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Does Cause-related Marketing Work for Negative Image Sponsor?

Kim, Jae Chul · Kwon, Hyungil*(Chung Ang University) · Pyun, Do Young
(National Institute of Education, Nanyang Technological University, Singapore)

Cause related marketing has been widely used by many companies with an expectation that it would improve its sales and public image. However, previous literature has not investigated the effect of cause related marketing when a sponsoring company has built negative image in the society. Thus, this study was designed to see if a company with a negative image can be benefitted from such a marketing effort. The magnitude and direction of changes in consumers' attitudes toward two sponsoring companies with conflicting (positive vs. negative) brand images and toward a sport team were tested using paired t-tests. The results indicated that the subjects' initial attitude toward the sport team was significantly changed in a positive direction when it was sponsored by a company with positive brand image (i.e., Nike). However, a change of attitude toward the company was not statistically significant. On the other hand, an initial attitude toward a company with negative image (i.e., Kangwon Land Hotel & Casino) improved significantly when it implemented cause-related marketing with a college sport team. However, their initial attitudes toward the sport team aggravated significantly when it was connected to a company with negative image in cause-related marketing.

※ Key words : Cause-related marketing, sponsor image, theory of meaning transfer, congruity theory, cognitive dissonance theory

*e-mail : hkwon@cau.ac.kr

Ⅰ. Introduction

There has been a growing emphasis on corporations' social responsibility in conjunction with economic functions (Handelman & Arnold, 1999). The importance of corporate social responsibility involving diverse activities for public interests is highlighted by the presence of many advantages as it creates a favorable image toward the company, provides friendly business environments, and forms a positive attitude the company's products or services (Varadarajan & Menon, 1988). In recent years, cause-related marketing (CRM) as tie-in between corporate social responsibility and economic performance has been popularly implemented as an important marketing strategy in various industries particularly in the sport realm (Roy & Graeff, 2003). CRM often refers to "the practice of advocating corporate social responsibility in marketing communications activities" (Brønn & Vrioni, 2001, p. 214). Varadarajan and Menon (1988) defined CRM as "the process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specific amount to a designated cause when customers engage in revenue-providing exchanges that satisfy organizational and individual objectives" (p. 60-61). Different from general corporate philanthropic activities, CRM is a strategic marketing activity associated with worthwhile causes to expect immediate sales promotion by reducing companies' financial burdens (Barone, Miyazaki, & Taylor, 2000).

Such CRM efforts have been also popularly utilized in sport sponsorship (e.g., Kim, Kwak, & Kim, 2010; Roy & Graeff, 2003). Firms' active participation in various CRM activities via sponsoring a team or league builds consumers' positive attitude toward the companies and in turn attests to acceptance of their products or services (Barone et al., 2000). In addition, sport teams and leagues have also been actively supporting social causes or charitable organizations in the realm of corporate social responsibility. In the United States, National Football League opened schools to provide educational opportunities for underprivileged youth. Other cases can be found in National Hockey League's 'Hockey Fights Cancer' to fund cancer research and 'NHL Diversity' to support youth who suffers from financial difficulties but want to play hockey (Babiak & Wolfe, 2009).

Even firms with negative images could utilize a CRM campaign aligned with sport sponsorship to transform their images to be more positive. In the 2010 Korean professional baseball season, for instance, a domestic casino in conjunction with a professional baseball team of Doosan Bears donated approximately US$11,000 to a local youth baseball team that is composed of mentally disabled boys. In this CRM, the casino accumulated US$100 per successful base stealing by the players in Doosan Bears. In a similar context, Giannoulakis and Drayer (2009) examined whether the corporate social responsibility program of NBA was able to improve the image of players that had been aggravated by series of "controversies such as brawl in NBA, steroids, drug and alcohol abuse, multiple claims of sexual abuse and involvement in other criminal activities" (p. 453). The results of the study indicated "despite questions about the authenticity of the program, NBA Cares had no negative impact on player image and, for some participants, it had a strong positive effect on player image" (p. 464).

Although Giannoulakis and Drayer (2009) insinuated that corporate social responsibility program could improve the aggravated image of the athletes, no study has empirically examined whether a corporate sponsor with the negative image can achieve its image enhancing objective through a

CRM campaign. Thus, it is worth studying whether the positive image of CRM through sport sponsorship can be transferred to a company with the aggravated image. Here the image of a company is the sum of beliefs, attitude, and impression that consumers form toward the company (Barich & Kotler, 1991). Favorable image of a company can be used as a strong marketing tool that can improve the perceived value of the organization and its products (Howard, 1998). Thus, many sponsors have tried to improve their image through a philanthropic form of sport sponsorship (Meenaghan, 2001). In this regard, Filo, Funk, and O'Brien (2010) examined the influence of sponsor image on sponsor product purchase intent and future event participation intent in the context of charitable sport events. However, they did not examine the effect of sponsor image particularly when the sponsor had already built negative social image among the public. This exploratory attempt, to fill the gap, was concerned with two aspects in CRM through sport team. First, the researchers investigated whether consumers' attitude toward a CRM sponsor was changed when the sponsor had a positive image and when the sponsor had a negative image. Second, the study aimed to examine whether consumers changed their attitude toward a sport team in a different direction when CRM through sport team was conducted by two different companies with different public images (positive or negative). Therefore, this study was designed to examine the magnitude and direction of changes in consumers' attitudes toward (a) two companies with a positive image and a negative image and (b) the sport team, when the two sponsors were linked together in CRM campaigns.

1. Theory of Meaning Transfer and Effectiveness of CRM

Using theory of meaning transfer, McCracken (1986, 1988, 1989) conceptualized how meanings can be moved from celebrity to product, and eventually from product to consumers. According to this theory, it is hypothesized that a celebrity's (e.g., actors, singers, and athletes) positive image can be transferred to target consumers through the process of the celebrity endorsement. (McCracken, 1989). In consumer society, various cultural meanings (e.g., status, class, gender, age, personality, lifestyles, etc.) created in "the physical and social world constituted by the categories and principles of the prevailing culture" can be moved to consumable products as well as consumer lives via a congenital path (McCracken, 1989, p. 313). Theory of meaning transfer explains the path linking celebrity's comprehensive meaning to consumers through the three processes: culture, endorsement, and consumption (McCracken, 1989).

According to the processes, a celebrity has ordinarily enacted one's unique cultural meanings, which represent the comprehensive images subjectively judged from every conceivable angle by consumers. Through the image transfer process via the celebrity's endorsement, a certain level of congruence between a celebrity and a product should exist in order to expect a reshuffle of the celebrity's image to the product. When the perceived congruence level is high, the image transfer could be more effective. For this effect, two strategic management skills are necessary. First, a celebrity endorser's image identified by consumers can be versatile, not limited to what is actually needed for the transfer processes (McCracken, 1989). Therefore, a marketer should manage necessary information that can form a logical connection between a product and positive and functional images of the celebrity. Second, a marketer should clearly exhibit a close association between the celebrity and the product (McCracken, 1989). It is because that a possible transfer effect could be determined by a level of image congruence between the celebrity and the product. The last phase in the image transfer process is consumption, which is determined by consumers themselves. When a consumer builds a high level of congruence or association between two unconsciously, the consumer's perceived image on the product could be automatically derived from existing images on the celebrity.

Accordingly, corporate social causes (i.e., positive cultural meanings) could flow to sponsoring corporates or sport teams associated with CRM and eventually reach consumers. An empirical evidence in CRM through sport team clearly indicated that consumers' perceived CRM positively influenced consumers' attitude toward sport teams (Kim, Kwak, & Kim, 2010). A more effective CRM could be expected when a company's existing cultural image is similar with social causes. It is proposed that positive changes in consumers' attitudes toward a company and a team could be established when a social cause is sponsored by a company with positive image. Thus, two hypotheses were developed as follows:

Hypothesis 1a: With CRM in association with a sport team, consumers' initial attitude toward a sponsoring company will be significantly changed in a positive way when the team is sponsored by the company with positive images.

Hypothesis 1b: With CRM in association with a sport team, consumers' initial attitude toward a team will be significantly changed in a positive way when the team is sponsored by a company with positive images.

2. Congruity Theory and Cognitive Dissonance Theory in Attitude Change

Balance theory (Heider, 1958) and congruity theory (Osgood & Tannenbaum, 1955) address that an individual is willing to focus on sustaining balance or consistency when recognizing and criticizing associations with other persons, objects, or cognitions. Balance theory is only concerned with directions (positive or negative) in individuals' attitude changes (Heider, 1946). In order to complement the limitation of balance theory, Osgood and Tannenbaum (1955) proposed congruity theory to explain both magnitudes and directions in attitude changes. According to congruity theory (Osgood & Tannenbaum, 1995), when an observer has to evaluate two conflicting persons, information, or concepts, s/he must be under psychological pressure in which his or her existing attitude becomes less extreme and moves in the direction of neutrality. It means that consumers could maintain a balance nearly at the middle point by changing the direction of their existing unfavorable attitude toward one object to be favorable or vice versa.

Building on congruity theory, Festinger's (1957) cognitive dissonance theory explains motivation behind attitude change using a condition of cognitive dissonance. According to the theory (Festinger, 1957), cognitive conditions for two objects can be categorized under three different relationships to each other: irrelevance, consonance, and dissonance (West & Turner, 2004). First, irrelevance represents that two cognitive conditions do not have any meaningful relationship (West & Turner, 2004). For example, a student enjoys attending college sport games and at the same time believes that corporate social responsibility is necessary. There exists no possible contradiction between the two elements.

Second, consonance refers to the relationship that one cognitive condition is logically aligned with the other (West & Turner, 2004). For example, a student who believes in importance of corporate social responsibility expects more companies to sponsor sport teams using various CRM strategies. The both beliefs are in equilibrium with one another (West & Turner, 2004). Lastly, dissonance indicates that two conditions are logically asymmetric, and there exists an inharmonious relationship to each other (West & Turner, 2004). For example, a student has a belief that the problems associated with the casino industry such as gambling addiction outweigh the economic benefit but witnesses a casino company's active CRM using various sponsorship activities. In such case, the student receives two conflicting cognitive elements which cause a psychological discomfort. This emotional tension is interpreted as dissonance (Festinger, 1957). This dissonant cognition may increase when a person cannot rationalize and explain away the conflict (Festinger, 1954, 1957; Festinger & Carlsmith, 1959). When experiencing such cognitive dissonance symptoms, however, the person is willing to maintain a reconciled condition to seek emotional comfort by changing his or her attitude.

Applying both congruity theory and cognitive dissonance theory into this research inquiry, the following scenario can be anticipated. In CRM using a college sport team, if a corporate with a negative public image sponsors the team which is positively perceived by their students, the students could experience cognitive dissonance between the negative corporate image and the positive sport team image as well as the corporate's social causes. Given the aforementioned theoretical justifications, the fans would seek to remove the contradicting cognitions and represent positive attitude toward the corporate by changing their attitude. On the basis of congruity theory (Osgood & Tannenbaum, 1955), it can be assumed that the students' initial attitude toward the corporate with negative image would be changed positively. However, it is also assumed that the students' attitude toward the sport team, which was initially positive, would be changed in a negative direction due to their willingness to move back to a neutral point. Therefore, additional two hypotheses were developed as follows:

Hypothesis 2a: With CRM in association with a sport team, sport fans' initial attitude toward a sponsoring company with negative image will be significantly changed in a positive way.

Hypothesis 2b: With CRM in association with a sport team, sport fans' initial attitudes toward the team will be significantly changed in a negative way when the team is sponsored by a company with negative image.

Ⅱ. Method

1. Participants

The participants for the study were recruited from undergraduate students attending a university in Seoul, Korea. The university's men's basketball team achieved 42 consecutive wins which is the longest record in the Korean college basketball history and showed strong fan allegiance at the time of data collection. Using a convenience sampling technique, 220 students participated in the survey. After removing one questionnaire due to insincere responses, 219 questionnaires were utilized for data analyses (men: 169; women: 50). The mean age of the research participants was 22.05 with *SD* of 2.73. The mean years at school was 2.49 with *SD* of 1.29.

There were two main reasons for the use of college students in this study. First, according to social identify theory (Tajfel, 1982), individuals in in-group tend to show higher organizational identification than those in out-group. An important assumption to bolster up, particularly, the hypothesis 2b was that sport fans should form favorable attitude toward their sport teams. Therefore, the students with favoritism for their college sport teams were deemed more appropriate. Second, a group of college students can be also a good research sample when researchers conduct empirical studies on theory perspectives such as model testing since it is a more homogeneous group (Calder, Phillips, & Tybout, 1981; Zhou, Teng, & Poon, 2008).

2. Measures

The respondents of the study completed the a self-administered questionnaire with items measuring their attitudes toward a college sport team as well as sponsoring firms utilizing CRM as an integral component of their marketing strategy. Three attitude items were adapted from Burnkrant and Unnava (1955) and Osgood, Suci, and Tannenbaum (1957) and measured using a semantic differential technique on a 7-point scale. For the measurement of congruence between company's images and social cause image, a single item developed by Sirgy (1997) was adapted and modified in the wording and phrasing of the item to make it work properly in the study context. In addition, five items measuring the demographic characteristics of the subject were included in the questionnaire.

3. Procedures

The respondents were asked to complete the initial attitude measures toward the school basketball team, Nike, and Kangwon Land Hotel and Casino. Kangwon Land Hotel and Casino was chosen as a sponsor with negative image because it was the first and the only one gambling business that allowed domestic people in the Republic of Korea. Media such as news and news papers have reported negative consequences (e.g., gambling addicts and their crimes) since it started its business. Nike was selected as a sponsor with positive image because of its general acceptance to domestic market and its contribution to female sport participation.

After the respondents were done with the three attitude measures, they were exposed to two CRM scenarios. The first scenario included CRM in which Kangwon Land Hotel and Casino would donate about $100 to a charity organization when the school basketball team wins. After the respondents read the scenario, they were asked to fill out the post-attitude measures toward the school sport team and Kangwon Land Hotel and Casino. The second scenario included CRM in which Nike would donate about $100 every time the school basketball team wins to a charity organization. The two scenarios were identical except the two different sponsoring companies. After the respondents read the second scenario, they were also asked to fill out the two attitude measures toward the school sport team and Nike.

4. Data Analysis

The data were analyzed using the Statistical Package for the Social Science (SPSS 18.0). Preliminary investigations were conducted to inspect invalid observations, outliers, violations of normality (skewness and kurtosis), and internal consistency among the measures using descriptive statistics. Prior to the hypotheses testing, the attitude measures (i.e., attitude toward the school sport team, Nike, and

Kangwon Land Hotel and Casino) were examined for its construct validity using confirmatory factor analysis. For this CFA, maximum likelihood (ML) estimation was used.

For testing of each hypothesis, a series of paired-sample t-tests were conducted. First, a t-test was utilized to see if a congruence level of images between Nike and social cause (i.e., a charity campaign) was significantly higher than that between Kangwon Land Hotel and Casino and social cause. When the condition was satisfied, the main analyses were carried out. As the participants' pre-attitude toward the sport team were used twice, the alpha level (Type I error) was reset at .025.

Ⅲ. Results

Descriptive statistics, skewness, kurtosis, and Cronbach's alpha values of the variables are presented in Table 1.

Table 1. Descriptive Statistics of the Research Variables

Variable	M	SD	Skewness	Kurtosis	α
Initial attitude toward Kangwon Land Hotel and Casino	3.09	1.24	0.22	-0.28	.89
Initial attitude toward Nike	5.64	1.02	-0.40	-0.26	.95
Initial attitude toward sport team	5.53	1.09	-0.69	0.59	.89
Post attitude toward Kangwon Land Hotel and Casino	4.20	1.25	-0.10	0.45	.94
Post attitude toward Nike	5.73	1.09	-0.69	-0.16	.94
Post attitude toward sport team sponsored by Kangwon Land Hotel and Casino	5.00	1.34	-0.32	-0.32	.95
Post attitude toward sport team sponsored by Nike	5.79	1.04	-0.60	-0.28	.93

The Cronbach's alpha values of the variables ranged between .89 and .95, which indicated good internal consistency (Nunnally & Bernstein, 1994). Univariate normality of the data was examined using skewness and kurtosis. The skewness of the variables were between -0.69 and 0.22, and the kurtosis values ranged from -0.32 and 0.59. Thus, the data were safely assumed to be normally distributed (West, Finch, & Curran, 1995).

Three attitude measures for the school sport team, Nike, and Kangwon Land Hotel and Casino were analyzed with confirmatory factor analysis (CFA) using AMOS 20.0. The model fit indices of the CFA indicated that the matrix of the model fit the matrix of data very well ($\chi 2$/df = 45.67/24 = 1.90, TLI = .98, CFI = .98, RMSEA = .06). The beta coefficient for each manifest variable is presented in Table 2.

Table 2. Confirmatory Factor Analyses

Item	β	SE	t	AVE
School Team 1	.88	0.07	15.42*	
School Team 2	.92	0.07	14.96*	.76
School Team 3	.81	-	-	
Nike 1	.91	-	-	
Nike 2	.91	0.05	20.11*	.80
Nike 3	.87	0.05	18.73*	
Kangwon Land Hotel and Casino 1	.85	-	-	
Kangwon Land Hotel and Casino 2	.93	0.07	15.65*	.74
Kangwon Land Hotel and Casino 3	.79	0.06	13.76*	

* p < .001

The convergent validity was checked by looking at the beta coefficients of the items. All items' factor loadings were greater than .707, indicating that more than 50% of the variance in each item contributed to its latent variable. The reliability of the three items in attitude measures was examined using average variance extracted (AVE). The AVEs of the three constructs were between .74 and .80, and they satisfied the standard (.50) suggested by Fornell and Larcker (1981). Discriminant validity of the three attitude measures were examined using correlation coefficients. The correlation coefficients ranged between -.04 and .51. This indicated that the three latent variables of attitude measures were discriminant enough from one another. None of the correlation was equal or above the cut off value of .85, which indicated that there was no multicollinearity problem (Kline, 1998).

To examine if there was a significant difference in image congruence between the two companies and the social cause activity, t-test was employed. The image congruence between Kangwon Land Hotel and Casino and social cause (M = 1.99, SD = 0.99) was statistically lower than that of Nike and the social cause (M = 4.37, SD = 1.34; t = 24.97, p < .001). In addition to image fit, another t-test was performed to see if Kangwon Land Hotel and Casino had worse initial attitude compared to Nike. The t-test indicated that participants' initial attitude toward Kangwon Land Hotel and Casino(M = 3.09, SD = 1.24) was statistically lower than that of Nike (M = 5.64, SD = 1.02, t = 30.47, p < .001). Based on the results of the two t-tests, it can be concluded that Kangwon Land Hotel and Casino can be considered a corporate sponsor with negative image and Nike with positive image in a relative term.

The research hypotheses were tested using a paired t-test. The results are presented in Table 3. The change in attitudes toward the company with a positive image (Nike) was statistically insignificant (t = 1.60, p = .11) whereas the change in the attitude toward the sport team was statistically significant (t = 3.93, p <.001). Thus, hypothesis 1b was supported whereas 1a was not.

Table 3. Results of Paired t-tests

Item	M	SD	t	p
Attitude change of Nike	0.09	0.08	1.60	.11
Change in attitude toward sport team sponsored by Nike	0.26	1.00	3.93*	.00
Attitude change of Kangwon Land Hotel and Casino	1.11	1.38	-11.80*	.00
Change in attitude toward sport team sponsored by Kangwon Land Hotel and Casino	-0.53	1.21	6.53*	.00

The attitude toward the company with negative image (i.e., Kangwon Land) was changed to a positive direction, and the change was statistically significant (t = -11.80, p < .001). An additional analysis using one sample t-test to see if post-attitude toward Kangwon Land Hotel and Casino (M = 4.20, SD = 1.25) was greater than the median value of 4 indicated that it was statistically greater than 4 (t = 2.32; p = .02). The attitude toward the sport team, when it was related to the company with negative image in CRM, was changed to a negative direction, and the change was statistically significant (t = 6.53, p < .001). Thus, hypothesis 2a and 2b were all supported.

Ⅳ. Discussion

This study was directed to underline the effect of CRM linked with sport team and sponsoring companies on the attitude changes toward the team and the company. The first two hypotheses (i.e., 1a and 1b) were developed to specifically examine the effect of CRM using a sport team when it is sponsored by a company with positive social image. The results supported the hypothesis 1b, in which attitude toward the sport team was expected to be improved. This hypothesis was developed based on

the theory of meaning transfer (McCracken, 1986, 1988, 1989). The respected image of social causes was transferred to attitude toward the sport team in a positive way as a result of the association in which the team contributed to the accumulation of budget for charity organizations.

However, the results did not support hypothesis 1a which expected a positive change in attitude toward a sponsoring company. Different from the result of hypothesis 1b, the cultural meaning of social cause seemed not transferred to the sponsoring company of Nike. There are two possible explanations for the failure to support the hypotheses 1a. Frist, the initial attitude toward Nike was already high (5.64, out of 7.00), meaning that there wasn't enough room to move up from the initial mean score. This ceiling effect led the attitudinal change toward the company harder than the attitude change toward the team. Second, in-group favoritism of the students might have biased the effect of social contribution of the team and Nike. In-group favoritism is a tendency that can be found with intergroup relations, which is defined as "any tendency to favor the ingroup over the outgroup, in behavior, attitudes, preferences, or perception" (Turner, Brown, & Tajfel, 1979, p. 187). The students of the university defined the school team as in-group and, consequently, in-group favoritism worked as a moderator in this attitude change. Although the school team and Nike were incorporated in CRM, the students might have evaluated their in-group's social contribution higher than that of out-group (i.e., Nike).

The next two hypotheses (i.e., 2a and 2b) were established to specifically examine the effect of CRM using a sport team when it is sponsored by a company with negative social image. The company Kangwon Land Hotel and Casino was the first and the only one casino that allows domestic customers in the Republic of Korea. It has been frequently publicized through national media that many gambling addicts were generated through this casino. Veradarajan and Menon (1988) highlighted that one of the significant corporate objectives for the use of CRM is to pulverize negatively established publicity and gradually promote the corporate image.

The hypothesis 2a expected a positive change in attitude toward Kangwon Land Casino and Hotel via CRM with a sport team. The result supported the hypothesis in that attitude toward the sponsoring company was changed from 3.09 (SD = 1.24) to 4.20 (SD = 1.25). The attitude items were anchored with 7 point Likert scale with '4' being neutral in attitude. Thus, the mean value of attitude with the company moved from below the mid-point of 4 to above the mid-point. With the mid-point being neutral attitude, it can be concluded that the attitude change was made from negative to positive mode. The respondents of the study initially established negative attitude toward Kangwon Land Hotel and Casino. However, when it is joined with the school team for positive social contribution, the respondents experienced cognitive dissonance. This cognitive dissonance was reconciled by appeasing the initial attitude toward Kangwon Land Hotel and Casino.

The hypothesis 2b was developed based on the same theoretical ground with 2a and indicated that initial attitude toward sport team would decrease when it is combined with a negative image company in CRM. The mean value decreased from 5.53 (SD = 1.09) to 5.00 (SD = 1.34). Although the mean difference was not as big as the one in the sponsoring company, the change was statistically significant ($p < .001$). Thus, all the parties in CRM do not always gain some types of benefits out of CRM especially when its partner organization has negative social image such as Kangwon Land Hotel and Casino. In accordant to the result of the hypothesis 2a, the respondents who experienced cognitive dissonance due to the combination of their sport team and the casino company mitigated their psychological discomfort by changing their favorable attitude toward the school team to a negative direction. This result can be aligned with congruity theory in that when an observer has to evaluate two conflicting information, s/he must be under psychological pressure in which his or her existing attitude becomes less extreme and moves in the direction of neutrality.

The results from testing of hypothesis 2 revealed that the mean difference found in Kangwon Land Hotel and Casino was much larger than the change in attitude toward the sport team. This can be argued by the main tenant of cognitive dissonance theory of Festinger (1957). Festinger (1957) addressed that the stronger the cognitive dissonance, the more strongly motivated people are to reduce dissonance by changing the cognitive element. The respondents in the study had stronger psychological discomfort when Kangwon Land Hotel and Casino initiated CRM in association with the school team than when their school team was connected with the casino company using CRM. It was possible that the respondents experienced more psychological discomfort when a corporate sponsor with the negative image was connected with two positive target elements of a school team and a cause supporting effort. From the perspective of the school team, on the contrary, the team was connected with one negative target element of Kangwon Land Hotel and Casino and one positive element of a cause-supporting behavior. This could have resulted in the differences in the magnitude of mean value change.

Marketing Ramification

The most critical information that can be interpreted from the results is that a corporate sponsor with a negative social image can utilize CRM and change their image to a positive direction. As shown in the results, the mean value change in attitudes toward Kangwon Land Hotel and Casino before and after it was connected with CRM was statistically significant. The further analysis comparing the mean of post-attitude toward Kangwon Land Hotel and Casino and the median value (i.e., 4) revealed that the mean score was statistically higher than the median value ($t = 2.32$; $p = .02$). This can be cautiously interpreted that respondents' negative attitude toward Kangwon Land Hotel and Casino was changed to be positive. Although more empirical studies are necessary to evidence the results in the future, this clearly denoted the possible benefits that a corporate sponsor with negative social image can gain through successful CRM programs.

On the other hand, the efforts of Kangwon Land Hotel and Casino to thwart negative corporate image can be achieved based on the sacrifice of the school sport team. The post-attitude toward the sport team was deteriorated when it was connected with Kangwon Land Hotel and Casino using CRM. Therefore, when a school sport team decides to engage in CRM with a negatively perceived corporate sponsor, it needs to be careful and come up with strategic approaches that can minimize this negative result. One possible solution to this problem is to implement this kind of CRM promotion in a sport event in which spectators are expected not to use rational thinking process. Based on Elaboration Likelihood Model (Petty & Cacioppo, 1986), people incorporate two different processing routes: central and peripheral. A central route involves effortful cognitive activity to process presented persuasive information. Attitudinal change through the central route is thought to be strong and to last long. In contrast to the above view, peripheral route can be

used when elaboration likelihood is low. In this case, people do not meditate much about the contents of the persuasive message. Instead of focusing on the contents, people use non-content elements associated with the message (i.e., peripheral cues) such as the number of message arguments, source characteristics, music, mood, etc. This attitude change through the peripheral route is thought to be transient. The choice of the route can be determined by the personal motivation to process the information and by the ability to process the information. Past research on ELM noted that positive mood serves as a peripheral cue (Mathur & Chattopadhyay, 1991; Swinyard, 1993). Thus, spectators in a positive mood will build low elaboration likelihood. In this case, fans exposed to CRM in which their favorite team is connected with a corporate sponsor with negative image would change their attitude toward the team in a negative direction. However, this change could be minimal because their mood should have led them to use peripheral route, resulting in their attitude change weak and transient. Using this strategy, a sport team can alleviate a possible negative effect from being connected with a corporate sponsor with negative image.

Based on the results of the current study, college sport teams probably want to market itself actively in conjunction with companies with negative image. In general, college sport teams lack financial resources. Their financial situation can be improved by actively seeking companies that want to improve public image through a strategic alliance with amateur sport teams.

Ⅴ. Conclusion and Recommendation

Although this study provided valuable findings regarding the effectiveness of CRM when it is connected with corporate sponsors with positive or negative social image, a future study needs to examine CRM efforts with different research settings such as different types of corporate sponsors and different research populations. The current study incorporated two different sponsors of Nike and Kangwon Land Hotel and Casino to maximize the difference in social image. However, the initial attitude toward Nike was very high, and this probably caused ceiling effect in the test of research hypothesis 1a. Alternatively, in future investigations, a corporate sponsor with less positive social image needs to be chosen to see if a positive attitude change can also be witnessed via CRM with a sport team. In addition, a future study may consider two corporate sponsors with different level of social image in the same industry. In the current study, Nike and Kangwon Land Hotel and Casino were selected from two different industries. This may added image difference that could emerge from the nature of each industry. Thus, comparing two sponsors from the same industry could single out the effectiveness that solely comes from their corporate images, not from the natures of the industry where they belong to.

The next limitation of the study is related to the research participants. The high mean scores of attitudes toward Nike and the school might due to the demographic characteristics and high team identification of the samples. Although college students were chosen as research participants based on the recommendations from previous literature (i.e., Calder, Phillips, & Tybout, 1981; Zhou, Teng, & Poon, 2008), a future study needs to replicate the results of the study using different types of sport consumers such as fans of a professional sport team to increase precise measurement of the domains and the external validity of the current results.

Lastly, the current study investigated consumers' affective outcomes to the two different CRM associations. In order to better explain attitude changes among consumers with regard to corporate CRM efforts, measurement of consumers' cognitive responses are also warranted. Barone et al. (2000) noted that consumers would create different interpretations of a firm's underlying motivation behind a CRM activity. For example, consumers may perceive that Kangwon Land Hotel and Casino initiated CRM with a philanthropic motivation to support a charity organization. However, some may view that an attempt to exploit CRM is to reduce native publicity or generate more sales. Fishbein (1963) conceptualized that cognitive outcomes are significant indicants of attitudes. Therefore, developing and applying a broad range of perceptions/beliefs surrounding CRM enable scholars and practitioners to identify what perceptions/beliefs significantly influence consumers' attitudes toward CRM campaigns.

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국문초록

스포츠팀을 이용한 공익연계마케팅의 효과: 후원기업의 이미지에 따른 분석

김재철, 권형일*(중앙대학교), 편도영(난양기술과학대학교)

본 연구는 스포츠 팀을 통한 공익연계마케팅을 할 경우, 후원기업의 이미지(i.e., 긍정적인 이미지의 기업과 부정적인 이미지의 기업)에 따라서 공익연계마케팅에 대한 소비자들의 태도 차이를 알아보았다. 먼저 후원기업의 이미지에 따른 소비자들의 태도변화의 양과 방향성에 대해서 규명하였다. 이를 알아보기 위해 수도권에 위치한 C대학교 학부생을 대상으로 설문지 220부가 회수되었다. 그 중 불성실한 1부를 제외한 219부가 최종적인 자료 분석에 사용되었으며, 자료 분석은 SPSS 18.0을 통해 이용되었다. 본 연구에서 설정한 가설들을 검증하기 위해 대응표본(paired-sample)t-test가 이용되었다. 본 연구의 분석결과 긍정적인 이미지를 가진 기업이 공익을 후원할 경우, 스포츠 팀에 대한 태도는 정적인 방향으로 변화하다. 하지만 후원기업에 대한 태도변화는 통계적으로 유의하지 않았다. 따라서 가설 1b는 지지되었지만 1a는 지지되지 않았다. 그리고 부정적인 이미지의 기업이 공익을 후원할 경우, 후원기업에 대한 태도는 정적인 방향으로 상승하였고, 스포츠 팀에 대한 태도는 부적인 방향으로 감소하였다. 따라서 가설 2a와 2b는 모두 지지되었다.

※ 주요어 :공익연계마케팅, 스포츠 팀, 팀동일시, 이타성

*e-mail : hkwon@cau.ac.kr

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