ISCTE ◈ Business School
INSTITUTO UNIVERSITÁRIO DE LISBOA

Sponsorship in Sports Marketing: The effects of sports sponsorship on football fans' sponsor awareness, exposure, attitude, perceived congruence, purchase intentions and simultaneous sponsorship with a rival club.

Diogo Matos dos Santos de Magalhães Oliveira

Dissertation submitted as partial requirement for the conferral of

Master in Marketing

Supervisor:

Prof. José Pedro da Cunha Catalão Dionísio, ISCTE Business School, Departamento de Marketing, Operações e Gestão Geral

Co-supervisor:

Prof. Ana Oliveira Brochado, ISCTE Business School, Departamento de Marketing, Operações e Gestão Geral

October, 2019

ISCTE ◊ Business School
INSTITUTO UNIVERSITÁRIO DE LISBOA

Sponsorship in Sports Marketing: The effects of sports sponsorship on football fans' sponsor awareness, exposure, attitude, perceived congruence, purchase intentions and simultaneous sponsorship with a rival club.

Diogo Matos dos Santos de Magalhães Oliveira

Acknowledgements

First and foremost, I would like to thank my research supervisor, professor José Pedro Dionísio for his time and effort towards me and this project. An extended thanks for being flexible and patient regarding the constant communication, the physical meetings and guidance which have been essential towards the conclusion of this project. Without the professor's assistance, knowledge and involvement, I would not have been able to conduct a successful study.

Secondly, I would like to express my gratitude to my research co-supervisor, professor Ana Brochado for her help with the quantitative analysis and predisposition to aid and assist me in such a short amount of time.

To my parents, sister and grandparents who have always supported me both in my personal and scholar life. I am truly grateful for all the encouragement and support. Especially, I would like to show gratitude to my parents who have helped me the most when I experienced some personal issues and who have helped me achieve the goal of enrolling in a Master in Marketing; and my sister whom, with her Master's experience advised me on the best path to take to be successful.

I would also like to show special gratitude to my friends who have motivated, advised and pushed me to always do better and to achieve greater things.

Thank you to professor Hélia Pereira for the guidance provided through the "Research Seminar" course.

Additionally, I would like to thank professor Andrew C. Billings (University of Alabama) and professor Rui Biscaia (Coventry University) for being so helpful in facilitating some very important documents in the elaboration of the questionnaire.

Further, I would like to thank and acknowledge everyone who contributed to the conclusion of this project by means of interviews and/or questionnaire.

Abstract

Purpose: As football is a connection/loyalty-based sport, this study aimed to investigate the effects that a simultaneous sponsorship of two rival clubs has on the sponsor itself, as well as understand the reaction that team supporters display toward that situation. Another aim was to examine the existence of congruency of attributes between the sponsor brand and either of the clubs, in addition to understanding the effects of exposure on attitudes towards the sponsor and on purchase intentions, towards sponsor.

Methodology: First a literature review was conducted on the topics of sports sponsorship, brands, congruency, attitude towards sponsor and purchase intentions. Next, hypotheses were formulated and tested through an online survey applied midst sports enthusiasts. Lastly, the data was analysed and the hypotheses were verified.

Findings: This study uncovered that different types of exposure and level of involvement translate into different levels of awareness; awareness takes a positive effect on attitude towards sponsor and, the latter on purchase intentions. Additionally, it was demonstrated that a brand sponsoring two rival clubs does not affect both sets of fans in the same regard (when having into account the set of attitudes and the awareness) (based on the articulation of values and traits), hence, exhibiting the importance of congruent communication.

Contributions: This study adds to previous research by encompassing the study of the effects of a simultaneous sponsorship of two rival clubs in a different cultural setting. Furthermore, this study considered the different level of exposition of a sponsor and its effects.

Keywords: Sports Sponsorship Congruence, Sponsorship Awareness, Purchase Intentions, Consumer Attitude.

JEL Classification System: M30 – General, M31 - Marketing

Resumo

Objetivo: Sendo o futebol um desporto baseado na lealdade, este estudo pretendeu investigar os efeitos que se verificam num patrocínio simultâneo a dois clubes rivais, bem como, perceber a reação dos apoiantes dos clubes. Outro intuito foi o de examinar a existência de congruência dos atributos entre o patrocinador e os clubes, além de entender os efeitos do nível de exposição nas atitudes dos adeptos e nas intenções de compra, face ao patrocinador.

Metodologia: Primeiramente foi realizada uma revisão de literatura sobre os temas marketing no desporto, marcas (valores, imagem, consciência), congruência, atitudes e intenções de compra em relação a um patrocinador. Seguidamente, foram formuladas hipóteses posteriormente testadas através de um questionário aplicado online junto de adeptos. Por último, foram analisados os dados e verificadas as hipóteses.

Resultados: Este estudo revelou que diferentes tipos de exposição e nível de envolvimento se traduzem em diferentes níveis de conhecimento do patrocínio; que por sua vez, tem um efeito positivo na atitude face ao patrocinador e, este último nas intenções de compra. Adicionalmente, foi demonstrado que uma marca que patrocine dois clubes rivais não afeta ambos os grupos de adeptos de forma semelhante (quando consideradas as atitudes e o conhecimento/reconhecimento) (com base na harmonização/enquadramento de valores), evidenciando a importância de comunicação congruente.

Contribuições: Esta dissertação contribui para estudos anteriores por considerar o estudo dos efeitos de um patrocínio simultâneo a clubes rivais num contexto cultural diferente. Adicionalmente, este estudo considerou os diferentes níveis de exposição de um patrocínio e os seus efeitos.

Palavras-chave: Patrocínios no Desporto, Consumidor de espetáculos desportivos, Intenções de Compra, Congruência de valores.

JEL: M30 – Geral, M31 - Marketing

Table of Contents

List of Figures

List of Tables

List of Graphs

List of Acronyms

AMA – American Marketing Association

ANACOM – Autoridade Nacional de Comunicações

AVE - Average Variance Extricated

CGD – Caixa Geral de Depósitos

CMVM – Comissão do Mercado de Valores Mobiliários

CR - Composite Reliability

FIFA – Fédération Internationale de Football Association

FCP – Futebol Clube do Porto

IEG – Insights, Evaluation and Guidance

KMO - Kaiser-Meyer-Olkin

PLS-PM – Partial Least Squares Path Modeling

SCP – Sporting Clube de Portugal

SLB – Sport Lisboa e Benfica

SEM – Structural Equation Model

1. Introduction

1.1. Motivation

Since a very young age I have always been involved in sports related activities; either by supporting a club or by being personally involved in 1 or several sports. As a result of this, from elementary school to high school I practised sports such as football, futsal, swimming and canoeing. As high school finished, I had to choose an area of interests to pursue a field studies in University, as such, I faced a difficult decision which made me consider several options: from Sports Marketing to Management or even Economics.

Having put a lot of thought and consideration into this topic, I concluded that I wanted to take my Bachelor's degree in Finance. This decision came as a result of being interested in studying Management and understanding that Finance was an important field of studies in the business scope and because the course of Mathematics was one of my strengths in high school. Having concluded my bachelor's degree in Finance and as I had the intent of pursuing further studies in the business management area, I decided to apply for the Masters in Marketing.

This decision came to be, as a result of knowing that Marketing and Finance were complementary areas and because at the time of this decision, I still found interest in taking a Masters degree in Sport Management. Nevertheless, I understood that by taking the path I took, I would be opening more doors for the future than if I had chosen to take a Masters degree in Sports Management.

Additionally, the release of marketing campaigns such as the ones released by Nike, Benfica and Sporting and so on, made my interest in Sports Marketing grow even more. As such and given the possibility to do something related to this, I decided to do my Masters thesis on the Sports Marketing field. I find very interesting understanding what goes through a company's decision to make a partnership with a club and vice versa; what do both parties have to gain and to lose from partnership with each other; understanding the customers' point of view in the partnerships, etc.

1.2. Objectives

The present study is centred on the topic of sports marketing, more specifically, sports sponsorship. Many brands often utilize the sponsorship of sport events, athletes or clubs as a tool to achieve a variety of objectives. The intent of this study is to understand different levels on how consumers' sponsorship response can be differently influenced.

As such, the main objectives of this study, are:

- Understand if the level of commitment of a fan to a team can be determinant in the awareness of the team's sponsors.
- Comprehend if the levels of awareness to a sponsor translate into actual purchase intentions of a sponsor's products.
- Identify if the purchase intentions of sponsors' products by team supporters is influenced over the congruency between both entities.
- Clarify if aspects such as the level of exposure and target characteristics influence customers' attitude.
- Understand the effects of sponsoring two rival football teams (as viewed by fans).

1.3. Research Problematic

Over the last few decades, the impact and presence of sports in society have grown significantly in its importance. Nowadays, the practice of sponsorships as a communication strategy in the football industry has evolved to the point of becoming a significant marketing tool used by brands to connect and communicate with mass audiences (Biscaia, R.; Correia, A.; Ross, S.; & Rosado, A., 2014). The globalization of the sport and increased technologic advancements contributed to the spread and internationalization of the clubs (as these entities acquired new notoriety worldwide), athletes and even professional leagues. So much so that, the popularity of the sport in a European context is said to attract millions of supporters to stadiums, thus, making the sport more attractive to companies. As a result of this, companies saw an opportunity to attain more awareness by aligning themselves and creating partnerships with these entities (whilst simultaneously trying to obtain an advantage by differentiating themselves from competitors).

Additionally, the overall revenue generated by the sports industry has also risen. Following Colantuoni, L. (2013), the professional football market has experienced an accentuated and continuous evolution since the beginning of the 1990s. Consequently, the market became inflated. Being sports a form of entertainment, broadcasting deals go worldwide as more people become more interested in a sport, a club or an athlete. Companies and clubs saw an opportunity to attain higher revenues either in terms of media rights, merchandising or even sponsorships. According to Forbes (2015), these revenues are continuously increasing and are expected to grow even more during the next decades.

Moreover, it has been suggested that given the fact that sports 'core' product cannot be controlled (the results are unpredictable and uncertain), sports marketers should stress on game-related factors that appeal to all potential customers and that will more easily target them (Tsiotsou, R. H., 2016) (e.g. the customer experience for fans who attend games). Thus, it becomes comprehensible that brands link themselves with sports to attain better attention from potential customers.

Sponsorship related expenditures have experienced an increase from $3.6 billion in 1990 to $62.7 billion in 2017 (IEG Sponsorship Report, 2018), mainly due to growths in television rights expenditures and in corporate sponsorship. As such, football marketing and all activities surrounding this specific topic set this sport as a benchmarking standard worldwide (as there are many important financial actors, from clubs, athletes and sponsors to media, agents or governments). "Sport sponsorships are an attractive marketing option because of their "increased flexibility, broad reach, and high levels of brand and corporate exposure"" (Pegoraro, A.L., Ayer, S.M. & O'Reilly, N.J., 2010: 1454 *in* Devlin, M., & Billings, A. C., 2018: 59).
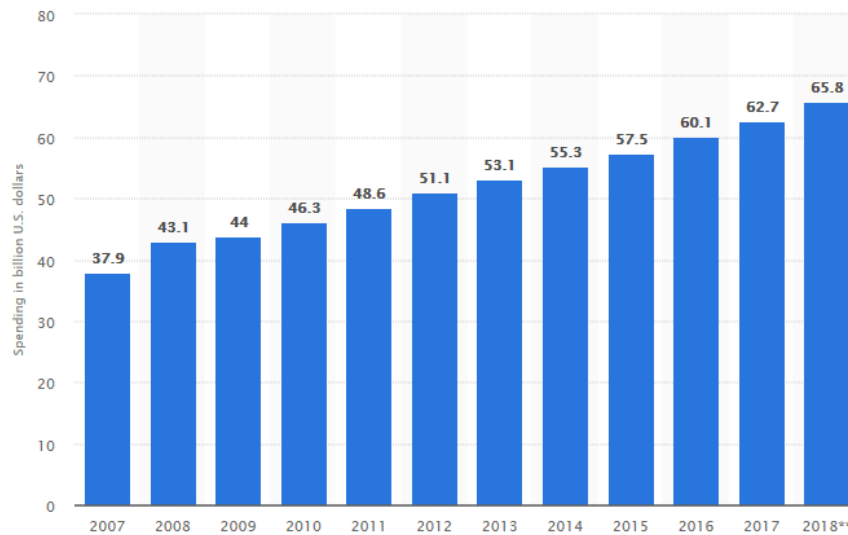
Figure 1 – Global sponsorship spending from 2007 to 2018 (in billion U.S. dollars) (in IEG Sponsorship Report, 2018) & (in Statista, 2018)

When it comes to the role of sponsorships on sports clubs' supporters, it is important to understand that clubs rely on supporters, both as a motivation for the athletes and as a source of income. In the latter is where the sponsorship should explore its options and ways to operate to achieve its goals. As a result of this, sponsors need to understand what goes into people's decisions to support a specific club instead of another. Parker, H. M. & Fink, J. S. (2010) suggest that people use sports fandom as a vehicle to express their own identity, with characteristics they aspire to have (thus, deriving self-esteem), a factor some authors have suggested as deriving from social identity theory.

Furthermore, according to Herrmann, J. L., Kacha, M. & Derbaix, C. (2015) social identity consists of a diverse group of classifications that, may be grounded on different factors such as demographics (e.g. gender, ethnicity, age), as well as membership in several types of organizations, such as, for instance: religious, club, educational or cultural institutions. Among many other factors, club values' is what drives supporters to affiliate themselves with a sports entity, and as such, I find important to understand the views of football supporters on the partnerships their clubs sustain with certain brands. As a result of this, Herrman e*t al.* (2015) states that social identity theory underlines an individuals' ability to commit to and portray actions in support of an organization/brand they identify themselves with; and as a consequence, football fans/supporters will be more likely to develop uphold behaviours and support the sponsors of their club. Moreover, previous studies have advocated the sponsor brand intending for sport fans to

4

transfer the same attitudes and reactions they have toward their team, into behaviours and feelings towards the sponsor, in other words, to perceive the sponsor brand as an extension of the sports team Biscaia, R., Correia, A., Rosado, A. F., Ross, S. D., & Maroco, J., 2013). Given this, it is understandable that companies that seek to sponsor clubs/athletes/events should try to comprehend if the target audience is coherent with the existing audience/support of that entity.

All in all, the fact that sports allocates on being a type of entertainment that can be accessed by everyone and that generates emotions and empathy in people, it becomes understandable that in order to not fall in behind their competitors', companies and clubs should both seek to explore the emotional connection that sport has in the best way possible in order to attain better revenues. As a result of this, many marketing professionals have made sports the centrepiece of their marketing campaigns.

In this line of thought, it is important to understand whether some partnerships make sense or not, in terms of the customers' perspective. Hence, companies that seek to do sponsorship deals with clubs, should consider the target audience that they want to reach to generate congruence in the established partnerships.

Overall, the sports marketing industry is facing an unceasing growth as companies capitalize more and more in its applications. Nowadays, it is very easy to encounter and notice any billboard, advertisement or any type of marketing instrument being used for sports purposes and of sport drivers (as for many brands hire famous athletes as their brand ambassadors).

With all this in mind, the intent of this dissertation is to comprehend and inspect if highly involved fans have a better knowledge of the sponsors of their team than the average fan. The second aim is to test whether being a client of the sponsor brand and being involved with the club curbs the relationship between image congruence and sponsorship response. Additionally, it is also important to comprehend whether or not, a sponsor partnering up with two different club rivals is beneficial for the sponsor.

The present study sought to add to previous research by Amorim, J. & Almeida, V. (2015), Biscaia *et al.* (2013), Brochado, A., Dionísio, P., & Leal, M. C. (2018), Davies, F., Veloutsou, C., & Costa, A. (2006) and Devlin *et al.* (2018).

1.4.   Thesis Framework

This Masters' Dissertation is developed in a conventional approach, containing both theoretical and literature review contributions that help support the elaboration of the hypothesis analysed in the data analysis. Therefore, it is based mainly in the following chapters: Introduction, Literature Review, The Company, Research Hypothesis, Methodology, Data Analysis and Conclusions.

Below it is possible to find a brief reference to the content of each chapter:

Chapter 1- Introduction

It presents the focus and domain of the research, the introduction of a general overview of the project theme, the research focus and the main relevant questions.

Chapter 2- Literature Review

The purpose of this literature review is to provide an overview of the works and researching undertaken by several scholars, regarding the topics of sports marketing and sports sponsorship. The chapter is divided into three parts:

1) Firstly, the topic of sports marketing is defined in general.
2) Secondly, sponsorship is discussed as the biggest and most used tool in sports marketing as well as the differentiation between the different types of sports sponsorship and a description of each of them. In addition to this, the dimensions of sponsorship are discussed.

3a) Next, the topic of brand as a whole is defined as an aggregation of different features that identifies one seller's good or service, as well as a promise made to the customers.

3b) Following this, a definition of brand values is brought up as a combination of perceptions that one has about a brand as reflected by the brand associations held in one's memory. This way, it is understandable that consumers will be more likely to often choose and use brands that have a brand personality consistent with their self-concept. Additionally, the concepts of brand image, brand awareness and brand equity are addressed.

3c) Finally, it is given an overview of what is brand and image congruence and why brands who seek promotion through affiliation should seek to build brand associations

that share meaning or are congruent. Notwithstanding, the topics of fan identification, attitude towards sponsors and purchase intentions are addressed.

Chapter 3 – The Company

In this chapter, a brief description of the company being studied as a joint sponsor for two local rival clubs is given.

Chapter 4 – Research Hypothesis

This chapter details the research hypothesis entailed and based on the literature review. Here, the conceptualization of research statements is based on the work undertaken by several scholars.

Chapter 5- Methodology

Here, a description of the methodological options adopted in the several stages of the research is given: the qualitative methodology (interviews) study and the quantitative methodology (questionnaire). Additionally, the results of the qualitative stage are analysed due to its importance on the definition of specific questions important for the quantitative stage; the questionnaire constructs and corresponding measurement tools are defined.

Chapter 6- Data Analysis

In this chapter, an overview of the statistics methods and techniques utilized for the analysis is provided (reliability, paired t-tests), followed by the presentation and analysis of the results of the questionnaire/online survey through the XLSTAT software.

Chapter 7- Conclusions, Implications, Limitations and Future research

In this chapter, the results from the previous one, are analysed and discussed (the analysis requires the literature support). The main conclusions of the project are reached and, the consequential implications and contributions of the research are reached. Additionally, the study's limitations and suggestions for further studies are listed.

Following this, the main bibliographic references are listed and, annexes containing useful supporting documents and information to the research are presented.

2. Literature Review

2.1. Sports Marketing

"Sport is a social/cultural phenomenon" (Jarvis, 2006 *in* Tsiotsou, 2016: 479). It entails a type of entertainment that connects people emotionally. According to some authors, sport is a product (good, service or both) developed by sports organizations. "Sport organizations are considered the producers and the providers of sport products, and sport consumers are the receivers and purchasers of these products" (Fullerton & Merz, 2008; Mason, 1999 *in* Tsiotsou, 2016). Sport is considered as a tempting marketing target because of its inextricable ability to induce high levels of emotion amongst people who enjoy taking part in sports, either by participating themselves or by supporting an athlete or a team.

The discipline of sports marketing dates its beginning as back as to the 1970s. Tsiotsou (2016) even goes as far to quote that early marketing academics divided the study of sport marketing from general marketing due to the seemingly inimitable features of this discipline, such as, the impossibility to control over the outcome of a sport/event, the collaboration and competition between different sport organizations, and the nature of the customers affiliations (in other words, consumers' fanaticism/dedication and devotion), which goes beyond loyalty. Though, it can be said that the practice of this process has been around since ancient Rome given that, at this time, gladiator games were often sponsored by Roman patriarchs for political reasons.

As previously mentioned, sports embody an important part of people's life. The average sports fan who attends sports events pays an amount for the right to enjoy an emotional experience with his peers. This experience tends to lower the spectator's awareness of its surroundings. Given this, some authors have suggested that in the case of a positive experience the average sports event attendee, will be more likely to have a positive reaction to the perceived environment (Boronczyk, F., Rumpf, C. & Breuer, C., 2018). This way, marketers try to explore an opportunity to promote their brands subtly, in places where it is more likely that its target audience will have a positive experience. As such, it can be said that marketers have been exploring this emotional linkage evoked by sports to market their brands, trying to achieve better attention from potential customers along the way. With the growth of sport marketing expenses and costs, and partly as a result of it, sports has evolved from just a manner for people to fill their free

time, into an enormous industry. Sponsoring sports enables brands to produce campaigns that allow consumers to interact with the brand (either through contests, raffles, etc.) increasing their emotional connection.

Over the years, many authors suggested different definitions of the concept of sports marketing. According to Tsiotsou (2016), there still is some deficiency when it comes to a consistent definition of the discipline of sports marketing. The listed discrepancies and inconsistencies in sports marketing definition contribute to a deficiency in sports marketing literature. Nevertheless, Tsiotsou (2016) still suggested that a suitable definition for sports marketing should always encompass its underlying component: the promotion through sports and advertising of sport-related products.

Though there is no consensus on the definition of the concept of sports marketing, it is understandable that sport has become a product for which demand is on the upsurge. A person is continuously exposed to sports marketing, either by looking at the newspaper or magazine, watching television, searching through the internet or even by being exposed to public billboards. The sports marketing scope has evolved so much that it is not only easy to find advertising not only sports clubs and organizations are sponsored but also, sports events and even athletes. Therefore, by linking their products or services to well-known teams or athletes by means of promoting it through sports marketing, companies aim to transfer brand associations from the sponsored entities to their brands.

2.1.1. Sponsorship

Sponsorship is considered to be the most effective tool for marketing through the sports industry. This process consists of a commercial affiliation that shapes corporate brand equity, can generate and probe the emotional bond and connection between the brand and the consumer, whilst being articulate and in line with the culture, image and positioning of the brand (Komskiene**,** D., & Svagzdiene**,** B., 2008). According to Meenaghan (1991: 36) sports marketing and, more specifically, sports sponsorship is said to be "an investment, in cash or in kind, in an activity, in return for access to the exploitable commercial potential associated with that activity". This marketing tool is considered an enticing and appealing opportunity because of its high levels of resilience, extensive range and grasp, and heightened levels of brand and corporate exposition (Devlin *et al*., 2018).

As previously mentioned, sports appeal to people's feelings and emotions and as such, firms see an opportunity to engage a vast population at an emotional level by trying to fit between the target market's interests. The purpose of using the sponsorship tool in sport is to support brands scope their target audience, attain more brand awareness, create associations and build corporate image, generate an exchange procedure and reveal and establish goodwill in the meanwhile (Komskiene *et al.,* 2008). Additionally, many sports organizations rely on sponsorship as an essential funding mechanism.

The essence of successful sponsorship involves an exchange of resources and mutual benefits between a business and a property. Crompton (2015) clarifies both sides of the relationship stating that sport organizations resort to this type of marketing strategy not only for the financial support provided by the other party, but also for the in-kind services and overall media coverage from the sponsors, on the other hand, organizations that play a sponsor role also expect some benefits in return, such as the attainment of awareness through the sports organizations channels, image transfer, sales opportunities and overall reach its target audience. The common need to generate funds between the two entities is what nourishes the relationship between them. As a result of this, many academics have repeatedly denoted to this commotion as a business-to-business affiliation amid two sides, in which, the sports entity earns some sort of economic provision and/or other in-kind resources required, whilst the sponsor obtains a variety of diverse reimbursements of being associated with the sports entity.

Though sports sponsorship consists of promoting and advertising products/services or even brands in sports-related matters, the products/services or brand being advertised do not need to be sports-related. It consists of a tool that represents an important marketing strategy used by firms to communicate with mass audiences and to obtain a competitive advantage. According to several authors the reasons for choosing sponsorship as a communication tool can vary from: increasing public corporate awareness to enhancing the brands' corporate image, sales, awareness and/or market share.

In the same line of thought, Biscaia *et al.* (2014), among other scholars, have suggested that one of the main returns of this marketing tool resides on the possibility of the advertisement/display of the brand's name on the sports club team shirt; in addition to this other advantages of sports advertisement are referenced, such as: stadium naming

rights, the appearance of corporate logos through the club's advertisement through different platform and so on.

In a partnership between both parties, the role of the sponsor consists of contributing, in cash or in kind whilst expecting a return in some form. As for the sponsored party, its role is to provide the service agreed on beforehand, which are directly or indirectly connected with the achievement of the sponsor's marketing objectives.

In sports sponsorship, different client groups may be identified as a way to select the most suitable target audience through the differences of interests of sports fans in selected sporting activities or teams (McCarville, R. E. & Copeland, R. P., 1994). Residents of a given city are likely to gather at events that highlight the play of a local team. Different income groups may follow different types of sports events, and so on. It has been established that sponsorship-related expenditures can have a positive impact over corporate brand performance measures, such as: brand image, brand awareness, brand loyalty, and overall financial administration (Jensen, J. A. & Cornwell, T. B., 2017).

According to Colantuoni (2013), there are four kinds of sponsorship in sports:

- Sponsorship of individual sporting teams - This type of sponsorship can occur when companies choose to advertise their activities and associate themselves with sports teams at any level of competition, on professional, University, high school or small league teams.

- Sponsorship of governing bodies - Often companies will become a sponsor of a governing body of a sport. Companies such as FIFA (the world governing body of football) may associate themselves with sportswear companies such as, for instance, Adidas, and as such all the clothing that the referees and the ball boys and everyone involved in the event (except for the teams playing except if they have agreements with Adidas) will be provided by the sportswear company.

- Sponsorship of events - Along with associating themselves with sports clubs, companies can also choose to sponsor leagues into sponsoring teams. NOS, for instance, serves as a sponsor for both the Portuguese Football League and some of the clubs that participate in it.

- Sponsorship of sportsmen and women – Given the immense dimension sports athletes have nowadays, companies might intend to pursue image associations with some of them. This comes as a way for companies to target their target market

which is what they believe is the one the athlete can reach. Often a sponsor will provide a player with his sports equipment such as football boots.

2.1.1.1. Sponsorship dimensions

Following Lendrevie, J., A. Baynast, C. Emprin, P. Dionísio e J.V. Rodrigues (2010), the concept of sponsorship cannot be emphasized without the engrossment of its three dimensions: activity:

- Sponsor – responsible for the facilitation of financial funding, necessary equipment or know-how. These agents see sponsorship as an opportunity to differentiate themselves from their competitors and consequently as a sustainable competitive advantage. This agent must have a clear view of the best marketing strategy to undertake (through cautious planning; e.g. STP process), to better reach its target audience.

- Sponsored Event/Entity – accountable for the awareness of the sponsor amongst the target audience.

- Target Audience – the population that has importance on the consumerism of (and identified with) the sponsored event/entity and that the sponsor intends to penetrate.
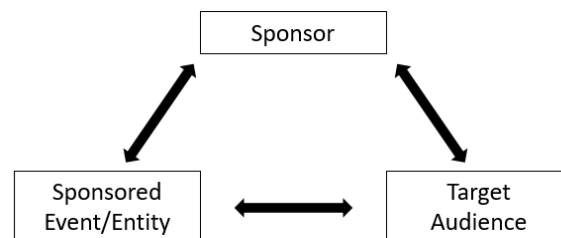
Figure 2 – Sponsorship dimensions.
Adapted from: Levendrie, J.; Baynast, A.; Emprin, C.; Dionísio, P. & Rodrigues, J. V. (2010). Publicitor, 7ªa edição, Lisboa, Dom Quixote.

All in all, the establishment of these dimensions comes as a support to the reasoning that firms that seek to serve as sponsors to sporting events or entities utilize this marketing strategy in order to increase awareness on a target market, as these firms see an opportunity to explore given the sponsored party's audience demographic profiles are similar to the firm's identified target audience. Nonetheless, it should be noted that, even though a matching demographic might be useful in order for the sponsor to leverage its awareness aims, other criteria (such as image and values match) should be added to the objectives (Musante, M., Milne, G. R., & McDonald, M. A., 1999). Lendrevie *et al.*

(2010) advocate that it is important that all three dimensions are coherent with each other so that the likelihood of an effective sponsorship deal is bigger.

2.2. Brand

The American Marketing Association (AMA) defines brand as a "name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers". Following this definition, the definition of brand can be distinguished from the definition of a product. According to Keller (2013: 61), "a product may be a physical good, service, retail store, person, organization, place, or idea", whereas "a brand is a product, but one that adds other dimensions that differentiate it in some way from other products designed to satisfy the same need", in other words, it can be considered as an intangible asset.

Keller (2013) proposes that the key to branding is that customers remark, differentiate, discriminate and recognize the differences among brands in a specific product group, consequently engendering distinctive factors that detach that product and brand from competitors. A brand is also a vow (built on the continuity and coherence of the brand's products and services), that a company makes to its customers (Richelieu, A., 2008). Following the same author, it is also suggested that coherence plays an essential role in shaping customers' expectations towards the brand, what it can provide and what they experience when they are in contact with it.

2.2.1. Brand Values

Keller (1993) defined brand image as the ideas, acuities and perceptions of a brand held in consumers' mind as well as the different associations linked to the brand. Brands, as portrayers of symbolic meanings, play an important role in consumers' mind. Some authors (He, J., Huang, H., & Wu, W., 2018) suggest that by infusing human values and traits on brands can help brands establish themselves with cultural significance among consumers. Keller (2013) considers that through marketing related activities brands can and may assume human-personality traits and ethical values (e.g. "modern", "old-fashioned", "comedic"), just like a person to position themselves on the marketing and become a better source of engagement through consumer experience. Following what was previously mentioned He *et al.* (2018) quote that brands serve as a way for consumers to express themselves. As brands start to portray human traits, customers feel more easily identified and engaged with brands. It is suggested that the traits and values that brands

entail in their "personalities" represent abstract depictions of the anticipated end-states that lead consumers in their hunt of human needs for living, including individualistic needs and collective needs (He *et al.*, 2018). In sum, it is proposed that brand values originate from general human values.

As a result of being attributed with values and resembling the attributes of humans, brands are also credited personality. Brand Personality refers to the array of human traits linked to a brand (Blank, A. S., Koenigstorfer, J., & Baumgartner, H., 2017). Keller (2013) suggests that although any feature of the marketing program may distress brand personality, marketing communications and advertising may have a more predominant impact due to the interpretation's consumers make about the underlying user or usage scenario described or reflected in an ad. Thus, any aspect of a brand can be used by consumers to infer brand personality. Brakus, J. J., Schmitt, B. H. & Zarantonello, L. (2009) propose that the concept of brand personality is significantly relevant to marketers because of its nature; it can lead to a variety of desirable firm and consumer outcomes (including enhanced attitudes, purchase intentions, preferences, satisfaction, and loyalty to the brand and/or firm). Overall, consumers will opt to buy/use certain brands based on their feelings of self-identity with that brand and consequential ability to express themselves (Blank *et al.*, 2017). Consequently, brand personality is a valuable tool that can have a great deal of importance in differentiating brands from competitors.

For instance, the usage of certain actors in brand ads, the tone and the emotions evoked by the ad can help better portray and communicate a brands' personality. The same can be said for the usage of brand characters such as, for instance, Chocapic's dog and all personality traits associated with the character.

Thus, and according to Keller (2013) consumers often elect and purchase products and services from brands that have a brand personality consistent with their own self-concept, although, it should be pointed out that in some cases, consumers purchase brands based on the desired characteristics, values and image that they desire rather than their actual image.

2.2.2. Brand Image

Following up on brand values and personality, it becomes important to define the concept of brand image. Keller (1993) defined brand image as brand associations and acuities apprehended by a consumer. On another note, brand image has been recognised

as a scheme of ideas and impressions present in the human mind, sustaining the concepts of brand awareness and attitude towards a brand (Świtała, M., Gamrot, W., Reformat, B. & Bilińska-Reformat, K., 2018). Furthermore, it is also referenced that brand image results of the impressions the brand made on the consumers through historical and social factors or personal experiences (e.g. reputation of the company, purchasing experience, brand's communication, etc.) (Świtała *et al.*, 2018). In other words, brand image resides on the way the public eye perceives the set of symbols, services and communications issued by the brand and in general, the brand. This way, it is comprehensible that brand image will most likely influence people's behaviours and perceptions towards a brand.

Notwithstanding the definition of brand image, it becomes important to link it with the concept of brand identity. Following Świtała *et al.* (2018) brand identity can be defined as the composition of notions, thoughts, opinions, images, ideas and, in general, the associations of a brand present in consumers' minds. In other words, brand identity is built through the brand image received and perceived by consumers.

Finally, it becomes comprehensible that, to attract and captivate potential customers, brands should seek to fortify their image amongst the general public, and consequentially position themselves the way they intend to be perceived. A good brand image will more likely be susceptible to a good general overview and credibility by the public eye and fortify its position in the market (depending on both the brands' internal and external communication).

2.2.3. Brand Awareness

According to the work of Świtała *et al.* (2018), brand awareness is the ability of any given customer to recall or recognize that a certain brand fits a specific category of products or services. It relates to the ability and likelihood of a consumer to identify a brand, and to the naturalness with which it does so (Foroudi, P., 2019), under different conditions and circumstances (serving as a tool to measure brand recall and recognition performance) (Keller, 1993). Following Biscaia *et al.* (2013), brand recall relates to one's aptitude to summon a brand without any type of assistance (e.g. without the reference to a product category), whereas, on the other hand, brand recognition relates to one's inability to evoke a brand's name without any type of aided cues. In addition to this, it can be said that brand awareness relies on the presence of a brand in consumers' minds and their ability to recognize the brand under different conditions and circumstances.

From the aforementioned definitions, it can be settled that brand awareness consists of brand acquaintance and brand consciousness (Keller, 1993). In addition to this, consumers' awareness of a brand can emerge as one of the most important processes in the customer purchasing journey.

Moreover, the measure of brand awareness as a subject has become coincident with the concept of brand notoriety. Brand notoriety consists of the capability of a consumer to identify a brand, under different circumstances. Notoriety is based on the concept of brand awareness and, according to Torelli (2013) has three ways of being showcased: spontaneous awareness, *top of mind* knowledge and supported awareness.

- Spontaneous awareness, occurs when a certain brand is cited through the mentioning of a product/service (e.g., Gillette is often mentioned as a product because of the brand for which the product is known), the necessities satisfied by the product/service or the situation on which it is used. Here, the people inquired can provide the name of a given brand without the assistance of the inquirer. Usually, the first brand to be cited in an evoked notoriety test is said to be *top of the mind* notoriety/knowledge.

- Supported awareness or assisted notoriety, takes place when the consumer can distinguish a brand that he is aware of, from a group of brands, based on preference or by associating the characteristics to what was asked. Usually, when respondents are only able to list brands via supported awareness, it indicates a poor relationship with a given brand.

2.2.4. Brand Equity

When bearing in mind a description for a brand's global value, one should contemplate the term brand equity (said to be accountable for the manufacture of a brand's competitive advantage and differentiation from its competitors). The definition of this aspect of the brand entails, according many authors, two different approaches: one related to the financial aspects of the term (e.g., mergers and acquisitions) and one related to the communication aspect (firms intend to raise their marketing efforts through increasing efficiency and effectiveness of its resources) (Świtała *et al.*, 2018).

Atilgan, E.; Aksoy, S. & Akinci, S. (2005) defined brand equity as the distinctive response of brand knowledge on consumer acknowledgement to a brand's communication strategy. Whilst there have been numerous suggestions in the definition

of brand equity, according to Świtała, *et al.* (2018), Atilgan *et al.* (2005) and Amorim *et al.* (2015), one of the most generally accepted definition for the term was suggested by Aaker (1991) and states that it consists of "a set of brand assets and liabilities linked to a brand, its name and symbol, that add to or subtract from the value provided by a product or service to a firm and/or to that firm's customers". From this, one can comprehend that brand equity results of a multidimensional construct relying on several variables: brand awareness, a combination of stimuli, brand associations (i.e. brand image), consumers perceptions, loyalty, brand knowledge and behaviours (Amorim *et al.*, 2015). Atilgan *et al.* (2005) even go as far to say that it resides on the creation of value to the brand and, as such, for brands to generate value, it should be valued, preserved and appreciated by consumers. Additionally, Amorim *et al.* (2015), quoted the hypothesized definition elaborated by Keller (1993) which referenced brand equity as an important brand feature as it considers both image and awareness, and not only the last.

2.3.   Sponsorships vs Brand Equity

2.3.1. Sponsorship Awareness

According to Biscaia *et al.* (2013), the level of awareness of a sponsor amongst the consumers is a generally accepted mechanism utilized for retrieving the effectiveness of a sponsorship agreement. In addition to this, research by Biscaia *et al.* (2013), has provided evidence that sponsorship awareness is positioned as the primordial stage for admeasurement of sponsorship benefits, in other words, the attainment of awareness is essential for the reach of the sponsorship objectives. Moreover, without the attainment of sponsorship awareness, sponsors will not be able to penetrate consumers attitudes and subsequent purchase intentions towards their products (Ko, Y.J., Kim, K. Claussen, C.L. & Kim, T.H., 2008).

Notwithstanding, some authors suggest that several factors take part in making consumers (or potential ones) aware of the sponsor. Biscaia *et al.* (2014) conjecture that people will be more likely to identify sponsoring brands if they are familiar to them; are more emotionally involved with the sporting event or entity; are often subject to repeated exposure the sponsor.

Furthermore, and according to the previously given definition of brand awareness, it becomes understandable that corporate sponsors' ultimate goal is for their brand to be recognised as 'top of mind' among its target audience (Biscaia *et al.*, 2014). Thus, from

a sponsors' perspective, the hit and importance of sponsorship awareness amongst the targeted consumer population (sponsored club's football fans) are essential to the understanding of the effectiveness of the sponsorship agreement, and the consequent relationship between the sponsor and the sponsored entity.

2.3.2. Congruency of Brand Associations

Whilst one of the prime goals of a sponsorship agreement is to build brand awareness and grasp a specific target market and overall rise brand exposure, businesses also desire the deployment of a favourable image for a brand as a sponsorship objective (Musante *et al.*, 1999).

When fashioning a strong, amusing brand image, firms should contemplate and develop building sturdy brand associations that share connotation, and/or are congruent and consistent with each other (Keller 1993). Brand associations are the professed features of the brand or the images with which it is linked to. The presentation of reliable, steady and intelligible links are supposed to aid convey and establish the "personality" of the brand (Musante *et al.*, 1999).

The congruency of sponsorship partnerships in sports consists of a relationship that many consumers should be able to recognize and identify amongst a brand and the event they are sponsoring (Devlin *et al*., 2018). Devlin *et al*. (2018) state that congruency can either derive from the image of the parties involved or be based on functionality. Functionally congruent brands emphasise the brands' usefulness to an event (i.e. Nike at a track meet), whereas image-based congruency underlines the reputational values and traits between the brand and the event (i.e. Rolex at the French Open). Overall, the congruency between two or more brands operates significant importance on the likelihood of recall and augmented evaluations of the sponsor (Devlin *et al*., 2018), as well as raise customers' purchase intentions.

As noted earlier, firms should seek to strengthen the image of their brand, to successfully achieve that goal, a firm's primary assortment criteria when evaluating a potential affiliation should be the image of the event (Musante *et al.*, 1999). This way, brands can make sure that brand associations between both parties involved in the sponsorship agreement are consistent. Additionally, Kelly, S. J., Ireland, M., Mangan, J., & Williamson, H. (2016: 252) found that when bearing in mind a sponsorship partnership

deal, both parties involved should try to aim to depict and reflect each other's image and meaning in order to facilitate the best possible mutual outcomes.

As previously mentioned, along with a good image association, a good personality match may contribute to awareness and brand equity; this way, a successful brand personality association between a firm and a sports entity may be accompanied by a good demographic match. Thus, it is perceived that brand positioning is the stepping stone to brand association congruency as, Ferreira, M., Hall, T. K., & Bennett, G. (2008), suggest that brand positioning by means of sponsorships is envisioned to work in a way that the sponsors' brand image is leveraged or simplified by the event or sponsored entity's image. Though, the degree of congruence between the brand and event or sponsored entity's images, will either facilitate or grim the success of the said leverage (Ferreira *et al.*, 2008).

For that congruency to exist, firms should seek to explore which sports entity personality, image and values are coherent to those of the firm. One way to achieve this is to study sociodemographic variables such as age and gender. The study of these variables often becomes important to understand the audience fit between the two parties (both the companies that seek to serve as sponsors and the sports properties) to encounter their target audience to sell their products (Ferreira, M. *et al.*, 2008). If the fit between the sport entity supporters and fans and the sponsoring company desirable target audience is coherent, the more likely it will be for fans to recall and recognize sponsors, and consequentially a beneficial partnership for all parties involved (Devlin *et al.*, 2018). This way, it is understandable that brand and audience fit is particularly important as the promotional strategy is aimed at specific customer segments.

Moreover, some authors bring to the front the necessity to shape on spectators' emotional driven relationships with the sponsored entity or event. This position resonates the generally accepted idea that depending on the type of audience targeted, consumers' responses to sponsorship will vary, especially in terms of consumers' attachment to the sponsored activity or entity (Herrmann *et al.*, 2015). This way, it becomes relevant to understand how an individual's beliefs, attitudes, and purchase intentions of sponsors were guided by their fan identification with sports entities.

2.3.3. Fan Identification and Team Loyalty

Identification transpires when individuals align themselves to a wider social group, resulting in augmented feelings of belongingness and attachment, to a larger social

structure (Devlin *et al.*,2018). According to Herrmann *et al.* (2015), in social identity theory, the audience's connection to a sponsored team can be described as one's sense of ownership to a team. Furthermore, the usual characteristics and traits entailed in the concept of fan/team identification include cognitive, performative and affective connections with a team that often portray a determinant role in enhancing the fan's self-esteem (Devlin *et al.*, 2018).

In 2016, Koronios, K., Psiloutsikou, M., Kriemadis, A., Zervoulakos, P., & Leivaditi, E.'s study findings suggested that the more closely sports enthusiasts follow their favourite team, the higher the likelihood that these people will nurture a positive image about the sponsors of their favourite team. This way, customer loyalty can be defined as a reliable purchase behaviour that reflects a favourable attitude toward a particular brand, which can be understood as a result of perceived product superiority by the consumer, due to social bonding (and therefore, according to social identity theory) and their synergic effect (Biscaia *et al.*, 2013). In the sports setting, team loyalty can be showcased as a collection of consistent and lasting positive behaviours and attitudes toward a team resulting of an existential psychological connection by an individual (Biscaia *et al.*, 2013). Along with these lines, several scholars have stated that team loyalty can be deconstructed into two dimensions attitudinal and behavioural. Whilst behavioural loyalty refers to the actual purchase behaviour toward the team, (can include aspects such as the frequency of game or money spent in merchandise), attitudinal loyalty stresses on fan involvement and team identification, which consists of a process of psychological link that reflects an individual's commitment to the team (Biscaia *et al.*, 2013). As such, it becomes logical that firms require to ascertain themselves as a creation of team identification amid their target audience through brand associations. Harmonious with this view, recent investigation has emphasised that sponsorship awareness comprises of an imperative element when considering consumers' attitudes toward the sponsors and purchase intentions (Biscaia *et al.*, 2013).

A sports fan's degree of involvement usually denotes to the hours expended on viewing sports on television and on field (in other words, it refers to the degree of exposition to the sponsor) (Koronios *et al.*, 2016). According to Herrman e*t al.* (2015) a team supporter is said to have a high level of involvement and subsequently a high level of identification with a team when there is a perceived connection with the team (can be cognitive or physical) and his/her behaviours and feelings are influenced by the team's

performances and results. Additionally, highly identified fans are said to allocate more cognitive resources (associate their teams' abilities and performances as an essence to their emotional attachments and as a relevant outcome in their day to day life); when processing sports media, and consequently, reveal bigger involvement and an emergent sense of emotive ownership with the sports team (Devlin *et al.*, 2018; Koronios *et al.*, 2016). Highly identified team fans are said to be more likely to consume sports media than non-fans. Furthermore, highly identified team fans, are said to sustain higher levels of awareness and subsequent recall and recognition measures towards the sponsor (Koronios *et al.*, 2016). Additionally, Ko *et al.* (2008) also suggest that higher team identification and involvement consumers are more likely to become aware of sponsors.

Nevertheless, although highly involved and identified sports enthusiasts might be more likely to depict higher levels of awareness to the sponsor, it does not infer that the same levels of involvement will be explicit and depicted with the sponsor. Schlesinger and Gungerich's (2011) study affirms that fan identification with a sports club is positively correlated with consumers' purchase intentions of the club's sponsors (*in* Biscaia *et al.*, 2013).

Moreover, Koronios *et al.* (2016) propose that in addition to the importance of a fans' degree of involvement with a sport, the fans' attitude toward the sports entity/event (both attitudinal constructs) can be alleged as an additional significant forecaster of fans' responses to the sponsorship.

In addition to the results uncovered by several studies that uncovered the fact that high involvement with a team prompts higher recall and recognition measures towards (congruent) sponsors amongst highly identified fans, Devlin, M.B., Brown, N.A., Billings, A.C. and Bishop, S.H. (2013), findings advocate that, in opposition to that, fans that revealed less involvement with the team were reported as having higher evaluations of incongruent brands that were associated with the sports entity they support; supporting the idea that highly identified sports enthusiasts are able to make better verdicts on the congruency between a sport organization and a brand than less identified fans. As such, it can be said that sponsors that are congruent with the sports entity are likely to receive favourable outcomes (cognitive measures and purchase intentions), emphasizing the importance of targeting an audience coherent to both brand and sports entity.

Fisher, R. J., & Wakefield, K. (1998) advocate game attendance and sports team merchandise purchases as a prevalent measure in differentiating highly identified fans from low identified ones. Moreover, McDonald, H., Karg, A. J. & Vocino, A. (2012) highlight the fact that sport supporters (more particularly, football ones), can be distinguished between those who support a club in a more reserved manner (without attending games), those who attend games every now and then (casual basis) and those who purchase club membership (several benefits associated including discounts when purchasing partner organizations' products) or season-ticket (home-match attendance).

Herrman e*t al.* (2015) define season ticket as a loyalty and fidelity act representative of one's devotion and lasting involvement to a team. This way, it is comprehensible that several authors underline the link between the level of involvement to a team with season-ticket ownership. Biscaia *et al.* (2014), stresses that season ticket holders are said to exhibit stronger purchasing intentions and behaviours, due to their high involvement with the team (therefore, supporting previously mentioned findings and underlying on the differences between casual team supporters and highly involved ones).

2.3.4. Attitude towards sponsor

Biscaia *et al.* (2013), report that though sponsor awareness may be identified among fans, their purchase intentions towards sponsors' products and services will only be leveraged if the fans/consumers develop a positive attitude toward those sponsors. Thus, one's attitudes towards a sponsor play a determinant role in the measurement of sponsorship effectiveness.

Anyhow, it is important to reference Ajzen's (1991) theory of planned behaviour. According to this theory, a person's attitudes toward an object will directly affect a person's intents and behaviours toward an object.

Madrigal (2001) schemed the notion of attitude as a psychological disposition that couriers a person's sympathetic or hateful judgement of a brand. In other words, attitude can be denominated as a person's optimistic or adverse feedback (views and principles) toward an object. Moreover, attitudes can derive from several sources such as prior experiences and exposure with the object (Biscaia *et al.*, 2013). Following Ajzen's (1991) theory of planned behaviour, beliefs should be regarded as the connections between the object in question and any specific characteristic, goal or value.

When it comes to sponsorship, Keller (2003) (*in* Biscaia *et al.*, 2013) proposes that a person's attitude toward a sponsor depicts that person's overall evaluation of the sponsoring brand.

Firms that engage in sports communication through sponsorship are said to expect sports fans to transfer the same feelings they have toward their team to the sponsor brand (Biscaia *et al.*, 2013). In addition to this, and as previously mentioned companies seek an image transfer and congruence between the two parties and subsequent transfer of goodwill. According to Biscaia *et al.* (2013) and Percy, L. & Rossiter, J. R. (1992), several studies have indicated attitude toward sponsor (brand attitude) as an important factor for purchase intentions among team supporters.

2.3.5. Purchase Intentions

As it was previously mentioned, consumer's decisions to purchase a brand may accrue from consistent brand personality, image and values match (congruency between brands). Moreover, if sponsorship awareness is deprived of the team fans, sponsors will not have the ability to influence team fans' attitudes and consequent purchase intentions (Ko *et al.*, 2008). In addition to this, the higher the level of involvement one has with a team, the higher the probability this people will cultivate a positive image of the sponsors, thus influencing attitudes and consequently stimulating purchase behaviours (Biscaia *et al.*, 2013). Furthermore, it is proposed (Biscaia *et al.*, 2013) that for purchase intentions to be present in the mind of the consumers, awareness must be attained, subsequently generating a positive attitude toward the sponsor. Pope, N. & Voges, K. (2000) even go as far as to suggest that consumer purchase intentions derive from two main influences: a positive attitude towards the sponsor and brand familiarity.

Madrigal (2000) suggests that fans with high levels of involvement with the supported team will be more likely support the sponsor as they will perceive the support these sponsors are providing to their team, thus generating goodwill and, consequently, increasing their willingness to purchase the sponsors' products.

Biscaia *et al.* (2013) infer consumer purchase intentions are said to be the most suitable indicator to measure the effectiveness of sponsorship and to legitimize and evaluate the existing relationships between sponsor and sports entity. According to Biscaia *et al.* (2013), many authors have considered purchase intentions as an actual behaviour (endpoint) of sponsorship effectiveness as opposed to the actual purchase

behaviour. Consistent with this view, purchase intentions denote to a being's conscious idea and motivation, in wielding an effort to making an actual purchase of a brand (Biscaia *et al.*, 2013); in other words, as a predictor of the actual purchase.

In sum (as it is possible to see in Figure 3), when pursuing a sponsorship partnership, firms should seek to understand the market they are entering, firstly by selecting a club which values, image and personality are aligned with those of the firm, thus, and the endorsed product(s) or service(s) should be congruent. Therefore, to exploit the outcome of advertising, academics accentuate the prominence of selecting the accurate types of endorsers to match the brand (Musante *et al.*, 1999). If the image of the product endorser is congruent with that of the product/service, consumers will more likely have a favourable attitude toward the product and the advertisement because the images of the two targets match. Additionally, Koronios *et al.* (2016) suggest that the investments made in professional sports teams by sponsors generate a goodwill effect amongst fans, which in turn affects and influences their behaviours and attitudes toward the sponsor. As such it is not only important to understand if customers recognise these institutional relationships that provide advantages to all parties involved but also necessary to comprehend to which point are sponsors and clubs well correlated.
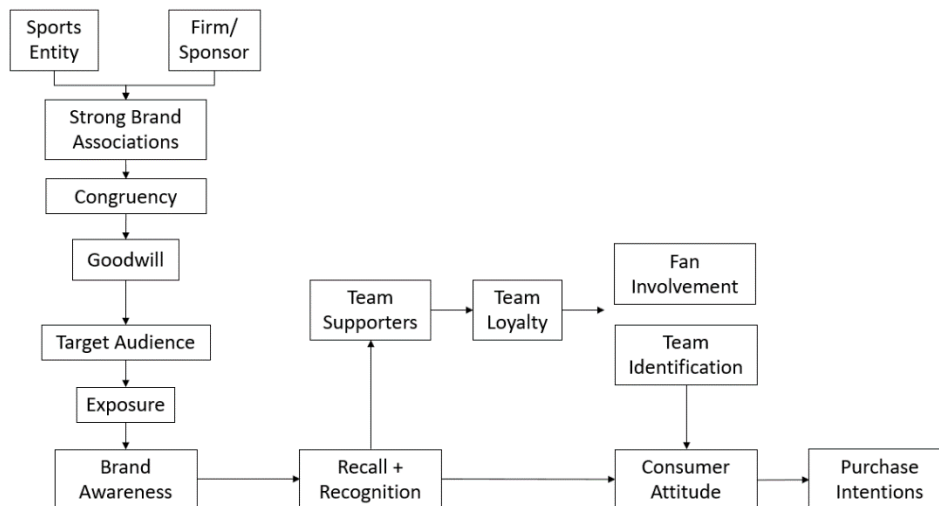
Figure 3 – Successful Brand Associations through Sponsorship scheme (Model achieved through different literature constructs).

3. About the company

3.1. NOS SGPS

NOS is a company that was formed in 2014, resultant of the fusion of Optimus and ZON, two Portuguese telecommunications brands. NOS perceive themselves as a solid, responsible and future focused company, devoted with excellence and customer satisfaction. As sector leaders, they see themselves as trustworthy and they are a motor for Portugal's growth.

NOS is also present in other sectors (besides telecommunications), such as football and music. In football, in 2016, they consolidated their positioning at Liga NOS (the Portuguese league of football), promoting union and fair play, by creating the first official anthem of the competition, in music they are accountable for the organization of NOS Alive and NOS Primavera Sound, two of the most popular music festivals in Europe, and Given this, it is comprehensible that NOS have enthused the market with innovative and dynamic ideas, such as leaving their mark in the world of music festivals and football. NOS' core values are professionalism, integrity, independency and transparency. These values are a requirement of day-to-day life of NOS and are crucial for their success.

Figure 4 – NOS SGPS logo.

Regarding regulatory bodies, the entity acts according to the standards decreed by ANACOM (Autoridade Nacional de Comunicações) which stands for National Authority of Communications. ANACOM is the Portuguese entity responsible and focused on the telecommunication sector that normalizes and supervises the areas of electronic communications and of the Portuguese postal services. Moreover, ANACOM's main objectives reside on the promotion of the competition, the transparency of the prices and in the services utilization conditions.

According to ANACOM's data, in the fourth trimester of 2018, NOS had 37,4% of the subscribers share, regarding the packages services, being the second biggest player in the market. On the other hand, NOS' competitors MEO occupied the first place, with a percentage of 40,6%. Vodafone Portugal and NOWO were the third and fourth biggest players, with 17,8% and 4,2%, respectively.

As for NOS' competitors, it becomes important to mention:

- MEO - a Portuguese mobile and fixed telecommunications service brand. The brand emerged after the separation of PT Communications from PT Multimedia (later ZON Multimedia). The company is a subsidiary of PT (Portugal Telecom), which is part of Altice Group (since 2015). The Group is formed by Portuguese, French, Belgian, American, Israelite, Swiss, Luxembourgish and Dominican Republic telecommunications, media, entertainment and publicity companies.

- Vodafone Group - a British multinational telecommunications company. The Group has a subsidiary in Portugal called Vodafone Portugal. This company had a major impact on national mobile telecommunications, because it was TMN's (former MEO) only competitor. Since mobile telecommunications is what Vodafone became famous for, it still is the third brand with most market when we consider convergent packages. Besides that, and according to ANACOM, Vodafone is still the second most used brand if we only consider mobile telecommunications.

- NOWO is a Portuguese telecommunications company. The company previously known as Cabovisão was bought from Altice Group (the same group as MEO) by Apax France and Fortino Capital.

3.2. Football Sponsorship Deals

On December 2nd 2015, Sport Lisboa e Benfica communicated to CMVM[1] (Comissão do Mercado de Valores Mobiliários) the celebration of a new sponsorship/trade of the television broadcasting rights of their main football team in the Liga NOS, as well as the broadcasting rights of the cub's television channel (Benfica TV) to NOS SGPS for a period of ten football seasons in the total value of €400.000.000 euros.

---

[1] CMVM is the Portuguese institution responsible for the supervision and regulation of financial instruments market, as well as the agents that take part in it, promoting the protection of the investors.

On December 29th 2015, Sporting Clube de Portugal communicated to CMVM the celebration of a sponsorship contract with NOS SGPS in a total amount of €515.000.000 euros. The contract stated:

- The offer of the main football team broadcasting rights to the home games, as well as the ability for the sponsor to advertise its services on team's stadium for a total period of 10 football seasons;

- Rights for broadcasting and distribution of the club's television channel (Sporting TV);

- The right to be the team's main sponsor for a period of 12 and a half seasons (starting on January 1st 2016).

4. Research Hypothesis

Following Biscaia *et al.* (2013), sponsors should seek for sports fans to have the same positive reactions regarding the sponsor brands as they have in regards to their team. For this reason, the same authors conducted a study to understand how team loyalty was related to fans' evaluation of actual team sponsors, by studying factors such as attitudinal and behavioural loyalty and sponsorship awareness among sports fans. Here, the authors suggested that even though the more devoted fans, the higher the likelihood they have to become aware of the sponsor than the average sports consumer (Ko *et al*., 2008). Moreover, Biscaia *et al.* (2013) suggest that the continuous exposure to the sponsors' messages during the games, which sports stadium attendees experience, are the most predominant factor in determining the aptitude to recall a brand as a team sponsor. In addition to this, Biscaia *et al.*'s findings (2014) suggest that season ticket holders bared a better knowledge of which brands were sponsoring their team, with a higher mean score for both brands recalled and recognised correctly, as compared with non-season ticket holders; thus adding to the idea that committed fans are more likely to become aware of team sponsors. As a result of this the following hypothesis is proposed:

H1: Highly involved fans have a better knowledge of which brands sponsor their team than less involved fans.

On the other hand, the findings of the study undertaken by Biscaia *et al.* (2013), showed that although team supporters could be aware of sponsors, it did not show a substantial effect on purchase intentions toward sponsor's products or services. This way it is understandable that granting fans are aware of a great number of team sponsors, their intentions to purchase sponsors' products will only be affected if they develop a favourable attitude toward said sponsors (Biscaia *et al*, 2013). All in all, this adds to the idea that although sponsors may be affiliated with the sponsored team, it does not necessarily mean that, though recall and recognition might be present among fans, that it will be transferred to fans as purchase behaviour. Thus, and taken into account what has been noted earlier in the study conducted by Devlin *et al.* (2018), brands should seek meaningful associations with sports entities. As such, the following hypotheses are formulated:

H2: Although team supporters can be aware of sponsors, it does not show a significant effect on purchase intentions toward sponsor's products or services.

H3: Fans intentions to purchase sponsors' products will only increase if they develop a favourable attitude toward those sponsors.

As Biscaia *et al.* (2013) suggested, the awareness of sponsors is necessary but not always a sufficient condition for the purchase intention. Moreover, and following Devlin *et al.* (2018), the congruency of a brand has significant importance in improving the likelihood of recall among fans as well as raise customers' purchase intentions. Adding to this idea and according to Brochado *et al*'s findings (2018), a more favourable enhancement of sponsor brands' image happens as image congruence between sponsors and teams increases. Also, and according to Brochado *et al.* (2018), a consumer's disposition to purchase sponsors products or services is said to be derived from a set of positive opinions and perceptions of the brand in question. Furthermore and, according to Pope and Voges (2000), factors such as brand exposure can have a predominant influence on consumers' intentions to purchase the sponsors' products. Notwithstanding, Brochado *et al.* (2018) established the importance of the existence of precedent attitudes and opinions towards sponsoring parties could influence consumers' opinions of the sponsors. Drawing upon this view, the following hypothesis is proposed:

H4: High levels of congruence between a team's image and sponsor image is positively associated with higher levels of sponsorship response represented by the difference between consumers perceived brand image of sponsor brands before and after sponsorship.

Given the fact that congruency is such an important factor in determining sponsorship effectiveness and favourable enhancement on purchase behaviour. It becomes important to understand how a sponsor being associated with two rival teams can affect the fans' purchase intentions. As proposed by Amorim *et al*. (2015: 80) and Davies *et al.* (2006), by sponsoring two national rival teams, the sponsor appeals differently to different fans, given that these "fans who are more involved with each team tend to develop a resistance to the sponsor because they are against sharing it with their rival". According to the same authors, this occurs because highly identified fans regard the sponsor with suspicion because they are not willing to share the sponsor with their rival. According to Amorim *et al.* (2015) companies that opt to sponsor two different clubs may adopt this neutral posture, as a defensive act that intends to reduce potential hostility on the part of the distinct groups of fans, and thus, please all. The results of this study provide additional empirical evidence that the team-sponsor fit should not be neglected to avoid the risk of

destroying sponsor brand-equity. Given this and that the study undertaken by Amorim *et al.* (2015) focused on the area of Porto Alegre in Brazil, it becomes interesting to study if a similar situation occurs in Portugal, and in particular, with Sporting CP and SL Benfica as both teams share a common telecommunication/web provider partner. Given all that was stated above and the Portuguese league context, the following hypotheses is proposed:

H5: Simultaneous sponsorship of rival football teams has a negative effect on the sponsor.

H6: Fans who are more involved with each (rival) team tend to develop a resistance to the sponsor because they are against sharing it with their rivals.

Along with this, it can also be very interesting to understand which one of the two chosen clubs' shares congruency with the sponsoring entity. Biscaia *et al.* (2013) suggested that the brands that seem to have higher recall rates were those with visibility on both team shirts and stadium stands (beer, TV/web provider, non-alcoholic beverage, mobile services), followed by the sponsor that is displayed on the team shirts (sportswear brand). Furthermore, the fact that the current sponsoring contracts that the aforementioned telecommunications company entails with both brands are different (as Sporting CP showcases the telecommunication company as the main sponsor in the team shirt, and on the contrary, SL Benfica's current contract does not compel any sort of sponsorship on the team shirts, but only the revenue rights to the club's TV channel), it becomes interesting to understand, and according to Biscaia *et al.* (2014), factors such as the type of message the company wants to deliver, the characteristics of the target population, the length of the exposure (among others) are the conditions that are said to predict consumer awareness, how the different contracts affect the supporters of both football clubs. Given the different natures and different types of exposure of both sets of fans to the sponsor in question (because both clubs have been partners with the sponsor for several years, and as such this sponsor is said to have high levels of recall rates as a result of this), the following hypothesis is formulated:

H7: Consumer attitude towards sponsor is influenced by aspects such as the exposure to the sponsor brand when seeing in matches and target characteristics.

Proposed Conceptual Model

The following proposed conceptual model and represented in figure 3, was elaborated based on the previously conducted literature review and its finality its to present, in a structured manner, the possible relations between the proposed hypothesis that will be tested later. The intent of this model is to present a better comprehension of the research problematic and demonstrate the possible relations between all the proposed hypothesis, in order to answer the proposed objectives of the study.
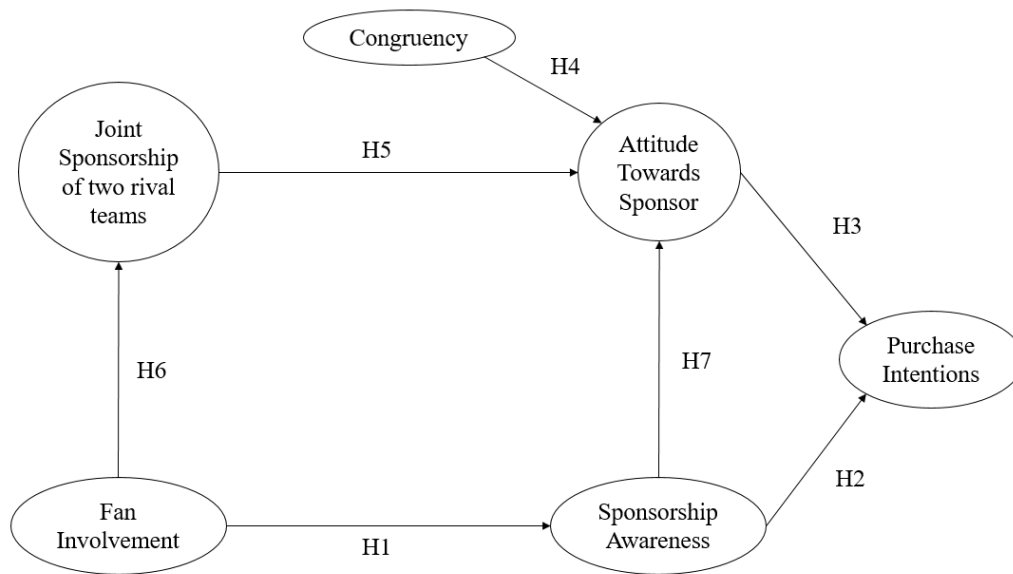
Figure 5 – Proposed Conceptual Model.

5. Methodology

In this chapter, there will be conducted a research study that has the purpose of inquiring, amongst football fans, about how a football club's values align with a sponsor's values, more specifically by studying two different clubs and make a comparison between both and their respective sponsor. Moreover, all of the other hypotheses will be tested for both clubs among both sets of fans. The chosen research methods for the present study will be described and validated in this chapter.

To successfully understand if there is a fit between a football club's values and the sponsored brand, there will be conducted several inquiries.

Firstly, a set of face-to-face interviews will be conducted, consisting of club membership owners for both SL Benfica and Sporting CP (respectively). The objective of these interviews will be for these people to describe what they believe are their club values and what they associate to them.

After conducting these interviews (separately), there will be conducted an online survey with the intent of understanding the fit between the club values and the sponsored brand values; as well as comprehend the relationship between the level of involvement of a supporter with a club and its impacts on the acceptance or rejection of a joint sponsorship and on the level of awareness attained among team supporters. Furthermore, the relationship between awareness and attitudes towards a sponsor will be considered in addition to its effects on team supporters' purchase intentions.

5.1. Research Approach

An academic research consists of a systematic process, which focuses on the usage of scientific methods to generate new knowledge and information about a given topic, that can be used for the resolution of specific problematics and consequently, on the discovery and resulting interpretations of the newly acquired information. The appropriateness, reliability, validity and limitations within the research methodology are crucial to specify; and would depend on a well-orchestrated study consisting of objective, reliable, repeatable methodology with appropriate conduct, data collection and its analysis with logical interpretation. Hence, it is important to understand that any inappropriate or defective piece of information may provide a study of faulty information.

Before enclosing the research approach, the purpose of the study should be identified. According to Saunders, M., Lewis, P., & Thornhill, A. (2009), the purpose of developing academic research may be exploratory, descriptive and explanatory.

Saunders (2009) suggests that exploratory studies consist of inquires whose prime objective is to uncover new perceptions on specific themes or measure phenomena in ground-breaking ways. This research method is developed in such a flexible way that permits researchers to adjust their approach to when new insights or data are uncovered.

Descriptive studies entail the construction of descriptions of models originated from exploratory research. These studies may have the purpose of developing empirical generalizations.

Explanatory studies consist of the construction, testing or reformulation of a certain theory, in other words, these studies generate theories that may be used to enlighten the empirical generalizations that emerged from the descriptive phase.

This study applied a two-step approach encompassing a qualitative phase in April 2019, followed by a quantitative phase in August 2019.

5.2.   Methods for Data Analysis

5.2.1. Qualitative Methods

When speaking of research methodology, two main approaches should be concerned: qualitative research and quantitative research. For one of the two to be applied, it is necessary to understand the type of information that is being studied. The first, qualitative research, consists of the interpretation of the type of information that is observed, reported or registered into words. An example of a qualitative method is through the realization of interviews, observations or pictures. According to Saunders *et al.* (2009), the main purpose of this method is to get a better understanding of a problem area but also to gain a deeper insight.

As for the quantitative approach, it differs from the qualitative one because it is both structured and formal. The usage of this type of method relies on the collection of information from several objects of study with the intent of concluding. This method has a lot to do with the interpretation of numbers to draw a result.

5.2.1.1. Interviews

Interviews are one of the most popular strategies for the collection of qualitative data. According to Miquel, S., Bigné, E., Lévy, J.P., Cuenca, A. & Miquel, M. (1997), when considering the number of interviews to conduct, there is no optimal number.

Following DiCicco-Bloom, B. & Crabtree, B.F. (2006), the qualitative research interview can take several forms: unstructured interviews, semi-structured interviews and individual in-depth interviews.

Although no interview can truly be considered as unstructured, some of them can be relatively unstructured as they only follow a pattern of guided conversations. This data collection method relies on the selection of specific interviewees, based on their knowledge, role and/or importance in the studied matter. Here, besides the evaluation of the answers given by the respondents, the interviewer must take notes on the observed behaviours, interactions, artefacts and rituals expressed by the respondents.

Semi-structured interviews, usually, according to DiCicco-Bloom *et al.* (2006), follow a set-off prearranged and programmed open-ended questions, with the possibility of the conception of new ones subsequent of the flow of the on-going dialogue between both parties involved (interviewer and interviewee). The same authors suggest that these types of interviews are generally the most utilized interviewing format and, it can be conducted both in groups of people or with a singular individual.

As for Individual in-depth interviews, these types of interviews are widely used to co-create meaning with interviewees, with the intent of following a more in-depth (as the name suggests) discussion between both the interviewer and the interviewee, where both give their insights on the studied matters. Usually, these types of interviews are more able to answer a wide range of questions.

For this study, in the qualitative phase, the method chosen to be applied was the semi-structured interviews. In this stage of the study was a set of 20 face-to-face interviews with respondents consisting of club membership owners for both SL Benfica and Sporting CP (respectively).

Group size, Sample selection and composition

Previous studies (Brochado *et al.,* 2018) have reported that each sport has specific image attributes. This way the first objective was to identify image attributes that both SL

Benfica and Sporting CP fans associate with their respective football clubs. Interviews were chosen as the method for collecting qualitative data. In the exploratory stage, a total of 20 face-to-face interviews with game spectators from each of the aforementioned clubs were conducted during the regular football season, to identify the main brand associations regarding the clubs. The sample consisted of included 50 per cent male and 50 per cent female respondents of different ages, ranging from 19 to 81 years old. As for the Sporting CP fans, these individuals were approached outside of the Estádio José de Alvalade previous to a Portuguese league (Liga NOS) game against Rio Ave, randomly selected in different areas of the stadium surroundings to ensure that different social classes were represented. As for the SL Benfica fans, these individuals were approached outside of the Estádio do Sport Lisboa e Benfica, likewise, previous to a Liga NOS game against Vitória de Setúbal, also, arbitrarily selected in different areas of the stadium surroundings to ensure that different social classes were represented. Both interviews were conducted previous to Portuguese league game matches so that the respondents would be in somewhat similar emotional conditions.

Recording and Bias

The interviews were audio-recorded (with consent) due to the less intrusive nature of the approach compared to videotaping, as well as due to the place and time they took where they took place. Subsequently, answers were more likely to be better interpreted in a different environment and later transcribed.

While conducting the face-to-face interviews, the participants were asked to cite some attributes they link with the clubs they support based on the club's history and tradition, so that their answers would not be biased to the fact of being for a rival club, and therefore give questionable answers that do not reflect the true features and attributes of that football club.

Interview transcript

Based on Brochado *et al*.'s (2018) study, the respondents were asked about their recent match attendance for the last six official matches of their respective team, live or on TV. Following this, the respondents were asked to classify their involvement with their supported team on a scale from 1 to 10. Next, the interviewees were also asked to identify the main associations they have (i.e. positive or negative) with their respective team.

After, interviewees were asked to list, spontaneously (and previous to any other questions), values and feelings that for them were associated with their own supported clubs. Attributes and/or associations referred to by four or more respondents were included in the set of attributes used in the questionnaire in the quantitative phase of the research[2]. Descriptions gathered with open-ended questions were subjected to content analysis (used to identify special characteristics of the responses).

Next, respondents were asked to classify ten statements[3] following a Likert Scale[4] of 5 measures.

Along with these items, the interviewees were then asked to, once again, list values and feelings that for them were associated with their own supported clubs, but this time and based on the ten attribute statements, the respondents answered in an assisted manner (based on the previous information that they retained).

These questions were asked both previous and after the classification of the attributes, because it is important to understand to which extent, the respondents for each of the supported clubs are able to retain and be influenced by new information. These questions were asked based on the concept of brand notoriety. Additionally, the gathering of these attributes would later be important in the elaboration of the online survey.

Results

Following the qualitative research, it was possible to understand that both groups of fans were more prone to retain information in an assisted manner. Furthermore, these results were helpful to the construct and elaboration of a set of important questions to take part in the online survey. Here, it was determined based on the number of times that each attribute was listed by Sporting CP and SL Benfica fans, respectively, which team values

---

[2] Annex 2

[3] Annex 1 – question 7

[4] The Likert Scale is a psychometric measurement scale devolved by psychologist Richard Likert, developed to gauge the measurement of opinions, attitudes and views of the respondents connected to the question posed in a questionnaire. The scale can be measured with different degrees, is the most common, the 5-point Likert scale (Foryś, I., & Gaca, R., 2016).

The 5 point scale is established according to the following degrees of agreement: Strongly Disagree (1), Disagree (2), Neither agree nor disagree (3), Agree (4) and Strongly Agree (5).

Another commonly used scale is the 7 point scale which is established according to the following degrees of agreement: Strongly Disagree (1), Disagree (2), More or less disagree (3), Neither agree nor disagree (4), More or less agree (5), Agree (6) and Strongly Agree (7).

would be considered to examine customers perspectives on both clubs and sponsor's (NOS) brand values, and consequently perceived brand congruence.

For the Sporting CP supporters, 6 attributes were considered as being the most important as they were the ones that were mentioned the most: pride, passion, dedication, glory, effort and joy. From these 6 attributes, two can be said as being part of the club's motto: "Esforço, Dedicação, Devoção e Glória" which in English translates as "Effort, Dedication, Devotion and Glory".

As for the SL Benfica supporters, these respondents also listed 6 attributes the most: history, universal dimension, pride, passion, union amongst the Portuguese population and joy.

Note that the attributes listed as being the most important for these supporters (respectively) were carefully evaluated and some result on the aggregation of similar values (e.g. the feelings of passion and love were both listed by both sets of fans a significant amount of times, as such it was decided that it was redundant and it would be simplified by choosing the one that seemed to better fit the statements that would later be applied in the online survey).

5.2.2. Quantitative Methods

As previously mentioned, when speaking about research methodology, two main approaches should be considered: qualitative research and quantitative research. In a quantitative approach, one collects data and information from diverse objects of study with the objective of drawing conclusions. The most commonly utilized quantitative data collection technique is a questionnaire where the analysis of data is often done with graphs, statistics, and plots.

5.2.2.1. Questionnaire

For this study, the chosen quantitative data collection technique was a questionnaire derived from the literature review and subsequently proposed research hypothesis This method was chosen due to it being a way to comprise and test the proposed hypothesis, and, due to its simplicity to manage and control the obtained data. The questionnaire was elaborated in Portuguese due to it being directed to Portuguese football club fans and it was administered online resorting on the ISCTE's provided data collection tool: Qualtrics (Questionnaire in Annex 6).

Questionnaire Structure

In the beginning of the survey, there was a short introduction (identified as Q1), consisting on the clarification of the use of the survey's answers, as well as the inclusion of a cooperation request, an estimation of the time required to complete the survey, the institution and course name and finally, a statement of its anonymously.

The questionnaire was composed of nine groups of questions (constructs), that due to feasibility in the online application were separated in eleven. As such, the nine groups are presented as follows:

- Clarification of supported football club and level of involvement with it – questions related to the clarification of which club the respondent supported (if any), and subsequent questions that helped identify the level of involvement of the respondents with their supported football club;
- Sponsorship opinion – single question to determine respondents' opinions on the importance of sponsorships in their supported clubs' business, 5-point Likert scale;
- Sponsorship awareness – questions that required the respondents to answer based on both recall and recognition constructs;
- Attitude toward sponsor – questions concerning the opinion of club supporters on the evaluated brand (NOS), 7-point Likert scale;
- Telecommunications operator – one single question that required respondents to answer which brand was the respondent's telecommunications operator at the time;
- Brand Values – set of statements identified from the qualitative stage of the study, where the respondents had to classify their opinions on both the telecommunications brand and the supported football club on a 10-point scale;
- Purchase Intentions - a continuation of the previous questions that showed different statements based on the respondents answer to the telecommunications operator question;
- Rejection of joint sponsorship – a collection of different statements to help identify respondent's opinion on the joint sponsorship of two rival football clubs, 5-point Likert scale;
- Socio-demographic – questions related to age, profession and education degree.

The constructs were measured using different scales due to the different sources they were based on (Table 1).

Table 1 – Questionnaire's constructs

Construct	Source/ Adapted from
Sponsorship Awareness	Brochado, A., Dionísio, P. & Leal, M. C. (2018)
	Biscaia, R.; Correia, A.; Ross, S.; Rosado, A. (2014)
Purchase Intentions	Biscaia, R., Correia, A., Rosado, A. F., Ross, S. D., & Maroco, J. (2013)
Attitude toward sponsor	Biscaia, R., Correia, A., Rosado, A. F., Ross, S. D., & Maroco, J. (2013)
Brand values/Congruency	Brochado, A., Dionísio, P. & Leal, M. C. (2018)
Rejection of joint sponsorship	Davies, F., Veloutsou, C., & Costa, A. (2006)
Socio-demographic	Brochado, A., Dionísio, P. & Leal, M. C. (2018)

For the questionnaire's online applicability, it became necessary to separate the questions in 11 different blocks, which varied depending on the answers to some of the questions.

On the first block (Block A), the respondents were asked to identify their supported football club from the following options (Q2): "Sporting Clube de Portugal", "Sport Lisboa e Benfica", "Futebol Clube do Porto", "Other", and in the case the respondents did not support any club "None/ I do not follow the sport". The reason for the selected answers has to do with the Portuguese distribution of football fans, as the great majority of the country supports either one of the three mentioned clubs; in the case the respondents selected "Other" as their answer, a new question would appear, where it was suggested for respondents to clarify which clubs they supported; finally, in the case the last option was selected, the survey would be terminated instantly, as these respondents would not be appropriated to the success of the study.

From this point, dependent on the answer to the first question, the same questions would be shown to all the respondents, but following a different path (Annex 5), in other words, if one selected "Sporting Clube de Portugal" in Q2, the survey would proceed to question Q4, as for "Sport Lisboa e Benfica" was selected, the questionnaire would proceed to Q24, and for those who selected both "Futebol Clube do Porto" and "Other", the survey would show question Q44. Even though these questions had different numbers, they were exactly the same. From this point onwards, respondents had to answer to Block

B questions (level of involvement with the football club), Block C (opinion on the existence of sports sponsorships) and Block D (recall of the respondents' club sponsors). For those who answered either "Sporting Clube de Portugal" or "Sport Lisboa e Benfica" in Q2, would proceed to Block E (recognition of sponsors from a list of 20 brands) and so on, as these were the main object of study; as for the other respondents, would proceed to the socio-demographic questions. In the Annex it is possible to find the questions/statements presented to the respondents, as well as the correspondent question numbers (e.g., Q4, Q24 and Q44 all correspond to "In a scale from 1 to 10, how would you rate your involvement with your football club? (1-not involved at all; 10-highly involved)").

When reaching Block G, depending on the answers to Q2, either Q15 or Q35 would be shown to "Sporting Clube de Portugal" or "Sport Lisboa e Benfica", respectively; here respondents were asked to clarify which company provided telecommunications services to them; depending on the answer to this question, different questions and statements that needed classification through scales would be shown.

Concerning scales, both 5 point and 7-point Likert-type scales were used; additionally, 10-point scales were also used. These scales were used in order to aim the extent to which a person agree, disagree or is unsure of each presented statement from 1- "Totally Disagree" to 5, 7 or 10 - "Totally Agree". The reason for the utilization of different scales rests on the authors/studies from where the questions/statements were adapted from; this way, these scales have already been comprised as functional. In addition to this, nominal scales were used. These are qualitative and can be binary, as "Yes/No", or as in the case of Q2, have multiple answers to select from.

Regarding Block H and Block I (only presented to respondents that selected either "Sporting Clube de Portugal" or "Sport Lisboa e Benfica" in Q2, respectively), the elaboration of the statements used were drawn from the qualitative stage, in which brand values were selected for both clubs (respectively); and in these statements, respondents were asked to classify their level of agreement in a 10 point scale with the proposed statements for both the football clubs and the common sponsor (NOS). These statements were adapted from Brochado *et al.*'s (2018) study.

Questions and Measurements

High Involvement

Initially, it was predicted that a question asking deliberately if the respondent was a season-ticket owner for its club (Q6 for SCP supporters and Q26 for SLB supporters) would depict the envisioned answer. The reason for the ownership of a season-ticket ownership was due to the Literature Review, where it was suggested that the higher the amount of games attended at the team's stadium per season, the higher the person's involvement with the supported team. Then, it was inferred that to assess the measurement of a fan's level of involvement with its supported club, and based on the literature review constructs, participants were asked to quantify the number of games attended per season at the club's home stadium in one of the propositions from Q7 for SCP supporters and Q27 for SLB supporters.

Unfortunately, the measurement of this item through these questions was not feasible to be accounted due to a low number of responses among the respondents/ to the nature of the variables (should be ordinal). This way, it was decided that the measurement item for this question would reside on the same factor utilised in Brochado *et al.*'s (2018) study, in other words, respondents were asked to clarify their own sense of involvement with their supported club (on a 10-ponit Linkert scale) based on their participation on all of club related activities (e.g. following the club's other sports such as futsal, volleyball, handball, etc.).

Sponsorship Awareness

Brand Recall and Recognition measures were used to assess Sponsorship Awareness.

- Brand Recall – Respondents were asked to list solely based on memory, 3 official sponsors for their football team. This analysis comprised of both 'top of the mind' brands as the total number of brands recalled correctly.
- Brand Recognition – Respondents were asked to identify, from a list of 20 brands, the official sponsors for their supported teams. For each SCP and SLB, a total of 8 brands were selected as true sponsors for the teams, respectively.

For SCP (Sporting Clube de Portugal), a selection of 8 brands was made: NOS, Macron, Super Bock, CGD, CUF, Galp and Vitalis.

Table 2: Sponsor brands used to evaluate Recognition for Sporting CP fans

Club	Brand	Title	Description	Sponsorship Activation
SCP	NOS	Main sponsor	TV/Web Provider	Team shirts (2015 - Present)
	Macron	Technical sponsor	Sportswear	Team shirts (2014 - Present)
	Super Bock	Official Sponsor	Beer	Team shirts (2009 – Present)
	CGD	Facility naming rights	Bank	Stadium stand (2007 - Present)
	CUF	Official Partner	Hospital	Medical partner (2014 - Present)
	Galp	Official Partner	Petrol (Gas)	Petrol (Gas) discounts for club members (2014 - Present)
	Prozis	Official Nutrition Partner	Nutrition	Nutrition Partner (2016 - Present)
	Vitalis	Official Water Partner	Water	

For SLB (Sport Lisboa e Benfica), a selection of 8 brands were chosen as the ones to be susceptible for recognition: NOS, CGD (Caixa Geral de Depósitos), Adidas, Prozis, Hospital da Luz, Fly Emirates, Repsol and Sagres.

Table 3: Sponsor brands used to evaluate Recognition for SL Benfica fans

Club	Brand	Title	Description	Sponsorship Activation
SLB	NOS	Broadcast rights	TV/Web Provider	Broadcast rights (2015 - Present)
	Fly Emirates	Main sponsor	Airway Company	Team shirts (2015 - Present)
	Sagres	Official Sponsor	Beer	Team shirts (2009 – Present), Stadium stands (2003 – Present)
	Adidas	Technical sponsor	Sportswear	Team shirts (1997 - Present)
	CGD	Facility naming rights	Bank	Naming rights of training facility (2003 - Present)
	Hospital da Luz	Official Partner	Hospital	Medical partner (2014 - Present)
	Repsol	Official Partner	Petrol (Gas)	Petrol (Gas) discounts for club members (2005 - Present)
	Prozis	Official Nutrition Partner	Nutrition	Nutrition Partner (2016 - Present)

Table 4: Non-sponsor brands used to evaluate Recognition of sponsor for both teams

Brand	Title	Description	Sponsorship Activation
MEO	Non-Sponsor	TV/Web Provider	Sporting CP Team shirts (2012 - 2015)
			SL Benfica Team shirts (2008 - 2015)
Vodafone	Non-Sponsor	TV/Web Provider	SL Benfica Team shirts (2001 - 2005)
Millenium BCP	Non-Sponsor	Bank	
Novo Banco	Non-Sponsor	Bank	
New Balance	Non-Sponsor	Sportswear	
Puma	Non-Sponsor	Sportswear	Sporting CP Team shirts (2006 - 2014)
MyProtein	Non-Sponsor	Nutrition	

<u>Attitude toward sponsor</u>

For the assessment of this item, a four-item scale was developed (as proposed by Biscaia *et al.*, 2013) to determine the team supporters' attitude towards the mutual sponsor, the telecommunications company NOS. For these statements, respondents were asked to rate their opinions on the sponsor on a 7-point Likert Scale.

Statements:

1. I like [brand].
2. [Brand] is a good [sector] brand.
3. I have a positive opinion towards [brand].
4. My opinion about [brand] is better due to the company sponsoring my club.

<u>Purchase Intentions</u>

This construct was more difficult to measure due to the high complexity of the telecommunications sector and, subsequent unpredictable preferences of the consumers (e.g. the type of package wanted, type of services provided, price, exclusive features), as some people opt to have different providers at the same time for different services (e.g. a brand for TV/Web services and another for telephone related charges). For this reason, it was determined that (based on Biscaia *et al.*'s (2013) study) it would be important to inquire the respondents about their current telecommunications provider, as a way to elaborate and arrange applicable and understandable sentences able to measure the same construct no matter their existing service provider. Here, respondents were requested to state their intentions on a 10-point Likert Scale.

For this reason, the following sentences were showcased to the respondents:

- For NOS clients: In the next telecommunications renewal contract, being a NOS client, I will keep being a NOS client based on the fact that NOS sponsors my club.
- For other telecommunications brands clients: Not being a NOS client, I intend to change telecommunications operator to NOS, based on the fact that NOS sponsors my club.

<u>Congruency</u>

The elaboration of this construct encompassed a Qualitative Stage[5] (as previously mentioned), whereby a set of interviews were conducted and participants were asked to list values and feelings they associated with their clubs. Later, all the features were accounted[6] for and a total of 6 statements were elaborated[7] for respondents of both clubs (respectively). Attributes and/or associations referred to by four or more respondents were encompassed in the set of attributes used in the questionnaire in the quantitative phase of the research. The attributes listed by each set of fans were then quoted in statements for both the club and the sponsor brand. Here, Brochado *et al.*'s study was found determinant for the elaboration of this measurement and thus, a 10-point Likert scale was used. Example:

- I have dedication for Sporting.
- NOS is a brand that puts a lot of dedication in its actions.

<u>Joint Sponsorship of Rival Clubs</u>

For the assessment of this construct, Davies *et al.*'s (2006) study was found to be determinant. Here, a total of three items were found to be important:

- For me, it is indifferent that both Sporting CP and SL Benfica share the same sponsor, NOS.
- I would prefer if Sporting CP and SL Benfica had different sponsors from each other.

---

[5] Annex 1
[6] Annex 2
[7] Annex 3

- The fact that NOS sponsors both Sporting CP and SL Benfica makes me feel that its products and services are of high quality.

All items were measured through a 5-point Likert Scale.

5.2.2.2. Sample

To conduct this study, in order to collect answers to the questionnaire, the decision was made to use Qualtrics Survey Software, as it was a tool provided by ISCTE and familiar to the respondents. The analysis was done using SPSS 25.0 software: Statistical Package for the Social Sciences; and XLSTAT software. The link leading to the questionnaire was spread through several social networks (including Facebook and WhatsApp).

Data was collected through a period of 9 successive days (from August 31st to September 8th 2019). The questionnaire was performed by 1.755 respondents, from which, 479 were rejected due to incomplete answering or biased answering (rival club fans falsely answering questions about their rivals), subsequently, 96 other responses were rejected due to the selection of answer "None, I do not follow the sport" in Q2; thus resulting in 1.180 valid questionnaires.

The summary of the sample characterization is provided in Table 5. The sample was composed by a total of 1.180 respondents, of which 558 identified themselves as SCP fans, 559 as SLB fans, 35 as Futebol Clube do Porto (FCP) fans and 28 people identified themselves as fans of other Portuguese football clubs.

When considering the gender of the sample population, a total of 742 (62.9%) people identified themselves as males whereas, 438 (37.1%) identified as females.

Important to note that, concerning age groups, the most representative group were between 18 and 24 (22.1%) years old, 15.4% between 25 and 34 years, 19.4% between 35 and 44 years, 20.8% between 45 and 54 years, 13.1 between 55 and 64 years, 5.1% from 65 years and above and, finally, 4.2% with less than 18 years of age.

As far as education level is concerned, 38.6% of the respondents were said to have a Bachelor's degree, followed by 37.5% reported the conclusion of High School as their last obtained education degree. Additionally, 12% of respondents were said to have concluded a Masters/PhD, 10.4% having only concluded 9th grade and, lastly, 1.4% said

to have concluded 4th grade (considering that it used to be the highest degree somewhere in the past century in Portugal).

Finally, regarding Professional Activity, 57.4% of respondents were said to be employed by others, 10.9% were said to be employers and, 31.7% of respondents were said to have another occupation.

Table 5 – Sample Characterization

	Sporting Clube de Portugal		Sport Lisboa e Benfica		Futebol Clube do Porto		Other		Total	
	n	%	n	%	n	%	n	%	n	%
Gender										
Male	372	66,7	335	59,9	19	54,3	16	57,1	742	62,9
Female	186	33,3	224	40,1	16	45,7	12	42,9	438	37,1
Age (years)										
less than 18	21	3,8	27	4,8	1	2,9	0	0,0	49	4,2
18-24	135	24,2	110	19,7	10	28,6	6	21,4	261	22,1
25-34	86	15,4	84	15,0	7	20,0	5	17,9	182	15,4
35-44	112	20,1	106	19,0	6	17,1	5	17,9	229	19,4
45-54	106	19,0	132	23,6	4	11,4	3	10,7	245	20,8
55-64	68	12,2	76	13,6	4	11,4	6	21,4	154	13,1
65 or more	30	5,4	24	4,3	3	8,6	3	10,7	60	5,1
Education level										
4th grade	9	1,6	5	0,9	1	2,9	1	3,6	16	1,4
9th grade	63	11,3	56	10,0	3	8,6	1	3,6	123	10,4
High School	214	38,4	206	36,9	12	34,3	11	39,3	443	37,5
Bachelor	203	36,4	227	40,6	17	48,6	9	32,1	456	38,6
Masters/PhD	69	12,4	65	11,6	2	5,7	6	21,4	142	12,0
Professional Activity										
Employer/ Self-employed	62	11,1	63	11,3	3	8,6	1	3,6	129	10,9
Employee	333	59,7	315	56,4	14	40,0	15	53,6	677	57,4
Other Situations	163	29,2	181	32,4	18	51,4	12	42,9	374	31,7
Total	558	100	559	100	35	100	28	100	1180	100

Sporting Clube de Portugal

Important to note that from the 558 valid responses, 372 (66.7%) were identified as male and 186 (33.3%) as females. As for the age groups, 24.2% were said to be aged between 18 and 24 years, 20.1% aged between 35 and 44 and 19% aged between 45 and 54; these groups accounted for the majority of the sample. Concerning education level acquired by the respondents, 38.4% answered that the last education degree concluded was high school, while 36.4% said to have finished their Bachelor's degree. Regarding Professional Activity/Occupation 59.7% of the respondents were said to be employees, whereas, 29.2% answered as "Other Situations" (features Unemployed, Student, Housewife and Retired).

Sport Lisboa E Benfica

From the 559 valid responses, 335 (59.9%) of the individuals were male and 224 (40.1%) were female. About age groups, the responses answers were somewhat similar to those of SCP fans, whereby 19.7% between the ages of 18 and 24, 19% between 35 and 44 and 23.6% between the ages of 45 and 54, as the most representative part of the sample. Concerning education level, 40.6% of respondents were said to have a Bachelor's degree, while 36.9% were said to lastly have concluded High School. Regarding the professional activities portrayed by the respondents, 56.4% answered as being employed whereas, 11.3% were said to be employers; additionally, 32.4% of the respondents alleged to have other professional activities.

Futebol Clube do Porto

As far as this club is concerned, only a small sample was retrieved from the online questionnaire (mainly due to population distribution, and interest for the study in question). From the 1.180 valid responses, only 35 were identified as being FCP supporters, from which 54.3% were male and 45.7% female. Important to note that, 8.6% of respondents were aged between 18 and 24 years; 20% aged between 25 and 34 years and 17.1% between the ages of 35 and 44, accounting for the most relevant age groups. Similar to the sample distribution of the previously mentioned clubs, when it comes to education level High School (34.3%) and Bachelor (48.6%) account for the majority of the sample distribution. Finally, when it comes to professional activity undertaken by the respondents, 8.6% of people said to be employers, 40% to be employed and 51.4% to be suitable in "Other Situations".
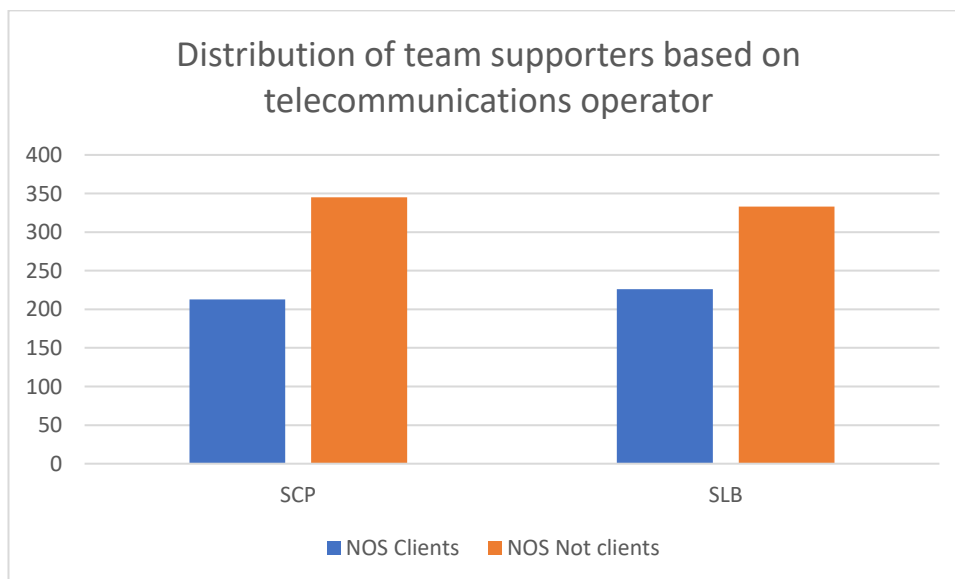
Other

In addition to SCP, SLB and FCP fans, although these account for the great majority of fan club fandom in Portugal, other clubs were listed by a total of 28 respondents: Marítimo (1), Gil Vicente (1), Famalicão (1), Estoril (5), Belenenses (7), Académica (4), CD Aves (1), Vitória FC (1), UD Oliveirense (2), Sporting Ideal (1), FC Barreirense (1), UD Vila-Chã (1), Vasco da Gama (1), Portimonense (1).

Regarding gender 57.1% of the respondents that answered supporting another club instead of SCP, SLB or FCP were male whereas, 42.9% were female. When it comes to age groups, all the respondents were at least 18 years old: 21.4% between 18 and 24; 17.9% between 25 and 34 years; 17.9% between 35 and 44 years; 10.7% between 45 and 54; 21.4% between 55 and 64 years and lastly, 10.7% with 65 or more years. In resemblance to the other club's education level distribution, High School (39.3%) and Bachelor (32.1%) were the most representative groups. Finally, when it comes to professional activity 53.6% of respondents were employed and 42.9% were said to be in "Other Situations".

Telecommunications operator

Notwithstanding the regular sample distribution through football team fanbase, it is relevant to reference the population distribution for each of the two clubs (SCP and SLB) that are being studied, based on the telecommunications operator for this study.

Graph 1: Distribution of team supporters based on telecommunications operator

Form the graph it is possible deduct that, from the 558 SCP supporters, 213 are clients of the sponsor brand (NOS) as opposite to the remaining 345 who are clients of other telecommunications operators. It is also possible to understand that, from the 559 SLB supporters, 226 are clients of NOS and the outstanding 333 are contractually linked with other telecommunications operators.

6. Results & Data Analysis

6.1. Methods and Techniques for Data Analysis

Reliability

The assessment of reliability of a determined variable relies on the valuation of the internal consistency measures determined by the Cronbach Coefficient. According to Hinton, P. R.; Brownlow, C.; McMurray, I. & Cozens, B. (2004), the reference criteria for the measurement of reliability entails: values for α below 0.5 show low reliability, between 0.5 and 0.7 showcase moderate reliability, between 0.7 and 0.9 show high reliability and above 0.9 demonstrate excellent reliability.

Paired Samples T-Test

Paired Samples *t*-Test is a parametric measurement tool used to weight and compare two means from the same related components (in this case, brand values and traits). The purpose of this test is to understand if there is statistical evidence that the difference between the two measured means is significantly different from zero. When assessing this test, it is important to understand the values of *t* and p. The value of *t* is said to indicate the differences between groups and the differences within the groups, thus, the higher the value of *t*, the bigger the difference between the groups being evaluated. For the p-value it is important to understand that if $p<0.05$, there is no fit between the two groups; however, if $p>0.05$ the fit between the groups exists.

Paired Samples *t* Test were conducted to assess and compare the two means distinguished in the different values attributed to the variables by respondents. For SCP fans, the values "glory", "effort" "happy" were compared to both club and sponsor (NOS); both for sponsor clients and non-clients. For SLB supporters, the values evaluated were "history", "universal", "unity" and "happy", as such the same procedure that was undertaken for SCP, was performed for SLB. Later, a mean of all results was computed

and transcribed into a new variable for SCP and SLB, respectively, thus connecting both clients and non-clients of the sponsor.

Partial Least Squares Path Modeling (PLS-PM)

PLS-PM is a statistical procedure computed through the use of the XLSTAT software. Through this statistical approach, it is possible to model complex multivariable relationships among a range of different latent variables. This process can be used to effectively test complex models (even if with a small sample (Henseler, J., C. Ringle, R. R. Sinkovics (2009)) between latent variables with high number of different indicators.

6.2. Results

Sponsorship Awareness

Sponsorship awareness was measured through the assessment of brand recall and recognition. Due to the nature of the answers (written in text and as such not quantifiable), they were later quantified[8], in order to correctly measure the rapport of this variable with the others.

- Sporting Clube de Portugal

As far as SCP team supporters are concerned, a total of 23 brands were recalled as 'top of the mind' by respondents, of which 13 were true sponsors or official partners of the team. When bearing in mind the general measure for recall, a total of 64 brands were registered by these fans. Of these 64 brands, only 32 were true sponsors of the club (either in football or other sports). Of the total 558 respondents that identified themselves as SCP team supporters, only 438 (78,5%) were able to recall at least one brand (even if incorrect) as a sponsor of their team; of these, 423 (75.8%) were able to correctly recall at least one brand as a true sponsor of their team. Moreover, nearly all the respondents (95.7%) were able to recognise at least one of the club's sponsors correctly. Due to the large number of brands recalled as being sponsors of the team by respondents, only the brands included in the survey to assess recognition are showcased in the following table.

---

[8] Annex 13 (Recall answers were scored from 0 to 3; Recognition answers were scored from 0 to 8 for both clubs)

Table 6.1 – Recall and recognition rates of SCP supporters

Club	Brand	Recall 'Top of the mind' (%)	Recall General Measure (%)	Recognition (%)
Sponsor	NOS	41.6	62.5	84.8
	Macron	11.3	35.5	70.4
	Super Bock	15.4	53.8	72.2
	CGD	0.4	6.3	20.1
	CUF	0.2	1.6	33.7
	Galp	0.2	0.4	13.4
	Prozis	1.1	5.9	41.0
	Vitalis	0.2	2.9	23.5
Non-Sponsor	Fly Emirates	0.2	0.2	0.9
	Sagres	0.4	2.0	3.4
	Adidas	0.0	0.4	4.3
	Hospital da Luz	0.0	0.0	1.6
	Repsol	0.0	0.0	1.8
	MEO	3.6	5.2	10.9
	Vodafone	0.0	0.2	3.0
	Millenium BCP	0.2	0.5	8.2
	Novo Banco	0.0	0.5	16.7
	New Balance	0.0	0.0	1.3
	Puma	0.4	0.9	4.1
	MyProtein	0.0	0.0	1.1

The results obtained through the online survey are showcased in Table 6.1. From the results, it is clear that the brands with higher recall rates as 'top of the mind' were NOS (41.6%), Macron (11.3%) and Super Bock (15.4%), all showcased on the football team shirts. All other sponsoring brands recalled as 'top of the mind' had relatively low rates. It is important to note that non-sponsor brand MEO (3.6%) (previous football team shirt sponsor) had a higher 'top of the mind' rate than all the other team sponsors (CGD (0.4%), CUF (0.2%), Galp (0.2%), Prozis (1.1%) and Vitalis (0.2%)).

Regarding general recall rates for the SCP sponsors it was noticeable that the rates followed the same pattern, as once again, the team shirt sponsors – NOS (62.5%), Macron (35.5%) and Super Bock (53.8%) – had the highest recall rates. In addition to this, CGD (6.3%) (stadium stand sponsor), CUF (1.6%), Galp (0.4%), Prozis (5.9%) and Vitalis (2.9%) were all correctly recalled as sponsors of the team, even if by a low percentage of respondents. Moreover, non-listed sponsors Roff (8.6%), Agriloja (8.4%) were also correctly recalled by respondents. Of the non-sponsor brands considered for this study, only Hospital da Luz, Repsol, New Balance and MyProtein recorded a 0.0% of recall rate.

Furthermore, of the considered brands recalled incorrectly as sponsors MEO (5.2%) and Puma (0.9%) have previously sponsored the football team. Other non-sponsor brands Fly Emirates (0.2%), Sagres (2.0%), Adidas (0.4%), Vodafone (0.2%), Millenium BCP (0.5%) and Novo Banco (0.5%) had relatively low recall rates.

Lastly, regarding recognition rates, all of the considered sponsors had a rate of at least 10%; ranging from 13.4% to 84.8%. It was noticeable that the brands recognised the most were NOS (84.8%), Macron (70.4%) and Super Bock (72.2%), followed by CGD (20.1%), CUF (33.7%), Galp (13.4%), Prozis (41.0%) and Vitalis (23.5%). As for the non-sponsors it is worth mentioning that MEO (10.9%), Millenium BCP (8.2%) and Novo Banco (16.7%) showcased the higher rates; all other non-sponsor brands were recognised incorrectly by least than 5.0% of team supporters.

- Sport Lisboa e Benfica

For SLB team supporters, a total of 18 brands were recalled as 'top of the mind', of which 14 were true sponsors or official partners of the team. When considering the general measure for recall, a total of 47 brands were listed by these fans. Of these 47 brands, only 33 were true sponsors of the club (either in football or other sports). Out of the 559 respondents that identified themselves as SLB team supporters, only 461 (82,5%) were able to recall at least one brand (even if incorrect) as sponsor of their team; of these, 451 (80.7%) were able to recall at least one brand correctly. Moreover, nearly all the participants (97.1%) were able to recognise at least one of the club's sponsors correctly. Due to the large number of brands recalled as being sponsors of the team by respondents, only the brands included in the survey to assess recognition are showcased in the following table.

Table 6.2 – Recall and recognition rates of SLB supporters

Club	Brand	Recall 'Top of the mind' (%)	Recall General Measure (%)	Recognition (%)
Sponsor	NOS	2.7	10.0	43.5
	Fly Emirates	41.3	68.6	85.0
	Sagres	20.0	58.9	75.7
	Adidas	8.1	34.7	70.1
	CGD	0.5	4.7	32.7
	Hospital da Luz	0.0	0.5	57.6
	Repsol	2.0	6.6	44.0
	Prozis	0.2	1.3	20.6
Non-Sponsor	Macron	0.0	0.0	0.5
	Super Bock	0.2	0.5	4.5
	CUF	0.0	0.0	3.0
	Galp	0.0	0.0	5.4
	Vitalis	0.0	0.0	4.5
	MEO	4.1	8.9	21.8
	Vodafone	0.2	1.6	10.2
	Millenium BCP	0.0	0.0	3.4
	Novo Banco	0.0	0.0	4.5
	New Balance	0.0	0.0	0.7
	Puma	0.0	0.0	0.7
	MyProtein	0.0	0.0	0.2

From the results presented in the table, it is possible to understand that the brands with higher recall rates as 'top of the mind' among SLB fans were Fly Emirates (41.3%), Sagres (20.0%) and Adidas (8.1%) all of which are present in the team shirts[9]; followed by non-sponsors MEO (4.1%) and Vodafone (0.2%) that were both, previous main sponsor on the teams' shirts. Reversely, other sponsor of the team not present on the football teams' shirts were considerably less recalled as 'top of the mind' by team fans as it is possible to see when considering brands such as NOS (2.7%), CGD (0.5%), Repsol (2.0%) and Prozis (0.2%). Additionally, it is possible to instigate that the non-sponsor brands considered for this study were not listed as 'top of the mind' sponsors.

When considering general recall rates measures, it is possible to see that a similar trend occurred, as the brands with higher recall rates were the ones showcased on the football team shirts (Fly Emirates (68.6%), Sagres (58.9%) and Adidas (34.7%)). Conversely other sponsor brands such as NOS (10.0%), Repsol (6.6%), CGD (4.7%),

---

[9] Annex 7

Prozis (1.3%) and Hospital da Luz (0.5%) were recalled by a low number of team supporters. However, as fans did continue to not recall the majority of non-sponsor brands as actual team sponsors (Macron, CUF, Galp, Vitalis, Millenium BCP, Novo Banco, New Balance, Puma and MyProtein), non-sponsors such as MEO (8.9%) and Vodafone (1.6%) who previously sponsored the football team and were visible on the team shirts were recalled by fans, even if with a low rate. Important to note that non-sponsor Coca-Cola (13.1%) the was recalled incorrectly by club supporters, had previously been a stadium stand sponsor for a large amount of years.

Finally, while assessing recognition rates among the team supporters, it was noticeable that these rates were higher to every club sponsor brand (following the same trend – team shirts have higher recall and recognition rates): Fly Emirates (85.0%), Sagres (75.7%) and Adidas (70.1%). Moreover, Repsol (44.0%), Hospital da Luz (57.6%), CGD (32.7%), Prozis (20.6%) and NOS (43.5%) had substantial recognition rates (all above 20%). On the other hand, non-sponsor brands MEO (21.8%) and Vodafone (10.2%), similarly to when fans were asked to recall brands, had a significant recognition rate. Furthermore, non-sponsor brands Super Bock (4.5%), CUF (3.0%), Galp (5.4%), Vitalis (4.5%), Millenium BCP (3.4%) and Novo Banco (4.5%) were recognised incorrectly as team sponsors with significant rates.

<u>Attitude toward sponsor</u>

For the measurement of this variable, a reliability analysis was undertaken. Whilst analysing the Cronbach coefficients[10] for both sets of fans, due to the existence of 4 measurement items, it was possible to identify that both for SCP (α= .81) and SLB (α= .83) the internal consistency showcased high reliability. In the case of SCP fans, it was noticeable that if item 4 (My opinion about NOS is better due to the company sponsoring my club) was deleted, α=0.92; as for SLB fans, if the same item was deleted, α=0.91. Apart from item 4, all variable showed high correlations from 0.75 to 0.83 for SCP and from 0.72 to 0.84 for SLB.

<u>Congruency</u>

To assess the model fit between brand and both clubs, several Paired samples t test were conducted.

---

[10] Annex 9

1. SCP supporters and NOS clients

From graph 2 and the tables presented in Annex 10, it is possible to understand:

There was a significant difference in the scores for the attribute "glory" for SCP (M=8.87, SD=1.62) and NOS (M=7.52, SD=2.02) conditions; t(212)=8.29, p = 0.000.

There was a significant difference in the scores for the attribute "effort" for SCP (M=8.22, SD=2.00) and NOS (M=6.36, SD=2.35) conditions; t(212)=9.79, p = 0.000.

There was a significant difference in the scores for the attribute "happy" for SCP (M=7.50, SD=2.30) and NOS (M=6.39, SD=2.25) conditions; t(212)=5.60, p = 0.000.

As a result of this, it is possible to see that Sporting CP fans value the club highly when asked to evaluate its perceived brand values and thus, considerably higher than they value the sponsor. The fact that all p values were equal to 0.000, indicates that there is lack of fit between the variables and as such there is a significant difference between the evaluations of both the club and the sponsor.

2. SCP supporters and not NOS clients

From graph 3 and the tables presented in Annex 10, it is possible to instigate:

There was a significant difference in the scores for the attribute "glory" for SCP (M=9.03, SD=1.58) and NOS (M=7.33, SD=2.15) conditions; t(344)=12.90, p = 0.000.

There was a significant difference in the scores for the attribute "effort" for SCP (M=8.08, SD=1.91) and NOS (M=5.94, SD=2.30) conditions; t(344)=15.40, p = 0.000.

There was a significant difference in the scores for the attribute "happy" for SCP (M=7.25, SD=2.42) and NOS (M=6.28, SD=2.18) conditions; t(344)=6.36, p = 0.000.

This way, it is possible to advocate that people that are not clients of the sponsor, attribute a lower value to each characteristic than those who are clients of the sponsor brand, thus suggesting that the more involved one is with a sponsor, the higher one will value it. As well as in respondents that were SCP fans and clients of NOS, here all p values were shown to be <0.05, as such, it is comprised that there is no fit between the variables.

3. SLB supporters and NOS clients

From graph 4 and the tables presented in Annex 10 it is possible to understand that:

There was a significant difference in the scores for the attribute "history" for SLB (M=9.85, SD=.55) and NOS (M=5.9, SD=2.39) conditions; t(225)=24.87, p = 0.000.

There was a significant difference in the scores for the attribute "universal" for SLB (M=9.50, SD=1.05) and NOS (M=5.42, SD=2.51) conditions; t(225)=23.22, p = 0.000.

There was a significant difference in the scores for the attribute "unity" for SLB (M=8.25, SD=1.97) and NOS (M=4.42, SD=2.41) conditions; t(225)=20.20, p = 0.000.

There was a significant difference in the scores for the attribute "happy" for SLB (M=9.04, SD=1.48) and NOS (M=5.39, SD=2.44) conditions; t(225)=22.30, p = 0.000.

From the analysis of these values it is possible to understand that there is a significant difference between the perceived club values and perceived values of the sponsor as the means of all items diverge in almost 4 total points. It is noticeable that p value is <0.05 for all constructs, as such, there is no fit between variables.

4. SLB and not NOS clients

Finally, from graph 5 and the tables presented in Annex 10 it is noticeable that:

There was a significant difference in the scores for the attribute "history" for SLB (M=9.81, SD=.89) and NOS (M=5.06, SD=2.37) conditions; t(332)=24.87, p = 0.000.

There was a significant difference in the scores for the attribute "universal" for SLB (M=9.45, SD=1.41) and NOS (M=4.57, SD=2.27) conditions; t(332)=23.22, p = 0.000.

There was a significant difference in the scores for the attribute "unity" for SLB (M=8.31, SD=2.05) and NOS (M=4.22, SD=2.32) conditions; t(332)=20.20, p = 0.000.

There was a significant difference in the scores for the attribute "happy" for SLB (M=9.10, SD=1.54) and NOS (M=4.92, SD=2.36) conditions; t(332)=22.30, p = 0.000.

Once again, it is possible to infer that there is a significant difference between the club and the brand values when evaluated by team supporters. Moreover, it is possible to understand that as in resemblance to the case of SCP, the fact that respondents are not clients of the sponsor brand (and thus, less involved with it), has a negative effect on the team supporter's evaluation of the sponsor. As for p value the same condition is assumed, in other words, as p<0.05 there is no fit between the variables for the same construct.

Joint Sponsorship of Rival Clubs

As this construct encompasses a total of 3 items, for its measurement, a reliability analysis was undertaken. This construct was measured among both sets of fans, as such the results are as follows: for SCP (α= .29) and for SLB (α= .30). This way it became understandable that the results showcased low reliability for all cases. After the appraisal of the Item-Total Statistics Table[11], it was comprehensible that all 4 scenarios demonstrated α values between 0.5 and 0.7 (if item 3 was removed[12]), thus, showcasing moderate reliability, as a result of this, it was defined that only the second item[13] would be considered for the evaluation of this construct as it is the one that measures the rejection of joint sponsorship directly (as compared to the first item).

6.2.1. PLS-PM Analysis

<u>Purchase Intentions</u>

The telecommunications sector is a very complex area in determining a person's purchase intentions. The intricacy of the contracts and subsequent pre-determined contract lengths, the type of offers the different companies provide to clients (general package, internet, mobile phone), and ability to negotiate different contracts as a way to maintain clients' interests all result in an added difficulty in assessing one's purchase intentions towards a complicated service of goods.

For this reason and for what was previously mentioned, the assessment of this construct will thus, be divided through respondents that are clients and respondents that are not clients of the brand for each club, respectively. Thus, the PLS-PM procedure will be conducted two times for each club.

Primarily, due to the existence of several measures for the same constructs (Sponsorship Awareness and Attitude Towards Sponsor) it became necessary to assess construct validity (composite reliability (CR) and average variance extricated (AVE)). Hair, J. F., Hult, G. T., Rimgle, C. M. & Sarstedt, M. (2014) infer that, when the value for the AVE measure is above the scope of 0.50, all latent variables are capable to designate more than half of the variance of its indicators. Moreover, CR is utilized as a complementary (to Cronbach's alpha) element in weighing the reliability of the constructs

---

[11] Annex 11

[12] For item 2, it was necessary to recode items as for scales measured the same construct but using the same scales differently.

[13] Item - "I would prefer if Sporting CP and SL Benfica had different sponsors from each other."

(checking the construct's reliability and internal consistency (if above 0.70)). All constructs were verified as being reliable as it is possible to infer from Annex 12.

Hypothesis Analysis

SCP fans and clients of NOS

Table 7.1 – Summary Results of the Structural Model for SCP fans, clients of NOS

Hypothesis	Path			Club β	t	
H1	High Involvement	>	Sponsorship Awareness	0,162	2,389	*
H2	Sponsorship Awareness	>	Purchase Intentions	0,027	0,434	
H3	Attitude Towards Sponsor	>	Purchase Intentions	0,427	6,839	**
H4	Congruency	>	Attitude Towards Sponsor	-0,351	-5,448	**
H5	Joint Sponsorship	>	Attitude Towards Sponsor	-0,053	-0,812	
H6	High Involvement	>	Joint Sponsorship	0,140	2,053	*
H7	Sponsorship Awareness	>	Attitude Towards Sponsor	0,073	1,131	

Absolute GoF/Relative GoF 0.268/0.983

Note: *, ** denotes statistically significant at the 5% and 1% level.

First, a scenario where SCP supporters that were clients of NOS (213 individuals) was evaluated. For Hypothesis 1, the level of fan involvement was statistically significant (β = 0.16; p-value< 0.05) in explaining sponsorship awareness denoting that the first hypothesis is supported.

For H2, it was noticeable that sponsorship awareness was not statistically significant (β = 0.03; p-value> 0.05) in explaining purchase intentions, thus being rejected.

Regarding H3, attitude towards sponsor showcased to have statistical significance (β = 0.43; p-value< 0.01) in explaining purchase intentions.

H4 revealed congruency to have statistical significance significant (β = -0.35; p-value< 0.01) predicting attitude toward sponsors.

For H5, joint sponsorship did not reach statistically significant values (β = -0.05; p-value> 0.05) to explain attitude towards sponsor, therefore being rejected.

For H6, the level of involvement with the football club seemed to estimate statistically significant values (β = -0.14; p-value< 0.05) in guessing joint sponsorship, thus being accepted.

The seventh hypothesis did not reveal statistical significance (β = 0.07; p-value> 0.05), thus being rejected. As for the Goodness of Fit indicators, according to Maydeu-Olivares, A. & García-Forero, C. (2010), consist of a statistical model that designates how well a set of observations is set; predict a relative value of 0.983 (>0.90) showcasing a good fit.

SCP fans and non-clients of NOS

As for a scenario where only SCP supporters that were not clients of NOS (345 respondents) the following results were estimated:

Table 7.2 - Summary Results of the Structural Model for SCP fans, non-clients of NOS

Hypothesis	Path			Club		
				β	t	
H1	High Involvement	>	Sponsorship Awareness	0,384	7,708	**
H2	Sponsorship Awareness	>	Purchase Intentions	-0,013	-0,258	
H3	Attitude Towards Sponsor	>	Purchase Intentions	0,330	6,364	**
H4	Congruency	>	Attitude Towards Sponsor	-0,498	-10,651	**
H5	Joint Sponsorship	>	Attitude Towards Sponsor	-0,027	-0,592	
H6	High Involvement	>	Joint Sponsorship	0,226	4,297	**
H7	Sponsorship Awareness	>	Attitude Towards Sponsor	0,100	2,145	*
Absolute GoF/Relative GoF 0.343/0.984						

Note: *, ** denotes statistically significant at the 5% and 1% level.

For H1, the level of fan involvement was statistically significant (as similar to the previous scenario) (β = 0.39; p-value< 0.01) in explaining sponsorship awareness meaning that the first hypothesis is supported.

For the second hypothesis, it was perceptible that sponsorship awareness was (also) not statistically significant (β = -0.01; p-value> 0.05) in explaining purchase intentions, thus being rejected.

Regarding Hypothesis 3, attitude towards sponsor showcased to have statistical significance (β = 0.33; p-value< 0.01) in explaining purchase intentions, thus supporting the hypothesis.

For H4, congruency showcased to have statistical significance (β = -0.49; p-value< 0.01) predicting attitude toward sponsors, validating the hypothesis.

In H5, joint sponsorship did not reach statistically significant values (β = -0.01; p-value> 0.05) to explain attitude towards sponsor, therefore being rejected.

For H6, the level of involvement with the football club did not showcase statistically significant values (β = 0.23; p-value< 0.01) in predicting joint sponsorship, thus being rejected. As opposition to the previous scenario,

H7 did reveal statistical significance (β = 0.10; p-value< 0.05), thus being accepted. As for the relative Goodness of Fit indicator, demonstrated value of 0.984 (>0.90) showcasing a good fit.

<u>SCP All Respondents</u>

Even though the main reason for the existence of the two previous scenarios is the difficulty in assessing the purchase intentions of the respondents, it was examined that though the "Purchase Intentions" measuring questions for both scenarios are different, they estimate the results in the same way as it concerns, the "purchase" of the brand based on the fact of being a sponsor for the club. As a result of this, the hypothesis were estimated for all 558 respondents identified as SCP supporters in the following table.

Table 7.3 - Summary Results of the Structural Model for SCP fans

				Club		
Hypothesis		Path		β	t	
H1	High Involvement	>	Sponsorship Awareness	0,316	7,866	**
H2	Sponsorship Awareness	>	Purchase Intentions	0,015	0,381	
H3	Attitude Towards Sponsor	>	Purchase Intentions	0,449	11,654	**
H4	Congruency	>	Attitude Towards Sponsor	-0,412	-10,787	**
H5	Joint Sponsorship	>	Attitude Towards Sponsor	-0,021	-0,547	
H6	High Involvement	>	Joint Sponsorship	0,195	4,684	**
H7	Sponsorship Awareness	>	Attitude Towards Sponsor	0,146	3,802	**
Absolute GoF/Relative GoF 0.335/0.993						

Note: *, ** denotes statistically significant at the 5% and 1% level.

For H1, the level of fan involvement was statistically significant (β = 0.32; p-value< 0.01) in explaining sponsorship awareness, supporting the hypothesis.

Concerning H2, it was appreciable that sponsorship awareness was not statistically significant (β = 0.02; p-value> 0.05) in explaining purchase intentions, thus being rejected.

H3, depicted attitude towards sponsor as statistically significant ($\beta = 0.45$; p-value< 0.01) in explaining purchase intentions, thus supporting the hypothesis.

For H4, congruency proved to have statistical significance ($\beta = -0.41$; p-value< 0.01) predicting attitude toward sponsors, validating the hypothesis.

For H5, joint sponsorship did not attain statistical significance ($\beta = -0.02$; p-value> 0.05) to explain attitude towards sponsor, therefore making the hypothesis being rejected.

In H6, the level of involvement with the football club did showcase statistically significant values ($\beta = 0.19$; p-value< 0.01) in predicting joint sponsorship, thus validating the hypothesis.

Lastly, for the seventh hypothesis, sponsorship awareness revealed statistical significance ($\beta = 0.14$; p-value< 0.01), thus being accepted. As for the relative Goodness of Fit indicator, demonstrated value of 0.993 (>0.90) showcasing a good fit.

SCP all sponsors concerned

Finally, as the main proposition of H1 was to determine if the level of involvement would affect the overall knowledge of the sponsor brands of the team, a PLS-PM model was conducted with the two hypothesis variables to assess the veracity of this statement when considering all sponsors. The sponsorship awareness construct encompassed both recall and recognition measures. For recall, based on the number of sponsors recalled correctly (as the survey allowed the provision of 3 spaces destined for the recall of sponsor brands) were scored from 0 to 3. As for recognition, from the 20 listed brands, only 8 were true sponsors of the team, this way, results were scored from 0 to 8. The results of the hypothesis testing are as follows:

Table 7.4 - Summary Results of the Structural Model for SCP fans (considering all sponsors)

Hypothesis			Path	Club		
				β	t	
H1	High Involvement	>	Sponsorship Awareness	0,432	11,3	**
Absolute GoF/Relative GoF 0.396/0.993						

Note: ** P<0,001

Here, H1 revealed the level of fan involvement to be statistically significant ($\beta = 0.432$; p-value< 0.01) in explaining sponsorship awareness, supporting the hypothesis.

SLB fans clients of NOS

Table 7.5 - Summary Results of the Structural Model for SLB fans, clients of NOS

Hypothesis	Path			Club β	t	
H1	High Involvement	>	Sponsorship Awareness	0,238	3,675	**
H2	Sponsorship Awareness	>	Purchase Intentions	0,116	1,862	
H3	Attitude Towards Sponsor	>	Purchase Intentions	0,359	5,773	**
H4	Congruency	>	Attitude Towards Sponsor	-0,449	-7,371	**
H5	Joint Sponsorship	>	Attitude Towards Sponsor	-0,001	-0,009	
H6	High Involvement	>	Joint Sponsorship	0,155	2,349	*
H7	Sponsorship Awareness	>	Attitude Towards Sponsor	0,072	1,199	

Absolute GoF/Relative GoF 0.297/0.963

Note: *, ** denotes statistically significant at the 5% and 1% level.

As for SLB supporters, the same distribution of scenarios will be conducted: first a scenario where solely SLB supporters that were clients of NOS (226 individuals), followed by SLB supporters not clients of NOS 333 respondents) and finally, when all clients are accounted for (559 SLB supporters).

For H1, the level of fan involvement was statistically significant ($\beta = 0.24$; p-value< 0.01) in explaining sponsorship awareness meaning that the first hypothesis is supported.

For the second hypothesis, it was perceptible that sponsorship awareness was not statistically significant ($\beta = 0.12$; p-value> 0.05) in explaining purchase intentions, thus being rejected.

Regarding Hypothesis 3, attitude towards sponsor showcased to have statistical significance ($\beta = 0.36$; p-value< 0.01) in explaining purchase intentions, thus supporting the hypothesis.

For H4, congruency showcased to have statistical significance ($\beta = -0.45$; p-value< 0.01) predicting attitude toward sponsors, validating the hypothesis.

In H5, joint sponsorship did not reach statistically significant values ($\beta = -0.001$; p-value> 0.05) to explain attitude towards sponsor, therefore being rejected.

For H6, the level of involvement with the football club showcased statistically significant values ($\beta = 0.16$; p-value< 0.05) in predicting joint sponsorship, thus confirming the hypothesis.

As for H7, it did not reveal statistical significance (β = 0.07; p-value> 0.05), thus being rejected. As for the relative Goodness of Fit indicator, demonstrated value of 0.963 (>0.90) showcasing a good fit.

SLB fans non-clients of NOS

Table 7.6 - Summary Results of the Structural Model for SLB fans, non-clients of NOS

Hypothesis	Path			Club β	t	
H1	High Involvement	>	Sponsorship Awareness	0,053	0,972	
H2	Sponsorship Awareness	>	Purchase Intentions	0,056	1,053	
H3	Attitude Towards Sponsor	>	Purchase Intentions	0,285	5,381	**
H4	Congruency	>	Attitude Towards Sponsor	-0,411	-8,240	**
H5	Joint Sponsorship	>	Attitude Towards Sponsor	0,007	0,146	
H6	High Involvement	>	Joint Sponsorship	0,141	2,590	*
H7	Sponsorship Awareness	>	Attitude Towards Sponsor	0,111	2,233	*
Absolute GoF/Relative GoF 0.233/0.970						

Note: *, ** denotes statistically significant at the 5% and 1% level.

For H1, the level of fan involvement was not statistically significant (β = 0.05; p-value> 0.05) in explaining sponsorship awareness, thus, rejecting the hypothesis.

Concerning H2, it was noticeable that sponsorship awareness was not statistically significant (β = 0.06; p-value> 0.05) in explaining purchase intentions, thus being rejected.

H3, depicted attitude towards sponsor as statistically significant (β = 0.29; p-value< 0.01) in explaining purchase intentions, thus supporting the hypothesis.

For H4, congruency proved to have statistical significance (β = -0.41; p-value< 0.01) predicting attitude toward sponsors, validating the hypothesis.

For H5, joint sponsorship did not attain statistical significance (β = 0.01; p-value> 0.05) to explain attitude towards sponsor, therefore not supporting the hypothesis and being rejected.

In H6, the level of involvement with the football club showcased statistically significant values (β = 0.141; p-value< 0.05) in predicting joint sponsorship, thus accepting the hypothesis.

Lastly, for the seventh hypothesis, sponsorship awareness revealed statistical significance (β = 0.11; p-value< 0.05), thus being accepted. As for the relative Goodness of Fit indicator, demonstrated value of 0.970 (>0.90) showcasing a good fit.

SLB All Respondents

As similarly to SCP, a general scenario was estimated for all 559 respondents identified as SLB supporters in the following table.

Table 7.7 - Summary Results of the Structural Model for SLB fans

Hypothesis	Path			Club β	t	
H1	High Involvement	>	Sponsorship Awareness	0,143	3,418	**
H2	Sponsorship Awareness	>	Purchase Intentions	0,102	2,601	*
H3	Attitude Towards Sponsor	>	Purchase Intentions	0,382	9,722	**
H4	Congruency	>	Attitude Towards Sponsor	-0,434	-11,519	**
H5	Joint Sponsorship	>	Attitude Towards Sponsor	-0,002	-0,063	
H6	High Involvement	>	Joint Sponsorship	0,146	3,480	**
H7	Sponsorship Awareness	>	Attitude Towards Sponsor	0,142	3,771	**

Absolute GoF/Relative GoF 0.291/0.990

Note: *, ** denotes statistically significant at the 5% and 1% level.

For H1, the level of fan involvement was statistically significant (β = 0.14; p-value< 0.01) in explaining sponsorship awareness, supporting the hypothesis.

Concerning H2, it was appreciable that sponsorship awareness was statistically significant (β = 0.10; p-value< 0.05) in explaining purchase intentions, thus being accepted.

H3, depicted attitude towards sponsor as statistically significant (β = 0.38; p-value< 0.01) in explaining purchase intentions, thus supporting the hypothesis.

For H4, congruency proved to have statistical significance (β = -0.43; p-value< 0.01) predicting attitude toward sponsors, validating the hypothesis.

For H5, joint sponsorship did not attain statistical significance (β = -0.002; p-value> 0.05) to explain attitude towards sponsor, therefore making the hypothesis being rejected.

In H6, the level of involvement with the football club showcased statistically significant values (β = 0.15; p-value< 0.01) in predicting joint sponsorship, thus, validating the hypothesis.

For H7, sponsorship awareness revealed statistical significance ($\beta = 0.14$; p-value< 0.01), thus being accepted. As for the relative Goodness of Fit indicator, demonstrated value of 0.990 (>0.90) showcasing a good fit.

SLB all sponsors concerned

Finally, as the main proposition of H1 was to determine if the level of involvement would affect the overall knowledge of the sponsor brands of the team, similarly to what was done for SCP, a PLS-PM model was conducted with the two hypothesis variables to assess the veracity of this statement when considering all sponsors. The results of the hypothesis testing are as follows:

Table 7.8 - Summary Results of the Structural Model for SLB fans (considering all sponsors)

					Club		
Hypothesis			Path		β	t	
H1	High Involvement	>	Sponsorship Awareness		0,520	14,362	**
Absolute GoF/Relative GoF 0.476/0.999							

Note: ** P<0,001

Here, H1 revealed the level of fan involvement to be statistically significant ($\beta = 0.520$; p-value< 0.01) in explaining sponsorship awareness, supporting the hypothesis.

Overall Scenarios Evaluation

Table 8 – Summary of Conclusions withdrawn from all the Structural Models

	SCP			SLB			
	Clients	Non-clients	All Respondents	Clients	Non-clients	All Respondents	Confirmed?
H1	Supported	Supported	Supported	Supported		Supported	Yes
H2						Supported	No
H3	Supported	Supported	Supported	Supported	Supported	Supported	Yes
H4	Supported	Supported	Supported	Supported	Supported	Supported	Yes
H5							No
H6	Supported	Supported	Supported	Supported	Supported	Supported	Yes
H7		Supported	Supported		Supported	Supported	Yes

7. Conclusions, Implications, Limitations and Future Research

7.1. Conclusions

When first considered the elaboration of this dissertation, a set of main objectives were proposed, amongst which were the assessment of sponsorship awareness and attitudes towards sponsor as the main predicting links on a customer's journey final stage (purchase intentions); and to comprehend how a sponsorship deal conducted by a company with two local rival clubs would affect the team supporters perspective of the company as well as understand if the benefits of such activity would be noticeably favourable to the company.

Team Identification and Sponsorship Responsiveness

As noted by Biscaia *et al.* (2013), the generally accepted method for understanding the success of a sponsorship strategy is through the measurement of the awareness midst the target population of the marketing approach. This is said to accrue benefits for both parties involved (the sponsor and the sponsored entity). Given this, the first hypothesized scenario for this study, encompassed the measurement of the level of awareness between highly involved[14] team supporters and low involved ones.

Following the results obtained from PLS-PM hypothesis testing and from Annex 13, it became clear that **hypothesis H1 was confirmed as being true**. As for the main objective of this hypothesis was to test the general sponsorship awareness, the results presented in tables 7.4 and 7.8 were considered as being the most suitable for the extraction of this validation. As a result of this, it is conceivable to conjecture great importance on the exposure factor of the sponsorship.

From the collected and congregated results, it was possible to recognize that the brands that manifested higher recall rates for either club, were those who sustained their logo unveiled on the team shirts (the same goes to those referred to as 'top of the mind'), followed by other sponsoring brands that privilege other types of communication and promotion strategies. These findings acme the importance of team shirts (as following the

---

[14] Koronios *et al.* (2016) first suggested that an individual's degree of sports team involvement derived from the number of hours expended consuming sports (either through television or live). Based on this and on Brochado *et al.* (2018), the level of involvement with the supported team was measured by the fans themselves through what they perceived as being as participating in all club's related activities.

sport, fans are in constant visual contact with those sponsors, either by attending live events or not) as an important predicament in attaining football sponsorship success (Biscaia *et al.*, 2014). Hence, highlighting the importance of brand exposure and the consistency/duration of such (Walliser, 2003). Additionally, it could be stated that a total of 32 brands were recalled correctly by SCP fans and 33 recalled correctly by SLB fans (most of which present in other sporting activities (other than football)).

As for recognition rates, from the brands selected as true sponsors of the teams, for SCP the rates ranged from 13.4% to 84.8% (Table 6.1) and for SLB ranged from 20.6% to 85.0% (Table 6.2), evidencing previous research results (Biscaia *et al.*, 2014) and verifying that the supported awareness measurement demonstrated better results than spontaneous awareness. This goes to show that team supporters are able to distinguish team sponsors from non-sponsors through brand recognisability and familiarity (aided cues) rather than invoking a brand without any kind of support; demonstrating that even though team sponsors might not be immediately identified when asked to be spontaneously evoked, but they are retrieved/storage in the mind of the team supporters. Moreover, brands such as CGD (for both clubs)[15] whose name was visible either in the stands of the stadium (SCP) or on the naming of the training facility (SLB) were also accountable as some of the most recognised brands; highlighting that as there is a higher affiliation in the sense of the sporting experience, with the naming of a brand being more heavily associated with the clubs, visibility is said to play a determinant role in affecting team supporters awareness.

Adding to this view, is the perceived benefits that the MEO brand collected from its previous sponsorship arrangements with both clubs (sponsoring team shirts for SCP (2012-2015) and SLB (2008-2015)); as for this brand that has not participated in any club related activities since 2015 has still managed to attain a considerable general recall and 'top of the mind' rates when compared to some of the current sponsors of the clubs; thus suggesting that besides when having the logo displayed on the team shirts, the effects are said to last longer and collect carry-over benefits.

As for the case of NOS, as it is possible to retract from the results, manifested great 'top of the mind', recall and recognition rates for SCP, thus providing more evidence to the perceived effects of team shirt sponsor importance. As it can be perceived, when

---

[15] Annex 7

compared to MEO (former sponsor of the same product/service category), NOS showcased outstanding results, as, even though MEO recorded fairly good recall and recognition rates for a non-sponsor (can be justified by the existence of that previous affiliation), NOS seemed to carry-over some benefits from the SCP affiliation as it was perceived by SCP supporters attitude towards the brand and sub sequential perceived alignment of brand values.

As for SLB, NOS recorded a lower 'top of the mind' rate when compared to former sponsor MEO; as for general recall rates were fairly similar. Finally, when it came to recognition, a bigger amount of team supporters were able to correctly recognise NOS as a team sponsor when compared to MEO (that recorded a considerable rate). This way, it is comprehensible that NOS has not managed to elicit strong emotions among SLB supporters and consequentially, has not been able to express a coherent product/service differentiation and distinctiveness. According to Biscaia *et al.* (2013), sponsors within the same product category as incorrectly recognised sponsors, should pursue to express their idiosyncratic characteristics and align more congruent messages with the sponsored club.

Attitude towards sponsor as intermediating factor in purchase intentions

Although the results of hypothesis 2, have demonstrated that sponsorship awareness does not play a direct role in influencing customers purchase intentions[16], the results obtained from hypothesis 7 and hypothesis 3 have shown that sponsorship awareness has an indirect effect on influencing customers purchase intentions, through attitude towards sponsor. In other words, as suggested in **H7, the level of sponsorship awareness is said to be a forecaster in the stimulating of favourable attitudes towards sponsors; as for H3 a person's attitude towards a sponsor is said to positively impact his/hers purchase intentions.** Thus, suggesting that although team supporters may be aware of the existence of the sponsor and its connection to the supported club, their intentions to purchase sponsors products will only intensify and rise if they develop a favourable attitude towards the sponsor. The results withdrawn from these set of hypotheses seem to go in accordance to previous studies (Biscaia *et al.*, 2013; Madrigal, 2001).

---

[16] Although H2 was validated in a scenario when all SLB supporters were regarded, the results might be justified through the existence of an overall very low awareness to the sponsor (NOS) and very low set of purchase intentions undertaken by this group of fans.

These results (H7) come to the fore NOS's need to (although the hypothesis was confirmed as being true for both sets of fans, such was only attainable due to the corresponding low levels of attitudes recorded by SLB supporters aligned with their low levels of involvement; and SCP higher levels of awareness correspondence to higher attitudes) enhance corporate visibility among SLB supporters and conveying relatable (to the club) messages.

Congruency

As for the case of congruency, a set of paired t-tests for NOS and both clubs were conducted, gaging the congruence between sponsors and sponsee at the attribute level (ascribed by team supporters of both clubs, respectively). From the gathered results, it was possible to infer that either club revealed a much stronger perceived image attribute than the sponsor. Additionally, although, none of the two rival clubs seemed to have a completely congruent alignment of corporate values and personality traits with the sponsor, SCP demonstrated to have a closer set of characteristics to NOS than SLB. This, goes to show that the current set of messages and type of communication being depicted by NOS is being perceived as more congruent to SCP supporters than to SLB supporters; thus, NOS should consider a different communications approach to SLB supporters if they want to keep a sponsorship arrangement with both sets of clubs (though, both clubs are said to be built under different sets of values and a different approach might blemish SCP supporters perceived congruency).

The fact that all team supporters seemed to value the overall sets of attributes highly when it came to their clubs, shows that there is room for improvement when it comes to the strengthen of sponsor brand attributes (in the case of SCP, sponsors should try to portray a more glorious, happy and effort based message; for SLB, a type of message based on unity, happiness, and the historic context of the brand). Additionally, when evaluating clients vs non-clients settings, it was clear that fans who were clients of the brand (NOS), had a better said of attitudes and perceptions about the brand than those who were non-clients. As such, it becomes comprehensible that being a client of the sponsor brand, contributes to a higher perception of such, supported by the larger amount of information obtained by this population (as there is a constant contact to the brand and as such, a better perception of the brand's communications).

According to the results demonstrated by the PLS-PM scenarios, the importance of congruency demonstrated to play an important role in the fans' attitude towards sponsor **(thus, H4 confirmed)**. For the measurement of the congruency variable, the differences between the evaluations of the attributes ("glory", etc.) were accounted for and later transcribed into the model. As the results show a negative β/correlation, it demonstrates that the lower the value of this variable (i.e. a lower difference between the perceived attributes of both the club and the sponsor), the higher the attitudes towards the sponsor. These results evidence the importance of the existence of articulate communication between both parties. Even though NOS, demonstrated a significant lower level of coherent connotation with SLB, the hypothesis was also proven as supported, as SLB fans that perceived a higher connection between both brands, had a higher consideration and set of attitudes towards the brand. Thus, this study has emphasized the role of sponsor–sports entity congruence in leveraging sponsorship outcomes through a consistent brand association.

According to the results obtained through H7, the level of sponsorship awareness is said to be a determinant predictor in the engendering of favourable attitudes towards sponsors. Thus, and through the results generated on H4, it is possible to understand that a person's attitudes towards a sponsor of their football club are influenced by the person's perceived congruency between both parties and the existence of sponsorship awareness (evidenced by SCP and NOS perceived high levels of congruency and emotional attachment conveyed into emotionally influenced attitudes towards NOS). Furthermore, the result of H3 support the idea that attitude towards a specific sponsor is directly responsible for the intentions to purchase sponsors products.

Joint Sponsorship of Rival Clubs

Though there were more sponsors with similar arrangements (joint sponsorship (e.g. Prozis)) among both clubs, it was determined that NOS would be a better suited object of study due to the Portuguese sports context (football is the most popular sport), and because of the relevancy of the number involved in the sponsorship agreements of the company with both sets of clubs.

As a means to understand the underlying issue of a simultaneous agreement between a corporate institution and two rival sports teams (due to the inexplicable rivalry and tension among both sets of fans when the sport is a topic of conversation) it became

interesting to evaluate how a joint sponsorship by a single company would affect both sets of fans perceptions and attitudes about that company. However, and as **H5 appears to not be supported by the study** (for either club), the existence of a joint sponsorship agreement with two rival clubs does not seem to influence fans' attitude towards the sponsor (disproving previous research).

After the assessment of the effects of the level of fan involvement in the levels of sponsorship awareness, and as a means to understand the conjectured effects that the existence of a joint sponsorship among two rival football teams, H6 was proposed. From the withdrawn results, it became clear that **hypothesis 6 supported previous research** on the matter as, the results from the structural model seemed to indicate statistical significance and, thus, inferring that the higher the level of commitment of team supporters, the higher the resistance to the sponsor accountable for the joint sponsorship and consequential rejection of the joint sponsorship. These results imply that both highly identified SCP and SLB fans do not see this sponsorship arrangement as a good agreement for their clubs as they do not perceive a feasibility of congruent values when analysing the overall scope of the contract.

Nonetheless, it should be noted that the general results for the rejection to joint sponsorship verified moderate results[17] as the global rejection by fans of both clubs did not demonstrate a strong rejection supposition. Thus, conjecturing that although, the supporters with higher level of involvement exhibited negative feelings about the joint sponsorship, the overall scope of team supporters demonstrated indifference to such.

As a result of this, and having into account that a brand who seeks a sponsorship arrangement expects to attain more awareness amongst its target population and collect benefits from the brand associations (i.e. for fans to perceive them as a natural part of the group (social identity theory)), it becomes understandable that sponsors engaging in these type of arrangements should not face the results of H6 as a way to immediately stop the joint arrangement, but rather focus on displaying congruent messages with each cub, as it is a proven measure to improve customer attitudes towards sponsor. Moreover, highly involved fans do not account for the majority of team supporters of a given club and as such, as long as the target population of the sponsoring firm is the same that supports a given club, it can be feasible for companies to pursue these types of arrangements.

---

[17] Annex 14

7.2. Implications

Football has become an undoubtably important impactful industry (especially in European countries). With the evolution of times and the continuous progression in technology this industry has spread beyond its core product, the sport itself. As a result of this, brands saw an opportunity to spread their messages through marketing, and, more specifically, sponsorships. It has become such an important commerce that it is possible to see a range of completely diverse organizations associating themselves with clubs, with enormous expenditures on the marketing of the brands. Though, the growth of these outflows may not be able to generate a good revenue due to the inherent risks associated with the sponsorship practice. The present study is said to aid firms better comprehend under what conditions should sponsorship be considered and to add to previous research on congruency in sports sponsorship, awareness, attitudes towards the sponsor, joint sponsorship of rival clubs and purchase intentions.

Corporate Implications

The findings of this study propose that once bearing in mind the contingency/possibility to endorse a brand over sponsorship patronage, the brand should contemplate its promotion by means of noteworthy exposure (either on club shirts, on team facility designation or on stands nomenclature) as this issue is statistically recognised to generate the most anticipated product for the promoting brands, awareness;

Additionally, this study uncovers that a long-term sponsorship contract can have the ability to keep on generating a positive reaction to the sponsor even after the cessation of the contract.

For brands deliberating the sponsorship through football, this study (supporting previous ones) discloses the idea that team supporters (target population of the brand) that demonstrate higher levels of involvement and connection with the team will be the ones with higher levels of response to the sponsor (as they are the ones susceptible to higher levels of exposition).

Moreover, when considering a sponsorship deal, organizations should encompass the articulation of congruent messages with the affiliated partner (club), that will aid on the spread of its brand distinctiveness, thus, inferring the importance of electing a congruent partner.

In addition to the study of joint sponsorship as a hole, discoveries from this study suggest that being a client of the joint sponsor brand can be an indicator of a more realistic view of sponsors' brand image (but not mediating the existence or absence of congruent messages); given that here, fans perceptions are evaluated on similar settings as a result of the continuous contact of the clients with the organization and subsequent better perception of the advertised messages by the clients.

The results from this research suggest that fans with higher levels of identification and involvement seem to reject a co-operative marketing agreement (between their supported club and a rival club with the same sponsor), the general existence of joint sponsorship between two rival clubs does not seem to negatively influence attitude towards the sponsor. As such, it is suggested that when considering the possible positive outcomes of the sponsorship, other groups/segments of fans should be considered (different strategies for diverse segments).

Although this study focused on a sponsor in particular, the results can and should be considered in other sports contexts.

Academic Implications

This study also contributes to the previous studies matter that sponsorship awareness plays a direct positive influence on team supporters' attitudes towards the sponsor and a subsequent indirect positive role on purchase intentions.

The findings from this study highlight that when assessing a brand's existence or lack of congruency with a sports entity, scholars should aim to study what are the main sports partner features, values and traits that distinguish them from other entities for the appraisal and evaluation of the best one to consider as a business partner. For this reason, this study suggests that (in opposition to previous studies) firms should inquire team supporters about their opinions about these characteristics as the team supporters are target population for the brand's message (and this way determine the best congruent features to display when promoting the brand).

This study supports Brochado *et al.*'s (2018) approach for the measurement of the level of involvement with a sports team[18].

---

[18] A person might be highly involved with the football team, even if outside borders (as the case of emigrants), as long as that person demonstrates coherent connection behaviours (e.g. watching every game

This research additionally uncovered that fans with higher levels of identification and involvement seem to reject the simultaneous sponsorship of two rival clubs, the general existence of joint sponsorship between two rival clubs does not seem to negatively influence attitude towards the sponsor (in the Portuguese context), as opposed to previous research. This way, and since this study was applied to the Portuguese reality, it is expected that different cultures might experience different outcomes, thus, demonstrating the importance of the cultural setting in the acceptance or rejection of a similar situation.

7.3.   Limitations and Suggestions for Future Research

No research is without its limitations, and in this study's results, several types of limitations need to be mentioned.

First, due to time and location constrains only two Portuguese football clubs were analysed; these clubs were selected based on demographic factors (due to being two of the most popular clubs in Portugal, hence making it easier to collect samples). Thus, as the study only instigated about two clubs and respective sponsors, the results may be influenced by specific characteristics attached to each set of team supporters and may lack generalisability to other sport sceneries. Hence, it becomes important to consider supplementary samples from a panoply of different teams (bigger and smaller ones) in future researches, to enlarge the knowledge on the subject of sports sponsorship.

Second, the results collected in the qualitative stage (by means of interviews), may have been influenced by the setting they took place in. For future research, it is suggested to conduct this type of methodology both in a similar setting (near the sports team arena and pre sports team match) and in a controlled area (e.g., a laboratory; as respondents could carefully and calmly think about their answers (maybe in a different setting, respondents could list different values, image and personality traits)) and compare the results gathered from both collection methods.

Third, the image and personality attributes obtained by means of Interviews were not validated by any corporate member of either the sports entities or sponsor which could have been important in understanding the way these organizations see themselves and the way they are perceived by the public eye. Hence, for future research it is suggested that this approach might be taken into account as it might be a more feasible method for

of every sports team of the club). A further suggestion for the measurement of involvement resides on the team supporter's ability to list fewer known sponsors.

sponsors to identify factors they need to improve and better understand if there is a path to better understand congruent factors with the clubs they want to associate themselves with.

Fourth, it is possible that the brand awareness measures implemented in the quantitative stage (recall and recognition) would be different if this method was implemented in a controlled setting.

Fifth, this study's qualitative method encompassed the usage of different scales (5, 7 and 10 values), due to its reliability listed by previous scholars. This way, it is proposed that future research considers a singular scale for a better analysis of the collected data.

Sixth, it was difficult to collect a considerable sample that was representative of season ticket ownership for both clubs, as such this study considered fans own sense of involvement with the supported club based on all activities and day-to-day life of the club as suggested by other scholars; it is suggested that for future research, scholars should try to gather a larger sample representative of season-ticket ownership so that it is more representative of the actual population or for people to quantify the number of games attended so that the results can be measured through ordinal variables. Additionally, it is suggested that scholars should consider additional items when considering fan involvement.

Seventh, the fact that NOS is complementary to being a sponsor for both SCP and SLB a sponsor of the Portuguese league, thus the league being named "Liga NOS", may infer some significance in customers awareness of club sponsors.

Finally, the data were collected through social media platforms. It is suggested that for a more representative sample composition of the teams' fan base, sample should be acquired during game days at each club's stadium.

References

Aaker, D. A. 1991. Managing brand equity. *New York: The Free Press*.

Ajzen, 1. 1991. The theory of planned behaviour. *Organizational Behaviour and Human Decision Processes*, SO, 179-211. doi: 10.1016/0749-5978(91)90020-T

Altice. Uma empresa histórica. Retrieved 2019, August 10th. Available from: https://www.telecom.pt/pt-pt/a-pt/Paginas/historia.aspx

American Marketing Association. 2018. *Dictionary*. Retrieved 2018, October 4th. Available from: https://www.ama.org/resources/Pages/Dictionary.aspx?dLetter=B

Amorim, J. & Almeida, V. 2015. The Effect of Simultaneous Sponsorship of Rival Football Teams. *Brazilian Administration Review*. 12 (1): 63-87. doi: http://dx.doi.org/10.1590/1807-7692bar2015140059

ANACOM. 2019. Factos & Números 4º Trim. 2018. Retrieved 2019, August 16th. Available from: https://www.anacom.pt/streaming/Factos_Numeros4T2018.pdf?contentId=1472608&field=ATTACHED_FILE

ANACOM. 2019. Infografia Factos & Números 4º Trim. 2018. Retrieved 2019 August 16th. Available from: https://www.anacom.pt/streaming/infografia_4T2018.pdf?contentId=1472623&field=ATTACHED_FILE

Atilgan,E.; Aksoy, S. & Akinci, S. 2005. Determinants of the brand equity: A verification approach in the beverage industry in Turkey. *Marketing Intelligence & Planning*. 23 (3): 237-248.

Biscaia, R.; Correia, A.; Ross, S.; Rosado, A. 2014. Sponsorship effectiveness in professional sport: an examination of recall and recognition among football fans. *International Journal of Sports Marketing and Sponsorship*, 16 (1): 2-18,

Biscaia, R., Correia, A., Rosado, A. F., Ross, S. D., & Maroco, J. 2013. Sport sponsorship: The relationship between team loyalty, sponsorship awareness, attitude toward the sponsor, and purchase intentions. *Journal of Sport Management*, 27(4): 288–302, doi: https://doi.org/10.1108/IJSMS-16-01-2014-B002

Blank, A. S., Koenigstorfer, J., & Baumgartner, H. 2018. Sport team personality: It's not all about winning. *Sport Management Review*. 21(2):114-132, doi: 10.1016/j.smr.2017.05.004

Boronczyk, F., Rumpf, C. & Breuer, C. 2018. Determinants of viewer attention in concurrent event sponsorship, *International Journal of Sports Marketing and Sponsorship*, 19 (1): 11-24, doi: https://doi.org/10.1108/IJSMS-09-2016-0063

Brakus, J. J., Schmitt, B. H. & Zarantonello, L. 2009. Brand experience: what is it? How is it measured? Does it affect loyalty? *Journal of Marketing*, 73, 52-68. doi: https://doi.org/10.1509/jmkg.73.3.052

Brochado, A., Dionísio, P. & Leal, M. C. 2018. Sponsoring the football national team. *Journal of Business & Industrial Marketing*, 33 (5):.625-637, doi: https://doi.org/10.1108/JBIM-03-2017-0076

CMVM. Apresentação – O que é a CMVM? Retrieved 2019, August 12th. Available from: https://www.cmvm.pt/pt/CMVM/Apresentacao/Pages/Apresentacao-o-que-e-a-CMVM.aspx

CMVM. 2015. Últimas Comunicações – 2015. A Sporting Clube de Portugal Futebol SAD informa sobre Contratos Referentes a Direitos de Transmissão Televisiva e Patrocínio Retrieved 2019, April 8th. Available from: https://web3.cmvm.pt/sdi/emitentes/docs/FR58186.pdf

CMVM. 2015. Últimas Comunicações – 2015. Sport Lisboa e Benfica – Futebol, SAD informa sobre acordo com a NOS para os direitos de transmissão de jogos do SL Benfica e Benfica TV. Retrieved 2019, April 8th. Available from: https://web3.cmvm.pt/sdi/emitentes/docs/FR57922.pdf

Colantuoni, L. 2013. Sponsorship agreements in sports: recent issues and cases in football, rugby and ice-hockey. *International Sports Law Review Pandektis*, 10(1-2): 51

Crompton, J. L. 2015. Potential negative outcomes from sports sponsorship, *International Journal of Sports Marketing and Sponsorship*, 16 (3): 20-34, https://doi.org/10.1108/IJSMS-16-03-2015-B003

Davies, F., Veloutsou, C., & Costa, A. 2006. Investigating the influence of a joint sponsorship of rival teams on supporters' attitudes and brand preferences. *Journal of Marketing Communications*, 12(1): 31–48. doi: 10.1080/13527260500264574

Devlin, M., & Billings, A. C. 2018. Examining confirmation biases: implications of sponsor congruency. *International Journal of Sports Marketing and Sponsorship,* 19 (1): 58-73, doi: https://doi.org/10.1108/IJSMS-10-2016-0078

Devlin, M.B., Brown, N.A., Billings, A.C. and Bishop, S.H. 2013. Ultimate sponsorship: fan identity, brand congruence, and the ultimate fighting championship, *International Journal of Sport Management and Marketing*, 14 (1, 2, 3, 4): 96-115.

DiCicco-Bloom, B. & Crabtree, B.F. 2006. Making sense of qualitative research: the qualitative research interview. *Medical Education*, 40: 314-32

Ferreira, M., Hall, T. K., & Bennett, G. 2008. Exploring brand positioning in a sponsorship context: A correspondence analysis of the dew action sports tour. *Journal of Sport Management*, 22 (6): 734-761.

Fisher, R. J., & Wakefield, K. 1998. Factors leading to group identification: A field study of winners and losers. *Psychology & Marketing*, 15: 23-40.

Foryś, I., & Gaca, R. 2016. Application of the Likert and Osgood scales to quantify the qualitative features of real estate properties. *Folia Oeconomica Stetinensia*. 8-15, doi: 10.1515/foli-2016-0021

Foroudi, P. 2019. Influence of brand signature, brand awareness, brand attitude, brand reputation on hotel industry's brand performance. *International Journal of Hospitality Management*, 76: 271–285. doi: https://doi.org/10.1016/j.ijhm.2018.05.016

Fullerton, S., & Merz, G. R. 2008. The four domains of sport marketing: A conceptual framework. *Sport Marketing Quarterly*, 17(2): 90–107.

Hair, J. F., Hult, G. T., Rimgle, C. M. & Sarstedt, M. 2014. A primer on Partial Least Squares Structural Equation Modeling (PLS-PM), *Sage*.

He, J., Huang, H., & Wu, W. 2018. Target and positioning: Influence of interfirm brand values congruence on relationship qualities in B2B contexts. *Industrial Marketing Management*, 72: 161–173, doi: 10.1016/j.indmarman.2018.02.015

Heitner, D. Sports Industry To Reach $73.5 Billion By 2019. Published 2015, October 19. Retrieved 2018, October 2nd. Available from: https://www.forbes.com/sites/darrenheitner/2015/10/19/sports-industry-to-reach-73-5-billion-by-2019/#196171d81b4b

Henseler, J., C. Ringle, R. R. Sinkovics 2009. The use of partial least squares path modeling in international marketing. New Challenges to International Marketing. *Advances in International Marketing* 20: 277-319, Emerald Group Publishing Limited,. Doi: 10.1108/S1474-7979(2009)0000020014

Herrmann, J. L., Kacha, M. & Derbaix, C. 2015. I support your team, support me in turn!. The driving role of consumers' affiliation with the sponsored entity in explaining behavioral effects of sport sponsorship leveraging activities *Journal of Business Research*, 69 (2): 604-612, doi: http://dx.doi.org/10.1016/j.jbusres.2015.05.016

Hinton, P. R.; Brownlow, C.; McMurray, I. & Cozens, B. 2004. Introduction to Factor Analysis (1st Edition). *SPSS Explained*. 339-364. Routledge Taylor & Francis Group, London.

IEG. Signs point to healthy sponsorship spending in 2018, Published in 2018, January 1. Retrieved 2018, October 2nd. Available from: http://www.sponsorship.com/Report/2018/01/08/Signs-Point-To-Healthy-Sponsorship-Spending-In-201.aspx

Jarvis, G. 2006. Sport, culture and society: An introduction. New York, NY: Routledge.

Jensen, J. A. & Cornwell, T. B. 2017. Why do marketing relationships end? Findings from an integrated model of sport sponsorship decision-making. *Journal of Sport Management*, 31: 401-418, doi: https://doi.org/10.1123/jsm.2016-0232

Keller, K.L., 1993, Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, 57: 1-22.

Keller, K. L. 2013. Strategic Brand Management: Building, Measuring, and Managing Brand Equity (4th Edition), doi: https://doi.org/10.2307/1252315

Kelly, S. J., Ireland, M., Mangan, J., & Williamson, H. 2016. It works two ways: Impacts of sponsorship alliance upon sport and sponsor image. *Sport Marketing Quarterly*, 25(4): 241-259

Ko, Y.J., Kim, K. Claussen, C.L. & Kim, T.H. 2008 The effects of sport involvement, sponsor awareness and corporate image on intentions to purchase sponsors' products. *International Journal of Sports Marketing & Sponsorship*, 9(2): 79-94.

Komskiene, D., & Svagzdiene, B 2008. *IX International Scientific Conference: Social & Economic Challenges for Labour Market Proceedings*, 18-22.

Koronios, K., Psiloutsikou, M., Kriemadis, A., Zervoulakos, P., & Leivaditi, E. 2016. Sport Sponsorship: The Impact of Sponsor Image on Purchase Intention of Fans. *Journal of Promotion Management*, 22 (2): 238-250. doi: 10.1080/10496491.2016.1121739

Lendrevie, J.; Baynast, A.; Emprin, C.; Dionísio, P. & Rodrigues, J. V. 2010 *Publicitor*, (7.ª edição), Lisboa, Dom Quixote.

Madrigal, R. 2000. The Influence of Social Alliances with Sports Teams on Intentions to Purchase Corporate Sponsors' Products. *Journal of Advertising*, 29(4): 14-24.

Madrigal, R. 2001. Social identity effects in a belief-attitude intentions hierarchy: Implications for corporate sponsors. *Psychology and Marketing*, 18: 145-165. doi: 10.1002/15206793(200102)18:2<145::AID-MAR1003>3.0.CO;2-T

Mason, D.S. 1999. What is the sports product and who buys it? The marketing of professional sports leagues. *European Journal of Marketing*, 33(3/4), 402–419.

McCarville, R. E. & Copeland, R. P. 1994. "Understanding Sport Sponsorship Through Exchange Theory". *Journal of Sport Management*, 8 (2): 102-114.

McDonald, H., Karg, A. J. & Vocino, A. 2012. Measuring season ticket holder satisfaction: Rationale, scale development and longitudinal validation. *Sport Management Review*. 16: 41-53. doi: http://dx.doi.org/10.1016/j.smr.2012.05.003

Miquel, S., Bigné, E., Lévy, J.P., Cuenca, A. & Miquel, M. 1997. *Investigación de mercados*. McGraw-Hill

Musante, M., Milne, G. R., & McDonald, M. A. 1999. Sport Sponsorship: Evaluating the Sport and Brand Image Match. *International Journal of Sports Marketing and Sponsorship*, 1 (1): 24-39, doi: https://doi.org/10.1108/IJSMS-01-01-1999-B004

NOS. NOS. Retrieved 2019, August 10th. Available from: http://www.nos.pt/institucional/PT/a-nos/Paginas/sobre-a-nos.aspx

Parker, H. M. & Fink, J. S. 2010. Negative sponsor behaviour, team response and how this impacts fan attitudes. *International Journal of Sports Marketing and Sponsorship*, 11 (3): 17-28, https://doi.org/10.1108/IJSMS-11-03-2010-B003

Percy, L. & Rossiter, J. R. 1992. A Model of Brand Awareness and Brand Attitude Advertising Strategies. *Psychology & Marketing*. 9 (4): 263-274

Pegoraro, A.L., Ayer, S.M. & O'Reilly, N.J. 2010. Consumer consumption and advertising through sport, *American Behavioural Scientist*, 53 (10): 1454-1475.

Pinto, P. Chegou a Nowo: A operadora que lhe permite escolher o que quer. Published in 2016, September 14. Retrieved 2019, August 10th. Available from: https://pplware.sapo.pt/informacao/nowo-a-nova-operadora-mvel-da-caboviso/

Pinto, P. Nowo: A nova operadora móvel da Cabovisão? Published in 2016, July 16. Retrieved 2019, August 10th. Available from: https://pplware.sapo.pt/informacao/nowo-a-nova-operadora-mvel-da-caboviso/

Pope, N. & Voges, K. 2000. The impact of sport sponsorship activities, corporate image, and prior use on consumer purchase intention. *Sport Marketing Quarterly*, 9 (2): 96-102.

Richelieu, A. 2008. The internationalisation of a sports team brand: the case of European soccer teams. *International Journal of Sports Marketing and Sponsorship*, 10 (1): 23-38, doi: https://doi.org/10.1108/IJSMS-10-01-2008-B006

Saunders, M., Lewis, P., & Thornhill, A. 2009. *Research methods for business students*. Harlow: Pearson Education Limited.

Schlesinger, T., & Güngerich, M. 2011. Analysing sport sponsorship effectiveness - the influence of fan identification credibility and product-involvement. *International Journal of Sport Management and Marketing*. 9: 54-74. doi: 10.1504/HSMM.2011.040257

Sport Lisboa e Benfica. Parceiros. Retrieved 2019, April 10th. Available from: https://www.slbenfica.pt/pt-pt/loja/socios/vantagens/parceiros

Sporting Clube de Portugal. Patrocinadores. Retrieved 2019, April 10th. Available from: https://www.sporting.pt/pt/patrocinadores

Statista. Global sponsorship spending from 2007 to 2018 (in billion U.S. dollars). Published in 2018. Retrieved 2018, October 2nd. Available from: https://www.statista.com/statistics/196864/global-sponsorship-spending-since-2007/

Świtała, M., Gamrot, W., Reformat, B. & Bilińska-Reformat, K. 2018. The influence of brand awareness and brand image on brand equity – an empirical study of logistics service providers. *Journal of Economics and Management*, 33 (3). doi: 10.22367/jem.2018.33.06

Tsiotsou, R. H. 2016. A service ecosystem experience-based framework for sport marketing. *The Service Industries Journal*, 36: 11–12, 478–509, doi: http://dx.doi.org/10.1080/02642069.2016.1255731

Torelli, C. J. 2013. Globalization, culture, and branding: How to leverage cultural equity for building iconic brands in the era of globalization. New York: Palgrave Macmillan.

Vodafone. A Vodafone – Quem Somos. Retrieved 2019, August 10th. Available from: https://www.vodafone.pt/a-vodafone/quem-somos.html

Annex

Annex 1 – Interview transcript

1. What is your football club?

2. What is your age?

3. What is your gender?

4. In a scale from 1 (minimum) to 10 (maximum), how would your classify your involvement with your supported football club?

5. [Spontaneous] What core values and feelings do you associate with your football club?

6. Where did you watch the last 6 games your club played in its home stadium?

7. Please classify the following statements in accordance to your opinion towards your club in a scale from 1 (minimum) to 5 (maximum):
   a. I have pride in [club name].
   b. I have passion for [club name].
   c. [Club name] is a symbol of the Portuguese nation.
   d. [Club name] conveys a sense of strength.
   e. [Club name] elicits strong emotions.
   f. [Club name] brings me happiness.
   g. I am optimistic about [club name] doing well.
   h. [Club name] connects Portuguese fans anywhere in the world.
   i. I have positive feelings about [club name] regardless of the final scores.
   j. [Club name] provides occasions for socialization.

8. [Assisted] What core values and feelings do you associate with your football club?

Annex 2 – Interview results

From the responses gathered through the interviews, it was possible to identify the following answers:

1. For Sporting Clube de Portugal supporters, the following feelings and core values were listed:

Table 9.1 – Core values and Feelings (and number of times) listed by SCP fans spontaneously and in an assisted manner

	Spontaneous	Assisted
Pride	6	7
Passion	5	9
Love	10	9
Dedication	4	3
Devotion	2	2
Suffering	3	
Loyalty	2	1
Disease	1	
Glory	3	3
Effort	2	2
Spirit	1	
Frustration	1	1
Respect	1	
Satisfaction	1	1
Pleasure	1	
Joy	1	6
Belief		2
Sadness		1
Hope		1

2. For Sport Lisboa e Benfica supporters, the following feelings and core values were listed:

Table 9.2 – Core values and Feelings (and number of times) listed by SLB fans spontaneously and in an assisted manner

	Spontaneous	Assisted
History	5	
Universal	1	7
Ideologic	1	
Pride	4	14
Passion	8	6
Love	9	6
Greatness	2	
Happiness	1	
Mystic	1	2
Union	4	1
Joy	7	5
Disease	2	
Heritage	2	1
Religion	1	
Loyalty	1	
Glory	2	
Madness	1	
Honour	1	
Effort		1
Devotion		1
Strength		1

The selection criteria for which core values and feelings to select for the qualitative research, was based on the amount of times (minimum 4) it were mentioned by club supporters.

a. For Sporting Clube de Portugal fans: pride, passion/love, dedication, devotion, glory, effort and joy.

b. For Sport Lisboa e Benfica fans: history, universal, pride, passion/love, union and joy.

Annex 3 - Set of questions of the Quantitative Research based on the results from the Qualitative Research.

After the set of interviews conducted in the Qualitative Research, the following statements were elaborated and later introduced in the Quantitative Research (i.e., Online Survey). The elaboration of these statements came to be, based on the study conducted by Brochado, A., Dionísio, P. & Leal, M. C. (2018). Each set of questions were given to the respondents based on previous answers.

For Sporting CP supporters, it was important to identify those that were also clients of NOS and as such, the following statements were shown:

Table 10.1 – Sporting CP values generated through the qualitative stage for NOS clients.

Questions Nº	Statements	Source	Scale
Q16	I am proud of being a Sporting fan.	Brochado, A., Dionísio, P. & Leal, M. C. (2018)	10
	I have passion for Sporting.		
	I have dedication for Sporting.		
	Sporting is a club with glory.		
	Sporting is a club that puts a lot of effort in order to achieve its results.		
	Sporting is a happy club.		

Table 10.2 - NOS values generated through the qualitative stage for NOS clients and SCP fans.

Questions Nº	Statements	Source	Scale
Q17	I am proud of being a client of NOS.	Brochado, A., Dionísio, P. & Leal, M. C. (2018)	10
	I have passion for NOS.		
	NOS is a brand that puts a lot of dedication in its actions		
	NOS is a successful brand.		
	NOS is a brand that puts a lot of effort in order to serve its clients.		
	NOS is a happy brand.		
Q18	In the next telecommunications renewal contract, being a NOS client, I will keep being a NOS client based on the fact that NOS sponsors my club.	Biscaia, R., Correia, A., Rosado, A. F., Ross, S. D., & Maroco, J. (2013)	10

In the case of the Sporting CP fans were not clients of NOS, the following statements were shown:

Table 10.3 - Sporting CP values generated through the qualitative stage for not NOS clients.

Questions Nº	Statements	Source	Scale
Q20	Sporting is a club with glory.	Brochado, A., Dionísio, P. & Leal, M. C. (2018)	10
	Sporting is a club that puts a lot of effort in order to achieve its results.		
	Sporting is a happy club.		

Table 10.4 - NOS values generated through the qualitative stage for not NOS clients and SCP fans.

Questions Nº	Statements	Source	Scale
Q21	NOS is a successful brand.	Brochado, A., Dionísio, P. & Leal, M. C. (2018)	10
	NOS is a brand that puts a lot of effort in order to serve its clients.		
	NOS is a happy brand.		
Q22	Not being a NOS client, I intend to change telecommunications operator to NOS, based on the fact that NOS sponsors my club.	Biscaia, R., Correia, A., Rosado, A. F., Ross, S. D., & Maroco, J. (2013)	10

Additionally, it was also important to identify which SLB fans were simultaneously clients of NOS:

Table 10.5 – SL Benfica values generated through the qualitative stage for NOS clients.

Questions Nº	Statements	Source	Scale
Q36	Benfica is club with history.	Brochado, A., Dionísio, P. & Leal, M. C. (2018)	10
	Benfica is a universal club.		
	I am proud of being a Benfica fan.		
	I have passion for Benfica.		
	Benfica unites the portuguese population.		
	Benfica is a happy club.		

Table 10.6 - NOS values generated through the qualitative stage for NOS clients and SLB fans.

Questions Nº	Statements	Source	Scale
Q37	NOS is brand with history.	Brochado, A., Dionísio, P. & Leal, M. C. (2018)	10
	NOS is a universal brand.		
	I am proud of being a NOS client.		
	I have passion for NOS.		
	NOS unites the portuguese population.		
	NOS is a happy brand.		
Q38	In the next telecommunications renewal contract, being a NOS client, I will keep being a NOS client based on the fact that NOS sponsors my club.	Biscaia, R., Correia, A., Rosado, A. F., Ross, S. D., & Maroco, J. (2013)	10

In the case of the SL Benfica fans were not clients of NOS, the following statements were shown:

Table 10.7 - SL Benfica values generated through the qualitative stage for not NOS clients.

Questions Nº	Statements	Source	Scale
Q40	Benfica is club with history.	Brochado, A., Dionísio, P. & Leal, M. C. (2018)	10
	Benfica is a universal club.		
	Benfica unites the portuguese population.		
	Benfica is a happy club.		

Table 10.8 - NOS values generated through the qualitative stage for not NOS clients and SLB fans.

Questions Nº	Statements	Source	Scale
Q41	NOS is brand with history.	Brochado, A., Dionísio, P. & Leal, M. C. (2018)	10
	NOS is a universal brand.		
	NOS unites the portuguese population.		
	NOS is a happy brand.		
Q42	Not being a NOS client, I intend to change telecommunications operator to NOS, based on the fact that NOS sponsors my club.	Biscaia, R., Correia, A., Rosado, A. F., Ross, S. D., & Maroco, J. (2013)	10

Annex 4 – Online Survey Flow
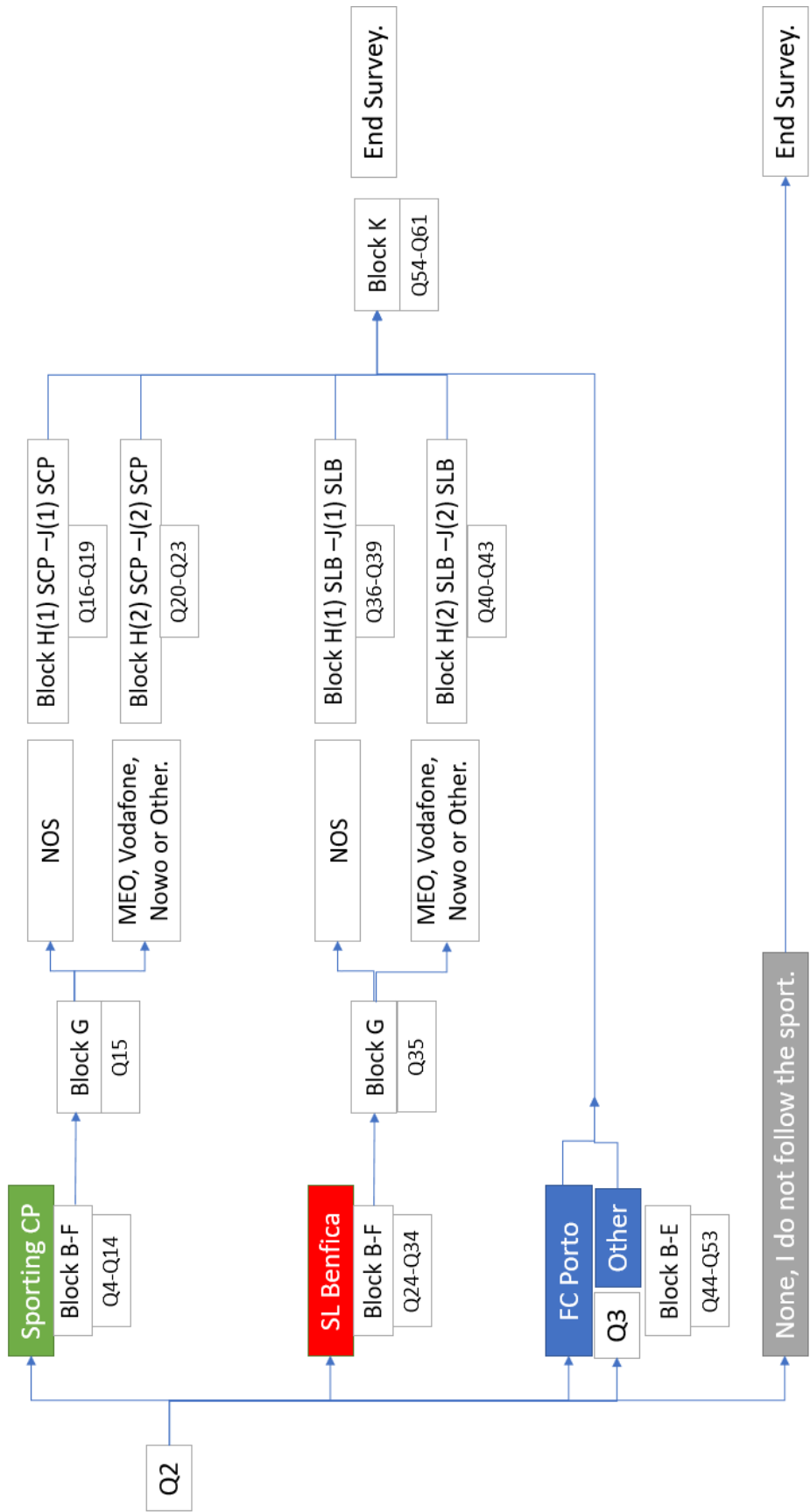
Annex 5 – Online Survey Blocks and Questions correspondence

Table 11.1 – Block A of the Online Survey

Block	Questions Nº	Question
A	Q2	Which football club do you support in Portugal?
	Q3	If you selected "Other" in the previous questions, please indicate which.

Table 11.2 – Block B of the Online Survey

Block	Questions Nº			Question
B	Q4	Q24	Q44	In a scale from 1 to 10, how would you rate your involvement with your football club? (1-not involved at all; 10-highly involved)
	Q5	Q25	Q45	Are you a club membership owner for your club?
	Q6	Q26	Q46	Are you a season-ticket holder for your club?
	Q7	Q27	Q47	With what frequency do you attend your club's games in its home stadium?
	Q8	Q28	Q48	Every season, do you purchase any product from your club? (e.g., official shirt, scarf, etc.)
	Q9	Q29	Q49	Do you belong to any organized group of fans?
	Q10	Q30	Q50	I will publicly defend my club even if it causes controversy.

Q4, Q24, Q44 - adapted from Brochado, A., Dionísio, P. & Leal, M. C. (2018).

Q5, Q25, Q45 Q6, Q26, Q46 – adapted from Biscaia, R., Correia, A., Rosado, A. F., Ross, S. D., & Maroco, J. (2013).

Q10, Q30, Q50 – adapted from Biscaia, R., Correia, A., Rosado, A. F., Ross, S. D., & Maroco, J. (2013).

Table 11.3 – Block C of the Online Survey

Block	Questions Nº			Question
C	Q11	Q31	Q51	I consider sponsorships as an important tool to the operations of my club.

Table 11.4 – Block's D and E of the Online Survey

Block	Questions Nº			Question
D	Q12	Q32	Q52	Please, state up to 3 of your clubs' sponsors.
E	Q13	Q33	Q53	Of the following brands, which can you identify as being sponsors of your football club?

Q12, Q32, Q52 & Q13, Q33, Q53 - adapted from Brochado, A., Dionísio, P. & Leal, M. C. (2018), Biscaia, R.; Correia, A.; Ross, S.; Rosado, A. (2014).

Table 11.5 – Block F of the Online Survey

Block	Questions Nº		Question
F	Q14	Q34	I like NOS.
			NOS is a good telecommunications brand.
			I have a positive opinion towards NOS.
			My opinion about NOS is better due to the company sponsoring my club.

Q14, Q34 - adapted from Biscaia, R., Correia, A., Rosado, A. F., Ross, S. D., & Maroco, J. (2013).

Table 11.6 – Block G of the Online Survey

Block	Questions Nº		Question
G	Q15	Q35	What company is your current telecommunications provider?

Table 11.7 – Block J of the Online Survey

Block	Questions Nº				Questions
J	Q19	Q23	Q39	Q43	For me, it is indifferent that both Sporting CP and SL Benfica share the same sponsor, NOS.
					I would prefer if Sporting CP and SL Benfica had different sponsors from each other.
					The fact that NOS sponsors both Sporting CP and SL Benfica makes me feel that its products and services are of high quality.

Q19, Q23, Q39, Q43 - adapted from Davies, F., Veloutsou, C., & Costa, A. (2006).

Table 11.8 – Block K of the Online Survey

Block	Questions Nº	Question
K	Q54	What is your gender?
	Q55	What is your age?
	Q56	What is your professional activity?
	Q57	[Employer/Self-employed] Please select:
	Q58	[Employed] Please select:
	Q59	[Other situations] Please select:
	Q60	If you selected "Other" in the previous question, please indicate which:
	Q61	Last education degree concluded:

Annex 6 – Online Survey Questions in Portuguese

Questionário

Tese de Mestrado em Marketing

Q1

O seguinte questionário é realizado no âmbito da elaboração da Tese do Mestrado em Marketing da ISCTE Business School, mais concretamente no tema "Patrocínios no Desporto".

A realização do questionário demorará aproximadamente 5-8 minutos. É de notar ainda que, as respostas têm como fim a investigação académica e, são anónimas e totalmente confidenciais.

No final das respostas pode incluir o seu email se quiser receber posteriormente um email com uma síntese dos resultados.

Muito obrigado pela sua contribuição!

Início do Bloco A

Q2 Que clube de futebol apoia em Portugal?

- ❑ Sporting CP
- ❑ SL Benfica
- ❑ FC Porto
- ❑ Outro
- ❑ Nenhum, não acompanho desporto.

Avançar para: Fim do inquérito Se Q2 = Nenhum, não acompanho o desporto

Se "Outro" for selecionado, apresentar Q3.

Q3 Se selecionou "Outro" na resposta anterior, por favor indique qual:

_____

Fim do Bloco A

Início do Bloco B – Sporting CP

Q4 Como classificaria o seu envolvimento com o clube que apoia numa escala de 1 a 10 (sendo 1- não acompanho nada, e 10- participo em todas as atividades do clube).

- ❑ 1
- ❑ 2
- ❑ 3
- ❑ 4
- ❑ 5
- ❑ 6

- ❏ 7
- ❏ 8
- ❏ 9
- ❏ 10

Q5 É sócio(a) do clube que apoia?

- ❏ Sim
- ❏ Não

Q6 É detentor de bilhete de época do seu clube (exemplo: GameBox, RedPass)?

- ❏ Sim
- ❏ Não

Q7 Com que frequência, assiste a jogos do seu clube no seu estádio?

- ❏ Nunca, eu prefiro ver em casa ou num café / Não tenho a possibilidade de assistir
- ❏ Raramente (até 4 vezes por época)
- ❏ Algumas vezes (de 5 a 10 jogos por época)
- ❏ Frequentemente, mas não a todos (de 11 a 15)
- ❏ Sempre

Q8 Todas as épocas, compra algum produto do seu clube? (exemplo: camisola, cachecol, etc.)

- ❏ Sim
- ❏ Não

Q9 Pertence a algum grupo organizado de adeptos?

- ❏ Sim
- ❏ Não

Q10 Classifique a seguinte frase de acordo com aquilo que são as suas atitudes para com o clube que apoia, numa escala de 7 valores (em que 1- ''Discordo Totalmente'' e 7- ''Concordo Totalmente'').

	1 - Discordo totalmente	2 - Discordo	3 - Discordo de certa forma	4 - Não Concordo nem Discordo	5 - Concordo de certa forma	6 - Concordo	7 - Concordo totalmente
Eu defendo publicamente o meu clube mesmo que isso cause controvérsia.	◯	◯	◯	◯	◯	◯	◯

Fim do Bloco B – Sporting CP

Início do Bloco C – Sporting CP

Q11 Iremos agora entrar no ramo dos patrocínios. Por favor, classifique a seguinte frase de acordo com aquilo que são as suas opiniões para com a existência de patrocínios no desporto e as suas atitudes para com os patrocinadores do seu clube, numa escala de 5 valores (em que 1- "Discordo Totalmente" e 5- "Concordo Totalmente").

	Discordo totalmente	Discordo	Não Concordo nem Discordo	Concordo	Concordo totalmente
Eu considero os patrocínios como importantes para o funcionamento do meu clube.	◯	◯	◯	◯	◯

Fim do Bloco C – Sporting CP

Início do Bloco D – Sporting CP

Q12 Por favor, indique até 3 patrocinadores do seu clube.

❏ 1 _____

❏ 2 _____

❏ 3 _____

Fim do Bloco D – Sporting CP

Início do Bloco E – Sporting CP

Q13 Das seguintes marcas, quais consegue identificar como sendo patrocinadoras do seu clube? (por favor, responda recorrendo apenas à memória)

- ❏ NOS
- ❏ MEO
- ❏ Vodafone
- ❏ Millenium BCP
- ❏ CGD
- ❏ Novo Banco
- ❏ New Balance
- ❏ Macron
- ❏ Puma
- ❏ Adidas
- ❏ Prozis
- ❏ MyProtein
- ❏ Hospital da Luz
- ❏ CUF
- ❏ Fly Emirates
- ❏ Galp
- ❏ Repsol
- ❏ Super Bock
- ❏ Sagres
- ❏ Vitalis

Fim do Bloco E – Sporting CP

Início do Bloco F – Sporting CP

Q14 Tendo em conta que a NOS é patrocinadora do seu clube, classifique as seguintes afirmações de acordo com aquilo que pensa melhor descrever o seu comportamento e as suas opiniões, numa escala de 7 valores (em que 1- "Discordo Totalmente" e 7- "Concordo Totalmente").

	1 - Discordo totalmente	2 - Discordo	3 - Discordo de certa forma	4 - Não Concordo nem Discordo	5 - Concordo de certa forma	6 - Concordo	7 - Concordo totalmente
Eu gosto da NOS.	○	○	○	○	○	○	○
A NOS é uma boa marca de telecomunicações.	○	○	○	○	○	○	○
Eu tenho uma opinião positiva em relação à NOS.	○	○	○	○	○	○	○
A minha opinião sobre a NOS é melhor pelo facto de patrocinar o meu clube.	○	○	○	○	○	○	○

Fim do Bloco F – Sporting CP

Início do Bloco G – Sporting CP

Q15 Qual(ais) o(s) seu(s) atual(ais) operador(es) de telecomunicações?

- ❏ NOS
- ❏ MEO
- ❏ NOWO
- ❏ Vodafone
- ❏ Outro

Fim do Bloco G – Sporting CP

Início do Bloco H (1) – Sporting CP (Q15 NOS)

Apresentar este Bloco:

Se Q2 = Sporting Clube de Portugal

E Q15 = NOS

Q16 Numa escala de 1 a 10, qual é o seu grau de concordância com as frases seguintes? (1 – significa "Não concordo nada" e 10 significa "Concordo totalmente")

	1	2	3	4	5	6	7	8	9	10
Orgulho-me de ser do Sporting.	○	○	○	○	○	○	○	○	○	○
Tenho paixão pelo Sporting.	○	○	○	○	○	○	○	○	○	○
Tenho dedicação pelo Sporting.	○	○	○	○	○	○	○	○	○	○
O Sporting é um clube com glória.	○	○	○	○	○	○	○	○	○	○
O Sporting é um clube que aposta no esforço para atingir resultados.	○	○	○	○	○	○	○	○	○	○
O Sporting é um clube alegre.	○	○	○	○	○	○	○	○	○	○

Fim do Bloco H (1) – Sporting CP (Q15 NOS)

Início do Bloco I (1) – Sporting CP (Q15 NOS)

Apresentar este Bloco:

Se Q2 = Sporting Clube de Portugal

E Q15 = NOS

Q17 Numa escala de 1 a 10, qual é o seu grau de concordância com as frases seguintes? (1 – significa "Não concordo nada" e 10 significa "Concordo totalmente")

	1	2	3	4	5	6	7	8	9	10
Orgulho-me de ser cliente da NOS.	○	○	○	○	○	○	○	○	○	○
Tenho paixão pela NOS.	○	○	○	○	○	○	○	○	○	○
A NOS é uma marca que aposta na dedicação.	○	○	○	○	○	○	○	○	○	○
A NOS é uma marca bem sucedida.	○	○	○	○	○	○	○	○	○	○
A NOS é uma empresa que se esforça para servir os clientes.	○	○	○	○	○	○	○	○	○	○
A NOS é uma marca alegre.	○	○	○	○	○	○	○	○	○	○

Q18 Numa escala de 1 a 10, qual é o seu grau de concordância com a seguinte frase? (1 – significa "Não concordo nada" e 10 significa "Concordo totalmente")

	1	2	3	4	5	6	7	8	9	10
Em próxima renovação de contrato de serviço de telecomunicações, sendo cliente NOS, irei manter contrato com a NOS pelo facto de a marca ser patrocinadora do meu clube.	○	○	○	○	○	○	○	○	○	○

Fim do Bloco I (1) – Sporting CP (Q15 NOS)

Início do Bloco J (1) - Sporting CP (Q15 NOS)

Apresentar este Bloco:

Se Q2 = Sporting Clube de Portugal

E Q15 = NOS

Q19 Tendo em conta que a NOS é patrocinadora tanto do Sporting CP, bem como do SL Benfica, classifique as seguintes afirmações de acordo com aquilo que pensa melhor descrever o seu comportamento e as suas opiniões, numa escala de 5 valores (em que 1- "Discordo Totalmente" e 5- "Concordo Totalmente").

	1 - Discordo totalmente	2 – Discordo	3 - Não Concordo nem Discordo	4 - Concordo	5 - Concordo totalmente
Para mim é indiferente que tanto o Sporting CP como o SL Benfica terem ambos como patrocinador, a NOS.	○	○	○	○	○
Preferia que o Sporting CP e o SL Benfica tivessem patrocinadores diferentes um do outro.	○	○	○	○	○
O facto de a NOS patrocinar tanto o Sporting CP como o SL Benfica faz me sentir que têm serviços e produtos de alta qualidade.	○	○	○	○	○

Fim do Bloco J (1) - Sporting CP (Q15 NOS)

Início do Bloco H (2) – Sporting CP (Q15 não NOS)

Apresentar este Bloco:

Se Q2 = Sporting Clube de Portugal

E Q15 = MEO, NOWO, Vodafone ou Outra

Q20 Numa escala de 1 a 10, qual é o seu grau de concordância com as frases seguintes? (1 – significa "Não concordo nada" e 10 significa "Concordo totalmente")

	1	2	3	4	5	6	7	8	9	10
O Sporting é um clube com glória.	○	○	○	○	○	○	○	○	○	○
O Sporting é um clube que aposta no esforço para atingir resultados.	○	○	○	○	○	○	○	○	○	○
O Sporting é um clube alegre.	○	○	○	○	○	○	○	○	○	○

Fim do Bloco H (2) – Sporting CP (Q15 não NOS)

Início do Bloco I (2) – Sporting CP (Q15 não NOS)

Apresentar este Bloco:

Se Q2 = Sporting Clube de Portugal

E Q15 = MEO, NOWO, Vodafone ou Outra

Q21 Numa escala de 1 a 10, qual é o seu grau de concordância com as frases seguintes? (1 – significa "Não concordo nada" e 10 significa "Concordo totalmente")

	1	2	3	4	5	6	7	8	9	10
A NOS é uma marca bem sucedida.	○	○	○	○	○	○	○	○	○	○
A NOS é uma empresa que se esforça para servir os clientes.	○	○	○	○	○	○	○	○	○	○
A NOS é uma marca alegre.	○	○	○	○	○	○	○	○	○	○

Q22 Numa escala de 1 a 10, qual é o seu grau de concordância com a seguinte frase? (1 – significa "Não concordo nada" e 10 significa "Concordo totalmente")

	1	2	3	4	5	6	7	8	9	10
Não sendo cliente da NOS, tenciono mudar de operador de forma a passar a ser cliente da NOS pelo facto de esta marca ser patrocinadora do meu clube.	◯	◯	◯	◯	◯	◯	◯	◯	◯	◯

Fim do Bloco I (2) – Sporting CP (Q15 não NOS)

Início do Bloco J (2) - Sporting CP (Q15 não NOS)

Apresentar este Bloco:

Se Q2 = Sporting Clube de Portugal

E Q15 = MEO, NOWO, Vodafone ou Outra

Q23 Tendo em conta que a NOS é patrocinadora tanto do Sporting CP, bem como do SL Benfica, classifique as seguintes afirmações de acordo com aquilo que pensa melhor descrever o seu comportamento e as suas opiniões, numa escala de 5 valores (em que 1- "Discordo Totalmente" e 5- "Concordo Totalmente").

	1 - Discordo totalmente	2 – Discordo	3 - Não Concordo nem Discordo	4 - Concordo	5 - Concordo totalmente
Para mim é indiferente que tanto o Sporting CP como o SL Benfica terem ambos como patrocinador, a NOS.	◯	◯	◯	◯	◯
Preferia que o Sporting CP e o SL Benfica tivessem patrocinadores diferentes um do outro.	◯	◯	◯	◯	◯
O facto de a NOS patrocinar tanto o Sporting CP como o SL Benfica faz me sentir que têm serviços e produtos de alta qualidade.	◯	◯	◯	◯	◯

Fim do Bloco J (2) - Sporting CP (Q15 não NOS)

Q24 Como classificaria o seu envolvimento com o clube que apoia numa escala de 1 a 10 (sendo 1- não acompanho nada, e 10- participo em todas as atividades do clube).

- ❑ 1
- ❑ 2
- ❑ 3
- ❑ 4
- ❑ 5
- ❑ 6
- ❑ 7
- ❑ 8
- ❑ 9
- ❑ 10

Q25 É sócio(a) do clube que apoia?

- ❑ Sim
- ❑ Não

Q26 É detentor de bilhete de época do seu clube (exemplo: GameBox, RedPass)?

- ❑ Sim
- ❑ Não

Q27 Com que frequência, assiste a jogos do seu clube no seu estádio?

- ❑ Nunca, eu prefiro ver em casa ou num café / Não tenho a possibilidade de assistir
- ❑ Raramente (até 4 vezes por época)
- ❑ Algumas vezes (de 5 a 10 jogos por época)
- ❑ Frequentemente, mas não a todos (de 11 a 15)
- ❑ Sempre

Q28 Todas as épocas, compra algum produto do seu clube? (exemplo: camisola, cachecol, etc.)

- ❑ Sim
- ❑ Não

Q29 Pertence a algum grupo organizado de adeptos?

❑ Sim

❑ Não

Q30 Classifique a seguinte frase de acordo com aquilo que são as suas atitudes para com o clube que apoia, numa escala de 7 valores (em que 1- "Discordo Totalmente" e 7- "Concordo Totalmente").

	1 - Discordo totalmente	2 - Discordo	3 - Discordo de certa forma	4 - Não Concordo nem Discordo	5 - Concordo de certa forma	6 - Concordo	7 - Concordo totalmente
Eu defendo publicamente o meu clube mesmo que isso cause controvérsia.	○	○	○	○	○	○	○

Fim do Bloco B – SL Benfica

Início do Bloco C – SL Benfica

Apresentar este Bloco:

Se Q2 = Sport Lisboa e Benfica

Q31 Iremos agora entrar no ramo dos patrocínios. Por favor, classifique a seguinte frase de acordo com aquilo que são as suas opiniões para com a existência de patrocínios no desporto e as suas atitudes para com os patrocinadores do seu clube, numa escala de 5 valores (em que 1- "Discordo Totalmente" e 5- "Concordo Totalmente").

	Discordo totalmente	Discordo	Não Concordo nem Discordo	Concordo	Concordo totalmente
Eu considero os patrocínios como importantes para o funcionamento do meu clube.	○	○	○	○	○

Fim do Bloco C – SL Benfica

Início do Bloco D – SL Benfica

Apresentar este Bloco:

Se Q2 = Sport Lisboa e Benfica

Q32 Por favor, indique até 3 patrocinadores do seu clube.

❑ 1 _____

❑ 2 _____

❑ 3 _____

Q33 Das seguintes marcas, quais consegue identificar como sendo patrocinadoras do seu clube? (por favor, responda recorrendo apenas à memória)

- ❏ NOS
- ❏ MEO
- ❏ Vodafone
- ❏ Millenium BCP
- ❏ CGD
- ❏ Novo Banco
- ❏ New Balance
- ❏ Macron
- ❏ Puma
- ❏ Adidas
- ❏ Prozis
- ❏ MyProtein
- ❏ Hospital da Luz
- ❏ CUF
- ❏ Fly Emirates
- ❏ Galp
- ❏ Repsol
- ❏ Super Bock
- ❏ Sagres
- ❏ Vitalis

Q34 Tendo em conta que a NOS é patrocinadora do seu clube, classifique as seguintes afirmações de acordo com aquilo que pensa melhor descrever o seu comportamento e as suas opiniões, numa escala de 7 valores (em que 1- "Discordo Totalmente" e 7- "Concordo Totalmente").

	1 - Discordo totalmente	2 - Discordo	3 - Discordo de certa forma	4 - Não Concordo nem Discordo	5 - Concordo de certa forma	6 - Concordo	7 - Concordo totalmente
Eu gosto da NOS.	◯	◯	◯	◯	◯	◯	◯
A NOS é uma boa marca de telecomunicações	◯	◯	◯	◯	◯	◯	◯
Eu tenho uma opinião positiva em relação à NOS	◯	◯	◯	◯	◯	◯	◯
A minha opinião sobre a NOS é melhor pelo facto de patrocinar o meu clube.	◯	◯	◯	◯	◯	◯	◯

Fim do Bloco F – SL Benfica

Início do Bloco G – SL Benfica

Apresentar este Bloco:

Se Q2 = Sport Lisboa e Benfica

Q35 Qual(ais) o(s) seu(s) atual(ais) operador(es) de telecomunicações?

- ❏ NOS
- ❏ MEO
- ❏ NOWO
- ❏ Vodafone
- ❏ Outro

Fim do Bloco G – SL Benfica

Início do Bloco H (1) – SL Benfica (Q15 NOS)

Apresentar este Bloco:

Se Q2 = Sport Lisboa e Benfica

E Q35 = NOS

Q36 Numa escala de 1 a 10, qual é o seu grau de concordância com as frases seguintes? (1 – significa "Não concordo nada" e 10 significa "Concordo totalmente")

	1	2	3	4	5	6	7	8	9	10
O Benfica é um clube com história.	○	○	○	○	○	○	○	○	○	○
O Benfica é um clube universal.	○	○	○	○	○	○	○	○	○	○
Orgulho-me de ser do Benfica.	○	○	○	○	○	○	○	○	○	○
Tenho paixão pelo Benfica.	○	○	○	○	○	○	○	○	○	○
O Benfica une os portugueses.	○	○	○	○	○	○	○	○	○	○
O Benfica é um clube alegre.	○	○	○	○	○	○	○	○	○	○

Fim do Bloco H (1) – SL Benfica (Q51 NOS)

Início do Bloco I (1) – SL Benfica (Q51 NOS)

Apresentar este Bloco:

Se Q2 = Sport Lisboa e Benfica

E Q35 = NOS

Q37 Numa escala de 1 a 10, qual é o seu grau de concordância com as frases seguintes? (1 – significa "Não concordo nada" e 10 significa "Concordo totalmente")

	1	2	3	4	5	6	7	8	9	10
A NOS é uma marca com história.	○	○	○	○	○	○	○	○	○	○
A NOS é uma marca universal.	○	○	○	○	○	○	○	○	○	○
Orgulho-me de ser cliente da NOS.	○	○	○	○	○	○	○	○	○	○
Tenho paixão pela NOS.	○	○	○	○	○	○	○	○	○	○
A NOS une os portugueses.	○	○	○	○	○	○	○	○	○	○
A NOS é uma marca alegre.	○	○	○	○	○	○	○	○	○	○

Q38 Numa escala de 1 a 10, qual é o seu grau de concordância com a seguinte frase? (1 – significa "Não concordo nada" e 10 significa "Concordo totalmente")

	1	2	3	4	5	6	7	8	9	10
Em próxima renovação de contrato de serviço de telecomunicações, sendo cliente NOS, irei manter contrato com a NOS pelo facto de a marca ser patrocinadora do meu clube.	◯	◯	◯	◯	◯	◯	◯	◯	◯	◯

Fim do Bloco I (1) – SL Benfica (Q51 NOS)

Início do Bloco J (1) - SL Benfica (Q51 NOS)

Apresentar este Bloco:

Se Q2 = Sport Lisboa e Benfica

E Q35 = NOS

Q39 Tendo em conta que a NOS é patrocinadora tanto do Sporting CP, bem como do SL Benfica, classifique as seguintes afirmações de acordo com aquilo que pensa melhor descrever o seu comportamento e as suas opiniões, numa escala de 5 valores (em que 1- "Discordo Totalmente" e 5- "Concordo Totalmente").

	1 - Discordo totalmente	2 – Discordo	3 - Não Concordo nem Discordo	4 - Concordo	5 - Concordo totalmente
Para mim é indiferente que tanto o Sporting CP como o SL Benfica terem ambos como patrocinador, a NOS.	◯	◯	◯	◯	◯
Preferia que o Sporting CP e o SL Benfica tivessem patrocinadores diferentes um do outro.	◯	◯	◯	◯	◯
O facto de a NOS patrocinar tanto o Sporting CP como o SL Benfica faz me sentir que têm serviços e produtos de alta qualidade.	◯	◯	◯	◯	◯

Fim do Bloco J (1) - SL Benfica (Q51 NOS)

105

Início do Bloco H (2) – SL Benfica (Q51 não NOS)

Apresentar este Bloco:

Se Q2 = Sport Lisboa e Benfica

E Q35 = MEO, NOWO, Vodafone ou Outra

Q40 Numa escala de 1 a 10, qual é o seu grau de concordância com as frases seguintes? (1 – significa "Não concordo nada" e 10 significa "Concordo totalmente")

	1	2	3	4	5	6	7	8	9	10
O Benfica é um clube com história.	○	○	○	○	○	○	○	○	○	○
O Benfica é um clube universal.	○	○	○	○	○	○	○	○	○	○
O Benfica une os portugueses.	○	○	○	○	○	○	○	○	○	○
O Benfica é um clube alegre.	○	○	○	○	○	○	○	○	○	○

Fim do Bloco H (2) – SL Benfica (Q51 não NOS)

Início do Bloco I (2) – SL Benfica (Q51 não NOS)

Apresentar este Bloco:

Se Q2 = Sport Lisboa e Benfica

E Q35 = MEO, NOWO, Vodafone ou Outra

Q41 Numa escala de 1 a 10, qual é o seu grau de concordância com as frases seguintes? (1 – significa "Não concordo nada" e 10 significa "Concordo totalmente")

	1	2	3	4	5	6	7	8	9	10
A NOS é uma marca com história.	○	○	○	○	○	○	○	○	○	○
A NOS é uma marca universal.	○	○	○	○	○	○	○	○	○	○
A NOS une os portugueses.	○	○	○	○	○	○	○	○	○	○
A NOS é uma marca alegre.	○	○	○	○	○	○	○	○	○	○

Q42 Numa escala de 1 a 10, qual é o seu grau de concordância com a seguinte frase? (1 – significa "Não concordo nada" e 10 significa "Concordo totalmente")

	1	2	3	4	5	6	7	8	9	10
Não sendo cliente da NOS, tenciono mudar de operador de forma a passar a ser cliente da NOS pelo facto de esta marca ser patrocinadora do meu clube.	○	○	○	○	○	○	○	○	○	○

Fim do Bloco I (2) – SL Benfica (Q51 não NOS)

Início do Bloco J (2) - SL Benfica (Q51 não NOS)

Apresentar este Bloco:

Se Q2 = Sport Lisboa e Benfica

E Q35 = MEO, NOWO, Vodafone ou Outra

Q43 Tendo em conta que a NOS é patrocinadora tanto do Sporting CP, bem como do SL Benfica, classifique as seguintes afirmações de acordo com aquilo que pensa melhor descrever o seu comportamento e as suas opiniões, numa escala de 5 valores (em que 1- "Discordo Totalmente" e 5- "Concordo Totalmente").

	1 - Discordo totalmente	2 – Discordo	3 - Não Concordo nem Discordo	4 - Concordo	5 - Concordo totalmente
Para mim é indiferente que tanto o Sporting CP como o SL Benfica terem ambos como patrocinador, a NOS.	○	○	○	○	○
Preferia que o Sporting CP e o SL Benfica tivessem patrocinadores diferentes um do outro.	○	○	○	○	○
O facto de a NOS patrocinar tanto o Sporting CP como o SL Benfica faz me sentir que têm serviços e produtos de alta qualidade.	○	○	○	○	○

Fim do Bloco J (2) - SL Benfica (Q51 não NOS)

Início do Bloco B – FC Porto/Outro

Apresentar este Bloco:

Se Q2 = Futebol Clube do Porto

Ou Q2= Outro

Q44 Como classificaria o seu envolvimento com o clube que apoia numa escala de 1 a 10 (sendo 1-não acompanho nada, e 10- participo em todas as atividades do clube).

- ❑ 1
- ❑ 2
- ❑ 3
- ❑ 4
- ❑ 5
- ❑ 6
- ❑ 7
- ❑ 8
- ❑ 9
- ❑ 10

Q45 É sócio(a) do clube que apoia?

- ❑ Sim
- ❑ Não

Q46 É detentor de bilhete de época do seu clube (exemplo: GameBox, RedPass)?

- ❑ Sim
- ❑ Não

Q47 Com que frequência, assiste a jogos do seu clube no seu estádio?

- ❑ Nunca, eu prefiro ver em casa ou num café / Não tenho a possibilidade de assistir
- ❑ Raramente (até 4 vezes por época)
- ❑ Algumas vezes (de 5 a 10 jogos por época)
- ❑ Frequentemente, mas não a todos (de 11 a 15)
- ❑ Sempre

Q48 Todas as épocas, compra algum produto do seu clube? (exemplo: camisola, cachecol, etc.)

- ❑ Sim
- ❑ Não

Q49 Pertence a algum grupo organizado de adeptos?

❑ Sim

❑ Não

Q50 Classifique a seguinte frase de acordo com aquilo que são as suas atitudes para com o clube que apoia, numa escala de 7 valores (em que 1- "Discordo Totalmente" e 7- "Concordo Totalmente").

	1 - Discordo totalmente	2 - Discordo	3 - Discordo de certa forma	4 - Não Concordo nem Discordo	5 - Concordo de certa forma	6 - Concordo	7 - Concordo totalmente
Eu defendo publicamente o meu clube mesmo que isso cause controvérsia.	◯	◯	◯	◯	◯	◯	◯

Fim do Bloco B – Sporting CP

Início do Bloco C – FC Porto/Outro

Apresentar este Bloco:

Se Q2 = Futebol Clube do Porto

Ou Q2= Outro

Q51 Iremos agora entrar no ramo dos patrocínios. Por favor, classifique a seguinte frase de acordo com aquilo que são as suas opiniões para com a existência de patrocínios no desporto e as suas atitudes para com os patrocinadores do seu clube, numa escala de 5 valores (em que 1- "Discordo Totalmente" e 5- "Concordo Totalmente").

	Discordo totalmente	Discordo	Não Concordo nem Discordo	Concordo	Concordo totalmente
Eu considero os patrocínios como importantes para o funcionamento do meu clube.	◯	◯	◯	◯	◯

Fim do Bloco C – Sporting CP

Início do Bloco D – Sporting CP

FC Porto/Outro

Apresentar este Bloco:

Se Q2 = Futebol Clube do Porto

Ou Q2= Outro

Q52 Por favor, indique até 3 patrocinadores do seu clube.

- ❏ 1 _____
- ❏ 2 _____
- ❏ 3 _____

Fim do Bloco D – Sporting CP

Início do Bloco E – FC Porto/Outro

Apresentar este Bloco:

Se Q2 = Futebol Clube do Porto

Ou Q2= Outro

Q53 Das seguintes marcas, quais consegue identificar como sendo patrocinadoras do seu clube? (por favor, responda recorrendo apenas à memória)

- ❏ NOS
- ❏ MEO
- ❏ Vodafone
- ❏ Millenium BCP
- ❏ CGD
- ❏ Novo Banco
- ❏ New Balance
- ❏ Macron
- ❏ Puma
- ❏ Adidas
- ❏ Prozis
- ❏ MyProtein
- ❏ Hospital da Luz
- ❏ CUF
- ❏ Fly Emirates
- ❏ Galp
- ❏ Repsol
- ❏ Super Bock
- ❏ Sagres
- ❏ Vitalis

Fim do Bloco E – FC Porto/Outro

Início do Bloco K

Q54 Género

- ❏ Masculino
- ❏ Feminino

Q55 Idade

- ❏ menos de 18
- ❏ 18-24
- ❏ 25-34
- ❏ 35-44
- ❏ 45-54
- ❏ 55-64
- ❏ 65 ou mais

Q56 Profissão

- ❏ Patrão/Trabalhador por conta própria
- ❏ Trabalhador por conta de outrem
- ❏ Outras Situações

Se em Q56 "Patrão/Trabalhador por conta própria" for selecionado, apresentar Q57.

Q57 Patrão/Trabalhador por conta própria

- ❏ Agricultor
- ❏ Comerciante
- ❏ Industrial Dono de Empresa de Serviços
- ❏ Profissão Liberal

Se em Q56 "Trabalhador por conta de outrem" for selecionado, apresentar Q58.

Q58 Trabalhador por conta de outrem

- ❏ Forças Armadas
- ❏ Dirigente/ Gestor/ Quadro Superior
- ❏ Prof. Intelectuais Cientificas (Inclui professores)
- ❏ Quadro Médio
- ❏ Operário Empregado do Comércio e Vendedor
- ❏ Empregado Administrativo

Se em Q55 "Outras Situações" for selecionado, apresentar Q59.

Q59 Outras Situações

- ❏ Desempregado
- ❏ Estudante
- ❏ Pensionista/ Reformado
- ❏ Dona de Casa
- ❏ Outra

Se em Q59 "Outra" for selecionado, apresentar Q60.

Q60 Se selecionou "Outra", por favor, indique qual:

_____

Q61 Último grau de educação adquirido

- ❏ 4º ano de escolaridade
- ❏ 9º ano
- ❏ Ensino Secundário
- ❏ Licenciatura
- ❏ Mestrado/Doutoramento

Fim do Bloco K

Annex 7 – Sponsorships on Team Shirts

Sporting Clube de Portugal's Shirt Sponsors:

As it is possible to see, SCP's main sponsor is NOS. In the back of the shirt it is possible to find reference to the Super Bock brand. Additionally, SCP's sportswear provider is Macron.

Figure 6 – SCP football team shirts.

Sport Lisboa e Benfica Shirt Sponsors:

As it is noticeable, SLB's sportswear provider is Adidas. When it comes to the main sponsor, it is easy to clearly identify Fly Emirates. In the back of the shirt it is possible to find reference to the Sagres brand.

Figure 7 – SLB football team shirts.

Annex 8 – Sponsorships on Stadium Stands

Sporting Clube de Portugal:

As it is possible to understand, SCP's stadium stands sponsors are NOS and CGD.

Figure 8 – SCP football team stadium stands.

Sport Lisboa e Benfica:

As it is possible to understand, SLB's stadium stands sponsors are Sagres, Fly Emirates, BTV and Red Power (these last two consist of SLB internal brands, the first referring to the club's TV channel and the latter to club membership associates).

Figure 9 – SLB football team stadium stands.

Annex 9 – Reliability Analysis Tables

- SCP

Table 12.1 – Cronbach's Alpha for Attitude towards sponsor among SCP supporters (before item 4 exclusion)

Cronbach's Alpha	N of Items
0,810	4

Table 12.2 – Cronbach's Alpha for Attitude towards sponsor among SCP supporters

Cronbach's Alpha	N of Items
0,918	3

Table 12.3 - Attitude towards sponsor (SCP) correlations matrix

Inter-Item Correlation Matrix

	(1)	(2)	(3)	(4)
(1) I like NOS.	1,000			
(2) NOS is a good telecommunications brand.	0,745	1,000		
(3) I have a positive opinion towards NOS.	0,790	0,830	1,000	
(4) My opinion about NOS is better due to the company sponsoring my club.	0,301	0,305	0,321	1,000

Table 12.4 - Attitude towards sponsor (SCP) Cronbach's alpha if item deleted

	Scale Mean if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I like NOS.	13,00	0,735	0,714
NOS is a good telecommunications brand.	12,85	0,758	0,705
I have a positive opinion towards NOS.	13,04	0,788	0,686
My opinion about NOS is better due to the company sponsoring my club.	14,05	0,333	0,918

- SLB

Table 12.5 – Cronbach's Alpha for Attitude towards sponsor among SLB supporters (before item 4 exclusion)

Cronbach's Alpha	N of Items
0,828	4

Table 12.6 – Cronbach's Alpha for Attitude towards sponsor among SLB supporters

Cronbach's Alpha	N of Items
0,912	3

Table 12.7 - Attitude towards sponsor (SLB) correlations matrix

Inter-Item Correlation Matrix

	(1)	(2)	(3)	(4)
(1) I like NOS.	1,000			
(2) NOS is a good telecommunications brand.	0,718	1,000		
(3) I have a positive opinion towards NOS.	0,776	0,835	1,000	
(4) My opinion about NOS is better due to the company sponsoring my club.	0,374	0,344	0,344	1,000

Table 12.8 - Attitude towards sponsor (SLB) Cronbach's alpha if item deleted

	Scale Mean if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I like NOS.	12,16	0,749	0,739
NOS is a good telecommunications brand.	11,94	0,763	0,737
I have a positive opinion towards NOS.	12,12	0,790	0,721
My opinion about NOS is better due to the company sponsoring my club.	13,22	0,384	0,912

Annex 10 – Paired Samples *t* Test tables

Table 13.1 – Means for SCP and NOS as evaluated by clients and non-clients of NOS

	NOS CLIENTS		not NOS CLIENTS	
Item	SCP	NOS	SCP	NOS
Glory	8,87	7,52	9,03	7,33
Effort	8,22	6,36	8,08	5,94
Happy	7,50	6,39	7,25	6,28

Graph 2: SCP and NOS Means comparison (NOS clients)
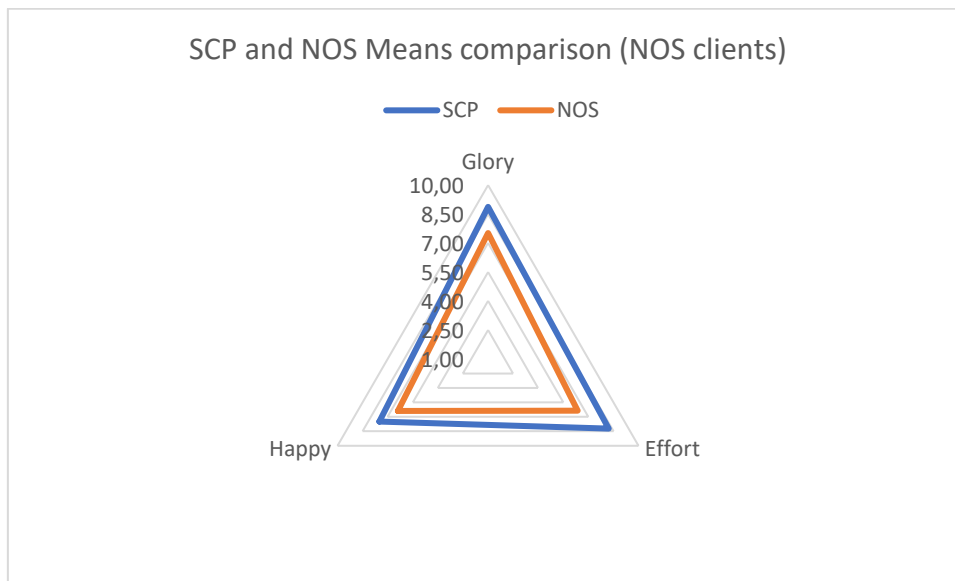
Table 13.2 – Paired Samples Test for SCP and NOS clients

		t	Sig. (2-tailed)
Pair 1	Sporting is a club with glory. - NOS is a successful brand.	8,299	0,000
Pair 2	Sporting is a club that puts a lot of effort in order to achieve its results. - NOS is a brand that puts a lot of effort in order to serve its clients.	9,786	0,000
Pair 3	Sporting is a happy club. - NOS is a happy brand.	5,596	0,000

Graph 3: SCP and NOS Means comparison (not NOS clients)
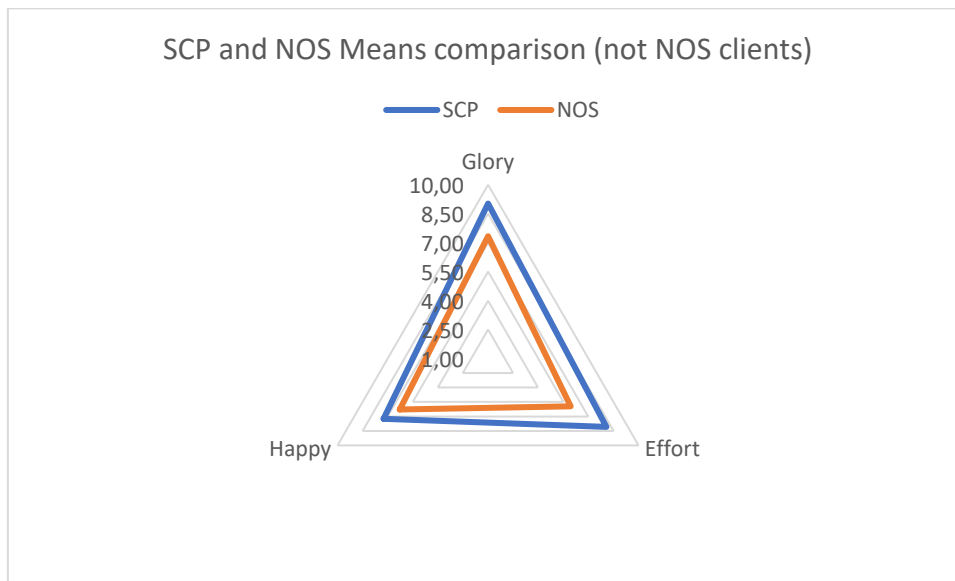
Table 13.3 – Paired Samples test for SCP and not NOS clients

		t	Sig. (2-tailed)
Pair 1	Sporting is a club with glory. - NOS is a successful brand.	12,894	0,000
Pair 2	Sporting is a club that puts a lot of effort in order to achieve its results. - NOS is a brand that puts a lot of effort in order to serve its clients.	15,395	0,000
Pair 3	Sporting is a happy club. - NOS is a happy brand.	6,355	0,000

Table 13.4 - Means for SLB and NOS as evaluated by clients and non-clients of NOS

	NOS CLIENTS		not NOS CLIENTS	
Item	SLB	NOS	SLB	NOS
History	9,85	5,90	9,81	5,06
Universal	9,50	5,42	9,45	4,57
Unity	8,25	4,42	8,31	4,22
Happy	9,04	5,39	9,10	4,92

Graph 4: SLB and NOS Means comparison (NOS clients)
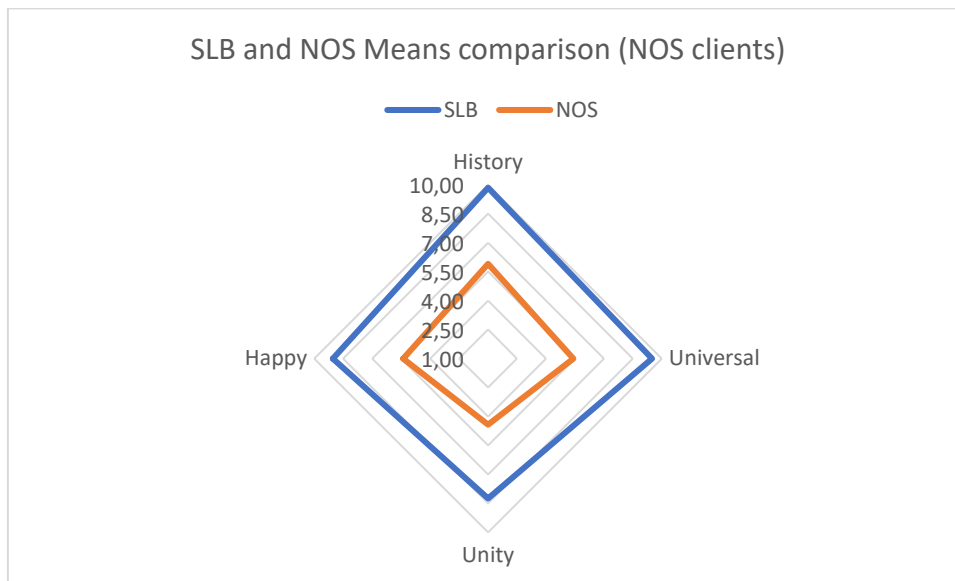
Table 13.5 - Paired Samples Test for SLB and NOS clients

		t	Sig. (2-tailed)
Pair 1	Benfica is club with history. - NOS is brand with history.	24,866	0,000
Pair 2	Benfica is a universal club. - NOS is a universal brand.	23,224	0,000
Pair 3	Benfica unites the portuguese population. - NOS unites the portuguese population.	20,203	0,000
Pair 4	Benfica is a happy club. - NOS is a happy brand.	22,300	0,000

Graph 5: SLB and NOS Means comparison (not NOS clients)
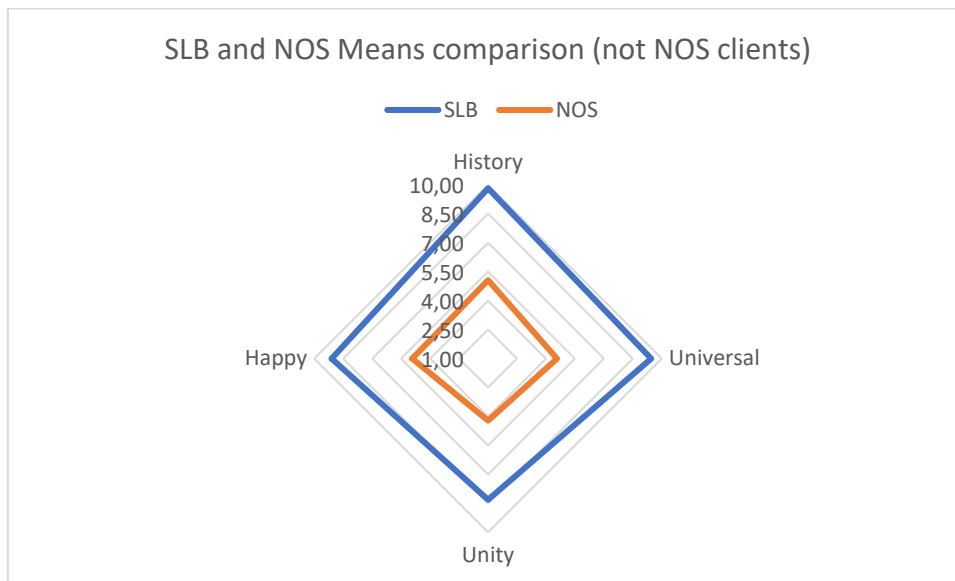
Table 13.6 - Paired Samples Test for SLB and not NOS clients

		t	Sig. (2-tailed)
Pair 1	Benfica is club with history. - NOS is brand with history.	35,240	0,000
Pair 2	Benfica is a universal club. - NOS is a universal brand.	36,950	0,000
Pair 3	Benfica unites the portuguese population. - NOS unites the portuguese population.	27,169	0,000
Pair 4	Benfica is a happy club. - NOS is a happy brand.	29,110	0,000

Annex 11 – Reliability for Joint Sponsorship

Table 14.1 –Joint Sponsorship Cronbach's alpha

	Cronbach's Alpha	N of Items
SCP	0,294	3
SLB	0,299	3

Table 14.2 –Joint Sponsorship (SCP) Cronbach's alpha if item deleted

Item-Total Statistics

	Scale Mean if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
For me, it is indifferent that both Sporting CP and SL Benfica share the same sponsor, NOS.	6,14	,354	-,206[a]
I would prefer if Sporting CP and SL Benfica had different sponsors from each other. (inverted scale)	6,94	,246	,010
The fact that NOS sponsors both Sporting CP and SL Benfica makes me feel that its products and services are of high quality.	7,25	-,056	,614

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Table 14.3 – Joint Sponsorship (SLB) Cronbach's alpha if item deleted

Item-Total Statistics

	Scale Mean if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
For me, it is indifferent that both Sporting CP and SL Benfica share the same sponsor, NOS.	6,01	,477	-,531[a]
I would prefer if Sporting CP and SL Benfica had different sponsors from each other.	6,68	,235	-,051
The fact that NOS sponsors both Sporting CP and SL Benfica makes me feel that its products and services are of high quality.	7,23	-,115	0,691

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Annex 12 – Composite Reliability (CR) and Average Variance Extracted (AVE) for Structural Models

SCP fans and clients of NOS

Due to the existence of several measures for the same constructs (Sponsorship Awareness and Attitude Towards Sponsor) it became necessary to assess construct validity. The composite reliability (CR) and average variance extricated (AVE) scores for Sponsorship Awareness (CR – 0.827, AVE – 0.696) and for Attitude Towards Sponsor (CR- 0.944, AVE-0.848) were higher than 0.70 and 0.50, respectively.

SCP fans and non-clients of NOS

Here, the values estimated for the CR and AVE for Sponsorship Awareness (CR – 0.879, AVE – 0.784) and for Attitude Towards Sponsor (CR- 0.939, AVE-0.836) were higher than 0.7 and 0.5 respectively, thus, evidencing the existence of reliability and convergent validity.

SCP All Respondents

Here, the values estimated for the CR and AVE for Sponsorship Awareness (CR – 0.866, AVE – 0.764) and for Attitude Towards Sponsor (CR- 0.948, AVE-0.859) were higher than 0.7 and 0.5 respectively, thus, evidencing the existence of reliability and convergent validity.

SCP all sponsors concerned

Here, the values estimated for the CR and AVE for Sponsorship Awareness (CR – 0.912, AVE – 0.838) were above 0.7 and 0.5 respectively, thus, evidencing the existence of reliability and convergent validity.

SLB fans clients of NOS

Firstly, as CR and AVE scores are concerned, for Sponsorship Awareness (CR – 0.816, AVE – 0.689) and for Attitude Towards Sponsor (CR- 0.948, AVE-0.858) were higher than 0.70 and 0.50, respectively, hence, evidencing the existence of reliability and convergent validity.

SLB fans non-clients of NOS

Here, the values appraised for the CR and AVE for Sponsorship Awareness (CR – 0.784, AVE – 0.608) and for Attitude Towards Sponsor (CR- 0.930, AVE-0.817) were

higher than 0.7 and 0.5 respectively, thus, verifying the existence of reliability and convergent validity.

SLB All Respondents

Here, the values estimated for the CR and AVE for Sponsorship Awareness (CR – 0.804, AVE – 0.672) and for Attitude Towards Sponsor (CR- 0.945, AVE-0.851) were higher than 0.7 and 0.5 respectively, thus, evidencing the existence of reliability and convergent validity.

SLB all sponsors concerned

Here, the values estimated for the CR and AVE for Sponsorship Awareness (CR – 0.913, AVE – 0.840) were above 0.7 and 0.5 respectively, thus, evidencing the existence of reliability and convergent validity.

Annex 13 – Comparison of recall and recognition scores across levels of involvement with the supported club

Table 15.1 – Comparison of recall and recognition scores across levels of involvement for SCP supporters

Involvement	Recall	Recognition
1	0,29	1,67
2	0,97	2,14
3	1,47	2,79
4	1,57	2,94
5	1,64	3,31
6	2,23	3,73
7	2,36	4,19
8	2,27	4,02
9	2,67	4,57
10	2,53	4,26

a. The results display the Means.

Table 15.2 – Comparison of recall and recognition scores across levels of involvement for SLB supporters

Involvement	Recall	Recognition
1	1,05	2,60
2	0,61	1,97
3	1,14	2,80
4	1,72	3,44
5	1,58	3,35
6	2,19	4,53
7	2,31	4,84
8	2,30	4,99
9	2,67	6,15
10	2,56	4,96

a. The results display the Means.

Annex 14 – Means and Standard Deviations for Hypothesis Model Variables

Table 16.1 – Means and Standard Deviations for SCP fans (NOS clients) variables

Variable	Observations	Mean	Std. deviation
SCP_Involv	213	6,305	2,347
SCP_Recall	213	0,704	0,456
SCP_Recogn	213	0,911	0,285
SCPCA1	213	5,408	1,198
SCPCA2	213	5,427	1,214
SCPCA3	213	5,300	1,351
SCP_FIT	213	2,261	1,627
SCP_JS	213	2,854	1,264
SCP_PI	213	4,657	3,202

Table 16.2 – Means and Standard Deviations for SCP fans (not NOS clients) variables

Variable	Observations	Mean	Std. deviation
SCP_Involv	345	6,049	2,498
SCP_Recall	345	0,577	0,494
SCP_Recogn	345	0,809	0,393
SCPCA1	345	4,171	1,506
SCPCA2	345	4,409	1,522
SCPCA3	345	4,177	1,525
SCP_FIT	345	2,321	1,682
SCP_JS	345	2,730	1,189
SCP_PI	345	2,397	2,302

Table 16.3 – Means and Standard Deviations for SCP fans (all respondents) variables

Variable	Observations	Mean	Std. deviation
SCP_Involv	558	6,147	2,444
SCP_Recall	558	0,625	0,484
SCP_Recogn	558	0,848	0,359
SCPCA1	558	4,643	1,520
SCPCA2	558	4,797	1,497
SCPCA3	558	4,606	1,560
SCP_FIT	558	2,298	1,661
SCP_JS	558	2,778	1,220
SCP_PI	558	3,260	2,898

Table 16.4 – Means and Standard Deviations for SLB fans (NOS clients) variables

Variable	Observations	Mean	Std. deviation
SCP_Involv	226	6,500	2,428
SCP_Recall	226	0,164	0,370
SCP_Recogn	226	0,518	0,500
SCPCA1	226	5,049	1,341
SCPCA2	226	5,146	1,304
SCPCA3	226	4,982	1,373
SCP_FIT	226	3,959	1,916
SCP_JS	226	2,704	1,299
SCP_PI	226	3,611	2,872

Table 16.5 – Means and Standard Deviations for SLB fans (not NOS clients) variables

Variable	Observations	Mean	Std. deviation
SCP_Involv	333	6,225	2,467
SCP_Recall	333	0,057	0,232
SCP_Recogn	333	0,378	0,485
SCPCA1	333	3,820	1,526
SCPCA2	333	4,135	1,490
SCPCA3	333	3,931	1,526
SCP_FIT	333	4,541	2,009
SCP_JS	333	2,730	1,264
SCP_PI	333	2,018	1,873

Table 16.6 – Means and Standard Deviations for SLB fans (all respondents) variables

Variable	Observations	Mean	Std. deviation
SCP_Involv	559	6,336	2,455
SCP_Recall	559	0,100	0,300
SCP_Recogn	559	0,435	0,496
SCPCA1	559	4,317	1,574
SCPCA2	559	4,544	1,502
SCPCA3	559	4,356	1,554
SCP_FIT	559	4,305	1,993
SCP_JS	559	2,719	1,278
SCP_PI	559	2,662	2,456