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Brand/Sponsor strategy when associating to a football club: reaction of supporters and consumers

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Master in Marketing

Supervisor:

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Abstract

The growing interest in the sports sector in Portuguese society has attracted a lot of attention from brands and companies as a possible marketing solution. As such, companies have wasted no time in partnering with a soccer club, even if it's not one of Portugal's "big three" (Benfica, Sporting and Porto). The strategies of companies and clubs are aimed at a partnership that is extremely beneficial not only for both parties but also for the fans of the clubs and the consumers of the sponsoring brands. This study therefore explores the reaction of club fans and brand consumers to an almost symbiotic relationship between a club and a sponsor. Always taking into account the position of the sponsorship and the level of commitment of a fan. The object of the research focuses on the responses of 177 participants in the questionnaire carried out to support the conclusions of this research. The results indicate that fans do not believe that controversies in which one member of the equation (club or sponsor) is involved have no repercussions for the other party. In other words, even if the sponsor's logo appears almost glued to the club's emblem, both have their own lives and reputations. We were able to see that the most fanatical supporters of clubs tend to consume more, if possible, products from the brands that sponsor their club, although we didn't get a statistically accepted trend that Benfica fans prefer Sagres over Super Bock. Thus, the study proposes that sponsors' strategies can be built by ignoring the fear that brands have when thinking about the reaction of consumers and fans.

Key-words: sports marketing; sponsorships; soccer; consumer reaction, consumer commitment; the relationship between brands; soccer rivalry.

JEL Classification System: Marketing (M31).

Resumo

O crescente interesse no setor do desporto na sociedade portuguesa, tem despertado grande atenção por parte das marcas e empresas para uma possível solução de marketing. Assim sendo, as empresas não têm perdido tempo e oportunidades para se associarem a um clube de futebol, mesmo que não seja um dos “três grandes” de Portugal (Benfica, Sporting e Porto). As estratégias das empresas e dos clubes visam uma parceria extremamente benéfica não só para ambas as partes, como também para os adeptos dos clubes e consumidores das marcas patrocinadoras. Assim, este estudo explora a reação dos adeptos dos clubes e dos consumidores das marcas face a uma relação quase simbiótica entre um clube e um patrocinador. Tendo sempre em conta a posição do patrocínio e o nível de compromisso de um adepto. O objeto de investigação centra-se na resposta de 177 participantes no questionário realizado para fundamentar as conclusões desta pesquisa. Os resultados indicam-nos que os adeptos não acreditam que as polémicas em que um membro da equação (clube ou patrocinador) está envolvido, não tem repercussões na outra parte. Ou seja, mesmo que o logotipo do patrocinador apareça quase colado ao emblema do clube, ambos têm a sua própria vida e reputação. Conseguimos perceber que os adeptos mais fanáticos dos clubes, tendem a consumir mais, se possível, produtos das marcas que patrocinam o seu clube, embora não tenhamos obtido uma tendência estatisticamente aceite de que os adeptos do Benfica preferem Sagres ao invés de Super Bock. Assim, o estudo propõe que as estratégias dos patrocinadores podem ser construídas ignorando o medo que as marcas têm ao pensar na reação dos consumidores e adeptos.

Palavras-chave: marketing desportivo; patrocínios; futebol; reação dos consumidores, compromisso dos consumidores; relação entre marcas; rivalidade futebolística.

JEL Sistema de Classificação: Marketing (M31).

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1. Introduction

We all know that football is one of the areas of entertainment in the world that brings together and attracts the most fans. These fans can have a more passive behavior towards the club, as well as the complete opposite, vibrating and being extremely passionate about the club. Sports marketing is and always will be present in the football business, represented in various ways: from naming the stadium and the stands of the clubs to the sponsorship that appears on the shirts of the clubs (among others). The author Ermani B. Contursi proposes two facets of sports marketing. One refers to the services and products that are offered in sport itself. On the other hand, the other facet of "Sports Marketing", indicates that it relates to the "private action of individuals or companies, intended to benefit a sport of public interest".

Therefore, and due to the growing interest of companies to be present in this area of society which gathers huge masses of societies, it is up to the corporate brands to outline an effective strategy of sponsorship to a club. This dissertation aims to understand if brands, by sponsoring a football club, affect their image towards the club's supporters and consumers. In what way does the consumers' behavior towards the brand, if the same starts sponsoring a rival club? This scenario happens and may happen again in Portugal (e.g., Sagres and Super Bock), and there are also examples in foreign countries. Can the best strategy for a brand be to sponsor all rival clubs, as is the case of Betano here in Portugal?

This is a subject that interests me a lot, because it is relevant to understand that sponsoring a club is not an easy decision and requires a lot of planning and strategies. It is pertinent to find out the consequences that this sponsorship has for the consumers of the brand and the supporters of the club.

1.1 Relevance of the topic

As mentioned, sport, especially soccer, has a great presence and importance in society. There's no doubt that soccer can generate an emotional connection between fans and the sport and that it awakens a level of excitement and engagement with the public (Koronios et al., 2016), which is why brands present at these moments of ecstasy will always be associated with them too. It is up to the brands to bet on an efficient strategy in order to visibility previously

defined. With this research is intended to demonstrate how these same brands can invest in sponsoring a club without damaging the sponsor's image by association.

Therefore, this research focuses on uncovering the risks related to a company's association with a single soccer club and how consumers perceive it. It is important to understand how consumers and (club) fans react to a new sponsorship, so that a company can sponsor a club without losing some loyal customers. On the other hand, it is important to understand how the fans of rival clubs end up perceiving the rival's sponsoring brand. Thus, during this research, we will have two perspectives that end up defining the brand's strategy: one from the consumers' point of view about sponsoring a rival, and the other, which concerns the fans' perception of a sponsorship.

1.2 Problem Statement

Many marketing studies have referred to topics such as brand loyalty, brand perception, sponsorship marketing and brandlovers, but these definitions have not yet been sufficiently explored from a perspective that culminates in the association of a company with a soccer club. In this sense, I understand that it is difficult and unpredictable for brands to build an efficient strategy that manages to provide more benefits than problems (as far as their audience is concerned). It's interesting to study and understand the main factors that can influence this strategy, such as a fan's loyalty to the club, among others. This is an extremely interesting topic for football lovers and people in general, as it is an almost intrinsic association with football. Very rarely do we think about the importance that this symbiosis has, both in the success of sports clubs, and in the perception that consumers have under sponsors/brands.

1.3 Research Purpose

The aim of this study will be to understand and be able to help a brand sponsor a soccer club in a way that pleases everyone involved, especially fans and consumers. This research proposes integrated research that will emphasize the sponsor in favor of a good marketing strategy. This study differs from the existing literature in that it studies a more open view of all those involved in the communication strategy: fans, consumers, the brand, and the club. As such, this research aims to help contribute to the topic of sponsorship marketing by introducing this broader perception. The results of this study could be relevant for future sponsors who want to increase their visibility by associating themselves with a club. Given the significant increase

in corporate investment in the soccer industry, this research has never made more sense. It seems necessary to deepen the knowledge of the role of sponsorship on how spectators identify themselves with their favorite team. Fan identification has been considered a determinant on how sponsors can act, however, the effect of perceived congruence between sponsor and sponsored has not been adequately considered for measurement." (Silva, 2020).

1.4 Research Questions

1. Does the association of a sponsorship with a football club change the customer's perspective on the brand and the club?
2. Do brandlovers become "club lovers" because the brand is associated with the club?
3. Is it risky for a brand to be associated with a soccer club, and if so, to choose to sponsor more than one club?

1.5 Research Outline

This master's thesis will be divided into six main chapters.

The first chapter will identify and better understand the topic chosen for this study. I will contextualize the importance of the study, as well as its purpose, the research questions and the structure of this thesis.

The second chapter will be dedicated to the subject of the Literature Review, scrutinizing the most relevant concepts for this study, such as sponsorship and sports marketing, brand loyalty, brand perception, among others. This chapter will also define and explore the research hypotheses.

In chapter three, the complete study model will be presented and defined.

In chapter four, the methodology of this research will be presented, as well as all the associated themes. Included in this chapter will be the research approach, the methods of collecting information, and the structure of the questionnaire. Within this last branch, the sample and the methods for measuring the data collected will be explained.

Chapter five will be reserved for the presentation of the results obtained from the methodology and the research, followed by a discussion of the same and the determination of the validity of the hypotheses previously defined.

Finally, chapter six will present the study's conclusions, the theoretical and practical implications, the limitations imposed by this study and recommendations for future studies.

2. Literature Review and Hypothesis development

2.1 Brand loyalty

The concept of "brand loyalty" is already familiar to us, especially in the field of marketing, but we mustn't get confused.

Brand loyalty is a crucial idea in marketing since it describes the extent to which consumers consistently favor one brand over rivals. The result of the consumer's positive brand perception is a stronger propensity to purchase and a higher possibility of repeat business. The numerous facets of brand loyalty and its significance for businesses will be discussed in this text.

Aaker (1991) provided one of the earliest definitions of brand loyalty, describing it as the frequency with which a consumer continuously chooses the same brand within a specific product category. Oliver (1999) defined brand loyalty as consumers' continued purchase of a single brand. Both definitions imply that brand loyalty entails a customer's affinity for a specific brand, as seen by repeating purchasing behaviors.

It's important to realize that although these definitions are more than two decades old, the concept of brand loyalty hasn't changed that much, according to some authors. Thus, the expression, regardless of the authors who define it, ends up being related to the consistency of a purchase made previously with a specific brand in mind. But brand loyalty is not only about making the same purchases over and over. According to Sirdeshmukh et al. (2002), brand loyalty is the consumer's propensity to purchase a particular brand again in the future despite external factors and marketing initiatives that can encourage switching behavior. In addition to recurring purchasing behavior, this definition emphasizes the importance of trust and loyalty in developing a strong customer-brand relationship.

According to Chaudhuri & Holbrook (2001), brand loyalty refers to consumers' resolve to consistently buy a particular brand due to a perceived competitive advantage. The significance of brand differentiation in fostering consumer loyalty is shown by this definition. In other words, consumers are more inclined to stick with a brand they believe offers distinctive and superior benefits than those of its rivals. Brand loyalty has been connected to several successful commercial results. For instance, research (Anderson et al., 1994; Reichheld & Sasser Jr, 1990) have demonstrated that brand loyalty can boost market share and profitability.

According to Rust et al. (2000), brand loyalty plays a significant role in generating consumer equity, which is changing how various industries approach corporate strategy.

In this sense, brand loyalty is essential to a business' success. Based on a favorable brand perception and a perceived competitive advantage, it shows the customer's readiness to buy a particular brand repeatedly. Companies can enhance market share, profitability, and customer equity by creating methods to create and retain brand loyalty.

2.2 Brand Loyalty on sports industry.

From the above, we can see that this concept, which is so common these days, is so important for brands that want to impose themselves on the industry in which they operate. Not least the sports industry, where loyalty to the club seems to be the main rule for fans. In the sports industry, where fans often develop deep emotional bonds with interesting teams and individuals, providing loyalty to sport is critical. These relationships can provide significant financial benefits for teams, leagues, and individuals, making brand loyalty central to the success of the sports business. Fan involvement is an important part of corporate loyalty in sports. According to Dwyer & Kim (2003), engaged fans are more likely to attend games, buy souvenirs and spread their interest in their favorite teams to others in other words, fans who their participation generates revenue and contributes to a strong brand for sports teams and leagues. However, building brand loyalty in sports isn't always straightforward. Sports fans have high expectations for their favorite teams and players, as Sutton & McDonald (2019) illustrate, and any blunders can swiftly erode allegiance. As a result, it is critical for teams and sportsmen to focus on establishing trust with their supporters by acting in a transparent, honest, and consistent manner. Community participation is one strategy to increase audience trust and loyalty. According to Strutton & Thompson (2018), sports organizations can use social media and other digital platforms to engage with fans, publish behind-the-scenes content, and allow fans to communicate with players and coaches. Teams may build a dedicated fan base that is invested in their success by establishing a feeling of community and inclusivity. Another important factor in building brand loyalty in sports is performance on the field. As Kim & Trail (2018) note, winning is a key driver of fan loyalty, as fans are more likely to remain loyal to teams that consistently perform well. Therefore, it is important for teams and athletes to prioritize their performance and strive for excellence in their respective sports.

As a result, brand loyalty is vital to the success of the sports sector. Sports teams and individuals can build powerful brands that produce income and leave lasting legacies by engaging fans, building trust, fostering community, and valuing performance.

2.3 Brand loyalty and Sponsorship

Brand loyalty and sponsorship are closely linked in the world of sports, as fans often have strong emotional ties with corporate sponsors of teams and fans of athletes these connections can translate into greater financial returns for the sponsor and sports organization has made sponsorship central to the sports industry. One of the most significant advantages of sponsorship is the chance to increase fan knowledge and loyalty. Sponsorship, according to Gladden & Funk (2001), allows businesses to engage effectively with fans by identifying their brand with a certain club or athlete. This has enhanced brand loyalty and revenue by contributing to a greater emotional connection between fans and sponsors. Sponsorships can assist sports organizations in increasing income and building brand loyalty. Sponsorship schemes, according to Cornwell et al. (2005), can be key sources of cash for clubs and tournaments, allowing them to invest in player development, infrastructure development, and other opportunities, which has enhanced productivity and attracted supporters.

However, the efficiency of sports sponsorship is determined by a variety of circumstances. According to Lee et al. (2011), sponsors must engage the proper clubs and based on factors such as fan demographics, performance history, brand fit, and so on. Sponsors must aggressively engage fans in many channels, such as social media and experiential marketing, to develop true relationships and inspire brand loyalty. Ascertain if their sponsorship is consistent with their brand values and audience expectations. Conferring to Babiak & Wolfe (2009), sports organizations should carefully examine the influence of sponsorship on the perception and reputation of their brand and take steps to mitigate any potential negative effects.

In conclusion, sponsorship plays a critical role in building brand loyalty in the sports industry. By aligning with the right teams and athletes, engaging with fans, and ensuring that sponsorships are consistent with brand values, sponsors and sports organizations can create strong emotional connections that drive revenue and enhance performance.

2.4 Sports Marketing

Sports Marketing, can be interpreted in various ways, as Kotler (2000) indicates, it can be considered an extension of Marketing. This, being, an application of Marketing in other areas that are not only business. Considering, that sport has more and more importance in society, especially in countries like Portugal, Sports Marketing is increasingly used in order to generate and promote revenues that can benefit the football clubs. According to the author Bertoldo, marketing is a set of actions directed to the promotion of clubs, either, by promoting events and tournaments, as the sponsorship of sports clubs. Therefore, the objectives end up being public recognition, differentiation in a positive way from other clubs, insertion into different market segments, as well as increasing the reputation and visibility of both the brand and the club in question (Araújo, 2002). It is up to the sponsors to find the best strategy from "leveraging fans' relationships with sponsored entities (e.g., teams), sponsorship generates brand awareness through brand exposure, establishes a brand-team connection, and facilitates the transfer of attitudes and associations (e.g., image) from the team to the brand with little cognitive mediation (Cornwell et al., (2005); Gwinner & Eaton (1999); Mazodier & Merunka (2012))". The relationship between a brand and a football club, can sometimes be a two-sided coin. As the company is displayed for example on the club's equipment, the relationship between these parties ends up being intrinsic. This symbiosis, however, may not always be a bed of roses for both. If the team starts to win matches and have a good performance, the brand will be recognized and will be given its due merit. However, if the opposite occurs the company will be associated with something not so positive. This can also affect in reputational terms; if the club or brand is involved in a controversial case, the other party in the relationship will certainly be damaged (Afif, 2000). As stated by the authors, Henseler, Wilson & Westberg (2011), the sponsors will be able to increase the level of visibility of their brand the higher the intensity of the brand presence in the football club (e.g., brand presence with its logo on the football equipment, naming of the stadium and stands), or else, through the advertising spaces found in the football clubs' sports grounds.

Thus, as sport ends up being connected with a younger target audience, the brand ends up being connected and recognized by them. In other words, the company ends up rejuvenating itself. This connection helps in terms of visibility and can be built by principles and values shared by both parties. As Barney (2011), states, the club and the organization have a close connection between the area of sport and how the sponsor relates to it. Therefore, it is crucial that both entities outline a strategic Marketing plan for the development of an efficient plan. As Sports Marketing is a constantly growing market, there are few companies with the ability to

finance that miss the opportunity to reach large masses with supporters as effusive and loyal as those present in the industry. "Sports marketing becomes engaging as it mixes various emotions like adrenaline, joy, vibrancy, and conquest, along with the purpose of communicating in a healthy way. These elements make the activity a mix of sensations that provide adventure and power." (Costa et al., 2019).

H1: Sponsors diversify their sponsorship across several teams to remain impartial and increase visibility.

2.4 Sports Sponsorship

2.4.1. Emotional attachment and types of sports consumers

It is relevant to understand the types of football consumers that exist, to make it easier for us to interpret and associate clubs with sponsorship. Therefore, I will base myself on the interpretation of several authors. The first category of supporters are those who are characterized, as the club sympathizers (Shank, 2005), which are sometimes called as mere observers. These supporters can sympathize with the club because it is the club of the city where they were born (e.g. Beira-Mar supporter because he was born in Aveiro). If the interest of the supporter starts to increase, he moves from being a mere supporter to a supporter member (sometimes with a seat in the stadium) or cheerleader (Shank, 2005). At this point of involvement, the attention of the supporter and sports consumer starts to become more serious, and the great focus and commitment starts to be directed towards his club. At this moment, it is no longer important the geographical location, but the connection that the supporter ends up developing with the club. Now, if this supporter becomes even more involved with the club, which is already part of his identification and belief, he will be called a fanatic, or "deep fan" (Hunt et al., 1999). At this stage, the club and football have become part of his life, being one of the priorities for the supporter in which he starts to develop an unconditional love and an extremely strong emotional relationship with the club.

We all know that football fans have an extremely emotional connection with their club. Sometimes this connection comes from a family passed down from generation to generation, and sometimes by simply sharing the same values and principles mirrored by the football club. Thus, football stands out not only for being an extraordinary and appreciated sport almost all over the globe but also for reaching high levels of emotional connections and identification with

clubs (Uhrich & Bekenstein, 2010). For these fans, who feel so good about being part of a community with at least one shared taste (the club), loyalty to them goes beyond the football pitch and stadium. When a supporter begins to develop an extremely concise psychological connection with the club, identification occurs (Wakefield, 2007). For this author, identification is somewhat unstable, because as long as a supporter is only loyal to the brand, he will eventually buy products and services shared by the club. If we are facing a case of identification, the bond between the supporter and the club, for being determined as a stronger relationship, may end up being a little unstable and depend on the competitive performance of the team and on the news (controversial) that it may be involved. Nowadays, there has been a concern on the part of clubs to strengthen the emotional connection with the supporter, because the stronger this connection is, the greater the likelihood of loyalty to the supporter (Costa et al., 2019). Also, the better the results of the club, the greater the likelihood that the supporters will become loyal and identify with the brand.

Therefore, the vast majority of fans more emotionally connected with the teams, end up being "Brandlovers". A successful brand associates its products and services with consumers' emotions (Cunha, 2014). If this is the case of the company, it will create customers called "brandlovers", in which the connection between the two parties is so strong and emotional, that consumers begin to feel even love for the brand. As stated by the author Costa et al. (2019): "The love for a brand arises from the closeness of it with the consumer, from the understanding of their feelings. Emotions are a serious opportunity to get in touch with consumers. The brands that create a love relationship with their users, Love marks, will be the brands that manage to create a connection with their consumers through feelings and emotions." Nowadays, brands do not exclusively seek to sell their products and services to their consumers; rather, they seek to maintain a close relationship with the customer in which the sharing of emotions exists, and in this way the likelihood of the customer becoming loyal to the brand is much greater.

H2: The club supporter always tends to choose a brand of a product that is a sponsor of his club

2.4.2 Football "Club Lovers" and Rivalry

When we refer to football, we realize that this fervent and almost infinite passion is very present in the supporters of football clubs. These supporters make up a large majority of the

mass of supporters of the clubs, as they are the ones who most live the results of the teams and most idolize the club. Therefore, this majority will always defend the values and culture of the club under any circumstances. This belief for the club means that all its competitors will be rivals both on and off the field.

Therefore, this rivalry will also transpose itself to everything that is intrinsic to the rival club, i.e., its sponsors. More specifically, it is very difficult for the most fervent supporters to remain indifferent to the company that sponsors the opposing clubs. "Would Manchester United supporters ever happily fly with Etihad Airways? Likewise, would Italian AC Milan fans knowingly drive an automobile fitted with Pirelli tires, or Real Madrid fans make donations to the children's charity Unicef? If they did, their actions might be construed as disloyalty, these brands being the sponsors of respective arch-rivals Manchester City, Inter Milan and, until recently, Barcelona." (Angell et al., 2016). Sponsorships are a delicate issue for clubs, as fans may experience a transfer of the positive image they have of their club or even another club to their respective sponsorship, the opposite may also happen. There are some cases where this happens in Portugal, for example Super Bock and Sagres. Super Bock sponsors the clubs Futebol Clube do Porto and Sporting Clube de Portugal, while Sagres sponsors Sport Lisboa e Benfica. Therefore, if we ask Benfica fans which beer they prefer, the vast majority will say Sagres, because it sponsors Benfica and vice-versa. However, this also depends on the level to which fans are committed to the club. We have already verified before that if they are highly fervent with their club, they will certainly consume the beer that sponsors their club, and not the other way around. Even if they later admit that they prefer the taste of the other brand of beer, they will not consume it because they feel that they are giving money to the brand that prints its logo on the shirts of rival clubs. So, in some cases, they may also pass on their rivalry to the sponsoring brand of the opposing club. If this happens, the probability of the supporter becoming a "brand hater" is high, because whenever he remembers that brand, he will remember his football rival. "We conceptualize brand hate as a constellation of negative emotions which are insignificantly associated with different negative behavioral outcomes, including complaining, negative WOM, protest, and patronage reduction/cessation" (Zarantonello et al., 2016). As Bergkvist (2016) shows us in his study of supporters of two rival teams in Sweden, fans may even hate the sponsoring brand of the other team. As is the case here in Portugal, in this case study the two teams were sponsored by two different Swedish beer brands. The author found that in the pubs of the respective clubs, only the sponsoring beer was sold and that it would be unthinkable to put even the other brand on sale. "The present study

demonstrated that there is a flipside to the sponsorship coin. In certain situations, there may be negative image transfer from the sponsored object to the sponsoring brand in some groups of people. In the present case, the fans of AIK transferred their dislike of the rival team Hammarby to the Falcon beer brand. Thus, for Falcon, the sponsorship of Hammarby had negative brand effects in one group of potential buyers. The results raise a number of issues for research and for practical application." (Bergkvist, 2016). Another case that occurred in Portugal, was the case of the sponsorship of the dairy brand Parmalat to Sport Lisboa e Benfica. When the Italian brand started sponsoring the Lisbon club, putting its logo on Benfica's equipment, the sale of its products decreased substantially in the north of the country. Why? Well, because in the north of the country, especially in the Porto area, there is one of Benfica's great rivals - Futebol Clube do Porto. Therefore, the supporters of the port club transferred their dislike or even hatred they had for Benfica, to the Italian brand, Parmalat as we can see in the next study case.

H3: The rivalry that fans have with other teams carries over to sponsors.

2.5 Case study – Parmalat in Brazil and in Portugal

Parmalat, for those of you who don't know the name, was one of the world's biggest brands in the dairy industry. Based in Italy and founded by Calisto Tanzi in 1961, Parmalat averaged almost 4 billion dollars in turnover. However, at the end of 2003, the company was declared bankrupt by the Italian Justice Department. The same former president, after the bankruptcy, was accused of a debt of more than 14 billion dollars, which resulted in a prison sentence of eight years and one month. The Parmalat case is extremely relevant to this study since the Italian brand's communication strategy involved sponsoring a number of soccer clubs, as well as a Formula One team. This communication strategy, as we understand from the course of this study, is a common occurrence, as brands seek out soccer clubs to gain visibility and recognition among the millions of spectators who follow this sport. That said, Parmalat did choose this path, as Silva (2018) points out: the dairy brand invested in sports marketing as an effective communication channel. It wasn't enough just to provide quality products, they had to make themselves known to the public, in this first case, the Brazilian public. Thus, in 1992, a pioneering partnership was developed: Parmalat joined the Palmeiras club, which belonged to the Brasileirão (Brazilian championship). Parmalat had previously sponsored two soccer clubs: Real Madrid (Spain) and Parma (Italy). According to the director of Parmalat's sports holding company (1995), these sponsorships were already showing their return, as he tells us: "This

type of work is carried out all over the world. It's a worldwide philosophy of Parmalat, not least because soccer has brought a return of 300%, while other sports only 50%." Parmalat believed that as clubs grew and achieved good results, Parmalat would be better able to promote its name and products. But you might be wondering why a dairy company would have a sports department. This is because the Italian company was not just a sponsor of Palmeiras, but a co-manager (Silva, 2018). In other words, Parmalat didn't just sponsor the club for events, and material support, among other things, but also took on part of the management of the Brazilian club. Silva (2017) reports that this decision to join the club was duly studied and planned and was essentially based on two aspects: the debts the club had at the time, and the proper functioning of the physical structure (pitches, facilities, and so on).

In this way, with the help of Parmalat, Palmeiras managed to regain some investment power, and some motivational strength, since Palmeiras hadn't won the Brasileirao for 16 years. With this strengthened financial power, Palmeiras recruited several good players to be part of the squad in the 1992/1993 season. In this first year of partnership, Parmalat invested more than 8 million dollars, which at the time was an almost unprecedented investment. We can't compare these values at the time to those of today, where it seems that money is just a worthless piece of paper. We can conclude that this investment was not in vain, because Palmeiras finished the season before Parmalat came in, in 12th place, and in the first season of the partnership they won the Brazilian championship.

Parmalat's communication strategy didn't just stop at putting the logo on the match jerseys. The Italian brand created a strategy in Brazil in return for Palmeiras. In other words, it took advantage of the fact that it not only sponsored the club, but also owned part of its management, using Palmeiras players for advertising, billboards around the stadium and slogans referring to Palmeiras. As Andrade (1997) points out, in a study carried out to understand the return resulting from this partnership, the company came to be perceived by the public "as having an image of quality, modernity, youth and innovation, which until then had not been perceived before the partnership with Palmeiras was created" (Silva, 2018). In terms of more concrete statistics, in the first year of the partnership with Palmeiras, the Italian brand increased its sales in Brazil by more than 30%, not to mention all the media exposure, especially during the semi-final of the 1999 Copa Libertadores, which is one of the most watched competitions in the world.

We concluded that this partnership and co-management between Parmalat and Palmeiras was a successful study in terms of sports marketing. Parmalat managed to get the exposure they had always wanted, using an efficient communication strategy. Palmeiras managed to recover

from the poor results they had been having in the years prior to the partnership. However, we concluded that this type of partnership, which ended in 2000, is always risky, as I have described in this study. What if the club or brand has a corruption case or something else serious? What if fans of rival clubs started not buying Parmalat products? I will now demonstrate another case of this same brand, but this time in Portugal.

Parmalat's scenario in Portugal was a little different from the one I mentioned above. The Italian brand decided to invest in the Portuguese league through Benfica, as the official sponsor of Sport Lisboa e Benfica in the 1994/1995 season. With the arrival of Parmalat at the club, some players also arrived who "came" with the partnership between the club and the dairy brand. However, it wasn't all good news for Parmalat. The Italian multi-international came to Portugal to try to expand its name and its products, in a risky way - by betting on sports marketing. And it was this risk that didn't end up in the best possible communication strategy, quite the opposite. In other words, Parmalat was already known by many in Portugal, and was even successful, until the moment this partnership was closed. From the moment that Portuguese club Sport e Lisboa e Benfica started using the Parmalat logo on the front of their playing jersey, sales of the brand founded by Calisto Tanzi dropped considerably in the north of the country. Could it be a coincidence, or why this sudden reduction? As we know, Benfica is from the Portuguese capital of Lisbon, and in the north, we can find big rivals of the Lisbon club, such as FC Porto or SC Braga, among other clubs. So, the sales statistics show that because Parmalat has associated itself with Benfica, the population of the northern region, who in theory are fans of other clubs, have stopped consuming Parmalat products. This fact is extremely related to what is being discussed and presented in this study: do supporters of rival clubs tend to consume less of the products of a brand that sponsors the rival club? In this case, that's exactly what happened, and that's why Parmalat stopped sponsoring Benfica just two seasons later, not achieving any great achievements during this period. We will try to confirm this hypothesis demonstrated in this case of Parmalat in Portugal, with the quantitative method presented.

H4: The brand will diminish or increase their sales by associating to a club.

2.6 Brand - Club association

Whenever a brand relates to a club, or vice versa, both parties end up being dependent on each other's image. This two-sided relationship/association can be understood as co-branding, in which two different brands, in this case a soccer club and a brand, work together to positively

influence the image of both (Chang, 2009). As we have understood throughout this thesis, the co-branding relationship, if carried out through an efficient and successful strategy, can result in the development of brand equity and other brand-related effects (Motion et al., 2003). To simplify the relationship between all the constituents of this relationship, we can construct a framework between the same three parties: the club, the sponsoring brand, and the fans (fig. 1).

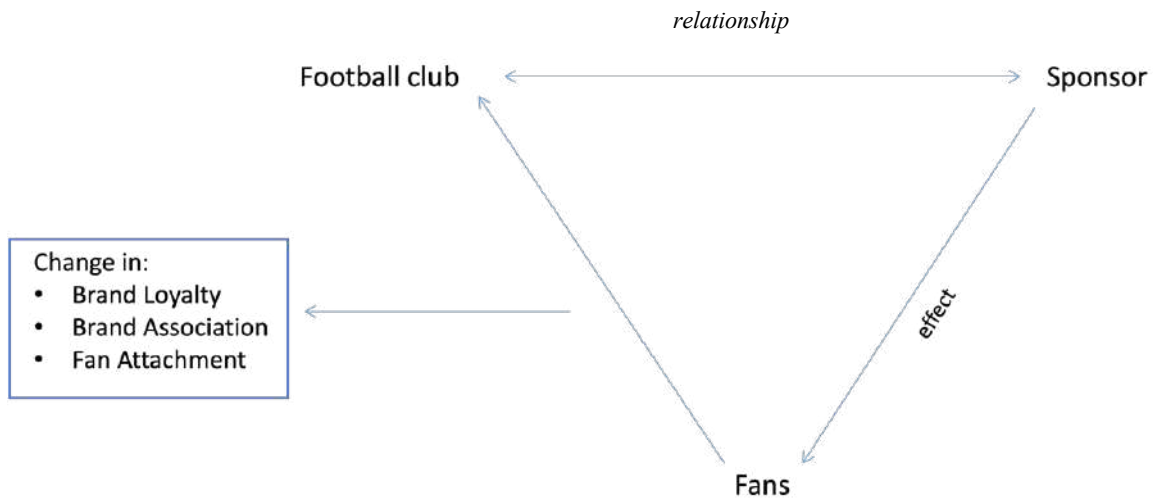


Exhibit 1 - Framework 3 parts

However, this relationship between clubs and the sponsoring brand can't always be considered a "bed of roses", as the life of a brand or a club doesn't always run smoothly. There are inevitably situations which, due to third-party factors or not, make the company look bad, with some controversies that may arise. This hypothetical situation affects the other party in the relationship, either the club or the brand, depending on who is at the epicenter of the controversy. In other words, these controversies could affect the brand's image in terms of consumer perception; they could have repercussions in terms of public relations, because the media could intrinsically associate the club with the sponsoring brand, and they could also arouse a negative reaction from consumers or fans of the club. This situation is, of course, undesirable for all companies, as controversies can compromise the image of the associated brand, as well as in contractual (i.e. monetary) terms.

H5: Controversies involving a club will have repercussions for the sponsor.

So, to summarize the suggested hypotheses:

H1: Sponsors diversify their sponsorship across several teams to remain impartial and increase visibility.

H2: The club supporter always tends to choose a brand of a product that is a sponsor of his club.

H3: The rivalry that fans have with other teams carries over to sponsors.

H4: The brand will diminish or increase their sales by associating to a club.

H5: Controversies involving a club will have repercussions for the sponsor.

3. Research Model

According to the material discussed and collected in the previous chapter, and based on the hypotheses proposed, the following research model was developed.

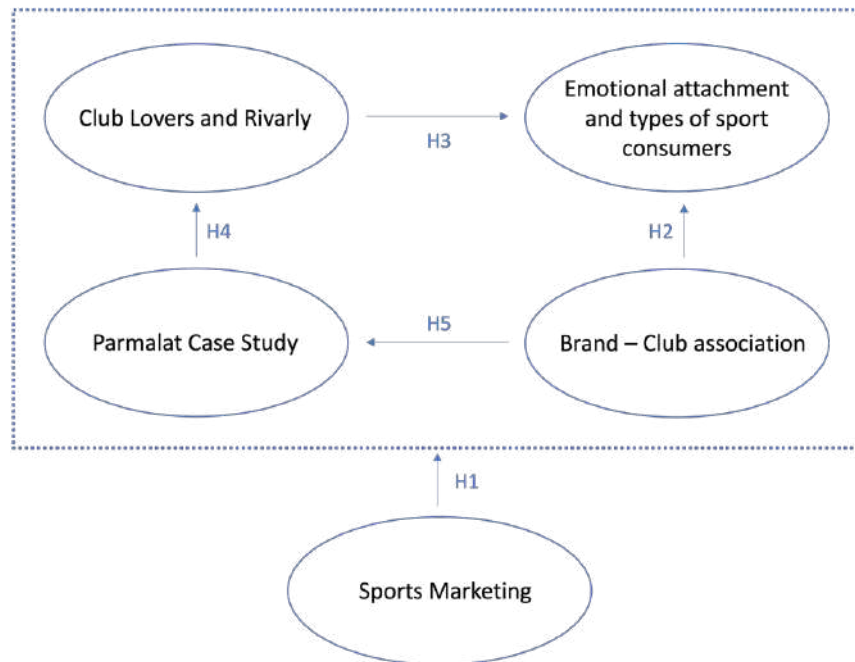


Exhibit 2 - Proposed research model

This proposed model aims to illustrate and moderate the relationship between the perception that fans and consumers have of their clubs' sponsors. Based on this model, the main objective of this research is to analyze the impact of consumer emotions on sports, focusing on the association between the brand and the club, always based on this model, the importance of Club Lovers and the example of the Parmalat case study. In addition, this research proposes Sports Marketing as a moderator of this model.

4. Methodology

For this work, I will carry out a quantitative method in order to have the best possible interpretation of the data about the topic in question. Therefore, for this work I will carry out an online questionnaire for football fans in Portugal, to find out their degree of involvement with their club and to determine the perception that fans have towards sponsors of rival clubs. Next, I will interpret the results obtained by the quantitative method with the help of the SPSS program, in order to relate relevant factors and draw quantitative conclusions that can help me draw conclusions for the study in practice.

4.1 Expected results

In relation to the expected results, I hope to be able to present a concrete conclusion on the work presented. I believe that one of the conclusions that I will draw is that fans decrease their respect for a brand, from the moment that this company starts sponsoring the rival club. This way, the most fervent fans will do everything to avoid consuming the rival brand's products or using its services because they may be giving money indirectly to the rival club. I believe that the relationship between the brand and the sponsor will always remain intrinsic to each other, as both will be determined in some way by the success or failure of the other part of the relationship.

So, for this questionnaire, I believe that soccer clubs will be above any brand. In other words, based on Aaker's pyramid model of brand loyalty (exhibit 3), soccer clubs could be considered the "Holy Grail" of brands. This is interesting to understand, since even though some people can be characterized as "brandlovers", they can become supporters of a certain club because that brand sponsors the club. Even if the consumer is committed to the brand, occupying the top of the pyramid in Aaker's model, it may be strong enough for that consumer to start liking and even being a supporter of a soccer club. This reality in Portugal tends to be extremely relevant in the world of soccer. What we can see is that people may start to be fans of a club for a less "strong" reason, and this belief usually comes from family or friends, among others. In other words, we can consider that a brand can be strong enough to change the soccer beliefs of some Portuguese people.



Exhibit 3 - "Piramidal modelo de brand loyalty by Aaker. Source: Aaker (1998)"

a. Data Collection and Sample

4.2.1 Questionnaire Development

The questionnaire was developed, and the data collected using Qualtrics Survey Software. Since the purpose of this research is to test the model in which the relationship between sponsors and clubs has an impact on club consumers and fans, a single questionnaire was developed with several questions relating to the topic.

This questionnaire aims to understand the level of commitment that the respondents had towards their soccer club, and based on this, try to understand the importance that sponsors had in their decision making when choosing a beer brand. This is because, as already mentioned, Benfica's sponsor is the Sagres beer brand and Porto and Sporting's is Super Bock. We also tried to understand the level of association that a brand has with a soccer club, and whether any controversy in one part of the equation would affect the other part.

Therefore, for this research, and bearing in mind that the main focus of the research is on Portuguese fans and consumers, this questionnaire was developed only in Portuguese to make it easier to answer and interpret.

Only one link was developed for this questionnaire so that participants could access it exclusively. It was shared through social networks and appealed to friends and family, in order to constitute a relevant and accepted sample for the study.

This questionnaire was divided into four parts: commitment to the club, knowledge of sponsors, consumption of sponsorship products and club-brand symbiosis and consumer profile. In the first part of the questionnaire, the respondents were asked at the outset to indicate the soccer club they support in Portugal, since a large part of this research is based on getting to know the respondents' club. They were also asked to indicate their degree of affinity with soccer and their club, as well as their favorite brand of beer to drink. In this way, we were immediately able to understand whether the choice of beer brand is related to the club and, in turn, to the degree of commitment to soccer.

In the second part of this questionnaire, we decided to understand the level of knowledge that the participants had about the sponsors of their club and rival clubs. In this way, we were able to get a sense of the presence of these sponsors in the minds of fans. It will also be interesting to measure the visibility that the brands have in the eyes of soccer fans in general and also the level of consideration that the fans may have for the brand once they start sponsoring their club.

In the third part, respondents were also asked to choose the degree to which a brand was associated with the club and vice versa, and if they therefore tended to choose products from the brands that sponsor their club. It will be interesting and relevant to understand the participants' opinion on the question of choosing a brand's products based on their degree of affinity with the club. This part has an important bearing on the model of this research and on some of the hypotheses put forward, since we will be able to measure the reaction of fans to the brands that sponsor their club and rival clubs.

The last part of the questionnaire will be dedicated to the consumer profile. This section is important in order to receive information about them and their demographics so that we can try to associate them with their opinions. Thus, we end with basic information about the participants, such as gender, age and education, which will also be considered as control variables.

4.2.2 Data measurement and scales

In order to improve the participants' experience when answering the questionnaire in this study, different scales were used to optimize the measurement and interpretation of each variable.

The question of the participant's favorite soccer club and beer brand were considered and used as control variables. In this case, there were open-ended answers, in which the participant could write down the answer that made the most sense to them. In the other variables, more specifically in the first part of the questionnaire, scales from "1" (rarely) to "3" (every match) were used to determine how often the respondent's watched matches. Then a "yes" or "no" answer was also used for a simpler response. In the second and third parts of the questionnaire, we used a scale ranging from "1" (strongly disagree) to "7" (strongly agree) and another scale from "1" to "6" but the extremes were "very unlikely" and "very likely". A scale from "1" to "6" was also used, with "1" meaning not very likely and "6" meaning very likely.

With regard to demographic variables, gender was measured as "male", "female", "other" and "prefer not to mention". Age was measured in 7 different groups (1 - "up to 18 years old", 2 - "from 18 to 24 years old", 3 - from 24 to 34 years old, 4 - from 35 to 44 years old, 5 - from 45 to 55 years old, 6 - from 55 to 65 years old, 7 - 65 years old or older). As for the level of education, it was measured and divided into 6 groups (1 - "elementary school", 2 - "secondary school", 3 - "bachelor's degree", 4 - "master's degree", 5 - "doctorate" and 6 - "other"). Finally, the respondents' level of occupation was also divided into 6 groups (1 - "student", 2 - "unemployed", 3 - "worker", 4 - "student-worker", 5 - "retired", 6 - "other").

All the data collected in this questionnaire was calculated and recorded directly in the IBM SPS Statistics program and merged into a single file. This made it possible to better process the statistical data in order to obtain better conclusions for this research.

As previously mentioned, the research focus of this investigation centers on Portuguese consumers, particularly football enthusiasts. In the conducted study, numerous individuals from across the country participated. The questionnaire was shared across various sports-related Facebook groups, as well as on WhatsApp, LinkedIn, and other social media platforms, with the aim of generating a snowball effect to gather the highest number of valid responses.

In total, we recorded 242 participations, with only 177 of them deemed valid. This resulted in an efficient response rate of approximately 73%. As expected, out of these 177 valid responses, 68.4% were from males, while 30.5% were from females. Regarding the level of education, the highest percentage was obtained at the "undergraduate" level, as the questionnaire was also shared in college groups across different platforms. You can find all demographic-related information in Table 1.

Regarding one of the most crucial variables in this questionnaire, which measures the level of passion that respondents have for football, we employed a scale of 1-2 (1 – "Yes," 2 –

"No"). This revealed that 69.7 percent consider themselves passionate about football (1 = 69.7), while only 30.3 percent do not (2 = 30.3). These statistical data are highly relevant for understanding whether opinions and decisions regarding sponsors vary depending on the level of football passion.

It is worth noting that, as expected, 103 male respondents consider themselves passionate about football, while only 18 do not. On the other hand, among female respondents, 19 consider themselves passionate about football, and 35 do not. This indicates that football in Portugal is still more oriented towards men, a situation that may potentially change in the near future.

Another important insight we can glean from a cross-table analysis between age and whether one considers themselves passionate about football is that, as individuals get older, the percentage of those expressing passion tends to decrease.

Table 1 – Demographic information

N = 177	Demographic	%
Age	Less than 18	0,6
	18-24	31,1
	24-34	28,8
	35-44	10,2
	45-55	21,5
	55-65	6,8
	More than 65	1,1
	Gender	Male
Female		30,5
Rather not say		0,6
Other		0,6
Education	Highschool	22
	Bachelor	46,9
	Master's	29,4
	PhD	1,7
Occupation		

Student	20,3
Unemployed	2,8
Employed	64,4
Worker-student	7,9
Retired	2,8
Other	1,1

5. Results and Discussion

To test the suggested hypotheses, various tests were conducted, including the PCA (Principal Component Analysis) and tests to verify the reliability of the obtained results. To gain a better understanding of the results, additional variables were constructed, which, in a way, brought together the themes of the questions posed in the survey.

5.1 Preliminary control checks

In order to understand the knowledge that respondents have about their club, a Principal Component Analysis (PCA) was conducted with the set of questions labeled "Q14." The resulting average score was 4.8, with a scale of 1 to 7 (1 = strongly disagree, 7 = strongly agree). In practical terms, this means that the majority of respondents have knowledge about the brands that sponsor their club.

The sample showed a good fit for PCA (KMO=0.801; Bartlett's $X^2(6) = 549.758$; $P < 0.001$). One dimension was obtained, explaining 80.97% of the variation in the original variables. The dimension exhibited very good internal consistency (Cronbach's Alpha=0.919). As a result, the "Sponsor Knowledge of My Club" indicator was constructed, with the outcome being the average of respondents' responses to the set of questions Q14.

Additionally, a PCA with Varimax rotation was conducted, revealing a "poor" fit for the sample (KMO= 0.577; Bartlett's $X^2(3) = 121.852$; $P < 0.001$). By Kaiser's criterion (Eigenvalues > 1), one dimension was obtained, explaining 62.226% of the variation in the original variables. Since the question "Already knew the brands..." had a communality of 0.356 (< 0.500), two dimensions were forced.

Thus, one dimension was labeled "Sponsor's Products," consisting of questions Q15.2 and Q15.3, explaining 54.717% of the variation in the original variables, with "reasonable" internal consistency (Alpha=0.787). The second dimension consisted of Q15.1, explaining 34.209% of the variation in the original variables. In total, these two dimensions explain 88.926%. As a result, the "Sponsor's Products" indicator was constructed, with the outcome being the average of respondents' responses to questions Q15.2 and Q15.3.

Table 2 - CPA relation brand-club (KMO and Bartlett's test)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,757
Bartlett's Test of Sphericity	Approx. Chi-Square	454,385
	df	21
	Sig.	<,001

Seven questions that assessed the relationship between sponsors and clubs were analyzed. A Principal Component Analysis (PCA) with Varimax rotation was conducted, yielding a "medium" fit for the sample (KMO= 0.757; Bartlett's $X^2(21) = 454.385$; $P < 0.001$). According to Kaiser's criterion (Eigenvalues > 1), two dimensions were obtained, explaining 64.416% of the variation in the original variables.

Regarding the first dimension, comprised of questions Q34, Q35, Q36, Q37, and Q38, it was labeled "Product-Club Relationship." This dimension explains 42.843% of the variation in the original variables and exhibits "reasonable" internal consistency (Alpha= 0.762). The second dimension, consisting of Q33 and Q40, was labeled "Brand-Club Relationship," explaining 21.573% of the variation in the original variables and showing "poor" internal consistency (Alpha= 0.623). As a result, the indicators "Product-Club Relationship" and "Brand-Club Relationship" were constructed, with the outcomes being the averages of respondents' responses to the questions included in each of these dimensions.

The "Product-Club Relationship" indicator expresses the degree of affinity an individual has with the club in relation to products from any brand. In other words, a person's intention to start consuming products from a brand that sponsors their club is higher. Similarly, the intention to stop consuming products from a particular brand because it starts sponsoring a rival club is also higher.

The "Brand-Club Relationship" defines the extent to which a person associates a brand with a club or vice versa. Based on this linear regression analysis, we conclude that the more an individual associates a club with a brand or vice versa, the more likely they are to purchase products from a brand associated with their club. These results, which we discovered on the basis of the analysis carried out on the questionnaire, support the theory that once a fan has

reached the "identification" stage, a stage of unconditional support for the club and loyalty, the likelihood of them starting to purchase products and services shared by the club will always be much higher (Wakefield, 2007).

Table 3 – Consumption of the sponsor's beer of my club

		Frequency	Percent	Valid Percent
Valid	Não	85		53,5
	Sim	74		46,5
	Total	159		100,0
Missing	System	18	10,2	
Total		177		

$$(X^2_{(1)} = 0,761; P = 0,428)$$

Out of the 177 individuals surveyed, 10.2% either do not consume beer or their beer consumption is unknown. Therefore, the analysis will focus on the 159 individuals for whom it is known that 46.5% consume the beer brand that sponsors their club, and 53.5% consume other beer brands that sponsor clubs other than their own.

These results indicate that there is no evidence that individuals tend to consume beer from the brand that sponsors their club ($X^2(1) = 0.761; P = 0.428$).

Among the 142 individuals considered "club lovers" - cases for whom there is a 0% probability of changing clubs - 44.4% consume beer from the sponsor of their club, and 55% consume beer from a sponsor of another club. Among the 17 respondents considered not to be "club lovers" (all with a probability of change greater than 0%), 64.7% consume beer from the sponsor of their club, and 35.3% consume beer from a sponsor of another club. Despite the results, there is no statistically significant trend observed for "club lovers" to consume beer from the sponsor of their club more frequently than non-"club lovers." Additionally, the trend of "non-club lovers" not consuming beer from the sponsor of their club does not significantly differ from that of "club lovers" who also do not consume ($X^2(1) = 2.524; P = 0.129$).

In conclusion, whether one is a "club lover" or not does not impact their choice of beer brand. The loyalty to a club does not necessarily translate into choosing the club's sponsor's beer brand.

For example, when attending festivals like the Super Bock Super Rock, individuals may still consume beer regardless of their club's sponsor. This finding somewhat contradicts what the author Bergkvist (2016) showed in a case conducted in Sweden, in which fans of rival clubs only consumed beer if it was from the sponsoring brand of the club in question. In Portugal, it was confirmed that this hypothesis cannot be statistically proven, which suggests that, in a way, the desire to consume beer in Portugal is greater than the club issue.

Table 4 – *Do you think that the reality of soccer is transposed to the sponsoring brands of the different clubs?*

		Frequency	Percent
Valid	Sim.	28	15,8
	Não.	93	52,5
	Talvez.	56	31,6
	Total	177	100,0

With a percentage of 52.5% of the respondents believe that football rivalries do not carry over into club rivalries, while 15.8% think they do, and 31.6% consider that it may or may not. These results reveal a significant trend in opinion ($X^2(2) = 36.034$; $P < 0.001$). Respondents more frequently tend to believe that rivalry does not carry over ($res_{adjust} = 12.1$).

Table 5 – *Do you believe that the controversies in which a club is involved will also have repercussions for the sponsoring brands*

		Frequency	Valid Percent
Valid	Sim.	64	37,0
	Não.	52	30,1
	Talvez.	57	32,9
	Total	173	100,0

With a percentage of 37% of respondents believing that controversies have repercussions, 30.1% believing they do not have repercussions, and 32.9% believing they might have repercussions. These results reveal that there is no clear trend in respondents' conviction regarding whether controversies have an impact on brands ($X^2(2) = 1.260$; $P = 0.541$). The statement made by Afif (2000) is not supported by the analysis mentioned above. Thus, at least in Portugal, and based on the responses of those who took part in the questionnaire, we can see

that they consider that the brand-club relationship is not that symbiotic. In other words, regardless of the actions or controversies that may occur during this association, the other part of the equation will not be directly affected, in terms of image and a negative perception for fans or consumers of the brand. In this case, we understand that the association between the two, if they manage to carry out a "co-branding", the image of both can improve positively if the strategy is well executed (Chang, 2009). Thus, interpreting Chang's theory (2009) and the analysis carried out, we found that the association of a brand and a club can positively benefit the image of both, but once one of the parties engages in controversies, the other party will not be harmed by the actions of the other.

Based on the data collected in the questionnaire and the analysis performed to interpret it, we can conclude that a sponsoring brand gains greater visibility as it sponsors more clubs (H1). In other words, the more extensive the sponsorship, such as having the brand name on the front of the team's jersey or naming the club's stadium, both fans of the sponsoring club and fans of rival clubs will recognize the brand, thereby increasing its visibility (Henseler et al., 2011). This factor becomes more pronounced as the level of passion a fan has for their club increases. As confirmed by the result, the more passion a fan has for their club and football in general, the higher the likelihood of them being aware of their club's sponsors.

Considering the case of beer brands in Sweden, as demonstrated here, where the company sponsoring a football club ceased to be consumed by fans of rival clubs (Bergkvist, 2016), there was an expectation that a similar phenomenon might occur in Portugal. In other words, it was believed that fans of Benfica would tend to consume Sagres beer, while fans of Sporting and Porto would lean toward Super Bock. To test this hypothesis (H2), we asked the respondents which beer brand they preferred to consume, knowing their football club allegiance. Surprisingly, the results were different from what was expected, as there was no confirmed trend of beer choice based on club sponsorship. The results obtained in this analysis ($X^2_{(1)} = 0.761$; $P = 0.428$), as mentioned earlier, did not indicate a clear tendency for fans to choose the beer brand sponsoring their club. However, it is worth noting that the stronger a fan's affinity for their club, the more likely they are to start consuming the products or services of their club's sponsor. What's important to take away from this is that even fans considered "club lovers" have no issue consuming products from a brand that sponsors their rival club. This is statistically confirmed in this research, despite anecdotes one might hear among friends like, "I prefer Sagres because I'm a Benfica fan."

Regarding the concept of "brand hate" (Zarantonello et al., 2016), which was mentioned earlier in this study, we can refute the hypothesis (H3) that club rivalry extends to the sponsoring brands. We interpreted the data from the questionnaire using a frequency table and found that the majority of participants believe that club rivalry does not affect the sponsoring brands of football clubs. This result was somewhat expected since rivalry primarily exists on the football field between teams. In other words, just because Super Bock sponsors Porto and Sporting, it doesn't mean that a Benfica fan will start hating the brand. In terms of actual sales, there's the question of whether a fan's stronger affinity for the club would lead to a higher likelihood of consuming products from the sponsoring brand. However, it's challenging to determine the actual impact on sales, as participants didn't show a clear trend in choosing their club's sponsored beer. Therefore, we can conclude that H4 doesn't hold entirely because sponsorship doesn't appear strong enough to make all club fans consume the sponsor's products. Furthermore, it doesn't seem to reduce sales to fans of rival clubs due to a lack of rivalry transference. In the case of Parmalat, it was quite the opposite of our conclusion, as residents of the north stopped consuming the Italian brand's products when it sponsored rival club Benfica.

As we previously confirmed in Table 5 and based on the results obtained from the analysis ($X^2_{(2)} = 1.260$; $P = 0.541$), we conclude that controversies within a club are unlikely to have repercussions on their sponsoring brands. Therefore, the last hypothesis presented does not hold, considering the answers from the participants.

6. Conclusions

6.1 Theoretical Implications

There aren't many discussions or investigations regarding the strategy that brands and football clubs employ when it comes to sponsorship. Furthermore, there is a scarcity of research that determines the effect that a simple football club sponsorship has on consumers of the brand, fans of the club, and fans of rival clubs. The results of this study indeed demonstrate that a sponsorship of a football club can provoke certain reactions among fans and consumers and that the image of both can be compromised in some more extreme cases.

This research delved into how club fans react to brands associated with the club, and attempted to understand the relationship between both parties in the decision to purchase a product (in this case, beer). In this investigation, we took into account the level of affinity respondents had for their club and sought to ascertain if their intent to purchase products varied as a result. With 177 valid responses collected in the questionnaire, we discovered that there is indeed an intrinsic association between sponsors and football clubs. This is because these sponsoring brands are etched in the memory of fans and consumers, as the majority of respondents were familiar with most of their club's sponsors. This aspect is even more pronounced if the respondent is considered a "club lover" and has a regular presence at their club's matches. This type of marketing - sponsorship marketing - is considered effective as it enhances brand visibility among fans and consumers. It makes even more sense to conduct this research in a country like Portugal, where football plays an extremely important role in society, and the majority of Portuguese citizens are involved with football in some way.

This study holds significant meaning and offers important contributions to the field of Sponsorship Marketing, as it allows us to draw insights into crucial aspects of this topic from the perspectives of clubs, sponsors, fans, and supporters. We gained a better understanding of the decisions made by fans regarding the brand that sponsors their club, and we delved more profoundly into how the club-brand association is conveyed to the general public. This leads us to the conclusion that the process of a brand sponsoring a football club increases its visibility but does not directly impact the choice of purchasing a product. Even if a brand sponsors another club, individuals may still choose it.

Therefore, we conclude that the association between a club and a brand does not significantly alter the perspectives of consumers and fans, as it does not affect their purchase decisions. However, it is relevant to mention that club lovers tend to select products from the sponsoring brand, as we confirmed earlier. Thus, the likelihood of a club lover becoming a brandlover increases but is not guaranteed.

6.2 Limitations and Future Research

Despite this research bringing strong contributions to the effects of sponsorships on football clubs, there were some limitations detected.

One limitation of this study lies in the fact that research in this area is not very common. While there are some articles related to Sports Marketing, there aren't many with a focus on Sponsorship Marketing. In this research, we studied and tried to obtain results based on the degree of passion and affinity of fans toward a club. It would be interesting to understand the reactions of fans considering the concept of "brand loyalty" to better comprehend the actual effect fans would have in terms of loyalty to sponsoring brands. Although we attempted to understand the reactions of consumers of sponsoring brands, this research primarily focused on the perspective of club fans, making it challenging to fully grasp the reactions of "brandlovers." This would be an important consideration for future research on the topic. It would also be interesting to gather more perspectives from parties involved in football club sponsorships, such as interviews with employees and directors of brands that sponsor football clubs, to understand their strategies and whether they indeed experience any changes in sales when sponsoring a club, similar to Parmalat's experience in Brazil and Portugal.

Another limitation of this research was the inability to obtain the necessary response rate for the questionnaire, despite sharing it through various channels. While we did manage to collect an interesting sample of 242 responses, many of them were not considered valid. It might be worth exploring in the future other strategies to attract more responses. One aspect that could potentially be changed is translating the questionnaire into the Portuguese language to facilitate participants' interpretation and responses.

Lastly, this research focused on the Portuguese context, and therefore, the conclusions cannot be extrapolated to other countries. Future research could expand to other countries and markets to understand this topic in societies where football has a different impact in culture and society.

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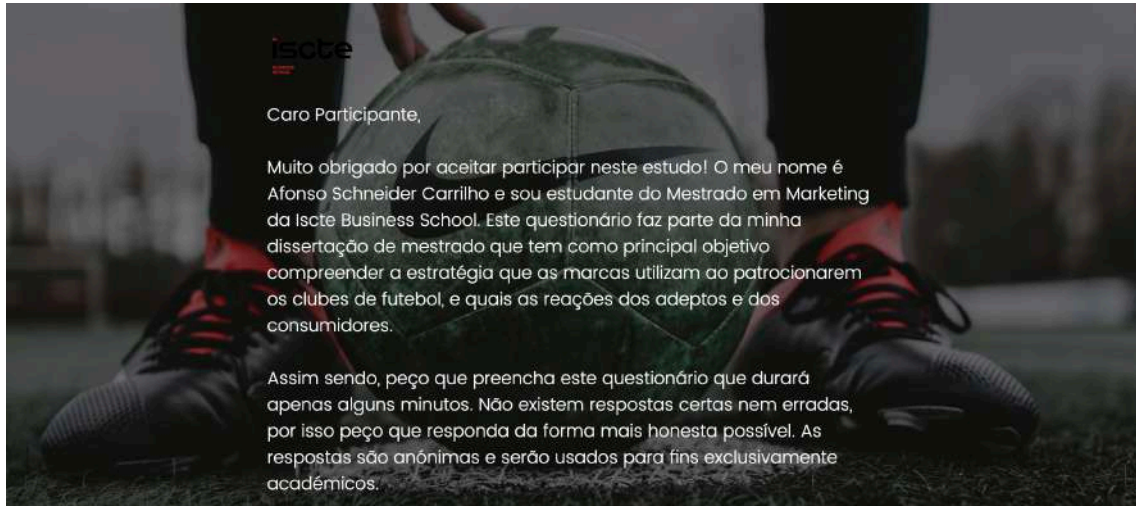
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Annexes

Annex A - Questionnaire

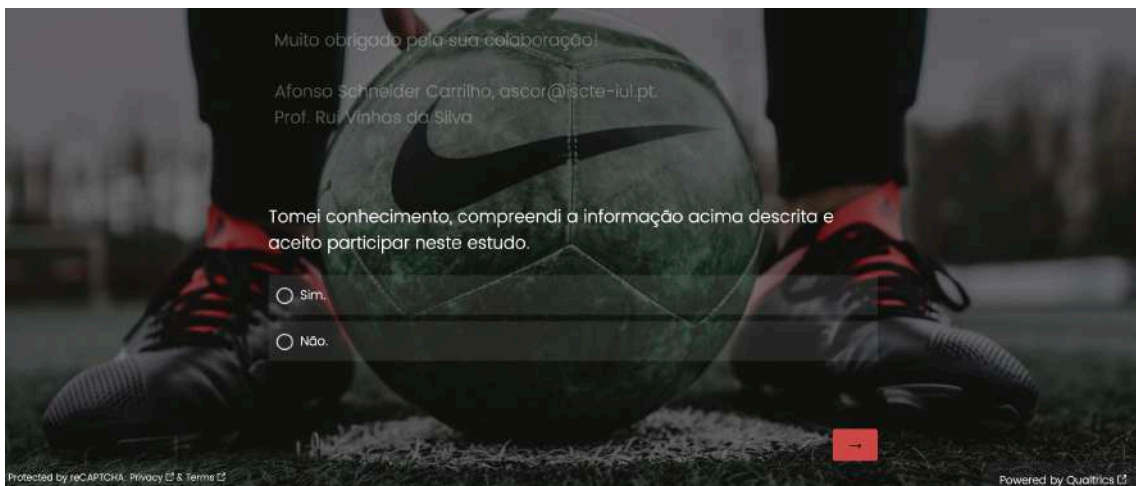


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Caro Participante,

Muito obrigado por aceitar participar neste estudo! O meu nome é Afonso Schneider Carrilho e sou estudante do Mestrado em Marketing da Iscte Business School. Este questionário faz parte da minha dissertação de mestrado que tem como principal objetivo compreender a estratégia que as marcas utilizam ao patrocinarem os clubes de futebol, e quais as reações dos adeptos e dos consumidores.

Assim sendo, peço que preencha este questionário que durará apenas alguns minutos. Não existem respostas certas nem erradas, por isso peço que responda da forma mais honesta possível. As respostas são anónimas e serão usados para fins exclusivamente académicos.



Muito obrigado pela sua colaboração!

Afonso Schneider Carrilho, ascor@iscte-iul.pt
Prof. Rui Vinhas da Silva

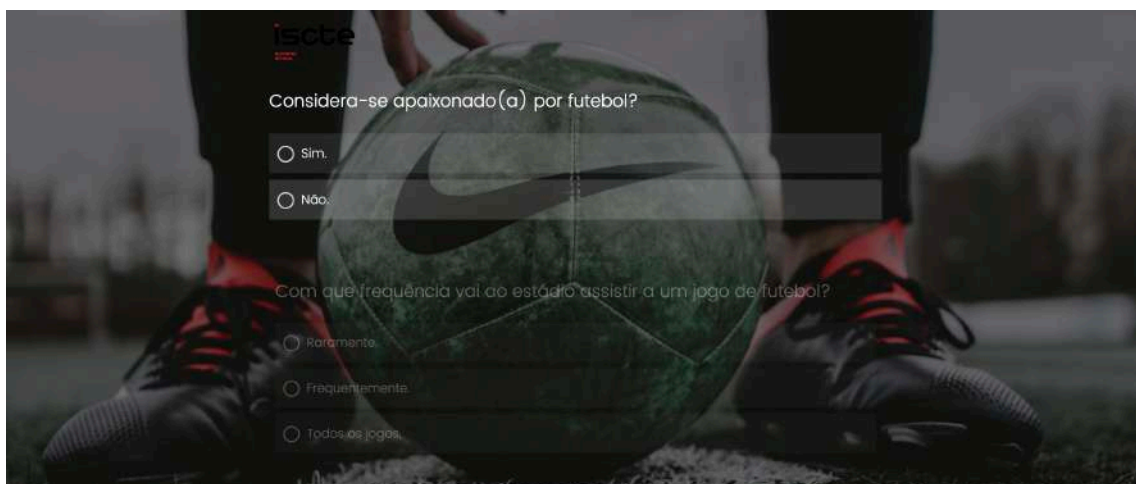
Tomei conhecimento, compreendi a informação acima descrita e aceito participar neste estudo.

Sim.

Não.

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Considera-se apaixonado(a) por futebol?

Sim.

Não.

Com que frequência vai ao estádio assistir a um jogo de futebol?

Raramente.

Frequentemente.

Todos os jogos.

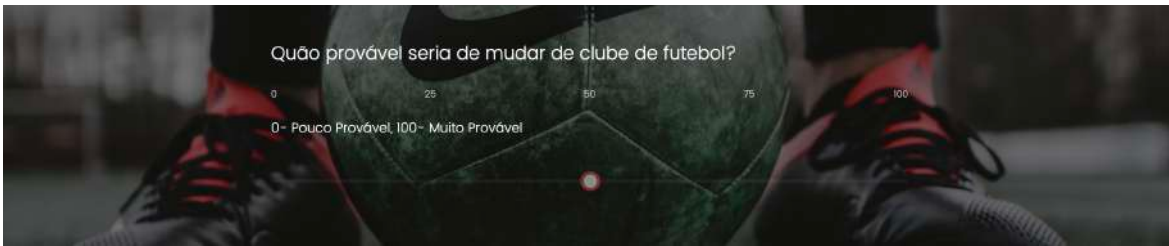
É apoiante de que clube de futebol em Portugal?

É sócio(a) do clube que apoia?

Sim.

Não.

Quão provável seria de mudar de clube de futebol?



Se tivesse de optar por uma marca de cerveja portuguesa, para consumir, qual escolheria?

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Indique, por favor, numa escala de Discordo Totalmente a Concordo Totalmente qual é o seu nível de concordância com as seguintes afirmações.

	Discordo Totalmente	Discordo	Discordo ligeiramente	Não Discordo Nem Concordo	Concordo ligeiramente	Concordo	Concordo Totalmente
Sei quais são os patrocinadores do meu clube.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sei qual é o patrocinador principal do meu clube.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sei que patrocinador se encontra à frente e atrás da camisola de jogo do meu clube.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sei dizer pelo menos 5 marcas que patrocinam o meu clube.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Indique, por favor, numa escala de Discordo Totalmente a Concordo Totalmente qual é o seu nível de concordância com as seguintes afirmações.

	Discordo Totalmente	Discordo	Discordo ligeiramente	Não Discordo Nem Concordo	Concordo ligeiramente	Concordo	Concordo Totalmente
Já conhecia as marcas patrocinadoras antes de patrocinarem o clube que apoio.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comeci a adquirir mais produtos/serviços da marca, depois de patrocinarem o clube que apoio.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tenho maior consideração pela empresa, depois de ser patrocinadora oficial do clube que apoio.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Sabe quais são as marcas que patrocinam o seu clube rival?

Sabe qual é a marca comum aos "três grandes" (Benfica, Sporting e Porto)?

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Indique, por favor, numa escala de Discordo Totalmente a Concordo Totalmente qual é o seu nível de concordância com as seguintes afirmações.

	Muito Improvável	Improvável	Indiferente	Provável	Muito Provável
Consumo menos produtos por serem de uma marca patrocinadora de um clube rival.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tendo a consumir menos produtos por serem de uma marca patrocinadora de um clube rival.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sempre que posso, escolho produtos que patrocinem o clube que apoio.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Indique, por favor, numa escala de Pouco Provável a Muito Provável qual é o seu nível de concordância com as seguintes afirmações.

Acredito que um clube de futebol está sempre associada a uma marca.

Pouco Provável Muito Provável

Acredito que uma marca está sempre associada a um clube de futebol.

Pouco Provável Muito Provável

Se uma marca patrocinadora de um clube rival, começasse a patrocinar o meu clube, ponderaria consumir os produtos da mesma.

Pouco Provável Muito Provável

Ponderaria consumir produtos do patrocinador do clube que apoio, mesmo sabendo que não gosto desses produtos.

Pouco Provável Muito Provável

Consumo produtos, pela marca estar associada ao clube que apoio.

Pouco Provável Muito Provável

Consumo produtos, pela marca estar associada ao clube que apoio.

Pouco Provável Muito Provável

Evito consumir produtos de marcas que estão associados a clubes rivais.

Pouco Provável Muito Provável

Sempre que possível, escolho produtos de patrocinadores do clube que apoio.

Pouco Provável Muito Provável

Considera que a rivalidade futebolística se transpõe para as marcas patrocinadoras dos diferentes clubes?


- Sim.
- Não.
- Talvez.

Acredita que as polémicas em que um clube está envolvido, terão também repercussões nas marcas patrocinadoras?

- Sim.
- Não.
- Talvez.
- Não sei.

Se um clube estiver envolvido num caso de corrupção por exemplo, as marcas associadas ao mesmo irão ser percebidas de forma diferente pelos consumidores da marca?

- Sim.
- Não.
- Talvez.
- Não sei.



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Qual é a sua idade?

- Até 18 anos.
- De 18 a 24 anos.
- De 24 a 34 anos.
- De 35 a 44 anos.
- De 45 a 55 anos.
- De 55 a 65 anos.
- Mais de 65 anos.

Qual é o seu género?


- Masculino.
- Feminino.
- Outro.
- Prefiro não dizer.

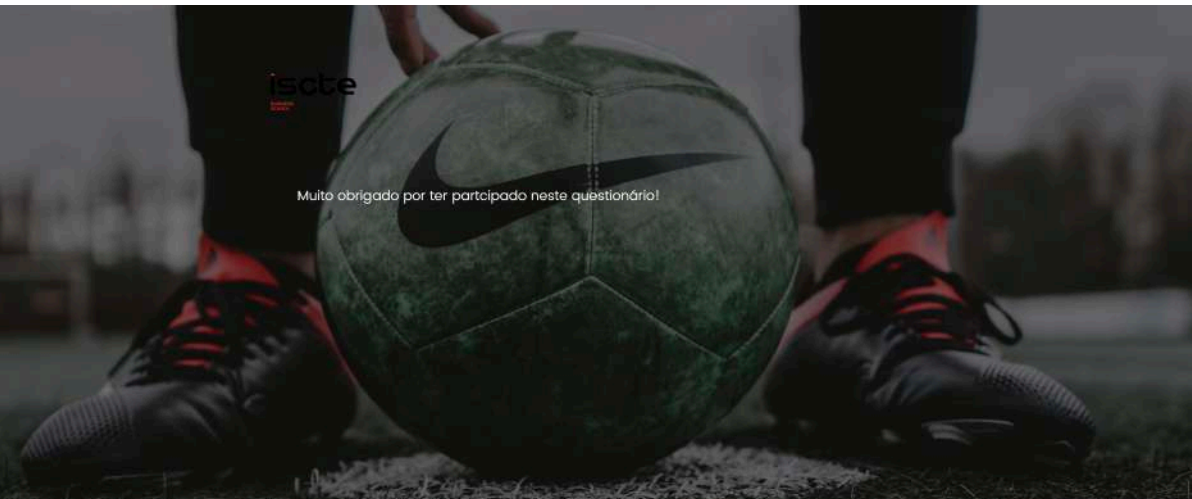
Qual é o seu nível de escolaridade?

- Ensino Básico.
- Ensino Secundário.
- Licenciatura.
- Mestrado.
- Doutoramento
- Outro.

Ocupação

- Estudante.
- Desempregado/a.
- Trabalhador/a.
- Trabalhador-estudante.
- Reformado.
- Outro.

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Annex B – Questionnaire responses

Table 6 – Age description

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Até 18 anos.	1	,6	,6	,6
	De 18 a 24 anos.	55	30,7	31,1	31,6
	De 24 a 34 anos.	51	28,5	28,8	60,5
	De 35 a 44 anos.	18	10,1	10,2	70,6
	De 45 a 55 anos.	38	21,2	21,5	92,1
	De 55 a 65 anos.	12	6,7	6,8	98,9
	Mais de 65 anos.	2	1,1	1,1	100,0
	Total	177	98,9	100,0	
Missing	System	2	1,1		
Total		179	100,0		

Table 7 – Gender description

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masculino.	121	67,6	68,4	68,4
	Feminino.	54	30,2	30,5	98,9
	Outro.	1	,6	,6	99,4
	Prefiro não dizer.	1	,6	,6	100,0
	Total	177	98,9	100,0	
Missing	System	2	1,1		
Total		179	100,0		

Table 8 – Occupation description

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Estudante.	36	20,1	20,3	20,3
	Desempregado/a.	5	2,8	2,8	23,2
	Trabalhador/a.	114	63,7	64,4	87,6
	4	1	,6	,6	88,1
	Trabalhador-estudante.	14	7,8	7,9	96,0
	Reformado.	5	2,8	2,8	98,9
	Outro.	2	1,1	1,1	100,0
	Total	177	98,9	100,0	
Missing	System	2	1,1		
Total		179	100,0		

Table 9 - Crosstabs - Age with Gender

		Qual é o seu género?				
		Masculino.	Feminino.	Outro.	Prefiro não dizer.	Total
Qual é a sua idade?	Até 18 anos.	0	1	0	0	1
	De 18 a 24 anos.	41	14	0	0	55
	De 24 a 34 anos.	40	10	0	1	51
	De 35 a 44 anos.	14	4	0	0	18
	De 45 a 55 anos.	18	20	0	0	38
	De 55 a 65 anos.	7	4	1	0	12
	Mais de 65 anos.	1	1	0	0	2
Total		121	54	1	1	177

Table 10 – Level of passion for football

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sim.	124	69,3	69,7	69,7
	Não.	54	30,2	30,3	100,0
	Total	178	99,4	100,0	
Missing	System	1	,6		
Total		179	100,0		

Table 11 – Frequency of attendance to a football match

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Raramente.	97	54,2	54,5	54,5
	Frequentemente.	43	24,0	24,2	78,7
	Todos os jogos,	38	21,2	21,3	100,0
	Total	178	99,4	100,0	
Missing	System	1	,6		
Total		179	100,0		

Table 12 – Football club member

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sim.	78	43,6	43,8	43,8
	Não.	100	55,9	56,2	100,0
	Total	178	99,4	100,0	
Missing	System	1	,6		
Total		179	100,0		

Table 13 – Probability of changing the football club

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	,00	158	88,3	88,8	88,8
	1,00	2	1,1	1,1	89,9
	3,00	2	1,1	1,1	91,0
	5,00	2	1,1	1,1	92,1
	6,00	1	,6	,6	92,7
	7,00	2	1,1	1,1	93,8
	10,00	1	,6	,6	94,4
	12,00	1	,6	,6	94,9
	13,00	2	1,1	1,1	96,1
	15,00	1	,6	,6	96,6
	16,00	1	,6	,6	97,2
	22,00	2	1,1	1,1	98,3
	30,00	1	,6	,6	98,9
	45,00	1	,6	,6	99,4
	65,00	1	,6	,6	100,0
	Total	178	99,4	100,0	
Missing	System	1	,6		
Total		179	100,0		

Table 14 - Football club support

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	,6	,6	,6
Académica	1	,6	,6	1,1
Académico de Viseu	1	,6	,6	1,7
Beira-Mar	1	,6	,6	2,2
Belenenses	1	,6	,6	2,8
Bendica	1	,6	,6	3,4
Benfica	48	26,8	26,8	30,2
Benfica/Nacional	1	,6	,6	30,7
Boavista futebol clube	1	,6	,6	31,3
Boavista Futebol Clube	2	1,1	1,1	32,4
Braga	3	1,7	1,7	34,1
Caldas Sport Clube	1	,6	,6	34,6
CD Nacional	2	1,1	1,1	35,8
Clube de Futebol "Os Belenenses"	1	,6	,6	36,3
Clube Desportivo Nacional	1	,6	,6	36,9
Clube Futebol "Os Belenenses"	1	,6	,6	37,4
Estoril Praia	1	,6	,6	38,0
Famalicão	1	,6	,6	38,5
FC Porto	4	2,2	2,2	40,8
FC PORTO	1	,6	,6	41,3
FCP	3	1,7	1,7	43,0
FCPORTO	1	,6	,6	43,6
Futebol Club do Porto	1	,6	,6	44,1
	1	,6	,6	44,7
Limianoa	1	,6	,6	45,3
Maritimo	1	,6	,6	45,8
Nacional	2	1,1	1,1	46,9
Não	1	,6	,6	47,5
nenhum	1	,6	,6	48,0
Nenhum	2	1,1	1,1	49,2
Os Belenenses	1	,6	,6	49,7
Paços de Ferreira	1	,6	,6	50,3
Porto	6	3,4	3,4	53,6
S.L. Benfica	1	,6	,6	54,2
Sacavenense e Sporting	1	,6	,6	54,7
SC Braga	2	1,1	1,1	55,9
SC Espinho	1	,6	,6	56,4
Scp	1	,6	,6	57,0
SL Benfica	5	2,8	2,8	59,8
SLb	1	,6	,6	60,3
SLB	2	1,1	1,1	61,5
SLBenfica	1	,6	,6	62,0
Sport Lisboa Benfica	1	,6	,6	62,6
Sport Lisboa e Benfica	9	5,0	5,0	67,6
Sport Lisboa e Benfica e Casa Pia	1	,6	,6	68,2
Sporting	29	16,2	16,2	84,4
Sporting club portugal	1	,6	,6	84,9
Sporting clube de portugal	1	,6	,6	85,5
Sporting clube de Portugal	1	,6	,6	86,0
Sporting Clube de Portugal	14	7,8	7,8	93,9
Sporting Clube Portugal	1	,6	,6	94,4
Sporting CP	4	2,2	2,2	96,6
SPORTING cp	1	,6	,6	97,2
Sporting e Seleção	1	,6	,6	97,8
Sportinguista	1	,6	,6	98,3
União de Leiria	1	,6	,6	98,9
Vitória SC	1	,6	,6	99,4
Vizela	1	,6	,6	100,0
Total	179	100,0	100,0	

Table 15 – Portuguese beer preference

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	,6	,6	,6
Artesanal	1	,6	,6	1,1
Carlsberg	1	,6	,6	1,7
Cergal	1	,6	,6	2,2
Coral	4	2,2	2,2	4,5
Dois Corvos	1	,6	,6	5,0
Musa	1	,6	,6	5,6
Não bebo	1	,6	,6	6,1
Não bebo álcool	1	,6	,6	6,7
Não bebo álcool por questões religiosas	1	,6	,6	7,3
Nao bebo cerveja	1	,6	,6	7,8
Não consumo álcool, mas pelo que vejo, superbok	1	,6	,6	8,4
Não sei	1	,6	,6	8,9
Nenhuma	6	3,4	3,4	12,3
Nenhuma cerveja portuguesa é horrível	1	,6	,6	12,8
Nenhuma. Não gosto de cerveja.	1	,6	,6	13,4
Praxis	1	,6	,6	14,0
sagres	2	1,1	1,1	15,1
Sagres	49	27,4	27,4	42,5
SAGRES	1	,6	,6	43,0
Sem álcool	1	,6	,6	43,6
Somersby	1	,6	,6	44,1
Super bock	17	9,5	9,5	54,2
Super Bock	70	39,1	39,1	93,3
SUPER BOCK	1	,6	,6	93,9
Súper bock	1	,6	,6	44,7
Superbock	5	2,8	2,8	96,6
SuperBock	4	2,2	2,2	98,9
Superbok	1	,6	,6	99,4
Xarlie	1	,6	,6	100,0
Total	179	100,0	100,0	

Table 16 – Knowledge of my club's sponsors

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	20	11,2	11,3	11,3
	Discordo	16	8,9	9,0	20,3
	Discordo Ligeiramente	9	5,0	5,1	25,4
	Não Discordo Nem Concordo	7	3,9	4,0	29,4
	Concordo Ligeiramente	36	20,1	20,3	49,7
	Concordo	58	32,4	32,8	82,5
	Concordo Totalmente	31	17,3	17,5	100,0
	Total	177	98,9	100,0	
Missing	System	2	1,1		
Total		179	100,0		

Table 17 – Knowledge of my club's main sponsor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	22	12,3	12,4	12,4
	Discordo	10	5,6	5,6	18,1
	Discordo Ligeiramente	4	2,2	2,3	20,3
	Não Discordo Nem Concordo	5	2,8	2,8	23,2
	Concordo Ligeiramente	25	14,0	14,1	37,3
	Concordo	38	21,2	21,5	58,8
	Concordo Totalmente	73	40,8	41,2	100,0
	Total	177	98,9	100,0	
Missing	System	2	1,1		
Total		179	100,0		

Table 18 – Knowledge of my club's front and back shirt sponsor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	24	13,4	13,6	13,6
	Discordo	14	7,8	7,9	21,5
	Discordo Ligeiramente	11	6,1	6,2	27,7
	Não Discordo Nem Concordo	9	5,0	5,1	32,8
	Concordo Ligeiramente	22	12,3	12,4	45,2
	Concordo	27	15,1	15,3	60,5
	Concordo Totalmente	70	39,1	39,5	100,0
	Total	177	98,9	100,0	
Missing	System	2	1,1		
Total		179	100,0		

Table 19 – Knowledge of 5 sponsors of my club

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	43	24,0	24,3	24,3
	Discordo	17	9,5	9,6	33,9
	Discordo Ligeiramente	17	9,5	9,6	43,5
	Não Discordo Nem Concordo	15	8,4	8,5	52,0
	Concordo Ligeiramente	19	10,6	10,7	62,7
	Concordo	28	15,6	15,8	78,5
	Concordo Totalmente	38	21,2	21,5	100,0
	Total	177	98,9	100,0	
Missing	System	2	1,1		
Total		179	100,0		

Table 20 – Knowledge of sponsor before sponsoring my club

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	16	8,9	9,0	9,0
	Discordo	13	7,3	7,3	16,4
	Discordo Ligeiramente	12	6,7	6,8	23,2
	Não Discordo Nem Concordo	13	7,3	7,3	30,5
	Concordo Ligeiramente	32	17,9	18,1	48,6
	Concordo	51	28,5	28,8	77,4
	Concordo Totalmente	40	22,3	22,6	100,0
	Total	177	98,9	100,0	
Missing	System	2	1,1		
Total		179	100,0		

Table 21 –Preference on products sold by my club's sponsors

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	83	46,4	46,9	46,9
	Discordo	40	22,3	22,6	69,5
	Discordo Ligeiramente	11	6,1	6,2	75,7
	Não Discordo Nem Concordo	24	13,4	13,6	89,3
	Concordo Ligeiramente	8	4,5	4,5	93,8
	Concordo	8	4,5	4,5	98,3
	Concordo Totalmente	3	1,7	1,7	100,0
	Total	177	98,9	100,0	
Missing	System	2	1,1		
Total		179	100,0		

Table 22 – Consideration of my club's sponsors after associating with my club

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	52	29,1	29,4	29,4
	Discordo	30	16,8	16,9	46,3
	Discordo Ligeiramente	9	5,0	5,1	51,4
	Não Discordo Nem Concordo	31	17,3	17,5	68,9
	Concordo Ligeiramente	26	14,5	14,7	83,6
	Concordo	20	11,2	11,3	94,9
	Concordo Totalmente	9	5,0	5,1	100,0
	Total		177	98,9	100,0
Missing	System	2	1,1		
Total		179	100,0		

Table 23 – Knowledge of the rival team's sponsors

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sim, todas.	13	7,3	7,3	7,3
	Sim, uma.	100	55,9	56,5	63,8
	Não	64	35,8	36,2	100,0
	Total	177	98,9	100,0	
Missing	System	2	1,1		
Total		179	100,0		

Table 24 – Knowledge of the big three common sponsor

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	14	7,8	7,8	7,8
(Não)	1	,6	,6	8,4
Adidas	1	,6	,6	8,9
Banco Espírito Santo	1	,6	,6	9,5
Benfica – Emirates	1	,6	,6	10,1
Betano	43	24,0	24,0	34,1
BETANO	1	,6	,6	34,6
Betano?	2	1,1	1,1	35,8
Betano(?)	1	,6	,6	36,3
Betwin	1	,6	,6	36,9
Bwin	1	,6	,6	37,4
Coca cola?	1	,6	,6	38,0
Meo	4	2,2	2,2	40,2
MEO	1	,6	,6	40,8
nao	1	,6	,6	73,7
Nao	9	5,0	5,0	78,8
Não	58	32,4	32,4	73,2
nao sei	1	,6	,6	81,0
Nao sei	1	,6	,6	81,6
não sei	1	,6	,6	79,3
Não sei	2	1,1	1,1	80,4
Não, não me interessa nada desses 3	1	,6	,6	82,1
nao, sei que o porto e sporting partilham 2 patrocinadores betano e superbock	1	,6	,6	82,7
Não.	1	,6	,6	83,2
Nike	2	1,1	1,1	84,4
Nos	6	3,4	3,4	88,3
NOS	2	1,1	1,1	89,4
Nós	1	,6	,6	84,9
NOS?	1	,6	,6	89,9
Os outros clubes a mim não me interessam	1	,6	,6	90,5
Sagres	2	1,1	1,1	91,6
Sim	9	5,0	5,0	96,6
SIM (NOS)	1	,6	,6	97,2
Super bock	1	,6	,6	97,8
Super Bock	2	1,1	1,1	98,9
Super Bock ?	1	,6	,6	99,4
Zumub	1	,6	,6	100,0
Total	179	100,0	100,0	

Table 25 – Less consumption of rival's sponsor products

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Muito Improvável	72	40,2	40,7	40,7
	Improvável	27	15,1	15,3	55,9
	Indiferente	56	31,3	31,6	87,6
	Provável	13	7,3	7,3	94,9
	Muito Provável	9	5,0	5,1	100,0
	Total		177	98,9	100,0
Missing	System	2	1,1		
Total		179	100,0		

Table 26 – Tend to consume fewer products from rival sponsor brands

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Muito Improvável	75	41,9	42,4	42,4
	Improvável	30	16,8	16,9	59,3
	Indiferente	46	25,7	26,0	85,3
	Provável	21	11,7	11,9	97,2
	Muito Provável	5	2,8	2,8	100,0
	Total		177	98,9	100,0
Missing	System	2	1,1		
Total		179	100,0		

Table 27 – *Tend to choose products of my club sponsors*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Muito Improvável	52	29,1	29,4	29,4
	Improvável	20	11,2	11,3	40,7
	Indiferente	63	35,2	35,6	76,3
	Provável	30	16,8	16,9	93,2
	Muito Provável	12	6,7	6,8	100,0
	Total	177	98,9	100,0	
Missing	System	2	1,1		
Total		179	100,0		

Table 28 – *Football club association with a brand*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	34	19,0	19,2	19,2
	2	30	16,8	16,9	36,2
	3	18	10,1	10,2	46,3
	4	30	16,8	16,9	63,3
	5	30	16,8	16,9	80,2
	6	35	19,6	19,8	100,0
	Total	177	98,9	100,0	
Missing	System	2	1,1		
Total		179	100,0		

Table 29 – Brand association with a football club

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	47	26,3	26,6	26,6
	2	23	12,8	13,0	39,5
	3	31	17,3	17,5	57,1
	4	36	20,1	20,3	77,4
	5	19	10,6	10,7	88,1
	6	21	11,7	11,9	100,0
	Total		177	98,9	100,0
Missing	System	2	1,1		
Total		179	100,0		

Table 30 – Rival team sponsor began to sponsor my football club

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	55	30,7	31,1	31,1
	2	21	11,7	11,9	42,9
	3	32	17,9	18,1	61,0
	4	30	16,8	16,9	78,0
	5	17	9,5	9,6	87,6
	6	22	12,3	12,4	100,0
	Total		177	98,9	100,0
Missing	System	2	1,1		
Total		179	100,0		

Table 31 – Product consumption due to my club association

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	102	57,0	57,6	57,6
	2	27	15,1	15,3	72,9
	3	22	12,3	12,4	85,3
	4	14	7,8	7,9	93,2
	5	6	3,4	3,4	96,6
	6	6	3,4	3,4	100,0
	Total	177	98,9	100,0	
Missing	System	2	1,1		
Total		179	100,0		

Table 32 – Consumption avoidance of rival team sponsor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	117	65,4	66,1	66,1
	2	16	8,9	9,0	75,1
	3	22	12,3	12,4	87,6
	4	8	4,5	4,5	92,1
	5	8	4,5	4,5	96,6
	6	6	3,4	3,4	100,0
	Total	177	98,9	100,0	
Missing	System	2	1,1		
Total		179	100,0		

Table 33 – Choice of products of my football club sponsors

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	91	50,8	51,4	51,4
	2	20	11,2	11,3	62,7
	3	22	12,3	12,4	75,1
	4	21	11,7	11,9	87,0
	5	11	6,1	6,2	93,2
	6	12	6,7	6,8	100,0
	Total	177	98,9	100,0	
Missing	System	2	1,1		
Total		179	100,0		

Table 34 – Football rivalry to sponsor's rivalry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sim.	28	15,6	15,8	15,8
	Não.	93	52,0	52,5	68,4
	Talvez.	56	31,3	31,6	100,0
	Total	177	98,9	100,0	
Missing	System	2	1,1		
Total		179	100,0		

Table 35 – Club's controversies to brands

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sim.	64	35,8	36,2	36,2
	Não.	52	29,1	29,4	65,5
	Talvez.	57	31,8	32,2	97,7
	Não sei.	4	2,2	2,3	100,0
	Total	177	98,9	100,0	
Missing	System	2	1,1		
Total		179	100,0		

Table 36 – Crosstabs of gender and football passion

		Considera-se apaixonado(a) por futebol?		
		Sim.	Não.	Total
Qual é o seu género?	Masculino.	103	18	121
	Feminino.	19	35	54
Total		122	53	175

Table 37 – Crosstabs between age and football passion

		Considera-se apaixonado(a) por futebol?		
		Sim.	Não.	Total
Qual é a sua idade?	Até 18 anos.	1	0	1
	De 18 a 24 anos.	43	12	55
	De 24 a 34 anos.	42	9	51
	De 35 a 44 anos.	13	5	18
	De 45 a 55 anos.	18	20	38
	De 55 a 65 anos.	6	6	12
	Mais de 65 anos.	1	1	2
Total		124	53	177

Table 38 - Crosstabs between my club sponsors and football passion

		Considera-se apaixonado(a) por futebol?		Total
		Sim.	Não.	
Sei quais são os patrocinadores do meu clube.	Discordo Totalmente	5	15	20
	Discordo	4	12	16
	Discordo Ligeiramente	4	5	9
	Não Discordo Nem Concordo	4	3	7
	Concordo Ligeiramente	26	10	36
	Concordo	52	6	58
	Concordo Totalmente	29	2	31
Total		124	53	177

Annex C – PCA Sponsor’s knowledge

Table 39 – KMO and Barlett’s test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,801
Bartlett's Test of Sphericity	Approx. Chi-Square	549,758
	df	6
	Sig.	<,001

Table 40 – Anti-image matrices

	Sei quais são os patrocinadores do meu clube.	Sei qual é o patrocinador principal do meu clube.	Sei que patrocinador se encontra à frente e atrás da camisola de jogo do meu clube.	Sei dizer pelo menos 5 marcas que patrocinam o meu clube.
Anti-image Covariance	Sei quais são os patrocinadores do meu clube.	,256	-,148	-,026
	Sei qual é o patrocinador principal do meu clube.	-,148	,249	-,111
	Sei que patrocinador se encontra à frente e atrás da camisola de jogo do meu clube.	-,026	-,111	,284
	Sei dizer pelo menos 5 marcas que patrocinam o meu clube.	-,098	,020	-,149
Anti-image Correlation	Sei quais são os patrocinadores do meu clube.	,796 ^a	-,585	-,096
	Sei qual é o patrocinador principal do meu clube.	-,585	,768 ^a	-,417
	Sei que patrocinador se encontra à frente e atrás da camisola de jogo do meu clube.	-,096	-,417	,817 ^a
	Sei dizer pelo menos 5 marcas que patrocinam o meu clube.	-,313	,065	-,452

a. Measures of Sampling Adequacy(MSA)

Table 41 – Communalities of PCA

	Initial	Extraction
Sei quais são os patrocinadores do meu clube.	1,000	,839
Sei qual é o patrocinador principal do meu clube.	1,000	,827
Sei que patrocinador se encontra à frente e atrás da camisola de jogo do meu clube.	1,000	,832
Sei dizer pelo menos 5 marcas que patrocinam o meu clube.	1,000	,741

Extraction Method: Principal Component Analysis.

Table 42 – Total Variance Explained of PCA

Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,239	80,970	80,970	3,239	80,970	80,970
2	,377	9,420	90,390			
3	,240	5,996	96,385			
4	,145	3,615	100,000			

Extraction Method: Principal Component Analysis.

Table 43 – Reliability test

Cronbach's Alpha	N of Items
,919	4

Table 44 – Reliability test 2

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Sei quais são os patrocinadores do meu clube.	14,34	36,100	,842	,888
Sei qual é o patrocinador principal do meu clube.	13,85	34,956	,826	,891
Sei que patrocinador se encontra à frente e atrás da camisola de jogo do meu clube.	14,16	33,365	,841	,886
Sei dizer pelo menos 5 marcas que patrocinam o meu clube.	15,10	33,990	,761	,916

Annex D – Linear regression analysis – relation brand-products-club

Table 45 – Correlation “product-club” and “brand-club”

		Relação_Pro duto_Clube	Relação_Mar ca_Clube
Relação_Produto_Clube	Pearson Correlation	1	,262**
	Sig. (2-tailed)		<,001
	N	177	177
Relação_Marca_Clube	Pearson Correlation	,262**	1
	Sig. (2-tailed)	<,001	
	N	177	177

** . Correlation is significant at the 0.01 level (2-tailed).

Table 46 – Regression “product-club” and “brand-club”

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin- Watson
1	,262 ^a	,068	,063	1,07292	1,705

a. Predictors: (Constant), Relação_Marca_Clube

b. Dependent Variable: Relação_Produto_Clube

Table 47 – ANOVA “product-club” and “brand-club”

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14,788	1	14,788	12,846	<,001 ^b
	Residual	201,452	175	1,151		
	Total	216,240	176			

a. Dependent Variable: Relação_Produto_Clube

b. Predictors: (Constant), Relação_Marca_Clube

Table 48 – Coefficients “product-club” and “brand-club”

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,463	,197		7,423	<,001
	Relação_Marca_Clube	,194	,054	,262	3,584	<,001

a. Dependent Variable: Relação_Produto_Clube

Table 49 – Residual Statistics “product-club” and “brand-club”

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1,6564	2,6239	2,1073	,28987	177
Residual	-1,62392	3,37608	,00000	1,06987	177
Std. Predicted Value	-1,556	1,782	,000	1,000	177
Std. Residual	-1,514	3,147	,000	,997	177

a. Dependent Variable: Relação_Produto_Clube