptions regarding CBBE and level of interest and involvement. CBBE contains four sub-constructs, namely: brand awareness, brand associations, perceived quality and brand loyalty. Each of these constructs was measured through a separate set of scale items. The constructs of brand associations, perceived quality and brand loyalty were measured using a scale adopted from Pappu et al. (2005). Scales concerning brand awareness, level of interest and level of involvement were introduced from Boshoff and Gerber (2008). A scale measuring purchase intentions, a factor of brand loyalty, and reason for attending the event were adopted from Miloch and Lambrecht (2006).

Rating questions are often used to collect opinion data. Rating questions most frequently use the Likert-style rating scale, usually on a four, five, six or seven-point rating scale (Saunders et al., 2009). This study adopted a five-point rating scale to capture data pertaining to brand associations, perceived quality and brand loyalty.

Level of interest was assessed by a Likert-type scale with 1 indicating “Not Interested” and 5 indicating “Extremely Interested”. Level of involvement was evaluated by a Likert-type scale with 1 indicating “Not Involved” and 5 indicating

“Extremely Involved”. Reason for attending the event was measured by assessing an attendee’s classification as a participant, spectator or other.

Brand recall was tested through the consumers’ ability to retrieve the brand from memory when given the brand industry as a cue (Boshoff & Gerber, 2008). Brand recall was measured by presenting the respondents with five industry categories in which they were asked to recall, unaided, three brand names for each industry category. Each brand mentioned was then coded as follows: “Yes” for each correct mention and “No” where no mention was made of the sponsor brand. A brand recall score was calculated by comparing the frequency of correct mentions against no mentions (Boshoff & Gerber, 2008).

Brand recognition was investigated by giving the brand logo (not the brand name or the slogan). Respondents were required to correctly identify the brand category, as well as the brand industry and the brand slogan (Boshoff & Gerber, 2008). The maximum brand recognition score that a respondent could return was therefore three. The score was regarded as interval data (Boshoff & Gerber, 2008).

Table 4 provides a summary of the CBBE operational tool used in this study and other scale items used. Appendix B contains the internet-mediated questionnaire used for this study.

Table 4: Measurement scale used in the study

Variables		Items	Source of the scale
Independent and Attribute Variables (3 items)		X1 Level of Interest X2 Level of Involvement X3 Reason for attendance	(Boshoff & Gerber, 2008; Miloch & Lambrecht, 2006)
Dependent variables of the CBBE model	Brand Saliency (Awareness) (2 items)	X4 Awareness - brand recall X5 Awareness - brand recognition	(Boshoff & Gerber, 2008)
	Brand Associations (8 items)	X6 Down to earth X7 Daring X8 Reliable X9 Up market X10 Tough X11 Like the company X12 Proud X13 Trust	(Pappu et al., 2005)
Dependent variables of the CBBE model	Perceived Quality (6 items)	X14 Good quality X15 Products are preferred choice X16 Consistent quality X17 Very durable X18 Very reliable X19 Excellent features	(Pappu et al., 2005)
	Brand Resonance (Loyalty) (3 items)	X20 Feel loyal X21 Brand is first choice X22 Purchase Intentions	(Pappu et al., 2005; Miloch & Lambrecht, 2006)

4.4.2 Data Analysis

The data collected relating to sponsorship objectives and leveraging activities was categorised according to the CBBE and OLA models used for the study. Data should be categorized according to the appropriateness of fit for the study being undertaken (Saunders et al., 2009). Data collected via the online-questionnaire was validated, edited, coded, cleaned and categorized into independent groups according to pre-event (PE), post-event spectator (PES) and post-event participant (PEP) responses.

Hypothesis One: A one-way ANOVA analysis was used to assess the CBBE perceptions of the three independent groups (PE, PES and PEP) across five brand sponsors in an analysis of variance (ANOVA). Where the null hypothesis was rejected Duncan's Multiple Range Test was performed to identify the exact groups that differed (Weiers, 2010). Brand recall was analysed through the observation of descriptive statistics owing to data type limitations.

Hypothesis Two: Friedman Tests were performed in order to identify the most effective CBBE factor and the statistical spread between factors, as perceived by the two post-event groups (PES and PEP) for each sponsor. Like ANOVA the Friedman test compares groups but does not require the populations to belong to any particular distribution or for the groups to be independent (Weiers, 2010). Brand recall and recognition were analysed through the observation of descriptive statistics owing to data type limitations. Results were compared with qualitative data on the sponsors' objectives through logical observation.

Hypothesis Three: Friedman Tests were used to evaluate which sponsor brand received the highest ranked factors as perceived by the two post-event groups (PES

and PEP) for each CBBE factor. Based on mean perceptions of PES and PEP for CBBE, a relative index was created. A scoring method was then developed to evaluate the intensity and appropriateness of the leveraging activities for each sponsor based on the OLA model. The leveraging activities used by the event sponsors were then weighted by the researcher by unitising the data according to the appropriateness of fit to the OLA model (Saunders et al., 2009). The resulting OLA index was then compared to the CBBE index.

Hypothesis Four: Fisher's Exact test was performed to identify any significant differences in level of interest and involvement among PE, PES and PEP. A correlation matrix using Pearson's Correlation (Weirs, 2010) was then constructed to show the correlation between level of interest and involvement and CBBE.

4.4.3 Data Reliability

The questionnaire was piloted to a small group of respondents to ensure its validity and to assess whether the questions and instructions were clear enough and interpreted correctly. Reliability is concerned with the robustness of the questionnaire and whether it will produce consistent findings at different times and under different conditions (Saunders et al., 2009). The Likert-type scale was adjusted from that used by Pappu et al. (2005) to a scale of 1 to 5 (from 1 to 11) to improve the reliability from respondents (Saunders et al., 2009).

4.5 Potential Research Limitations

4.5.1 Sampling and Design Limitations

The study was subject to a sampling frame error (Zikmund, 2003) as the proposed samples were limited to a single series and not a wider collection of action sports events in South Africa. The sample also showed non-response error (Zikmund, 2003) where respondents did not complete the survey in full. However, the response was greater than 30 from each sample group; hence this error should be negligible (Saunders et al., 2009).

An interrupted time series design, a type of quasi-experiment, was used rather than a true experiment because of sample size limitations. Since the questionnaire was sent out a few days after the event, maturation may have also influenced the findings of the study (Boshoff & Gerber, 2008). Additionally where leveraging activities took place after the post-event groups had completed the questionnaire, any adjustment in perceptions was not captured.

4.5.2 Instrument Limitations

The questionnaire produced both categorical and numerical data types to measure CBBE factors. Inferential statistical analysis and comparisons were not possible where there was inconsistency in data types.

4.5.3 Geographic Limitations

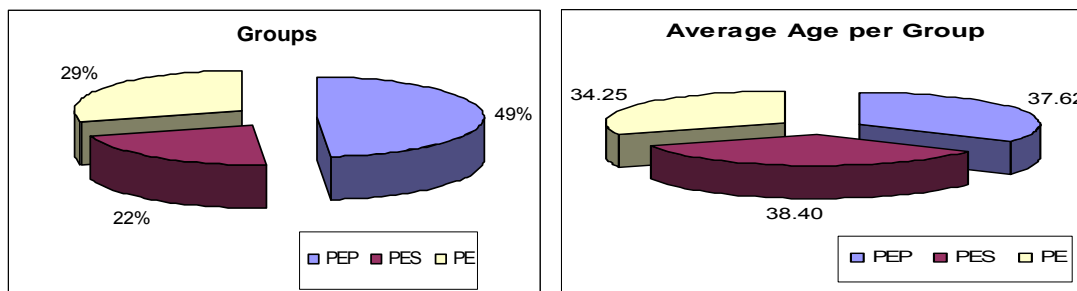
The study was geographically limited to a single action sport event in the Western Cape and therefore the results cannot be generalised to other sporting events or sporting events in other locations.

5. Results

5.1 The Realised Sample Groups

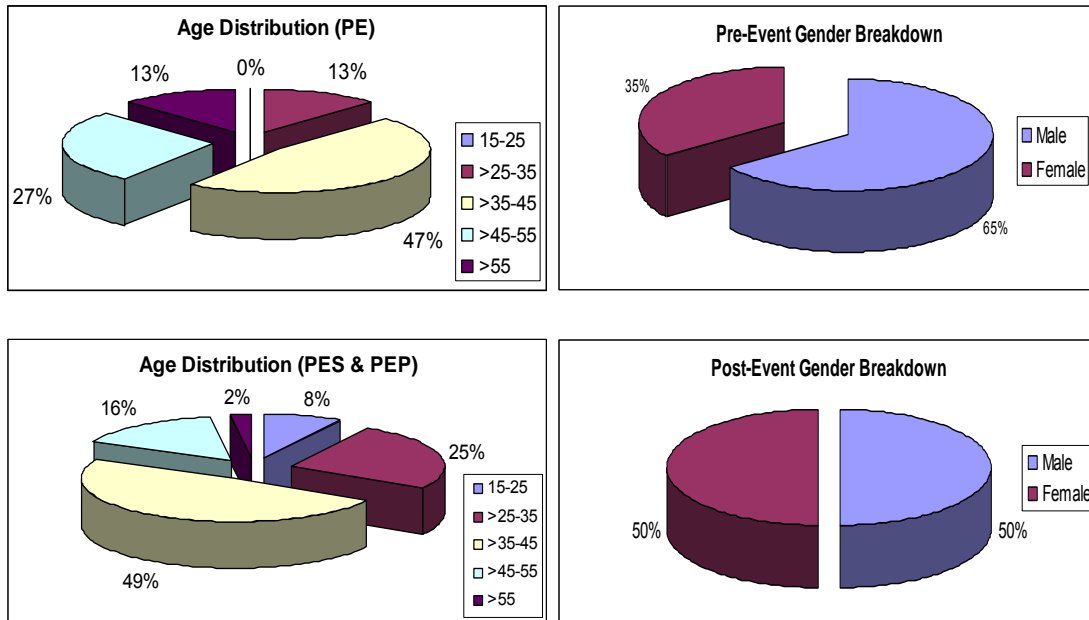
The total number of respondents was 136. The collected sample data shows that the largest response came from the PEP group (66), followed by the PE group (40) and the smallest response was received from the PES group (30). Table 5 contains details. The average age for these groups was 37.62, 34.25 and 38.40 years respectively. The overall average age was 36.80 years and the variance of ages ranged from 8 to 10 years. A summary of the sample groups is shown in figure 9.

Figure 9: Summary of realised sample groups



49% of the respondents in the PEP and PES groups were between 35 and 45 years old. The youngest participant on the day of the event was 16 years old and the oldest was 52. The age distribution was very similar for the pre-event group, where 47% of the respondents were between 35 and 45 years old. The youngest respondent in the PE group was 17 and the oldest was 52. The overall post-event gender split was 50:50 however, this result was skewed because 70.33% of the spectators were female. The PEP group had a 60:40 male to female split whereas the PE group had a similar split of 65:35. Besides a gender disparity in the PES group, the pre-event and post-event groups had very similar characteristics, as highlighted in figure 10.

Figure 10: Comparison of Pre-Event and Post-Event Groups



Overall there were 157 responses to the questionnaire out of 335 possible responses. Due to non-response error only 136 were usable. The overall response rate was 46.87% and the non-response rate was 13.37%. Response rates were highest in the post-event groups. A full breakdown is provided in table 5.

Table 5: Response Rates and Usable Responses

Group	Response Rates		Usable Responses		
	Total	Rate	Respondents Male	Respondents Female	Total
PEP	133	75 56.39%	40 60.61%	26 39.40%	66 100%
PES	52	31 59.62%	8 26.67%	22 73.33%	30 100%
PE	150	51 39%	26 65%	14 35%	40 100%
Total	335	157 46.87%	74 54.41%	62 45.59%	136 100%

5.2 The Sponsor Brands

The target event had five official sponsors. All five sponsors were incorporated into this study. A description of the brand and a categorisation according to level of involvement (high or low) and dominant type of processing involved in attitude formation (affective or cognitive) towards the brand are shown in table 6 below.

Table 6: Brand Categorisation [Brand names have been kept confidential]

Brand	Description	Attitude Formation Factors
Brand One	Outdoor retailer that sells outdoor gear	Low involvement, predominantly affective
Brand Two	Oral replacement product in the sport supplement industry	Low involvement, predominantly affective
Brand Three	Competes in the sports footwear and accessories industry	Low involvement, predominantly affective
Brand Four	Competes in the outdoor body wear industry	Low involvement, predominantly affective
Brand Five	Participates in the cycling industry	High involvement, predominantly cognitive

5.3 Measurement of CBBE Model Parameters

Cronbach alpha was used to assess the degree items for each dimension of the CBBE model, actually capture a reliable and valid measurement of that dimension. This test also served to confirm the multidimensionality of the CBBE construct. Cronbach's alpha will increase as the inter-correlations among test items increase and is known as an internal consistency estimate of reliability of test scores (Pappu et al., 2005). Inter-correlations among test items are maximized when all items measure the same construct; therefore Cronbach's alpha is widely believed to indirectly indicate the degree to which a set of items measures a single one-dimensional latent construct (Pappu et al., 2005).

Both brand recall and recognition are accepted as reliable measures of brand awareness (Aaker, 1991). As brand recall indicator variables produced categorical data and brand recognition numerical data, only brand recognition was used in measuring the CBBE parameters. The alpha should exceed 0.70 for factors to be considered internally consistent (Weiers, 2010). The use of a low number of indicator variables for any construct requires the researcher to specify the reliability of the construct (Pappu et al., 2005). Since brand recognition relied on three indicator variables, and slogan recognition levels were considerably less than other variables, the reliability of the brand recognition measure was set at 0.8. This is consistent with the reliability estimates of brand awareness of previous studies (Pappu et al., 2005). As per table 7, all other factors (brand associations, perceived quality and brand loyalty) exceeded the expected level of reliability for all sponsor brands.

Table 7: Cronbach Coefficient Alpha

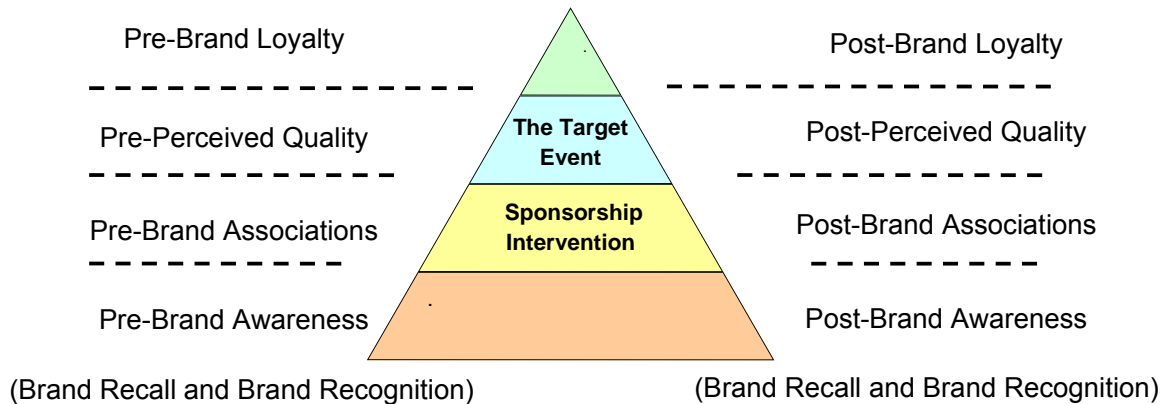
Sponsors	Brand Recognition	Brand Associations	Perceived Quality	Brand Loyalty
Brand One	0.8	0.876168	0.937120	0.852679
Brand Two	0.8	0.826039	0.904157	0.831038
Brand Three	0.8	0.834267	0.926153	0.879920
Brand Four	0.8	0.857943	0.933007	0.816465
Brand Five	0.8	0.886813	0.916257	0.796205

5.4 Hypothesis 1: Raising CBBE Perceptions

The CBBE model has four hierarchical steps in achieving brand equity (Keller, 2009). For each dimension of the CBBE model, the perceptions of two independent groups were compared to another independent group to ascertain if, as a result of sponsorship leveraging, there was a rise in CBBE dimensions. Perceptions were

considered for the five brand sponsors. The interrupted time series design of this test has been conceptualised in figure 11.

Figure 11: Measurement of CBBE perceptions towards sponsor brands



5.4.1 Testing the Hypothesis: ANOVA and Logical Observation

A one-way ANOVA analysis was used to assess brand recognition, brand associations, perceived quality and brand loyalty perceptions of three independent groups (PE, PES and PEP) across five brand sponsors. One-way analysis of variance (ANOVA) examines two or more independent groups to determine whether the population means could be equal or determine whether there were any significant differences between the groups (Weiers, 2010). Miloch and Lambrecht (2006) used one-way ANOVA for a similar purpose.

For the one-way ANOVA the null hypothesis (H_{BE}) stated that the mean (μ_{PE}) of the PE group is equal to the mean (μ_{PES}) of the PES group and the PEP (μ_{PEP}) group. The alternate hypothesis was labelled H_{B1} .

$$H_{BE}: \mu_{PE} = \mu_{PES} = \mu_{PEP}$$

H_{B1} : At least one μ_j differs

Where the null hypothesis was rejected Duncan's Multiple Range Test was performed to identify the exact groups that were different. Brand recall was analysed through the observation of descriptive statistics owing to data type limitations.

5.4.2 Raising Brand Recall: Mixed Results

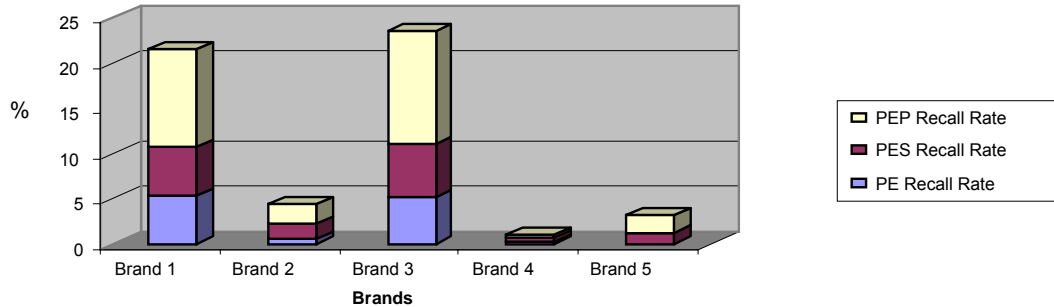
For brand recall there were 408 total responses as each respondent had three chances to recall the sponsor brand under the industry category. As shown in table 8 the sponsors' brands had very low recall rates. Brands one and three had the highest total recall rate at 21.57% and 23.53% of total responses respectively. The recall rates were higher for PEP (32.35% and 37.50%). The PEP group also had a 100% and 143% rise in recall levels for these two brands. There were other large percentage movements but off a small recall rate base. The high non-recall levels should be noted. Table 8 provides a breakdown of recall levels and movements.

Table 8: Brand Recall Rates and Movements

	Brand 1	Brand 2	Brand 3	Brand 4	Brand 5
PE Recall Rate	16.18%	1.47%	15.44%	0.74%	0.00%
PES Recall Rate	16.18%	5.15%	17.65%	1.47%	3.68%
PEP Recall Rate	32.35%	6.62%	37.50%	0.74%	5.88%
PES Recall Movement	0%	250%	14%	100%	N/A
PEP Recall Movement	100%	350%	143%	0%	N/A
Total Recall	21.57%	4.42%	23.53%	0.99%	3.19%
Total Non-recall	78.43%	95.58%	76.47%	99.01%	96.81%

Figure 12 provides a graphical representation of total recall levels and differences in brand recall among groups, for each sponsor.

Figure 12: Brand recall levels per group and sponsor



5.4.3 Positive Brand Recognition Levels

Before assessing further movements in the CBBE factors, it is worth highlighting the brand recognition results. In general, brand recognition levels were significantly higher than brand recall rates. On average, when given the brand logo, 89.13% of total respondents were able to recognise the industry category of the brand, 88.69% were able to recognise the product category but only 7.83% could provide the brand slogan. Brand two had significantly lower industry and product category recognition levels than other brands at 63.04% and 61.59% respectively. 26.09% of respondents could correctly provide the brand slogan for brand one which was significantly better than other brands. Table 9 provides a summary for each brand across the three categories tested.

Table 9: Brand recognition levels

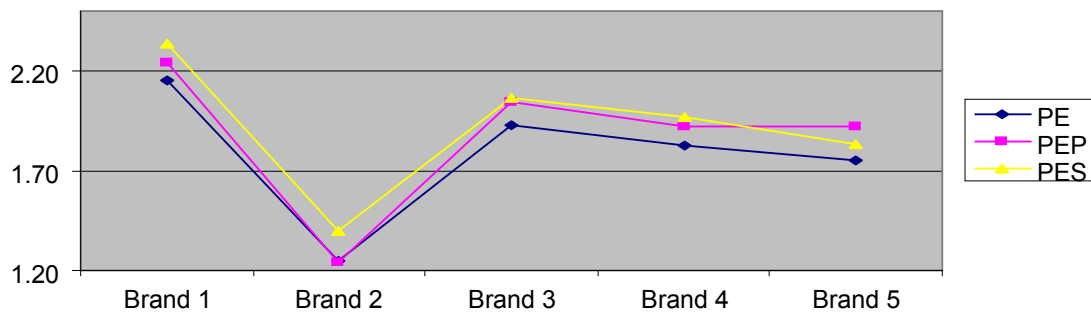
Sponsors	Industry Category	Product Category	Slogan
Brand 1	98.55%	98.55%	26.09%
Brand 2	63.04%	61.59%	2.90%
Brand 3	99.28%	98.55%	3.62%
Brand 4	93.48%	93.48%	3.62%
Brand 5	91.30%	91.30%	2.90%
Average	89.13%	88.69%	7.83%

5.4.4 CBBE Profiles: Pre-Event versus Post-Event

The following series of figures compare the CBBE mean perception scores, for each CBBE dimension among the PE group and PES and PEP groups. The pink and yellow profiles should be above the blue profile if CBBE perceptions were raised.

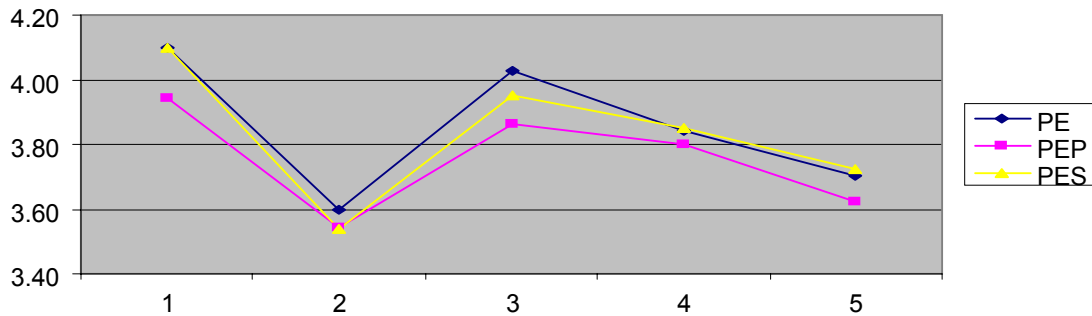
1. Brand recognition (figure 13): On the whole brand recognition perceptions were raised - most significantly for the PES group. The positive change in brand recognition perceptions for brand three was statistically significant for both PES and PEP as shown in table 10 and 11.

Figure 13: Brand Recognition Profiles



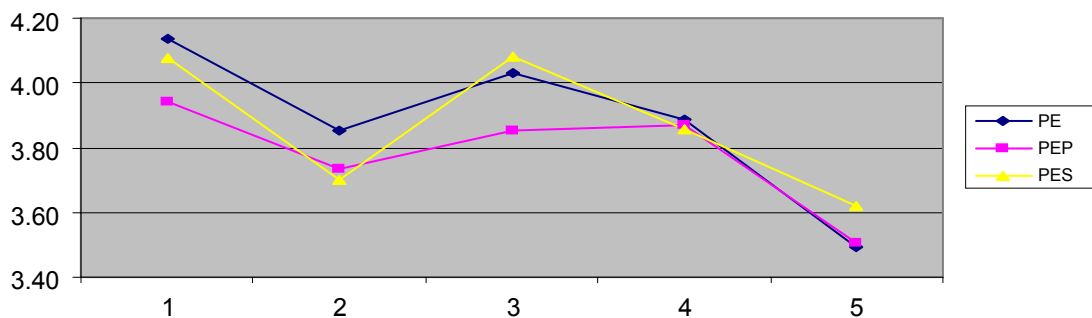
2. Brand associations (figure 14): Overall brand association perceptions fell. This fall was particularly significant for brand one and three for the PEP group.

Figure 14: Brand Association Profiles



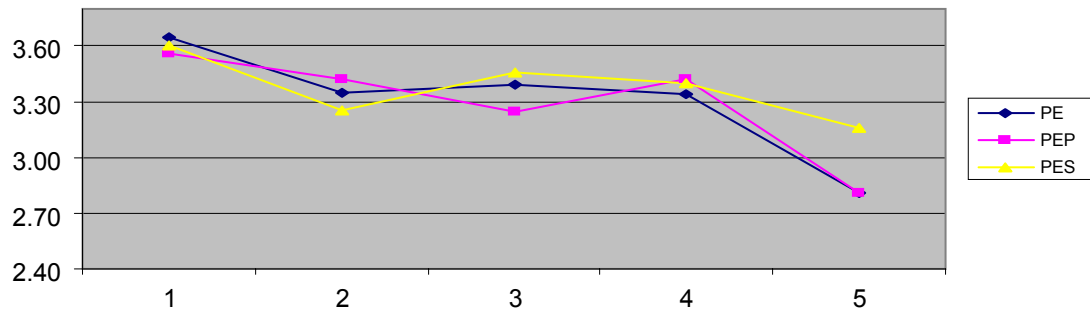
3. Perceived Quality (figure 15): In general perceptions fell for most brands. The contraction was most significant for brands one, two and three. This dimension was raised for the PES group for brand five.

Figure 15: Perceived Quality Profiles



4. Brand Loyalty (figure 16): Movements were insignificant on the whole except for a 12.36% increase in perceptions towards brand five in the PES group.

Figure 16: Brand Loyalty Profiles



Each CBBE factor is shown in table 10 with its overall perception score per group and a percentage change in the PEP and PES groups compared with the PE group. The PE group provided a benchmark for comparison. A heat map shows the relative percentage change of perception for each factor. A decline in perceptions is indicated in light red while the highest positive movement is indicated in green. The differences among the perceptions scores across groups was statistically significant for brand three, according to ANOVA, and the results are shown in bold.

Table 10: CBBE perceptions heat map uses the following key:

	Large Positive Movement in CBBE Dimension Perception
	Medium Positive Movement in CBBE Dimension Perception
	Small Positive Movement in CBBE Dimension Perception
	Decrease in CBBE Dimension Perception

	Brand Recognition					Brand Associations				
	PE	PEP	% Change	PES	% Change	PE	PEP	% Change	PES	% Change
Brand 1	2.15	2.24	4.30%	2.33	8.53%	4.10	3.95	-3.78%	4.10	0.00%
Brand 2	1.25	1.24	-0.61%	1.40	12.00%	3.60	3.54	-1.48%	3.54	-1.65%
Brand 3	1.93	2.05	6.26%	2.07	7.36%	4.03	3.86	-4.08%	3.95	-1.94%
Brand 4	1.83	1.92	5.44%	1.97	7.76%	3.84	3.80	-1.08%	3.85	0.24%
Brand 5	1.75	1.92	9.96%	1.83	4.76%	3.70	3.63	-2.11%	3.73	0.59%
	Perceived Quality					Brand Loyalty				
	PE	PEP	% Change	PES	% Change	PE	PEP	% Change	PES	% Change
Brand 1	4.14	3.94	-4.73%	4.08	-1.44%	3.65	3.56	-2.45%	3.60	-1.37%
Brand 2	3.85	3.73	-3.10%	3.70	-4.00%	3.35	3.42	2.22%	3.26	-2.82%
Brand 3	4.03	3.85	-4.36%	4.08	1.34%	3.39	3.24	-4.40%	3.46	1.88%
Brand 4	3.89	3.87	-0.48%	3.86	-0.82%	3.34	3.42	2.47%	3.40	1.75%
Brand 5	3.49	3.51	0.38%	3.62	3.74%	2.81	2.81	-0.01%	3.16	12.36%

5.4.5 One-way ANOVA: Detailed Analysis

Brand recognition for brand three was the only factor to show significant increase in means among groups according to the ANOVA analysis. Duncan's Multiple Range Test showed both the PEP and PES group means differed significantly from the PE group means. The results in table 10 are statistically supported by table 11.

Table 11: Detailed ANOVA analysis uses the following key:

	Statistically significant change in means at $p < 0.05$
	A change in means but not significant
	No apparent change in means

Sponsor	Factor	DF	CL	F-stat	F-crit	P-Value
Brand 1	Brand Recognition	133	5%	3.0	1.08	0.3426
Brand 2	Brand Recognition	133	5%	3.0	0.39	0.6754
Brand 3	Brand Recognition	133	5%	3.0	3.26	0.0417
Brand 4	Brand Recognition	133	5%	3.0	0.67	0.5152
Brand 5	Brand Recognition	133	5%	3.0	1.06	0.3488
Brand 1	Brand Associations	133	5%	3.0	1.1	0.3362
Brand 2	Brand Associations	133	5%	3.0	0.12	0.8871
Brand 3	Brand Associations	133	5%	3.0	0.96	0.3837
Brand 4	Brand Associations	133	5%	3.0	0.1	0.9059
Brand 5	Brand Associations	133	5%	3.0	0.31	0.7344
Brand 1	Perceived Quality	133	5%	3.0	1.18	0.3099
Brand 2	Perceived Quality	133	5%	3.0	0.58	0.5619
Brand 3	Perceived Quality	133	5%	3.0	1.38	0.2544
Brand 4	Perceived Quality	133	5%	3.0	0.02	0.9814
Brand 5	Perceived Quality	133	5%	3.0	0.36	0.6953
Brand 1	Brand Loyalty	133	5%	3.0	0.11	0.8992
Brand 2	Brand Loyalty	133	5%	3.0	0.39	0.6771
Brand 3	Brand Loyalty	133	5%	3.0	0.53	0.5928
Brand 4	Brand Loyalty	133	5%	3.0	0.11	0.8995
Brand 5	Brand Loyalty	133	5%	3.0	2.32	0.1021

5.4.6 Conclusion

The null hypothesis $H_{BE}: \mu_{PE} = \mu_{PES} = \mu_{PEP}$ that stated that the means are equal for the PE group, the PES group and the PEP group for all CBBE factors and brands was rejected. This was because the brand recognition means of PES group and the PEP group was significantly larger than the PE group for brand three according to ANOVA.

Brand recall was tested according to observation and there were significant differences among groups, especially between the PEP group and the PE group, although it was not possible to show these to be statistically significant. Brand recognition showed increased perception levels, notably in the PES group. Generally, brand association and perceived quality levels appeared to have fallen. Brand loyalty levels were almost unchanged before and after the event.

5.5 Hypothesis 2: Achieving Multiple Objectives

The sponsorship objectives for each of the official brands are discussed in the section below.

Brand one's core objective was media exposure. The main focus was on TV exposure but also on exposure in various print publications associated to the event. Airtime was considered key as brand one had no above the line marketing budget. Their primary objective relating to CBBE was brand awareness. Business relationship building was also stated as an objective. To satisfy this objective, brand one and three had formed a partnership whereby consumers were enticed to the retail outlets of brand one, through dual promotions, where products of brand three were also stocked. This activation mechanism could move consumers from brand

awareness directly to brand loyalty. Brand one not only wanted to appeal to the top athletes but also to people they referred to as the “Weekend Warriors”. These are people who have a high living standards measure (LSM) and want to be involved in these events, but do not have the time to train for more gruelling events.

Brand two was previously a medical product and wanted to re-position their brand in the sports market. A strategic decision was made to focus 70% of their advertising budget on sports and athletes. “We want to be involved in sport, but not just any sport, sports with a funky vibe, fun and adventurous” was how brand two’s marketing manager described their re-positioning objective. There was also an interest in multi-discipline sports as the LSM category is generally higher. Given the previous category of the brand, the aim was to create a new usage occasion for it. The objective at the target event was brand association by getting the product into athletes’ hands and for them to experience its oral rehydration benefits. Media exposure was considered important for general brand awareness. The end aim was to create trial, purchase and increased brand loyalty. Another interesting objective was utilising the event as a word of mouth marketing channel.

Brand awareness was the primary objective for brand three. Imagery, performance and quality were also important. TV and other media exposure through the event emphasised these factors. As with brand one, business relationship building was an important objective for brand three. The relationship with brand one was important to ensure repeat purchases. Showcasing the latest trail running footwear products, to a particular segment, was also considered important to maintain a competitive advantage. Many employees of brand three were participants and spectators at the event.

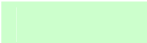
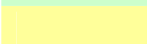
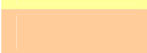
Brand four had a primary objective of brand awareness. Brand four emphasised imagery and design, especially for women. By making their products available to top athletes, including champions at the target event, brand four aimed to emphasise the high quality nature of their products. Champion athletes are sponsored by brand four and aspirational buyers are influenced by the image created and as a result buy the brand. According to brand four's marketing manager, "With top athletes wearing our brand, free media equivalencies and free exposure in magazines are often received. We have therefore been able to cut back significantly on our print media expenditure." Building long term personal relationships within the community and with customers were all considered key objectives for brand four.

Brand five's distribution rights in South Africa were only received at the end of 2009. The main objective of brand five was to create brand awareness for the launch of a new product into the South African market. With a multi-product offering, the target event was aligned to the target market of brand five as a multi-sport event and where multi-sport athletes were participating. Performance and imagery were important objectives and were to be achieved by allowing people to touch and feel the bikes, and by top performers using the products.

Media exposure was considered important to all brands because most sponsors did not have an above the line marketing budget. A monthly show that covered the target event with numerous repeats on a major South African sporting channel was included in the purchase of the sponsorship rights. By having a strong congruency between the event and their brands, many of the brands felt it was easier to achieve high CBBE. Brand loyalty was not seen as a primary objective by any sponsor but most felt that, by effectively leveraging other CBBE factors, consumers could be

driven back into retail stores after the event. Table 12 summarises the objectives stated by the five sponsors. The first four objectives listed are the focus of this study. Other objectives stated, are out of scope, but could have a material impact on CBBE.

Table 12: Sponsor Objectives

Key:  Primary Objective
 Additional Objective
 Not an Objective

Sponsorship Objectives	CBBE	Other	Brand 1	Brand 2	Brand 3	Brand 4	Brand 5
Brand Awareness	√						
Brand Associations	√						
Brand Quality	√						
Brand Loyalty	√						
Community relationship building	√						
Employee relations		√					
Business relationship building (Goodwill)		√					
Focus on target markets		√					
Product launch and brand positioning		√					
Sales increase	√						
Customer relationships building	√						
Customer database		√					
Competitive Advantage		√					
Media equivalencies		√					
Management Interest		√					

5.5.1 Testing the Hypothesis: Friedman Tests and Logical Observation

Friedman Tests were performed in order to rank CBBE dimensions and identify the most effective perceived CBBE dimension from brand associations, perceived quality and brand loyalty after the event for each sponsor. The highest ranking dimension could then be compared to the primary objectives stated by sponsors. The ability of a sponsor to achieve a range of objectives could also be assessed by analysing the statistical spread of the ranks. The test is concerned with differences in medians rather than means and compared the medians using ranks because it is a non-parametric test. This test and not ANOVAS was used, because scores from respondents in the PEP and PES groups were used, rather than a comparison of independent groups (Weiers, 2010).

For the Friedman Tests the null hypothesis (H_{H1}) stated that the median (m_{BA}) of brand associations is equal to the median (m_{PQ}) of perceived quality and brand loyalty (m_{BL}) group for each sponsor. The alternate hypothesis is labelled H_{B2} .

$$H_{H1}: m_{BA} = m_{PQ} = m_{BL}$$

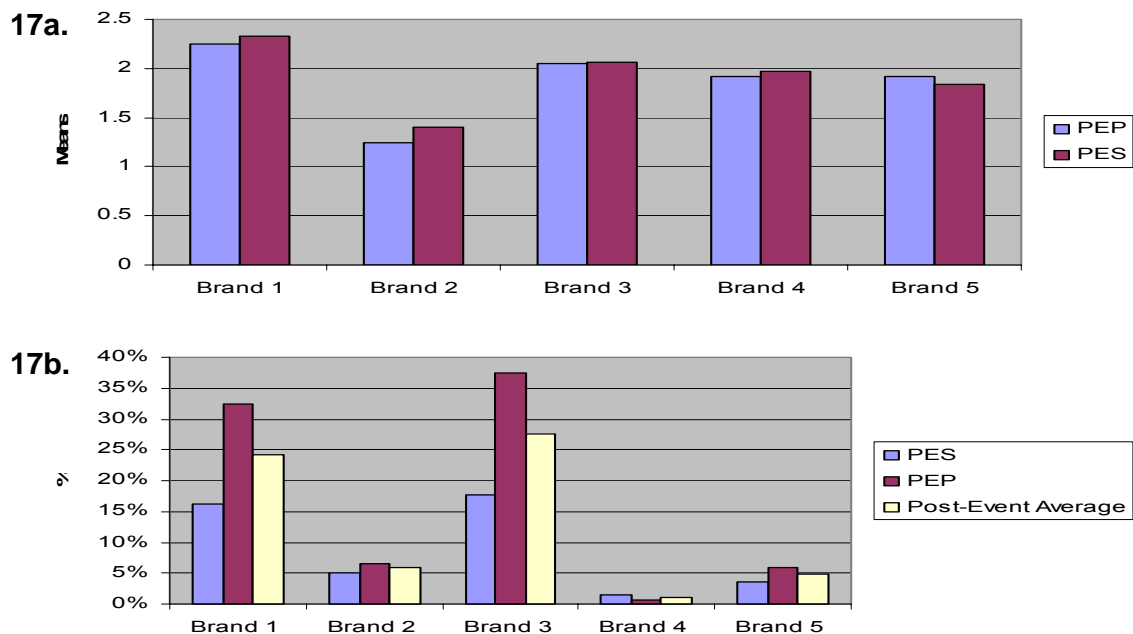
H_{B2} : At least one m_i differs from the others

Brand awareness, consisting of brand recognition and brand recall, was analysed through observation of descriptive statistics because of inconsistencies in data types. Logical observation was used to determine if objectives had been met.

5.5.2 Evaluating Brand Awareness Objectives

All brands except brand two mentioned brand awareness as their primary objective for sponsoring the target event. Brands one and three were the most effective at achieving brand awareness as a primary objective. Their brand recognition percentages on average for PEP and PES groups were 24.27% and 27.57% respectively. This percentage was higher for the PEP group; 32.35% and 37.50%. Brand recall percentages were very low for brands two, four and five. Brand recognition results were high along industry and product category dimensions but very low for brand slogans. All brands that had brand awareness objectives were better at achieving brand recognition objectives than brand recall. Brand two did not highlight brand awareness as a primary objective and its results for brand awareness were very low. Figure 17 provides illustrative views of brand recall and brand recognition perceptions according to PEP and PES.

Figure 17: Post-event Brand Recognition (17a) and Recall Levels (17b)



5.5.3 Evaluating other CBBE Objectives

The rankings of how the post-event groups perceived brand associations, quality and brand loyalty, for each brand, according to the Friedman Test, are shown in table 13. By analysing these results it is possible to identify the CBBE factor that had the highest relative rank and it is then possible through logical observation to tie these results in with the sponsors' stated objectives. Friedman's Test was also used to determine if there were statistically significant internal differences among CBBE factors per brand, as highlighted in table 14.

Table 13: Friedman Rank Analysis uses the following key:

	Highest rank
	Mid rank
	Lowest rank

Sponsor	Variable	Mean	Std Deviation	Min	Median	Max	Count	Rank Sum
Brand 1	Quality	3.966	0.7115	1.8333	4	5	98	223
	Association	3.977	0.6601	1.25	4	5	98	219.5
	Loyalty	3.5476	0.9847	1	3.6667	5	98	145.5
Brand 2	Quality	3.7313	0.6456	2.6667	3.8333	5	98	237
	Association	3.5472	0.5908	2.375	3.5	5	98	185
	Loyalty	3.3673	0.8448	1	3.3333	5	98	166
Brand 3	Quality	3.9286	0.7115	2.3333	4	5	98	230.5
	Association	3.8903	0.5905	2.5	3.875	5	98	217
	Loyalty	3.3027	1.0542	1	3.3333	5	98	140.5
Brand 4	Quality	3.8707	0.675	2.1667	4	5	98	225
	Association	3.8214	0.5907	2.125	3.875	5	98	214
	Loyalty	3.4116	0.8626	1	3.3333	5	98	149
Brand 5	Association	3.6709	0.6554	2.125	3.625	5	98	251
	Quality	3.5544	0.7352	1.8333	3.3333	5	98	214.5
	Loyalty	2.9218	0.819	1	3	5	98	122.5

Table 14: Friedman Factor Comparison uses the following key:

**	Statistically significant difference at $p < 0.05$
*	Statistically significant difference at $p < 0.10$

Brand	Comparisons	ZSTAT	DIFF	SE	Comments
Brand 1	Ass - Qual	0.25	-3.5	14	
	Ass - Loyal	5.29**	74	14	Associations significantly better than loyalty
	Qual - Loyal	5.54**	77.5	14	Quality significantly better than loyalty
Brand 2	Ass - Qual	3.71**	-52	14	Quality significantly better than associations
	Ass - Loyal	1.36		14	
	Qual - Loyal	5.07**	71	14	Quality significantly better than loyalty
Brand 3	Ass - Qual	0.96	-13.5	14	
	Ass - Loyal	5.46**	76.5	14	Associations significantly better than loyalty
	Qual - Loyal	6.43**	90	14	Quality significantly better than loyalty
Brand 4	Ass - Qual	0.79	-11	14	
	Ass - Loyal	4.64**	65	14	Associations significantly better than loyalty
	Qual - Loyal	5.43**	76	14	Quality significantly better than loyalty
Brand 5	Ass - Qual	2.61**	36.5	14	Associations significantly better than quality
	Ass - Loyal	9.18**	128.5	14	Associations significantly better than loyalty
	Qual - Loyal	6.57**	92	14	Quality significantly better than loyalty

5.5.4 Summary of Results

Only brand one and brand three were able to meet their primary objective of brand awareness. None of the sponsors were able to meet a broad range of CBBE objectives. This is confirmed by the large spread of statistical differences among CBBE factors for each sponsor in table 14.

To meet objectives, brand one had a sales approach, taking consumers from brand awareness to brand loyalty. Brand one was effective in meeting its primary objective of brand awareness but not in meeting brand loyalty. Perceived quality and brand associations were statistically better than brand loyalty.

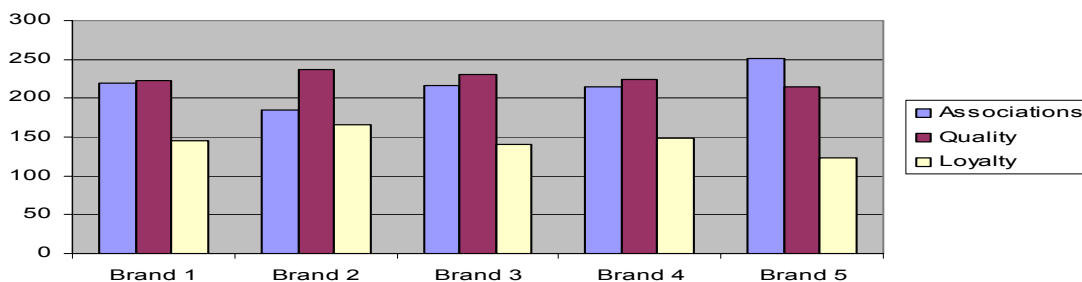
Brand two was re-positioning into the sports market and creating brand associations was its primary objective. Perceived quality was the highest ranked CBBE factor. Quality was also perceived significantly better than other CBBE dimensions.

Similar to brand one, brand three had a sales approach to achieve objectives but had a broad range of CBBE objectives. Brand three was able to meet its primary objective of brand awareness but was not successful in meeting multiple objectives.

Brand four and five were not successful in meeting their primary objectives of brand awareness and neither were they able to meet multiple objectives as highlighted by the statistically significant differences among CBBE factors in table 14.

Despite most brands stating brand loyalty as an objective brand loyalty was consistently the lowest ranked factor as perceived by consumers as depicted in figure 18.

Figure 18: CBBE Factor Comparatives



A summary of the sponsor brands' ability to meet objectives is found in table 15.

Table 15: Summary of Results

Sponsor	Primary Objective	Primary Objective Met	Other CBBE Objectives	Friedman Test Ranking Result	Statistical Differences	Multiple CBBE Objectives Met
Brand 1	Brand Awareness	√	Brand Loyalty	(1) Perceived Quality (2) Brand Associations (3) Brand Loyalty	Yes	X
Brand 2	Brand Associations	X	Brand Awareness Brand Loyalty	(1) Perceived Quality (2) Brand Associations (3) Brand Loyalty	Yes	X
Brand 3	Brand Awareness	√	Brand Associations Perceived Quality Brand Loyalty	(1) Perceived Quality (2) Brand Associations (3) Brand Loyalty	Yes	X
Brand 4	Brand Awareness	X	Brand Associations Perceived Quality Brand Loyalty	(1) Perceived Quality (2) Brand Associations (3) Brand Loyalty	Yes	X
Brand 5	Brand Awareness	X	Brand Associations Perceived Quality	(1) Brand Associations (2) Perceived Quality (3) Brand Loyalty	Yes	X

5.5.5 Conclusion

The null hypothesis $H_{H1}: m_{BA} = m_{PQ} = m_{BL}$ that stated that the median of BA is equal to the median of PQ and BL for each sponsor was rejected.

Only brands one and two were able to meet their primary objectives. None of the sponsors were able to effectively meet multiple CBBE objectives as large statistical differences in perceptions among factors were evident in the results. Brand awareness was tested by logical observation. Brand one and three were considered effective in achieving brand awareness objectives.

5.6 Hypothesis 3: Impact of Leveraging Activities on CBBE

Hypothesis three was addressed in three steps and was based on post-event results as these gave the best indication of CBBE levels for each sponsor. Owing to data inconsistencies, brand recall was not included in this analysis and brand awareness was considered in terms of brand recognition only.

Step One: Friedman Tests were used to evaluate which sponsor brand had the best CBBE results as perceived by the two post-event groups (PES and PEP). For the Friedman Tests the null hypothesis (H_{H2}) stated that the median of brand recognition (m_{BR1}) for brand one is equal to the median of brand two, three, four and five (m_{BR2} , m_{BR3} , m_{BR4} , m_{BR5}). The alternate hypothesis was labelled H_{B3} . Similarly, this test was completed for perceptions relating to CBBE factors of brand association (m_{BA}), perceived quality (m_{PQ}) and brand loyalty (m_{BL}) comparing each sponsor brand.

$$H_{H2}: m_{BR1} = m_{BR2} = m_{BR3} = m_{BR4} = m_{BR5}$$

H_{B3}: At least one m_i differs from the others

Each sponsor brand was then compared based on mean perceptions of PES and PEP across each factor of the CBBE model. The brand means were indexed to a total out of 100 to make relative comparisons based on perceptions.

Step Two: A scoring method was developed to evaluate the intensity and appropriateness of the leveraging activities for each sponsor based on the OLA model. Each sponsor brand was categorised as either a predominantly high or low involvement brand. Also assessed was whether the brand required more cognitive or effective processing in order for a consumer to create a conceptual attitude towards the brand (Davies & Tsiantas, 2008).

The qualitative data obtained from semi-structured interviews and the observation exercise, for the sponsorship leveraging activities, was categorised according to the activities of the Optimal Leveraging Activity (OLA) model (Davies & Tsiantas, 2008). The leveraging activities used by the event sponsors were then weighted by the researcher by unitising the data according to appropriateness of fit to the OLA model (Saunders et al., 2009). A low involvement brand requiring more affective processing, for example, received a score weighted towards the activation strategies deployed favouring low involvement and affective processing factors. The approach and weightings used was consistent across all five sponsor brands. A relative index was achieved by summing the weighted ratings across the OLA model for both cognitive and affective dimensions for each sponsor brand.

Step Three: The resulting OLA index was then compared to the CBBE index discussed previously to evaluate each brand's relative effectiveness in achieving CBBE dimensions. The relationship between each CBBE factor and sponsorship leveraging activities was analysed through logical observation.

5.6.1 Step One: Ranking CBBE Dimensions

The rankings of how the post-event groups perceived CBBE factors, relative to each brand, according to the Friedman Test, are shown in table 16. Friedman's Test was also used to determine if there were statistical differences among CBBE factors per brand. See table 17.

Table 16: Friedman Rank Analysis uses the following key:

	1 st rank
	2 nd rank
	3 rd rank
	4 th rank
	5 th rank

CBBE Factor	Variable	Mean	Std Deviation	Min	Median	Max	Count	Rank Sum
Brand Recognition	Brand 1	2.27	0.51	0	2	3	98	365
	Brand 3	2.05	0.22	2	2	3	98	299.5
	Brand 4	1.94	0.43	0	2	3	98	299.5
	Brand 5	1.90	0.51	0	2	3	98	295.5
	Brand 2	1.29	0.81	0	1	3	98	194
Brand Associations	Brand 1	3.98	0.66	1.25	4	5	98	359
	Brand 3	3.89	0.59	2.5	3.88	5	98	325.5
	Brand 4	3.82	0.59	2.13	3.88	5	98	310.5
	Brand 5	3.67	0.66	2.13	3.63	5	98	265.5
	Brand 2	3.55	0.59	2.38	3.5	5	98	209.5
Perceived Quality	Brand 1	3.97	0.71	1.83	4	5	98	355
	Brand 3	3.93	0.71	2.33	4	5	98	306
	Brand 4	3.87	0.68	2.17	4	5	98	317
	Brand 5	3.73	0.65	2.67	3.83	5	98	272.5
	Brand 2	3.55	0.74	1.83	3.33	5	98	219.5
Brand Loyalty	Brand 1	3.55	0.98	1	3.67	5	98	346
	Brand 3	3.41	0.86	1	3.33	5	98	317
	Brand 4	3.37	0.84	1	3.33	5	98	295
	Brand 5	3.30	1.05	1	3.33	5	98	296
	Brand 2	2.92	0.82	1	3	5	98	216

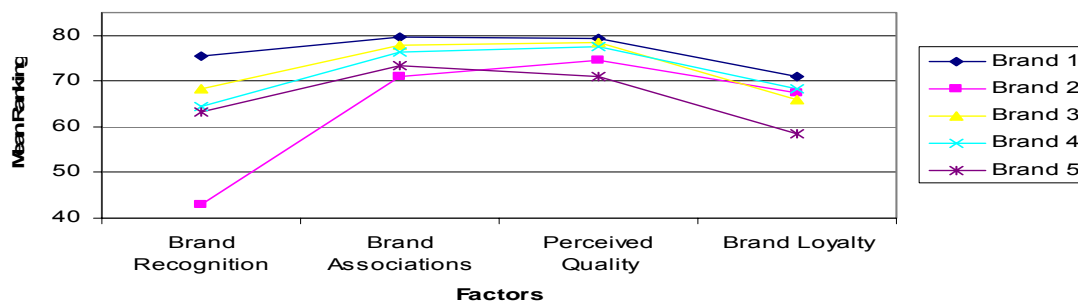
Table 17: Friedman Factor Comparison uses the following key:

**	Statistically significant difference at $p < 0.05$
*	Statistically significant difference at $p < 0.10$

Factors	Comparisons	ZSTAT	DIFF	SE	Comments
Brand Recognition	B1 - B2	7.72**	171	22.14	B1 significantly better than B2
	B1 - B3	2.21	49	22.14	
	B1 - B4	2.96**	65.5	22.14	B1 significantly better than B4
	B1 - B5	3.14**	69.5	22.14	B1 significantly better than B5
	B2 - B3	5.51**	-122	22.14	B3 significantly better than B2
	B2 - B4	4.77**	105.5	22.14	B4 significantly better than B2
	B2 - B5	4.59**	101.5	22.14	B5 significantly better than B2
	B3 - B4	0.75	16.5	22.14	
	B3 - B5	0.93	20.5	22.14	
	B4 - B5	0.18	4	22.14	
Brand Associations	B1 - B2	6.75**	149.5	22.14	B1 significantly better than B2
	B1 - B3	1.51	33.5	22.14	
	B1 - B4	2.19	48.5	22.14	
	B1 - B5	4.22**	93.5	22.14	B1 significantly better than B5
	B2 - B3	5.24**	-116	22.14	B3 significantly better than B2
	B2 - B4	4.56**	-101	22.14	B4 significantly better than B2
	B2 - B5	2.53	-56	22.14	
	B3 - B4	0.68	15	22.14	
	B3 - B5	2.71*	60	22.14	B3 significantly better than B5
	B4 - B5	2.03	45	22.14	
Perceived Quality	B1 - B2	3.73**	82.5	22.14	B1 significantly better than B2
	B1 - B3	2.21	49	22.14	
	B1 - B4	1.72	38	22.14	
	B1 - B5	6.12**	135.5	22.14	B1 significantly better than B5
	B2 - B3	1.51	-33.5	22.14	
	B2 - B4	2.01	-44.5	22.14	
	B2 - B5	2.39	53	22.14	
	B3 - B4	0.5	-11	22.14	
	B3 - B5	3.91**	86.5	22.14	B3 significantly better than B5
	B4 - B5	4.40**	97.5	22.14	B4 significantly better than B5
Brand Loyalty	B1 - B2	2.3	51	22.14	
	B1 - B3	2.26	50	22.14	
	B1 - B4	1.31	29	22.14	
	B1 - B5	5.87**	130	22.14	B1 significantly better than B5
	B2 - B3	0.05	-1	22.14	
	B2 - B4	0.99	-22	22.14	
	B2 - B5	3.57**	79	22.14	B2 significantly better than B5
	B3 - B4	0.95	-21	22.14	
	B3 - B5	3.61**	80	22.14	B3 significantly better than B5
	B4 - B5	4.56**	101	22.14	B4 significantly better than B5

Figure 19 is a reflection of the mean scores of both post-event groups' perceptions of CBBE factors compared with each sponsor brand. The mean scores have been indexed to 100. Brand one had the highest indexed scores. Brand three also received relatively high perception results across all factors except brand loyalty. Brand two and five were consistently viewed less favourably.

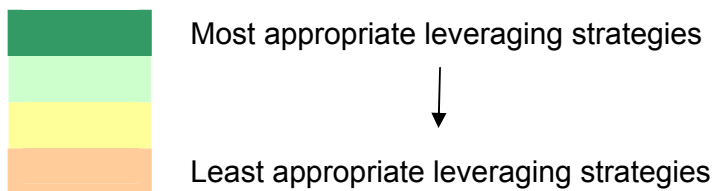
Figure 19: CBBE Factor Comparison



5.6.2 Step Two: Optimal Leveraging Activity Scores

Each sponsor brand was categorised as either a high or low involvement brand. Also assessed was whether the brand required more cognitive or affective processing in order for a consumer to create a conceptual attitude towards the brand. The scoring of the OLA model was then weighted accordingly and appropriately to the type of brand. The results can be found in tables 18 to 22.

These results should be viewed using the following key:



Tables 18 – 22: OLA Scoring

Brand 1: Low involvement, more affective				
Activity Category	Type [1]	Processing		Activation Activity – Brand 1
Coupons & Sales promotions	Low		2	
Venue sales and advertising	Low	Cognitive	4	
Point of sale displays	Low		6	
Samples	Low		8	Registration giveaways
Branding and packaging	Low		10	Registration giveaways
Retailer promotions	Low		12	In store promotions
Joint promotions	Low		14	Joint promotions with Brand 3
Competitions	Low		16	Best dressed world cup football participant
Mementoes	Low	Affective	18	Registration giveaways
Consumption by high profile athletes	Low		20	Gear is used by high profile athletes
Consumers can test products	High		1	
Customer contact areas	High	Cognitive	2	
Product use by participants	High		3	Gear is used by participants
Brand information PR activities	High		4	Announcer at event providing brand PR
High profile advertising and promotions	High		5	Naming rights, banners in high profile areas, shirts worn by organisers and promotional activities
Web site links	High		6	Various Web site links and WOM
Email and SMS campaigns	High		7	SMS and email campaigns to previous and new participants
Sponsorship of athletes	High		8	
Sponsor volunteer programme	High		9	
Community involvement	High		10	Community event and jumping castle for kids provided
Strong presence at ceremonies	High	Affective	11	Prizes given away at closing ceremony
High quality merchandise on display	High		12	
Media exposure				30 min monthly Supersport slot, between 4-14 repeat shows a month. Print exposure individually and co-operatively with brand 3
Congruency				Excellent

[1] Type of involvement

Brand 2 - Low Involvement, more affective				
Activity Category	Type [1]	Processing		Activation Activity - Brand 1
Coupons & Sales promotions	Low		2	
Venue sales and advertising	Low	Cognitive	4	
Point of sale displays	Low		6	
Samples	Low		8	Registration giveaways
Branding and packaging	Low		10	Registration giveaways
Retailer promotions	Low		12	
Joint promotions	Low		14	
Competitions	Low		16	Two hampers given away at prize giving
Mementoes	Low	Affective	18	Registration giveaways
Consumption by high profile athletes	Low		20	High profile athletes switched to using the product
Consumers can test products	High		1	Product provided free for participants after the event
Customer contact areas	High	Cognitive	2	A recovery zone with promotional activities
Product use by participants	High		3	Participants use the product
Brand information PR activities	High		4	Announcer at event providing brand PR
High profile advertising and promotions	High		5	Banners in prime position, free massage given
Web site links	High		6	Various Web site links and newsletter
Email and SMS campaigns	High		7	
Sponsorship of athletes	High		8	
Sponsor volunteer programme	High		9	
Community involvement	High		10	
Strong presence at ceremonies	High	Affective	11	Prizes given away at closing ceremony
High quality merchandise on display	High		12	
Media exposure				30 min monthly Supersport slot, between 4-14 repeat shows a month
Congruency				Excellent

[1] Type of involvement

Brand 3 - Low Involvement, more affective				
Activity Category	Type [1]	Processing	Activation Activity - Brand 1	
Coupons & Sales promotions	Low		2	Discount coupon
Venue sales and advertising	Low	Cognitive	4	
Point of sale displays	Low		6	
Samples	Low		8	Registration giveaways
Branding and packaging	Low		10	Registration giveaways
Retailer promotions	Low		12	In store promotions with Brand 1
Joint promotions	Low		14	Joint promotions with Brand 1
Competitions	Low		16	Head to toe competition for spectators and participants
Mementoes	Low	Affective	18	Registration giveaways
Consumption by high profile athletes	Low		20	High profile athletes use the brand
Consumers can test products	High		1	
Customer contact areas	High	Cognitive	2	
Product use by participants	High		3	Participants use the brand
Brand information PR activities	High		4	Announcer at event providing brand PR
High profile advertising and promotions	High		5	Banners in good position and promotional girls
Web site links	High		6	Various Web site links and newsletter
Email and SMS campaigns	High		7	
Sponsorship of athletes	High		8	Sponsorship of elite athletes
Sponsor volunteer programme	High		9	
Community involvement	High		10	Staff involvement
Strong presence at ceremonies	High	Affective	11	Prizes given away at closing ceremony
High quality merchandise on display	High		12	Unmanned display area with fliers
Media exposure				30 min monthly Supersport slot, between 4-14 repeat shows a month Radio before and after the event
Congruency				Excellent

[1] Type of involvement

Brand 4 - Low Involvement, more affective				
Activity Category	Type [1]	Processing		Activation Activity - Brand 1
Coupons & Sales promotions	Low		2	
Venue sales and advertising	Low	Cognitive	4	
Point of sale displays	Low		6	
Samples	Low		8	
Branding and packaging	Low		10	
Retailer promotions	Low		12	
Joint promotions	Low		14	
Competitions	Low		16	Two tri-suit prizes given away at prize giving
Mementoes	Low	Affective	18	
Consumption by high profile athletes	Low		20	High profile athletes use the brand
Consumers can test products	High		1	
Customer contact areas	High	Cognitive	2	
Product use by participants	High		3	Participants use the brand
Brand information PR activities	High		4	Announcer at event providing brand PR
High profile advertising and promotions	High		5	Limited banner advertising
Web site links	High		6	Various Web site links and newsletter
Email and SMS campaigns	High		7	
Sponsorship of athletes	High		8	Sponsorship of brand ambassadors
Sponsor volunteer programme	High		9	
Community involvement	High		10	
Strong presence at ceremonies	High	Affective	11	Prizes given away at closing ceremony - no announcement provided by brand 4 by master of ceremonies.
High quality merchandise on display	High		12	
Media exposure				30 min monthly Supersport slot, between 4-14 repeat shows a month Print exposure through event organiser
Congruency				Average (as there was no swim leg for this event)

[1] Type of involvement

Brand 5 - High Involvement, more cognitive				
Activity Category	Type [1]	Processing		Activation Activity - Brand 1
Coupons & Sales promotions	Low		10	
Venue sales and advertising	Low	Cognitive	9	
Point of sale displays	Low		8	
Samples	Low		7	
Branding and packaging	Low		6	
Retailer promotions	Low		5	In store promotions with Cycle Lab and Ride Magazine
Joint promotions	Low		4	
Competitions	Low		3	Bike give away at prize giving
Mementoes	Low	Affective	2	
Consumption by high profile athletes	Low		1	High profile athletes use the brand
Consumers can test products	High		24	
Customer contact areas	High	Cognitive	22	
Product use by participants	High		20	Participants use the brand
Brand information PR activities	High		18	Announcer at event providing brand PR
High profile advertising and promotions	High		16	Limited banner advertising
Web site links	High		14	Various Web site links and newsletter
Email and SMS campaigns	High		12	
Sponsorship of athletes	High		10	Sponsorship of elite athletes
Sponsor volunteer programme	High		8	Bike sponsorship for marshals
Community involvement	High		6	Charity involvement
Strong presence at ceremonies	High	Affective	4	Prizes given away at closing ceremony
High quality merchandise on display	High		2	
Media exposure				30 min monthly Supersport slot, between 4-14 repeat shows a month Print exposure through event organiser
Congruency				Excellent

[1] Type of involvement

5.6.3 Step Three: Differentiated CBBE Results

Table 23 provides a summary of the OLA and CBBE scores for all five sponsor brands following the analysis in steps one and two.

Table 23: OLA and CBBE Summary uses the following key:

	Leveraging Strategies Effective
	Leveraging Strategies Moderately Effective
	Leveraging Strategies not Effective

Sponsor	COG	AF FEC	BREC	BA	PQ	BL	Intensity
Brand 1	36	108	75.51	79.54	79.32	70.95	High
Brand 2*	39	65	42.86	70.94	74.63	67.35	Medium
Brand 3	38	121	68.37	77.81	78.57	66.05	High
Brand 4**	15	55	68.23	77.41	76.43	64.46	Low
Brand 5	68	31	63.27	73.42	71.09	58.44	Medium
*	Brand two was repositioning so was using a more cognitive strategy						
**	Brand four had limited leveraging activities because no swim leg at the event						

The scores for the OLA model were then graphically compared, using the same key as table 23, with the indexed factors of the CBBE model, with the following results.

Figure 20: OLA and Brand Recognition Relationships

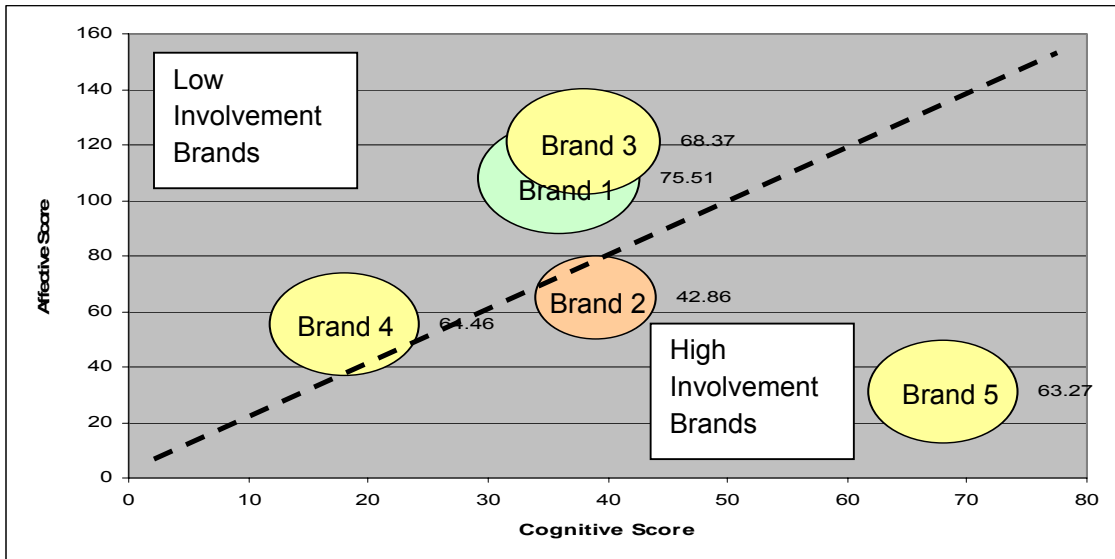


Figure 21: OLA and Brand Association Relationships

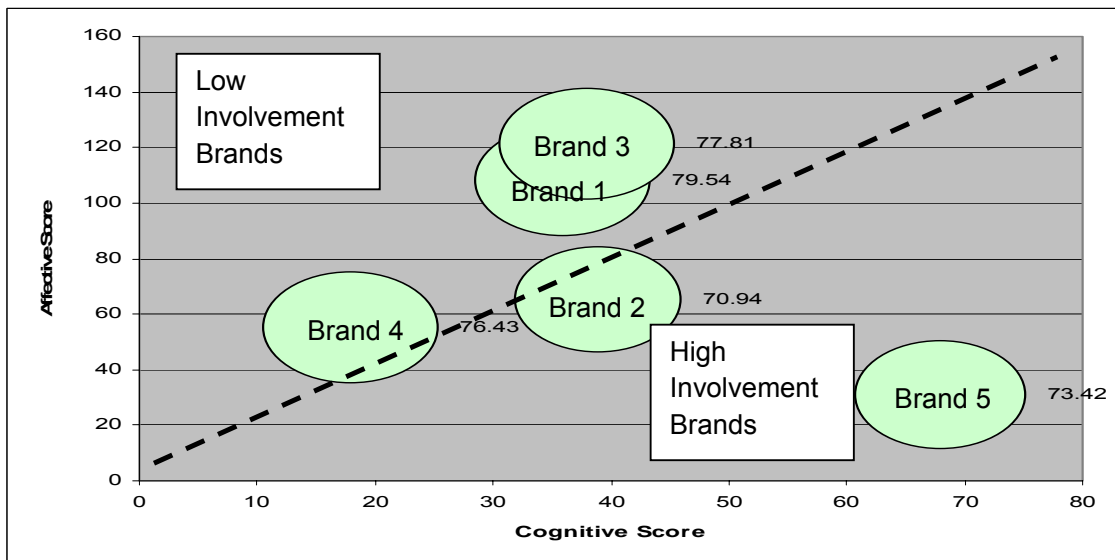


Figure 22: OLA and Perceived Quality Relationships

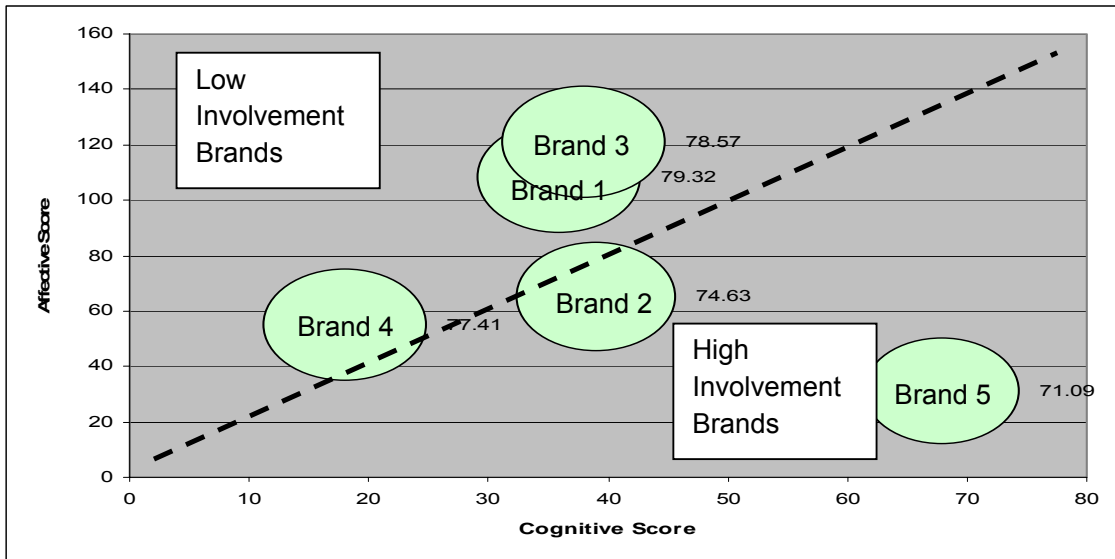
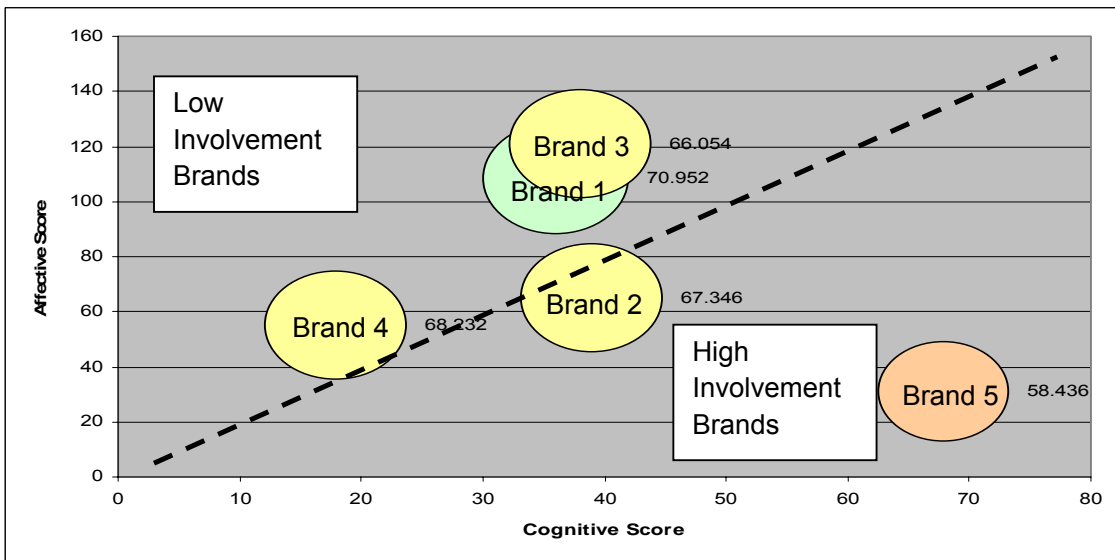


Figure 23: OLA and Brand Loyalty Relationships



5.6.4 Summary of Results

The positioning of the bubbles in the upper left half of the models presented in figures 20-23 reflects the appropriateness and intensity of the leveraging activities for low involvement brands. The positioning of the bubbles in the lower right half of the models reflects the appropriateness and intensity of the leveraging activities for high involvement brands. The size and colour of the bubbles indicate the effectiveness of leveraging strategies relative to CBBE factors.

Overall the leveraging activities used by brands one and three were the most effective. This is validated both by the CBBE scores achieved and by their positioning in the models. Although brand two is a low involvement brand, it used a combination of cognitive and affective leveraging activities in a re-positioning exercise but has failed to improve the knowledge of the brand - as verified by the brands' low brand recognition score. The leveraging activities used by sponsors on the whole have been effective in creating high perceived quality and brand association perceptions. This could be attributable to the high functional congruency that brands had with the target event. The researcher has termed this the zone of congruency. All brands failed to create brand loyalty, with the possible exception of brand one.

The models developed were created from a combination of statistical and logical observations and were based in previous theory (Davies & Tsiantas, 2008; Keller, 2009; Pappu et al., 2005). The model has enabled the impact of sponsorship leveraging activities on CBBE factors to be assessed.

5.6.5 Conclusion

The null hypothesis $H_{H2}: m_{BR1} = m_{BR2} = m_{BR3} = m_{BR4} = m_{BR5}$ that stated that the median of brand recognition (m_{BR1}) for brand one is equal to the median of brand two, three, four and five, was rejected. Similarly, this test was completed for perceptions relating to CBBE factors of brand association (m_{BA}), perceived quality (m_{PQ}) and brand loyalty (m_{BL}) and was rejected.

It can be concluded that CBBE perceptions for brands are influenced by the appropriateness and intensity of leveraging activities. The results confirmed that, as a general rule, for low involvement brands the focus should be on affective strategies supported by cognitive activities. The opposite was true for high involvement brands.

5.7 Hypothesis 4: The Role of Interest and Involvement

Interest and involvement were analysed to determine if there was any correlation between interest, involvement and CBBE factors for sponsor brands. The first step taken was to assess if the level of interest and involvement in the event had been raised. It could then be determined if raised perceptions towards the event impacted positively on CBBE.

5.7.1 Fisher's Exact Test and Pearson's Correlation

Fisher's Exact test was used to identify any significant differences in level of interest and involvement between control and experimental groups (PE, PES and PEP). Fisher's exact test was designed as a statistically significant test used in the analysis of contingency tables with a small sample size, or large discrepancies among cell numbers (Weiers, 2010).

To determine the strength and direction of the relationship between level of interest and involvement and CBBE factors, Pearson’s Correlation was used. Correlation analysis measures the strength of the linear relationship between two variables (Weiers, 2010). A correlation matrix using Pearson’s Correlation (Weiers, 2010) was constructed to show the correlation between level of interest and involvement and CBBE.

The null hypothesis (H_{H3}) stated that there is no correlation between interest (INT) and involvement (INV) to CBBE factors. The alternate hypothesis H_{B4} stated that there is a correlation between INT and INV to CBBE factors.

5.7.2 Interest: Pre-Event versus Post-Event

As shown in table 24 most respondents were “Very Interested” in the event. 37.50% of the control group were “Very Interested” in the event and this percentage increased for both experimental participant and experimental spectator groups to 56.06% and 43.33% respectively after the event. The differences among groups was statistically significant ($P = 0.0248$, Fishers Exact Test). The level of interest in the series appears to have improved after the event.

Table 24: Level of Interest Summary

Group	Level of Interest			
	Not Very	Somewhat	Very	Extremely
PE Group	5.00%	30.00%	37.50%	27.50%
PEP Group	1.51%	10.61%	56.06%	31.82%
PES Group	3.33%	36.67%	43.33%	16.67%
Total Average	2.94%	22.06%	47.79%	27.21%

5.7.3 Involvement: Pre-Event versus Post-Event

The highest proportion in the PE group felt “Somewhat Involved”. After the event, it was still the highest proportion but had increased from 45% to 53.03%, in the PEP group. The largest percentage increase was those feeling “Very Involved” rising from 5% in the PE group to 16.67% in the PEP group. The level of involvement according to the PES group was highest at “Not involved at all” at 40%, while 27.50% of the PE group were in this category. It is difficult to judge whether the level of involvement on the whole improved after the event, although it does appear to have improved in the PEP group. The differences among the groups was statistically significant ($P = 0.016$, Fishers Exact Test). Table 25 provides a full summary of results.

Table 25: Level of Involvement Summary

Group	Level of Involvement				
	Not at all	Not very	Somewhat	Very	Extremely
PE	27.50%	20.00%	45.00%	5.00%	2.50%
PEP	9.08%	16.67%	53.03%	16.67%	4.55%
PES	40.00%	20.00%	36.67%	3.33%	0.00%
Total Average	21.32%	18.38%	47.06%	10.29%	2.94%

5.7.4 Interest and Involvement: Impact on CBBE

Interest and involvement were examined against the backdrop of CBBE, to determine if the raised levels of Interest and Involvement had an impact on CBBE factors. Pearson’s Correlation was used to determine if there was a correlation between:

1. Level of interest and brand recognition, brand association, perceived quality and brand loyalty and;
2. Level of involvement and brand recognition, brand association, perceived quality and brand loyalty.

In assessing the relationship between variables benchmarks were used to establish the strength of relationships (Weiers, 2010). The following ranges for the coefficient of correlation were used.

Range One: -1.0 to -0.7 strong negative associations

Range Two: -0.7 to -0.3 weak negative associations.

Range Three: -0.3 to +0.3 little or no association.

Range Four: +0.3 to +0.7 weak positive associations.

Range Five: +0.7 to +1.0 strong positive associations.

Overall the level of interest and involvement in the target event does not appear to have a positive effect on their perceptions of the factors of CBBE. The results were analysed according to the PES and PEP groups.

Most of the PEP results fell in range three, where there were little or no associations between variables. The one exception was brand four that had a weak positive association between level of interest and all four levels of CBBE. The strongest relationship for brand four was with brand association ($R = 0.39928$). The coefficient of determination was 0.1594 which reflects 15.94% of the variation in brand association can be explained by the variation in level of interest in the event. Very similar results were noted in the PES group.

It appears that brand four may have effectively leveraged the interest and involvement in the event of both participants and spectators to enhance CBBE although the relationship is weak. This cannot be said of the other brands. Table 26 shows a summary of correlations between interest and involvement and CBBE factors that fell into range 3: weak positive associations.

Table 26: Interest and Involvement Associations to CBBE

Post-event Participants	Factor	Level of Involvement		Level of Interest	
		r	r ²	r	r ²
Brand 4	Association	-	-	0.39928	0.1594
Brand 4	Quality	-	-	0.38624	0.1492
Brand 4	Loyalty	-	-	0.33938	0.1152
Brand 4	Recognition	-	-	0.31734	0.1007
Post-event Spectators	Factor	Level of Involvement		Level of interest	
		r	r ²	r	r ²
Brand 4	Association	-	-	0.38828	0.1508
Brand 4	Quality	-	-	0.37763	0.1426
Brand 4	Loyalty	0.46545	0.2166	0.40906	0.1673
Brand 2	Quality	-	-	-0.35962	0.1293
Brand 1	Recognition	0.42759	0.1828	-	-

5.7.5 Conclusion

The null hypothesis (H_{H3}) that stated that there is no correlation between interest and involvement to CBBE factors was accepted. This result was not conclusive as a weak positive correlation was found between level of interest and each CBBE factor for PES and PEP for brand four.

5.8 Summary of Results

Table 27: Summary of Results

Null Hypothesis:	Accept / Reject	Insight	Concluding Comments
H_{BE}	Null Rejected	Brand awareness was raised more than other CBBE factors. CBBE on the whole was not raised significantly.	Recognition for Brand 3 was raised for PEP & PES (H_{BE} rejection) Logical observation showed that recall was raised especially for brand 1 and 3 in the PEP group.
H_{H1}	Null Rejected	Brands were better at achieving some CBBE factors than others. The overall ability of brands to effectively achieve a range of objectives was poor.	Brands 1 and 3 were able to achieve their primary objectives.
H_{H2}	Null Rejected	CBBE perceptions are influenced by the appropriateness and intensity of leveraging activities according to the type of brand	General rule: low involvement brands should focus on affective strategies supported by cognitive activities. The opposite was true for high involvement brands.
H_{H3}	Null Accepted	There appears to be no correlation between Interest and Involvement to CBBE factors	Results were not conclusive as brand 2 had weak positive correlations between Interest and all CBBE factors

6. Discussion and Analysis of Results

This section discusses the results from the research as presented in Chapter 5.

6.1 Overview of the Results

There were a total of 136 respondents from a possible 335 possible respondents. The overall response rate of 46.87% exceeded expectations. The non-response rate was 13.37% and can mostly be attributed to the length of the questionnaire. The three proposed groups were realised in the following proportions; the pre-event group (PE) contributed 29% to the total sample, the post-event spectator (PES) group 22% and the post-event participant (PEP) group 49%. Refer to figure 9. These proportions are contrary to the pre-event and post-event study by Boshoff and Gerber (2008) where there was a smaller post-event realised sample than the pre-event sample.

The overall average age was 36.80 years. The three groups had ages all within close proximity to the average. 49% of the PEP and PES groups were between 35 and 45 years old. The age distribution was very similar for the pre-event group. Refer to figure 10. According to Miloch and Lambrecht (2006) age influences purchase intentions (a factor of brand resonance) and people between the ages of 36-45 have a significantly higher likelihood of purchasing a brand product.

The gender ratio for the PES and PEP groups was 50:50, however, the PES group was 70.33% female, which influenced this ratio. The PEP group and the PE group had ratios more in favour of males at 60:40 and 65:35 respectively. Generally events involving either male or both genders, yield higher quantifiable sponsorship results

(Lough & Irwin, 2001). Overall, the pre-event and post-event groups had very similar characteristics. See table 5 and figure 10.

The study by Pappu et al. (2005) contributed to the understanding of the multi-dimensionality of the CBBE measurements. The results provided in table 7 supported these findings and confirmed the reliability of the CBBE dimensions being tested.

6.2 Hypothesis 1: Raising CBBE Perceptions through Sponsorship

CBBE dimensions, as perceived by event attendees, are raised for event sponsors after the event when compared to perceptions before the event.

Marketers need and want to know what they get out of sponsorships and how they can improve their performance (Clancy & Krieg, 2006). The aim of hypothesis one was to understand whether sponsorship was effective in raising perceptions of CBBE factors in an action sport context in South Africa. A pre-event-post-event study by Boshoff and Gerber (2008) in a major sporting event context (the cricket world cup) in South Africa revealed that brand recognition and brand recall were raised as a result of sponsorship, as perceived by a sample of students. The impact on CBBE of participants and spectators attending the actual event was analysed in this study, similar to the study performed by Miloch and Lambrecht (2006). This approach was taken because sponsors of sporting events should focus on clusters to attain the desired end (Barros et al., 2007). Two types of sponsorship strategies should be formed; one targeting characteristics of the event and the other recognising the heterogeneity of the target audience, specifically education levels of those involved in the sporting event (Barros et al., 2007). All of the event sponsors for this study had a homogeneous sponsorship strategy.

6.2.1 Brand Recall and Brand Recognition Levels

The unaided brand recall levels were very low, especially for brands two, four and five. The brand recall rates were mostly raised, with some remaining constant, for both the PES and PEP groups when compared with the PE group. Recall rates increased significantly for brands two, four and five albeit off very low previous recall levels. Brands one, two, three and five had raised recall levels in the PEP group. Brand recall in the PES group was also mostly raised but not to the same degree as the PEP group. Brands one and three had the highest post-event recall rates of 32.35% and 37.50% in the PEP group. This result does not support the study by Miloch and Lambrecht (2006) that showed spectators had higher recall rates. See table 8 and figure 12 for a full set of results. Recall is however a notoriously faulty measurement (Crompton, 2004). The levels of recall should be considered with caution as consumers can be familiar with brands but not recall them (Bennett et al., 2002).

Brand recognition was significantly higher than brand recall rates, as sponsorship alone increases brand recognition but a more segmented, intense and focussed strategy is required to improve brand recall (Keller, 2009). As per table 9, on average, when given the brand logo, 89.13% of total respondents were able to recognise the industry category of the brand, 88.69% were able to recognise the product category while only 7.83% could provide the brand slogan. These results are comparable with the study by Boshoff and Gerber (2008) where the majority of respondents correctly identified the product and industry category of sponsors prior to the event but not the slogans. Slogan recognition levels for brand one were 26.09%, the highest for this study. In recognition tests during the cricket world cup

2007, slogan recognition levels were as high as 83.3% for Johnny Walker (Boshoff & Gerber, 2008). Movements in brand recognition are covered in the next section. Brand recall and recognition rates are usually in the 55% to 66% range for major sporting events and higher for action sports events reaching over 80% in some cases (Miloch & Lambrecht, 2006). In light of these figures brand recall rates for this study can be considered low while brand recognition rates are more in line with previous studies.

An issue in recognition was identified for brand two where industry (sport supplement) and product (oral replacement) category levels were considerably lower than other brands at 63.04% and 61.59% respectively. 32% and 36% of respondents thought the brand was a sports drink. This could have been owing to 'noise' which consists of stimuli that compete for the intended receivers' attention and can lead to misinterpretation of the message (Crompton, 2004). Another explanation could be that the communication messages were not appropriate for the establishment of a new category membership. Marketers must inform consumers of the brands' category membership when re-positioning (Kotler & Keller, 2009). Articulation can help, such as altering the brand slogan to help the consumer understand new associations for the brand (Coppetti et al., 2009).

6.2.2 Movement in other CBBE Factors

A heat map, CBBE profiling diagrams and ANOVA results were used to evaluate the movement in CBBE perceptions between pre-event and post-event groups. These results can be viewed in figures 13 to 16 and in tables 10 and 11.

Brand Recognition:

Brand recognition was raised for both PEP and PES groups with the exception of brand two in the PEP. Although brand two had the highest overall raised perception levels with a 12% positive shift for the PES group. This rise is important considering the overall low recognition levels discussed in the previous chapter. Brand five had the highest changed recognition levels in the PEP group of 9.96%. This reflected positively on brand five as it was its first year of sponsoring the event and Davies and Tsiantas (2008) suggested brand awareness should be the focus in the early stages of sponsorship. Miloch and Lambrecht (2006) found recognition levels to be higher amongst participants. The shift in positive brand recognition was slightly greater in the PES group, in this study. This result was notable as no brands had segmented activation strategies, focussed on spectators, as suggested by Coppetti et al. (2009).

Mean recognition rates for leveraged sponsorships can be twice as high compared to those sponsors who do not activate their sponsorship (Miloch & Lambrecht, 2006). Brands one and three appeared to have more intense activation strategies and had the highest brand recognition levels. The results of the ANOVA analysis (refer to table 11) show that only brand recognition for brand three had a statistically significant difference among the three groups for all CBBE factors. The Duncan's Multiple Range test confirmed both post-event groups' perceptions had shifted significantly at the 5% level.

Brand Associations, Perceived Quality and Brand Loyalty:

These CBBE factors were either depressed or the changes in perceptions were insignificant, as a result of the sponsorship. This result could be explained by the lack

of effective leveraging activities to create a shift in the higher dimensions of the CBBE pyramid. The intensity and type of sponsorship activation strategies need to be considered to enhance higher order dimensions of brand equity (Keller, 2009). Keller and Lehman (2006) put forward a series of steps on how this could be achieved and suggested this be supported by a well crafted IMC strategy.

Brand five had a 12.36% shift in perceptions of brand loyalty in the PES group. Mountain Dew emphasised the importance of focussing on spectators at action sport events as those watching the event play an integral role in the event. Sponsorship and activation activities should be carefully considered for this segment to increase brand equity (Bennett et al., 2009). Tripodi (2001) supported this view stating sponsors should formulate different objectives when targeting alternative audiences.

People who understand the depth of sponsorship and the contribution that sponsorship truly makes to a sporting event are the ones who support the sponsors the most (Dees et al., 2008). A study by Gotz et al. (2007) showed that more than a quarter of the variance in brand equity change owing to sponsorship can be explained by the level of activation used by sponsors, as perceived by sports team managers in European football. Miloch and Lambrecht (2006) showed that participants and spectators had similar levels of brand awareness and purchase intentions, while for event officials' the levels were elevated.

Those better informed generally respond better to sponsorship. The negligible levels of change in CBBE for this event could be addressed by educating consumers about the sponsors' contribution to the event and by highlighting the benefits of the brand to them. This study has shown that brand recall levels and shifts were higher for participants but brand recognition shifts and levels were higher for spectators. Other

brand equity shifts and levels were negligible and roughly equitable among segments, with a few specific exceptions.

6.3 Hypothesis 2: Meeting Sponsorship Objectives

Sponsors are able to effectively achieve multiple CBBE objectives, through sponsorship activities, as perceived by event attendees.

There were a significant number of objectives mentioned by event sponsors. These objectives ranged from brand awareness to brand positioning and even the creation of a customer database. All of the objectives mentioned were legitimate business goals. See table 12 for a full list of objectives.

All the sponsors emphasised the importance of media exposure. As before, brand one even noted this as their primary objective. Keller (2009) was of the view that traditional objectives to branding that put emphasise on mass media techniques seem questionable in a marketplace where customers have access to large amounts of information about brands and where social networks have in many cases supplanted brand networks. Crompton (2004) stated media equivalency is still the most frequently mentioned sponsorship objective yet this measure frequently inflates the real value of media coverage. Furthermore, the approach is fundamentally flawed as it offers no insight into whether the sponsorship message has been absorbed.

The concept of CBBE can be used to shape leveraging activities and to build brand equity. New perspectives are called for to understand brand building in a rapidly changing communications world (Keller, 2009; Pappu et al., 2005). Only objectives relating to CBBE were considered in this study. Although many of the other objectives stated are relevant and may impact brand equity (such as customer

relationship building and community relationship building) (Hartland et al., 2005), they fall out of scope in terms of addressing hypothesis two. Brand awareness, brand associations, perceived quality and brand loyalty were in scope.

All brands except brand one and brand two stated brand awareness as their primary objective. Brand one favoured media coverage and brand two, brand associations. Brand one mentioned brand awareness as a brand equity alternative to media equivalencies. It has been said that the establishment of sponsorship objectives is often ill-executed in organisations (Verity, 2002). According to Tripodi (2001) setting of objectives is critical in order to assess the success of a sponsorship investment. As before, all sponsor brands were able to identify their objectives succinctly, although many had numerous goals. The sponsors were less clear on how objectives were specifically going to be achieved or evaluated. Few companies appear to evaluate the returns from their sponsorship in a systematic fashion (Davies & Tsiantas, 2008).

There were no sponsors that mentioned a segmentation objective for the event based on the audience. It has been advised that different objectives should be formulated to target different audiences with a sponsorship investment (Tripodi, 2001).

6.3.1 Ability to Meet Primary Objectives

Brand Awareness and Brand Associations:

Four sponsors had the primary CBBE objective of brand awareness and in the case of brand two, it was brand associations. According to Tripodi (2001), creating brand

awareness and enhancing brand associations are the two main reasons why companies participate in sponsorship.

The relative levels of brand awareness were evaluated through logical observation. Evaluation was based on post-event groups. Brand recall for brands one and three stood out at levels of 24.27% and 27.57% respectively. This percentage was much higher in the PEP group; 32.35% and 37.50%. Brand recall was very low for brands four and five (mainly less than 5%) despite having named this factor as a primary objective. According to Miloch and Lambrecht (2006) brand recall is a harder objective to achieve than brand recognition.

All brands that had brand awareness objectives were better at achieving brand recognition than brand recall. Brand recognition results were high along industry and product category dimensions but very low for brand slogans (89.13%, 88.69% and 7.83%). Boshoff and Gerber (2008) proposed that raising recognition levels for brand slogans could be an area to focus on in terms of meeting brand recognition objectives more successfully.

Brands one and three were considerably better at meeting brand awareness objectives than other brands. Tripodi (2001) stated that through a clear and integrated marketing strategy, a firm must be able to meet their specific sponsorship objectives. As logical observation was used to evaluate the sponsors' ability to meet brand recall and brand recognition objectives, these results are not conclusive. See figure 17 for a full set of results.

Brand associations were a primary objective for brand two. In order to identify the most effective CBBE factor brand associations, perceived quality and brand loyalty

were ranked for each brand by running a Friedman Test analysis. These rankings were based on post-event perception levels. For brand two, perceived quality ranked the highest (237), followed by brand associations (185) and brand loyalty was the lowest ranked (166). Perceived quality was significantly higher at a 5% confidence level than the primary objective of brand associations. See table 13 and 14. Although perceived quality is a higher dimension of CBBE, it can still be concluded that the primary objective of brand two (brand associations) was not the most effective brand equity factor. Greater differentiation of a brand, through cognitive activities, is needed to achieve brand associations (Pappu et al., 2005).

6.3.2 Ability to Achieve Multiple Objectives

In order to meet a variety of objectives an IMC strategy is required (Lamont & Dowell, 2008; Verity, 2002). In order to assess the ability of sponsors to achieve multiple CBBE objectives, a review is required of the rankings of objectives and the statistical significance of the differences among these rankings, which was presented in tables 13 and 14. If there are few statistical differences between CBBE factors, this narrow spread of perceptions would provide a good indication of the ability of sponsors to meet multiple objectives.

For most brands the perceived quality factor was the highest ranked in relation to other higher order objectives, except for brand five where brand associations was the highest ranked. Most brands mentioned brand loyalty as an objective yet it was the lowest ranked CBBE factor for all brands. Brand loyalty is only possible when consumers are engaged with the brand (Keller, 2009). There were large statistical differences among most CBBE factors for all brands (see table 14). This result

indicates that all brands were significantly better at achieving some objectives over others and that they were unable to achieve multiple objectives effectively.

The wide range of objectives that companies have for their sponsorship investment is slowing the standardisation of an evaluation methodology (Verity, 2002). In order to achieve objectives, Keller and Lehman (2006) were of the view that companies should have a structured approach to building brand equity. Brands should limit the number of objectives early in the process and focus on lower levels of the CBBE pyramid, before progressing to higher level objectives. The importance of community relationships was outlined as a key finding by Hartland et al. (2005) in achieving objectives higher up the CBBE pyramid.

6.4 Hypothesis 3: Impact of Leveraging Activities on CBBE

Sponsors have more favourable CBBE dimensions, as perceived by event attendees, as a result of utilising more appropriate and intensive sponsorship leveraging activities, according to the type of brand.

In order to address hypothesis three, three stages were required. Firstly, the relative CBBE performance of each brand needed to be established. This was done by the Friedman Test analysis. These results were then compared with the means results for consistency and indexed to 100 based on the mean scores. Secondly, the leverage activities for each brand were assessed in terms of their intensity and appropriateness and based on the determination for being a low or high involvement brand (Davies & Tsiantas, 2008; Keller, 2009). These results were presented in terms of cognitive and affective dimension scores. The third step was to analyse how successful the activation strategies had been relative to each CBBE factor. Brand

recall was left out of this analysis because of data incompatibility issues and because recall can have unreliability issues (Crompton, 2004).

6.4.1 Step One: Comparing CBBE Levels of Sponsors

Brand Recognition: Brand one was the highest ranked brand (365), followed by brand three (299.5), then brand four (299.5), brand five (295.5) and finally brand two (194). Brand two had significantly lower brand recognition levels than all other brands according to the Friedman test. Low levels of brand recognition as a result of a sponsorship can be related to ineffective communication and promotional messages (Bennett et al., 2002). Brand one had statistically better scores than all other brands except brand three.

Brand Associations: Brand one was the highest ranked (359), followed by brand three (325.5), then brand 4 (310.5), then brand five (265.5) and the lowest rank was brand two (209.5). Brand one had statistically better scores than all other brand except brand three and was therefore able to create more tangible and intangible brand associations (Keller & Lehman, 2006)

Perceived Quality: Brand one was the highest ranked (355), followed by brand four (317), then brand three (306), then brand two (272.5) and the lowest rank was brand five (219.5). Brand one, three and four had statistically better scores than brand five. Brand one also had a statistically better score than brand two. These results give an indication of the attitude consumers have towards the brand (Keller & Lehman, 2006).

Brand Loyalty: Brand one (346), brand four (317), brand three (296), brand two (295) and brand five (216) was the brand loyalty rank order. All brands had statistically

better results than brand five. Brand one was the closest to reaching brand resonance where there is a psychological bond to the brand (Keller, 2009).

See tables 16 and 17 for a full set of Friedman Test rankings and statistical differences among brands for the CBBE factors covered above. It was not possible to compare factors through the ranking mechanism of the Friedman Test but this can be done according to mean results. Figure 19 presents the results indexed to 100 for ease of analysis.

Based on the results presented, brand one had the most favourable perception scores across all CBBE dimensions. Brand three performed well on all dimensions except brand loyalty. Overall brand associations and perceived quality had the highest perceptions for all brands. Brand loyalty is only achieved if consumers are deeply committed to the brand (Keller, 2009). Brand recognition and brand loyalty had much lower index scores than other CBBE factors although the former results are influenced negatively by low slogan recognition levels.

6.4.2 Step Two: Intensity and Appropriateness of Leveraging Activities

Chavanant et al. (2009) suggested a study on the impact of activation channels on the hierarchy of effects. The OLA model provides a mechanism for such a study. The OLA model suggests leveraging strategies need to progress through the CBBE pyramid, focussing on each level, for high involvement brands. While low involvement brands can move from awareness to loyalty in a sales orientated approach (Davies & Tsiantas, 2008). Each brand for this study was categorised according to level of involvement and the predominant processing type required for activation strategies, as suggested by the OLA model. The scoring of the leveraging

activities was then weighted toward the highly cognitive or highly effective activities and intensity of activities, appropriate for the type of brand. Refer to the heat maps in tables 18-22 for details of leveraging activities discussed in this section.

Brand One: Low Involvement and More Affective

Brand one (outdoor gear) focussed on leveraging activities appealing more to affective dimensions. For clothing and accessories, affective attitudes towards the brand are more important than deep knowledge (Davies & Tsiantas, 2008). The leveraging activities used were mainly affective and evenly spread between those favouring low involvement and those favouring high involvement brands. According to the scoring mechanism, brand one had a cognitive score of 36 and an affective score of 108. Brand one had the largest leveraging budget of any of the sponsors, of approximately R700,000 annually and the sponsorship rights fee was undisclosed. The sponsor brand should have the right credential and expertise relevant to the event (Verity, 2002). Congruency between brand and event was considered excellent.

Brand Two: Low Involvement and More Affective

Brand two had previously been categorised as a medical product and was leveraging sport to reposition and create new usage occasions. Despite being a low involvement product, the brand needed to educate consumers about the products benefits and ensure that the consumer was aware of the new brand category. Communications should emphasise the customer-relevant benefits of the sponsorship (Verity, 2002) and when repositioning a brand must communicate its new category membership (Kotler & Keller, 2009). In the low involvement category, brand two focussed on

activities impacting affective dimensions. The brand also utilised leveraging activities normally associated with high involvement products and focussed on activities appealing to cognitive dimensions. Davies & Tsiantas (2008) suggest that a multi-dimensional strategy can sometimes be appropriate. However, the communication messages may not have been suitable to establish a new category membership (Kotler & Keller, 2009). The resultant score for brand two was a cognitive score of 39 and an affective score of 65. Brand two paid R660,000 for the sponsorship rights and an additional R100,000 on leveraging activities annually. Congruency with the event was excellent.

Brand Three: Low Involvement and More Affective

Brand three (running shoes and accessories) had a high intensity of leveraging activities. The OLA model suggests a sales-orientated approach, for this type of brand, with constant reinforcement of the sponsors' association with the event (Davies & Tsiantas, 2008). In the low involvement category brand two focussed on activities impacting affective dimensions. In the high involvement zone, a mix of cognitive and affective leveraging activities was used. As a result of the type of combinations and intensity of the leveraging activities used, brand three had a cognitive score of 38 and an affective score of 121. Brand three paid R220,000 for the sponsorship rights and another R200,000 for leveraging activities annually. Congruency with the event was excellent.

Brand Four: Low Involvement and More Affective

Brand four (outdoor body wear) should focus on activation strategies focussed at the product level according to the OLA (Davies & Tsiantas, 2008). Brand four had a very

low intensity of leveraging activities and few focussed at the product level. One of the few affective processing activities that the brand utilised were prizes at prize giving, yet the sponsor of the prizes was not announced, negating the impact of the activity. Brand four focussed on a mixture of cognitive and affective activities for high involvement brands, despite being classified as more of a low involvement brand. The overall result for brand four was a cognitive score of 15 and an affective score of 55. The exchange of commercial rights for the event was provided through the provision of products by brand four. The provision of in-kind sponsorship has been described as the payment of the rights fee in lieu of cash (Lamont & Dowell, 2008). Branding was an additional leveraging cost. In total about R130,000 was spent annually. Functional congruency with the event was considered average as there was no swim leg at the event but image congruency was excellent.

Brand Five: High Involvement and More Cognitive

Brand five focussed predominantly in leveraging activities according to the brands high involvement classification. The brand also focussed on mostly cognitive types of activities. However, as a new entry into the bicycle market it failed to have a contact area or an area where customers can test products. For brands where high involvement and cognitive elements are required information, advocacy and trial would greatly assist the process (Davies & Tsiantas, 2008). As a result brand five had a low cognitive score of 68 and an affective score of 31. Brand five was a new sponsor, and a more mature sport sponsorship generally yields better overall results (Lough & Irwin, 2001). Brand five was unsure of the total budget allocated to the series annually although two of the leveraging activities were disclosed as costing R200,000. Congruency with the event was excellent.

6.4.3 Step Three: Differentiated CBBE Levels

Information, thoughts, feelings, perceptions, images and experiences need to be delivered to the consumer in such a way as to build brand equity (Keller, 2009). Cognitive activities should inform customers; psychological attachment to the brand can be created through affective activities and brand loyalty can be achieved through conative activities (Chavanant et al., 2009). Marketers need to assess which communication channels and experiences would have the most impact at each stage of the CBBE model (Keller, 2009). The right design and communication programmes need to be implemented for each dimension of CBBE. This section discusses the impact leveraging activities used by sponsors had on CBBE dimensions. Refer to table 23 for an overview.

Brand Recognition

Brand one had the highest recognition levels (a low involvement brand). The leveraging activities used, seemed to be causing the consumer to pay attention to the brand and thus, increasing brand recognition (Keller, 2009). As low involvement purchase decisions are often made at point of sale, brand recognition is crucial in the buying process (Davies & Tsiantas, 2008). Brand three had a higher affective score than brand one but brand one was the title sponsor and had naming rights to the event and more extensive banner advertising, which may have created greater awareness. Brands three, four and five were moderately effective. Brand two had a very low brand recognition score (42.86) because people were unsure of the brand's industry or product category. According to figure 20, brand two is positioned in neither the low involvement nor high involvement zone, nor is it focussing on cognitive or affective activities. To communicate to consumers and to build strong

recognition, the right processing activities are required to build the right knowledge structures in consumers' minds (Keller, 2009).

Brand Associations

Brand association scores were high for all brands and leveraging strategies were considered effective. Brand two had the lowest association levels. Cognitive activities, to create clear points of parity and differentiation (Pappu et al., 2005) could improve this dimension, for brand two. Brand one and three were the most effective. The reasons for the higher score could be because of the joint promotions strategy run by these two brands. A joint promotions strategy between complimentary sponsors, built around an event, can create very positive brand associations (Davies & Tsiantas, 2008). Brand one and three were also more consistent in the approach of their activation strategies (affective processing), as illustrated by their position in figure 21. To build brand associations the manner in which it is formed does not matter, but the activities must be integrated to deliver a consistent message to achieve strategic positioning (Keller, 2009).

Perceived Quality

All sponsors had high perceived quality index scores and the leveraging strategies were considered effective. See figure 22. Brand five received the lowest score (71.09). A high involvement brand should implement strategies that differentiate the brand from competitors through judgement and feeling. The relatively low score for brand five may be because the product was not being displayed at the event and no information was provided on the bicycles, tactics suggested by Davies & Tsiantas (2008). Consumers must be able to use cognitive processing to differentiate the

brand from more familiar brands. To impact perceived quality, the value proposition of the brands needs to be promoted (Verity, 2002). Factors to consider when developing a communication mix are type of brand, consumer readiness, product life cycle and brand positioning (Chavanant et al., 2009). An integrated marketing communications approach is required to optimise the effects (Tripodi, 2001).

The leveraging strategies for all brands were most striking across perceived quality and brand associations as highlighted by table 23. This could also be explained by a high functional fit and image congruence between the sponsors and the event (Coppetti et al., 2009; Davies & Tsiantas 2008; Verity, 2002).

Brand Loyalty

Brand one received the highest brand loyalty score (70.95) and may have been effective in creating brand loyalty. Brands two, three and four were in a similar band (66-67) and moderately successful. Brand five had the lowest score (58) and the leveraging strategies used were not effective, although brand loyalty was not a stated objective for brand five. Active engagement and community building are important aspects in building brand loyalty (Keller, 2009). Interactive marketing, both off-line and on-line can raise brand loyalty (Keller, 2009). Brand four mentioned some off-line strategies of interactive community building and performed better in terms of CBBE perceptions than is suggested by its positioning in the model (see figure 23). Interactive strategies are not captured by the OLA model.

Interactive marketing helps to build brand community between company and consumers. Active engagement allows consumers to be taught and to be teachers and to express their commitment to a brand and build brand loyalty. Companies can

explain marketing activities and bond with customers. Customers can also bond with other customers (Keller, 2009). The use of social media and other interactive channels could be effective channels for building brand loyalty.

This section has covered the effectiveness of leveraging activities but it is also worth considering the efficiency or cost of these activities (Keller, 2009; Schultz et al., 1993). Brand one achieved the best results on all CBBE dimensions but also spent the most on leveraging activities. Brand three had a smaller budget but was highly efficient in achieving good results. Although brand four had mid-tier results it was highly efficient in achieving those results considering the small allocated budget.

If strong brand equity can be built, the process is reinforced by consumers being more willing to process leveraging communications and have more favourable cognitive and affective reactions (Keller, 2009). The models discussed in this section created insights into how leveraging activities can be utilised to build CBBE and meet brand equity building objectives.

6.5 Hypothesis 4: Influence of Interest and Involvement on CBBE

A high level of interest and involvement in action sports events by event attendees has a positive impact on CBBE dimensions, as perceived by event attendees.

The first step taken was to ascertain if the target action sport event had been successful in raising levels of interest and involvement in the event. Secondly, the relationship between interest and involvement and CBBE factors was evaluated. These relationships were viewed in terms of PES and PEP groups.

Level of Interest: 56.06% the PEP group were “Very Interested” in the target series. This was a statistically significant increase in this category compared to the PE group according to Fishers Exact Test. The “Extremely Interested” category showed raised levels for the PEP group. The majority of the PES group were also “Very Interested” in the series and had raised levels when compared with the PE group. A review of table 24 supports an overall increase in event attendees’ level of interest in the event. The interest levels in this event were similar to those captured by Miloch and Lambrecht (2006). Raised interest levels in an event are significant determinants of consumer purchase intentions for sponsor brands (Miloch & Lambrecht, 2006).

Level of Involvement: It is possible that as involvement in action sport increases that brand consumption will also increase (Bennett et al., 2009). The results found in table 25 and discussed below may therefore have an impact on brand consumption. Only 16.67% of the PEP group felt “Very Involved” in the series and this percentage was as low as 3.33% for the PES group. The majority (53.03%) of participants felt “Somewhat Involved” and the highest percentage for spectators (40%) fell in the “Not Involved at all” category. Overall the level of involvement appeared low and did not increase after the event although possibly for the PEP group. The implications for CBBE are discussed next.

6.5.1 Impact of Interest and Involvement on CBBE

The study by Miloch and Lambrecht (2006) revealed that persons indicating a higher level of interest in an action sport event had higher recall, recognition rates and purchase intentions than those indicating a neutral interest in the event. However, a study by Bennett et al. (2002) showed overwhelmingly that familiarity with the event does not improve sponsorship recognition. Overall the results of this study were

supportive of those conclusions found by Bennett et al. (2002). There were mainly very few or no associations, according to Pearson's Correlation, between level of interest and the factors of CBBE although weak positive associations were highlighted for brand four in the PEP and PES groups. See table 26.

Wohlfeil and Whelan (2006) concluded that involvement in an activity, involvement in a community and situational involvement were the highest predictors of overall involvement by a consumer. Sponsors can leverage these involvement factors to create brand equity. Bennett et al. (2009) and Dees et al. (2008) concluded that the constructs of spectatorship and involvement significantly influenced brand use and often led to impulsive buying. This study (table 26) showed there was no real correlation between level of involvement and CBBE in the PEP group. Brand four had weak positive associations between level of involvement and brand loyalty in the PES group. Likewise brand one had weak positive associations with brand recognition in the same group. These results are weak support for the positive relationship between level of involvement and building of CBBE.

Social network theory could be pivotal in developing, high levels of interest and involvement and be to the advantage of action sport communities. Social network theory is instrumental in recognising the ties in the sponsorship community. Social networking theory embraces the creative and complementary use of heterogeneous resources for the sharing of information in order to create and manage social networks (Daellenbach et al., 2006). From the discussion above and through a review of brand four's activation strategies, it would appear that brand four is the only brand to be doing this, although informally and moderately well.

7. Conclusion

This research suggests that the type and intensity of sponsorship activation strategies can cause differentiated effects on CBBE perceptions. The research also provides a framework for sports marketers to achieve CBBE objectives in an action sport context.

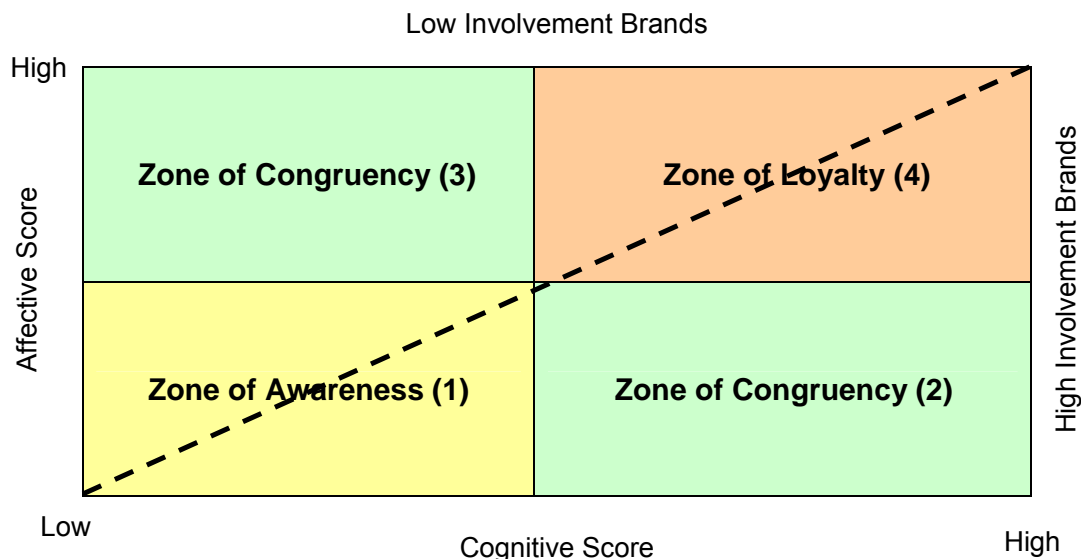
7.1 Major Findings and Specific Recommendations

Keller & Lehman (2006) highlighted that there was a lack of understanding of how communication strategies influence the dimensions of CBBE equity. This research provides a framework, based on previous work on optimal leveraging activities (Davies & Tsiantas, 2008) and brand equity building (Keller & Lehman, 2006; Keller, 2009), explaining how leveraging activities appropriate for the type of brand may translate into CBBE dimensions. A zone of congruency is also proposed where high brand associations and perceived quality perceptions have resulted as a consequence of high functional and image congruency with the event (Coppetti et al., 2009). Figure 24 illustrates this framework.

Low involvement brands and high involvement brands should start a sponsorship in the zone of awareness (1) (Keller & Lehman, 2006). High involvement brands should use more cognitive leveraging strategies to move to the zone of congruency (2). The positive image of the sponsored event can help create positive brand associations and perceived quality levels in this zone (Gotz et al., 2007). More affective and community engagement strategies can then be used to move the brand to the zone of loyalty (4) (Verity, 2002). Low involvement brands can use sales-orientated strategies to move directly from the zone of awareness (1) to the zone of loyalty (4).

Alternatively, low involvement brands can use more affective leveraging strategies to move into the zone of congruency (3) where brand association and perceived quality levels can be raised. Behavioural based strategies, that are more cognitive, can then be used to move consumers to the zone of loyalty (4) (Lavidge & Steiner, 1961).

Figure 24: Zones of Sponsorship Activation (ZOSA)



An IMC strategy should be a brand identity strategy that has a maximum impact on brand equity (Keller & Lehman, 2006; Madhavaram, 2005). An overview of a logical model for an action sports IMC campaign is presented in table 28. Low involvement brands should focus more on affective strategies, while high involvement brands should put more emphasise on the cognitive strategies, as per the framework presented in figure 24.

Table 28: Logical Model: IMC for an action sport event

Leveraging Activity	Involvement	Logic	Predominant Processing Type	CBBE Impact
Dual promotions/Discount coupons	Low	Sales-orientated approach	Affective	Brand Awareness - Brand Loyalty
Banners/slogans/media exposure	Low/high	Customer relevant features	Cognitive	Brand Awareness
Merchandise on display	Low/high	Product focus	Cognitive	Brand Awareness
Contact and test area	Low/high	Advocacy and trial	Cognitive	Brand Awareness
Consistent messages	Low/high	Attitude formation	Affective	Brand Associations
PR at the event/prizes/competitions	Low/high	Intangible & tangible associations	Affective	Brand Associations
Naming Rights	Low/high	Image transfer	Affective	Brand Associations / Perceived Quality
Direct marketing	Low/high	Customer relevant benefits	Cognitive / Affective	Perceived Quality
Sponsorship of elite athletes	Low/high	Points of differentiation	Affective	Brand Associations/Perceived Quality
Social media	Low/high	Community building	Affective / Cognitive	Brand Loyalty
WOM campaigns	Low/high	Engagement	Affective / Cognitive	Brand Loyalty
Gaming activities	Low/high	Experiences	Affective / Cognitive	Brand Loyalty

Brand one had objectives of brand awareness and brand loyalty. The results of this research have shown that the brand used a sales-orientated approach to move from the zone of awareness to the zone of loyalty. The use of more community engagement leveraging activities, such as social media and WOM campaigns, could create and maintain loyalty relationships with these consumers (Keller, 2009).

Brand two had the primary objective of brand associations. This objective was not achieved mostly because consumers did not know the category of the brand (Keller, 2009). Articulation can help, such as altering the brand slogan to help the consumer understand the brand (Coppetti et al., 2009). Once this has been achieved then the performance related aspects of the brand can be highlighted such as points of parity and differentiation to achieve brand associations (Keller & Lehman, 2006; Pappu et al., 2005). WOM campaigns could help create points of differentiation by highlighting the benefits of the product in the community.

Brand three had the primary objective of brand awareness. By making better use of their slogan “Rainbow Running” in their leveraging activities, greater brand awareness could be achieved (Boshoff & Gerber, 2008). A leveraging campaign created around this concept would create fun and social approval, concepts that precede brand loyalty (Keller, 2009).

Brand four had a primary objective of raising brand awareness. This could have been better achieved by utilising more active and affective leveraging strategies to appeal to new and impressionable participants and spectators at the event (Verity, 2002). Brand four should formalise the community building leveraging activities it is currently performing to create active brand loyalty relationships (Keller, 2009).

Brand five also had a primary objective of raising brand awareness. To achieve this, correct knowledge structures need to be in place, and thus greater emphasis should be placed on advocacy and trial (Davies & Tsiantas, 2008). This will also raise performance and imagery perceptions.

Sponsorship of the action sport event appears to have expedited high brand associations and perceived quality perceptions, and thus, created a zone of congruency. The sponsors should take advantage of this situation and activate consumer-brand relationships and consumer-consumer relationships to build brand loyalty (Keller, 2009).

Limitations of the OLA model were identified as the model does not include a conative dimension and as such does not include a behavioural factor that is probably necessary to build customer loyalty (Keller, 2009) in this context. Interactive communications should also be incorporated into the model, as they create experiences and build engagement in communities (Keller, 2009) around the action sport event.

7.1.1 Raising CBBE Perceptions

This study has shown that CBBE perceptions have increased marginally or reached a plateau or declined. New strategies are required to improve brand equity (Chavanant et al., 2009). Customer relationship management (CRM) techniques could be used to gain a deeper understanding of different market segments based on their reason for attending the event and where they are positioned in the CBBE pyramid. More specific, personal and meaningful leveraging activities can then be directed at those segments (Kotler & Keller, 2009). A consistent message, directed at

each segment and reinforced by different marketing strategies may produce better results in raising brand equity perceptions (Kotler & Keller, 2009).

7.1.2 Achieving Objectives

Sponsors objectives should be Specific, Measurable, Attainable, Relevant and Trackable (SMART) (Lamont & Dowell, 2008). Sponsors should either:

- Have specific objectives and focus on building one dimension of CBBE at a time (Keller & Lehman, 2006) or
- Leverage an IMC strategy using different promotional activities to augment multiple CBBE objectives for ultimate brand equity impact (Tripodi, 2001).

7.1.3 The Impact of Leveraging Activities on CBBE

The results of the research showed brand recognition and brand loyalty to be the least well perceived factors of the CBBE model resulting in a bell shaped profile. The brand recognition results should be viewed with caution as the results from slogan recognition skewed these results. The actual CBBE profile may be downward sloping rather than the bell shaped profile indicated in figure 19.

7.1.4 The Role of Interest and Involvement

Interest and involvement in an event are important factors, but it may be more worthwhile considering the impact of goodwill on building CBBE. Although spectator involvement is an important facet of sponsorship effectiveness, goodwill may be one of the key factors to transforming spectators into loyal consumers (Dees et al., 2008). Goodwill is the largest factor distinguishing sponsorship from advertising and is independent of interest and involvement in a sporting event. Goodwill is earned and

is contingent upon the total behaviour a sponsor demonstrates towards a sponsored activity and is judged by fans of that activity (Dees et al., 2008). Social networking theory may be a good strategy to actively engage and leverage interest, involvement and create goodwill and brand loyalty in an action sport community.

7.2 Recommendations to Managers

The framework developed in this study can be used as an instrument to aid marketers in the understanding of how leveraging activities will impact CBBE.

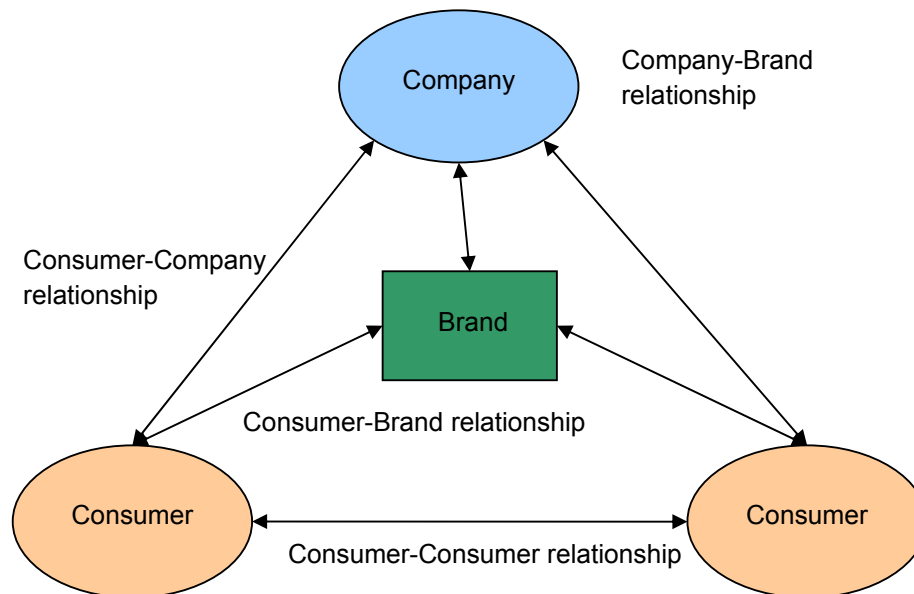
The CBBE model, emphasises the importance of understanding brand knowledge structures (Keller, 2009) and is put forth as a means of interpreting the effects of optimal leveraging activities (Davies & Tsiantas, 2008) in a fast developing and complex action sports marketing world. By having a deeper understanding of the impact of leveraging activities on brand equity, managers are able to react with the appropriate strategies to influence the brand adoption process (Crompton, 2004). Marketers need to be able to set clear brand equity objectives, have a single and clear message per segment and understand how leveraging activity channels will effectively achieve those objectives (Bennett et al., 2009; Tripodi, 2001).

The fundamental question this research aimed to answer was: “Are action sport sponsorship objectives and activation strategies effective in achieving intense active brand loyalty relationships?” This research shows that sponsors of the target event have not achieved high brand loyalty relationships. There may be a need for new strategies to achieve higher order CBBE dimensions. Brand loyalty can be achieved through active engagement, involving communities in emotional experiences and other community building techniques (Hartland et al., 2005; Verity, 2002). Interactive

marketing is particularly effective in building brand loyalty. Interactive marketing is about building relationships, and presented below are a few guidelines for how this can be achieved (Keller, 2009):

1. Consumer-Company relationship: what do consumers know and feel about the company behind the brand and how it interacts with consumers?
2. Consumer-Consumer relationship: how much interaction occurs among consumers on-line and off-line so that they can be educated and learn from each other, as well as express and observe each other's brand loyalty?
3. Company-Brand relationship: is the company viewed as a good brand ambassador and does it ensure that the brand lives up to its promise, delivers on expectations and exhibits the right values?
4. Consumer-Brand relationship: how much and how often do consumers use and interact with the brand and how attached do they feel to it?

Figure 25: The Brand Loyalty Network



A few pertinent methods of achieving brand loyalty are now discussed;

- Consumers are increasingly in control and allowing the consumer to choose the medium of communication is a way to build brand equity (Keller, 2009).
- The Internet allows companies to send tailored messages to engage specific segments reflecting their special interests. Customers define what information they need, what they are interested in and when they want it. Communications are voluntarily pulled by consumers in the same way that they voluntarily participate in the event (Wohlfeil & Whelan, 2006). Social networking and online communities can be particularly effective in this regard (Keller, 2009).
- Official and coordinated WOM campaigns actively involve the community in interacting with the brand and build strong brand loyalty (Keller, 2009).
- Action sports are mostly consumed by generation Y and as such, new channels and elements such as gaming should be brought into leveraging activities (Bennett, Sagas & Dees, 2006).

Marketers should mix and match communication options to build greater brand equity, so that the whole is greater than the sum of its parts and the message is appropriately directed to the consumer (Keller, 2009). The framework developed in this study provides a good reference point but should be updated with interactive activities to build greater CBBE.

7.3 Future Research Ideas

In many respects, the action sports genre is in its infancy, and the evolution of the connections between sponsorship leveraging activities and brand equity building is bound to present unique challenges. Future studies are necessary to understand

these challenges and to account for the limitations mentioned in this study. Future research ideas in an action sport setting include:

- The influence of goodwill to raise sponsors' brand equity
- The identification of effective leveraging activities to influence spectators' brand equity perceptions
- The impact of CRM techniques to build brand equity, according to segments

The impact on the following interactive leveraging activities should also be considered in terms of the OLA model in an action sport setting:

- The impact of social networking and gaming activities on brand equity
- The impact of structured WOM marketing campaigns on brand equity

7.4 Concluding Remarks

A sponsorship that has been designed with clear objectives and is effectively and efficiently leveraged using an integrated marketing campaign, can be an optimal vehicle to create and build a strong brand. Some of the benefits of high customer-based brand equity perceptions are as follows:

- Improved customer perceptions of product performance
- Greater customer loyalty and community engagement
- Less vulnerability to competitor actions
- Larger margins
- Inelastic customer responses to price increases
- Increased marketing communications effectiveness

“In the near future marketers should take an even bolder step by creating their own media platform, so creating their own vehicle for advertising rather than having to sponsor other properties” (Verity, 2002 pg. 173). The use of both online and offline interactive marketing channels by sponsors could provide such a platform and by integrating this concept into action sports sponsorship achieve their ultimate objective of brand resonance.

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Appendix A: Semi-Structured Interview

The following series of questions were asked of sponsors in a semi-structured interview format:

1. Do you support all Stillwater Sports events or just the BLANK series?
2. For how long have you been sponsoring the BLANK events and why did you choose this event?
3. What are your core objectives in sponsoring the BLANK events and how do you measure the success of those objectives?
4. Can you summarize your sponsorship activation strategies for the BLANK series and the communication channels you are using to reach your consumers?
5. Are your objectives and sponsorship activation strategies consistent across all BLANK events?
6. What is your approximate sponsorship budget for the BLANK series?
7. Do you have a differentiated sponsorship activation strategy according to target audience e.g. participant versus spectator?
8. The Customer Based Brand Equity (CBBE) model is hierarchical and has four levels of brand equity. In your opinion are your sponsorship objectives and strategies targeted at;
 - Broad brand awareness
 - Brand Associations - creation imagery and enhanced performance through use of your brand
 - Perceived Quality - Creating expected judgment and feelings in terms of your brand
 - Increased brand loyalty through repeat purchases

Appendix B: Research Questionnaire

Dear Respondent,

Thank you for your willingness to complete this survey. The purpose of the survey is to aid research on consumers' relationships with different brands in an action sport event context. To achieve this you are asked to complete the survey relating to 5 different brand categories. Your input will help us better understand the building of brand equity for action sports. Your participation is voluntary and you can withdraw at any time without penalty, but I would appreciate that you complete all the questions which will not take more than 15 minutes of your time. All data will be kept confidential. By completing the survey, you indicate that you voluntarily participate in this research.

If you have any concerns, please contact me. My details are provided below.

Researcher Name: Giles Purbrick

Email: giles.purbrick@btinternet.com

Phone: 072 5992301

Please answer all 22 questions. There are two sections. There are no right or wrong answers. We are only interested in what you think.

1. Answer the following questions by means of a selection:

1.1 On a scale of 1 to 5, where 1 is not interested at all, and 5 is extremely interested, to what extent are you interested in the _____ series?

Not interested at all	Not very interested	Somewhat interested	Very interested	Extremely interested
1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.2 On a scale of 1 to 5, where 1 is not involved at all, and 5 is extremely involved, to what extent are you involved in the _____ series?

Not involved at all	Not very involved	Somewhat involved	Very involved	Extremely involved
1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.3 Please indicate your reason for attending this event?

- Participant
- Spectator
- Other: Please specify in the textbox provided below e.g. Event Official

2. Please indicate your age.

3. Please indicate your gender.

- Male
- Female

4. Answer the following questions by writing a company name in the space provided:

4.1 List up to (3) adventure store brands.

(If you are not familiar with any, then please indicate this in the first textbox.)

1	<input type="text"/>
2	<input type="text"/>
3	<input type="text"/>

4.2 List up to (3) sport supplement brands

(If you are not familiar with any, then please indicate this in the first textbox.)

1	<input type="text"/>
2	<input type="text"/>
3	<input type="text"/>

4.3 List up to (3) running shoe brands

(If you are not familiar with any, then please indicate this in the first textbox.)

1	<input type="text"/>
2	<input type="text"/>
3	<input type="text"/>

4.4 List up to (3) outdoor body wear brands

(If you are not familiar with any, then please indicate this in the first textbox.)

1	<input type="text"/>
2	<input type="text"/>
3	<input type="text"/>

4.5 List up to (3) cycling brands

(If you are not familiar with any, then please indicate this in the first textbox.)

1	<input type="text"/>
2	<input type="text"/>
3	<input type="text"/>

Please ensure you are satisfied with questions 1 to 4. You will not be able to return to these questions after you have moved on from this page.



5. Study the brands depicted below and answer the questions that follow by means of a selection (select only ONE):

BRAND 1

5.1.1 BRAND 1 competes in the:

- a Liquor industry
- b Financial services industry
- c Soft drink industry
- d Outdoor retail industry
- e Don't know

5.1.2 This company (BRAND 1) sells

- a Whiskey
- b Financial services
- c Soft drinks
- d Outdoor gear
- e Don't know

5.1.3 The slogan of this company is:

(If you don't know the slogan, please type "Don't Know" into the text box.)

BRAND 2

5.2.1 BRAND 2 competes in the:

- a Liquor industry
- b Sport supplement industry
- c Soft drink industry
- d Sports drink industry
- e Don't know

5.2.2 This company (BRAND 2) sells

- a Whiskey
- b Oral replacement solutions
- c Soft drinks
- d Sports drinks
- e Don't know

5.2.3 The slogan of this company is:

(If you don't know the slogan, please type "Don't Know" into the text box.)

BRAND 3

5.3.1 BRAND 3 competes in the:

- a Sports footwear and accessories industry
- b Financial services industry
- c Soft drink industry
- d Grocery retail industry
- e Don't know

5.3.2 This company (BRAND 3) sells

- a Sports shoes
- b Financial services
- c Soft drinks
- d Groceries
- e Don't know

5.3.3 The slogan of this company is:

(If you don't know the slogan, please type "Don't Know" into the text box.)

BRAND 4

5.4.1 BRAND 4 competes in the:

- a Liquor industry
- b Outdoor body wear industry
- c Soft drink industry
- d Home ware appliance industry
- e Don't know

5.4.2 This company (BRAND 4) sells:

- a Whiskey
- b Outdoor body wear
- c Soft drinks
- d Home ware appliances
- e Don't know

5.4.3 The slogan of this company is:

(If you don't know the slogan, please type "Don't Know" into the text box.)

BRAND 5

5.5.1 BRAND 5 competes in the:

- a Liquor industry
- b Home ware appliance industry
- c Soft drink industry
- d Cycling industry
- e Don't know

5.5.2 This company (BRAND 5) sells:

- a Whiskey
- b Home ware appliances
- c Soft drinks
- d Road and off-road bicycles
- e Don't know

5.5.3 The slogan of this company is:

(If you don't know the slogan, please type "Don't Know" into the text box.)

Please tell us what you think of the following brands.

Several statements about three different brands are given below. Please indicate how much you agree with **EACH** statement.

There are no right or wrong answers. I am only interested in what you think.

Please provide your response on a scale of 1 to 5. **SELECT 5** if you 'Strongly Agree' with the statement and **SELECT 1** if you 'Strongly Disagree' with the statement.

Please answer all questions in this section.

For **EACH** question please evaluate **ALL FIVE** brands.

6. I would describe the following brand as 'Down-to-earth'.

	Strongly Disagree 1	Disagree 2	Not Sure 3	Agree 4	Strongly Agree 5
Brand 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. I would describe the following brand as 'Daring'.

	Strongly Disagree 1	Disagree 2	Not Sure 3	Agree 4	Strongly Agree 5
Brand 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. I would describe the following brand as 'Reliable'.

	Strongly Disagree 1	Disagree 2	Not Sure 3	Agree 4	Strongly Agree 5
Brand 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. I would describe the following brand as 'Up-Market'.

	Strongly Disagree 1	Disagree 2	Not Sure 3	Agree 4	Strongly Agree 5
Brand 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. I would describe the following brand as 'Tough'.

	Strongly Disagree 1	Disagree 2	Not Sure 3	Agree 4	Strongly Agree 5
Brand 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. I 'like' the company and their brand of products.

	Strongly Disagree 1	Disagree 2	Not Sure 3	Agree 4	Strongly Agree 5
Brand 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. I would feel proud to buy products made by the following brand.

	Strongly Disagree 1	Disagree 2	Not Sure 3	Agree 4	Strongly Agree 5
Brand 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. I trust the company and their brand of products.

	Strongly Disagree 1	Disagree 2	Not Sure 3	Agree 4	Strongly Agree 5
Brand 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Products from the following brands would be of very good 'quality'.

	Strongly Disagree 1	Disagree 2	Not Sure 3	Agree 4	Strongly Agree 5
Brand 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Within the industry category, products from the following brand would be my preferred choice.

	Strongly Disagree 1	Disagree 2	Not Sure 3	Agree 4	Strongly Agree 5
Brand 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Products from the following brand offer consistent quality.

	Strongly Disagree 1	Disagree 2	Not Sure 3	Agree 4	Strongly Agree 5
Brand 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Products from the following brand are very durable.

	Strongly Disagree 1	Disagree 2	Not Sure 3	Agree 4	Strongly Agree 5
Brand 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Products from the following brand are very reliable.

	Strongly Disagree 1	Disagree 2	Not Sure 3	Agree 4	Strongly Agree 5
Brand 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Products from the following brand offer excellent features.

	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
	1	2	3	4	5
Brand 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. I feel loyal to the following brand.

	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
	1	2	3	4	5
Brand 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. In the industry category the following brand would be my first choice.

	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
	1	2	3	4	5
Brand 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. I am more likely to purchase the products of an event sponsor over another brand in that industry category.

	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
	1	2	3	4	5
Brand 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand 5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>