

Brand Equity of Team Sports Towards Sponsorship in Indonesian Football Club

Syaugy Lukman

Master of Science in Management, School of Business and Management
Institut Teknologi Bandung

Part time Lecturer, Faculty of Communication Science, Universitas Padjadjaran Bandung

Reza Ashari Nasution

School of Business and Management
Institut Teknologi Bandung

Abstract

This is a study concerning the result of sports sponsorship where the research focuses on how would a specific construct of Brand Equity would correlate with the sponsorship outcome. The study takes one of the forerunners of professional football (soccer) club as the object. Persib (Persatuan Sepakbola Indonesia Bandung), a football club which resides in Bandung. Persib has proven to be one of the most prominent football clubs in terms of business, fans, and professionalism. Each home game are watched by a minimum number of 40,000 spectators, and the company itself, PT. PBB (Persib Bandung Bermartabat, Inc.) has managed to generate a yearly income of approx. 12 Billion Rupiahs, income which is considered as the largest from a professional football club in Indonesia.

The study is aimed to discover how the construct of BETS (Brand Equity of Team Sports) would influence the Sponsorship Outcome. Questionnaires were distributed to 403 fans of Persib Bandung, whom are associated with Viking community. The study modifies the concept of Bauer, et al. (2005) that applies the concept of Consumer Based Brand Equity from Keller (1993), and also the concept of Sponsorship Outcome (SO) from Gwinner and Swanson (2003). BETS is divided into four dimension; Awareness, Product-Related Attributes, Non Product-Related Attributes, and Brand Benefits. For the football context, each dimension is measured according to the characteristics of a football club. Product-related attributes consists of Athletic success, star player(s), coach, and management. Sponsorship Outcome is measured by; Sponsor recognition, attitude toward sponsor, sponsor patronage, and satisfaction with sponsor. The research would focus on observing SO on the context of general sponsorship of Persib, Honda, and PT. Daya Adira Mustika. The concepts are modified by researcher to fit research context.

This study introduces a simpler construct to measure BETS from earlier model of Bauer, et al. And empirical test prove research hypothesis that BETS significantly affect SO using SEM, and dimensions of BETS correlates with SO. Simpler dimensions of BETS proposed by this study can accurately measure BETS, and the research also concluded Honda as the top of mind sponsor of Persib.

Keywords: Sponsorship, Sports Marketing, Brand Equity, Structural Equation Modeling, Brand Equity of Team Sports, Sponsorship Outcome, Sport Sponsorship Marketing.

1. Background

1.1. Sport Sponsorship

Merchandises, licensed products, even companies would pay a hefty sum of money for using the brand of a sports club as their marketing tools. Many sponsorship deals, involves a gazillion amount of money for the club's benefit, and it is believed that branding using this method would be beneficial for companies that utilize the sports club's brand for the sake of their own (e.g. Fly Emirates for Arsenal FC shirt sponsor). Shirt sponsorship deals are very significant for the clubs and also for the sponsor. It is believed that a good achievement from the club would increase the brand equity of the sponsor, and vice versa (Marketing Week, 2007).

The sponsorship has been inclusive and has even featured individual fans' names on perimeter boards at England matches. The fastest-growing users of sponsorship are also splurging money into sport for brand development reasons. It is therefore important to enhance how the brand is perceived. If consumers can identify with a supplier because of the relationship it has with a sport, it is a very powerful motivating medium and a platform for marketing activity (Marketing Week, 2007). Sponsorship deals would play as an instrumental part for a professional sports team. As Dr. Simon Chadwick (a sports marketing expert from Birkbeck University of London) mentioned, revenue is generated from three main sources: Match day takings (ticket sales), TV; and sponsorship, licensing, and merchandising (Marketing Week, 2007).

As for the context of Indonesian Football club, the urgency of sponsorship arises when the policy of not allowing APBD (Anggaran Pendapatan Belanja Daerah-Regional Budget for Government Expenses) to provide financial support towards football clubs by the PSSI. The amount of money is considered quite significant, for each year each club would accept a minimum amount of 600 million rupiahs, and for some club, in this case Persib Bandung, the number even reached 17 billion rupiahs. Persib, and other football clubs must optimize their source of income to be independent. This is due to the application of Permendagri (Minister of Current Affairs regulation) No. 59/2007 regarding the the APBD. This regulation, forbids regional administration to allocate their APBD for football clubs. (Sutarni, 2007).

Persib Bandung Indonesia is currently one of the elite football clubs in Indonesia. In terms of achievement, Persib won the Indonesian Super League League (then, Ligin) first competition in the 1994-1995 season, a significant indication of a successful club. Persib, is currently funded by APBD Kota Bandung and currently underachieving, and not generating adequate profit, compared to the expenses provided by the APBD, a condition that occurs with other clubs also (Kaligis, 2008).

Each club management, and also Persib's finally realizes that a change of management is required, and the first step was taken by creating the Persib Bandung's company. Still, there are issues that emerge, regarding generating profit. How do Persib utilized hundred thousands, even millions of Bobotoh (Persib supporters), so that they would generate income? How do we formulate the appropriate sponsorship strategy that would suit the desire of Persib's management, but would still serve the interests of the fan and other stakeholders? The proper sponsorship strategy is required to make Persib as a company that would generate excellent business interest.

1.2. BETS towards Sponsorship Outcome

Brand Equity is not a new concept in marketing studies. Yet, employing a specific set of concept to be attached to a particular entity, in this context a sports team, is relatively new. The BETS concept introduced by Bauer, et al. (2005) is actually a modification of Keller's Brand Equity construct (1993). The concept of BETS modify Keller's Brand Equity concept that divide two major categories, brand awareness and brand image with its own derivatives.

BETS, utilizes four constructs, brand awareness, product-related brand attributes, non-product related brand attributes, and brand benefits. These four constructs are selected as the most relevant attributes to explain Brand Equity of Team Sports. Previous studies of sponsorship outcomes explain various aspects identified as 'sponsorship outcomes'. Gwinner and John (1997) studied the brand attitudes as result of sponsorship. Speed and Thompson (2000) breaks down sponsorship response in chronological process of interest, followed with favorability, and then use. Gwinner and Swanson (2003) identifies sponsorship outcome as sponsor recognition, attitude toward sponsor, sponsor patronage, and satisfaction with sponsor. Sponsorship outcomes are identified by cognitive, affective, and behavioral response by Cornwell, et al (2005).

How BETS would influence sponsorship outcome has not been studied in past researchs, particularly within the context of Indonesian football. The research would focus to study that matter, with Persib Bandung as the research object, and this research would arguably serve as one of its first to try to answer the question concerning BETS and sponsorship outcome, and hopefully can also produce a valid model for further generalization for studies with the same context. The research also would attempt to study the context of sponsorship of the main sponsor of Persib, PT. Daya Adira Mustika. By conducting this study, the research is expected to establish a valid model that measures BETS of Persib; identifying the sponsorship outcomes of Persib Bandung based on BETS (on the context of general sponsorship, Honda, and PT. Daya Adira Mustika), and explaining the correlation between BETS with sponsorship outcome.

1.3. Research Limitations

For research convenience and research focus purposes, based on the array of topics, resource limitation, this research would compose limitations as follow:

1. The research would employ the definition of sponsorship outcome as a result of a sponsorship process. The sponsorship outcomes are related to the sponsor, rather than the sponsee (in this context, the football club). As for the derivatives of the sponsorship outcomes, would be explained in the literature review and model formulation.

2. The research would employ the definition of brand equity, solely to the concept of BETS introduced by Bauer, et al. (2005). Explanations and validation concerning this concept would be explained further in the literature review section.
3. The research would disregard/manipulate the processing mechanics of sponsorship. Referring to the model from Cornwell, *et al* (2005), the sponsorship-link marketing model, a processing mechanics explains how the antecedents processed and resulting sponsorship outcome. The research would disregard the variable of fandom or also known as team affiliation or team identification. It is a concept that explains the degree of involvement of a person towards a particular sports team. The research manipulates this variable, since the research respondents will be individuals whom are already identifies himself/herself towards Persib. Further explanation regarding this matter would be explained in model formulation.
4. The research would take a sample of Persib fans (supporters), indicated with the membership ID card of PT. Persib Bermartabat (PT. PBB). Researcher would focus on samples with adequate educational background (high school, diploma or better) so that the sample would have better understanding regarding a research, hence assisting the efficiency of data collecting. Further research concerning sample, would be explained in population and sample explanation.

1.4. Research Roadmap Position

Referring to the grand model of Cornwell, *et al.* (2005), the study can be defined as an independent research that focuses on the constructs of BETS (Brand Equity of Team Sports) and Sponsorship Outcomes, disregarding processing mechanics (team identification). The study introduced a processing mechanics that occurs mediating sponsorship outcomes. Research roadmap is constructed based on previous research conducted in the past. Major Researchs that lays the fundamentals for this particular research are:

1.4.1. Keller's Customer-Based Brand Equity (1993)

Keller introduced the Customer-based brand equity (CBBE) concept in "Conceptualizing, Measuring, and Managing Customer-Based Brand Equity" (1993). The CBBE model approaches brand equity from the perspective of the consumer-whether the consumer is an individual or an organization. Dimensions of brand equity can be divided into two main aspects, Brand Awareness and Brand Image. Brand Awareness is related to the strength of the brand node or trace in memory, which we can measure as the consumer's ability to identify the brand under different conditions. Brand Image is consumer's perception about a brand, as reflected by the brand associations held in consumer memory. In other words, brand associations are the other informational nodes linked to the brand node in memory and contain the meaning of the brand for consumers. Association come in all forms and may reflect characteristics of the product or aspects independent of the product.

Brand Awareness can be divided into Brand recognition and Brand Recall. Brand Recognition is consumer's ability to confirm prior to exposure to the brand when given the brand as cue. In other words, when consumer goes to the market, they would be able to recognize the brand as one to which they have already been exposed. Brand Recall is consumer's ability to retrieve the brand from memory when given product category, the needs fulfilled by the category, or a purchase or usage situation as a cue.

Brand Image is set of associations to the brand in memory, consumer can form brand associations in a variety of ways other than marketing experience: from direct experience, information from commercial or others, experiences, etc.

These associations of brand can be further developed as: Types, Strength, Uniqueness, and Favorability of brand associations. Because associations may take different forms, Keller divided brand associations in Types of Associations as Attributes, the descriptive features that characterize a product/services – what a consumer thinks of a product/service is or has and what is involved with its purchase intention; Benefits, the personal values consumers and meaning attach to the product/services – what consumers think the product/service can do for them; Brand attitudes, consumer's overall evaluation of a brand. Strength of Brand Associations refer to how strong the brand associations would form beliefs regarding the brand.

Favorability of Brand Associations, refer to how important those associations that would affect their desirability in wanting the products and how well it is delivered. Uniqueness of Brand Associations is how well the "unique selling proportions" is found compelling by consumers rather than choosing other brand.

1.4.2. Cornwell, et al., Consumer-focused sponsorship-linked Marketing Communication (2005)

The research by Cornwell, et al. (2005) presented the fact that sponsorship outcomes can be explained with three concept, cognitive, affective, and behavioral result from the consumer. The outcomes are the result of sponsorship processing mechanics with Market, Individual and group, also Management Factors. The focus of cognitive measures in sponsorship is typically on awareness.

Bennett (1999) measured consumer awareness of sponsorship information, both before and after the viewing of a soccer match. Affective measures often consider liking, preference, particular attitudes, or favorable thoughts. (Madrigal, 2001)

For affective and behavioral outcomes, it is often assumed that people have insight into specific attitudes and intentions about future behavior, and that their responses reflect the influence of sponsorship exposure. If one assumes that a hierarchical information-processing model of advertising applies to sponsorship (see, e.g., Shimp and Gresham 1983). Buying behavioral can be measure by purchase intention, commitment, and action (Cornwell et. al., 2005)

1.4.3. Gwinner and Swanson (2003)

The research by Gwinner and Swanson identifies Sponsorship Outcome as Sponsor recognition, attitude toward sponsor, sponsor patronage, and satisfaction with sponsor. In this research, sponsorship outcomes are predicted by Team Identification as the antecedent. Although the research is conducted earlier before the research from Cornwell, et al. (2005), the research already presented and tested constructs of Sponsorship outcomes that represent the cognitive, affective, and behavioral outcomes aspects.

1.4.4. Gladden and Funk (2001)

Gladden and Funk attempts to discover what antecedents would predict brand loyalty in professional sports team. Utilizing The CBBE model from Keller, they identify 13 brand association dimensions. Results demonstrated that seven of the thirteen brand association dimensions were significant predictors (four positively related and three negatively related) of brand loyalty among the highly committed fans involved in this study. The four significant predictors are *Awareness, Product-Related Brand attributes, Non Product-related Brand Attributes, and Brand Benefit*. The concept is then named BETS (Brand Equity of Team Sports) by Bauer, *et al.* (2005)

1.4.5. Bauer, *et al.* (2005)

Bauer, *et al.* (2005) refines Keller's Dimensions of Brand Equity and applies it to the team sports context, referring to Gladden and Funk (2001), who presented a research that investigated about relationship between brand associations (anything in the consumer's mind linked to a specific brand) and brand loyalty. Specifically, this study utilized Keller's (1993) conceptual framework on brand equity to identify dimensions of brand associations in sport (2001). The research presented four most predicting factors. The constructs are: *Awareness, Product-Related Brand attributes, Non Product-related Brand Attributes, and Brand Benefit*. Although the paper attempts to discover the relationship of BETS with economic success of a football club based on stadium attendance, past development of BETS which adapts the concept from Gladden and Funk (2001) would note the concept relevant for utilization in this research.

1.5. Research Roadmap

Based on five previous major Researchs that lays the fundamentals for this research, a roadmap can be established as follows:

Table 1. Research Roadmap

Researcher	Research	Findings
Keller (1993)	A lengthy literature study of CBBE	Presented the model of CBBE, defining Brand Knowledge dimensions as Brand Awareness and Brand Image along with the derivatives
Cornwell, <i>et al.</i> (2005)	A lengthy literature study of Sport Sponsorship	Presented a conceptual model of consumer-focused sponsorship-linked marketing communication, presented the definition of the constructs along with the derivatives
Gwinner and Swanson (2001)	Studying how would team identification influence Sponsorship outcome.	Found facts that highly identified fans are more likely to exhibit the four investigated sponsorship outcomes (Sponsor recognition, attitude toward sponsor, sponsor patronage, satisfaction with sponsor)
Gladden and Funk (2001)	Attempts to discover what antecedents would predict brand loyalty in professional sports team	Discovered that Sponsor with good brand association would garner good brand loyalty. The research introduced four positive predictors of Brand Loyalty, Awareness, Product-Related Brand attributes, Non Product-related Brand Attributes, and Brand Benefit.
Bauer, <i>et al.</i> (2005)	Studied how would BETS affect economic success of a football team	Introduced BETS concept, consisting of Awareness, Product Related and Non-Product Related Attributes, and Brand Benefits. The concept refines past concept from Keller (1993) and Gladden and Funk (2001), but applied into sports context.

1.6. Operational Definition

The following are explanation of operational definition for the two research construct.

1.6.1. Brand Equity of Team Sports (BETS)

The concept of Brand Equity from Keller (1993); refined and adjusted for the sports team context referring to past research by Gladden and Funk (2001) (Bauer, *et al.*, 2005).

BETS consist of four constructs within two dimensions of Keller's Model:

1. Awareness
2. Product Related Attributes
3. Non-Product Related Attributes
4. Brand Benefit

Brand Awareness is related to the strength of the brand node or trace in memory, which we can measure as the consumer's ability to identify the brand under different conditions. (Keller, 1993). *Product-Related Brand attributes, Non Product-related Brand Attributes, and Brand Benefits* are part of the construct of Types of Brand Association within the dimension of Brand Image in Keller's Model (1993). Brand association can be identified within the cognitive aspect of how well consumer can associate a brand in terms of favourability, strength, and uniqueness (Keller, 1993). In terms of BETS, Bauer, *et al.* (2005) associated all aspects with sports context, and the adjustment can be found within the indicators (please refer to literature reference of BETS in the previous chapter).

1.6.2. Sponsorship Outcome

Sponsorship outcome is defined as level of consumer's affective, behavioral, and cognitive reactions to sponsor (Brandcombe and Wann, 1995; Cornwell, *et al.*, 2005). Gwinner and Swanson identifies sponsorship outcome as follows:

1. Attitude towards Sponsor
2. Sponsor Recognition
3. Sponsor Patronage
4. Satisfaction with Sponsor

Sponsor recognition is defined as the ability of how well the fans would correctly identify the sponsor (Gwinner and Swanson, 2003). Stipp and Schiavone (1996) suggest that consumer's proper identification of sponsors is a necessary condition for achieving corporate sponsorship objectives. Generally, exposure to sponsorship stimuli at sporting events (e.g. signage) has been found to achieve limited recognition of sponsors by spectators (d'Ydewale *et al.*, 1987).

Attitude towards sponsor is defined as the favorability, positive associations, and willingness to consider a sponsor's product (Speed and Thompson, 2000).

Sponsor Patronage is defined as how consumer would be more likely to engage in supportive patronage behaviors for sponsors (Gwinner and Swanson, 2003).

Satisfaction with sponsors is defined as a post-consumption evaluation of sponsor's product (Oliver, 1997).

1.7. Conceptual Model

Referring to previous explanation, a conceptual model is established for this particular research. The following is the depiction:

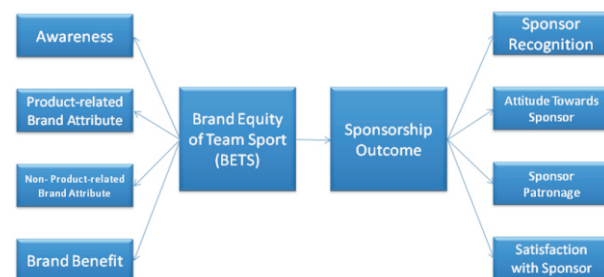


Figure 1 Conceptual Model

The conceptual model merges two theoretical perspectives of Brand Equity of Team Sports (BETS) and Sponsorship Outcome. BETS is constructed with five positive dimensions, *awareness*, *product-related attributes*, *non-product related attributes*, and *brand benefits*; all expected to correlate positively with Sponsorship outcome constructed with *sponsor recognition*, *attitude towards sponsor*, *sponsor patronage*, and *satisfaction with sponsor*.

Dimensions of BETS are expected to identify the dominant equity aspect of a sports team that can positively influence sponsorship outcome.

1.8. Research Hypothesis

Referring to the literature reference from the previous chapter, research hypothesis is formulated to describe the relationship between constructs. The research would disregard the variable 'processing mechanics' referring to sponsorship-link communication model introduced by Cornwell, *et al* (2005), as a mediating variable in the research. This is based on Gwinner and Swanson (2003) research that indicates highly identified fans is more likely to exhibit the sponsorship outcomes favorably (Sponsor recognition, attitude toward sponsor, sponsor patronage, and satisfaction with sponsor). The study would focus on Fans of Persib Bandung that identifies him/herself highly with Persib. This matter is done by selecting the respondent from who have registered as members of PT. PBB's Persib membership cards.

As the fans have already identified themselves with Persib Bandung, the processing mechanics of fan identification will be eliminated for research convenience. The research would be focus only within the context of identification within processing mechanics, and would not broaden the research that studies the context of other processing mechanics factors.

Hypothesis: BETS (Brand Equity of Team Sports) significantly affect SO (Sponsorship Outcome).



Figure 2. Research Hypothesis

Ho: ≤ 0 There is no positive or significant affect from Brand Equity of Team Sports to Sponsorship Outcome

H1: > 0 There is a positive and significant affect from Brand Equity of Team Sports to Sponsorship Outcome

1.9. Population and Sample

Research that utilize SEM statistical testing technique, would require a minimum number of 100 sample (Ghozali, 2004), on multivariate studies (including multiple regression analyses) the number of sample should be a couple of times bigger (10 times) to the number of analyzed variable, or 10 times the number of question items in the questionnaire (Roscoe, 1975 see Sekaran (2000)). This particular research employs 20 items of questions to measure Sponsorship Outcome and BETS constructs, so it would require a minimum sample of 200. To anticipate the number of invalid questionnaires with unanswered items, the larger the sample the better the result would serve (Kerlinger, 1973 see Sekaran (2000)), researcher would utilize the number of sample as many as 400.

The population is identified as the fans of Persib Bandung, but for research convenience, researcher would extract data from members of PT. PBB. That is why a judgment sampling will be utilized as the researcher believed that only a certain type of people would be the appropriate respondents for the research whom are familiar with Persib Bandung, and knows about football, so they can provide the proper response. The research would disregard the variable 'processing mechanics' referring to sponsorship-link communication model introduced by Cornwell, *et al* (2005), as a mediating variable in the research. This is based on Gwinner and Swanson (2003) research that indicates highly identified fans is more likely to exhibit the sponsorship outcomes favorably (Sponsor recognition, attitude toward sponsor, sponsor patronage, and satisfaction with sponsor).

The study would focus on Fans of Persib Bandung that identifies him/herself highly with Persib. This matter is done by selecting the respondent from who have registered as members of PT. PBB's Persib membership cards. As the fans have already identified themselves with Persib Bandung, the processing mechanics of fan identification will be eliminated for research convenience. The research would be focus only within the context of identification within processing mechanics, and would not broaden the research that studies the context of other processing mechanics factors.

2. Data Collection

2.1. Questionnaire

The research utilized for this particular study is questionnaire, which would measure both research constructs, Brand Equity of Team Sports (BETS) and Sponsorship Outcome, with an addition the demographical information. Measurement for items of questions would utilize a five point-scale using nominal scale. Referring to Elmore & Beggs (1975) in Sekaran (2000) a five point scale is better to be utilized as measurement in social research. A seven or nine-point scale doesn't increase reliability of the research. Based on the explanation, a five-point scale would be utilized, in order for ease of answering questionnaire items. There are total amount 22 items of questions as described in the following table LIKERT:

Table 2. Instrument Design - Demography

Variable	Dimension	Items/Scale	Reference
Brand Equity of Team Sports	Four dimensions (13 items)	1-5/Likert	Keller (1993), Bauer, <i>et al</i> (2005)
Sponsorship Outcome	9 items	1-5/Likert	Gwinner and Swanson (2003)
Demography	Jenis kelamin (Sex)	nominal	Bauer, <i>et al</i> (2005)
	Umur	Ordinal	
	Tingkat pendidikan	Ordinal	
	Pendapatan	Ordinal	

In the variable operation, BETS concepts from Bauer, et al. (2005) and SO concepts from Gwinner & Swanson (2003) were modified to fit the research context. For this research purpose, the context of BETS and SO must be specified to fit the sponsorship context, general sponsorship, Honda, and PT. Daya Adira Mustika. To do so, detailed variable operation is modified, referring to Brand Equity Concept of Keller (1993), and perceptual and behavioral dimensions to measure brand equity that was introduced by Aaker (1991) are utilized, in conjunction with previous BETS and SO concept.

Construct of latent variable Brand Equity of Team Sports abbreviated BETS is constructed by 4 manifest variables, Awareness (BETSA), Product-Related Attributes (BETSP), Non-Product Related Attributes (BETSN), and Brand Benefits (BETSB). BETSA is measured by 1 items; familiarity (X2). BETSP is measured by 4 measurement items; Athletic Success (X3), Star Player(s) (X4), Coach (X5), and Management (X6). BETSN is measured by 4 measurement items; Logo (X7), Logo and Brand Association (X8), Design and Colors (X9), and Regional Importance (X10). BETSB is measured by 3 measurement items; Identity (X11), Fan Identification (X12), Interest of Family and Friends (X13), and Emotional Attachment (X14). For measuring BETS there are 14 question items.

Aaker (1991) conceptualised brand equity as consisting of four main components:

- Brand awareness – consumer's awareness (through recall or recognition) that a brand exists in a product category (Aaker, 1991).
- Perceived quality – consumer's assessment of the quality of the brand (Aaker, 1991).
- Brand associations – what thoughts, images, memories, etc. are linked to a brand name in the consumer's mind (Aaker, 1991).
- Brand loyalty – the strength of the connection and commitment between the consumer and the brand (Aaker, 1991).

Previous notion from Aaker is utilized as to redefine the Construct of Sponsorship Outcome, abbreviated SO, which is proposed to be measured using 3 manifest variable. As previous model from Gwinner and Swanson (2003) is considered to be inappropriate to measure within sponsorship context of this particular research, the researcher decided that Sponsor Recognition (SOSR) to be not included in SEM analysis and omitted as it doesn't fit the research context. Attitude towards sponsor (SOATS), and Sponsor Preference (SOSP). SOSR is measured with 1 item of open question (YSO), SOATS is measured using 2 items (Y1, Y2), SOSP is measured using 3 items (Y3, Y4, Y5). The following is the proposed Variable operation with items derivatives, subject to confirmatory analysis:

Table 3. Instrument Design – Variable Operations

Latent Variable	Manifest Variable	Measurement Items	Question(s)/Statement(s) in Bahasa Indonesia	
Brand Equity of Team Sports (BETS)	Awareness (BETSA)	Familiarity (X2)	Saya mengetahui informasi yang berhubungan dengan Persib Bandung (pemain, pelatih, gaya bermain, supporter, stadion, dll.) – (I am familiar with the information concerning Persib Bandung (players, coach, playing style, supporters, stadium, etc.))	
		Athletic Success (X3)	Persib adalah tim sepakbola yang memiliki prestasi yang baik (Persib is a football club with excellent achievement)	
		Star Player(s) (X4)	Persib adalah kesebelasan sepak bola dengan pemain berkualitas bintang dengan kemampuan bermain yang handal (Persib is a club with quality star players)	
	Product-Related Brand Attributes (BETSP)	Coach (X5)	Pelatih Persib adalah orang yang handal dan memiliki kemampuan yang cakap sebagai pelatih (Persib coach is an able and competent person)	
		Management (X6)	Manajemen Perusahaan Persib sangat baik (Persib has a good management)	
		Logo (X7)	Logo Persib Bandung desainnya bagus (Persib Logo is well-designed)	
	Non-Product Related Attributes (BETSN)	Logo and brand association (X8)	Persib Bandung menggunakan logo dan simbol brand yang cocok dengan karakter warga Bandung	
		Jersey Kit Design, colour Association (X9)	Persib Bandung menggunakan warna dan desain yang cocok dengan karakter warga Bandung	
		Regional Importance (X10)	Persib Bandung adalah klub sepakbola yang penting bagi Kota Bandung dan Jawa Barat (Persib Bandung is important for Bandung and West Java Province)	
	Brand Benefits (BETSB)	Identity (X11)	Persib Bandung menjadi identitas warga Bandung	
		Fan Identification (X12)	Saya adalah seorang penggemar Persib (I am a fan of Persib)	
		Interest of Family and Friends (X13)	Keluarga dan Teman Saya tertarik jika mendengar informasi tentang Persib (my friend and family are interested to know information concerning Persib)	
		Nostalgia (X14)	Saya selalu menonton kembali pertandingan Persib dan terlibat dengan kegiatan-kegiatan yang berhubungan dengan Persib (I always wanted to come and watch Persib game and be involved with future activities concerning Persib)	
	Sponsorship Outcome (SO)	Sponsor Recognition (SOSR) – not included in SEM analysis	YSO	Sebutkan nama merk (brand) produk, layanan (jasa) atau perusahaan yang menurut Anda adalah Sponsor dari Persib
			Y1	Produk/Jasa yang menjadi sponsor Persib adalah produk/jasa yang berkualitas bagus.
Attitude Toward Sponsor (SOATS)		Y2	Saya cenderung menyukai produk/jasa yang menjadi sponsor Persib	
		Y3	Saya sering menggunakan produk/jasa dari sponsor Persib saat membutuhkan produk/jasanya (contoh: saat membeli motor, saya mencari merk yang menjadi sponsor Persib) – I frequently prefer products/services which sponsored Persib when I needed to use them/need the service	
		Y4	Jika kualitasnya sama, saya akan memilih produk/jasa yang menjadi sponsor Persib ketimbang merk lain	
Sponsor Patronage (SOSP)	Y5	Saya akan cenderung untuk memilih sebuah produk/jasa karena produk/jasa tersebut menjadi Sponsor Persib		
Demography	Gender	Jenis Kelamin	Perempuan/Laki-laki (Female/Male)	
	Age	Usia	<17, 17-24, 25-32, 32-39, >39	
	Education	Pendidikan	SMA, S1, S2, S3	
	Income	Penghasilan	<500.000, 500.000-999.999, 1.000.000-2.999.999, 3.000.000-5.000.000, >5.000.000	

2.2. Structural Model

Established instrument would then be distributed to the field where data will be collected and processed. Data processing would utilize the method of *Structural Equation Modeling* (SEM). SEM is employed to test research hypothesis and to determine the correlations between Sponsorship Outcome with Brand Equity of Team Sports.

The Following is the structural model for the research

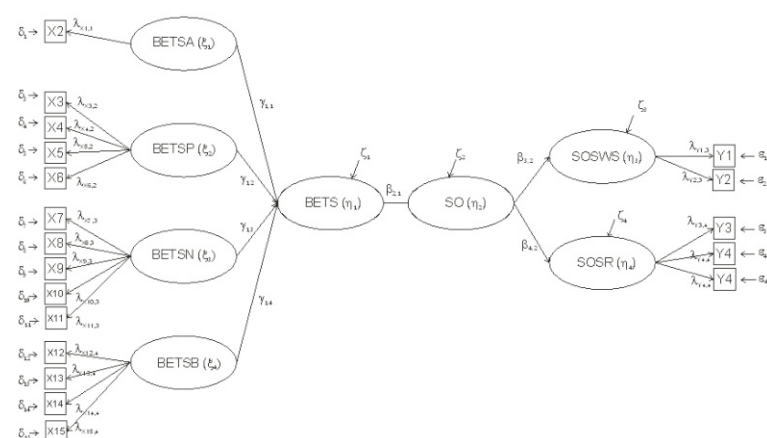


Figure 4. Structural Equation Modelling

3. Analysis

Before further analysis was employed, the items that measures Latent Variable of BETS and SO are tested for items validity and reliability using a pre-test questionnaire that was distributed to 40 samples. From the earlier 14 items of measurements of independent variables, 2 (two) items were deleted using SPSS, and considered not valid and reliable for further analysis with Pearson-correlational score below acceptable value of 0.3. On the other side, all items for measuring the dependent variable SO, no items were considered invalid or unreliable. The followings are the deleted items from the pre-test:

- X10 Persib Bandung adalah klub sepakbola yang penting bagi Kota Bandung
 X13 Keluarga dan Teman Saya tertarik jika mendengar informasi tentang Persib

3.1. Descriptive Statistics

From 4 (four) earlier manifest variable that explains BETS, a simpler 2 manifest variable was formulated, with 12 measurement items to measure latent variable BETS with details as follows: The First component, named IMAGE consists of 7 items: X3, X4, X5, X6, X7, X8, X9. The second component, named PERSONAL ATTACHMENTS, Consists of 5 items: X2, X10, X11, X12, X13. Researcher gives such particular name referring to the similarity of items, with the first seven items relevant of measuring image and the next five items relevant for measuring a new construct named personal attachment. For ease of analysis, descriptive statistics is placed before SEM testing of is conducted. This is done to discover which groups of respondents, with significant score of Sponsorship Outcome based on BETS variables. The groups can be divided based on demographic facts of the respondents.

As mentioned earlier in the methodology, for all measurement items, a scale of 1 to 5 is utilized, with 1 representing the lowest score, and 5 representing the highest score for each questions. So, by noticing the basic measurements researchers can analyze the results of each item, the manifest variables, and constructs a whole. Persib's image from the fans perspectives scored the value of 4.131514 and the Personal Attachment between Persib with fans is 4.065509 so the total score of BETS Persib construct scored the value of 4.095. SO total score is 3.6595, while the value SO General (SOUMUM) is 3.707692, SO Honda is 3.650124, and SO Adira is 3.620844.

For the Sponsorship Outcome, we can generate a conclusion that in general context, SO scores is quite good, and lower score is obtained within specified context of Honda, and slightly lower score within the context of PT. Daya Adira Mustika.

For the YSO variable that check respondents' awareness towards Persib sponsors, the question was left opened, with respondents allowed to fill respons(s). Some fill the provided blanks to answer his/her awareness towards Persib sponsors with more than just a single response, while some decided to fill it with only one answer. Some also decided not to fill the answers, and strangely some even answers that they don't know Persib sponsors. To be noted, the number of respondents whom are aware of PT. Daya Adira Mustika is a sponsor was extremely low (7), compared to Honda (119). This question item was given before respondents answers items Y11-Y15 (Y1ADIRA-Y5ADIRA).

The followings are analyses of demographical aspects of the respondents:

- 1) Sex
 Both male or female fans of Persib tends to perceive a high Brand Equity of Team Sports to Persib Bandung. The result of the Sponsorship Outcome based on BETS is moderately high although lower compared to BETS. Male fans tend to regard BETS of Persib slightly higher than female fans (4.1 compared to 4.0), and consistent with it, sponsorship outcome in overall were mostly a slight higher in Male fans compared to female fans. Only in SOHONDA, sponsorship outcome in male fans scored lower number (3.64) compared to female fans (3.66)
- 2) Age
 Referring to previous literature reference, five groups are developed to categorize age groups; below 17, 17-24, 25-32, 32-39, and above 39 years old. No significant differences occur in the five age groups. Group 3 (25-32) shows the most significant score of BETS (4.3), indicating a high perceived equity from this age group. This group also has the highest score for SOUMUM (4.08) and SOHONDA (4.03), with score surpassing 4, while the highest score of SOADIRA can be found within >39 group age.
- 3) Education Level
 The respondents education level is divided in five groups; high school education (SMA) diploma (D3), Undergraduate (S1), Graduate (S2), and Doctorate (S3). Perceived BETS scored lowest at group S1 (3.84) and highest at group S3 (4.61). While all other groups shows similar pattern with a high BETS and a quite significant lower SO, it is quite fascinating to know that S3 groups, person with the highest education level, exhibit a quite consistent pattern of BETS correlating with SO as the number are all above 4. The most inconsistent responses can be found from the second largest group, SMA with a high BETS score (4.2) but a moderately lower SO ranging from 3.58 to 3.65. Compared to other education groups, the deviation of SMA groups is considerably high.

4) Monthly Income

Monthly incomes of respondents are divided into five groups ranging from below 500,000 rupiahs to over 5,000,000 rupiahs. Income doesn't necessarily affects perceived BETS of Persib and also SO with a certain predictable pattern, although income group below 500K scored the lowest number of each observed items compared to other groups. The 54 respondents that belong to this group perceived BETS of Persib to be lower, compared to other groups. But then again, the number is still high (3.98).

The descriptive statistic analysis concluded that there's no significant pattern to predict respondent responses on BETS and SO constructs judging from their demographic groups. Male respondents tend to score a slight higher BETS and SO number compared to female respondents, although the differences are not significant. It is not wise to conclude that male fans tend to perceive higher Brand Equity and resulted a better Sponsorship Outcome compared to female fans, as the number differences are very small.

3.2. SEM Assumption Test

Before conducting SEM analysis to study the correlation of observed constructs, a SEM assumption testing is required and after several adjustments (setting error covariance between dependent latent variable free), all three SEM models for general sponsorship context, Honda, and also PT. Daya Adira Mustika can be declared as fit.

3.3. Validity and Reliability testing for SEM model

After goodness of fit test, this study would conduct reliability and validity test. Reliability is to check consistency of research instrument in measuring particular concept, and validity shows the ability of research instrument to measure precisely or correctly in measuring data. In SEM, reliability and validity evaluation of each indicators is conducted by checking the t-count value or checking levels of estimated coefficient of standardized loading factor. An indicator is declared valid as a measurement instrument if the standardized loading factor coefficient is statistically significant (Value of t-count > 1,96 (t-table for of significance = 0.05)).

Next step, reliability construct is evaluated or composite reliability for each measurement model by counting construct reliability coefficient and/or variance extracted. Construct validity and value and variance extracted are indicated by the higher the coefficient indicates that model is reliable. A measurement model is indicated to have adequate reliability with construct reliability above 0.70 or variance extracted not less than .50. As for this research, for all SOUMUM, SOHONDA and SOADIRA models all were indicated that the models have adequate construct reliability, meaning that it can show consistency when the same measurement tools is used for re-testing the same sample with similar conditions.

3.4. Empirical Testing of Construct Relationship

Using LISREL, we can obtain the total correlation coefficient of observed construct, and also obtaining t-value that indicates its significance. T-value of BETS towards SOUMUM is 11.65, SOHONDA is 2.04, and BETS towards SOADIRA is 10.29. All the values are > 1.96, it means that H0 is rejected and H1 is accepted. It can be concluded that BETS (Brand Equity of Team Sports) significantly affect SO (Sponsorship Outcome) for the context of General Sponsorship, Honda, and PT. Daya Adira Mustika.

3.5. SEM test result analysis

From SEM analysis re-specification and hypothesis, we can conclude the SEM analysis test result as follows:

Research hypothesis is proven; with Brand Equity of Team Sports significantly affect Sponsorship Outcome, be it for the context of general sponsorship, Honda, or PT. Daya Adira Mustika. Further, the study attempt to analyze how BETS would affect SO in each of the study, based on data of SOUMUM for general sponsorship context, SOHONDA for sponsorship context of Honda, and SOADIRA for sponsorship context of PT. Daya Adira Mustika. In overall analysis, SEM proved that all items obtained from earlier statistical process using factor analysis, indicated that all dependent exogenous variable significantly affect Brand Equity of Team Sports and correlated with Sponsorship Outcome.

For all equation, be it SOUMUM, SOHONDA, and SOADIRA, the modified concept of BETS introduced by Bauer, et.al (2005) modified with earlier theories of Brand Equity by Keller (1993); and Sponsorship Outcome Concept introduced by Gwinner and Swanson (2003), modified by researcher shows construct reliability. SEM correlation test also indicated good validity coefficient.

Referring to the YSO analysis, concerning respondents answering HONDA as the top of mind of sponsors, this study concluded that Sponsorship Outcome gained by HONDA is not just in the level of Awareness (as the top of mind sponsor), but also gaining preferable attitudes, referring to SEM test.

For PT. Daya Adira Mustika, however, only 7 respondents noticed the sponsor. So in term of awareness, PT. Daya Adira Mustika fails to gain top of mind awareness while gaining preferable attitude within the sponsorship outcome constructs.

4. Conclusions

Brand Equity of Team Sports significantly affects Sponsorship Outcome. Since the hypothesis is accepted, a concept that correlates Brand Equity of Team Sports with Sponsorship Outcome can be established, and elaborated for specific context of general sponsorship, Honda, and PT. Daya Adira Mustika in Persib Bandung.

The followings are the pictorial depictions for all studied sponsorship context:

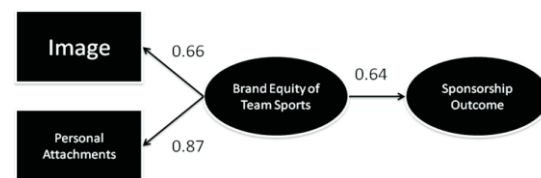


Figure 4. Empirical Test Result of UMUM

Structural Equation of General Context of Sponsorship:

$SO = 0.64 \cdot BETS$, with Errorvar.= 0.59 , and coefficient correlations (R^2) = 0.41

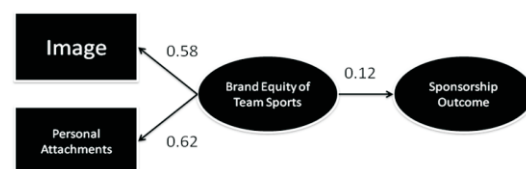


Figure 5. Empirical Test Result of HONDA

Structural Equation of Honda Sponsorship:

$SO = 0.12 \cdot BETS$, with Errorvar.= 0.98 , and coefficient correlation (R^2) = 0.016

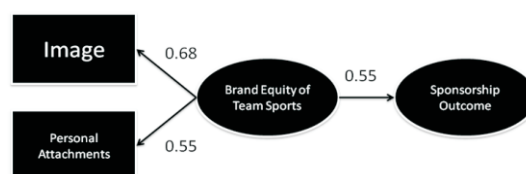


Figure 6. Empirical Test Result of ADIRA

Structural Equation of PT. Daya Adira Mustika Sponsorship:

$SO = 0.55 \cdot BETS$, with Errorvar.= 0.70 , and coefficient correlation (R^2) = 0.30

From the result of all three studied context of Sponsorship, it can be concluded that Both Image and Personal Attachments can be utilized as measurement that builds Brand Equity of Team Sports construct. The Higher Personal Attachments of fans would result a higher Brand Equity of Team Sports. The correlation between Brand Equity of Team Sports and Sponsorship Outcome is proven to be significant for all context of sponsorship.

Research hypotheses are indicated to be significantly proven, so it can be declared that Brand Equity of Team Sports significantly affect Sponsorship Outcome. Constructs that builds Brand Equity of Team Sports correlates with Sponsorship Outcomes. Constructs that builds Brand Equity of Team Sports can be observed from result of SEM.

Image is proven to be significant, indicating that there are empirical prove that shows the higher the Image would result a higher Brand Equity of Team Sports. For each raise of Image would result a raise of 0.66 towards Brand Equity of Team Sports for general sponsorship context, 0.58 raise for HONDA context, and 0.68 raise for ADIRA context. Statistic descriptive analysis doesn't show any particular pattern that would represent any demographical group behavior towards this explained hypothesis.

Personal Attachments is proven to be significant, indicating that there are empirical prove that shows the higher the Personal Attachments would result a higher Brand Equity of Team Sports. For each raise of Image would result a raise of 0.87 towards Brand Equity of Team Sports for general sponsorship context, 0.62 raise for HONDA context, and 0.55 raise for ADIRA context. Statistic descriptive analysis doesn't show any particular pattern that would represent any demographical group behavior towards this explained hypothesis. Descriptive Statistics indicated that Image scores higher value (4.13) compared to Personal Attachments (3.98), indicating that Image slightly has the edge of affecting Brand Equity of Team Sports.

From the result of all three studied context of Sponsorship, it can be concluded that Both Image and Personal Attachments can be utilized as measurement that constructs Brand Equity of Team Sports.

4.1. Recommendation for Practitioners and Businesses

Sponsorship is widely accepted as an effective marketing tool. This research also proves a significant impact of sponsorship, for the context of Persib Bandung. However, for the case of PT. Daya Adira Mustika, such effort of becoming the main sponsor of Persib doesn't necessarily result a top of mind awareness for the product. Luckily, Honda, the product of PT. Daya Adira Mustika, scored the highest level top of mind for Persib Sponsor. This would be a recommendation for further research also, suggesting a recommended study that focus why would PT. Daya Adira Mustika score a low awareness, although researcher predicted mere expose details as the cause.

Due to such notion, careful considerations must be put before deciding a strategic decision in sponsoring. It is quite logical that sponsoring a particular team would serve good for targets that are also fans of the particular team. But whether it is worth the money or not is up for careful considerations. Another logical suggestion from the researcher would simply not suggesting businesses to sponsor small sports entities/teams as it would serve only small benefit, although such notion is highly debatable as it is not empirically proven.

This study is focused on the main sponsors of Persib, which leaves other sponsors, particularly small ones unobserved. It is fascinating to see how small sponsorship, deals would gain business benefit as it comes only with small compensations (e.g. small branding expose). Is it worth it? Is it effective to become a small sponsor with only few branding compensation that are miniscule? Past research and also further research is recommended to serve as references to answer such question.

The researcher would also like to note the sponsorship privileges obtained by main sponsors compared to the foreign counterparts. As far as the researcher knows, sponsorship deals are very rigid for established football leagues (e.g. English Premiership, Spanish Primera Liga, or Italian Serie A), with compensations are merely branding exposure. On the other hand, here in Indonesia, main sponsors are given liberty to decide what sort of compensation from the sponsored sports entities.

For example, Persib players can be exploited as the sponsor's wish for promotional and endorsement purposes, something that is rarely found in foreign football leagues, as endorsement deals involving sponsors should be related with the player itself. Hence, sponsors are highly associated with Brand Equity of Persib.

4.2. Recommendation for further research

From the research results, analyses and conclusions, this study would suggest several recommendations for further study concerning similar topics of BETS and Sponsorship Outcome.

1. This particular research modifies past concepts of BETS and Sponsorship Outcome by Bauer, et.al. (2005) and also from Gwinner and John (2003). Both past studies produced a detailed model with detailed factors that explains constructs of BETS and Sponsorship Outcome. Although this research also attempted to utilize the concepts, steps of research indicated that the model can be simplified by two concepts only, named Image and also Personal Attachments. It is suggested that further studies that attempts to re-discover this matter to test similar concepts with different research objects (e.g. fans from other football teams or other sports teams). Further, other concepts that would predict BETS are proposed to be studied.
2. This study merely adapts past concept of BETS and Sponsorship Outcome, both past studies were conducted abroad, with different context of sports, fandom, nationality, culture, and many other aspects. The researcher would suggest adding such concept, and studying how would they affect further research as a development of this research. In particularly, economic analysis that would be a predictor of BETS, economic analysis of Sponsorship Outcome, and fandom that would also influence BETS. It also suggested adding local culture and study how the factor would moderate BETS and Sponsorship Outcome.
3. The researcher also suggest further research to broaden research objects, particularly not limiting to a particular sports team fans (e.g. Viking of Persib), as fans would tend to perceive a high level of BETS.

Bibliography

- (2008). ARSENAL Broaden Their Range. *Marketing Week* , 26.
- (1994). *IEG Sponsorship Report, "Performance Research Quantifies NASCAR Impact"*. London: IEG.
- (2007). SPONSORSHIP: In association with. *Marketing Week* , 26.
- (2008, March). Top 20 Most Expensive Sponsor. *Forbes Magazine* .
- (n.d.). *www.wikipedia.org: brand*. Retrieved from *www.wikipedia.org: http://www.wikipedia.org/en/brand*
- Aaker, D. (1991). *"Managing Brand Equity: Capitalizing on the Value of a Brand Name"*. New York: Free Press.
- Bauer, H. H. (2005). Customer-based brand equity in the team sport industry Operationalization and impact on the economic success of sport teams. *European Journal of Marketing Vol. 39 No. 5/6* , 496-513.

- Bennett, R. (1999). "Sports sponsorship, spectator recall and false consensus". *European Journal of Marketing, Vol. 33 No. 3/4* , 291-313.
- Cornwell, B. T. (n.d.). "SPONSORSHIP-LINKED MARKETING: OPENING THE BLACK BOX". *Journal of Advertising. Armonk: Summer Vol. 34, Iss. 2* , 21-22.
- Crimmins, J. a. (1996). Sponsorship: From Management Ego Trip to Marketing Success. *Journal of Advertising Research* (36), 11-20.
- Dean, D. (1999). Brand endorsement, popularity, and event sponsorship as advertising cues affecting consumer pre-purchase attitudes. *Journal of Advertising* , 2-12.
- Dionisio, P. a. (2008). Fandom affiliation and tribal behavior: a sports marketing application. *Qualitative Market Research: An International Journal* , 17-39.
- Fahy, J. F. (2004). Competitive advantage through sponsorship: A conceptual model and research propositions. *European Journal of Marketing* , III (8).
- Gwinner, K. &. (2003). A Model of Fan Identification: Antecedents and Sponsorship Outcomes. *Journal of Services Marketing* , 17 (3), 275-294.
- Gwinner, K. (1997). A Model of Image Creation in Event Sponsorship. *International Marketing Review* , 145-158.
- Gwinner, K. P. (1999). Brand Image through Event Sponsorship: The Role of Image Transfer. *Journal of Advertising* , 8.
- Hair, J., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate Data Analysis*. New Jersey: Pearson Prentice Hall.
- Harvey, B. (2001). Measuring the effects of sponsorship. *Journal of Advertising Research* , 59-65.
- J. Richard Shannon and Turley, L. W. (2000). The impact and effectiveness of advertisements in a sports arena. *Journal of Services Marketing* , 323-335.
- Keller, K. L. (1993). Conceptualizing, Measuring, and Managing Customer-Based Brand Equity. *Journal of Marketing* , 1-22.
- Keller, K. L. (2001). Mastering the Marketing Communications Mix: Micro and Macro Perspectives on Integrated Marketing Communication Programs. *Journal of Marketing Management* , 17 , 819-847.
- Keller, K. L. (2008). *Strategic Brand Management*. Pearson Prentice Hall.
- Lardinoit, T. &. (2001). Attitudinal effects of combined sponsorship and sponsor's prominence on basketball in Europe. *Journal of Advertising Research* , 41, 48-58.
- Lardinoit, T. &. (2001). Sponsorship and recall of sponsors. *Journal of Psychology and Marketing* , 167-190.
- Madrigal, R. (2000). The influence of social alliances with sports teams on intentions to purchase corporate sponsors' products. *Journal of Advertising* , 29 (4).
- Mason, K. (2005). How Corporate Sport Sponsorship Impacts Consumer Behavior. *Journal of American Academy of Business* , 32.
- McCracken, G. (1989). Who Is the Celebrity Endorser? Cultural Foundations of the Endorsement Process. *Journal of Consumer Research* , 310-321.
- McDaniel, S. R. (1999). An Investigation of Match-Up Effects in Sport Sponsorship Advertising: The Implications of Consumer Advertising Schemas. *Journal of Psychology and Marketing* , 163-184.
- Meenaghan, T. a. (1999). Media effect in commercial sponsorship. *European Journal of Marketing* , 328-347.

- Meenaghan, T. (1991). The Role of Sponsorship in the Marketing Communications Mix. *International Journal of Advertising* , 35-47.
- Meenaghan, T. (2001). Understanding sponsorship effects. *Journal of Psychology and Marketing* , 95-122.
- Myung-Soo Lee, D. M. (n.d.). Attitudinal constructs towards sponsorship: Scale development using three global sporting events. *International Marketing Review* , 159-169.
- Nicholls, J. S. (1999). Brand Recall and Brand Preference at Sponsored Golf and Tennis Tournaments. *European Journal of Marketing* , 365-386.
- Pokrywczynski, J. (1994). The Differential Impact of Televised Exposure to Sports Arena Displays Versus Commercials. *Academy of Advertising Proceedings* (p. 147). Tucson, AZ: American Academy of Advertising.
- Pracejus, J. W. (1998). Seven Psychological Mechanisms through Which Sponsorship Impacts Consumers. *17th Annual Advertising and Consumer Psychology Conference*. Portland.
- Richardson, B. &. (2003). Football Supporters and Football Team Brands: A Study in Consumer Brand Loyalty. *Irish Marketing Review* , 43.
- Sekaran, U. (2000). *Research Methods for Business, A Skill-Building*. John Wiley & Sons, Inc.
- Ukman, L. (1998). *Assertions: IEG Sponsorship Report*. IEG International.
- Wijanto, S. H. (2008). *Structural Equation Modelling dengan LISREL 8.8*. Yogyakarta: Graha Ilmu.
- Williams, J. (1994). The local and the global in English soccer and the rise of satellite television. *Sociology of Sport Journal* , 176-397.