

CAUSE-RELATED SPORT MARKETING AND
ITS EFFECTS ON CONSUMER BEHAVIOR

A Dissertation

by

JAE DEOCK LEE

Submitted to the Office of Graduate Studies of
Texas A&M University
in partial fulfillment of the requirements for the degree of

DOCTOR OF PHILOSOPHY

August 2009

Major Subject: Kinesiology

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Co-Chairs of Committee,	Mauricio Ferreira
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ABSTRACT

Cause-Related Sport Marketing and Its Effects on Consumer Behavior. (August 2009)

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Co-Chairs of Advisory Committee: Dr. Mauricio Ferreira
Dr. George B. Cunningham

The objective of this dissertation was to construct a customer-based cause-related sport marketing (CRSM) model and test the relationships among the proposed antecedents, consequences, and moderators. Three experimental studies were executed to achieve the research purpose. Study 1 aimed at examining how customers evaluate cause-related marketing (CRM) campaigns of team licensed products. A choice experiment ($N=109$) indicated that (a) a “social responsible” feature was the second most important attribute for choosing a baseball cap, (b) a low-fit, but familiar, CRM program was preferred to a high-fit, but unfamiliar, program, and (c) fan identification moderated the impact of sport/cause fit on students’ choice of team licensed products.

Study 2 investigated the impact of personality and gender on consumer attitudes toward CRSM programs. A 2 (sport/cause fit) x 2 (motivation) within subject experiment ($N=86$) found that (a) both sport/cause fit and motivation engaging in CRSM significantly affected consumer attitudes toward CRSM, (b) females showed more positive attitudes toward CRSM programs, and (c) Agreeableness was positively related to consumer attitudes toward CRSM but Neuroticism was negatively associated.

Study 3 centered on the direct and moderating effects of fan identification and organizational identification on consumer attitudes toward CRSM programs using intercollegiate sport as a context. A two-group (high vs. low-fit CRSM messages), between subject, and post-test only experiment ($N=309$) denoted that (a) respondents showed more positive attitudes toward high-fit CRSM messages, (b) both fan identification and organizational identification moderated the effects of sport/cause fit on attitudes, and (c) positive attitudes increased purchase intentions on the cause-related products.

To sum up, the three experimental studies support the relationships among antecedents, consequences, and moderators proposed in the customer-based cause-related sport marketing model. Theoretical and practical contributions are discussed. Finally, several limitations and future research directions are also established.

DEDICATION

To my wife, Jeesuk Ahn, who always supports and encourages my work, and our proud two children, Hojun and Victoria.

To my parents, Seungdong Lee and Geumhee Paik, who have loved me and supported everything for me.

To Jeesuk's parents, Myoungsoo Ahn and Yangsim Lee, for providing all sorts of tangible and intangible support.

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CHAPTER I

INTRODUCTION: CAUSE-RELATED SPORT MARKETING

Over the last several decades, corporate social responsibility (CSR) emerged as a significant issue in the business community. Increasingly corporations are getting involved in socially responsible initiatives such as monetary contributions, grants, public service announcements, promotional sponsorships, employee volunteers, and in-kind contributions (Kotler & Lee, 2005). Corporate giving is projected to have increased 1.9 %, from \$15.39 billion in 2006 to \$15.69 billion in 2007 (*Giving USA*, 2008). Recently, International Event Group (IEG) projected sponsorship spending by the United States (US) and Canadian companies on causes was up to \$1.5 billion in 2008, an increase of 4.4%, from \$1.4 billion in 2007 (IEG, 2008).

Among diverse CSR initiatives, cause-related marketing (CRM) has been referred to as a strategic marketing tool of corporations in the past decades (Kotler & Lee, 2005; Nan & Heo, 2007). In a broad context, CRM is defined as “a strategic positioning and marketing tool which links a company or brand to a relevant social cause or issue for mutual benefit” (Pringle & Thompson, 1999, p. 3). It is argued that CRM is another type of corporate philanthropy, with more expectation on return on investment (Adkins, 1999; File & Prince, 1998). However, a majority of researchers defined CRM as marketing activities in which companies connect consumer purchase directly to

This dissertation follows the style of *Journal of Sport Management*.

supporting social causes (Varadarajan & Menon, 1988). The seminal work by Varadarajan and Menon (1988) conceptualized CRM as “the process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue-providing exchanges that satisfy organizational and individual objectives” (p. 60).

Whether or not CRM includes transactions between consumer buying and donations to social causes, prevalent trends suggest corporations do well by doing good. The *2008 Cone Cause Evolution Study* supports this trend by indicating that 85 % of Americans reported having a more positive image of a product associated with a social cause for which they had a concern (Cone, 2008). Furthermore, the *2008 Cone/Duke University Behavioral Cause Study* indicated that CRM can significantly drive actual consumer choice; in one case, sales for a brand increased 74% when it was associated with a cause. It also showed that despite economic crisis, more than 70% of Americans think corporations should maintain or increase financial support of causes and nonprofit organizations (Cone, 2008).

As many firms are increasingly involved in cause-related marketing and campaigns (Pringle & Thompson, 1999), business researchers have examined various factors influencing customer perception and response toward these societal marketing initiatives, such as congruence between a brand and a cause (Barone, Norman, & Miyazaki, 2007; Becker-Olsen, Cudmore, & Hill, 2006; Bloom, Hoeffler, Keller, & Meza, 2006; Pracejus & Olsen, 2004; Simmons & Becker-Olsen, 2006), company motivation for engaging in CRM (Barone, Miyazaki, & Taylor, 2000), timing (Becker-

Olsen et al., 2006), donation magnitude (Grau, Garretson, & Pirsch, 2007; Olsen, Pracejus, & Brown, 2003; Strahilevitz, 1999), and organizational identification (Cornwell & Coote, 2005).

Consistent with the emerging CRM trends, the sports industry is actively involved in societal marketing initiatives (Babiak & Wolfe, 2006; Extejt, 2004). Based on Pringle and Thompson's (1999) broad definition, Lachowetz and Gladden (2002) built a conceptual framework for understanding CRM in spectator sports. In addition, they introduced a new term, cause-related sport marketing (CRSM), defined as "strategic sport marketing aimed at creating a mutually beneficial link between a company, sports organization or athlete, and a social cause through the use of sports events and programs" (p. 319).

Babiak and Wolfe (2006) classified CRSM into four different categories. First, professional leagues implemented CRSM (e.g., Read to Achieve (NBA), Baseball Tomorrow Fund (MLB), and United Way (NFL)). Second, each franchise team has its own foundation to support the community (e.g., San Francisco Giants Community Fund). Third, individual star athletes support social causes through their own foundations. An example of this type of CRSM is the Lance Armstrong Foundation, which has recorded the highest revenue in 2007, \$52 million, among sports related foundations (Johnson, 2007). Finally, mega-sport events execute socially responsible programs. Babiak and Wolfe (2006) illustrated numerous cause-related events and promotions conducted in Detroit during Super Bowl XL. Moreover, corporations join the

CRSM programs through sponsoring events related to social causes (Irwin, Lachowetz, Cornwell, & Clark, 2003; McGlone & Martin, 2006).

Statement of the Problem

Although many sports organizations are involved in a variety of CRSM initiatives, academic research has just started to look at these new trends. For the sport management domain, there have been only descriptive (Irwin et al., 2003; Roy & Graeff, 2003) or case-based studies aimed at examining consumer responses to CRSM initiatives (Babiak & Wolfe, 2006; Extejt, 2004; McGlone & Martin, 2006). For instance, Irwin et al. (2003) conducted a survey of spectators at the FedEx St. Jude Classic professional golf tournament in which cause-related sport sponsorship program was employed. They found spectators were more likely to have positive beliefs, attitudes, and behavioral intentions toward a company when sport sponsorship is associated with a nonprofit organization. Roy and Graeff (2003) also examined consumer attitudes toward cause-related marketing initiatives in professional sports. Their findings showed that consumers highly agreed with the idea that pro sports teams or athletes should support local charities or causes. In addition, Babiak and Wolfe (2006) explored socially responsible initiatives associated with Super Bowl XL in Detroit. McGlone and Martin (2006) also studied one case of cause-related marketing: a Live Strong fundraising campaign, which Nike and the Lance Armstrong Foundation co-sponsored.

Despite contributions of extant literature, research on cause-related marketing trends in the sports industry is still in its early stages. To develop an academic body of knowledge in the area of CRM in sports, building a comprehensive theoretical

framework is necessary (Bagozzi, 1984). Lachowetz and Gladden (2002) have initially constructed a framework for understanding the CRSM phenomenon. In the framework, they presented four essential conditions for successful CRSM programs: resonance of cause with the organization's target market, organizational commitment to the CRSM program, tangible exchange between the cause and the organization, and promotion of the CRSM program. These conditions are essential to create, enhance, or reinforce brand associations, which in turn would allow CRSM programs to achieve successful outcomes in terms of brand image, brand loyalty, and consumer brand switching.

The CRSM framework suggested by Lachowetz and Gladden (2002) contributed to the sports management literature by explaining how CRSM can develop brand equity. However, there has been a paucity of research in sport management that has examined variables from the CRM research literature, such as a company's motivation for engaging in CRM (Barone et al., 2000) and customer identification with a cause (Cornwell & Coote, 2005), that have been found to influence consumer responses to CRM programs, and can potentially influence CRSM. Furthermore, relatively little research has been conducted to examine how individual consumer characteristics (e.g., gender and personality) can potentially impact responses to CRSM programs.

Considering that Varadarajan and Menon (1988) called for future studies on consumers' behavioral and affective responses to CRM, it is noteworthy to investigate the role of consumer characteristics, such as identification with a brand and a cause, personality, and gender in the effectiveness of CRM. Moreover, as Lachowetz and Gladden (2002) proposed, CRSM research should examine the impact of CRSM

programs on consumers through an experimental design. Rigorous experimental study would allow inspection of a cause-and-effect relationship between variables.

Purpose of the Study

Therefore, to fill a void in the literature, this dissertation aims at constructing a customer-based CRSM model that incorporates variables hypothesized to affect consumer behavior and testing the relationships between proposed variables. The proposed CRSM model includes (a) four CRSM management factors: fit between a sport and a cause (Becker-Olsen et al., 2006), motivation for involvement in CRSM (Barone et al., 2000), timing (Becker-Olsen et al., 2006), and tangible exchange between a sport and a cause (Strahilevitz, 1999), (b) four individual-level factors: gender (Ross, Patterson, & Stutts, 1992), personality (Guy & Patton, 1988), team identification (Madrigal, 2000), and cause identification (Cornwell & Coote, 2005), and (c) three outcome variables: consumer choice (Barone et al., 2000), consumer attitude toward CRSM (Pirsch, Gupta, & Grau, 2007) and purchase intention (Cornwell & Coote, 2005).

In more detail, the following research questions are the focus of this dissertation: (a) is there any value for sports organizations to implement cause-related marketing programs? Do CRSM programs affect consumer behavior constructs, such as attitude, purchase intention, and actual choice? (b) Which type of cause, or charity, would offer the most gain? And (c) what are the roles of individual-level factors, such as gender, personality, and team and cause identification in the effectiveness of CRSM programs?

To address the research questions, three experimental studies were implemented. The purpose of Study 1 was to examine the impact of cause-related marketing initiatives

on consumer choice of a team licensed product. By conducting discrete choice experiments with undergraduate students, the effects of congruence between a sport and a cause (Becker-Olsen et al., 2006) and fan identification (Madrigal, 2000) on consumer choice were tested. From pretests, Study 1 used a hypothetical CRSM context that the Major League Baseball (MLB) teams donate a specific amount of sales of baseball caps to a high-fit cause organization (Baseball Tomorrow Fund) or a low-fit one (Susan G. Komen Breast Cancer Foundation).

Study 2 further explored relationships between constructs in the proposed model, specifically examining the role of gender and personality as a predictor of consumer attitudes toward CRSM initiatives, as well as a moderator of the impact of sport-beneficiary fit and the sport organization's motivation on consumer attitudes toward CRSM. The same CRSM context, the MLB supports Baseball Tomorrow Fund (high-fit) and Susan G. Komen Breast Cancer Foundation (low-fit), was used in Study 2. However, the motivation of MLB for engaging in the CRSM program was manipulated by statements: profit-motivated versus socially-driven. Participants were given four different CRSM messages based on fit and motivation (2 X 2 factorial, within subject design), and they were asked to respond to questions about their personality, demographic characteristics, and attitudes toward each message.

Finally, Study 3 attempted to look at the role of consumer identification with a sport and a cause in the effectiveness of CRSM. Using a different context from the first two studies, intercollegiate athletic teams associated with a cause were selected to test if relationships between constructs in the model would differ depending upon the contexts.

For Study 3, two fictitious CRSM messages, varied only in the level of fit between a sport and a cause, were given to the participants to measure consumer identification with a sport and a cause, attitudes toward the CRSM message, and the purchase intention of the advertised product. Through the experiment, the relationships among fit, fan identification, cause identification, consumer attitudes toward CRSM, and purchase intention are examined.

Significance of the Study

This dissertation offers both theoretical and practical contributions. From a theoretical standpoint, the proposed framework for CRSM could provide an integrated understanding about how customers respond to CRSM strategies and which factors should be considered in implementing the CRSM programs. Hunt (1971) introduced the conceptualization of theory as “systematically related sets of statements, including some law-like generalizations that are empirically testable” (p. 65). This study can help the development of customer-based CRSM theories by testing the relationships among variables. For instance, if the moderating role of fan identification were confirmed between antecedents and outcomes of CRSM, this study can provide initial theoretical explanations for the CRSM effects on consumers. The model can also serve as an initial framework from which new relationships can be examined by incorporating other theoretical frameworks, such as social identity theory (Tajfel & Turner, 1979) and the associative network memory model (Keller, 1993). Further, this study answers the call for using experimental studies to examine CRSM (Lachowetz & Gladden, 2002) by applying three experimental studies to investigate relationships within a CRSM model.

From a practical and managerial standpoint, this study presents useful information for marketing practitioners. Sport managers can potentially utilize the information from the model to implement CRSM initiatives. To illustrate, suppose that high congruence between a sport organization and a beneficiary and socially-driven motives engender more positive customer attitudes toward CRSM programs. Practitioners can then use this information to inform the choice of highly congruent associations between a sport and a cause to maximize impacts on consumers. Also, practitioners can also consider the need to carefully advertise the CRSM programs so as to be perceived by consumers as socially-motivated. Moreover, the impacts of individual-level factors, such as gender, personality, and identification, in the effectiveness of CRSM programs enable practitioners to plan a fitting advertisement approach when they carry out cause-related marketing campaigns. For instance, given that females are considered more agreeable, and people who highly identify with a sports team are more likely to have positive attitudes toward CRSM, marketing directors of sport organizations could achieve their objectives by targeting those segments. Accordingly, this study gives practitioners useful information about CRSM and its effects on customer behavior constructs.

Summary

In summary, it becomes imperative to investigate the emerging CRSM trends in which more sport organizations are engaged. Societal marketing efforts could benefit various stakeholders, such as sport organizations, athletes, nonprofit organizations, the local community, and internal employees (Kotler & Lee, 2005). Despite growing interest

in and prevalence of CRSM programs, the research generated for this topic is still inadequate. Therefore, developing a theoretical framework to understand this relatively new phenomenon is needed. More specifically, it would be valuable to identify which cause-related initiatives have the most gain, how sport marketers manage/design CRSM programs, and how customers respond to CRSM cognitively and affectively.

To accomplish this research agenda, this dissertation has been organized into five chapters and appendices. Chapters II, III, and IV contain a series of three experimental research papers. Chapter II examines the role of fan identification and brand/cause congruence when consumers choose a team licensed product associated with a cause. Chapter III further studies the function of individual-level factors, gender and personality traits, in consumer attitudes toward the CRSM programs. Chapter IV investigates how consumer identification with a sports team and a connected cause influences their response toward the CRSM programs. Finally, Chapter V returns to the proposed CRSM frameworks and research questions and synthesizes the findings and implications from the three studies. Additionally, an expanded review of cause-related marketing literature and a detailed CRSM framework can be found in Appendix A.

CHAPTER II
THE ROLE OF FAN IDENTIFICATION IN THE EFFECTIVENESS OF CAUSE-
RELATED MARKETING CAMPAIGNS (STUDY 1)

Introduction

Over the past decades, cause-related marketing (CRM) has been considered as one of the most promising communication tools in the United States (IEG, 2008). Recent estimates projected corporate spending in cause-related initiatives to reach \$1.5 billion in 2008, a 4.4% increase from the previous year (IEG, 2008). Following the cause-related marketing literature, CRM refers to initiatives where firms contribute a specified amount to a cause contingent upon the consumer buying the company's product (Varandarajan & Menon, 1988). This type of marketing initiative is to be distinguished from sponsorship of causes, where the contribution to a cause does not depend on the consumers' purchases (Cornwell & Coot, 2005).

Many studies have demonstrated that the impact of CRM on consumer choice can be influenced by many factors (Barone et al., 2000; Bloom et al., 2006; Pracejus & Olsen, 2004; Strahilevitz & Myers, 1998). One factor is the degree of perceived fit between the firm contributing to a cause and its beneficiary. Higher degrees of perceived fit between the firm and the beneficiary can aid consumers' information processing and have been shown to have a positive impact on consumer choice (Pracejus & Olsen, 2004). Another factor of influence is the trade-offs that individuals are willing to make when making a purchase that would benefit a cause (Barone et al., 2000). The degree to

which consumers are willing to make trade-offs may depend on how large the trade-offs are and how the brand engaging in CRM compares to other brands on other features that are also important to the purchase decision (Barone et al., 2000). In addition, the way consumers evaluate firms' motivations to engage in CRM, whether they are socially or profit-motivated, can influence how much value they assign to a "social responsible" feature of a brand (Barone et al, 2000). Furthermore, the product category, whether more frivolous or more practical, can influence whether individuals would choose to make a contribution to a charity or obtaining price discounts through purchases (Strahilevitz & Myers,1998).

The way individuals identify with organizations may also play an important role in explaining consumer choice and the success of a cause-related marketing initiative. Bloom et al. (2006) have shown that the degree of affinity individuals have with different types of brand affiliations (e.g., sport teams, social causes, events, arts) can impact the importance individuals assign to the affiliation itself as an attribute of the brand. Using conjoint analysis, they have observed that when an affiliation is perceived as too "commercial" like professional sport teams, individuals were more likely to consider the affiliation as unimportant or negative to the brand. This was observed even when a condition of high-fit affiliation (e.g., between a beer brand and a sport team) was examined. Both a high-fit commercial affiliation (e.g., beer and sport team) and a low-fit commercial affiliation (e.g., beer and Sunday night movie on network television) were weighted negatively toward the brand. The opposite was true when the affiliations were cause-related.

This study seeks to extend the current work on the influence of CRM on consumer choice by providing evidence that the identification with the organization engaging in CRM can impact consumer choice. Instead of examining the degree of affinity between commercial (e.g., sports team) versus cause affiliations (e.g., a reading program) as considered by Bloom et al. (2006), this study examines the extent to which affinity can vary between two cause-related affiliations and the impact of identification may have in this relationship. Particularly, a choice experiment was implemented, which indicate that preference for purchasing licensed products that would result in a donation to a cause can depend on familiarity with the cause and the level of identification individuals have with the licensor. Results supported the notion that preference is higher for a product affiliated with a cause that is more familiar to respondents, albeit not congruent with the brand, than for a product affiliated with a cause that fits well with the brand, but is not familiar to respondents. However, this preference for a product associated with a less familiar cause that fits the brand well increases as identification with the brand (licensor) increases.

Theoretical Background

Brand-Cause Fit

Fit or congruence in a social marketing context is the perceived link between the causes and firms (Becker-Olsen et al., 2006). Congruence is defined as “the extent to which a brand association shares content a meaning with another brand association.” (Keller, 1993, p. 7). The notion of congruence is important because it can impact how well consumers can process information related to brand and its affiliations and improve

clarity of firm's positioning (Simmons & Becker-Olsen, 2006). A perceived high-fit between firms and causes would be consistent with individuals' prior expectations regarding firms' actions, which in turn facilitate how they process the information and form brand images. An example of high fit would be a beer sponsoring a designated driver program or a retailer of home improvement and construction sponsoring a program to help the homeless (Becker-Olsen et al., 2006; Bloom et al., 2006). Professional sport leagues and community-based sports may also represent a high fit relationship. On the other hand, perceived low-fit associations can lead to confusion and negative attitudes toward the firm (Becker-Olsen et al., 2006). An example of low fit would be a beer sponsoring children's reading program, a retailer of home improvement and construction sponsoring domestic violence, or a sport team sponsoring art events for youth.

Becker-Olsen et al. (2006) showed that a low fit between a firm and a cause is likely to diminish purchase intentions, overall attitude toward sponsor, and perceptions of credibility. They also showed that most positive outcomes were observed for high-fit and socially-driven initiatives as opposed to profit-driven initiatives. Moreover, Pracejus and Olsen (2004) showed that higher fit between brand and beneficiary can directly and positively impact consumer choice.

Although brand-cause fit has been shown to impact consumer choice, its impact may be moderated by other factors. I contend here that identification with the brand can play a role in the impact fit can have on choice.

Social Identity Theory

Social identity theory (Tajfel & Turner, 1979) is one theory that may be useful in understanding CRM initiatives. Basically, social identity theory holds that people define themselves in terms of membership to social categories (Ashforth & Mael, 1989). Tajfel (1982) explained that “social identity is the individual’s knowledge that he belongs to certain social groups together with some emotional and value significance to him of the group membership” (p. 31). Thus, according to this theory, people tend to have in-group favoritism and needs for positive distinctiveness from others. Therefore, this theory would suggest that individuals might be willing to engage in purchasing a product if the purchase is perceived as a way to support an organization they care about.

Social identity theory has received a great amount of attention in high involvement contexts like sports. Fans highly identified with teams are likely to evaluate other fans of the same team (in-group members) more positively than out-group members (Branscomb & Wann, 1994; Wann & Dolan, 1994), as well as more likely to purchase their team licensed products (Fisher & Wakefield, 1998), and attend games of teams they are identified (Fisher & Wakefield, 1998). Largely driven by Daniel Wann and his associates, the literature had also found fan identification to have an impact on various constructs, such as bias toward ingroup fans (Branscomb & Wann, 1994; Wann & Dolan, 1994), self-esteem (Wann, Royalty & Roberts, 2000), emotional responses to team performance (Wann & Branscomb, 1992; Wann, Royalty, & Rochelle, 2002), aggression (Dimmock & Grove, 2003; Wann, Peterson, Cothran, & Dykes, 1999), and biased predictions of player performance (Wann et al., 2006). In addition to

identification with teams, Funk and James (2001) contend that individuals may also be psychologically attached to the sport overall. Thus, a sport fan identified with a particularly sport team (e.g., Texas Rangers) or the sport overall (e.g., Baseball) may be willing to purchasing a product if the purchase is perceived as a way to support their team or the sport they care about. This form of behavior can be a way for individuals to reinforce their in-group favoritism toward those who are also fans of the same team or care about the same sport.

Identification has also started to receive some attention in the CRM literature. For example, Cornwell and Coote (2005) looked at the impact of identification with a nonprofit organization (NPO) on consumers' intentions to purchase the sponsors' products. Using a survey research methodology, they found a positive relationship between consumers' identification with the NPO and their purchase intention of sponsors' products. Gupta and Pirsch (2006a) also conducted two experiments examining the role of customer identification with the company in the brand-cause fit relationship. The results of two experiments indicated that a high congruence between a brand and a cause improved attitudes toward the CRM and increased purchase intention. Moreover, the effects of congruence were enhanced when the respondents were highly identified with the company as well as the cause.

Based on the previous findings, it is expected that a cause with high degree of fit with a brand to be evaluated more positively than a cause with a low degree of fit with the brand. However, it is also expected that this evaluation to be either exacerbated or mitigated depending on the degree of identification individuals have with the brand or

cause. Thus, individuals may be more willing to purchase products if the purchase is perceived as a way to support a cause they care more about. That is, preference for a beneficiary congruent with the brand can be more evident among those who were highly identified with the brand.

Method

Sampling and Procedure

To accomplish the study's objectives, 119 students currently enrolled in three online sport management classes at a large Southwestern university were asked to participate in an online discrete choice experiment.

Previous CRM research, with the exception of a few (Barone et al., 2000; Pracejus & Olsen, 2004), emphasizes the importance of examining the effectiveness of CRM initiative by using trade-off methods. The choice framework employed here is based on well-established random utility theory, which indicates that individuals are utility maximizers. That is, individuals form overall preferences for products based on their preferences associated with each relevant and important feature of the product and choose the one product that they can derive most benefits. This choice framework also indicates that choices are stochastic in nature, which means that there is a degree of randomness in the choice process in a way that individuals will not always choose the product that will maximize utility.

Following this framework, cause-related marketing programs were considered one of the attributes from which individuals can derive benefits from a product. By

doing so, this study can directly evaluate the contribution a cause-related marketing program can make to consumers' overall choices.

The context was chosen as a licensor-beneficiary relationship in the sport for its high degree of involvement between fans, teams, and sport overall. Major League Baseball (MLB) currently licenses its teams' logos to affiliates for a royalty fee. Licensees use this right to commercialize the logos by selling sport teams' clothing and apparels and expect to profit from those who would like to purchase products from their favorite teams.

In the experiment, students were asked to assume they were shopping for MLB sport team-licensed baseball caps. They were shown 14 scenarios, and for each scenario, they were asked to make a choice from three options: two professional MLB baseball team cap options and a "none" option. The baseball caps shown in each scenario varied in five attributes, which were previously identified as described below as the most influential to students' choice: MLB sport team logo (2 levels), front design (2 levels), back design (3 levels), social cause (3 levels), and price (3 levels). Social causes were presented as "\$1 donation to a [high-fit or low fit] charity", or "Not related to social causes." (See Figure C-1).

Two pretests were conducted to inform the study. The first pretest ($N=33$) was conducted to identify the most important attributes that influence students' choices of baseball caps and to create a list of social causes students were aware and consider important and relevant. Six different social causes (American Heart Association, Susan G. Komen Breast Cancer Foundation, American Red Cross, American Cancer Society,

UNICEF, and amfAR) and the five attributes displayed in Figure C-2 were identified in the pretest the ones most frequently recalled by students.

The second pretest ($N=65$) evaluated the strength of the relationship between two Major League Baseball (MLB) teams (Houston Astros and Texas Rangers) and social causes previously identified to establish pairs of equally important and relevant social causes: one social cause that represented a high fit and another that represented a low fit with the MLB teams. The reason why only two franchises were chosen is that these two pro teams were at least familiar to the subjects in Texas, where the study took place. In addition, for the second pretest, two cause-related programs (Baseball Tomorrow Fund and Boys and Girls Club) were added, in which the MLB is currently involved. The addition of these two programs allowed to include programs that were more relevant to the MLB brand, yet programs with which students were less familiar (not identified in the first pretest). Fit between MLB and eight social causes were measured using four Likert-scale items ($1 = \textit{Does not fit at all}/7 = \textit{Fit very strongly}$, $1 = \textit{Not similar at all}/7 = \textit{Very similar}$, $1 = \textit{Not consistent at all}/7 = \textit{Very consistent}$, $1 = \textit{Not complementary at all}/7 = \textit{Very complimentary}$), adopted from Becker-Olsen et al. (2006). In this pretest, Baseball Tomorrow Fund (BTF) was identified as the cause with the highest fit with MLB, and Susan G. Komen Breast Cancer Foundation (SKB) as the cause with lowest fit with MLB in all four constructs. Fit varied as expected (high fit $M=5.42$ and low fit $M=2.02$). As a result of this pretest, two programs varied in fit were selected: (a) Baseball Tomorrow Fund (BTF), which was a high-fit program, and (b) Susan G. Komen Breast Cancer Foundation (SKB), which was a low-fit program.

Nevertheless, it is important to point out that SKB was a cause previously identified by the students as relevant and important to them, whereas, BTF was not recalled by students. Consequently, these two causes inevitably created an interaction condition between fit and familiarity: (a) a condition of high-fit, low-familiarity/relevance – BTF, and (b) a condition of low-fit, high-familiarity/relevance – SKB. Given these conditions, it is expected that SKB to be preferred over BTF because it is more familiar, and potentially more relevant and important to the students. However, it is also expected that those identified with the teams and the sport of baseball may favor BTF as a way to show their in-group favoritism.

To understand its moderating role, identification with the professional teams was measured using the Sport Spectator Identification Scale (SSIS) developed by Wann and Branscomb (1993). The SSIS, successfully used in several countries (Wann, Melnick, Russell, & Pease, 2000), consists of seven items shown in Table B-1. The degree of identification with a team can be calculated by simply summing all values within the scale for each team separately. Since our goal here was to focus on MLB and the sport of baseball, a composite score¹ was used by summing the identification scores for the two teams together. This score provided a distribution of responses that varied from low identification with both teams (e.g., those respondents not emotionally involved) to high identification with both teams (e.g., a sport enthusiast; baseball lover).

¹ The team-specific scores were also used in the analysis, but results were not much different from using a composite score. Therefore, the use of a composite score was retained in the analysis.

Data Analysis

A multinomial logit model was used to understand the relative importance of product attributes to students' decisions to purchase baseball caps as well as the moderating effects of identification. First, a main-effects model was built to relate choice of baseball caps to their attributes, including the social-cause program. Then, the main-effects model was compared to the one, which included the interaction terms between fan identification and the product attributes. The significance of the interaction terms provides evidence for the role identification can play in determining consumer choice, especially in moderating the impact of a social cause program on choice.

Results

Table B-2 shows the results of multinomial logit model including both main and interaction effects. First, all five attributes of the main effects model had significant impacts on students' choice of baseball caps. Overall, students were more likely to choose an Astros baseball cap with an elastic adjustor and a curved-peak design. In addition, individuals preferred a cap that benefited the Susan G. Komen Breast Cancer Foundation and had a low price. Second, interestingly, the social cause attribute was the second most important attribute to students' decisions to purchase baseball caps. In other words, front design was the most important attribute, followed by social cause, team logo, back design, and price from the coefficients of interaction effects model. To examine relative importance of each attribute, ranges between the highest coefficients and the lowest ones within each attribute were calculated. Then, the importance rate was

computed, each range divided by the sum of ranges. As a result, the social cause attribute had the second highest importance rate, 28.91%.

The interaction effects model was employed to examine the role of fan identification. The likelihood ratio chi-square test was performed to compare the main effects model with the interaction model. The difference in deviance fit scores (-2 times log-likelihood) between two models was significant ($\chi^2=11.72$, $df=2$, $p<.01$). Thus, the interaction effects model significantly improved prediction of students' choice; meaning the moderating impact of fan identification was significant. As shown in Table B-2, interaction coefficients between fan identification and social cause were significant. Preference for a high-fit, low-familiarity beneficiary (e.g., Baseball Tomorrow Fund) increased as identification with the organization increased.

To graphically portray the interaction between identification and social cause initiatives, all respondents were divided into three equal groups based on their fan identification scores ranging from low to high. Then, multinomial logistic regression models of low-identified and high-identified groups was run and the part-worth (coefficients) on social cause attribute of the two models was compared. As a result, as shown in Figure C-3, the low identified group showed the highest preference ($\beta= 0.34$) toward donating \$1 to the Susan Breast Cancer Foundation (low-fit) every unit sold , whereas the highly identified group showed the highest preference ($\beta= 0.23$) toward donating \$1 to the Baseball Tomorrow Fund (high-fit) every unit sold.

Discussion

This study sought to examine the moderating role of identification on the effectiveness of cause-related programs. Using a choice-based conjoint analysis, this study investigated how students evaluate CRM initiatives against other attributes when they buy team licensed products. Three main findings were noteworthy. First, the offering of a cause program was the second most important attribute that influenced students' decisions to purchase baseball caps. Second, confirming our expectations, students were more likely to choose a CRM program that they were more familiar with despite its lower degree of fit with the sponsoring organization. Third, there was a moderating role of fan identification in the evaluations of different cause-related programs.

The first finding replicates previous studies indicating that a cause-related marketing strategy can have an effective influence on consumer choice (Barone et al., 2000; Pracejus & Olsen, 2004). However, the cause-related program was identified as the second most important attribute; showing that the students were willing to trade-off other attributes to support a cause of their interest. This may be explained by product categories used in this study. According to Strahilevitz and Myer (1998), charity incentives work better for frivolous products than for practical ones when consumers respond to CRM programs. Following this contention, it is possible that the effects of a social cause have been more influential for a more frivolous product category such as a baseball cap. This would be consistent with the results of Barone et al. (2000), where

trade-offs of social causes with quality or price for a personal computer may be more difficult to make (larger trade-offs) than trade-offs of social causes for a baseball cap.

The second finding that students selected more baseball caps that supported Susan G. Komen Breast Cancer Foundation warrants further discussion. It is important to note that individuals were observed to have distinct preferences between two cause-related programs regardless of their degree of fit with the brand. Supporting expectations, students preferred the cause with which they were more familiar and relevant as opposed to the one with a higher degree of fit. Since most of the studies in the literature have only compared the effects of a CRM program to either a no CRM program condition, a high-fit versus low-fit condition, or other types of affiliations (e.g., commercial, arts, events, etc.), this result extends our knowledge by showing that being familiar with and consider the cause relevant and important not only impacts choice, but also that it had more influence than degree of brand-cause fit on choice.

More significantly, fan identification has been found to play a moderating role in consumer choice. That is, preference for a beneficiary was more evident for those who were highly identified with the cause that they care more about (e.g., the sport of baseball for sport fans). Based on social identity theory (Ashforth & Mael, 1989), highly identified fans seemed to be more likely to evaluate their in-group members (other baseball beneficiaries) more favorably (Wann & Branscomb, 1993). Thus, those identified with the teams and the sport of baseball tended to favor BTF as a way to show their in-group favoritism toward those who also love their sport.

The results of this study provide useful insights and suggestions for future studies. From the theoretical standpoint, identification was shown to play an important role in the effectiveness of cause-related marketing. This potential role of identification has been examined in the sponsorship context (Cornwell, Weeks, & Roy, 2005; Cornwell & Coote, 2005; Madrigal, 2001). Cornwell, Weeks, and Roy (2005) suggested model of sponsorship-linked marketing communication and brought the identification construct as one of the important processing mechanisms in the model. Madrigal (2001) also found that identification with a team moderated the effect of attitude on intention to purchase the sponsoring product. Cornwell and Coote (2005) showed that organizational identification with the cause led to increase purchase intention of sponsoring products. Although previous studies have examined the identification construct, no study to our knowledge has shown its impact on consumer choice. As such, cause-related models should not ignore the role that identification with the brand as well as the cause can play in the effects of CRM on consumer choice.

In addition, this study contributes to our knowledge that the effectiveness of a CRM program can vary between cause-related programs. Future studies should further examine the nature and characteristics of different cause-related programs. Some causes may be considered as creating more “good” than others. Furthermore, controlling for familiarity with the program would also be important to better distinguish the elements that may constitute the differences between cause-related programs.

Despite the contributions of this study, there were some limitations. A small and limited sample, consisting of college students, was one shortcoming. People belonging

to different age groups, education levels, and socioeconomic status may respond differently toward different CRM initiatives. Also, other influencing factors on CRM effectiveness such as motivation (Barone et al. 2000), timing (Becker-Olsen et al., 2006), and donation magnitude (Strahilevitz, 1999) were excluded in this study. Future research should be conducted with more diverse populations and include other influencing factors.

Nevertheless, in conclusion, this study shows that identification plays an important role in the effectiveness of CRM programs. The results were noteworthy and warrant further investigations to enhance our understanding of the role it can play in a broader theoretical context.

CHAPTER III
THE ROLE OF PERSONALITY IN CONSUMER ATTITUDES TOWARD CAUSE-
RELATED SPORT MARKETING (STUDY 2)

Introduction

Societal marketing programs are prevalent in the sport settings (Irwin, Lachowetz, Cornwell, & Clark, 2003) as well as in the business environment (Gupta & Pirsch, 2006) today. Varadarajan and Menon (1988), in defining cause-related marketing (CRM), differentiated the term of CRM from corporate philanthropy or sponsorship in that CRM involves a business transaction between the customer and the company before a donation is made. Hence, companies donate a portion of consumer purchase directly to a social cause. Thus, CRM can be viewed as a coalignment of corporate philanthropy and strategic marketing.

However, Lachowetz and Gladden (2002) suggested a theoretical framework for understanding CRM in spectator sports from a different standpoint. They introduced a term of Cause-related Sport Marketing (CRSM) and defined it as “strategic sport marketing aimed at creating a mutually beneficial link between a company, sport organization, or athlete and a social cause through the use of sport events and programs” (p. 319). That is, CRSM concept does not necessarily have to include the transaction process of CRM. Rather, CRSM can be an interchangeable term for sport philanthropy (Johnson, 2007) and sport corporate social responsibility (Walker, 2007).

CRSM initiatives have been implemented in different forms. For example, it is common today to see individual star players organizing charitable foundations to help children or patients like the Doug Flutie Jr. Foundation. In addition, many professional leagues (e.g., NBA Cares) or franchises (e.g., Boston Red Sox Foundation) have supported the community and nonprofit organizations (Roy & Graeff, 2003). As one of the CRSM initiatives, the NBA Cares is the social responsibility program of the National Basketball Association (NBA). Under this umbrella program, the NBA, its teams and players have committed to donating \$100 million to charity, providing a million hours of hands on service to the community and creating 250 places where kids and families can live, learn or play. General business firms also have participated in cause-related programs by sponsoring sport events associated with causes (Irwin et al., 2003). Recently, Babiak and Wolfe (2006) illustrated that a mega sports events, like the Super Bowl, involves various cause-related programs such as educational, cultural, infrastructural, and charity related initiatives.

Given the amount of attention and development of CRSM programs, academic researchers have begun to examine its impact on sport consumer behavior. Initial work by Roy and Graeff (2003) and Irwin et al. (2003) have focused on consumer attitudes, beliefs, and behavioral intentions toward CRSM. Their results indicated that consumers tend to have positive attitudes and perceptions toward cause-related initiatives of sport organizations. These studies provide an initial understanding of how CRSM actually works. However, many more questions still exist regarding the role of these cause-related initiatives in sport.

To further understand CRSM, it would be helpful to start with a review of CRM in other academic fields. Since Varadarajan and Menon's (1988) seminal work, many researchers have examined what CRM is, as well as its potential benefits and risks (Adkins, 1999; Gourville & Rangan, 2004; Kotler & Lee, 2005; Pringle & Thompson, 1999; Varadarajan & Menon, 1988; Webb & Mohr, 1998). Moreover, many scholars have looked at consumer perceptions, responses, and behaviors toward CRM (Barone, et al., 2000; Becker-Olsen et al., 2006; Bloom et al., 2006; Cornwell & Coote, 2003; Pracejus & Olsen, 2004; Ross, Patterson, & Stutts, 1992; Simmons & Becker-Olsen, 2006). In general, previous studies showed that CRM can have a positive or negative impact on consumer responses according to various factors. Some of the most influential factors on CRM are fit between firms and beneficial cause (Becker-Olsen et al., 2006; Pracejus & Olsen, 2004; Simmons & Becker-Olsen, 2006) and firms' motivation to engage in CRM programs (Barone et al., 2000; Becker-Olsen et al., 2006; Ellen, Webb, & Mohr, 2006), and gender (Ross et al., 1992; Berger, Cunningham, & Kozinets, 1999). More specifically, the literature on CRM indicates that consumers are more likely to respond positively when beneficial causes are highly congruent with products or firm value (Becker-Olsen et al., 2006) and when they perceive that firms engage in CRM programs for more altruistic reasons to benefit a cause rather than for commercial exploitation (Barone et al., 2000). Individuals of opposite sex can also differ in how they react to CRM programs. Ross et al. (1992) conducted personal interviews and found that females showed significantly more favorable attitudes toward a CRM program than males.

Despite the many advances of previous studies on identifying how factors such as fit, motivation, and gender affect consumer response, no previous research has shed light on the role individual characteristics such as personality that may play on consumer response toward CRM. Particularly, examining how an individual's personality may shape his or her reactions to CRM initiatives could prove useful to guide marketing strategies (Alwitt, 1991), such as building customer profiles of specific market segment based on personality. Furthermore, there have been numerous studies looking at the role of personality in consumer behavior literature (Chen & Lee, 2005; Fraj & Martinez, 2006; Horton, 1979; McDaniel, 2001; Orth, 2005). Especially, understanding personality of socially conscious consumers has received much attention from previous research (e.g., Guy & Patton, 1988), indicating that it could be meaningful to examine relationships between consumer personality and responses toward CRSM initiatives.

Therefore, the purpose of this study was to examine the role of personality as a predictor of consumer attitudes toward CRSM, as well as a moderator of the relationship between fit (Becker-Olsen et al., 2006) and motivation (Barone et al., 2000) and consumer attitudes toward CRSM. The main premise here is that the personality of some individuals, especially the socially conscious consumer, may influence their reactions to CRSM, especially under different conditions of fit and motivation. This is examined, particularly, by bringing the CRSM programs implemented by the Major League Baseball (MLB) as a context. MLB is particularly suitable to this study because it is one of the most active pro sports leagues involved in cause-related programs these days (Extejt, 2003; Johnson, 2007).

Hypotheses Development

The role of personality in consumer attitudes toward CRSM programs is presented in Figure C-4. The model shows a direct impact of personality traits on consumer attitudes toward CRSM controlling for fit, motivation, and gender as well as its moderating role in the relationships between the two antecedents (fit and motivation) and attitudes. Additionally, the model illustrates not only a direct impact of gender on attitudes toward CRSM but also its moderating effect in the relationships between fit and attitudes. The following sections detail the two antecedents, gender, and personality traits in the development of consumer attitude model toward CRSM initiatives.

Fit between the MLB and Social Cause

Congruence between a brand and a related cause is one of the most frequently examined factors in the CRM literature (Becker-Olsen et al, 2006; Bloom et al., 2006; Lafferty, 2007; Pracejus & Olen, 2004; Simmons & Becker-Olsen, 2006). Becker-Olsen et al. (2006) defined fit in this context as “the perceived link between a cause and the firm’s product line, brand image, position, and/or target market” (p.47). The idea that the congruence between firms (brands) and beneficiaries impact consumer perception is supported by the associative network memory model (Anderson, 1983), which suggests that a high fit association between a brand and its beneficiary will be easier to consumers to store and recall from memory (Keller, 1993). Therefore, it is plausible to assume that consumers may respond positively to high-fit CRM initiatives due to existing perceptions of congruity between beneficiaries and firms. In other words, if consumers

view CRM as an appropriate or necessary behavior of the firms, they are more likely to show a favorable attitude towards the brand responsible for that initiative.

Becker-Olsen et al. (2006) indicated that high-fit CRM initiatives improve consumer perception but low-fit initiatives result in a negative impact on consumer beliefs, attitudes, and intentions. Pracejus and Olsen (2004) also showed that fit between the brand and the cause can have a positive impact on the success of CRM programs. Based on these results, it is plausible to expect that sport consumers should also react more positively to high-fit CRSM initiatives. For example, consumers might respond positively when the MLB franchises support youth baseball players because of the congruence of this relationship. This leads to our first hypothesis:

H1: Individuals will have more positive attitudes toward high-fit CRSM programs than for low-fit CRSM ones.

Sport Organization's Motivation

Consumer perceptions of the motivation, or why firms engage in CRM initiatives, have also been shown to exert influence on consumer responses toward CRM initiatives (Barone et al., 2000; Becker-Olsen et al., 2006; Ellen et al., 2006). Barone et al. (2000) indicated that consumers are more likely to react positively toward a CRM program when they attribute the firm's motivation to be cause-beneficial, not cause-exploitative. However, Becker-Olsen et al. (2006) found that perceived corporate integrity is not altered when the firm is viewed as motivated by profit-centered interests. Ellen et al. (2006) also studied consumer attributions for corporate social programs, and

revealed that consumers respond positively to firms' value-driven motives but negatively to stakeholder-driven and egoistic intention.

Given past studies, it is plausible to expect in sport settings that consumer attributions for CRSM play an important role. That is, consumers respond positively or negatively toward CRSM programs based on their judgments on motives of sport organizations involved in the program. For instance, if consumers perceive that sport organizations implement CRSM programs in order to improve the society in general, they might be more likely to have a positive attitude toward the CRSM initiatives. However, consumers could react negatively to sport organizations if they consider them to perform CRSM with commercial motivation. As such, perceived motivations of sport organizations engaging in CRSM could be examined as a vital factor; the following hypothesis is proposed accordingly.

H2: Individuals will have more positive attitudes toward socially-motivated CRSM programs than for profit-motivated ones.

Role of Gender

Several studies have examined the role of gender in the CRM context (Berger et al., 1999; Kropp, Holden, & Lavack, 1999; Ross et al., 1992). Ross et al. (1992) showed that CRM influenced positively consumer perceptions of the sponsoring company. Berger et al. (1999) also indicated that females tended to have more positive attitudes toward cause claims and the associated product. These findings are based on studies of sex roles suggesting that females are more favorable toward self and other-oriented appeals than are males (Meyers-Levy, 1988). Eagly and Crowley (1986) also argued that

females seemed to engage in helping behavior that is more caring and nurturing. As such, we expect that females will have more positive attitudes toward CRSM programs.

Moreover, gender could play a significant role if it ties with cause organizations in the context of CRM. Cornwell & Coote (2005) found a positive relationship between consumers' identification with a non-profit organization and their intentions to purchase sponsoring brands. In other words, the more identified with a related organization, the more positive attitudes toward the CRM consumers will show. In line with this finding, it is assumed that gender could moderate the relationships between fit and attitudes toward CRSM, if the beneficiary is tied with gender (e.g., a cause that appeals more to women such as a breast cancer foundation). The following are hypotheses based on the above arguments.

H3a: Female participants will have more positive attitudes toward CRSM programs than males.

H3b: Gender moderates the effects of fit on consumer attitude toward CRSM programs such that females will have more positive attitudes toward CRSM programs that appeal more to women.

Personality of the Socially Conscious Consumers

Although academic efforts in explaining consumer behavior with theories and concepts from personality have begun in the 1950s, the field was largely abandoned by the 1970s (Bosnjak, Denis, Galesic, & Tuten, 2007). This was likely due to Kassirjian (1971) describing the state of personality and consumer behavior research as "equivocal" given the small amount of the variance in actual consumer behavior explained by

personality. Therefore, research of personality and consumer behavior has focused primarily on concepts and approaches from cognitive and social psychology (Bosnjak et al., 2007). Thus, personality studies in the consumer behavior field have primarily approached the periphery, not the core, of the contemporary field of personality psychology. Despite these criticisms, understanding the relationship between personality and consumer behavior is an important research topic especially in the area of the socially conscious consumer. Some researchers have examined whether socially conscious consumers or altruistic/helping consumers have specific personality traits (Anderson & Cunningham, 1972; Brooker, 1976; Guy & Patton, 1988; Rushton, Chrisjohn, & Fekken, 1981; Smith & Shaffer, 1986). Rytting, Ware, Prince, File, and Yokomoto (1994) examined psychological types and philanthropic styles. They found that philanthropic styles are strongly influenced by the Thinking-Feeling (T-F) preference of the MBTI test, one of the popular personality tests. That is, donors with “T” preference respond to community and investment related causes, whereas “F” gives for more personal religious and altruistic reasons. Guy and Patton (1988) studied why people help others and indicated that “we-oriented” and self-confident among diverse personality are related to helping behavior. Rallapalli, Vitell, Wiebe, and Barnes (1994) explored consumer ethical beliefs and personality traits. By conducting correlation analysis of ethical beliefs and characteristics, they showed that need for autonomy, need for aggression and risk propensity were positively correlated with negative ethical perceptions and need for social desirability was negatively correlated with actively

benefiting from an illegal action. These results suggest an impact of consumer personality on attitudes toward CRSM programs.

The Big Five model (Mount & Barrick, 1995) provides a framework to examine the relationship between personality and other behavior constructs like job performance (Barrick, Stewart, & Piotrowski, 2002) and leadership (Judge, Bono, Ilies, & Gerhardt, 2002), to study personality in the context of CRSM. Although the use of the Big Five model of personality in the field of consumer behavior is relatively low compared to utilization in organizational behavior research, this model is considered the most robust personality frameworks from many scholars (Costa & McCrae, 1988; Goldberg, 1981). Even though this model is descriptive and has limitation due to its grounding in factor analysis, it offers a significant and integrative framework for the basic human difference study (Mooradian & Olver, 1996). Thus, using this Big Five model to measure consumer personality in the context of CRSM seems to be appropriate.

Big Five model of personality consists of five traits: Extraversion, Agreeableness, Neuroticism (Emotional Stability), Openness to Experience, and Conscientiousness. According to Mount and Barrick's (1995) taxonomy, Extraversion is represented by "being sociable, gregarious, talkative, assertive, adventurous, active, energetic and ambitious" (p. 165). Agreeableness includes traits such as "being courteous, good-natured, flexible, trusting, cooperative, forgiving, empathic, caring, soft-hearted, and tolerant" (p. 165). Neuroticism, a negative term of Emotional Stability, stands for "being anxious, depressed, angry, emotional, insecure, nervous, fearful, and apprehensive" (p. 165). Despite somewhat disagreement of scholars with the other two dimensions (Mount

& Barrick, 1995), Openness to Experience refers to “being creative, cultured, curious, polished, original, broadminded, intelligent, and artistically sensitive” (p. 166); lastly, Conscientiousness reflects the extent to which a person is “responsible, careful, persevering, orderly, cautious, conscientious, planful, hardworking, and achievement-oriented” (p. 164).

First of all, with regard to Agreeableness trait, Costa and McCrae (1992) suggested that agreeable people are altruistic and more likely to help others. In addition, people with Agreeableness usually pursue cooperation rather than competition (Costa & McCrae, 1992). Although some people consider CRSM programs commercial and profit-oriented, they still agree with the fact that organizations implementing CRM can benefit nonprofit organization (Webb & Mohr, 1998). Moreover, Polonsky and Wood (2001) indicated that one of the consumer rewards from CRM is satisfying consumer altruistic needs of the self by helping society. Rallapalli et al. (1994) also showed that individuals with high need for social desirability are more likely to have ethical beliefs regarding consumer actions. Therefore, consumers with Agreeable personality will be likely to respond positively toward CRSM programs. Moreover, consumers with Agreeableness might reward even more on high-fit and socially motivated CRSM programs. As such, the moderating role of Agreeableness in the effects of fit and motivation on consumer attitudes will be also examined.

H4a: Consumer ‘Agreeableness’ personality trait will be positively associated with attitude toward CRSM program.

H4b: Consumer 'Agreeableness' personality moderates the effects of fit and motivation on consumer attitude toward CRSM program such that as 'Agreeableness' increases, the higher the attitudes toward high fit and socially motivated CRSM program.

CRSM programs might let consumers respond both positively and negatively to situational context. If sport organizations' cause-related marketing efforts are making sense with regard to motivation or congruence between cause and organization, consumers might be more likely to have positive attitude (Barone et al., 2000). However, if consumers suspect the organization's intention to do cause marketing programs as more on commercial, they might have negative concerns (Ellen et al., 2006). In this respect, consumers with Neuroticism are expected to be showing inconsistent response and easy to be confused toward CRSM programs because they are more likely to be nervous and aggressive about the motivation of CRSM programs. Furthermore, consumers with low levels of Neuroticism might not care about whether the CRSM program shows good fit between a sport and a cause or whether sport organizations intention to conduct societal program is socially-motivated or profit-driven. That is, the effect of fit and motivation on consumer attitudes toward CRSM programs might be changed according to levels of Neuroticism personality. As such, the following hypotheses are proposed.

H5a: Consumer 'Neuroticism' personality trait will be negatively associated with attitude toward CRSM program.

H5b: Consumer 'Neuroticism' personality moderates the effects of fit and motivation on consumer attitude toward CRSM program such that as 'Neuroticism' increases, the lower the attitudes toward high fit and socially motivated CRSM program.

Because strategic societal marketing efforts have begun since 1980s, the CRSM programs can be considered relatively a new and innovative marketing strategy.

Although there are some concerns associated with CRSM like consumer skepticism, it is a tool that eventually supports nonprofit organizations and society as a whole. This idea of supporting social causes associated with sport events, which is common and prevalent, is one of the creative marketing initiatives. Therefore, consumers with Openness to Experience might show positive responses toward CRSM programs due to its innovative characteristics. In addition, consumers with open mind might not be affected by antecedents of CRSM such as fit and motivation. For example, consumers open to new marketing concept, supporting a cause by purchasing products, might respond positively toward the CRSM initiatives regardless of fit and motivation of the CRSM programs. This reasoning led to the following hypothesis.

H6a: Consumer 'Openness to Experience' personality trait will be positively associated with attitude toward CRSM program.

H6b: Consumer 'Openness to Experience' personality moderates the effects of fit and motivation on consumer attitude toward CRSM program such that as 'Openness to Experience' increases, the higher the attitudes toward high fit and socially motivated CRSM program.

Extraversion is described as social, assertive, active, bold, and energetic (Costa & McCrae, 1992). One could argue that sport fans are described as more extroverts people rather than introvert because one of the motives to participate in sporting events is to get along with other people like anonymous spectators as well as friends and family (Gwinner & Swanson, 2003). However, Extraversion is not expected to correspond with positive or negative response toward CRSM programs. Conscientiousness is represented by hardworking, responsible, cautious, and achievement-oriented person (Mount & Barrick, 1995). These kinds of personality traits are not expected to be correlated with positive or negative response toward CRSM programs because there seems not to be enough rationale to support relationship between Conscientiousness and attitudes toward CRSM programs.

Method

Participants and Design

The purpose of this study was to determine the effects of CRSM initiatives on attitudes and the role of consumer personality in this relationship. The participants were 86 undergraduate students enrolled in online courses at a large Southwestern university. The experiment was announced to students online and they were asked to take the questionnaire in a research lab. The students' instructors of four classes were contacted and encouraged to give students extra credits for participation. On arrival at the research lab, each participant was given the questionnaire, which contained the experimental messages and questions.

In the questionnaires, a crossover design was developed in which students were exposed to four CRSM messages. The four messages were carefully constructed to represent four fit (high vs. low) x motivation (profit-motivated vs. socially-motivated) CRSM initiatives. Table B-3 shows the study design. To avoid ordering bias, students were randomly assigned to four different sequences in which the messages were presented. The crossover design followed a 4 (Sequences) x 4 (Messages) Latin Square design (Campbell & Stanley, 1963) and is shown in Table B-4. Thus, in Sequence 1, an individual saw Message 1 first, followed by Message 2, Message 3, and Message 4. Each individual was randomly assigned to one of the groups. After each message was shown, students were asked to provide their attitudes toward each message.

Manipulation of Fit and Motivation

Two-stage pretests sought to identify a pair of equally important and relevant social causes: one with a high-fit and the other with a low-fit with MLB. In the first pretest, 33 undergraduate students enrolled in a sport management class were asked to list social causes that they considered important and relevant. As a result, six different social causes (American Heart Association, Susan G. Komen Breast Cancer Foundation, American Red Cross, American Cancer Society, UNICEF, and amfAR) were the ones listed more frequently.

The second pretest evaluated the degree of fit between the MLB and each of the six social causes identified in the first pretest. Two cause-related programs (Baseball Tomorrow Fund and Boys and Girls Club) were added to broaden the sample of cause-related programs to include youth programs. Therefore, a total of eight social causes

were evaluated. A group of 65 students from another class participated in the second pretest. Fit between MLB and each of the eight social causes was measured using four scaled items following Becker-Olsen et al. (2006): (a) fit (1 = *Does not fit at all*/7 = *Fit very strongly*), (b) similarity (1 = *Not similar at all*/7 = *Very similar*), (c) consistency (1 = *Not consistent at all*/7 = *Very consistent*), and (d) complementarity (1 = *Not complementary at all*/7 = *Very complimentary*). As a result, Baseball Tomorrow Fund was perceived as the highest fit social cause with MLB and Susan G. Komen Breast Cancer Foundation as the lowest fit cause with MLB in all 4 constructs. Fit varied as expected (High fit $M=6.18$, $SD=1.17$ and low fit $M=2.73$, $SD=1.11$). Given that the Baseball Tomorrow Fund was a program not identified in the first pretest (recalled or mentioned by students), the program had the highest fit, but it was less familiar to the students. On the other hand, Susan G. Komen Breast Cancer Foundation had the lowest fit, but it was more familiar to the students (identified in the first pretest).

Motivation was manipulated by adding statements in the hypothetical messages that reflected either a profit or a social motivation. For the socially-motivated condition, students were exposed to the following statement: “MLB and the Players Association do this for the sole benefit of youth baseball players and hope that the Baseball Tomorrow Fund will *benefit people or organization that needs help*.” For the profit-motivated condition, students were exposed to the following statement: “MLB and the Players Association believe that the Baseball Tomorrow Fund will *benefit their business by increasing sales revenue from ticket or merchandising sales*.”

Measures

Consumer attitude toward CRSM message. The dependent variable was attitude toward the CRSM programs (Burton & Lichtenstein, 1988; Lichtenstein & Bearden, 1989). It was measured by six items with a 7-point Likert scale: favorability (1 = *unfavorable*, 7 = *favorable*), goodness (1 = *bad*, 7 = *good*), beneficial (1 = *harmful*, 7 = *beneficial*), attractiveness (1 = *unattractive*, 7 = *attractive*), excellence (1 = *poor*, 7 = *excellent*), and preference (1 = *I do not like this program*; 7 = *I like this program*). Participants were asked to rate their attitude after reading each message; then, the average scores of six items were used as the dependent variable. Cronbach's α reliability of the attitude scale was .96.

Perceived fit and motivation. As a manipulation check, respondents were asked to rate three items to indicate the degree of fit between MLB and each cause (Keller & Aaker, 1992) and three items to indicate perceived motivation (Becker-Olsen et al., 2006) after reading each CRSM message. For example, participants estimated their position and circle the appropriate number on the scale (e.g., 1 = *bad fit*, 7 = *good fit*; 1 = *not at all logical*, 7 = *very logical*; 1 = *profit-motivated*, 7 = *socially-motivated*).

Personality. After responding four CRSM messages, participants were asked to answer the Big Five personality scales of Saucier's (1994) Mini-Markers. This scale consists of 40 trait-descriptive adjectives. Respondents self-reported how precisely each adjective express them using a 9-point scale. Higher scores show more extraversion, agreeableness, neuroticism, openness, and conscientiousness. Mini-Markers instrument is a reduced version of Goldberg's unipolar Big-Five markers by Saucier (1994) and

shown to have excellent reliability and validity (Dwight, Cummings, & Glenar, 1998; Saucier, 1994). In this study, Mini-Markers, rather than NEO-PI-R (Costa & McCrae, 1992) and NEO-FFI (Costa & McCrae, 1992), was used to measure consumer personality due to its reliability, validity, and simplicity (Palmer & Loveland, 2004).

Manipulation Check

To confirm whether the experimental manipulation of fit (Keller & Aaker, 1992) and motivation (Becker-Olsen et al., 2006) worked in the study, the mean scores of perceived fit and motivation scale were compared. As a result of comparison, participants had significantly higher fit scores ($M=5.72$, $SD=1.24$) when they read the high-fit CRSM (the MLB supports Baseball Tomorrow Fund) messages than after reading the low-fit CRSM (the MLB supports Susan G. Komen Breast Cancer Foundation) messages ($M=5.17$, $SD=1.21$). The difference was significant ($t=4.15$, $p<.001$); thus, the manipulation of fit was satisfied in this study.

Regarding the manipulation of motivation, participants had higher motivation scores ($M=5.52$, $SD=1.20$) when they read the socially-motivated CRSM messages than after reading the profit-motivated CRSM messages ($M=4.41$, $SD=1.83$). The difference between the two groups was significant ($t=6.64$, $p<.001$); therefore, the manipulation of motivation was successful.

Data Analysis

The mixed effects model analysis was employed to examine the carryover effects as well as the direct and interaction impacts of fit, motivation, gender, and personality traits. The mixed model analysis is an appropriate approach to predict the dependent

variable when there are both fixed and random effects (Galway, 2006). In this study, each respondent was given four different CRSM messages with four different message orders; also, they were randomly assigned into four different groups. That is, group and order were random variables and fit and motivation were fixed variables. In addition, ‘carryover’ variable was created to investigate the carryover effects in the study. It was coded 0 if the message was the first; otherwise, it was defined as the message shown up before (Rickman, Dingman, & Dalen, 1974). For instance, in group 1, message order was 1, 2, 3, and 4; thus, the ‘carryover’ variable was coded as 0, 1, 2, and 3. In group 2, the message order was 4, 1, 2, and 3; thus the ‘carryover’ variable was coded as 0, 4, 1, and 2.

First, a main effects model was built to investigate the carryover effects, including group, order, carryover, fit, motivation, gender, and personality traits (Agreeableness, Neuroticism, and Openness to Experience) variables. Since group and carryover effects were not significant, the main effects model included only order, fit, motivation, gender, and personality traits variables.

Then, a full interaction model was constructed with direct factors as well as interaction terms in order to examine the role of personality traits on consumer attitudes toward CRSM programs. The full model function is shown as follows:

$$\text{Attitudes} = f(\text{order, fit, motivation, gender, gender*fit, Agreeableness, Agreeableness*fit, Agreeableness*motivation, Neuroticism, Neuroticism*fit, Neuroticism*motivation, Openness to Experience, Openness to Experience*fit, Openness to Experience*motivation})$$

In order to compare the main effects model and the full interaction model, goodness of fit statistics, such as the deviance (a minus twice log likelihood of the model), AIC, and BIC, were compared to show the impact of personality traits on consumer attitudes toward CRSM messages (Akaike, 1974; Schwarz, 1978). All models were estimated using the SAS PROC MIXED program, SAS version 9.1.

Results

The number of participants was 86, consisting of 46 males (53.5%) and 40 females (46.5%). The average age of respondents was 21.9, majority of participants were Caucasian (87.2%). Given that 86 respondents were exposed to four CRSM messages, a total of 344 (86 x 4) observations were obtained.

Comparing the Main Effects Model with the Full Interaction Model

In order to investigate these carryover effects, the main effects model was constructed, including group, order, carryover, fit, motivation, gender, and three personality traits variables. As a result of the main effects model analysis, order ($F=5.21$, $p<.01$), fit ($F=6.59$, $p<.01$), motivation ($F=7.56$, $p<.01$), gender ($F=7.96$, $p<.01$), Agreeableness ($F=12.78$, $p<.001$), Neuroticism ($F=4.45$, $p<.05$) had significant impacts on attitudes toward CRSM. Group, carryover, and Openness to Experience variables were not significant, so they were excluded from the model. Eliminating three variables did not alter the fit of the model. The main effects model with order, fit, motivation, gender, Agreeableness, and Neuroticism variables are displayed in the left part of Table B-5. Results indicate significant effects of fit ($F=9.87$, $p<.01$), motivation ($F=6.93$, $p<.05$), gender ($F=6.04$, $p<.01$), Agreeableness ($F=15.51$, $p<.001$), and Neuroticism

($F=5.10, p<.05$), controlling for order effects. With regard to fit, the effect was positive and significant ($\beta=0.27, p<.01$) signaling that attitudes toward the Susan Koman Breast cancer (low-fit) initiative was higher than attitudes toward the Baseball Tomorrow Fund (high-fit). The effect of motivation on attitude was negative and significant as expected ($\beta=-0.18, p<.05$). That is, attitudes toward a profit-oriented program were lower than attitudes toward a socially motivated program. Gender ($\beta=-0.30, p<.01$) also had a significant effect on attitude, indicating that female showed more positive attitudes toward CRSM than males. Lastly, two personality traits had a significant impact on attitudes toward CRSM. As expected, Agreeableness ($\beta=0.25, p<.001$) was positively associated with attitudes but Neuroticism ($\beta=-0.11, p<.05$) was negatively related to attitudes toward CRSM.

Next, for the purpose of investigating the moderating role of personality and gender, the full interaction model was constructed with order, fit, motivation, gender, and three personality traits (Agreeableness, Neuroticism, and Openness to Experience), and the interaction terms of ‘personality and fit/motivation’ and ‘gender and fit’. Results of the full interaction model showed that there were significant interaction effects of ‘Agreeableness and motivation’ ($F=5.06, p<.05$) and ‘gender and fit’ ($F=9.41, p<.01$), controlling for order effects. To simplify the full model, non-significant terms were eliminated and re-ran the model with order, fit, motivation, Agreeableness, Neuroticism, and the interaction of ‘Agreeableness and motivation’ and ‘gender and fit’. Results of the final full model analysis were shown as the right part of Table B-5.

In regard to model fit and choice, the likelihood ratio chi-square test² was performed to compare the main effects model with the full interaction model. The null hypothesis that the additional predictors of the full model do not exceed the contribution of the main effects model is rejected ($\chi^2=7.6, p<.05$). Thus, the full interaction model significantly improved prediction of attitudes; that is, the impact of personality was significant. Furthermore, model fit was compared using Akaike's information criterion (AIC statistics) of model evaluation (Akaike, 1974). The results support the full interaction model because the corresponding AIC value (970.6) is smaller than that of the main effects model (978.2). BIC (Bayesian information criterion) value (Schwarz, 1978) also leads to similar conclusion because the BIC full model is 1074.4, which is less than the BIC main effects model value of 1082. This supports the results obtained from the likelihood ratio test statistic.

Discussion

With respect to the hypotheses, major findings from the data analysis were: (a) individuals were more likely to have positive attitudes toward low-fit CRSM programs than high-fit ones, (b) females showed more favorable attitudes toward low-fit CRSM programs than toward high-fit ones, (c) individuals were more likely to have positive attitudes toward socially-motivated CRSM messages, (d) females had more positive attitudes toward CRSM than males, (e) individuals with Agreeableness personality were associated with positive attitudes toward CRSM initiatives, (f) individuals with

² The likelihood ratio test compares two nested models. The null hypothesis indicates that the contribution of the additional predictors of the more complex model (e.g., the full interaction model) does not exceed the contribution of the predictors of the simpler model (e.g., the main effects model). Here, the likelihood ratio test with 2 degrees of freedom (added 2 more parameters) is $898.2-890.6=7.6$.

Neuroticism personality were related with negative attitudes toward CRSM programs, and (g) individuals who are with more Agreeable personality showed more positive attitudes toward the socially-motivated CRSM than profit-motivated one.

Regarding the hypotheses about the direct effects, the *H1* that individuals will have more positive attitudes toward high-fit CRSM programs was not accepted because they showed more positive attitudes toward low-fit CRSM initiatives (the MLB supports Susan G. Komen Breast Cancer foundation). It is possible that mechanisms other than fit might have had operated in these evaluations of causes. One of the plausible explanations here is that the Susan G. Komen Breast Cancer Foundation was familiar and relevant to students (recalled from the pretests) whereas the Baseball Tomorrow Fund was not (not recalled from the pretest). Therefore, individuals evaluated more positively the cause with which was more relevant to them and they were more familiar.

It is also predicted that gender of respondents might influence the relationships between fit and attitudes toward CRSM program. As the Breast Cancer Foundation is more related to females than males, women might be more likely to show positive attitudes toward low-fit CRSM than high-fit CRSM (Cornwell & Coote, 2005). To corroborate this argument, a moderating role of gender between fit and attitudes toward CRSM was tested. As a result, the interaction term between gender and fit was significant ($F=7.70, p<.01; H3b$). Specifically, results indicated that female respondents showed 0.434 higher attitudes toward the low fit CRSM messages (Breast Cancer Foundation) than they showed for the high fit CRSM programs (Baseball Tomorrow

Fund). Thus, gender had also moderating effect between fit and attitudes toward CRSM program (*H3b*).

Results of the main effects of motivation and gender on attitudes toward CRSM programs were consistent with the previous studies examining the impact of gender (Ross et al., 1992) and motivation (Barone et al., 2000; Ellen et al., 2006) on CRM. As expected, the *H2* that participants will have more positive attitudes toward socially-motivated CRSM programs was accepted. In addition, females showed more positive attitudes toward CRSM than males (*H3a*).

More importantly, there was a significant role of personality when consumers evaluate the CRSM programs. That is, there were significant main effects of Agreeableness and Neuroticism on attitudes toward CRSM (*H4a* and *H5a*); these results gave evidence that people who have strong Agreeable personality are more likely to have positive attitudes toward the CRSM programs and Neuroticism personality is associated with negative attitudes toward the CRSM. However, Openness to Experience did not significantly influence the attitudes toward CRSM, directly (*H6a*). It might be because a CRSM was not considered a new marketing program due to its prevalence.

Moreover, with regard to the moderating role of personality traits, a significant interaction was found between Agreeableness and socially-motivated CRSM messages. Although consumer 'Agreeableness' personality was found to be positively related to attitudes toward the CRSM initiatives, it was more so for socially-motivated as opposed to profit-oriented programs. For every one unit increase in the Agreeableness scores, participants showed 0.21 higher attitudes toward the socially-motivated CRSM messages

than they showed for the profit-motivated CRSM programs (*H4b*). The other interactions between personality traits and fit/motivation were not significant (*H5b* and *H6b*).

The findings make theoretical as well as managerial contributions. From a theoretical standpoint, this study was the first attempt to look at the effects of personality on consumer attitudes toward CRSM programs and found a significant role of individual characteristics such as personality traits and gender when consumers respond to CRSM programs. Results supported the notion that individual differences, as well as fit and motivation, have a direct impact on consumer attitudes toward CRSM, and gender and Agreeableness personality moderate these relationships.

Given that previous studies (e.g., Irwin et al., 2003; Roy & Graeff, 2003) only examined differences of attitudes toward cause marketing programs between males and females, and fans and non-fans, using survey methods, this study add to the literature by supporting these relationships using an experimental methodology.

From the practitioner standpoint, understanding the relationship between CRSM program response and personality traits can be helpful for the creation and implementation of new CRSM strategies. By measuring consumers' personality, segments can be identified based on consumers' personality in a way to aid innovative advertisement or promotion strategies (Alwitt, 1991). For instance, different messages can be targeted to people with certain profiles that can be related to different degrees of Agreeableness personality when implementing societal marketing programs.

Another managerial implication from the study is the fact that the effects of CRSM programs on consumer perception can be reduced if marketers do not carefully

implement the cause-related initiatives. In line with the findings of Barone et al. (2000), results implied that customers are more likely to be skeptic toward profit-motivated programs. Thus, it would be crucial to promote the CRSM initiatives as cause-beneficial, not as cause-exploitative (Varadarajan & Menon, 1988). Only well-managed cause marketing strategy might decrease negative concerns of people with skepticism.

Limitations and Future Research

There were several limitations of the present investigation and those lead to future research directions. First, the direct and moderating effects of several constructs such as fit, motivation, gender, and personality, on attitudes toward the CRSM were examined. However, this study overlooked other outcomes beyond attitudes toward CRSM, like brand image (Lachowetz & Gladden, 2002), purchase intention (Cornwell & Coote, 2005), and product choice (Barone et al., 2000). As such, future research should consider including these possible outcomes as well as other possible influencing variables, such as donation magnitude (Dahl & Lavack, 1995; Holmes & Kilbane, 1993; Strahilevitz, 1999) and timing (Becker-Olsen et al., 2006).

Another limitation is that the big five personality traits may be considered as too general to particularly describe the personality characteristics related to particular CRSM initiatives. Therefore, a fruitful area of investigation could be to better understand more specific personality traits associated with different CRSM initiatives.

There were also methodological concerns. As discussed above, the selection of cause organizations was not robust because Baseball Tomorrow Fund (BTF) and Susan G. Komen Breast Cancer Foundation (SGKB) had different level of familiarity.

Moreover, respondents considered SGKB a high-fit cause with MLB ($M=5.17$, $SD=1.21$), even if BTF received higher fit score. There were also unexpected order effects in the experimental design. Therefore, considering these flaws, future experimental study on CRSM effects has to be cautiously designed, manipulated, and controlled.

Notwithstanding the limitations of the study, this study shows that consumer characteristics such as personality and gender play a significant role in the effectiveness of CRSM programs. The results provided useful information for marketing practitioners, and demand further research to develop our understanding of the role of consumer characteristics in a broader theoretical context.

CHAPTER IV
THE ROLE OF FAN AND CAUSE IDENTIFICATION IN THE SUCCESS OF
CAUSE-RELATED SPORT MARKETING (STUDY 3)

Introduction

The sports industry is considered an ideal field in which to deploy corporate social responsibility initiatives due to its many unique features, including mass media distribution, youth appeal, and positive health impacts (Smith & Westerbeek, 2007). Many professional sports leagues, each franchise team, a host of individual athletes, and many mega sporting events are actively implementing socially responsible events, promotions, and sponsorship programs (Babiak & Wolfe, 2006). For example, the National Basketball Association (NBA) named its social responsibility efforts the NBA Cares, and has employed such public campaigns as Read to Achieve, Nothing but Nets, and Basketball without Borders (NBA, 2009). By conducting these initiatives, the NBA aims to give back to the communities that support them and addresses important issues in the United States and around the world.

With increased interest in social responsibility initiatives in the sports industry, academic scholars have begun looking at this trend (Babiak & Wolfe, 2006; Extejt, 2004; Lachowetz & Irwin, 2002). Lachowetz and Gladden (2002) initially provided a framework for understanding the cause-related sport marketing (CRSM) phenomenon. Most importantly, they conceptualize the CRSM as any strategic marketing programs associated with social causes for mutual benefit between sports organizations or athletes,

sponsoring corporations, and cause organizations using the sports events and programs. Following their definition, a wide range of social responsibility initiatives can be considered as CRSM programs. Sport management researchers have conducted both descriptive surveys and case studies to examine the CRSM trend. Irwin et al. (2003) found that spectators are more likely to have a positive attitude toward cause-related sponsorship programs—for example FedEx, as a title sponsor of the St. Jude PGA Classic tour event, raised money for St. Jude Children’s Research Hospital. McGlone and Martin’s (2006) case study demonstrated the benefits and risks in the use of a cause-related marketing campaign, Lives Strong, in which Nike Inc. and the Lance Armstrong Foundation cooperated.

Since Lachowetz and Gladden’s (2002) work, approximately ten peer-reviewed articles focused on CRSM have been published in the sport management area (Babiak & Wolfe, 2006; Extejt, 2004; Irwin et al., 2003; Lachowetz & Irwin, 2002; McGlone & Martin, 2006; Roy & Graeff, 2003; Smith & Westerbeek, 2007). However, little is known about which factors may influence consumer responses to CRSM. In other words, previous CRSM studies overlooked several important variables that may have an impact on consumer behavioral constructs, such as attitudes or purchase intentions. For instance, congruence between a brand (or a sport organization) and a cause has received much attention from business researchers studying the impact of cause-related marketing programs on consumers (e.g., Becker-Olsen et al., 2006; Bloom et al., 2006; Nan & Heo, 2007; Pracejus & Olsen, 2004). Consumer identification with a company/brand (Gupta

& Pirsch, 2006a), and a cause beneficiary (Cornwell & Coote, 2005) also were considered important factors affecting consumer responses to CRM campaigns.

In general, the majority of CRM literature confirmed that the higher fit between a brand and a cause generated more positive consumer attitudes toward CRM programs (Becker-Olsen et al., 2006; Nan & Heo, 2007; Pracejus & Olsen, 2004). However, in a preliminary work by Lee and Ferreira (2007), they showed that college students selected more baseball caps with a low-fit CRM initiative (\$1 donated to the Susan G. Komen Breast Cancer Foundation for every MLB cap sold), which was more relevant and familiar to respondents, than with a high-fit one (\$1 donated to the Baseball Tomorrow Fund for every MLB cap sold), which was less relevant and less familiar to the respondents. Furthermore, they found that fan identification moderated the impact of fit on consumer choice. That is, preference for the high-fit beneficiary was only evident for those respondents who were highly identified with the sport teams. Moreover, Barone et al. (2007) indicated that the effects of company/cause fit are moderated by consumer affinity with the beneficiary. Therefore, it is definitely imperative to examine whether or not there are moderating variables between sport/cause fit and consumer attitudes toward CRSM programs.

Hence, this study focuses on examining the effects of sport/cause fit on consumer attitude toward CRSM and purchase intention, as well as the role of consumer identification with a sports team and a cause organization in the effectiveness of CRSM. Since the former CRSM studies (e.g., Irwin et al., 2003; Roy & Graeff, 2003) only utilized professional sports contexts, this study uses intercollegiate athletic teams as a

context (e.g., college football team implements CRSM programs/campaigns).

Considering the fact that many college athletic departments suffer from financial pressure (Fulks, 2008), it would be meaningful to explore a new marketing strategy like CRSM.

Theoretically, this study contribute to the extant CRSM literature by empirically testing the predicting and moderating effects of sport/cause fit, and fan and cause organizational identification on consumer attitudes toward CRSM. Pragmatically, the model can inform intercollegiate athletic departments wishing to engage in CRSM initiatives how to develop CRSM programs to maximize the impacts on consumers.

Theoretical Model and Hypotheses Development

The impact of sport/cause fit and consumer identification with a sport team and a cause on consumer attitudes toward CRSM and purchase intention is shown in Figure C-5. The model proposes a direct impact of three independent variables on consumer attitudes toward CRSM, as well as the moderating role of fan and organizational identification between sport/cause fit and consumer attitudes toward the CRSM program. Moreover, the model implies that positive consumer attitudes toward CRSM lead to increased purchase intention of cause-related products.

Sport/Cause Fit

Becker-Olsen et al. (2006) defined the fit between a brand and a cause in the CRM context as “the perceived link between a cause and the firm’s product line, brand image, position, and/or target market” (p.47). Congruence framework (Keller, 1993) provides a theoretical background to explain why the brand/cause fit may affect

consumer responses toward CRM initiatives. Keller (1993) explained that existing brand associations in memory can influence the strength of a brand association. In other words, if given information is consistent with existing brand associations, it could be more easily learned and remembered. For example, partnership between sport organizations and youth-sport league might be more making sense because both party are considered “sport-related”. Thus, it is plausible to expect that high-fit between a brand and a cause will generate more positive consumer responses to a CRM campaign. The more consumers perceive the relationship between a brand and a cause (e.g., both have similar target markets) to be consistent, the more positive would be consumer response to CRM.

Many business researchers have investigated the impact of the brand/cause fit on consumer perception of CRM programs (Barone et al., 2007; Becker-Olsen et al., 2006; Bloom et al., 2006; Gupta & Pirsch, 2006a; Lafferty, 2007; Lafferty & Goldsmith, 2005; Nan & Heo, 2007; Pracejus & Olsen, 2004). Previous studies commonly indicated that a high-fit CRM partnership led to more positive consumer responses toward CRM programs. For example, Becker-Olsen et al. (2006) found that high-fit CRM initiatives (e.g., Home Depot supports programs for the Homeless) enhanced consumer attitudes toward CRM but low-fit initiatives (e.g., Home Depot supports programs against domestic violence) negatively impact consumer beliefs, attitudes, and purchase intentions. Pracejus and Olsen (2004) reported from their choice-based conjoint experiments that fit between a brand and a charity had a significant impact on consumer choice. Interestingly, they found that high-fit CRM initiatives generated 5 to 10 times more donation value than low-fit programs. Gupta and Pirsch (2006) also confirmed that

company-cause fit improved consumer attitudes toward CRM initiatives and increased purchase intent.

Based on congruence framework and previous findings, it is reasonable to argue that people might respond more positively toward a high-fit association between a college football team and its related charity than toward a low-fit CRSM program. This assumption leads to the first hypothesis.

H1: Individuals will have more positive attitudes toward the CRSM when they perceive this program as high-fit between a sport and a cause rather than low-fit.

Social Identity Theory

Tajfel (1982) defined social identity as “the individual’s knowledge that he belongs to certain social groups together with some emotional and value significance to him of this group membership” (p. 31). In short, the social identity theory explains that people tend to place themselves and others into social categories, such as sports fans, political groups, or organizational members (Ashforth & Mael, 1989). Research on identification suggests that when people identify with particular social groups, they are more likely to have in-group favoritism and need for positive distinctiveness (Abrams & Hogg, 1990). Applied to the organizational context, this would suggest that people become more sensitive to the success or failure of the organization with which they identify. In the cause-related sports marketing context, fan and organizational identification are expected to have a significant impact on consumer responses toward CRSM initiatives. The following sections outline how fan and organizational

identification play an important role in the relationship between a sport/cause fit and consumer attitudes toward CRSM initiatives.

Fan identification. Based on the social identity theory (Tajfel & Turner, 1979), sports fan identification has received much attention from psychologists, sociologists, and sport management researchers. Previous findings indicated that fan identification may engender affective responses (Wann, Brewer, & Royalty, 1999; Wann et al., 2002; Wann & Schrader, 1997), psychological responses (Wakefield & Wann, 2006; Wann, 2006; Wann & Polk, 2007; Wann, Royalty, & Roberts, 2000), and behavioral responses (Janssen & Huang, 2008; Kwon, Trail, & James, 2007; Matsuoka, Chelladurai, & Harada, 2003; Wann, Haynes, McLean, & Pullen, 2003; Wann, Hunter, Ryan, & Wright, 2001; Wann, Peterson et al., 1999). For instance, Wann, Dolan, McGeorge, and Allison (1994) indicate that fans are more likely to show positive emotional reaction toward their favorite sport teams and the degree of affective responses is larger in fans highly identified with a team than in fans with lower team identification. In addition, Fisher and Wakefield (1998) found a significant relationship between fan identification and merchandising product purchased. Kwon and Armstrong (2002) also identified that fan identification was a key factor affecting impulse buying of team merchandise. Gwinner and Swanson (2003) proposed a theoretical model of fan identification, including antecedents of fan identification and sponsorship outcomes, and tested several hypotheses. Their results showed that fan identification had a significant impact on sponsor recognition, attitude toward sponsorship, sponsor patronage, and satisfaction with sponsors. Consequently, highly identified fans are more likely to recognize

sponsoring brands, to have positive attitudes toward sponsorship, to show high purchase intention of sponsors' products, and to be satisfied with sponsors.

This literature suggests that highly identified fans are more likely to have positive attitudes and purchase intentions toward the sponsoring brand or company (Fisher & Wakefield, 1998; Gwinner & Swanson, 2003); thus, in the sports context, this would suggest that fan identification is likely to have a direct impact on consumer attitudes toward a CRSM initiative. Furthermore, fan identification may play a moderating role on the impact of sport/cause fit and consumer attitudes toward CRSM. Lee and Ferreira (2007) demonstrated with their conjoint experiment that students highly identified with sport teams showed a preference for a high-fit CRM partnership whereas students with less identification with sport teams selected a more low-fit CRM initiative. This pattern suggests that people who are highly identified with sports will be more likely to support causes that benefit sports (e.g., Baseball Tomorrow Fund) while those who express less identification with sports may not consider it as important to support sport-related causes. These findings and rationales prompt the following hypotheses regarding direct and moderating impacts of fan identification on consumer attitudes toward CRSM.

H2: The higher the identification with a sport team, the more positive attitudes toward CRSM.

H3: Identification with a sport team will moderate the relationships between fit and consumer attitudes toward CRSM. That is, individuals highly identified with

a sport team will show more positive attitudes toward a high-fit CRSM than toward a low-fit one.

Organization identification. The social identity theory also guides the argument that whether or not consumers are identified with cause issues or organizations could impact their attitudes toward CRSM initiatives. If an individual perceives a specific charity as “my” organization due to life experience or involvement, he or she would be more likely to have positive attitudes toward a CRSM program supporting “my” charity organization (Ashforth & Mael, 1989). By way of example, if a consumer suffers from cancer or had a family member undergoing cancer treatment, she or he might also identify more with cancer research foundations and support them. Cornwell and Coote (2005) examined the role of organizational identification in consumer responses toward corporate sponsorship of a cause. They found from the survey study that organizational identification with a non-profit organization (NPO) significantly improved purchase intent of the corporate sponsor’s products. Gupta and Pirsch (2006) found that the company-cause fit effects on purchase intention of CRM products improved under conditions of customer-cause congruence. These findings support the argument that cause organizational identification may have a direct impact on consumer attitudes toward CRSM program.

Moreover, cause organizational identification could moderate the impact of sport/cause fit on consumer attitudes toward CRSM. Barone et al. (2007) showed that consumer affinity for the cause moderated the impact of retailer-cause fit on consumer evaluations of CRM programs. In other words, retailer-cause fit had little or no impact

on evaluation when consumer affinity toward the cause was positive, but the fit effects were significant and positive when consumers showed low affinity toward the cause. From this finding, it is plausible to assume that consumers will be more likely to have a positive attitude toward high-fit CRSM partnerships if they identify more with the cause. For example, if an individual identifies with Breast Cancer Awareness (BCA), he or she would be more supportive of CRSM programs associated with BCA regardless of the level of sport/cause fit. As such, the following hypotheses, regarding moderating as well as direct impact of organizational identification, are proposed.

H4: The higher the identification with a cause organization, the more positive attitudes toward CRSM.

H5: Identification with a cause will moderate the relationships between fit and consumer attitudes toward CRSM. That is, individuals highly identified with a cause will show more positive attitudes toward a CRSM regardless of sport/cause fit level.

Consumer Attitude toward CRSM and Purchase Intention

The majority of the cause-related marketing research constructed consumer attitudes (e.g., Becker-Olsen et al., 2006; Pirsch, Gupta & Grau, 2007; Nan & Heo, 2007; Irwin et al., 2003; Roy & Graef, 2003) and purchase intention (Becker-Olsen et al., 2006; Cornwell & Coote, 2005; Pirsch et al., 2007; Roy & Graef, 2003) as dependent variables. Generally, positive consumer attitudes toward the product may lead to increased purchase intention based on the cognitive psychology framework (Ajzen & Fishbein, 1980; Cunningham & Kwon, 2003; Fishbein, 1978). Specifically, CRSM

practitioners might want to know whether or not cause-related marketing campaigns increase actual sales revenue. Therefore, it would be meaningful to look at the eventual impact of CRSM initiatives on consumer behavior intention. In this study, it seems appropriate to expect that positive attitudes toward CRSM initiatives result in increased purchase intention of the cause-related product.

H6: A positive attitude toward the CRSM will lead to increased purchase intention of the cause-related product.

Methods

Participants and Design

To test the hypotheses, a two-group (high-fit vs. low-fit CRSM), between-subject, and post-test only experimental design was employed. Participants were asked to read the hypothetical CRSM messages manipulated by the level of fit (high vs. low), and to answer the items about their attitudes toward the CRSM message, identification with the sport team and related cause, and purchase intention of the product in the message. The samples were undergraduate students enrolled in several physical activity classes at a large southwestern university. Since physical activity classes are mandatory for all undergraduate students at this university, collecting the data from selected physical activity classes gives strong representativeness of population. A total of 325 students responded to the experiment. After removing samples with missing one of the measures, 309 samples were usable for data analysis. Participants were randomly received one of the two different survey instruments (high-fit vs. low-fit CRSM messages).

Manipulation of Fit

In order to create two different hypothetical CRSM messages, which only varied in the level of fit between a sport and a cause, the pre-test was conducted with 69 undergraduate students enrolled in sport management classes at a large southwestern university. The pre-test survey consisted of open-ended questions about the most and least appropriate cause issues or organizations that the college football team of the respondents' school should support. Participants were asked to list the name of cause organizations or issues that they considered more or less appropriate for a college football team. As a result of the pre-test, education (e.g., Boys and Girls Club), health issues (e.g., American Cancer Society), and sport-related organizations (e.g., football little league) were identified as high-fit causes with the football team, whereas controversial issues (e.g., gay/lesbian rights or abortion), religion (e.g., Salvation Army) and animal issues (e.g., People for the Ethical Treatment of Animals [PETA]) were identified as low-fit causes. In order to validate manipulation, two specific organizations were selected for each high-fit and low-fit condition. Boys and Girls Club (BGC) and Pop Warner Football League (PW) were chosen as the high-fit cause organizations with the college football team, whereas Human Rights Campaign (HRC) and Planned Parenthood (PP) were selected as the low-fit cause organizations.

Hypothetical CRSM messages were created as t-shirt advertisements. All students were given the same advertisement except the related social cause. Figure C-6 shows one example of hypothetical CRSM messages. The advertisement featured a picture of the product, and the text described the CRSM by stating that \$1 out of \$15 will be

donated to a social cause for each unit sold. The fictitious CRSM messages followed Varadarajan and Menon's (1988) concepts of CRM.

Measures

Attitude toward CRSM message. One of the dependent variables was consumer attitude toward the CRSM programs. The attitude items were based on Burton and Lichtenstein's (1988) and Lichtenstein and Bearden's (1989) research. The attitude scale consisted of six semantic differential items measured on a 7-point scale:

favorability (1 = *unfavorable*, 7 = *favorable*), goodness (1 = *bad*, 7 = *good*), benefit (1 = *harmful*, 7 = *beneficial*), attractiveness (1 = *unattractive*, 7 = *attractive*), excellence (1 = *poor*, 7 = *excellent*), and preference (1 = *I do not like this program*; 7 = *I like this program*). Participants were asked to rate their attitude after reading a CRSM message. Cronbach's α reliability of the attitude scale was .96.

Perceived fit. For the manipulation check, participants were asked to rate three items to indicate the degree of fit between the intercollegiate football team and related beneficiary after reading the CRSM message (Keller & Aaker, 1992). Participants were asked to estimate their position and circle the appropriate number on the scale (e.g., 1 = *bad fit*, 7 = *good fit*; 1 = *not at all logical*, 7 = *very logical*; 1 = *not at all appropriate*, 7 = *very appropriate*). Cronbach's α reliability of the perceived fit scale was .94.

Fan identification. This study used the Sport Spectator Identification Scale (SSIS) developed by Wann and Branscomb (1993) to measure fan identification with the college football team. The SSIS consists of the seven items shown in Table B-6. The degree of identification with a football team can be calculated by simply averaging all

values within the scale for each team separately. Cronbach's α reliability of the fan identification scale was .90.

Organizational identification. Organizational identification was measured by six Likert-scale items, based on Bhattacharya, Rao, and Glynn (1995) and Mael and Ashforth (1992). Participants were asked to rate their agreement (1 = *strongly disagree*; 7 = *strongly agree*) on the six items shown in Table B-6. The reliability of the organizational identification scale was .92.

Purchase intention. To determine purchase intention of the product mentioned in the hypothetical CRSM message, three items were used to measure purchase intention, adopted from Grewal, Krishnan, Baker & Robin (1998) and Kwon et al. (2007). Table B-6 included three items and the response format was seven likert-scale items: 1 = *strongly disagree* and 7 = *strongly agree*. Cronbach's α reliability of the purchase intention scale was .91.

Data Analysis

A number of statistical analyses were conducted in this study. First, manipulation of CRSM messages was checked by comparing means of perceived fit variable. Means, standard deviations, and bivariate correlations were then computed for all variables (fit, attitude toward CRSM message, purchase intentions, fan identification, and cause organizational identification) in the model. To test the hypothesized relationships, structural equation modeling (SEM) was employed, using AMOS 16.0 (Arbuckle, 2007). In the model, following Marsh, Web, and Hau's (2004) recommendations, interaction effects were examined to test Hypothesis 3 and 5. Fit was treated as observed variable,

coded as 1 = high fit, and 0 = low fit. Fan identification and organizational identification were calculated as indices by first averaging and then standardizing the items that formed each construct (Frazier, Tix, & Barron, 2004). Two interaction terms were created by multiplying the observed variable fit and each identification index variable. To construct latent variables, three items were used as indicator variables for attitudes and purchase intention variables. For the attitudes variable, three parcels out of the six items were created based on Little, Cunningham, Shahar, and Widman's (2002) recommendation. Six items were randomly assigned to each three parcel and mean of the parcels were used as the attitudes variables.

In evaluating the model fit, three types of fit indices (absolute, incremental, and parsimonious) were examined, followed Hair, Anderson, Tatham and Black (2006). The root mean square error of approximation (RMSEA) and goodness-of-fit index (GFI) were used as absolute fit, in addition to chi-square statistics. As incremental fit index, I used the comparative fit index (CFI) to measure incremental fit and the parsimonious normed fit index (PNFI) as a measure of parsimonious fit. According to Hair et al., RMSEA values less than .07, GFI and CFI values greater than .90, and PNFI values greater than .60 shows close model fit.

In addition to assessing the proposed model, a rival model was constructed to see if there are three-way interaction effects of fit, fan identification, and organizational identification on consumer attitudes. Chi-square statistics and Akaike information criterion (AIC) (Akaike, 1974) were investigated to compare the proposed model with a rival model.

Results

Manipulation Checks

To validate the experimental manipulation of fit in the study, the perceived fit mean scores of two groups (high vs. low fit message) were compared. Participants assigned higher perceived fit scores ($M=5.20$, $SD=1.21$) to high-fit CRSM (college football team donated money from t-shirt sales to Boys & Girls Club or Pop Warner football) messages than to low-fit CRSM (college football team donated money from t-shirt sales to Human Rights Campaign or Planned Parenthood) messages ($M=3.48$, $SD=1.52$). The difference was significant ($t=15.67$, $p<.001$); therefore, the manipulation of fit was satisfied in this study.

Descriptive Statistics

The final sample size was 309; 65.9% of survey participants were males and 34.1% were females. The average age of respondents was 20.67, majority of participants were Caucasian (71.75%) and Hispanic (15.91%). Given that 309 students were asked to respond to two different CRSM messages within the same fit condition, a total of 618 (309 x 2) observations were obtained.

Table B-7 shows means and standard deviations of attitudes toward CRSM messages and purchase intention to the advertised product for each condition. Students showed the most positive attitudes ($M=5.38$, $SD=1.10$) and the highest purchase intentions ($M=3.82$, $SD=1.53$) toward CRSM messages associated with Boys & Girls Club, whereas showed the lowest attitudes ($M=4.20$, $SD=1.59$) and purchase intentions ($M=3.42$, $SD=1.79$) toward CRSM advertisement related to Human Rights Campaign.

Overall, participants showed more positive attitudes and higher purchase intentions toward high-fit messages than low-fit ones as expected.

Table B-8 summarizes means, standard deviations, and bivariate correlations of four variables in the proposed model. As expected, attitudes showed positive correlations with fit ($r=.319, p<.001$), organizational identification ($r=.324, p<.001$), and purchase intentions ($r=.480, p<.001$).

Model Evaluation and Hypotheses Testing

An illustrative summary of the structural equation model is showed in Figure C-7. Model fit was found to be good: $\chi^2 (df=33, n=618)=135.17, p<.001$; RMSEA=.07; GFI=.96 ; CFI=.97; PNFI=.58; AIC=201.17). A rival model was constructed to look at three-way interaction effects of fit, fan identification, and organizational identification, shown as Figure C-8. The rival model also showed a close fit to the data: $\chi^2 (df=43, n=618)=146.83, p<.001$; RMSEA=.06; GFI=.96; CFI=.97; PNFI=.53; AIC=242.83). The chi-square difference test indicated that there are no significant differences between the two models ($\Delta\chi^2(10)=15.66, p>.05$). Kline (2005) recommended the principle of parsimony that the simpler model is preferred if two or more models have the same explanatory power. Since the first model showed smaller AIC value (201.17) than the rival model (AIC=242.83), the first model was retained for hypotheses testing.

Hypothesis 1 that postulated individuals have more positive attitudes toward high-fit CRSM messages was supported ($\beta=.31, p<.001$). Hypothesis 2 suggesting the direct impact of fan identification on attitudes was rejected ($\beta=-.04, p>.05$). However, Hypothesis 3 that suggested the moderating effects of fan identification was supported

($\beta=.15, p<.01$). Both Hypothesis 4 and 5, suggesting the direct and moderating effects of cause organizational identification were supported ($\beta=.53, p<.001$, and $\beta=-.30, p<.001$ respectively). Lastly, Hypothesis 6, which postulated the positive relationship between attitudes and purchase intentions, was supported ($\beta=.51, p<.001$)

Figure C-9 and C-10 shows the nature of interaction effects of fan and organizational identification between fit and attitudes. Median split methods were used to compare high and low fan/organizational identification groups. Results indicated that a high fit condition would foster more positive attitudes than a low fit condition. However, the high fan identification group showed even more positive attitudes than the low fan identification group in high-fit conditions. Regarding organizational identification, the high organizational identification group showed more positive attitudes toward both high-fit and low-fit CRSM messages. Interestingly, those highly identified with the cause organization displayed even more positive attitude than those lowly identified with the cause in the low-fit condition.

Discussion

This study aims at examining the impact of sport/cause fit on consumer attitudes toward hypothetical cause-related sport marketing (CRSM) messages within intercollegiate sports contexts, as well as the moderating role of fan identification and cause organizational identification between sport/cause fit and attitudes. Results from data analysis supported all hypotheses except hypothesis 2. The major findings include: (a) students showed more positive attitudes when they viewed high-fit CRSM advertisements than low-fit messages (*H1*), (b) when students were highly identified

with the related cause organizations, they were more likely to have positive attitudes toward CRSM (*H4*), (c) fan identification and cause organizational identification moderated relationships between sport/cause fit and attitudes toward CRSM (*H3* and *H5*), and d) positive attitudes toward CRSM led to increased purchase intention of the cause-related product (*H6*).

Consistent with the previous studies (Becker-Olsen et al., 2006; Gupta & Pirsch, 2006a; Pracejus & Olsen, 2004), the data confirmed that high-fit CRSM elicited more positive consumer attitudes. Similar to Cornwell and Coote (2005), individuals who identified with the related cause organizations displayed more positive attitudes toward CRSM. Positive relationships between attitudes and purchase intentions also confirmed the results of previous studies (see Cunningham & Kwon, 2003).

Hypothesis 2, which suggested a direct impact of fan identification on attitudes, was not supported. Instead, fan identification moderated the relationship between fit and attitudes. Individuals highly identified with the college football team indicated even more positive attitudes toward a high-fit CRSM than those lowly identified with the team. These results indicate that consistency between the football and the cause was important to those highly identified with the football team, perhaps as a way to reinforce the image from which they identify. A low-fit cause may actually detract from the football image and lower identification. This moderating role of fan identification between fit and consumer reactions toward CRSM is also consistent with Lee and Ferreira's (2007) findings.

In accordance with the previous findings (Barone et al., 2007; Gupta & Pirsch, 2006a), cause organizational identification also moderated the relationship between fit and attitudes. Individuals highly identified with cause organizations reported more positive attitudes toward high-fit initiatives (e.g., college football team supports Boys and Girls Club), as well as low-fit programs (e.g., college football team supports Human Rights Campaign). In other words, the more an individual identifies with the related cause organization, the more positive attitudes he or she shows. Particularly, higher attitudes were displayed in low-fit conditions. Individuals highly identified with cause organizations displayed more positive attitudes toward a low-fit organization than individuals lowly identified with the causes. These results are in line with social identity theory (Tajfel & Turner, 1979) in that individuals highly identified with a cause evaluate sport-related CRSM initiatives more positively because they consider the cause as in-group relationships regardless of whether the cause itself has a consistent image with football. This result suggested that CRSM practitioners should be cognizant of their target market's identification with the related social cause. For example, if the target audience values health issues, practitioners could benefit more from CRSM programs associated with health issues independent of the sport/cause fit level.

In short, this study provides theoretical as well as practical implications. Based on social identity theory (Tajfel & Turner, 1979), this study examined both moderating effects of fan and organizational identification between sport/cause fit and attitudes toward CRSM by using experimental design. Data supported significant moderating impacts of fan and organizational identification in line with social identity theory which

assumes people tend to have in-group favoritism (Abrams & Hogg, 1990). Since people are more likely to value in-group members, respondents in this study indicated more positive attitudes toward CRSM in high-fit conditions and when they highly identified with the cause organizations.

Given Leone and Schultz's (1980) notion that replication is the key to generalization, this study confirmed the impact of brand/cause fit on consumer responses toward cause-related marketing campaign (e.g., Becket-Olsen et al., 2006) in the intercollegiate sport contexts. Moreover, the positive relationship between attitudes and purchase intentions was also verified in the model. However, this study expanded extant knowledge by supporting the notion that team and organization identification moderate the relationship between fit and attitudes toward CRSM programs.

From a practitioner's standpoint, the results suggest that cause-related marketing programs can be potentially successful in the context of intercollegiate sport licensed products. Carefully designed CRSM programs may engender positive consumer attitudes and in turn increase purchase intentions. Specifically, college athletic programs can be more successful by choosing CRSM programs that possess a high degree of congruence with sport programs and are highly valued among consumers (e.g., Boys & Girls Club).

Limitations and Future Research Directions

Despite contributions of this study, there are several potential limitations. First, this study focused on CRSM initiatives using sport licensed products (t-shirt) advertisements related to social causes. Although the relationships hypothesized in the model were supported, they were supported under the conditions tested. To generalize

the findings of the model, more research is needed, especially by employing other methods in different sport contexts. Second, it is difficult to include or control for all different explanatory factors into only one model. For example, to control for selection bias, four cause organizations (two high-fit and two low-fit organizations) were selected in the study. The replication of the results for two pairs of high-fit and two low-fit organizations was necessary to make results more robust than if results were shown for only one pair. However, many other pairs could have been selected. It is plausible to conceive that if many different organizations are included in the model that an interaction effect of organizations may be identified. For example, is it possible that the effects are more evident among health-related cause organizations than among those that are related to education? Future studies should explore the potential dimensionality of organizations and examine whether the results are independent of organization type.

Lastly, given the nature of experimentation, this study was limited to one setting. Therefore, it was not possible to examine cultural or political differences that can potentially impact the effectiveness of CRSM initiatives. Other studies, including field studies across many settings, would allow the examination of these differences, if they exist. The setting where this study was conducted can be more (or less) conservative, with a more (or less) unique college culture than other universities. The characteristics and the degree of students' loyalty toward the athletic teams might also have been unique to this setting. Hence, replicating this study at other settings would be important to generalize the results.

In conclusion, this study made a meaningful contribution to the extant literature by determining the moderating effects of two identification constructs (fan identification and organization identification) between sport/cause fit and consumer attitudes toward CRSM. Based on the results, future research should continue to investigate the potential psychological constructs that can impact consumer responses toward CRSM.

CHAPTER V

SUMMARY AND CONCLUSION

The purpose of this dissertation was to construct a customer-based cause-related sport marketing (CRSM) model and test the relationships among antecedents, consequences, and moderators. A series of empirical studies were conducted to accomplish the dissertation objective. In Study 1, the main questions focused on how customers respond to cause-related marketing (CRM) campaigns in the sports context, and the role of fan identification when customers buy team licensed products with social attributes. The major findings from Study 1 were: (a) the social attribute was the second most important reason for choosing a baseball cap and (b) a low-fit CRM program was preferred to a high-fit one, but fan identification moderated the impact of sport/cause fit on students' choice of baseball caps.

The focus of the Study 2 was on the function of individual characteristics (i.e., gender and personality) in consumer attitudes toward CRSM programs. Highlights of Study 2 include: (a) both sport/cause fit and motivation for engaging in CRSM influenced consumer attitudes significantly, (b) females showed more positive attitudes toward CRSM programs, and (c) Agreeableness and Neuroticism among the Big Five personality traits were significantly related to consumer attitudes toward CRSM initiatives. In summary, Study 2 confirmed the impact of sport/cause fit, motivation, and individual characteristics on consumer attitudes toward CRSM programs.

In Study 3, the direct and moderating effects of fan identification and organizational identification on consumer attitudes toward CRSM programs were tested. In addition, the relationship between attitudes and purchase intentions was examined in the model. The major findings were: (a) high-fit CRSM messages elicited more positive attitudes than low-fit ones, (b) both fan identification and organizational identification moderated the impact of sport/cause fit on attitudes, and (c) positive attitudes led to increased purchase intentions of the CRSM products.

Implications

This dissertation provides several theoretical implications for the extant CRM literature. First, a customer-based CRSM framework was constructed. The proposed model expands Lachowetz and Gladden's (2002) CRSM framework in that it includes managerial factors (e.g., motivation) and individual dimensions (e.g., personality and identification). Second, the experimental approach employed in this dissertation allowed the examination of relationships among variables in the model beyond what have been previously studied (Babiak & Wolfe, 2006; Irwin et al., 2003; Lachowetz & Gladden, 2002; Lachowetz & Irwin, 2002; Roy & Graeff, 2003). Not only it was conceptual, but also the contribution made was methodological in a way that many advanced empirical methods (e.g., choice-based conjoint analysis, mixed effects analysis, and structural equation modeling) have been used to test the proposed CRSM model. Utilizing a variety of methodologies expands the ability to test and uncover relationships that can guide future CRSM efforts. .

Finally, the identification of the moderating role of customer identification with sport and cause organizations between sport/cause fit and consumer attitudes was also an important contribution of this research. Social identity theory (Tajfel & Turner, 1979) was used as a theoretical rationale to explain how consumer identification plays a critical role in CRSM contexts. Specifically, given that fan identification is a well-studied construct within sport marketing, the findings help establish a link between CRSM and other areas of studies within the sport management domain.

Practically, this dissertation presents useful information for marketing directors implementing cause-related programs. All three studies provide evidence that CRSM could be very influential with customers and an effective marketing strategy for sport organizations. The finding that customers are willing to purchase more with cause-related products gives practitioners potential revenue generation sources. For instance, in Study 1 I observed that students consider a social cause attribute the second most important factor when buying baseball caps. Moreover, Study 3 supports the positive relationships between attitudes toward CRSM and purchase intentions. Obviously, CRSM could be a win-win marketing strategy to benefit both sport organizations and non-profit cause organizations.

Furthermore, the results from the three studies provide managerial implications. The impacts of sport/cause fit (Becker-Olsen et al., 2006), motivations for engaging in CRSM (Barone et al., 2000), gender (Ross et al., 1992), personality (Rallapalli, Vitell, Weibe, & Barnes, 1994), fan identification (Lee & Ferreira, 2007), and organizational identification (Cornwell & Coote, 2005) on consumer responses to CRSM are significant.

Practitioners might use this information when they design CRSM programs. For example, CRSM program directors may need to affiliate high-fit cause organizations with their sports organizations. It would also be important to select cause partners with which target audiences are more identified. In promoting a cause-related marketing campaign, practitioners should present it to customers as socially-motivated. According to Study 2 findings, CRSM programs would be more effectively targeted to females who seem to have a more agreeable personality.

Limitations and Future Research

In spite of a number of contributions, this dissertation includes some limitations. First, the samples for all three studies were college students. When conducting experimental studies, using college student samples is acceptable due to its concentration on internal validity (Trochim, 2001). Future studies should examine the impact of various demographic groups (e.g., age, ethnicity, education, and socioeconomic level) on responses to cause-related sport marketing initiatives. It is plausible that different demographic groups may relate differently or have different preferences for causes, which can potentially impact how they respond to initiatives.

Second, the CRSM framework proposed in this dissertation (see Appendix A) was only tested partially through a series of three studies. Among CRSM managerial variables, the role of timing (Becker-Olsen et al., 2006) and tangible exchange or donation magnitude (Dahl & Lavack, 1995; Strahilevitz, 1999) in the CRSM contexts remain as future research topics. In addition, other potential factors might play a role in consumer responses toward CRSM. For example, it would be valuable to look at the role

of a sports organization's credibility (Lafferty, 2007), organization's familiarity (Lafferty & Goldsmith, 2005), the market situation (e.g., clutter environment; see Cornwell, Weeks, & Roy, 2005), and cultural background (Kropp, Holden, & Lavack, 1999; Maignan, 2001) in CRSM management. Exploring and testing the impact of various factors in consumer responses toward CRSM would be important contributions to the literature.

Third, Study 1 and Study 3 used only frivolous, pleasure-oriented (see Strahilevitz & Myers, 1998), and relatively cheap products (e.g., baseball caps and football team t-shirts). Low-price and not-practical items may require only a low level of consumer involvement. Therefore, for future work, it would be interesting to investigate the impacts of CRSM on consumers by employing high-price (e.g., season tickets, players' jersey, etc.) products, which entail high consumer involvement.

Closing Statement

The objective of this dissertation was to construct a cause-related sport marketing (CRSM) model from the extant theories and previous literature, and test the relationships among the proposed constructs. Three experimental studies were conducted and the findings uncovered significant relationships between CRSM managerial factors, individual-level factors, and outcomes. Despite the contributions, there are still prolific topics regarding CRSM management and implications that have not been investigated. Based on the findings of this dissertation, future work should be implemented in order to generalize the results and apply the model to the practical field.

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APPENDIX A
REVIEW OF THE LITERATURE

Appendix A illustrates concepts correlated with cause-related sport marketing (CRSM), literature reviews, and proposes a conceptual framework for apprehending how the CRSM works. The first section includes a conceptualization and the theoretical foundation of CRSM. Concepts related to CRSM, such as corporate social responsibility (CSR) and cause-related marketing (CRM), are discussed. In addition to this conceptualization, previous literature concerning various factors influencing the effectiveness of CRM programs is examined. Finally, a research framework for understanding CRSM, including management factors, individual-level variables, and consequences related to CRSM, is proposed.

Conceptualizing Cause-Related Sport Marketing (CRSM)

Corporate Social Responsibility

Corporate social responsibility (CSR) has emerged as one of the most promising communication tools among corporations (Pirsch et al., 2007). Emerging CSR trends are attributed to consumers rewarding socially responsible companies (Simmons & Becker-Olsen, 2006) and even punishing unethical firms (Palazzo & Basu, 2007). Consumers have increased their buying power through accessing information about corporations' activities (Urban, 2005); thus, they may become more concerned about whether or not firms are socially responsible. In addition, CSR initiatives can provide a variety of benefits, such as generating a positive corporate image (Smith & Stodghill, 1994), enhancing product evaluation (Brown & Dacin, 1997), and attracting high quality employees (Turban & Greening, 1997).

First of all, it is important to understand the concept of CSR because cause-related sport marketing programs are within the boundaries of CSR. Definitions of CSR have evolved and developed since a seminal work by Bowen (1953). As an initial work on this subject, Bowen (1953) defined the social responsibilities of businessmen as “the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society” (p. 6). Carroll (1999) looked at the evolution of the concept and definition of CSR and indicated that CSR definitions were proliferating during the 1960s and 1970s, directed by Davis (1967), Frederick (1960), McGuire (1963), Johnson (1971), Walton (1967), and Carroll (1999). CSR concepts became more specific during this time (Carroll, 1999). For example, McGuire (1963) asserted that “The idea of social responsibilities supposes that the corporation has not only economic and legal obligations but also certain responsibilities to society which extend beyond these obligations” (p. 144). After the 1980s, conceptual works on CSR have decreased; instead, more attempts were made to measure CSR and to connect it to alternative themes such as stakeholder theory (Argandona, 1998), business ethics theory, and corporate citizenship (e.g., Carroll, 1999). Table B-9 illustrates the evolution of several CSR definitions. Although there are many studies that have attempted to define CSR, Carroll’s (1979) framework is the most widely cited in the extant literature (Walker, 2007). Carroll (1979) argues that “the social responsibility encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time” (p. 500). Moreover, Carroll (1991) revisited this definition and stated,

“Four kinds of social responsibilities constitute total CSR: economic, legal, ethical, and philanthropic. Furthermore, these four categories or components of CSR might be depicted as a pyramid. To be sure, all of these kinds of responsibilities have always existed to some extent, but it has only been in recent years that ethical and philanthropic functions have taken a significant place.” (p. 40). Even though there is no strong agreement in defining CSR, some of the well-cited definitions point out that CSR means a variety of business practices (economic, legal, ethical, philanthropic, or environmental) beyond requirements or duties, to contribute to social well-being.

Cause-Related Marketing (CRM)

Among diverse CSR initiatives such as cause promotions, corporate philanthropy, community volunteering (Kotler & Lee, 2005), cause-related marketing (CRM) has been referred to as a strategic marketing tool of corporations in the past decades (Nan & Heo, 2007). The U.S. sponsorship spending on social causes is projected to \$1.50 billion in 2008, which represent 9% of the entire sponsorship investment (IEG, 2008). As many corporations have become involved in this emerging trend, academic research interest in CRM has been increasing. Since the late 1980s, more than sixty peer-reviewed articles focused on CRM have been published in the business, marketing, and advertising fields. The CRM literature can be classified into two main streams: conceptualizing CRM (e.g., Varadarajan & Menon, 1988) and investigating consumer responses toward CRM (e.g., Barone et al., 2000).

With respect to building conceptual models for understanding CRM, Varadarajan and Menon (1988) provided a thorough discussion about definitions, managerial and

social dimensions, and directions for future research. Most importantly, they defined CRM as “the process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue-providing exchanges that satisfy organizational and individual objectives.” (p. 60). In line with this definition, they differentiated the CRM programs from sales promotions or sponsorships in that there is a revenue-producing transaction between consumption and a firm’s contribution to a cause. Additionally, they thoroughly discussed many important issues that corporations should consider when implementing CRM programs, such as the time frame of the program (long/short term), number of participating entities (e.g., single brand/single cause, multiple brands/single cause), geographic scope (national/regional/local), and evaluation.

However, Pringle and Thompson (1999) provided a broader concept of CRM as a strategic marketing tool which connects a company or a brand to a relevant social cause/issue, for reciprocal benefit. This broad context of CRM refers to a strategy designed to promote the achievement of marketing goals by a company’s support of social causes, rather than just a transaction-based program. According to this definition of CRM, marketing activities associated with social causes involving donations of money, materials, and supplies, or employee volunteering could be one form of CRM program.

Recently, Gupta and Pirsch (2006b) reviewed the CRM literature and outlined rewards and risks for the firms and causes from CRM initiatives. They summarized

CRM benefits and threats for three key stakeholders: sponsoring company, cause organization, and customers who are involved in the CRM program. For example, the sponsoring company could increase overall customer support (Brown & Dacin, 1997), develop favorable purchase intentions toward a brand (Barone et al., 2000), and improve the corporate image (Bronn & Vrioni, 2001) from CRM campaigns. However, companies could also experience increased financial risks (Shell, 1989), customer cynicism (Meyer, 1999), and a decreased marketing budget for other marketing activities (Ross, Stutts, & Patterson, 1990-1991) by implementing CRM programs. For cause organizations, CRM programs could provide rewards such as gaining new resources and receiving public awareness; however, CRM could also bring risks like commercialism and increased dependency on corporate funds (Andreasen, 1996).

The second research trend in CRM is examining consumer responses toward CRM initiatives. Previous studies have looked at various factors influencing consumer perceptions and behavioral responses toward CRM by conducting surveys as well as experimental research. Several important factors influencing the effect of CRM have been found. They are fit between a firm's objective and cause partners (Becker-Olesn et al., 2006; Bloom et al., 2006; Pracejus & Olsen, 2004), a firm's motivation in becoming involved in CRM (Barone et al., 2000; Ellen et al., 2006), consumer trade-offs (Barone et al., 2000), donation magnitude (Strahilevitz, 1999), timing (Becker-Olsen et al., 2005), and identification with a beneficiary (Cornwell & Coote, 2005).

In general, the findings suggest that CRM programs have a positive impact on consumers when beneficiaries are highly fit with a firm's image and product (Becker-

Olsen et al., 2006; Gupta & Pirsch, 2006a; Nan & Heo, 2007; Pracejus & Olsen, 2004), when people perceive that companies have positive motivation (are socially-driven) to become involved in CRM (Barone et al., 2000; Becker-Olsen et al., 2006), and when there exists small trade-offs with competitive products (Barone et al., 2000). Moreover, the larger product portions firms donate to a cause (Strahilevitz, 1999) and the more proactive participation with the cause (Becker-Olsen et al., 2006), the more positive consumers perception will be. In addition, Cornwell and Coote (2005) found that there were positive relationships between consumers' affiliation with non-profit organizations and their purchase intention of a sponsor's products.

Cause-Related Sport Marketing

Sports are not isolated from the emerging CSR trends. Rather, the sports industry is actively involved in social responsibility initiatives and philanthropy (Extejt, 2004). Following these trends, researchers have begun looking at societal marketing phenomenon in the sports industry (Babiak & Wolfe, 2006; Extejt, 2004; Irwin et al., 2003; Lachowetz & Gladden, 2002; McGlone & Martin, 2006; Roy & Graeff, 2003; Smith & Westerbeek, 2007). Initially, Lachowetz and Gladden (2002) built a theoretical model for understanding cause-related marketing in the spectator sports. They defined a new term, cause-related sport marketing (CRSM), as "strategic sport marketing aimed at creating a mutually beneficial link between a company, sport organization or athlete, and a social cause through the use of sports events and programs" (p. 319). According to their definition, CRSM programs do not necessarily include a transaction-based concept (e.g., consumers' buying is directly connected to social initiatives); rather, CRSM

programs refer to sports marketing initiatives that are associated with social causes for a strategic purpose (e.g., enhancing brand image, increasing sales, or generating goodwill).

Related to the CRSM context, sport management researchers have conducted exploratory and empirical studies. As an example of an exploratory study, Extejt (2004) looked at the business philanthropy of professional sports teams. She investigated how much four major professional leagues in the United States donated to various philanthropic activities, such as youth, health, and community development. In addition, she analyzed the relationship between a team's donation level and profitability. Results showed that no significant association existed between them. Therefore, she concluded that philanthropic behavior has little impact on fan behavior or attitudes in the sports industry. However, a recent published article argued that the sports industry plays a significant role in deploying CSR initiatives (Smith & Westerbeek, 2007). They asserted that there are unique features of sports CSR, such as media distribution, youth appeal, positive health impacts, and social interaction. Thus, Smith and Westerbeek (2007) proposed that when sports and corporations come together in the form of sports CSR, it could contribute to social capital.

Several empirical studies were conducted by sport marketing researchers. For instance, Irwin et al. (2003) conducted a study about cause-related sport sponsorship, showing that consumers have positive attitudes and beliefs toward a cause sponsoring company. Roy and Graeff (2003) examined consumer attitudes toward CRM activities in professional sports via telephone interviews. In that study, consumers overall agreed with the statements that professional sports teams should support community charities or

causes and that they would buy tickets or merchandise if they knew the team supported causes. Recently, Jones, Suter, and Koch (2006) showed the likelihood of transaction-based cause marketing with regard to the sports area. They examined which attributes would be the most important when students consider choosing university affinity credit cards. The research provided evidence for the importance of altruistic benefits from an affinity card offering and encouraged the use of athletic logos as the background of affinity credit cards rather than just university logos.

In summary, previous studies have contributed to the understanding of a new marketing strategy, CRM/CRSM. Based on the significant findings from marketing and sport management literature, a comprehensive framework for understanding CRSM could be developed. Antecedents, consequences, and moderators of CRSM will be discussed in more detail in the following section.

Proposed Framework for Understanding CRSM

Lachowetz and Gladden's (2002) model was the first attempt to build a conceptual framework for understanding CRSM; it was well-organized and clear in its explanation of how CRSM works. However, considering the findings from a large amount of CRM literature, this model did not include several important factors influencing the effectiveness of CRM. For instance, perceived corporate motivation for being involved in CRM is likely to have an impact on consumer's attitudes toward firms (Barone et al., 2000; Becker-Olsen et al., 2006). Also, whether or not firms implement CRM programs proactively or reactively may affect consumers' perception toward the program (Becker-Olsen et al., 2006). More importantly, this model overlooked the

characteristics of consumers or fans, even though individual differences such as gender (e.g., Ross et al, 1992), organizational identification (Cornwell & Coote, 2005), and personality traits (Guy & Patton, 1988) may have an impact on their perception of how CRSM works. For example, whether or not one is a fan of sports teams or athletes implementing CRSM programs can make his or her responses different (Madrigal, 2001).

With regard to the limitations of Lachowetz and Gladden's (2002) framework, it would be necessary to input several factors such as sport organizations' motivation, perceived timing, and consumer characteristics as predictors or moderating variables and to examine the relationships between antecedents and outcomes in more detail. Thus, an alternative model for understanding CRSM is crucial.

Figure C-11 illustrates a new proposed theoretical model for understanding CRSM. The proposed model suggests four different factors influencing consumer attitudes toward CRSM, adopted from the various academic research findings. The proposed model explains that consumer attitudes lead to two outcomes: purchase intention and actual choice. The most important contribution of the proposed model is to add individual-level variables: gender, personality, fan identification and organization identification. They are expected to be both predictors of consumer attitudes and moderators between management factors and consumer attitudes toward CRSM.

CRSM Management Factors

Sport/cause fit. Congruence between brand and related cause is one of the most frequently examined factors in the CRM literature (Barone et al., 2007; Becker-Olsen et

al., 2006; Bloom et al., 2006; Gupta & Pirsch, 2006a; Lafferty, 2007; Lafferty & Goldsmith, 2005; Nan & Heo, 2007; Pracejus & Olsen, 2004; Simmons & Becker-Olsen, 2006). Becker-Olsen et al. (2006) defined fit in this context as “the perceived link between a cause and the firm’s product line, brand image, position, and/or target market” (p.47). The idea that the congruence between firms (brands) and beneficiaries impact consumer perception is supported by the associative network memory model (Anderson, 1983), which suggests that a high-fit association between a brand and its beneficiary will be easier for consumers to store and recall from memory (Keller, 1993). Therefore, it is reasonable to assume that consumers may respond positively to high-fit CRM initiatives due to existing perceptions of congruity between beneficiaries and firms. In other words, if consumers view CRM as an appropriate or necessary behavior of the firms, they are more likely to show a favorable attitude toward the brand responsible for that initiative.

Becker-Olsen et al. (2006) indicated that high-fit CRM initiatives improved consumer perception but low-fit initiatives resulted in a negative impact on consumer beliefs, attitudes, and intentions. Pracejus and Olsen (2004) showed that fit between the brand and the cause can have a positive impact on the success of CRM programs. Based on these findings, consumers might have a more positive response to high-fit CRSM initiatives. For example, consumers might respond positively when the MLB franchises support youth baseball players because a sport brand (MLB) and a cause (youth players) are a high-fit and easily understandable.

However, the sport industry has different characteristics from general goods businesses in that sports have a public image which is not entirely commercial.

Therefore, the impact of congruence between a sport and cause might be weak or reduced in CRSM initiatives. In other words, a low-fit CRSM might also lead to positive attitudes from consumers because sports cover broader audiences. For instance, in the case of the NBA's Read to Achieve program, there's little relation between reading and basketball. However, consumers could make sense of that program because basketball is very popular among teenagers, so, Read to Achieve can be an effective campaign conducted by the NBA. Hence, empirical research will be considered necessary to examine the impact of congruence between a sport and a cause in the sports settings.

Sport organizations' motivation to become involved in CRSM. There has been academic research investigating the effect of perceived motivation of firms or brands involved in CRM on consumer responses (Barone et al., 2000; Becker-Olsen et al., 2006; Ellen et al., 2006). Barone et al. (2000) indicates that consumers are more likely to be positive toward a CRM program when they attribute the firm's motivation to cause-beneficial, not cause-exploitative. However, Becker-Olsen et al. (2006) found that when a firm is viewed as motivated by profit-centered interests, there was not a decrease in perceived corporate integrity. Ellen et al. (2006) also studied consumer attributions for CSR programs and they discovered that consumers respond positively to firms' value-driven and strategic motives but negatively to stakeholder-driven and egoistic intentions.

In the sports settings, consumer attributions toward CRSM could play an important role. Consumers may respond positively or negatively toward CRSM programs based on their judgment of the motives of the sports organizations involved in the program. For instance, if consumers perceive that sport organizations implement a

CRSM program in order to improve the society in general, they are more likely to have a positive attitude toward the CRSM initiatives. However, consumers may react negatively to sports organizations if they believe that the CRSM program was implemented with a commercial motivation. As such, perceived motivations of sports organizations engaging in CRSM should be examined as a vital factor.

Timing. Corporations engage in societal marketing programs either reactively or proactively (Varadarajan & Menon, 1988). When firms start and continue social initiatives, regardless of context or environment, it is called ‘proactive’ CRM (e.g. Yoplait supports Breast Cancer). On the other hand, if firms carry out social activities as a response to certain happenings or issues, it is considered ‘reactive’ CRM (e.g. Exxon’s environmental campaign after an oil spill). Becker-Olsen et al. (2006) assessed consumer responses to proactive and reactive CRM initiatives and found that consumers are more likely to be positive toward proactive involvement in CRM.

In the sports context, there are many situations that cannot be controlled by managers or marketers, such as team performance, athlete scandal, and doping issues. Therefore, the timing of engagement in social initiatives could be an important factor in impacting consumer response in the sports industry. Based on the previous finding (Becker-Olsen et al., 2006), it is expected that proactive, rather than reactive, CRSM would create positive consumer attitudes.

Tangible exchange between sport and cause. Some scholars examined the role of donation size and amount in CRM success (Dahl & Lavack, 1995; Holmes & Kilbane, 1993; Strahilevitz, 1999). Dahl and Lavack (1995) found that larger donation amounts

led consumers to have more positive attitudes. Still, Holmes and Kilbane (1993) reported that there was no difference in consumer response due to the amount of a donation.

There are no consistent results about the effect of donation amount, but clearly consumers have concerns about how much money will be donated and what benefits each cause will receive from the CRM.

Therefore, delivering a tangible exchange between sport organizations and causes, such as amount of money, goods, or services provided, could elicit more positive consumer attitudes. For example, the Boston Red Sox sold season tickets for charity in the 2007 season and mentioned that a specific amount of money would be donated to the Red Sox Foundation, which supports children and families in need across New England. In this case, fans may want to know what the actual and tangible benefits are for children and families. If the Red Sox announce the actual benefits and the way in which the money will be used, fans are more likely to have a positive attitude toward charity ticket programs. Consequently, showing a tangible exchange between sports and cause could play a crucial role in the success of a CRSM program.

Individual-Level Factors

Gender. Previous studies examined the role of gender in the CRM context (Berger, Cunningham, & Kozinets, 1999; Kropp et al., 1999; Ross et al., 1992). For example, Berger et al. (1999) found that females are more likely to be positive toward cause-related claims and products. Ross et al. (1992) also indicated that females are more favorable toward firms implementing CRM initiatives than males. Kropp et al. (1999) reported that females showed more positive attitudes toward CRM programs than

did males. The rationale that females respond more positively to CRM comes from sex role studies (Eagly & Crowley, 1986; Meyers-Levy, 1988). Eagly and Crowley (1986) suggested that females tend to engage in helping behavior that is more fostering and caring, but males are more likely to be involved in heroic or individualistic helping behavior. CRM initiatives may be considered as more pro-social behavior; therefore, females are expected to have more positive attitudes toward CRM. Meyers-Levy (1988) also indicated that females are more favorable toward self and other-oriented appeals than are males. As such, it is plausible to expect that females have more positive attitudes toward CRSM programs.

Furthermore, gender may play a moderating role between CRSM management factors and consumer responses to CRSM. For example, if cause organizations are more related to females (e.g., Breast Cancer Awareness), females might pay more attention to the cause regardless of the level of fit, motivation, donation magnitude, or tangible exchanges in the CRM campaign. Accordingly, the effect of CRSM management factors on consumers could be moderated by gender of the customers.

Personality. Gupta and Pirsch (2006b) delineated risks that companies and cause organizations might find with CRM. One of the risks is consumer cynicism (Meyer, 1999). If CRM campaigns are perceived as commercial-oriented, consumers could be skeptical or negative toward CRM initiatives. The risks of consumer cynicism can be attributed to various management factors such as company/cause fit, motivation, or donation size, but individual personality traits might be as important in determining consumer responses toward CRSM.

A number of consumer behavior studies look at whether or not socially conscious customers have specific personality traits (Brooker, 1976; Guy & Patton, 1988; Rallapalli, Vitell, Wiebe, & Barnes, 1994; Rytting, Ware, Prince, File, & Yokomoto, 1994). For instance, Rytting et al. (1994) investigated donor personality traits based on the MBTI test, one of the popular personality scales, and philanthropic styles. The findings showed that philanthropic method is more associated with the Thinking-Feeling (T-F) personality traits. More specifically, people who have the Thinking preference donated to community and investment-related causes, while donors with the Feeling preference made donations for more religious and altruistic motivations. Guy and Patton (1988) examined why people support others. They found that we-oriented and self-confident personality traits are associated with helping behavior. These results imply that consumer personality traits could play a significant role in consumer attitudes toward CRSM programs. Therefore, it could be meaningful to investigate what personality traits are positively or negatively related to consumer responses to CRSM initiatives. By understanding the role of personality in the CRSM context, marketing practitioners may obtain useful information for creating a socially-motivated CRSM advertising messages (Alwitt, 1991) and building customer profiles of a specific market segment based on personality.

Identification. The idea of an individual's identification with a group has been studied by many social scientists, such as Freud (1949), Sanford (1955), and Kagan (1958). More recently, social psychologists built a social identity theory (Tajfel & Turner, 1979) and a self-categorization theory (Turner, Hogg, Oakes, Reicher, &

Wetherell, 1987); these two theories are still considered important conceptual foundations for explaining identification in the social sciences. These theories basically hold that people define themselves in terms of membership in social categories (Ashforth & Mael, 1989) and are motivated to retain a positive social identity. Tajfel (1982) defined social identity as “the individual’s knowledge that he belongs to certain social groups together with some emotional and value significance to him of the group membership” (p. 31). This social identity approach has explained numerous group processes and intergroup relations; for example, people tend to have in-group favoritism and need for positive distinctiveness (Abrams & Hogg, 1990).

The social identity theory has been employed to explain fan behavior in spectator sports (Gwinner & Swanson, 2003; Madrigal, 2001; Wann & Branscomb, 1993; Wann & Grieve, 2005). Particularly, fan identification has received much attention from scholars attempting to understand spectator behavior to determine whether or not consumers showing a high identification with sports could influence their response to sport marketing initiatives. In addition, consumer’s identification with nonprofit organizations (NPOs), which are usually the beneficiaries of CRSM, could play an important role in consumer attitude or purchase intent (Cornwell & Coote, 2005). Thus, drawing on social identity theory and literature, identification with sports as well as beneficial cause organizations could play a moderating role between antecedents and consumer attitudes in the proposed CRSM model. These moderating roles of identification will be discussed in more detail.

Fan identification. Following the social identity theory (Tajfel & Turner, 1979), fan identification has been prominent in sport studies. Some of the literature suggests that fans highly identified with teams are likely to evaluate other fans of the same team (in-group members) more positively than out-group members (Branscomb & Wann, 1994). Furthermore, highly identified fans are more likely to purchase team licensed products (Fisher & Wakefield, 1998), and attend games (Fisher & Wakefield, 1998).

From numerous findings on fan identification, it is plausible that fan identification plays an important role in the effectiveness of CRSM programs. Previous CRM literature has uncovered that fit between a firm/brand and a cause (e.g., Becker-Olsen et al., 2006), a firm's motivation (e.g., Barron et al., 2000), donation magnitude (e.g., Strahilevitz, 1999) and timing (e.g., Becker-Olsen et al., 2006) could be significant factors influencing consumer perception toward a CRM campaign. However, when CRM programs are implemented in the sport context, fan identification should be considered an important construct because fan identification is such a crucial variable generating affective, psychological, and behavioral responses. Therefore, it can be expected that fan identification level (high or low) may influence fans' perception toward CRSM programs. For example, a fan highly identified with Major League Baseball (MLB) would be more likely to support a CRSM program that benefits the sport of baseball. However, if one is not a baseball fan, having low fan identification with teams or the sport in general, he or she may not attribute any importance to a CRM initiative that benefits the sport. Moreover, fans highly identified with sport teams might respond more positively toward CRSM initiatives of their favorite organizations,

regardless of their motivation, timing, and tangible exchange variables. Therefore, even though CRSM programs are profit-motivated, reactive, or do not show tangible benefits, fans may still support the initiatives of their favorite sport organizations because they are more likely to evaluate in-group member's activities positively. However, if consumers do not have any identification with sport teams, they are more likely to be impacted by the antecedent conditions. Thus, it is reasonable that fan identification plays a moderating role between management factors and consumer attitudes toward CRSM.

Organization identification. With the same logic of a moderating role of fan identification, whether or not consumers are highly identified with cause organizations could have an impact on consumer attitudes toward CRSM programs. For instance, if a consumer had and overcame cancer, he or she is more likely to identify with cancer-related foundations or supportive organizations. Cornwell and Coote (2005) studied the role of identification in purchase intention of the corporate sponsor of a cause. They conducted a cause-related survey among sport event participants and found that consumer's identification with a nonprofit organization is positively associated with their intention to purchase the sponsor's product.

Based on Cornwell and Coote's (2005) findings, it is plausible that organization identification may play a significant moderating role between antecedents and consumer attitudes toward CRSM. For example, if consumers are more identified with the related cause organization, they are more likely to show positive attitudes, regardless of antecedent conditions: fit, motivation, timing and tangible exchange. However, if

consumers do not care much about the cause organizations, their attitudes toward CRSM might depend more upon management factors.

Consequences of CRSM

Consumer attitudes. Lachowetz and Gladden (2002) placed brand association as a mediating variable in their CRSM framework. Brand association is the degree to which a specific brand is linked with the product category in consumers' minds (Keller, 1993). Based on this definition, Lachowetz and Gladden's (2002) assertion that necessary conditions lead to creation of brand association, seems to be inappropriate. Rather, much of the CRM literatures constructed consumer attitudes as an outcome variable of CRM (Becker-Olsen et al., 2006; Irwin et al., 2003; Nan & Heo, 2007; Pirsch et al., 2007; Roy & Graef, 2003; Simmons & Becker-Olsen, 2006). Considering the contexts that sports consumers perceive the CRSM programs, their attitudes or perceptual responses toward the programs occur in their minds earlier than forming brand association. Therefore, consumer attitudes are considered a more appropriate mediating variable in the proposed framework of CRSM. Consumer attitudes can result in two possible outcomes: purchase intention and actual choice of the products associated with a cause.

Purchase intention. Previous CRM literature indicated one of the outcomes of CRM is intent to purchase the products associated with a cause (Becker-Olsen et al., 2006; Cornwell & Coote, 2005; Pirsch et al., 2007; Roy & Graeff, 2003). Lachowetz and Gladden (2002) suggested enhanced brand loyalty and consumer brand switching as outcomes of CRSM. However, for the proposed model of CRSM, following the majority of CRM literature, purchase intention was constructed as an outcome. Although

purchase intention is associated with behavioral brand loyalty or brand switching, it is difficult for CRSM programs to motivate brand switching. Sport brand switching involves consumers changing their preference of sport teams, athletes, or licensed products. It may be hard for sports fans to change their fondness for a brand due to CRSM initiatives. Roy and Graeff (2003) supported this notion that CRSM influences consumer attitudes toward the sports organizations but did not have much impact on purchase behaviors.

Nevertheless, sports marketers eventually want to increase sales revenues from CRSM initiatives. Clearly, successful CRSM strategies could elicit positive consumer attitudes and the creation of favorable attitudes could generate purchase intentions. Therefore, in the proposed model, purchase intention for tickets or licensed products associated with a social cause is considered one of the possible outcomes. In addition, it is expected that purchase intention may influence actual choice on cause-related products in the model.

Actual Choice. Previous CRM studies have examined antecedents of choice (e.g., attitudes and purchase intention), rather than consumer choice itself (Barone et al., 2000). Sometimes, favorable attitudes and positive purchase intentions may not always lead to behavior, it is critical to study the direct impact of CRM on consumer choice. Louviere, Hensher, and Swait (2000) indicated that choice is a way of life. Marder (1997) also inferred that choice is the main objective of marketing because a choice task is much more realistic and more valid.

A few studies in the CRM context have tried to look at the impact of CRM programs on consumer choice (Barone et al., 2000; Pracejus & Olsen, 2004). Barone et al. (2000) demonstrated the influence of CRM on consumer choice. They found that CRM efforts will affect consumer choice only when available brands have similar product quality and price level. Pracejus and Olsen (2004) conducted a choice-based conjoint method to examine consumer choice on products associated with a social cause. Their significant finding that CRM could result in consumer choice and brand/cause fit magnified the CRM effects. These two empirical studies provided the rationale that CRSM efforts could impact real consumer choice on the products. Therefore, consumer choice is included as an important consequence of CRSM in the proposed framework.

Summary

In accordance with emerging corporate social responsibility (CSR) trends, cause-related sport marketing (CRSM) is getting more attention from academia, as well as practical world. Not just because of the CSR trends, sport realm itself is considered an ideal space to deploy socially responsible initiatives (Smith & Westerbeek, 2007). Along with this circumstance, the Appendix A delineated conceptualization of CRSM and constructed an alternative CRSM framework, developed from Lachowetz and Gladden (2002). Based on a number of CRM/CRSM literature, the model was built with antecedents including management factors (sport/cause fit, motivation engaging in CRSM, timing, and tangible exchange) and individual-level factors (gender, personality, and identification), moderators (fan and cause identification), and three consequences (attitudes, purchase intentions, and actual choice).

APPENDIX B

TABLES

Table B-1. The modified scale measuring fan identification with Houston Astros

In this section, I would like to start by asking you to answer the following questions regarding the Houston Astros. On a scale from 1 to 7, where 1 is "not agree at all" and 7 is "completely agree". Please indicate the degree to which you agree to the following statements regarding the Houston Astros.

	Disagree						Agree
To me, it is important that the Houston Astros wins.	1	2	3	4	5	6	7
I see myself as a fan of the Houston Astros.	1	2	3	4	5	6	7
My friends see me as a fan of the Houston Astros.	1	2	3	4	5	6	7
During the season, I follow the Houston Astros via ANY of the following: in person or on television, on the radio, or televised news or a newspaper.	1	2	3	4	5	6	7
Being a fan of the Houston Astros is important to me.	1	2	3	4	5	6	7
I dislike the greatest rivals of the Houston Astros.	1	2	3	4	5	6	7
I display the Houston Astros' name or insignia at my place of work, where I live, or on my clothing.	1	2	3	4	5	6	7

Table B-2. Results of multinomial logit model (Main and Interaction effects model)

Variables (Attributes and levels)	Main effects model coefficients	Interaction effects model coefficients	Range	Importance
Team logo (Astros)	0.186***	0.186***	0.372	11.83%
Team logo (Rangers)	-0.186***	-0.186***		
Front design (curved peak)	0.506***	0.509***	1.108	35.24%
Front design (flat peak)	-0.506***	-0.509***		
Back design (buckle adjustor)	0.081	0.083	0.341	10.85%
Back design (velcro adjustor)	-0.210***	-0.212***		
Back design (Elastic adjustor)	0.129**	0.129**		
social cause (high fit)	0.021	-0.370**	0.909	28.91%
social cause (low fit)	0.198***	0.539***		
social cause (not related)	-0.219**	-0.169**		
price (\$17.99)	0.201***	0.210***	0.414	13.17%
price (\$24.99)	-0.0008	-0.006		
price (\$31.99)	-0.190**	-0.204**		
Fan ID * Social cause (high-fit)		0.010**		
Fan ID * Social cause (low-fit)		-0.008**		
None	0.246***	0.250***		
2 log likelihood	2888.185	2876.46		

p<.01, *p<.001

Table B-3. Hypothetical messages

	Socially-motivated	Profit-motivated
High fit	<p><i>[Message 1]</i> The Baseball Tomorrow Fund is a joint initiative of Major League Baseball and the Major League Baseball Players Association that funds programs, fields and equipment purchases for youth baseball in the United States, Canada and throughout the world. The funds are intended to finance a new program, expand or improve an existing program, undertake a new collaborative effort, or obtain facilities or equipment. BTF provides grants to non-profit and tax-exempt organizations in both rural and urban communities. MLB and the Players Association do this for the sole benefit of youth baseball players and hope that the BTF will benefit people or organization that needs help.</p>	<p><i>[Message 3]</i> The Baseball Tomorrow Fund is a joint initiative of Major League Baseball and the Major League Baseball Players Association that funds programs, fields and equipment purchases for youth baseball in the United States, Canada and throughout the world. The funds are intended to finance a new program, expand or improve an existing program, undertake a new collaborative effort, or obtain facilities or equipment. BTF provides grants to non-profit and tax-exempt organizations in both rural and urban communities. MLB and the Players Association believe that the BTF initiative will benefit their business by increasing sales revenue from ticket and merchandising sales.</p>
Low fit	<p><i>[Message 2]</i> Help your home team hit one out of the ballpark with Susan G. Komen for the Cure and Major League Baseball's <i>Going to Bat Against Breast Cancer</i>, a month long program to create awareness about breast cancer and the importance of early detection, while also raising funds to support the mission of Komen for the Cure. This Mother's Day, the boys of summer and their teams are taking the challenge to raise \$25,000 to stay in every team's local community! Fans will be able to log onto www.komen.org/mlb and make a monetary donation to their favorite team and support the breast cancer movement. MLB Charities commits a guaranteed \$50,000 to Komen for the Cure with <i>Going to Bat Against Breast Cancer</i>. MLB does <i>Going to Bat Against Breast Cancer</i> for the sole benefit of Susan G. Komen for the Cure and hope that this program will benefit people by improving society.</p>	<p><i>[Message 4]</i> Help your home team hit one out of the ballpark with Susan G. Komen for the Cure and Major League Baseball's <i>Going to Bat Against Breast Cancer</i>, a month long program to create awareness about breast cancer and the importance of early detection, while also raising funds to support the mission of Komen for the Cure. This Mother's Day, the boys of summer and their teams are taking the challenge to raise \$25,000 to stay in every team's local community! Fans will be able to log onto www.komen.org/mlb and make a monetary donation to their favorite team and support the breast cancer movement. MLB Charities commits a guaranteed \$50,000 to Komen for the Cure with <i>Going to Bat Against Breast Cancer</i>. MLB believes that this charity effort will benefit their business by increasing sales revenue from ticket and merchandising sales.</p>

Table B-4. Data layout using the Latin Square arrangement

	Message order			
	First	Second	Third	Fourth
Group 1	Message 1	Message 2	Message 3	Message 4
Group 2	Message 2	Message 3	Message 4	Message 1
Group 3	Message 3	Message 4	Message 1	Message 2
Group 4	Message 4	Message 1	Message 2	Message 3

Table B-5. Model comparison between the main effects and the full interaction models

Dependent variable = attitude				The main effects model			The full interaction model		
Effect	fit	motivation	order	Estimate	SE	F value	Estimate	SE	F value
Intercept				4.914	0.527		4.451	0.543	
order			1	-0.280	0.100		-0.227	0.095	
order			2	0.204	0.088	7.67***	0.228	0.086	6.82***
order			3	-0.238	0.102		-0.169	0.104	
order			4	0	.		0	.	
fit	low			0.270	0.086	9.87**	0.524	0.117	20.07***
fit	high			0	.		0	.	
motivation		profit		-0.188	0.071	6.93*	1.367	0.501	7.45**
motivation		social		0	.		0	.	
gender				-0.301	0.122	6.04*	-0.058	0.151	5.09*
Agree				0.254	0.064	15.51***	0.308	0.068	9.42**
Neuro				-0.111	0.049	5.10*	-0.127	0.049	6.71*
gender*fit	low						-0.434	0.156	7.70**
gender*fit	high						0	.	
Agree*motivation		profit					-0.219	0.069	9.96**
Agree*motivation		social					0	.	
Goodness of fit statistics		-2 loglikelihood			898.2			890.6	
				AIC	978.2			970.6	
				AICC	989.4			981.8	
				BIC	1082			1074.4	

*p<.05, **p<.01, ***p<.001

Table B-6. Measures and items

Measures	Sources
Fan Identification ^a	Wann and Branscomb (1993)
<ol style="list-style-type: none"> 1. To me, it is important that [the football team] wins. 2. I see myself as a fan of [the football team]. 3. My friends see me as a fan of [the football team] 4. During the season, I follow [the football team] via ANY of the following: in person or on television, on the radio, or televised news or a newspaper. 5. Being a fan of [the football team] is important to me. 6. I dislike the greatest rivals of [the football team]. 7. I display [the football team]' name or insignia at my place of work, where I live, or on my clothing. 	
Organizational identification ^a	Bhattacharya et al. (1995) and Mael and Ashforth (1992)
<ol style="list-style-type: none"> 1. When someone criticizes [the cause organization], it feels like a personal insult. 2. I am very interested in what others think about [the cause organization]. 3. When I talk about [the cause organization], I usually say “we” rather than “they”. 4. The successes of [the cause organization] are my successes. 5. If a story in the media criticized [the cause organization], I would feel embarrassed/angered. 6. When someone praises [the cause organization], it feels like a personal compliment. 	
Purchase intention ^a	Grewal et al. (1998) and Kwon et al. (2007)
<ol style="list-style-type: none"> 1. I would purchase this [football team] t-shirt. 2. I would consider buying at this price. 3. The possibility that I would consider buying is high. 	

^a Respondents are asked to rate their agreement (1=strongly disagree; 7=strongly agree) on each item.

Table B-7. Attitudes and purchase intentions toward CRSM messages

		Attitudes		Purchase intentions	
		M	SD	M	SD
High Fit message	Boys & Girls Club	5.38	1.10	3.82	1.53
	Pop Warner	5.09	1.20	3.66	1.67
Low Fit message	Human Rights Campaign	4.20	1.59	3.42	1.79
	Planned Parenthood	4.42	1.53	3.51	1.74

Table B-8. Means, standard deviations, and bivariate correlations

Variables	M	SD	1	2	3	4	5
1. Attitudes	4.77	1.45	-				
2. Fit ^a	0.50	0.50	0.319**	-			
3. Fan Identification	4.95	1.42	0.050	-0.111**	-		
4. Organizational Identification	2.48	1.27	0.324**	0.046	0.115**	-	
5. Purchase Intention	3.60	1.69	0.480**	0.081*	0.257**	0.306**	-

* $p < .01$, ** $p < .001$

^a Fit coded as 0 = low-fit, 1 = high fit.

Table B-9. Definitions of corporate social responsibility

Author(s)	Definition
Bowen (1953, p. 6)	CSR refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society.
Davis (1960, p. 70)	CSR refers to businessmen's decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest.
McGuire (1963, p. 144)	The idea of social responsibilities supposes that the corporation has not only economic and legal obligations.
Johnson (1971, p. 50)	A socially responsible firm is one whose managerial staff balances a multiplicity of interests. Instead of striving only for larger profits for its stockholders, a responsible enterprises also takes into account employees, suppliers, dealers, local communities, and the nation
Davis (1973, p. 312)	The firm's consideration of, and response to, issues beyond the narrow economic, technical and legal requirements of the firm to accomplish social benefits along with the traditional economic gains which the firm seeks
Carroll (1979, p. 500)	The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time
Epstein (1987, p. 104)	CSR related primarily to achieving outcomes from organizational decisions concerning specific issues or problems which have beneficial rather than adverse effects on pertinent corporate stakeholders. The normative correctness of the products of corporate action have been the main focus of CSR.
Carroll (1991, p. 40)	It is suggested here that four kinds of social responsibilities constitute total CSR: economic, legal, ethical, and philanthropic. Furthermore, these four categories or components of CSR might be depicted as a pyramid. To be sure, all of these kinds of responsibilities have always existed to some extent, but it has only been in recent years that ethical and philanthropic functions have taken a significant place.
Kotler & Lee (2005. p. 3)	A commitment to improve community well being through discretionary business practices and contribution of corporate resources
World Business Council (2005)	The commitment of business to contribute to sustainable economic development working with employees, their families, the local community and society at large to improve their quality of life

APPENDIX C

FIGURES

TAMU - Sport Management Research Group

➤ If these were your only options, which would you choose to buy? Choose by clicking one of the buttons below:




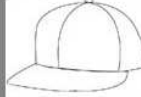


Team logo	<p>Houston Astros (Red Astros cap)</p> 	<p>Texas Rangers (Blue Rangers cap)</p> 	
Front of the cap	<p>Curved peak</p> 	<p>Flat peak</p> 	<p>NONE: I wouldn't choose any of these options.</p>
Back of the cap	<p>Elastic adjustor</p> 	<p>Buckle adjustor</p> 	
Social causes	<p>\$1 donated to Baseball Tomorrow Fund per every unit sold</p>	<p>\$1 donated to Susan Komen Breast Cancer Foundation per every unit sold</p>	
Price	<p>\$17.99</p>	<p>\$24.99</p>	
	<input type="radio"/>	<input type="radio"/>	

Figure C-1. Scenario example

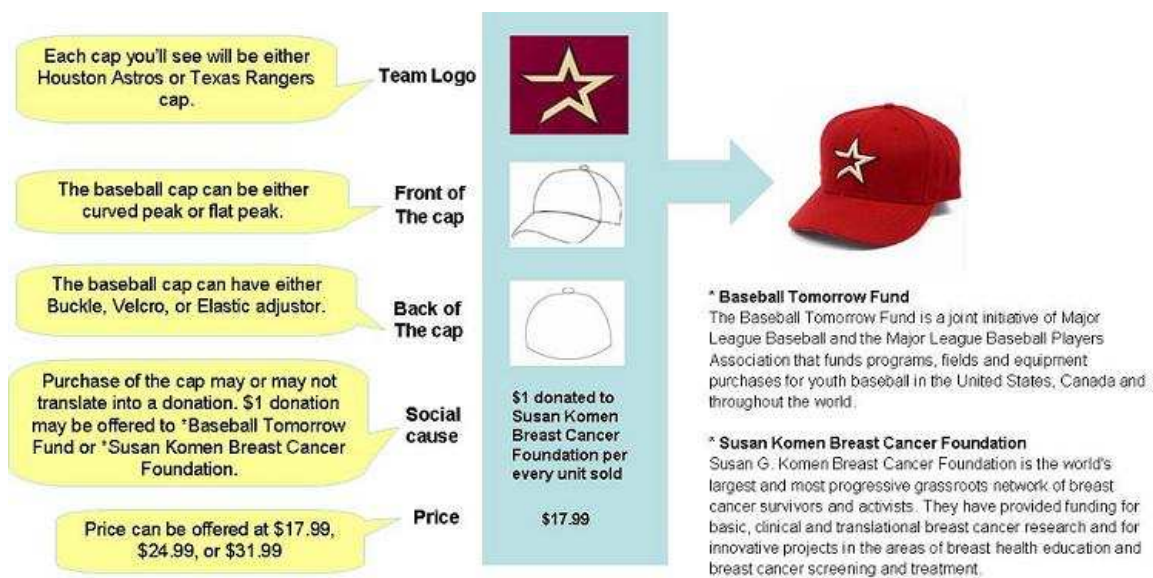


Figure C-2. Attributes and levels of a baseball cap

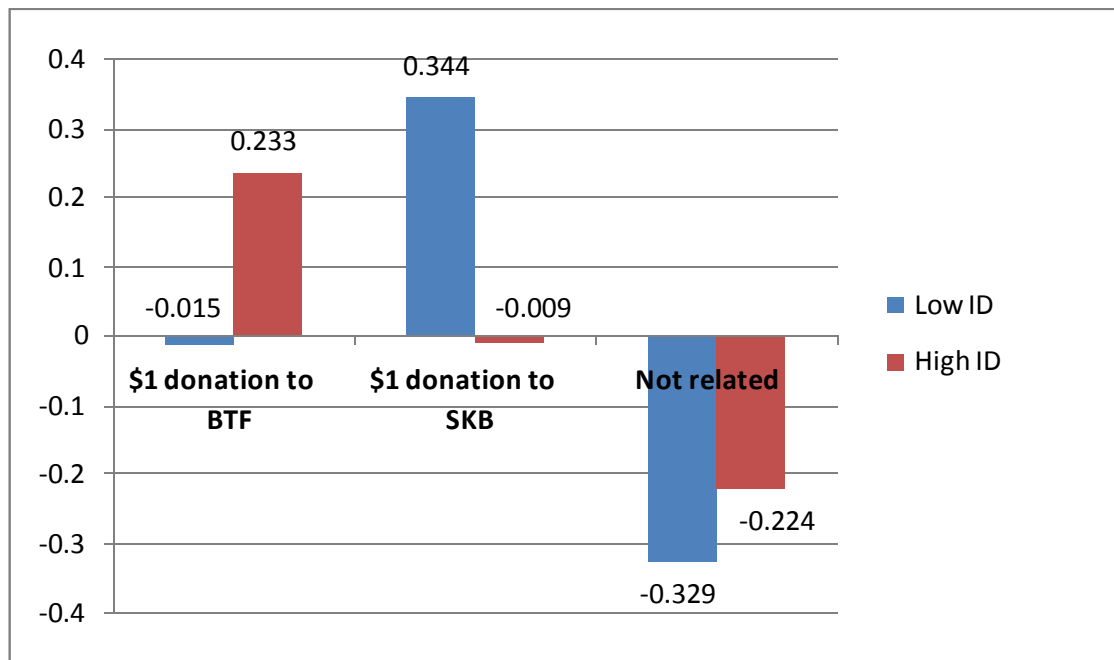


Figure C-3. Comparison between the Low ID group and the High ID group on the utility for social causes

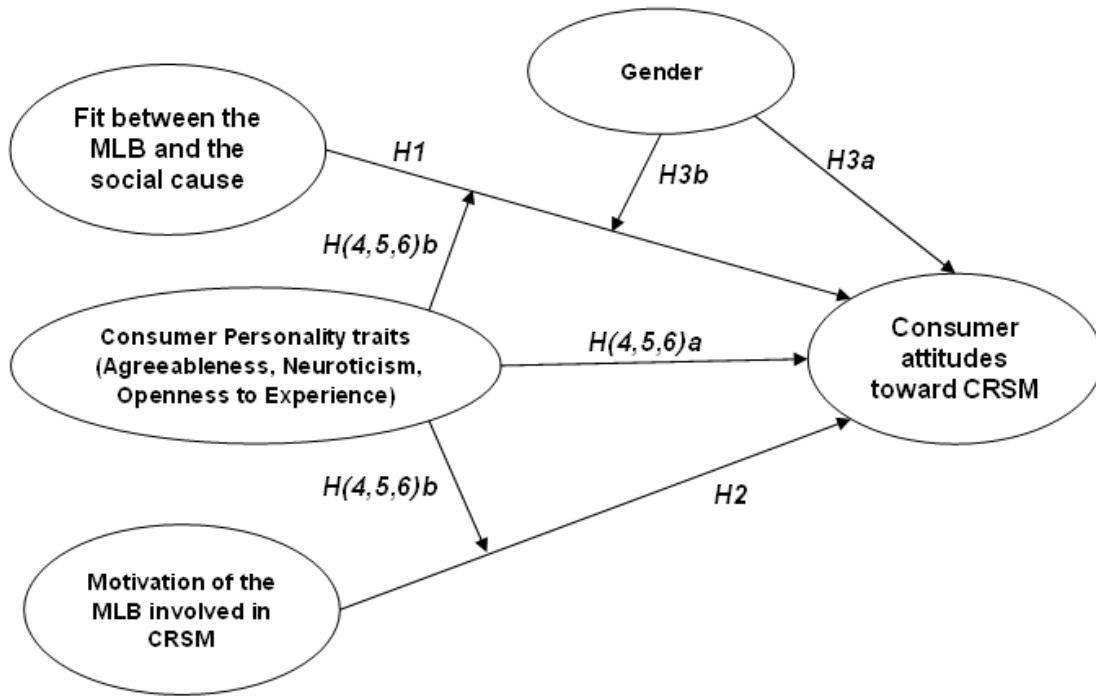


Figure C-4. The role of personality in consumer attitudes toward CRSM programs

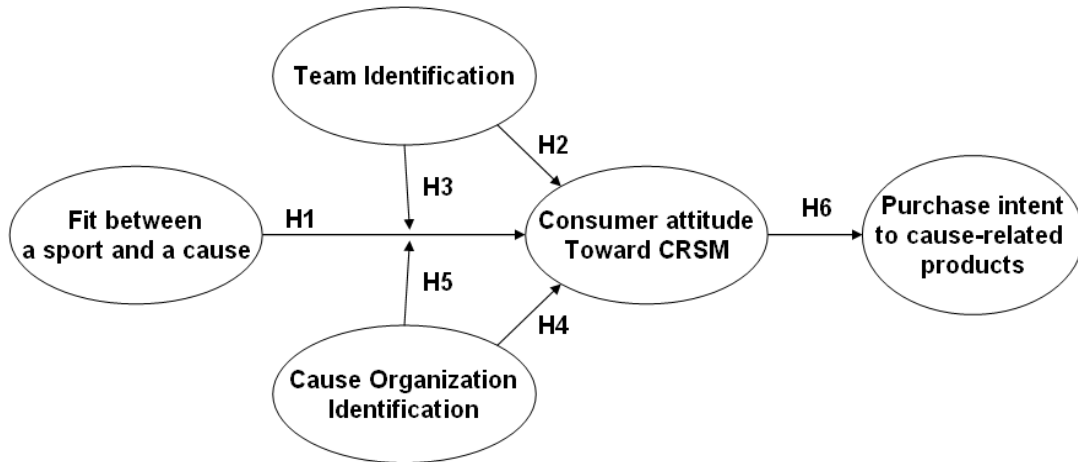


Figure C-5. Theoretical model and hypotheses for Study 3

Texas A&M Football T-Shirt Special Sales!

Now Only \$15.00



Texas A&M Athletic Department will donate \$1 to *Boys and Girls Club* for each unit sold.



**BOYS & GIRLS CLUBS
OF AMERICA**

Figure C-6. Hypothetical CRSM message example (High-fit condition)

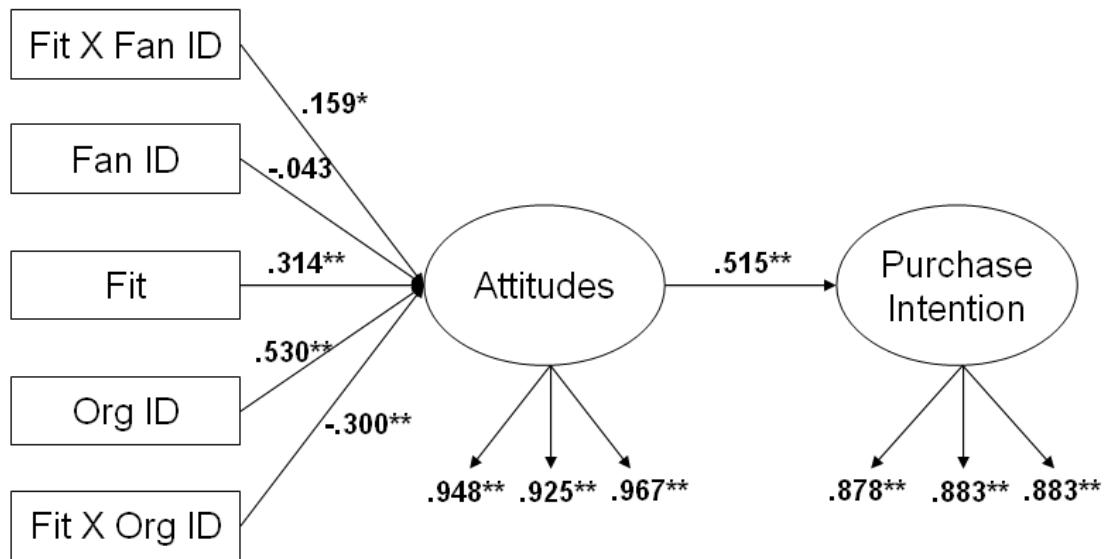


Figure C-7. Illustrated summary of hypothesized model, * $p < .01$, ** $p < .001$

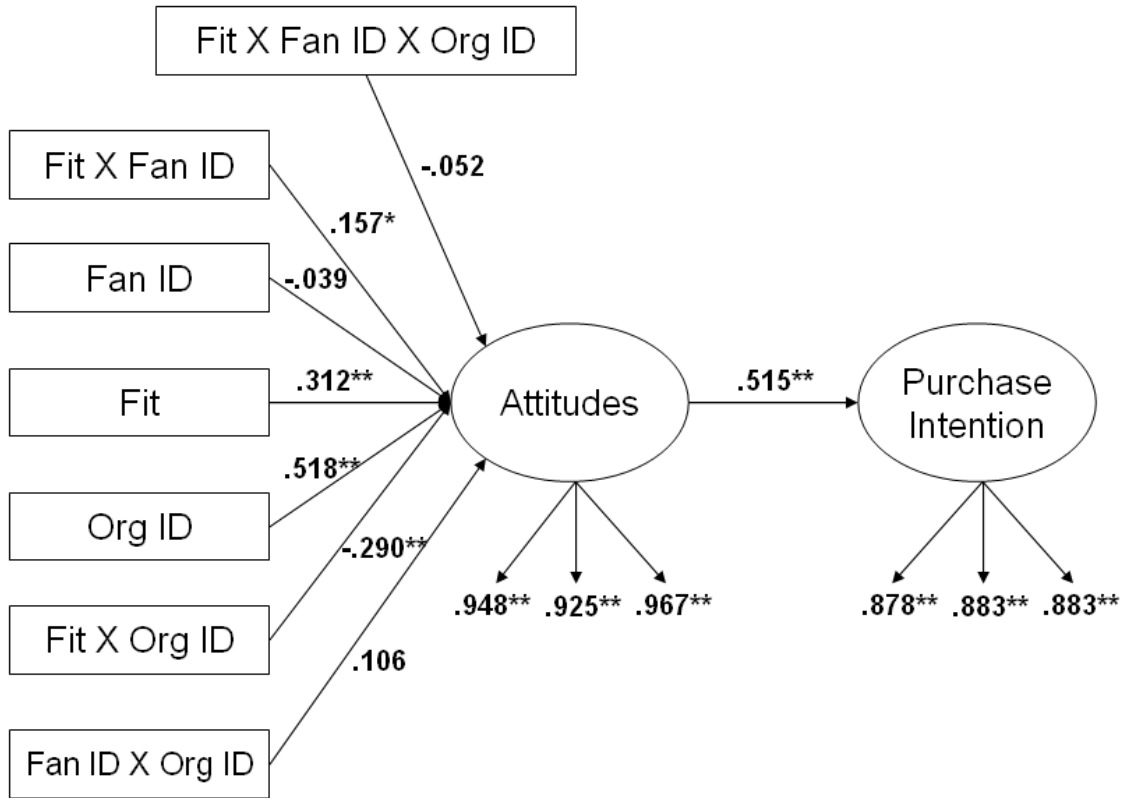


Figure C-8. Alternative three-way model, * $p < .01$, ** $p < .001$

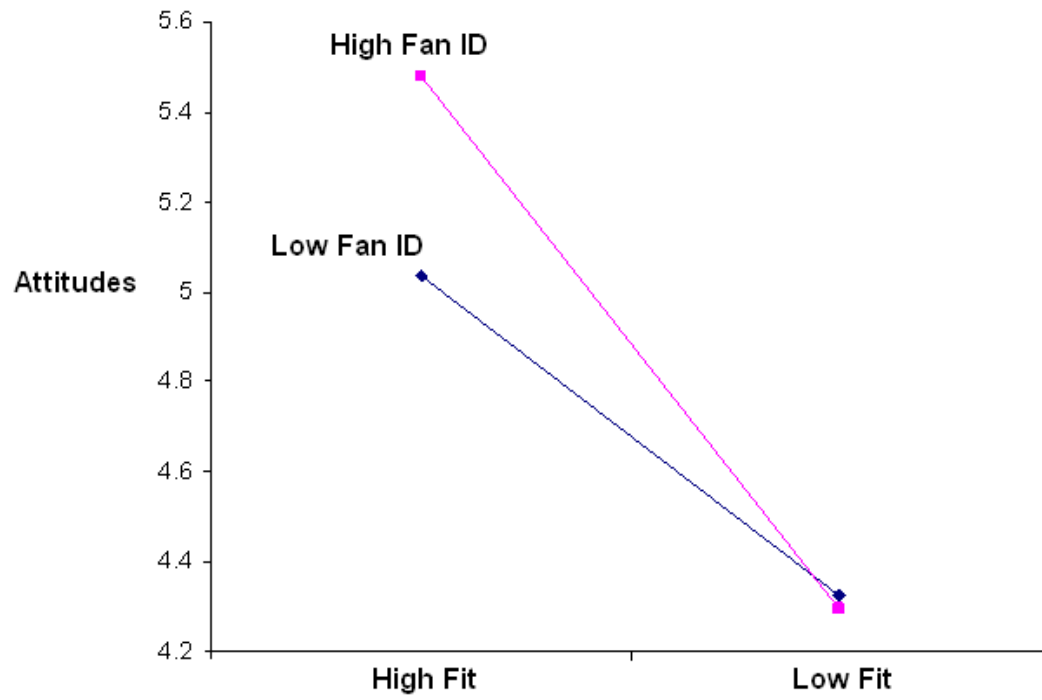


Figure C-9. Moderating effects of Fan identification between fit and attitudes

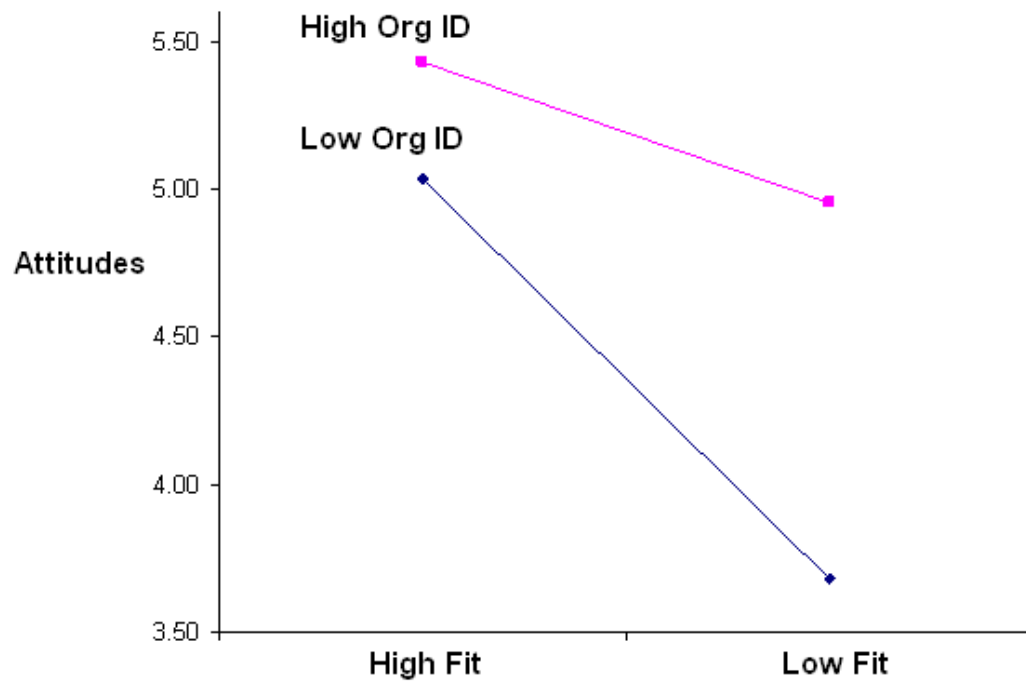


Figure C-10. Moderating effects of organizational identification between fit and attitudes

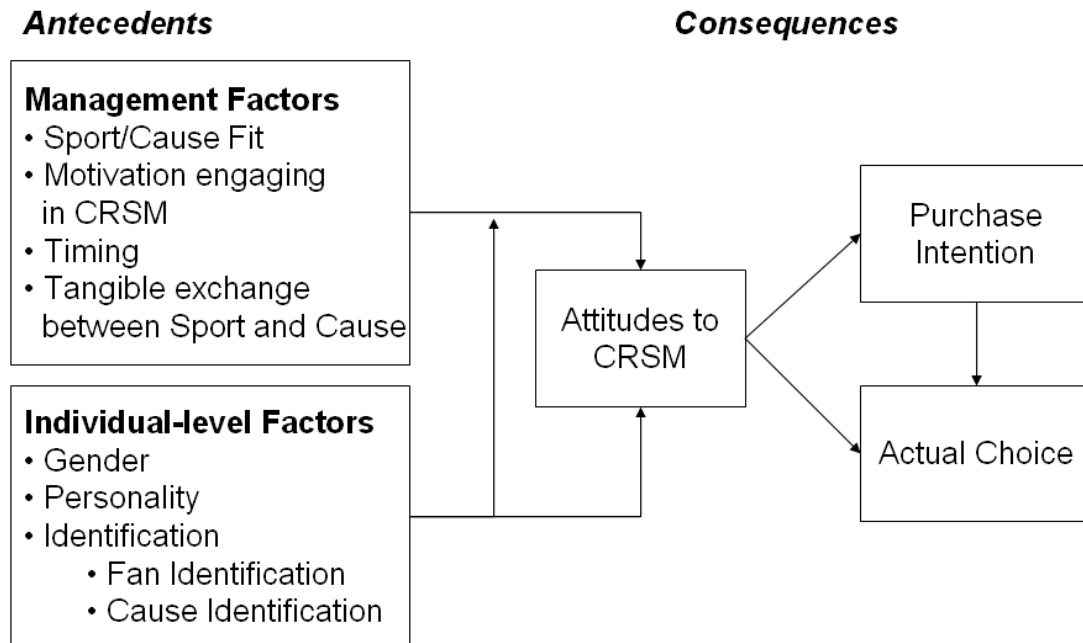


Figure C-11. The Proposed framework for understanding CRSM

APPENDIX D

FIRST PHASE PRE-TEST SURVEY INSTRUMENT FOR STUDY 1



TEXAS A&M UNIVERSITY
Department of Health and Kinesiology

Thank you for your willingness to participate in this study.

You are part of a special group of students selected to provide feedback on factors that influence purchase sport licensed products. This study is expected to enhance our understanding on how sport teams can better develop strategies that can benefit social causes and society in general.

Your assistance is entirely voluntary and you may be assured that your answers are confidential. Individual responses will not be identified or reported. The published results will not refer to any individual and all discussions will be based on group data. You may choose to withdraw from the study at any time, and your decision whether or not to participate will in no way affect your relations with Texas A&M athletic programs, researchers of this study, the Sport Management Program.

This research study has been reviewed by the Institutional Review Board - Human Subjects in Research, Texas A&M University. For research-related problems or questions regarding subjects' rights, you can contact the Institutional Review Board through Ms. Melissa McIlhaney, IRB Program Coordinator, Office of Research Compliance, (979) 458-4067, mcilhaney@tamu.edu.

If you have any questions about this study, please contact Jaedeock Lee at (979) 458-2007 or email to jaedeock@hlkn.tamu.edu. Also, contact the researcher if you would like a copy of the results. Thank you very much for your assistance in this research endeavor!

Sincerely,

Mr. Jaedeock Lee
Texas A&M University
Department of Health and Kinesiology
TAMU 4243
College Station, TX 77843
(979) 458-2007
jaedeock@hlkn.tamu.edu

Advisor contact information:

Dr. Mauricio Ferreira
Texas A&M University
Dept. of Health & Kinesiology
TAMU 4243
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ferreira@hlkn.tamu.edu

Part 1

Imagine you are shopping for a hat. Please start by taking a close look at the following baseball hat options before you answer any questions.



1. Considering the retail prices for the hats above are the same and they are your only options, please circle below any hat(s) you would consider buying. Please circle all that apply. If you would not purchase any of these hats, circle option i.
 - a. Hat #1 b. Hat #2 c. Hat #3 d. Hat #4 e. Hat #5
 - f. Hat #6 g. Hat #7 h. Hat #8 i. None of these hats

IF YOU CHOSE 'I. NONE OF THESE HATS' IN QUESTION 1, PLEASE GO TO QUESTION 6. OTHERWISE CONTINUE.

2. Thinking about the hats you said **you would buy or would consider buying** in Question 1 above. What is it about these hats that make them attractive to you?

3. Thinking about the hats you said **you would NOT buy or would NOT consider buying** in Question 1. What is it about these hats that make them unattractive to you?

4. Thinking about the hats that **you would consider buying**, what would the producers or sellers of these hats have to do to them to influence you **not to buy** them?

5. Thinking about the hats that **you would not consider buying**, what would the producers or sellers of these hats have to do to them to influence you **to buy** them?

RESPOND TO QUESTION 6 ONLY IF YOU CHOSE 'I. NONE OF THESE HATS' IN QUESTION 1, OTHERWISE SKIP TO PART 2.

6. Please indicate why you would not consider buying any of the hats shown in question 1. If you have any other preference of hats, please list them here.

Part 2

1. Please **list all of the social causes that are important and relevant to you**. Be as specific as you can be by naming some organizations or initiatives. (e.g. UNICEF, American Red Cross, Susan K. Breast Cancer Foundation, etc.)

Please provide some information about yourself:

Sex: Male _____ Female _____

Academic year: Freshman _____ Sophomore _____ Junior _____ Senior _____

Other _____

Race: African American _____ Asian _____ Hispanic _____

Native American _____ White _____ Other _____

City of origin: Texas _____ Out-of-Texas _____ if out-of-Texas, where? _____

Thank you for your participation.

APPENDIX E

SECOND PHASE PRE-TEST SURVEY INSTRUMENT FOR STUDY 1



TEXAS A&M UNIVERSITY
Department of Health and Kinesiology

Thank you for your willingness to participate in this study.

You are part of a special group of students selected to provide feedback on the relationship between sports and social causes. This study is expected to enhance our understanding on how sport teams can better develop strategies that can benefit social causes and society in general.

Your assistance is entirely voluntary and you may be assured that your answers are confidential. Individual responses will not be identified or reported. The published results will not refer to any individual and all discussions will be based on group data. You may choose to withdraw from the study at any time, and your decision whether or not to participate will in no way affect your relations with Texas A&M athletic programs, researchers of this study, the Sport Management Program.

This research study has been reviewed by the Institutional Review Board - Human Subjects in Research, Texas A&M University. For research-related problems or questions regarding subjects' rights, you can contact the Institutional Review Board through Ms. Melissa McIlhaney, IRB Program Coordinator, Office of Research Compliance, (979) 458-4067, mcilhaney@tamu.edu.

If you have any questions about this study, please contact Jaedeock Lee at (979) 458-2007 or email to jaedeock@hlkn.tamu.edu. Also, contact the researcher if you would like a copy of the results. Thank you very much for your assistance in this research endeavor!

Sincerely,

Mr. Jaedeock Lee
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jaedeock@hlkn.tamu.edu

Advisor contact information:

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Texas A&M University
Dept. of Health & Kinesiology
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College Station, TX 77843
(979) 845-2191
ferreira@hlkn.tamu.edu

Nowadays many professional sports teams sponsor programs to help or support social causes. In other words, many professional sport leagues and teams are conducting various cause-related activities such as public campaign and community programs to enhance their prestige among local communities.

Based on the above environment, please rate the following social causes in terms of **fit, similarity, consistency, and complementarity** to Major League Baseball. If you **do not know** about the social causes displayed below, please **see the information in the next page**.

1. How well does each of the social causes below **fit** with Major League Baseball?

Social Causes	Does not Fit at all						Fit Very Strongly
	1	2	3	4	5	6	
American Heart Association	1	2	3	4	5	6	7
Susan G. Komen Breast Cancer Foundation	1	2	3	4	5	6	7
American Red Cross	1	2	3	4	5	6	7
American Cancer Society	1	2	3	4	5	6	7
UNICEF	1	2	3	4	5	6	7
Boys & Girls Club	1	2	3	4	5	6	7
Baseball Tomorrow Fund	1	2	3	4	5	6	7
amfAR	1	2	3	4	5	6	7

2. How **similar** is each of the social causes below to Major League Baseball?

Social Causes	Not Similar at all						Very Similar
	1	2	3	4	5	6	
American Heart Association	1	2	3	4	5	6	7
Susan G. Komen Breast Cancer Foundation	1	2	3	4	5	6	7
American Red Cross	1	2	3	4	5	6	7
American Cancer Society	1	2	3	4	5	6	7
UNICEF	1	2	3	4	5	6	7
Boys & Girls Club	1	2	3	4	5	6	7
Baseball Tomorrow Fund	1	2	3	4	5	6	7
amfAR	1	2	3	4	5	6	7

3. How **consistent** is each of the social causes below with Major League Baseball?

Social Causes	Not Consistent at all						Very Consistent
	1	2	3	4	5	6	
American Heart Association	1	2	3	4	5	6	7
Susan G. Komen Breast Cancer Foundation	1	2	3	4	5	6	7
American Red Cross	1	2	3	4	5	6	7
American Cancer Society	1	2	3	4	5	6	7
UNICEF	1	2	3	4	5	6	7
Boys & Girls Club	1	2	3	4	5	6	7
Baseball Tomorrow Fund	1	2	3	4	5	6	7
amfAR	1	2	3	4	5	6	7

4. How **complementary** is each of the social causes below to Major League Baseball?

Social Causes	Not Complementary At all						Very Complementary
	1	2	3	4	5	6	
American Heart Association	1	2	3	4	5	6	7
Susan G. Komen Breast Cancer Foundation	1	2	3	4	5	6	7
American Red Cross	1	2	3	4	5	6	7
American Cancer Society	1	2	3	4	5	6	7
UNICEF	1	2	3	4	5	6	7
Boys & Girls Club	1	2	3	4	5	6	7
Baseball Tomorrow Fund	1	2	3	4	5	6	7
amfAR	1	2	3	4	5	6	7

Please provide some information about yourself:

Sex: Male _____ Female _____

Academic year

: Freshman _____ Sophomore _____ Junior _____ Senior _____ Other _____

Race: African American _____ Asian _____ Hispanic _____

Native American _____ White _____ Other _____

State of origin: Texas _____ Out-of Texas _____ if out-of Texas, where? _____

Thank you for your participation!

American Heart Association

The American Heart Association is a national voluntary health agency whose mission is to reduce disability and death from cardiovascular diseases and stroke.

Susan G. Komen Breast Cancer Foundation

Susan G. Komen Breast Cancer Foundation is the world's largest and most progressive grassroots network of breast cancer survivors and activists. They have provided funding for basic, clinical and translational breast cancer research and for innovative projects in the areas of breast health education and breast cancer screening and treatment.

American Red Cross

The American Red Cross is a humanitarian organization that provides emergency assistance, disaster relief, and education inside the United States, as part of International Federation of Red Cross and Red Crescent Societies.

American Cancer Society

The American Cancer Society is the nationwide community-based voluntary health organization dedicated to eliminating cancer as a major health problem by preventing cancer, saving lives, and diminishing suffering from cancer through research, education, advocacy, and service.

UNICEF

UNICEF is the driving force that helps build a world where the rights of every child are realized. They have the global authority to influence decision-makers, and the variety of partners at grassroots level to turn the most innovative ideas into reality.

Boys & Girls Club

Boys & Girls Clubs of America is a national network of more than 3,700 neighborhood-based facilities annually serving 4.4 million young people primarily from disadvantaged circumstances, in all 50 states, Puerto Rico and the Virgin Islands plus domestic and international military bases. Known as the "Positive Place for Kids," the Clubs provide character development programs on a daily basis, conducted by full and part-time trained professional staff and volunteers.

Baseball Tomorrow Fund

The Baseball Tomorrow Fund is a joint initiative of Major League Baseball and the Major League Baseball Players Association that funds programs, fields and equipment purchases for youth baseball in the United States, Canada and throughout the world.

amfAR

amfAR, The Foundation for AIDS Research, is one of the world's leading nonprofit organizations dedicated to the support of AIDS research, HIV prevention, treatment education, and the advocacy of sound AIDS-related public policy.

APPENDIX F
SURVEY INSTRUMENT FOR STUDY 2



Cause-related Sport Marketing Assessment Survey

Sport Management Research Group

Texas A&M University
College Station, TX 77843

Cause-related Sport Marketing Assessment Survey

Informed Consent

Thank you for agreeing to participate in this study! We appreciate your time. Most of all, we value your openness and honesty in responding to this survey. In this survey, we want to find out your response to cause-related marketing program by Major League Baseball. This study is expected to enhance our understanding of how sport teams can better develop strategies that can benefit social causes and society in general.

You are one of almost 200 participants who have been asked to participate in this study. It should only take about 15 minutes for you to complete it, but please answer the questions at your own pace.

Your assistance is entirely voluntary and you may be assured that your answers are confidential.

Individual responses will not be identified or reported. The published results will not refer to any individual and all discussions will be based on group data. You may choose to withdraw from the study at any time, and your decision whether or not to participate will in no way affect your relations with the senior games, researchers of this study, and will not preclude you to register for any senior game event.

If you have any questions about this study, please contact Mr. Jaedeock Lee at (979) 458-2007 or Dr. Ferreira at (979) 845-2191. Also, contact us if you would like a copy of the results. Thank you very much for your assistance in this research endeavor!

This research study has been reviewed and approved by the Institutional Review Board - Human Subjects in Research, Texas A&M University. For research related problems or questions regarding subjects' rights, the Institutional Review Board may be contacted through Ms. Melissa McIlhaney, IRB Coordinator, Office of Research Compliance, (979) 458-4067, mcilhaney@tamu.edu.

Sincerely,

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College Station, TX 77843
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ferreira@hlkn.tamu.edu

SECTION 1

I would like to start by asking you to answer the following questions regarding your favorite Major League Baseball team.

Please list your favorite MLB team: _____

Q1. Now answer each of the following questions with this team in mind by circling the most accurate number to each team.

1. How important is it to you that the team listed above wins?
Not important 1 2 3 4 5 6 7 Very Important
2. How strongly do you see yourself as a fan of the team listed above?
Not at All a Fan 1 2 3 4 5 6 7 Very Much a Fan
3. How strongly do your friends see you as a fan of the team listed above?
Not at All a Fan 1 2 3 4 5 6 7 Very Much a Fan
4. During the season, how closely do you follow the team listed above via ANY of the following: in person or on television, on the radio, or televised news or a newspaper?
Never 1 2 3 4 5 6 7 Almost Every Day
5. How important is being a fan of the team listed above to you?
Not important 1 2 3 4 5 6 7 Very Important
6. How much do you dislike the greatest rivals of the team listed above?
Do Not dislike 1 2 3 4 5 6 7 Dislike Very Much
7. How often do you display the above team's name or insignia at your place of work, where you live, or on your clothing?
Never 1 2 3 4 5 6 7 Always

SECTION 2

In this section, we would like you to read *four different messages* thoroughly and answer the following questions.

[Message 1]

The Baseball Tomorrow Fund is a joint initiative of Major League Baseball and the Major League Baseball Players Association that funds programs, fields and equipment purchases for youth baseball in the United States, Canada and throughout the world. The funds are intended to finance a new program, expand or improve an existing program, undertake a new collaborative effort, or obtain facilities or equipment. BTF provides grants to non-profit and tax-exempt organizations in both rural and urban communities. MLB and the Players Association do this for the sole benefit of youth baseball players and hope that the BTF will benefit people or organization that needs help.

Q2-1. My attitude toward the Baseball Tomorrow Fund, which is supported by MLB and the Players Association is: (Please Circle the number that indicates your response.)

a. Unfavorable	1	2	3	4	5	6	7	Favorable
b. Bad	1	2	3	4	5	6	7	Good
c. Harmful	1	2	3	4	5	6	7	Beneficial
d. Unattractive	1	2	3	4	5	6	7	Attractive
e. Poor	1	2	3	4	5	6	7	Excellent
f. I like this program:								
Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree

Q3-1. Please read each pair of statements below. The statements refer to the Baseball Tomorrow Fund (BTF) program by MLB and the Players Association. You may not fully agree with either of the statements. Therefore, please estimate your position and circle the appropriate number on the scale.

a. Bad fit between MLB and BTF	1	2	3	4	5	6	7	Good fit between MLB and BTF
b. Not at all logical for MLB	1	2	3	4	5	6	7	Very logical for MLB
c. Not at all appropriate for MLB	1	2	3	4	5	6	7	Very appropriate for MLB
d. Self-interested	1	2	3	4	5	6	7	Community interested
e. Organization (MLB)-focused	1	2	3	4	5	6	7	Customer (Fan) -focused
f. Profit motivated	1	2	3	4	5	6	7	Socially driven

Q4-1. On a scale from 1 to 7, where “1” means strongly disagree and “7” means strongly agree, how well do you agree with the following statements?

	Strongly Disagree		Neutral			Strongly Agree	
a. When someone criticizes the Baseball Tomorrow Fund (BTF), it feels like a personal insult.	1	2	3	4	5	6	7
b. I am very interested in what others think about the BTF.	1	2	3	4	5	6	7
c. When I talk about the BTF, I usually say “we” rather than “they”.	1	2	3	4	5	6	7
d. The successes of the BTF are my successes.	1	2	3	4	5	6	7
e. If a story in the media criticized the BTF, I would feel embarrassed/angered.	1	2	3	4	5	6	7
f. When someone praises the BTF, it feels like a personal compliment.	1	2	3	4	5	6	7
g. I am more likely to purchase season or single game tickets if I know that MLB does the Baseball Tomorrow Fund program.	1	2	3	4	5	6	7
h. I am more likely to buy MLB merchandise if I know that MLB does the Baseball Tomorrow Fund program.	1	2	3	4	5	6	7

[Message 2]

Help your home team hit one out of the ballpark with Susan G. Komen for the Cure and Major League Baseball's *Going to Bat Against Breast Cancer*, a month long program to create awareness about breast cancer and the importance of early detection, while also raising funds to support the mission of Komen for the Cure. This Mother's Day, the boys of summer and their teams are taking the challenge to raise \$25,000 to stay in every team's local community! Fans will be able to log onto www.komen.org/mlb and make a monetary donation to their favorite team and support the breast cancer movement. MLB Charities commits a guaranteed \$50,000 to Komen for the Cure with *Going to Bat Against Breast Cancer*. MLB does *Going to Bat Against Breast Cancer* for the sole benefit of Susan G. Komen for the Cure and hope that this program will benefit people by improving society.

Q2-2. My attitude toward the Going to Bat Against Breast Cancer, which is supported by MLB and the Players Association is: (Please Circle the number that indicates your response.)

a. Unfavorable	1	2	3	4	5	6	7	Favorable
b. Bad	1	2	3	4	5	6	7	Good
c. Harmful	1	2	3	4	5	6	7	Beneficial
d. Unattractive	1	2	3	4	5	6	7	Attractive
e. Poor	1	2	3	4	5	6	7	Excellent
f. I like this program:								
Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree

Q3-2. Please read each pair of statements below. The statements refer to the Going to Bat Against Breast Cancer (GBBC) program by MLB and the Susan G. Komen for the Cure (SGK). You may not fully agree with either of the statements. Therefore, please estimate your position and circle the appropriate number on the scale.

a. Bad fit between MLB and GBBC	1	2	3	4	5	6	7	Good fit between MLB and GBBC
b. Not at all logical for MLB	1	2	3	4	5	6	7	Very logical for MLB
c. Not at all appropriate for MLB	1	2	3	4	5	6	7	Very appropriate for MLB
d. Self-interested	1	2	3	4	5	6	7	Community interested
e. Organization (MLB)-focused	1	2	3	4	5	6	7	Customer (Fan) -focused
f. Profit motivated	1	2	3	4	5	6	7	Socially driven

Q4-2. On a scale from 1 to 7, where "1" means strongly disagree and "7" means strongly agree, how well do you agree with the following statements?

	Strongly Disagree		Neutral			Strongly Agree	
a. When someone criticizes the Susan G. Komen for the Cure (SGK), it feels like a personal insult.	1	2	3	4	5	6	7
b. I am very interested in what others think about the SGK.	1	2	3	4	5	6	7
c. When I talk about the SGK, I usually say "we" rather than "they".	1	2	3	4	5	6	7
d. The successes of the SGK are my successes.	1	2	3	4	5	6	7
e. If a story in the media criticized the SGK, I would feel embarrassed/angered.	1	2	3	4	5	6	7
f. When someone praises the SGK, it feels like a personal compliment.	1	2	3	4	5	6	7
g. I am more likely to purchase season or single game tickets if I know that MLB does the Going to Bat Against Breast Cancer program.	1	2	3	4	5	6	7
h. I am more likely to buy MLB merchandise if I know that MLB does the Going to Bat Against Breast Cancer program.	1	2	3	4	5	6	7

[Message 3]

The Baseball Tomorrow Fund is a joint initiative of Major League Baseball and the Major League Baseball Players Association that funds programs, fields and equipment purchases for youth baseball in the United States, Canada and throughout the world. The funds are intended to finance a new program, expand or improve an existing program, undertake a new collaborative effort, or obtain facilities or equipment. BTF provides grants to non-profit and tax-exempt organizations in both rural and urban communities. MLB and the Players Association believe that the BTF initiative will benefit their business by increasing sales revenue from ticket and merchandising sales.

Q2-3. My attitude toward the Baseball Tomorrow Fund, which is supported by MLB and the Players Association is: (Please Circle the number that indicates your response.)

a. Unfavorable	1	2	3	4	5	6	7	Favorable
b. Bad	1	2	3	4	5	6	7	Good
c. Harmful	1	2	3	4	5	6	7	Beneficial
d. Unattractive	1	2	3	4	5	6	7	Attractive
e. Poor	1	2	3	4	5	6	7	Excellent
f. I like this program:								
Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree

Q3-3. Please read each pair of statements below. The statements refer to the Baseball Tomorrow Fund (BTF) program by MLB and the Players Association. You may not fully agree with either of the statements. Therefore, please estimate your position and circle the appropriate number on the scale.

a. Bad fit between MLB and BTF	1	2	3	4	5	6	7	Good fit between MLB and BTF
b. Not at all logical for MLB	1	2	3	4	5	6	7	Very logical for MLB
c. Not at all appropriate for MLB	1	2	3	4	5	6	7	Very appropriate for MLB
d. Self-interested	1	2	3	4	5	6	7	Community interested
e. Organization (MLB)-focused	1	2	3	4	5	6	7	Customer (Fan) -focused
f. Profit motivated	1	2	3	4	5	6	7	Socially driven

Q4-3. On a scale from 1 to 7, where “1” means strongly disagree and “7” means strongly agree, how well do you agree with the following statements?

	Strongly Disagree		Neutral			Strongly Agree	
a. When someone criticizes the Baseball Tomorrow Fund (BTF), it feels like a personal insult.	1	2	3	4	5	6	7
b. I am very interested in what others think about the BTF.	1	2	3	4	5	6	7
c. When I talk about the BTF, I usually say “we” rather than “they”.	1	2	3	4	5	6	7
d. The successes of the BTF are my successes.	1	2	3	4	5	6	7
e. If a story in the media criticized the BTF, I would feel embarrassed/angered.	1	2	3	4	5	6	7
f. When someone praises the BTF, it feels like a personal compliment.	1	2	3	4	5	6	7
g. I am more likely to purchase season or single game tickets if I know that MLB does the Baseball Tomorrow Fund program.	1	2	3	4	5	6	7
h. I am more likely to buy MLB merchandise if I know that MLB does the Baseball Tomorrow Fund program.	1	2	3	4	5	6	7

[Message 4]

Help your home team hit one out of the ballpark with Susan G. Komen for the Cure and Major League Baseball's *Going to Bat Against Breast Cancer*, a month long program to create awareness about breast cancer and the importance of early detection, while also raising funds to support the mission of Komen for the Cure. This Mother's Day, the boys of summer and their teams are taking the challenge to raise \$25,000 to stay in every team's local community! Fans will be able to log onto www.komen.org/mlb and make a monetary donation to their favorite team and support the breast cancer movement. MLB Charities commits a guaranteed \$50,000 to Komen for the Cure with *Going to Bat Against Breast Cancer*. MLB believes that this charity effort will benefit their business by increasing sales revenue from ticket and merchandising sales.

Q2-4. My attitude toward the Going to Bat Against Breast Cancer, which is supported by MLB and the Players Association is: (Please Circle the number that indicates your response.)

a. Unfavorable	1	2	3	4	5	6	7	Favorable
b. Bad	1	2	3	4	5	6	7	Good
c. Harmful	1	2	3	4	5	6	7	Beneficial
d. Unattractive	1	2	3	4	5	6	7	Attractive
e. Poor	1	2	3	4	5	6	7	Excellent
f. I like this program:								
Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree

Q3-4. Please read each pair of statements below. The statements refer to the Going to Bat Against Breast Cancer (GBBC) program by MLB and the Susan G. Komen for the Cure (SGK). You may not fully agree with either of the statements. Therefore, please estimate your position and circle the appropriate number on the scale.

a. Bad fit between MLB and GBBC	1	2	3	4	5	6	7	Good fit between MLB and GBBC
b. Not at all logical for MLB	1	2	3	4	5	6	7	Very logical for MLB
c. Not at all appropriate for MLB	1	2	3	4	5	6	7	Very appropriate for MLB
d. Self-interested	1	2	3	4	5	6	7	Community interested
e. Organization (MLB)-focused	1	2	3	4	5	6	7	Customer (Fan) -focused
f. Profit motivated	1	2	3	4	5	6	7	Socially driven

Q4-4. On a scale from 1 to 7, where "1" means strongly disagree and "7" means strongly agree, how well do you agree with the following statements?

	Strongly Disagree		Neutral			Strongly Agree	
a. When someone criticizes the Susan G. Komen for the Cure (SGK), it feels like a personal insult.	1	2	3	4	5	6	7
b. I am very interested in what others think about the SGK.	1	2	3	4	5	6	7
c. When I talk about the SGK, I usually say "we" rather than "they".	1	2	3	4	5	6	7
d. The successes of the SGK are my successes.	1	2	3	4	5	6	7
e. If a story in the media criticized the SGK, I would feel embarrassed/angered.	1	2	3	4	5	6	7
f. When someone praises the SGK, it feels like a personal compliment.	1	2	3	4	5	6	7
g. I am more likely to purchase season or single game tickets if I know that MLB does the Going to Bat Against Breast Cancer program.	1	2	3	4	5	6	7
h. I am more likely to buy MLB merchandise if I know that MLB does the Going to Bat Against Breast Cancer program.	1	2	3	4	5	6	7

SECTION 3

In this section, we would like to ask questions about individual characteristics.

Q5. Please use this list of common human traits to describe yourself as accurately as possible. Describe yourself as you see yourself at the present time, not as you wish to be in the future. Describe yourself as you are generally or typically, as compared with other persons you know of the same sex and of roughly your same age. Before each trait, please write a number indicating how accurately that trait describes you, using the following rating scale:

1	2	3	4	5	6	7	8	9
Extremely Inaccurate	Very Inaccurate	Moderately Inaccurate	Slightly Inaccurate	Neither Inaccurate nor Accurate	Slightly Accurate	Moderately Accurate	Very Accurate	Extremely Accurate

- | | | | |
|---------------------------------------|---------------------------------------|--|---|
| <input type="checkbox"/> Bashful | <input type="checkbox"/> Energetic | <input type="checkbox"/> Moody | <input type="checkbox"/> Systematic |
| <input type="checkbox"/> Bold | <input type="checkbox"/> Envious | <input type="checkbox"/> Organized | <input type="checkbox"/> Talkative |
| <input type="checkbox"/> Careless | <input type="checkbox"/> Extraverted | <input type="checkbox"/> Philosophical | <input type="checkbox"/> Temperamental |
| <input type="checkbox"/> Cold | <input type="checkbox"/> Fretful | <input type="checkbox"/> Practical | <input type="checkbox"/> Touchy |
| <input type="checkbox"/> Complex | <input type="checkbox"/> Harsh | <input type="checkbox"/> Quiet | <input type="checkbox"/> Uncreative |
| <input type="checkbox"/> Cooperative | <input type="checkbox"/> Imaginative | <input type="checkbox"/> Relaxed | <input type="checkbox"/> Unenvious |
| <input type="checkbox"/> Creative | <input type="checkbox"/> Inefficient | <input type="checkbox"/> Rude | <input type="checkbox"/> Unintellectual |
| <input type="checkbox"/> Deep | <input type="checkbox"/> Intellectual | <input type="checkbox"/> Shy | <input type="checkbox"/> Unsympathetic |
| <input type="checkbox"/> Disorganized | <input type="checkbox"/> Jealous | <input type="checkbox"/> Sloppy | <input type="checkbox"/> Warm |
| <input type="checkbox"/> Efficient | <input type="checkbox"/> Kind | <input type="checkbox"/> Sympathetic | <input type="checkbox"/> Withdrawn |

Q6. Gender: FEMALE MALE

Q7. What year were you born? _____.

Q8. Racial/ Ethnic Group Ancestry: (Please mark only one box)

- CAUCASIAN/ WHITE-NON HISPANIC
- AFRICAN AMERICAN/ BLACK
- HISPANIC
- ASIAN
- NATIVE AMERICAN
- OTHER (PLEASE SPECIFY: _____)
- DECLINE TO RESPOND

Q9. Household Income: (Please mark only one box)

- <\$15,000
- \$15,000 to \$24,999
- \$25,000 to \$39,999
- \$40,000 to \$59,999
- \$60,000 to \$84,999
- \$85,000 +
- DECLINE TO RESPOND

If you have completed this survey as a part of an extra credit task, please email the following password code to your course GA (Graduate Assistant) or instructor.

“TAMU SPMGT”

THANK YOU FOR YOUR HELP.

APPENDIX G

PRE-TEST SURVEY INSTRUMENT FOR STUDY 3



TEXAS A&M UNIVERSITY
Department of Health and Kinesiology

Thank you for your willingness to participate in this study.

You are part of a special group of students selected to provide feedback on social causes or charity organizations. In this survey, we want to find out the list of social causes that you consider important as well as relevant to you.

You are one of about 50 participants who have been asked to participate in this study. It should only take about 5 minutes for you to complete, but please answer the questions at your own pace.

Your participation is entirely voluntary and you may be assured that your answers are confidential. Individual responses will not be identified or reported. The published results will not refer to any individual and all discussions will be based on group data. You may choose to withdraw from the study at any time, and your decision whether or not to participate will in no way affect your relations with Texas A&M athletic programs, researchers of this study, or the Sport Management Program.

This research study has been reviewed by the Human Subjects' Protection Program and/or the Institutional Review Board at Texas A&M University. For research-related problems or questions regarding your rights as a research participant, you can contact these offices at (979) 458-4067 or irb@tamu.edu.

If you have any questions about this study, please contact Jaedeock Lee at (979) 845-3702 or send an mail to jaedeock@hlkn.tamu.edu. Please contact the researcher if you would like a copy of the results. Thank you very much for your assistance in this research endeavor!

Sincerely,

Mr. Jaedeock Lee
Texas A&M University
Department of Health and Kinesiology
TAMU 4243
College Station, TX 77843
(979) 845-3702
jaedeock@hlkn.tamu.edu

Advisor contact information:

Dr. George B Cunningham
Texas A&M University
Dept. of Health & Kinesiology
TAMU 4243
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(979) 458-8006
gbcunningham@hlkn.tamu.edu

Charitable giving in the United States was estimated to be \$306.39 billion in 2007, according to *Giving USA 2008*. With increased interests in charitable giving, we would like to find out your opinions about social causes or charity organizations. Please respond to the following questions.

Q1. Please list all social causes or charity organizations that you are aware of. Please list them as specific as you can by naming some organizations (e.g., American Heart Association).

_____	_____	_____
_____	_____	_____
_____	_____	_____

The Texas A&M athletic department has charity contribution programs to enhance their prestige among local communities. Now, please assume that Texas A&M Athletic department launches a cause-related marketing program. For example, sales revenue from Texas A&M football t-shirts will be partially donated to a specific social cause.

Q2. Please list any of social causes or charity organizations that are *appropriate/proper* for Texas A&M football team to support/associate. Which organizations or issues should Texas A&M football team support?

_____	_____	_____
_____	_____	_____
_____	_____	_____

Q2-1. Why did you choose the charity organizations/issues listed above? Please specify reasons that the organizations/issues listed above are *appropriate/proper* to be associated with Texas A&M football team.

Q3. Please list any of social causes or charity organizations that are *NOT appropriate/proper* for Texas A&M football team to support/associate. Which organizations/issues should the Texas A&M football team NOT support?

_____	_____	_____
_____	_____	_____
_____	_____	_____

Q3-1. Why did you choose the charity organizations/issues listed above? Please specify reasons that the organizations/issues listed above are *NOT appropriate/proper* to be associated with the Texas A&M football team.

Charity Navigator, the largest charity evaluator in the US, categorized charity issues into nine categories as follows:

Animals	ANIMALS charities protect, defend and provide needed services to domestic and wild animals.
Arts, Cultures, Humanities	ARTS, CULTURE, HUMANITIES charities promote artistic and cultural excellence and preserve artistic and cultural heritage.
Education	EDUCATION charities make learning possible for students of all ages, from pre-school to graduate school.
Environment	ENVIRONMENT charities work to preserve and protect the environment and to promote environmental research, conservation and appreciation.
Health and Disease	HEALTH charities cure diseases, treat and support our sick and disabled, seek improvements in medical treatments, and promote public understanding and awareness of particular health risks, diseases and disabilities.
Human Services	HUMAN SERVICES charities provide networks of direct services to people in need.
Public Benefit	PUBLIC BENEFIT charities protect, improve and invest in our communities and our country by defending civil rights, conducting research in science and public policy, and promoting philanthropy and social action.
International	INTERNATIONAL charities work throughout the world to defend human rights, to promote peace and understanding among all nations, and to provide relief and development services where they are needed the most.
Religion	RELIGION charities promote and support particular religions and religious activity and worship.

Q4. Which category is *appropriate/proper* for the TAMU football team to support? Please mark all categories that apply.

Animals Environment Public Benefit
 Arts, Cultures, Humanities Health and Disease International
 Education Human Services Religion

Q5. Which category is *NOT appropriate/proper* for the TAMU football team to support? Please mark all categories that apply.

Animals Environment Public Benefit
 Arts, Cultures, Humanities Health and Disease International
 Education Human Services Religion

Please provide some information about yourself:

Sex: Male Female

Academic year:

Freshman Sophomore Junior Senior Other

Race: African American Asian Hispanic
 Native American White Other

Thank you for your participation.

APPENDIX H
SURVEY INSTRUMENT OF STUDY 3

**TAMU Football Licensed Product
Assessment Survey**



[Type A]

Sport Management Research Group

**Texas A&M University
College Station, TX 77843**



TEXAS A&M UNIVERSITY
Department of Health and Kinesiology

Dear TAMU students:

Thank you for your willingness to participate in this study. You are part of a special group of students selected to provide feedback on TAMU football licensed products. In this survey, we want to find out your responses toward the cause-related marketing campaign of the TAMU football team.

You are one of about 300 participants who have been asked to participate in this study. It should only take about 10 minutes for you to complete, but please answer the questions at your own pace.

Your participation is entirely voluntary and you may be assured that your answers are confidential. Individual responses will not be identified or reported. The published results will not refer to any individual and all discussions will be based on group data. You may choose to withdraw from the study at any time, and your decision whether or not to participate will in no way affect your relations with Texas A&M athletic programs, researchers of this study, or the Sport Management Program.

This research study has been reviewed by the Human Subjects' Protection Program and/or the Institutional Review Board at Texas A&M University. For research-related problems or questions regarding your rights as a research participant, you can contact these offices at (979) 458-4067 or irb@tamu.edu.

If you have any questions about this study, please contact Jaedeock Lee at (979) 845-3702 or send an e-mail to jaedeock@hlkn.tamu.edu. Please contact the researcher if you would like a copy of the results. Thank you very much for your assistance in this research endeavor!

Sincerely,

Mr. Jaedeock Lee
Texas A&M University
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Advisor contact information:

Dr. George B Cunningham
Texas A&M University
Dept. of Health & Kinesiology
TAMU 4243
College Station, TX 77843
(979) 458-8006
gbcunningham@hlkn.tamu.edu

SECTION I

We would like to start by asking you to answer the following questions regarding the Texas A&M Football team.

Q1. Please answer each of the following questions with the Texas A&M football team in mind by circling the most accurate number to each team.

8. How important is it to you that the Texas A&M Football team wins?
Not important 1 2 3 4 5 6 7 Very Important
9. How strongly do you see yourself as a fan of the Texas A&M Football team?
Not at All a Fan 1 2 3 4 5 6 7 Very Much a Fan
10. How strongly do your friends see you as a fan of the Texas A&M Football team?
Not at All a Fan 1 2 3 4 5 6 7 Very Much a Fan
11. During the season, how closely do you follow the Texas A&M Football team via ANY of the following: in person or on television, on the radio, or televised news or a newspaper?
Never 1 2 3 4 5 6 7 Almost Every Day
12. How important is being a fan of the Texas A&M Football team to you?
Not important 1 2 3 4 5 6 7 Very important
13. How much do you dislike the greatest rivals of the Texas A&M Football team?
Do Not dislike 1 2 3 4 5 6 7 Dislike Very Much
14. How often do you display the Texas A&M Football team's name or insignia at your place of work, where you live, or on your clothing?
Never 1 2 3 4 5 6 7 Always

SECTION II

Q2. Have you heard or know any of the following social cause organizations/campaigns? Please select (put a check mark) all organizations/campaigns that you personally know, are familiar with, or you have heard of.

- | | |
|---|---|
| <input type="checkbox"/> Boys & Girls Club | <input type="checkbox"/> Read to Achieve |
| <input type="checkbox"/> Susan G Komen Breast Cancer Foundation | <input type="checkbox"/> American Heart Association |
| <input type="checkbox"/> Big Brothers Big Sisters | <input type="checkbox"/> American Cancer Society |
| <input type="checkbox"/> Pop Warner Youth Football | <input type="checkbox"/> Aggie Allies |
| <input type="checkbox"/> American Youth Football | <input type="checkbox"/> Make A Wish Foundation |
| <input type="checkbox"/> Planned Parenthood | <input type="checkbox"/> YMCA |
| <input type="checkbox"/> Human Rights Campaign | <input type="checkbox"/> Aggie Allies |
| <input type="checkbox"/> NARAL Pro-Choice America | <input type="checkbox"/> PFLAG |
| <input type="checkbox"/> American Red Cross | <input type="checkbox"/> NONE of These |
| <input type="checkbox"/> Others (Please specify: _____) | |

SECTION III.

Please read the following advertisement carefully about the Cause-related sport marketing program of Texas A&M football team.

Texas A&M Football T-Shirt Special Sales!



Now Only \$15.00

Texas A&M Athletic Department will donate \$1 to *Boys and Girls Club* for each unit sold.



**BOYS & GIRLS CLUBS
OF AMERICA**

Boys & Girls Clubs of America is a national network of more than 3,700 neighborhood-based facilities annually serving 4.4 million young people primarily from disadvantaged circumstances, in all 50 states, Puerto Rico and the Virgin Islands plus domestic and international military bases. Known as the "Positive Place for Kids," the Clubs provide character development programs on a daily basis, conducted by full and part-time trained professional staff and volunteers.

Q3. My attitude toward the above cause-related sport marketing (CRSM) program of the TAMU football team is: (Please Circle the number that indicates your response.)

a. Unfavorable	1	2	3	4	5	6	7	Favorable
b. Bad	1	2	3	4	5	6	7	Good
c. Harmful	1	2	3	4	5	6	7	Beneficial
d. Unattractive	1	2	3	4	5	6	7	Attractive
e. Poor	1	2	3	4	5	6	7	Excellent
f. I like this program:								
Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree

Q4. Please read each pair of statements below. The statements refer to the CRSM programs of the TAMU football team. You may not fully agree with either of the statements. Therefore, please estimate your position and circle the appropriate number on the scale.

a.	Bad fit between the TAMU football team and Boys & Girls Club	1	2	3	4	5	6	7	Good fit between the TAMU football team and Boys & Girls Club
b.	Not at all logical for the TAMU football team	1	2	3	4	5	6	7	Very logical for the TAMU football team
c.	Not at all appropriate for the TAMU football team	1	2	3	4	5	6	7	Very appropriate for the TAMU football team

Q5. On a scale from 1 to 7, where “1” means strongly disagree and “7” means strongly agree, how well do you agree with the following statements?

	Strongly Disagree					Strongly Agree	
	1	2	3	4	5	6	7
a. When someone criticizes the Boys & Girls Club, it feels like a personal insult.	1	2	3	4	5	6	7
b. I am very interested in what others think about the Boys & Girls Club.	1	2	3	4	5	6	7
c. When I talk about the Boys & Girls Club, I usually say “we” rather than “they”.	1	2	3	4	5	6	7
d. The successes of the Boys & Girls Club are my successes.	1	2	3	4	5	6	7
e. If a story in the media criticized the Boys & Girls Club, I would feel embarrassed/angered.	1	2	3	4	5	6	7
f. When someone praises the Boys & Girls Club, it feels like a personal compliment.	1	2	3	4	5	6	7
g. I am familiar with what Boys & Girls Club does.	1	2	3	4	5	6	7
h. I like Boys & Girls Club.	1	2	3	4	5	6	7

Q6. Please rate your level of agreement on the following statements.

	Strongly Disagree					Strongly Agree	
	1	2	3	4	5	6	7
a. I would purchase this Texas A&M T-shirt.	1	2	3	4	5	6	7
b. I would consider buying at this price.	1	2	3	4	5	6	7
c. The probability that I would consider buying is high.	1	2	3	4	5	6	7

SECTION IV.

Please read the second advertisement carefully about the Cause-related sport marketing program of Texas A&M football team.

Texas A&M Football T-Shirt Special Sales!



Now Only \$15.00

Texas A&M Athletic Department will donate \$1 to *Pop Warner Football* for each unit sold.



Pop Warner Little Scholars, Inc. (PWLS) is a non-profit organization that provides youth football and cheer & dance programs for participants in 42 states and several countries around the world. Consisting of approximately 400,000 young people ranging from ages 5 to 16 years old, PWLS is the largest youth football, cheer and dance program in the United States.

Q7. My attitude toward the above cause-related sport marketing (CRSM) program of the TAMU football team is: (Please Circle the number that indicates your response.)

a. Unfavorable	1	2	3	4	5	6	7	Favorable
b. Bad	1	2	3	4	5	6	7	Good
c. Harmful	1	2	3	4	5	6	7	Beneficial
d. Unattractive	1	2	3	4	5	6	7	Attractive
e. Poor	1	2	3	4	5	6	7	Excellent
f. I like this program:								
Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree

Q8. Please read each pair of statements below. The statements refer to the CRSM programs of the TAMU football team. You may not fully agree with either of the statements. Therefore, please estimate your position and circle the appropriate number on the scale.

a.	Bad fit between the TAMU football team and Pop Warner	1	2	3	4	5	6	7	Good fit between the TAMU football team and Pop Warner
b.	Not at all logical for the TAMU football team	1	2	3	4	5	6	7	Very logical for the TAMU football team
c.	Not at all appropriate for the TAMU football team	1	2	3	4	5	6	7	Very appropriate for the TAMU football team

Q5. On a scale from 1 to 7, where “1” means strongly disagree and “7” means strongly agree, how well do you agree with the following statements?

	Strongly Disagree					Strongly Agree	
	1	2	3	4	5	6	7
a. When someone criticizes the Pop Warner, it feels like a personal insult.	1	2	3	4	5	6	7
b. I am very interested in what others think about the Pop Warner.	1	2	3	4	5	6	7
c. When I talk about the Pop Warner, I usually say “we” rather than “they”.	1	2	3	4	5	6	7
d. The successes of the Pop Warner are my successes.	1	2	3	4	5	6	7
e. If a story in the media criticized the Pop Warner, I would feel embarrassed/angered.	1	2	3	4	5	6	7
f. When someone praises the Pop Warner, it feels like a personal compliment.	1	2	3	4	5	6	7
g. I am familiar with what Pop Warner does.	1	2	3	4	5	6	7
h. I like Pop Warner.	1	2	3	4	5	6	7

Q6. Please rate your level of agreement on the following statements.

	Strongly Disagree					Strongly Agree	
	1	2	3	4	5	6	7
a. I would purchase this Texas A&M T-shirt.	1	2	3	4	5	6	7
b. I would consider buying at this price.	1	2	3	4	5	6	7
c. The probability that I would consider buying is high.	1	2	3	4	5	6	7

SECTION V

In this part, we would like to ask questions about individual characteristics.

Q11. Gender: __ FEMALE __ MALE

Q12. What year were you born? _____.

Q13. Racial/ Ethnic Group Ancestry: (Please mark only one box)

- CAUCASIAN/ WHITE-NON HISPANIC
- AFRICAN AMERICAN/ BLACK
- HISPANIC
- ASIAN
- NATIVE AMERICAN
- OTHER (PLEASE SPECIFY: _____)
- DECLINE TO RESPOND

Q14. Household Income: (Please mark only one box)

- <\$15,000
- \$15,000 to \$24,999
- \$25,000 to \$39,999
- \$40,000 to \$59,999
- \$60,000 to \$84,999
- \$85,000 +
- DECLINE TO RESPOND

We would appreciate any comments that you have regarding the cause marketing of TAMU athletics and about this survey.

THANK YOU FOR YOUR HELP.

VITA

Jae Deock Lee
Department of Sport Management
East Stroudsburg University
Zimbar-Liljenstein Hall
East Stroudsburg, PA 18301

Education

Ph. D., Kinesiology, Texas A&M University, 2009

M.S., Sport & Leisure Studies, Yonsei University, 2005

B.A., Psychology and Sociology, Yonsei University, 2003

Academic Appointment

Graduate Assistant, Department of Health & Kinesiology, Texas A&M University, Fall 2006 ~ Summer 2009

Honors & Awards

“First Place Prize” Award Winner for Oral presentation competition at the 12th annual Student Research Week, Texas A&M University, 2009

“Third Place Prize” Award Winner for Poster competition at the 11th annual Student Research Week, Texas A&M University, 2008

“Regent Fellowship” \$20,000, Texas A&M University, 2006 ~ 2007

“Scholarship” \$500 each, Soosong Church, 2004

“Scholarship” \$2,000 every semester, Samsung Foundation, 1997 ~ 2003

Professional memberships

North American Society for Sport Management, Member, 2007 ~ present

Sport Marketing Association, Member, 2007