

**ECOLE DES HAUTES ETUDES COMMERCIALES**

**EHEC**

**A Thesis Submitted in Partial Fulfillment of the  
Requirements for Master's Degree in Commercial Sciences**

**Specialty: Marketing**

**THEME :**

**THE IMPACT OF SPORT  
SPONSORSHIP ON BRAND  
EQUITY**

**Investigated in the case of ATM  
MOBILIS**

**Submitted by:**

**AMIAR Mohammed Djassim**

**Supervised by:**

**Dr. MESSAOUDI Naima**

**8<sup>th</sup> Promotion**

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## **Abstract**

Sponsorship has proven to be a fast-flourishing marketing tool. Its main essence is, in the companies' perspective, to effectively promote their products and services. Therefore, this tool. Companies have begun to behold and consider this tool as a massive gateway for a successful strategical long-term plan over the years.

The purpose of this investigation is to understand better and scrutinize the effects of Sports Sponsorship – its Awareness, Perceived Quality, and Image - on Brand Equity variables, in particular, on Brand Image, Brand Awareness, Brand Loyalty, and Perceived Brand Quality. Moreover, Mobilis is used as the primary reference.

The Mobile network operator was placed on a Sports Sponsorship context, with four main types of sports sponsorships highlighted (Sports Events, Sports Clubs, Athletes, and Sports Federations). The respondents (from a diverse age range) were asked several questions considering Sponsorship and Brand Equity variables – always heeding the Brand's entity sponsorship they consider to be the most important.

The results gathered by the following research propose that the presence of a Sports Sponsorship initiative brings direct influence on the Brand Image. In addition, Perceived Sponsorship Quality and Sponsorship Image affects both Brand Loyalty and Perceived Brand Quality, whereas The Sponsorship Image and its Awareness impact brand Awareness.

**Key words: Sponsorship, Sports Sponsorship, Brand Equity.**

## Résumé

Le sponsoring est un instrument marketing en plein essor. Sa principale caractéristique est de permettre aux entreprises de promouvoir efficacement leurs produits et services. Au fil des ans, les entreprises ont par conséquent envisagé cet outil comme une véritable clé de voûte pour la réussite de leur plan stratégique à long terme.

Cette enquête a pour but de mieux comprendre les effets du sponsoring sportif - en termes de notoriété, de qualité perçue et d'image - sur le capital-marque, plus précisément sur l'image de marque, la notoriété de la marque, la fidélité à la marque et la qualité perçue de la marque.

Par ailleurs, Mobilis, sert de référence principale. Cet opérateur de réseaux mobiles a été inscrit dans un contexte de sponsoring sportif, en mettant en avant quatre principaux types de sponsoring sportif (événements sportifs, clubs sportifs, athlètes et fédérations sportives). Les sondés (issus de tranches d'âge diverses) ont répondu à de nombreuses questions sur les variables du sponsoring et de la valeur de la marque - toujours en considérant le sponsoring de la marque la plus importante à leurs yeux.

La présente recherche suggère que le sponsoring sportif a une influence directe sur l'image de marque. En outre, la qualité perçue du sponsoring et l'image du sponsoring affectent la fidélité à la marque ainsi que la qualité perçue de la marque. En revanche, l'image du sponsoring et sa notoriété ont un impact sur la notoriété de la marque.

**Mots clés : Sponsoring, sponsoring sportif, capital de marque.**

## ملخص

الرعاية أداة تسويقية مزدهرة. ميزته الرئيسية هي تمكين الشركات من الترويج الفعال لمنتجاتها وخدماتها. لذلك، على مر السنين، اعتبرت الشركات هذه الأداة بمثابة المفتاح الحقيقي لنجاح خطتها الإستراتيجية طويلة المدى.

يهدف هذا الاستطلاع إلى فهم آثار رعاية الرياضة بشكل أفضل\_ من حيث الشهرة والجودة المدركة والصورة. على حقوق ملكية العلامة التجارية، وبشكل أكثر تحديدًا على صورة العلامة التجارية والوعي بالعلامة التجارية والولاء للعلامة التجارية وجودة العلامة التجارية المتصورة علاوة على ذلك، اعتبرت موبيليس بمثابة المرجع الرئيسي.

تم تضمين مشغل الاتصال الهاتفي عبر الشبكة موبيليس في سياق الرعاية الرياضية، مع إبراز أربعة أنواع رئيسية من الرعاية الرياضية (الأحداث الرياضية، النوادي الرياضية والاتحادات الرياضية، والشخصيات الرياضية المخترفة). المجيبين من (مختلف الفئات العمرية) اجابو على مختلف لاسئلة المتعلقة متغيرات الرعاية وقيمة العلامة التجارية. مع وضع دائمًا أهم نوع رعاية في نظره في الحسبان.

يشير هذا البحث إلى أن رعاية الرياضة لها تأثير مباشر على العلامة التجارية. علاوة على ذلك، تؤثر الجودة المتصورة للرعاية وصورة الرعاية على ولاء العلامة التجارية بالإضافة إلى الجودة المتصورة للعلامة التجارية. من ناحية أخرى، تؤثر صورة الرعاية وسمعتها السيئة على سمعة العلامة التجارية.

**كلمات مفتاحية: الرعاية، الرعاية الرياضية، العلامة التجارية**

# *Dedication*

*To the best mother in the world who dedicated her existence to me*

*To the man no like other, my Father. There are not enough  
words I can say to describe just how important is my dad to  
me.*

*To the source of motivation and security in my family, my  
uncle.*

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To my uncle AMIAR Samir, who is like my big brother, you are an amazing man the world is a better place because you are in it.

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## **General Introduction**

The 21st century has brought several lines of changes in society and in the way people perceive it. A significant advance in the trade of goods and services was achieved through the emphasis on customer opinion. Companies used to be the center of the economic universe – however, this situation has changed. Nowadays, consumers occupy this position, becoming the leading and critical organization's success factor. Bearing this in mind, companies and brands have had to adapt and re-arrange their strategies and processes quickly.

In recent times the traditional marketing elements of communication, like advertising, public relations, and sales promotion, are now faced with challenges of reaching fragmented consumer markets and cutting through a clutter of messages aimed at consumers.<sup>1</sup> Therefore, companies have recurrently turned to Sponsorship, endorsement, or even advertisement strategies to search for an exclusive customer approach. In essence, five key generic areas of sponsor objectives can be identified. These are: to drive sales; increase brand awareness and develop Image; increase corporate awareness and develop Image; develop internal relations; and to achieve competitive advantage.<sup>2</sup> Considering that sporting events involve significant levels of zeal and emotions, companies can relish from that upside and become an essential communication tool through a practical and direct marketing method. Sports sponsorship is characterized by its ability to attract a more significant community segment, serve diverse niches, and rupture visible cultural barriers. Thereby, sports can be used as a channel that consents the organization to reach a wider audience and promote interaction between different stakeholders.

Sports sponsorship, in particular, has become a popular instrument for the management of brand image, brand personality, and other dimensions of brand equity across a wide range of industries.

According to the International Events Group (IEG, 2010), an estimated 68% of sponsorship money is invested in sporting events.

The body of research concerning Sponsorship and its influence on brand equity has steadily increased in the last decade. Also, the transference of attitudes and associations from sponsorship properties (e.g., events) to sponsor brands have been of interest to sponsorship researchers and remain a central field of investigation.

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<sup>1</sup> CORNWELL, (T.B), and ROY, (D.P) : *Brand equity's influence on responses to event sponsorships*, Journal of Product & Brand Management, 2003, Volume 12(6): p.377-393.

<sup>2</sup> MASTERMAN, (G) : *Sponsorship: For a return on investment*, Oxford, Butterworth-Heinemann, 2007, P.11.

Therefore, what sponsors are looking for is a return on their investment, clearly showing that Sponsorship had moved on from the times when sponsorship decision-making was more philanthropic than strategic.

Companies seek a return on investment by sponsoring sports, but many of these companies do not know how to measure the effectiveness of their marketing activities or the impact of sport sponsorship on brand equity dimensions.

Sports sponsorship allows the sponsors to communicate more directly and closely with their target market, but the effects of such marketing efforts on target markets and brand value are unidentified. The sponsor needs to measure sponsorship effectiveness.

Enough research does not exist on measuring the effectiveness of sport sponsorship in Algeria. Despite the increasing importance of Sponsorship as a marketing communication tool, little is known about how sports fans process this information in their brand assessment in Algeria.

According to what was stated above, this research aims to answer the following central question:

### **How does sports sponsorship influence the Mobilis' brand equity elements?**

This primary research question is divided into the following sub-research questions in which an attempt will be made to answer them in this dissertation.

- What is the contribution of Sponsorship Awareness to Brand Equity?
- What is the influence of Perceived Sponsorship Quality on Brand Equity?
- To what extent does Sponsorship Image influence Brand Equity?
- Can we measure Brand by Brand Awareness, Brand Image, Brand Loyalty, and Perceived Brand Quality?
- Does the entity sponsor directly impact the Brand Equity?

In order to answer the above questions, we have formulated the following hypotheses:

- **H1:** Sponsorship Awareness positively influence Brand Equity
- **H2:** Perceived Sponsorship Quality positively influence Brand Equity
- **H3:** Sponsorship Image positively influence Brand Equity
- **H4:** Brand Equity is measured by Brand Image, Brand Awareness, Brand Loyalty, and Perceived Brand Quality.
- **H5:** Brand Equity is positively impacted by:

- a) Sports Events Sponsorship
- b) Sports Clubs Sponsorship
- c) Athletes Sponsorship
- d) Sports Federations Sponsorship

In order to answer our problem and confirm or refute our hypotheses, we will adopt the following methodological approach:

As far as the theoretical part is concerned, we intend to carry out documentary research based on reference books, scientific journals, websites, and university research works. The practical part will be devoted to the realization of a quantitative study based on a questionnaire.

In order to carry out our study, our work will be divided into three chapters, including two sections for the first two chapters and three for the third one.

The first chapter, entitled "Sport Sponsorship," will be composed of two sections: Sponsorship Foundations and Sports Sponsorship.

In the second chapter, we will focus on the brand to arrive at its equity. The chapter will also include two sections: branding fundamental and brand equity.

The last chapter of our dissertation will be devoted to studying the impact of sports sponsorship on the Mobilis' brand equity, to understand and analyze the customers' mindsets when applying a brand specifically to the sports sponsorship paradigm. The primary end in view will be to understand if, effectively, Mobilis's association with the sports industry and some famous practitioners is positively correlated to the augmentation in brand equity.

This last chapter will be composed of three sections: the first one will present the company ATM Mobilis, the second one will deal with the methodological approach used in the study, and the last one will focus on the data analysis and the obtained results.

## **Chapter I : Sports Sponsorship**

**Introduction**

In recent years, companies have faced more and more problems reaching fragmented consumer markets with traditional marketing instruments, such as advertising and sales promotions. This is the reason why sponsorship has become increasingly popular as a marketing tool. The organizations tend to expend more money on this communication vehicle than advertising and sales, as they did in previous years. The companies are aware of the positive aspects of linking their brand with a celebrity or an event to reach potential consumers, and therefore this has become very important at present. Furthermore, companies can differentiate themselves through sponsorship from other brands with a good sponsorship deal.

This chapter aims to present the foundations of this accurate means of communication and situate it about other means of communication. Moreover, to deepen the subject by basing itself on the sports sponsoring, its characteristics, the repercussions that it can get to the company, and the tools used to measure its effectiveness.

The first section will present the foundations of sponsorship, its integration in the communication mix and its different types.

The second section will focus on one of its types, which is sports sponsorship. We will also see in this section how we can measure the effectiveness of the latter.

## **1 Section 1: Sponsorship Foundation**

In the following section sponsorship is more in-depth presented. In addition, a description of the characteristic of this communication tool and a literature review are provided.

### **1.1 History and Evolution of Sponsorship**

To understand how closely the history of sponsorship is related to the history of the sport, one must go back in time.

The Roman Games emerged as a fundamental business tool during Ancient Greece and Rome, with Julius Caesar's advertisement campaigns and funding of gladiatorial combat marking the beginning of a form of sponsorship. Nevertheless, it is in the XIXth century that "the help motivated by commercial reasons" appears.

The industrial revolution precipitated the marriage between sport and economy with the appearance of the first sponsors: the industries which began at this time to propose an offer superior to the demand found by there an original means of communication. Thus, it is possible to identify several transitions in this new market economy since 1850. market economy.

Furthermore, in 1861 that the British firm "Spiers and Pond" makes history by sponsoring the sponsoring the first tour of the British cricket team to Australia. The return on investment was estimated at 11,000 pounds sterling.

In France, the first sports sponsorship appeared in 1881, when Michelin made its debut as a supplier of tires to cyclists. It is then from the XXth century that the sponsoring to begin to be used as a simple promotional tool by the big world and national firms. (Nike, Adidas, Coca cola...).

In 1896, Kodak and Coca-Cola were the first companies to fund an international sporting event, the Olympic Games in Athens, and their ads were included in the souvenir programs.

A few years later, in 1904, the BAYER company used "Naming"<sup>3</sup> for the first time, associating its name with the Leverkusen soccer team. which then became the BAYER Leverkusen, which is still active today.

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<sup>3</sup> Naming is a sports sponsorship practice that consists of giving a sports venue (most often a stadium) the name of a brand or a sponsoring company. Naming agreements are generally long-term agreements generally between 15 and 30 years. Source : <http://www.definitions-marketing.com/Definition-Naming>

Lacoste has been a partner of the French Tennis Federation since 1965. Since 1986, the GMF has been a partner of the French Rugby Federation.

Since 2011, EPL giant Manchester City earn an annual EUR 17.1m from UAE airline Etihad for their stadium naming rights as it is the largest individual deal<sup>4</sup>.

FC Barcelona took the opposite approach and became a UNICEF partner in 2006. The club paid 1.5m EUR over 5 years and at the same time committed to donating 0.7% of its revenues to the foundation.

In 2007, naming appeared in France, MMA and the city of Le Mans sign the first partnership for an amount of 10m EUR for the MMArena stadium.

✚ FLECK-DOUSTEYSSIR (N.)<sup>5</sup>, has put forward numerous reasons to explain the development of sponsorship, starting with defensive justifications:

- Sponsorship appears to be a possible response to legal constraints such as the law of January 10th, 1991 concerning tobacco and alcohol advertising, for example, or budgetary constraints in the face of escalating prices for the purchase of advertising space, making the ticket to advertising is prohibitive for many companies.
- Sponsorship provides an answer to the clutter of traditional media and the and the growing indifference of the public towards traditional communication techniques.

Beyond the defensive aspect, sponsorship has specific advantages compared to other types of communication:

- It offers new opportunities for communication, mainly due to the development of leisure time and activities, coupled with the increasing media coverage of sponsored events.

Sponsorship appears to be an element of a global communication strategy communication strategy due to its supra-linguistic and supra-cultural character.

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<sup>4</sup> KPMG Football Benchmark Club Finance and Operation Tool – Commercial Dashboard, Currently active deal.

<sup>5</sup> FLECK-DOUSTEYSSIR, (N) : *Effet du parrainage sur l'image de marque : le rôle de la congruence*, centre de recherche DMSP, 2003, p.325.

The public, also allows reaching consumers, professional partners, clients or suppliers, or professional partners, clients or suppliers, or employees.

- Sponsorship meets expectations in terms of attitudinal benefits, expectations that are increasingly present in the minds of consumers who are concerned and demanding concerning the "civic" role of companies. Indeed, sponsorship appears to be a good way for the company to become a social player in the public's eyes by participating in sports, cultural or charitable activities.
- Sponsorship allows the company or the "sponsor" organization in general to gain credibility with this public: it builds its image through values to which it is attached not only in the form of advertising but by committing itself to action and by anchoring itself in reality

It is clear that sports sponsorship has not stopped evolving since its beginnings, and is still in constant evolution today, taking an essential place in the communication of companies.

According to the premier global consultancy in partnership strategy, evaluation and measurement for leading sponsors and rightsholders – IEG -Sponsorship has emerged as a vital 21st century marketing tool. Sponsorship has been remodeled into an indispensable tool of a company's communication mix with the mindset directed towards a sales level improvement<sup>6</sup>.

In 2018 alone, the global sponsorship expenses were projected at \$65.8 billion, as opposed to the \$62.7 billion and \$60.1 billion, spent in 2017 and 2016, respectively. The 2018 global sponsorship spending amount was projected to represent a 4.9% increase compared to the previous year. Regionally-wise, North America was expected to be the most significant expenditure projection, with a grand total of \$24.2 billion alone. It was followed by the European and Asian Pacific areas with spending projections totaling \$17.6 billion and \$16.6 billion, respectively<sup>7</sup>. It is unambiguous that these regions "eat-up" a substantial portion of the worldwide sponsorship expenses. Although, the companies are also keen on exploring Sponsorship as a viable communication tool for their management and production process.

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<sup>6</sup> CHEBLI (L), and GHARBI, (A) : *The impact of the effectiveness of sponsorship on image and memorizing: Role of congruence and relational proximity*. Procedia - Social and Behavioral Sciences, 2014, p.109, 913 – 924.

<sup>7</sup> IEG (2012), "Economic Uncertainty To Slow Sponsorship Growth in 2012," in IEG Sponsorship Report. Chicago, IL: International Events Group.

## 1.2 Sponsorship Definition and Importance

Sponsorship has been characterized as a “*provision of assistance either financial or in kind to an activity by a commercial organization for the purpose of achieving commercial objectives*”<sup>8</sup>

Sponsorship consists of a bi-mutual beneficial partnership between an organization being sponsored and the sponsor.<sup>9</sup> Both sides try to agree on the best possible way to engage their mutual interests into a partnership, where they can take positive outcomes from it: image, identity and functionality. In other words, sponsorship studies a variety of factors that influence brand image transfer, but it focuses on the existing fit between a brand and an event, or on individual characteristics, such as event participation<sup>10</sup>. Barros et al. (2007)<sup>11</sup> also affirmed that, Managers must consider the customers' preference drivers for a particular product/service in today's world, and then determine if the sponsorship intentions have the potential to succeed. As previously stated, all parties in the relationship can benefit from this transaction. This adoption is directly linked to a brand's notoriety, exposition, sponsor, and operation endorsed by many organizations. The brand may have a stronger result over customer understanding and buying intent if it takes an upright and detailed approach to sponsorship strategy. Overall, since management practices have constantly been evolving over time, several sponsorship corporation objectives have been successfully achieved through the act of sponsorship.

Function-wise, Sponsorship normally involves two common activities. At first, concerning an exchange between the sponsor and the event property, the sponsor rewards/gives a certain compensation to the property, allowing the brand to be associated with the event<sup>12</sup>. Secondly, the sponsor manages to communicate this new sponsorship to the consumers, for a first impression build-up (Carrillat et al., 2015, in Mazodier et al., 2016). This second phase is found to be strongly associated with the findings of the IEG report, implying that raising awareness and visibility are critical and important outcomes of using sponsorship. This two-step method description becomes the concept's entire essence and intent.

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<sup>8</sup> MEENAGHAN (J) : *Commercial Sponsorship*. European Journal of Marketing, 1983, 177(7), pp.5-73.

<sup>9</sup> AMOAKO, (G. K), DARTEY-BAAH, (K), DZOGBENUKU, (R. K), and JUNIOR, (S. K) : *The effect of sponsorship on marketing communication performance: A case study of Airtel Ghana*. African Journal of Marketing Management, 2012,4(2), pp.65-79.

<sup>10</sup> GROHS, (R) : *Drivers of Brand Image Improvement in Sports-Event Sponsorship*. International Journal of Advertising, 2016, 35(3), pp.391–420.

<sup>11</sup> BARROS, (C. P), et al : *Sponsorship brand recall at the Euro 2004 Soccer Tournament*. Sport Marketing Quarterly, 2007, 16(3), p161.

<sup>12</sup> MAZODIER, (M), et al : *Advertisement Typicality: A Longitudinal Experiment – Can Sponsors Transfer the Image of a Sporting Event to their Brand?*, Journal of Advertising Research, 2016, 58(3), pp.268-281.

In a different light, sponsorship is often viewed as a promotional communication strategy that complements the other 5 communication strategies employed by the company. Indeed, since there is often a link to the respective event or organization, sponsorship will positively affect a bright consumer's attitude toward the sponsor. The Chinese companies are keen on exploring event promotional marketing. They believe that it represents a viable solution in mass media intensification and incorporates branding and integrated marketing communications. Alienating this marketing strategy to a brand's integration, can improve and boost the event's and brand's market outcomes and expectations<sup>13</sup>. Though, it should be considered that the world is constantly changing and being globalized. Other forms of sponsorship, for instance, foreign sponsorship, can be challenging and uncertain situations. Foreign sponsors are often fully worried if the brand and the local event are a possible fit, instead of considering and evaluating individual-level nationalistic behaviors and feelings<sup>14</sup>. Nonetheless, bearing all this information in mind, and affecting and re-directing the image people have on the sponsor, sponsorship becomes a powerful and valuable tool.<sup>15</sup>

### **1.3 Sponsorship vs Patronage**

Sponsorship is often confused with patronage and it is therefore necessary to distinguish between the two concepts.

Sponsorship builds a relationship between a brand, a product, a service and potential or existing consumer, whereas patronage establishes a different type of relationship between a company and a set of stakeholders. The former relationship is homogeneous (brand/target). In contrast, the latter is heterogeneous insofar as it relates to three distinct entities, namely the marketing target interested in the products manufactured by a company, the economic community of this company (i.e., personnel, shareholders, suppliers, distributors, etc.) and the support community (i.e., all those people who are not an integral part of the first two publics, but who are nevertheless perceived by the company). These relationships require systems of communication.<sup>16</sup>

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<sup>13</sup> FAN, (Y), and PFITZENMAIER, (N) : *Event Sponsorship in China. Corporate Communications*, An International Journal, 2002, 7(2), pp.110-116.

<sup>14</sup> LEE, (R), and MAZODIER, (M) : *The roles of consumer ethnocentrism, animosity, and cosmopolitanism in sponsorship effects*. European Journal of Marketing, 2015, 49(5/6), pp.919-942.

<sup>15</sup> MCDONALD, (C) : *Sponsorship and the Image of the Sponsor*. European Journal of Marketing, 1991, 25(11), pp.31-38.

<sup>16</sup> FERRAND, (A), TORRIGIANI, (L), and CAMPS I POVILL, (A) : *Sport Sponsorship, Successful strategies*. Routledge, 2007, p18,19.

Sponsorship and company patronage both aim at enhancing the brand awareness and image of a company. However, sponsorship seeks to encourage consumers to buy through commercial communication, whereas company patronage seeks to enhance its social image with corporate communication. Firms are now considering their corporate social responsibility (CSR). In line with Bowen's principles (1953), Davis (1973: 313) defines CSR as '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'. Commercial communication essentially aims at increasing the sales of a brand or a product, whereas corporate communication emphasizes the values and the financial and/or social performance of a company.

As a result, patronage is a one-way street (Tribou, 2011) and is part of an indirect communication (Dambron, 1993); whereas sponsorship is considered as a direct communication technique, insofar as the sponsoring entity clearly expresses its communication intention around the sponsoring action. However, these objectives can vary from one situation to another, the classification proposed by Dambron (1993)<sup>17</sup> of these two concepts, enlightens us about these variations as presented in table 1.

In terms of patronage, the author distinguishes three types: the first is charitable patronage, which is characterized by the absence of communication surrounding this action; this means that the act is completely altruistic and disinterested on the part of the company that provides the support; the second is commitment patronage, which is similar to the first with the only difference that the patron company wishes to benefit indirectly from the communication realized around the supported entity.; While in the third type, the patronage company, in addition to using the supported entity's communication efforts, it emphasizes its link with this last; which corresponds to the patronage of intention.

As for sponsoring, the author highlights two types. On the one hand, the institutional sponsoring linked to the communication of the institution, in other words, the enhancement of the notoriety and the image of the company with its targeted public (external and/or internal), through the instrumentalization of the sponsoring action, and, on the other hand, the promotional sponsoring which is generally used to emphasize the products/services offered by the sponsoring company. These two types are distinguished from patronage by their so-called

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<sup>17</sup> DAMBRON, (P) : *Mécénat et Sponsoring, la communication*+. Clamecy : les Editions d'Organisation, 1993, P.67.

"rational" or thoughtful character (Ferrand & al., 2006) However, other authors choose to avoid the term patronage following the example of Tribou (2011), who says "*it is better, therefore, to speak of global sponsorship associating institutional aims and commercial objectives*"<sup>18</sup>.

**Table N°1 : Classification of patronage and sponsorship according to the company's objectives**

<b>Company's objective</b>	<b>Classification</b>	<b>Type of communication</b>
Make an act of philanthropy	charitable patronage	No communication at all.
Supporting an event, a person or a cause out of a philosophical desire, without expectation of return	commitment patronage	Communication of the company for the benefit of its partner, with a random and long-term return. Indirect communication of the company.
Supporting an event, a person or a cause out of a philosophical desire, with an expressed wish to return	Intentional patronage	Communication of the company for the benefit of its partner as well as for itself. Shared communication of the company
Participate in the development and strengthening of the company's reputation and image as an institutional entity	institutional sponsoring	Institutional communication of the company through its partner. Institutional communication of the company.
Assist directly or indirectly in the development of the company's sales	promotional sponsoring	Advertising and promotional communication integrated into the company's marketing mix through its partner. Advertising and promotional communication of the company.

**Source:** taken from Dambron (1993, p.67)

<sup>18</sup> TRIBOU, (G) : *Sponsoring Sportif*, Paris, Economica, 2011, Page.19.

## **1.4 Sponsorship Contract**

the general principle is that of contractual freedom but on condition that the contract respects the law of each country and sports regulations<sup>19</sup> For example, the contract signed between the Manchester United club and Adidas equipment in 2015 (94 million euros/year until 2025 following the contract with Nike of 29 million euros/year) stipulates that the brand has full label rights (to thirty to forty million fans worldwide) but that the rights (1.4 million shirts sold each year), the licensing contract provides for an equal sharing of profits and that the equipment manufacturer is the international distributor of all the club's products.

### **1.4.1 The Legal Nature of the Sponsorship Contract**

According to article 54 (amended) of the Civil Code - A contract is an agreement by which one or more persons bind themselves, towards one or more others, to do or not to do something.

The sponsorship contract legally and juridically presents the promotional or advertising actions that will be carried out in a defined period of time between the sports organization and the company.

The nature of the contract will initially be determined according to the degree of involvement of the partner. The agreement will have to be written and include a certain number of clauses.

It is a tailor-made contract that must above all be adapted to the needs of different parties. This is why “contracts have become more important and more rigorous. become more rigorous”.<sup>20</sup> To explain this, we present the essential elements in the drafting and negotiation of a negotiation of a sponsorship contract that should not be overlooked:

- formally describe the expected services
- keep all the legal reserves to secure your investment
- respect the limits set by the applicable rules.

Given the diversity of sports and the rules governed by the federation or the clubs, and the specific demands that each company may have according to their commercial strategies,

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<sup>19</sup> MARMAYOU, (J. M), and RIZZO, (F) : *Les contrats de sponsoring sportif*, Lextenso éditions, 2014.

<sup>20</sup> ZOUAOU (R.) : *Impact du sponsoring sportif de la marque sur la valeur des entreprises tunisiennes*, Thèse de doctorat non publié, Université Paris-sud, 2013, p.32.

there is no standard sponsorship contract today. Gary Tribou and Bernad Augès distinguish three legal types of partners:<sup>21</sup>

- “The amateur and non-market sector governed by the law of 1901 on the status of association.”
- “A professional and commercial sector, provider of sport spectacle, governed by the laws on sport.”
- “A commercial sector governed by classic commercial law” (S.A, SARL)

The relations of sponsorship are hard to subsume within one of the known types of contracts, every contract must be carefully analyzed. They consist of different rights and obligations which are typical for some other contracts. It is a nominative contract and it is not legally codified. As a special contract, a non-typical (non-formulaic) contract model, each contract is a specific and individual one. There are also some other modern contracts (like franchising) where the essence of the contract is composed of more relationships which are connected together. Very similar conclusions were also found for the contract of selling TV rights of sports organizers and sports organizations.<sup>22</sup> Only some sponsorship agreements can be subordinated or compared with another nominative<sup>23</sup> contracts.

However, there is a significant difference between a simple deal "to buy advertising space," in which the company purchases a space where its logo would appear, such as on an advertising panel or a jersey, and a sponsorship contract, in which the company agrees to providing financial or material support to the organization. In the event of a dispute between the parties, the clauses formed between them would be the deciding factors.

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<sup>21</sup> TRIBOU, (G), and AUGES, (B) : *Le management du sport*, 2006.

<sup>22</sup> EVENS, (T), and Katrien, (L) : *Watching the football game: Broadcasting rights for the European digital television market*, Journal of Sport and Social Issues, 2011, pp.33-49.

<sup>23</sup> Nominative contracts – in most cases already regulated contracts with names that are well established

**Table N°2 : Excerpt from the ICC Code**

According to the International Chamber of Commerce's code on sponsorship adopted on November 24, 1992, certain basic principles have been established:

- 1- sponsorship must be honest, truthful and following the law and the principles of fair competition generally accepted in commercial relations
- 2- the expression and implementation of sponsorship must be based on the principles of loyalty and good faith between all parties
- 3- sponsorship must be based on contractual obligations between the parties. The sponsorship must be presented as such and must not be misleading.
- 4- Any legal entity whose commercial activity is not prohibited has the right to sponsor activities, events or programs of any kind, and to assign various objectives to such sponsorship, provided that the sponsorship actions chosen obey the principles of loyalty and good faith outlined in this code and in other codes of self-regulations

**Source:** Dubé Kimberley – Ecole de Commerce de Lyon – Unpublished research paper – 2013-2014 p, 30

And it lists eleven articles governing sponsorship. These rules include that the sponsor must respect the autonomy of the sponsored party and that the public must be clearly informed of a sponsorship action.

Note that the law prohibits advertising sponsorship for certain products such as alcohol (Art 3323-2, Public Health Code), tobacco (Art 3511-3, Public Health Code) or drugs (Art L 5122-1, Public Health Code).

#### **1.4.2 Constitution of the Contract**

Depending on the contract's volume and complexity, and the contractors' economic dimension, one or more intermediaries can provide advice, expertise and market the rights (diagram). The entity holding the marketing rights can be

- a national or international federation,
- a professional league,
- a professional or amateur club,
- the CIO or a national committee,
- an organizer of an associative, public or commercial event,
- an individual competitor.<sup>24</sup>

<sup>24</sup> TRIBOU, (G) : *Sponsoring Sportif*, 5<sup>e</sup> edition, Paris, Economica, 2016, Page.165.

Figure N°1 : Sponsorship Intermediates



Source: TRIBOU (G), *Sponsoring Sportif*, 5<sup>e</sup> edition, Economica, France, 2016, Page 166

The intermediary is mandated, i.e. linked to the holder of the rights by a contract of representation at the principal term of which the mandate (sportsman, club, federation, etc.) gives power to the agent (agent, agency) to carry out certain legal acts in its place. The agent will provide advice and expertise, put the mandate in contact with advertisers, market its rights, and optimize advertising sales.

### 1.4.3 Rights and Obligations

In the rights granted to him, the company pays particular attention to exclusivity. Indeed, the interest is that it is the only sponsor of the brand in its sector of activity. “The sector, duration, territory and scope of the exclusivity must be detailed to avoid any later disagreement. It is important to emphasize that the exclusivity that a sports federation may grant to a sponsor, a supplier of sports equipment, is perfectly legal, except if it infringes the rules of competition.

The sponsorship operation being by nature a communication operation, the usual rules of the law of advertising will have to be respected. Likewise, each party must respect the regulations of the sports federation concerned. Indeed, each federation defines the conditions under which the distinctive signs of the sponsors can be highlighted during the sporting events of its discipline. As an example, the Olympic Charter specifies the maximum size of the manufacturer's logo that can appear on the equipment of participating athletes.”<sup>25</sup>

Obligations of the beneficiary:

<sup>25</sup> JournalduNet.Com : Mardi 27 mai 2003 Article on the key points of the contracts, source : <http://www.journaldunet.com/juridique/juridique030527.shtml> (consulted the April 30<sup>th</sup> 2021 at 10h20)

The beneficiary has an obligation to diffuse the image of the sponsor, its logo or advertising messages on the communication supports which were negotiated in the contract. It must give access to the events, the number of entries made available to the sponsor will be specified in the contract. It must make available the spaces negotiated in the contract. It also has an obligation of non-competition and conformity; the beneficiary therefore undertakes not to advertise a competing brand. Each of the parties must also commit to the confidentiality of the contract. The obligations therefore depend on the clauses concluded between the two parties.

The questioning of the sponsoring contract:

A sponsorship contract is a fixed term contract, it ends on the expiry date, or can be broken beforehand with the agreement of both parties. However, there are cases where the sponsor may want to end the contract prematurely.

The seriousness of the behavior of one of the parties may justify the unilateral termination of the agreement. However, the sponsor has an obligation to refer the matter to the court so that it validates the early termination. It will be necessary to be able to justify the rupture of the contract under penalty of obligations of payment of damages.

### **1.5 Types of Sponsorship**

Even though sponsorship is being researched as a discipline of marketing communications since the 1970s, a consistent and generally accepted classification of sponsorship forms is still missing. According to Walliser (B)<sup>26</sup>, Sponsorship covers five main areas: sports, culture, Sponsorship for the social causes, environment and program sponsorship.

#### **❖ Program sponsorship**

The Program sponsoring or the television sponsoring is defined as any contribution of a company or a public or private legal entity, not exercising an activity of radio broadcasting or audiovisual production, to the financing of television programs in order to promote its name, its brand, its image, its activities or its achievements. It is specifying that the sponsored programs must not encourage the purchase or rental of the products or services of the sponsor, the latter having to be perfectly identified at the beginning or at the end of the program.

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<sup>26</sup> WALLISER, (B) : *parrainage sponsoring et mécénat*, 2ème édition, Dunod, France, 2010, P.12.

**❖ Sponsorship for the environment/ecology sponsorship**

This type of sponsorship is adopted by companies in the form of support to organizations that have projects dedicated to the protection of the environment and also to congresses dealing with ecological problems, because nowadays, the protection of nature has become the main concern of most people, the sensitivity to this subject is growing more and more.

**❖ Culture sponsorship**

The possibilities of cultural sponsorship can come from different types of arts such as music, theater, literature, etc.

This kind of sponsorship can be material or financial support for the production of a play, a musical or literary work, as well as in the production of films.

**❖ Sponsorship for the social causes**

Solidarity sponsorship is not widely used, perhaps because companies consider it to be the same as patronage and it is not their habit to promote a brand or a company on aspects of social life. The decrease in public subsidies forces institutions active in solidarity to turn to sponsors to finance their operations or their projects. In education, health and humanitarian work, sponsorship is an instrument that must be implemented with certain precautions. The risks of rejection by the sponsor's target audience must be taken into consideration. The sponsor must be careful not to valorize the problems he is trying to alleviate through his action.

**❖ Sport Sponsorship**

Sport is the area that first opened up to sponsors on a massive scale. It has also always been the most important field in terms of investments. And this kind of sponsorship is the most favored field for companies today.

Sponsor signs are an integral part of many sporting events, although more and more experts are warning against too much sponsor presence at events. Sports sponsorship offers opportunities to support athletes, teams or sports events.

The “Sponsoring Trends 2010” report for Germany shows that amongst the sponsorship portfolio, sport sponsorship is the most popular category with 81.1% usage, followed by cultural sponsorship and social cause sponsorship. Sport sponsorship as the underlying sponsorship type of this paper is elaborated separately later on in this chapter.

## 1.6 Sponsorship in the Marketing Communication-Mix

Sponsorship is critical in coordinating not just marketing communication, but also the whole marketing mix. It has long been debated whether sponsorship is a part of an advertisement, sales promotion, or public relations (PR). With the varied usage of sponsorship, it is too difficult to mention with certainty where exactly sponsorship fits within the marketing promotion mix.<sup>27</sup> When tobacco companies use sponsorship, its role is close to that of advertisement, and when building companies attempt to use sponsorship for guest hospitality purposes, it can be viewed as related to the personal sale. When large multinational oil and banking companies use sponsorship, its role is broadly within the realms of public relations, while its use in motor sport by oil or gas organizations and car manufacturers can be regarded as promoting sales.

The ascendancy of sponsoring as marketing communications has been part of the rise of indirect forms of marketing in the past decade<sup>28</sup>. Product placement in movies and programming, gamification and the use of social media by brands have all moved in the same direction: away from mass communication advertising and toward integrated communication where the brand becomes part of the programming, part of the sharing and part of the life experience.

The evolution of strategic thinking in sponsorship is exemplified by Mastercard Chief Marketing Officer Raja Rajamannar in his explanation of the decision to partner with Riot Games in esports making Mastercard the first. After detailing that brand impact, measurable new business and competitive advantage are key, he stated that: *“Advertising is dead in its current form..., The future is all about story making, which is creating and curating experiences for customers and consumers. They narrate those experiences, they tell their own stories, and the brand is subtly embedded in those stories. As opposed to us throwing messages at our customers”*<sup>29</sup>.

Advertising has not disappeared, but it has evolved, and in many cases, it has taken a back seat to sponsorship. Sponsorship investments often dictate collateral advertising

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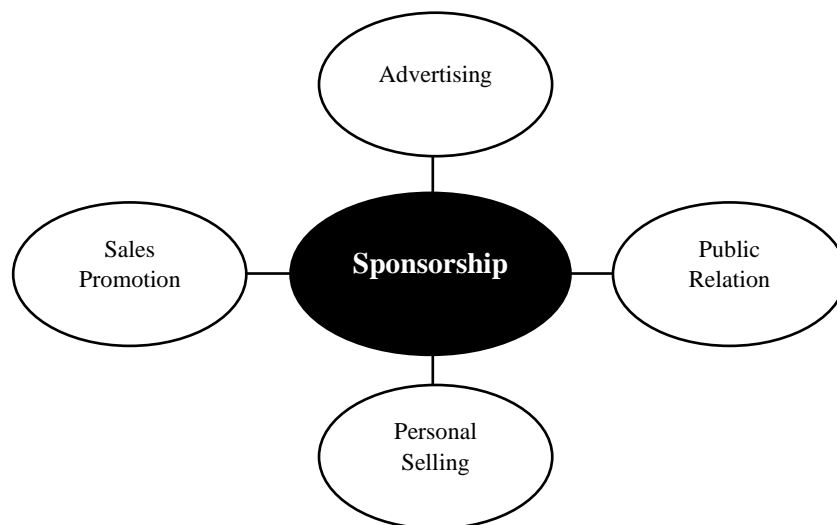
<sup>27</sup> MEENAGHAN, (T) : *The role of sponsorship in the marketing communications mix*. International Journal of Advertising, 1991a, 10 (1), pp.35-47.

<sup>28</sup> CORNWELL, (T.B) : *State of the Art and Science in Sponsorship-Linked Marketing*. Journal of Advertising, 2008, 37 (3), pp.41-55.

<sup>29</sup> BEER, (J) : *Why Mastercard signed on as League of Legends' first-ever global sponsor*. Retrieved from [www.fastcompany.com/90238755/why-mastercard-signed-on-as-league-of-legends-first-ever-global-sponsor](http://www.fastcompany.com/90238755/why-mastercard-signed-on-as-league-of-legends-first-ever-global-sponsor). 2019.

expenditures and creative platforms. One could say sponsorship is, in many industries, the tail that wags the advertising dog. The challenge arising is the optimal and most efficient combination as well as a credible integration of different communication tools. Sponsoring adds a different dimension to communication due to its complementarity with other communication tools. sponsoring action without the support of other communication instruments (advertising, sales promotion, public relations, personal selling...) is generally not very effective. DAMBON (P.)<sup>30</sup>, summarizes this complementarity in the figure below:

**Figure N°2 : Sponsorship integration in the communication-mix**



**Source :** DAMBON(P.), *sponsoring et politique de marketing*, les éditions d'organisation, paris, 1991, p.100.

The affordability to integrate sponsorship efficiently is a key criterion<sup>31</sup>, while fulfilling satisfactorily the five core factors (1) effective target reach in (2) highest accuracy with the best response rate (3) with significant impact (4) at lowest effective frequency (5) within the most suitable time.<sup>32</sup>

According to Witcher et al. (1991), public relations is the more conventional home of sponsorship. Meenaghan (1993), on the other hand, claims that a conventional classification of marketing communications elements fails to suggest reasons for such a scalene and versatile communications operation, and while it can be argued that sponsorship is merely an adjunct to individual communications mix elements. This is insufficient understanding of both the

<sup>30</sup> DAMBON, (P) : *sponsoring et politique de marketing*, les éditions d'organisation, paris, 1991, p.100.

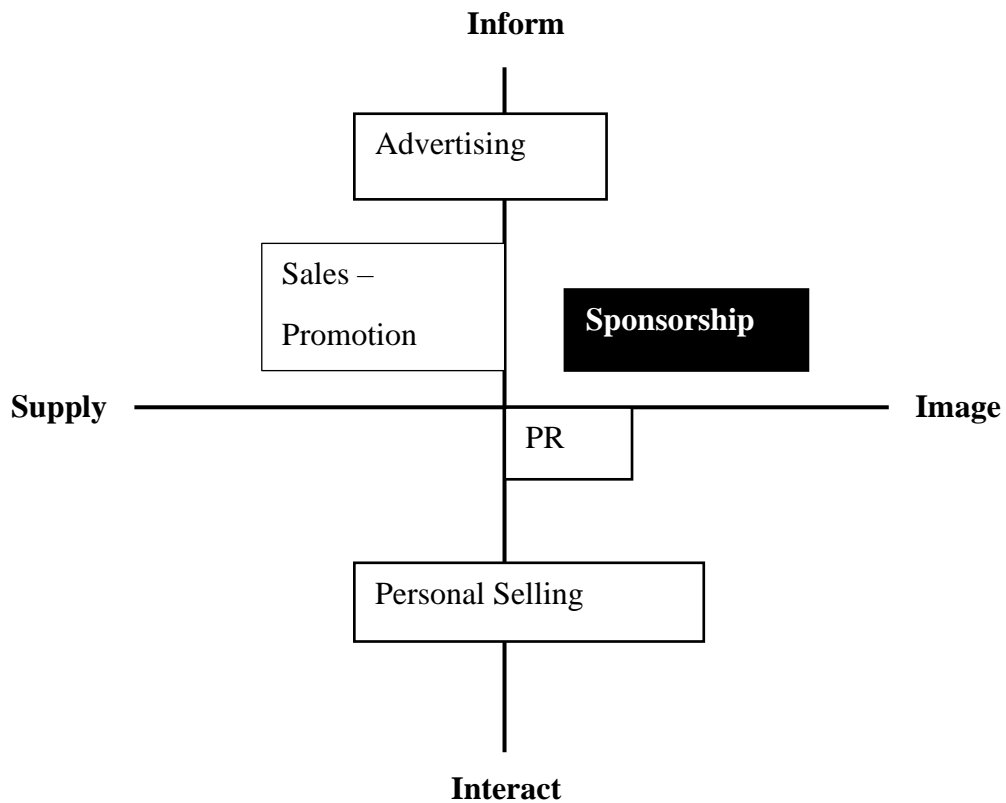
<sup>31</sup> MEENAGHAN, (T), 1991a. Op.cit.

<sup>32</sup> JIFFER, (M), and ROOS, (M) : *Sponsorship: A Way of Communicating*. Stockholm: Ekerlids Förlag, 1999.

integrative potential of sponsorship and the commercial scale of sponsorship within a communication campaign (ibid.).<sup>33</sup>

The role of sponsorship in the promotion mix can be seen in the following figure

**Figure N°3 : The role of sponsorship in the promotion mix**



**Source:** ABRAHAMSSON (J), FORSGREN (T), LUNDGRSON (H), *Sport Sponsorship as a Marketing Communication Tool*, Bachelor's thesis, Lulea University of Technology, 2003, p 4

As seen in the figure, sponsorship is closely related to both public relations and advertising, and its function combines information with the building of a brand image.

To conclude, according to Cornwell (2020), We have been in the middle of a communication evolution for some time now, but it never seems to end. We develop new preferences, new technologies and new priorities regularly. Of the many trends influencing communications and marketing, at least three directly influence sponsorship as a marketing activity: resistance to commercialization, over-the-top (OTT) viewing and influencer marketing.<sup>34</sup>

<sup>33</sup> SEYMUR, (M.G), Master thesis, University of Stirling, Marketing Department, 2012 September.

<sup>34</sup> CORNWELL, (T. B) : *Sponsorship in Marketing, Effective partnerships in Sports, Arts and Events*. 2<sup>nd</sup> Edition, London and New York : Routledge, 2020, p14.

## 2 Section 2: Sport Sponsorship

In the following section Sport sponsorship is more in-depth presented. A description of the characteristic of this communication tool and a literature review are provided.

### 2.1 Sport Sponsorship Definition

*“Sports sponsorship is a communication technique that aims to persuade the public attending a sports event of an existing link between this event (and/or an institution such as a federation or a league, a collective such as a team, a club or a stable, an individual, involved in the event) and the communicating company, in order to make the company, its products and its brands known, and to reap the benefits in terms of image.”<sup>35</sup>*

As previously displayed, literature considers sponsorship as efficient mean of enhancing brand awareness and brand image. Sport sponsorship is globally the most popular sponsorship category influencing brand image, brand identity and brand equity<sup>36</sup>. Sport sponsorship builds on the same columns as elaborated previously, but contains certain characteristics which make them very attractive to pass a commercial message, building cognitive links due to indirect perception within a favorable surrounding. Sport Sponsorship is rather accepted, as sports became a central component of society’s leisure behaviors. Sport in general is associated with attributes like healthy, young, dynamic, team spirit, emotions, passion, energy, fast, vibrant etc<sup>37</sup>.

Despite this, a single concept of sport sponsorship is difficult to develop due to the wide range of mechanisms that connect brands and sports in the global sports landscape. Regardless of the level of participation, there is a significant potential to connect a sponsor (and thus the sponsor's goods or services) to intense emotions linked to the experience of sports, whether actively involved or viewed as a spectator<sup>38</sup>.

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<sup>35</sup> TRIBOU, (G.), Op.Cit, P. 16

<sup>36</sup> HENSELER, (J), WILSON, (B), and WESTBERG, (K) : *Manager’s Perceptions of the Impact of Sport Sponsorship on Brand Equity: Which Aspects of the Sponsorship Matters Most?* Sport Marketing Quarterly, 2011, pp.7-21.

<sup>37</sup> MEENAGHAN, (T), and SHIPLEY, (D) : *Media effect in commercial sponsorship*, European Journal of Marketing, 1999, 33 (3), pp.328-348.

<sup>38</sup> HENSELER, (T), et al. Op.Cit.

Figure N°4 : The Logical Exchange of Sponsorship



Source: TRIBOU (G), *Sponsoring Sportif*, 5<sup>e</sup> edition, Economica, France, 2016, Page 13

According to the figure above, the sports sponsorship is based on a logic of exchange, partnership, the image of a brand is essentially based on the representations that are made to it, that is why the sponsorship appears as an action offering benefits. The company's goal is to attract the sympathy of its future customers, but also to be able to keep its loyal customers. It also expects important benefits in terms of notoriety and enhancement of the image of its products.

Drees and Traunstein (2007)<sup>39</sup> identified three dimensions covering the base line of sport sponsorship, while the final dimensions depend on the objectives, possibilities and implementation potential as well as the acquired rights.

1. Sport discipline
2. Level of professionalism
3. Sponsorship object.

The choice of a fitting sport discipline allows sponsorship involvements to target most efficiently a certain audience, while the level of professionalism influences quantitative and qualitative reaching results, as professional sport, popular sport, handicapped sport, etc. involve and influence differently. Based on this, the sponsored subject has to be defined, rather to be a single person (testimonial), a team or club, a single sport event, a series or a national or international sport association.

<sup>39</sup> DREES, (N), and TRAUNWEIN, (S) : *Manifestations of sports sponsorship. In Bagusat, A., Marwitz, C. & Vogl, M. (eds.) Handbook of sponsoring : Successful marketing and brand communication. Berlin : Erich Schmidt Verlag GmbH, 2007, pp. 99-112.*

Consequently, the extent of acquired rights depends on the commitment and the level of sponsorship involvement. Sponsors, agencies and sponsored subjects are continuously developing new integration forms, as sport sponsorship is highly accepted within the target group<sup>40</sup>. Acknowledged categories are “full-sponsor”, main sponsor or cosponsor varying in exclusivity and amount of rights. As sport and sports-related events gain in popularity and media attention, new categories relating to specific means and specific rights emerge. e.g., presenting sponsor, equipment/apparel sponsor, etc. alongside numerous cooperations e.g., official newspaper, official car partner, official beverage partner, etc. Therefore, sponsors benefit from the increasing popularity, commercialization and media coverage of sports.

Depending on the sponsorship issue, the rights, and the sponsor's incorporation efforts, sport sponsorship can be used in a variety of ways for commercial purposes. In general, considerable possibilities are logo<sup>41</sup> integration straight at the venue - TV or non-TV relevant, on equipment/apparel, on means of transport or means of standard communication e.g. homepage, etc. Athletes are also used in sponsors' marketing campaigns, such as testimonial ads. Furthermore, communicative integration allows options such as previous to the happening leveraging by obtaining rights to communicate as “official sponsor”, “official partner” etc., the usage of the official logo as well as general event naming rights e.g. Audi FIS Alpine Ski World Cup<sup>42</sup>. Aaker and Joachimsthaler (2000)<sup>43</sup> stresses sport venue naming to ensure awareness and guaranteed presence. Additionally, onsite bannering, flags or logo placement at the pitch provide significant logo exposure. Especially at the pitch the media cannot intentionally refuse to show the logo. Furthermore, logo placement in official communication tools, magazines, tickets, starting number, press backdrops, etc. can be part of the contract.

To summarize, sport sponsorship offers multiple ways to achieve brand-related goals while also allowing for closer emotional engagement since the sports environment positively activates spectators' emotions. As a result, brand awareness and general sports coverage, as well as an appreciation of the relative value of the various elements, are essential for a potentially positive accomplishment<sup>44</sup>.

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<sup>40</sup> HERMANN, (A), and CHRISTIAN, (M) : *Sponsoring : Fundamentals, Effects, Management, Branding*, 3rd ed, Munich, DE : Vahlen, 2008. P.154.

<sup>41</sup> A logo is a graphic mark, emblem, symbol, or stylized name used to identify a company, organization, product, or brand. It may take the form of an abstract or figurative design, or it may present as a stylized version of the company's name if it has sufficient brand recognition.

<sup>42</sup> DREES, (N), and TRAUENWEIN, (S), Op.Cit.

<sup>43</sup> AAKER, (D. A), and JOACHIMSTHALER, (E) : *Brand Leadership*. New York: The Free Press. 2000.

<sup>44</sup> HENSELER, (J), WILSON, (B), and WESTBERG, (K), Op.Cit.

## 2.2 Sport Sponsorship Objectives

Marc Mazodier says: “*Sponsorship has the same objectives as advertising communication, but is up to three times more effective thanks to the sporting values on which it bases its message. Moreover, the message of advertising communication is part of an imaginary world that is inaccessible, except through dreams, whereas the sporting event is a real spectacle, completely concrete, in which we find authenticity, emotion, truth and an unpredictable side, which advertising cannot address.*”<sup>45</sup>

According to Tribou (2015), it is wise to distinguish between two broad families of objectives related to sports sponsorship: commercial objectives related to products and brands, and objectives of an institutional nature. This distinction is based on the intersection between the sponsor's intention through this technique and its orientation towards an identified target audience.<sup>46</sup>

The objectives of sponsorship depend on the purpose of the commercial or institutional communications. Thus, an outline of the objectives generally associated with these two types of communication will be presented.

### 2.2.1 Commercial Objectives

A commercially oriented sponsorship communication will seek to increase sales. However, the purchase or repurchase of a product or service is influenced by many variables relating to the customer, the environment and the marketing operation. Specifically, sponsorship is used to increase the credibility and awareness of a brand, to enhance image transfers and to stimulate a distribution network or a sales force to develop business-to-business relations.

#### 2.2.1.1 Credibility-oriented sponsorship

The goal of credibility-oriented sponsorship is to link a product's or service's technical output to an event, either directly or indirectly. Sponsors who choose this form of sponsorship strategy are usually part of an event's ‘official suppliers’ sponsorship package group. This form

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<sup>45</sup> MAZODIER, (M) : *L'impact du sponsoring sportif sur le comportement des consommateurs*, édition Horizon, Paris, 2008, p.78.

<sup>46</sup> FERRAND, (A), TORRIGIANI, (L), and CAMPS I POVILL, (A) : *Sport Sponsorship, Successful strategies*. Routledge, 2007, p.47-72.

of sponsorship benefits the product strategy of companies that function in the technical or technological spheres. (ibid)

### **2.2.1.2 Brand awareness sponsorship**

In a strict sense, awareness is the act of being recognized or quoted independently from the qualitative components of the image. It is a measure of the percentage of target customers who are aware of the object's existence. Unprompted brand awareness corresponds to the percentage of people who are able to name a brand or event spontaneously in a given product or event category. This indicator assesses the ability to recognize various brands, and it generates a higher number of responses than with spontaneous awareness surveys. In this perspective, sponsoring is a tool that aims to achieve an intermediate objective of brand awareness, based on the assumption that an increased awareness and enhanced image can increase sales and, in the long run, profits<sup>47</sup>. Companies tend to measure a sponsorship's effectiveness by measuring consumer awareness and image variables<sup>48</sup>. Hence, the awareness, through which, a sponsorship may subject an individual, is one vital factor to consider. As far as the opinion of Amis et al. (1999) stood, sponsorship initiatives consist on long-term investments with a main purpose of attaining consumer awareness of that same initiative<sup>49</sup>. This opinion may be overviewed as a controversy (due to the absence of other purposes), but, at the same time, emphasizes the possible impact that a higher sponsorship awareness level has on the whole initiative. If a consumer is considered to be highly aware of a certain sponsorship, he/she will more likely be attached to it, moving forward. To vastly assess a consumer's sponsorship awareness level, the recalling and recognizing capabilities should be checked<sup>50</sup>.

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<sup>47</sup> KAPFERER, (J. N) : *Les chemins de la persuasion*, édition Dunod, paris, p.143.

<sup>48</sup> TRIPODI, (J) et al : *Cognitive evaluation: prompts used to measure sponsorship awareness*, International Journal of Market Research, 2003, 45(4), pp.1-18.

<sup>49</sup> AMIS, (J) et al : *Sport Sponsorship as Distinctive Competence*. European Journal of Marketing, 1999, 33 (3/4), pp.250-72.

<sup>50</sup> BENNETT, (R) : *Sports sponsorship, spectator recall and false consensus*, European Journal of Marketing, 1999, 22(3/4), pp.291-313

### 2.2.1.3 Perceived Sponsorship Quality

In this context, Perceived Quality is a category, through which a product or brand can highlight its benefits and attributes<sup>51</sup>. Besides, in most of the cases, consumers have a perception of a product/event's quality, even before experimenting it<sup>52</sup>.

Apart from the awareness that an individual may be entailed when viewing a specific sponsorship event, its perceived quality is usually depicted in the initial phase. In other words, and in line with Poon and Prendergast (2006), perceived quality can be acknowledged as a main sponsorship's cognitive phase<sup>53</sup>. A segment worthy of recognition, since it characterizes the sensorial and experimental part of the sponsorship activity. Perceived quality can, therefore, represent a considerable section of a sponsorship's activity towards a consumer engagement. Whenever a larger perceived quality level is in correspondence with a sponsorship property, brand associations are usually transferred even from a poor fit.

### 2.2.1.4 Image reinforcement and/or transfer through sponsorship

The term image corresponds to the set of associations relating to an entity (i.e. event, brand, athlete, etc.). In the context of an image transfer sponsorship, the sponsor's intention is to appropriate the image of a sporting event to its own brand, service, or product. The appropriation calls upon two procedures. The first procedure consists in reinforcing associations shared by the sponsor and the sponsored entity. The second procedure consists in transferring specific features of the sponsored entity's image the sponsor's image.

In fact, in 1997, Gwinner stated that the term "event image" is used to represent the cumulative interpretation of meanings or associations given by the consumers to the witnessed events<sup>54</sup>. Thereupon, this statement visibly articulates that, the image drawn and created by a brand or an event, is ultimately influenced by the consumers' perception of it. It is evident that the impact of an image is decisive in what a brand or event may accomplish in the future. For example, if an individual starts watching some ATP tennis tournaments, which BNP Paribas sponsors (always with the logo on various spots within the event's sight), he/she might have

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<sup>51</sup> TEAS, (R. K), and AGARWAL, (S) : *The effects of extrinsic product cues on consumers' perceptions of quality, sacrifice, and value*, Journal of the Academy of Marketing Science, 2000, 28(2), pp.278-290.

<sup>52</sup> OLSEN, (S. E) : *Comparative evaluation and the relationship between quality, satisfaction, and repurchase loyalty*, Journal of the Academy of Marketing Science, 2000, 30(3), pp.240-249.

<sup>53</sup> POON, (D. T), and PRENDERGAST, (G) : *A new framework for evaluating sponsorship opportunities*, International Journal of Advertising, 2006, 25(4), pp.471-487.

<sup>54</sup> GWINNER, (K) : *A model of image creation and image transfer in event sponsorship*, International marketing review, 1997, 14(3), pp.145-158.

consequent different opinions on the brand and its role. In this situation, the individual might even want to start investing with this particular bank or, recommend it to acquaintances.

If the sponsorship has a visible appearance for the mass population, its image is effectively transmitted (positively or negatively) to the brand/sponsor, with the point of enhancing its visibility and distinguishability<sup>55</sup>. Hence, it is crucial, on a sponsorship's standpoint, to enhance its perceptibility, so that the overall image can be effectively transmitted to a brand/sponsor.

#### **2.2.1.5 Mobilizing the distribution network**

The sponsor can also mobilize its distribution network by associating it directly or indirectly with the sponsorship operation through, for instance, exhibitions, special operations and public relations.<sup>56</sup>

#### **2.2.1.6 Increasing the sales**

This objective constitutes the ultimate commercial goal of sponsorship. It is acknowledged that sponsorship contributes to sales development in the mid-term, with the possibility to evaluate the impact through particular operations. If, for instance, we combine a sponsorship operation with a sales promotion, we can evaluate the tangible benefits offered to consumers. Mentioning that Sponsorships are also being used as sales and merchandising opportunities providing highly effective sales promotion vehicles<sup>57</sup>. In conjunction, sales promotion is most common for brands that are closely linked to the sponsorship property.

### **2.2.2 Corporate Objectives**

The company communicates through the sports event or the team it sponsors as an institution, with objectives of civic image, the company is no longer only an economic actor producing wealth, it becomes a social institution that participates in community life. The company is no longer just an economic actor producing wealth, it becomes a social institution that participates in community life. These objectives are achieved through communication similar to that of patronage, with a social ethic and public utility. However, it may seem strange that a company suddenly becomes a citizen and takes a keen interest in society. As a result,

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<sup>55</sup> MCDONALD, (C) : *Sponsorship and the Image of the Sponsor*, European Journal of Marketing, 1991, 25(11), pp.31-38.

<sup>56</sup> FERRAND, (A), TORRIGIANI, (L), and CAMPS I POVILL, (A), Op.cit.

<sup>57</sup> MEENGHAN, (T) : *Sponsorship - Legitimising the Medium*, European Journal of Marketing, 1991b, p.8

some suspicions may arise about the company's true intentions, it is therefore essential to choose a sponsorship activity that is credible for the company in the eyes of different audiences.<sup>58</sup>

The sponsor should be discreet about its action, but not silent either, because the benefits should still allow for recognition of the company and a sentimental return. Of course, it is in the sponsor's interest to keep a low profile to gain the sympathy of his various partners or customers, but it is essential to make his sponsorship action known to achieve his objectives.

In summary, the main objective for the company is to increase the consumers' attitude towards the product, the brand and/or the company and to increase sales.

**Table N°3 : The main objectives of sponsorship**

<b>Objective</b>	<b>Sponsorship</b>
<b>Of brand awareness</b>	<ul style="list-style-type: none"> <li>- Improve brand or product awareness among consumers, users or customers.</li> </ul>
<b>Of brand image</b>	<ul style="list-style-type: none"> <li>- Build or confront a brand image</li> <li>- To enhance the value of a product,</li> <li>- To make people prefer a product or a brand.</li> </ul>
<b>Of behavior</b>	<ul style="list-style-type: none"> <li>- Animate a sales network: sponsorship, by enriching the sales the sales pitch, is an excellent way to motivate them. Moreover, it can be the support of many parallel and complementary actions:</li> <li>- Sales promotion (games, contests, animation...), Sales force stimulation (contests between salespeople)</li> </ul>
<b>Of intern</b>	<ul style="list-style-type: none"> <li>- Unite and motivate the staff: a sponsorship operation carried out with the participation of the staff must allow the development of privileged human relationships between the employees of a company.</li> </ul>

**Source:** DEMONT, (L): *corporate communication strategy and practice*, 2<sup>nd</sup> edition Armand colin, 2006, P.230.

<sup>58</sup> MAZODIER, (M) : Op.cit., p.79.

## **2.3 Choice and Axis of Sports Sponsorship**

### **2.3.1 Criteria for choosing the sponsored entity**

The choice of the sponsored entity must meet several criteria in order to be situated on a sports sponsorship axis<sup>59</sup> :

- It must be identified as having values consistent with those that the company wishes to put forward.
- These different values can be: ambition, dynamism, team spirit, solidarity, entrepreneurial spirit, etc.
- A notoriety and a media coverage in phase with the previously defined objectives (image, notoriety, public relations...).

### **2.3.2 Axes of sports sponsorship**

There are three major sponsorship axes for companies<sup>60</sup>:

#### **2.3.2.1 A club/team in a discipline:**

Most often, a company will support a club or a team. This is a particularly effective way of both marking its commitment to local life and communicating the region's assets. However, media coverage and therefore visibility are linked to sports results.

#### **2.3.2.2 A champion (an athlete):**

This is a sponsorship with a more human dimension, this type of partnership is efficient to develop the notoriety and the image of a company<sup>61</sup>.

#### **2.3.2.3 An event:**

Here again, a company will generally sponsor an organized event. This partnership (win-win) will allow both parties to promote each other.

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<sup>59</sup> TRIBOU (G.), 2015, Op.cit, P.85.

<sup>60</sup> DEBORDES, (M) : *Stratégie des entreprises dans le sport*, ECONOMICA, 2ème édition, Paris, 2004.

<sup>61</sup> The sponsoring contract between Mobilis and the Olympic champion Toufik Makhloufi is an example of athlete sponsoring

## 2.4 Target Audience

In sponsoring, we can identify five broad audience categories with associated interim communication processes and desired outcomes.<sup>62</sup> These five include consumers or customers, channel members, institutions (e.g., financial, non-profit), government and community leaders, employees and future employees. Although a sponsorship relationship could be directed at any stakeholder group or public of an organization, overwhelmingly the interest has been focused on consumers.

### 2.4.1 Consumer and customer audiences

Sponsorship is often utilized to reach a specific demographic. From the perspective of advertising management, Percy and Elliott (2005)<sup>63</sup> make an important distinction between target audiences and target markets. They explain that markets are defined by the use of segmentation, whereas target audiences are defined by their communications potential. Target audiences should be those individuals with whom we want to communicate because of their likely brand-related behavior. For instance, targeting one's own brand loyal customer or even the brand loyal customer of another brand that would both be part of a target market is less valuable than targeting particular individuals open to switching or beginning use of a product category. Marketing communications, in order to be effective, should orient to target audiences, and these might be a particular subset of consumers within the brand's overall target market.

### 2.4.2 Fans as audiences versus brand target audiences

In considering audiences for brands in sponsoring, it is essential to remember that the property brand has an audience as well. This is obvious in sports, but again, there is an additional level of complexity of which to be aware. For example, a research suggests that any sponsorship of a competitive participant “in-group” that builds positive brand values may also come with a competitive “out-group” that may build negative associations to the brand.<sup>64</sup>

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<sup>62</sup> GARDNER, (M. P), and SHUMAN, (P) : *Sponsorship and small business*, Journal of Small Business Management, 1988, 26(4), pp.44–52.

<sup>63</sup> PERCY, (L), and ELLIOTT, (R) : *Selecting the target audience*. In *Strategic Advertising Management*, New York: Oxford University Press, 2005, pp. 63-85.

<sup>64</sup> BERGKVIST (2012) surveyed fans of the Stockholm AIK football team to learn about their perceptions of their sponsor's beer brand, Åbro, and their rival, Hammarby's sponsoring beer brand, Falcon.

### 2.4.3 Channel members as target audience

Very little is written about how sponsorship targets channel members, but the evidence abounds in practice.

One way in which sponsorship visibly targets channel members is in the franchise model and in events that are trade focused.

### 2.4.4 Financial institutions, governments and non-governmental organizations

Financial, governmental institutions and community oriented nongovernmental organizations (NGOs) play myriad roles in business decision. making, especially international decision making. For example, sponsoring is one way that nations deploy cultural diplomacy. “*Soft power is the ability to achieve goals through attraction rather than coercion*”<sup>65</sup> global relations. Sport diplomacy employs this technique of shaping others' interests in order to further one's own agenda<sup>66</sup>. The purchase of the rights to the 2022 FIFA World Cup finals by Qatar is argued to be the quintessential example of sports-based soft power policy, built to showcase a small country to the rest of the world<sup>67</sup>.

### 2.4.5 Community as target audience

Under the banners of “Community Giving”, “Community Relations”, and “Corporate Giving”, one can find “strategic” philanthropy through sponsorship. This is distinct from “pure” philanthropy that is not accompanied by marketing communications. This orientation to community sponsorships is associated with a trend developing and expanding corporate foundation giving. In addition, the trend of “brands taking stands” on social issues is a trend rooted in consumer and employee activism.

### 2.4.6 Current and future employees as target audiences

While giving a nod to role sponsorship could play in internal marketing (promoting company values, objectives and product or service positioning to one’s own employees), employees have not been a top audience priority in sponsorship. Moreover, the idea of utilizing

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<sup>65</sup> KEOHANE, (R), and NYE, (J) : *Power and independence in the information age*. Foreign Affairs, 1998, p.86.

<sup>66</sup> DUBINSKY, (Y) : *From soft power to sports diplomacy: A theoretical and conceptual discussion*, Place Branding and Public Diplomacy, 2019, pp.1–9.

<sup>67</sup> GRIX, (J), BRANNAGAN, (P. M), and LEE, (D) : *Qatar’s global sports strategy: Soft power and the 2022 World Cup*. In *Entering the Global Arena*, Singapore: Palgrave Pivot, 2019, pp. 97–110.

sponsorship in employer branding (promoting company values and identity as an employer to potential job candidates) is only beginning to be explored<sup>68</sup>.

## **2.5 Measuring Sponsorship Outcomes**

As a brand manager, you would want to know if your brand name was visible during a sponsor event, even if the brand name was on someone's video posted to social media on a beach towel and backwards. The rationalization of sponsorship inevitably implies an analysis of the impact of the sponsorship operation to determine the return on investment (ROI). Its results must be able to be controlled and sanctioned.

In what follows, we will refer to the work of BARBAIZE (S.), BLEHAUT (V.), and ZAMKOTSIAN (F.)<sup>69</sup>, who distinguish the main indicators of sponsorship effectiveness: economic, exposure, memorization and image.

### **2.5.1 Press-book**

In the early days of sponsorship, sponsors kept a fairly basic track of their sponsorship activities, mainly in the form of a press-book of press clippings and TV or radio quotes about them.

### **2.5.2 Economic efficiency indicators**

The final objective of sponsorship is the same as that of management in general, namely **the development of turnover and operating results**. However, since sponsoring policy is associated with other policies in the marketing mix and is also dependent on the market and competition, it is very difficult to control its effectiveness on a largely economic level, since many other factors are involved. However, it is possible to set up a turnover monitoring system that can be used to steer actions.

**Local authorities** also use economic indicators, but not for their own benefit, but for the benefit of their territory.

### **2.5.3 Exposure and audience indicators (R.O.I)**

Sponsor visibility should be considered at three levels of exposure (Figure N°5). The first level of exposure is the participants in the event when it is a mass event open to the greatest

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<sup>68</sup> CORNWELL, (T. B), 2020, Op.Cit, p.60.

<sup>69</sup> BARBAIZE, (S), BLEHAUT, (V), et ZAMKOTSIAN, (F) : *le sponsoring*, Université de la méditerranée AIX-MARSEILLE 2- EJCM NOMIC 2, 2007 /2008, P.22.

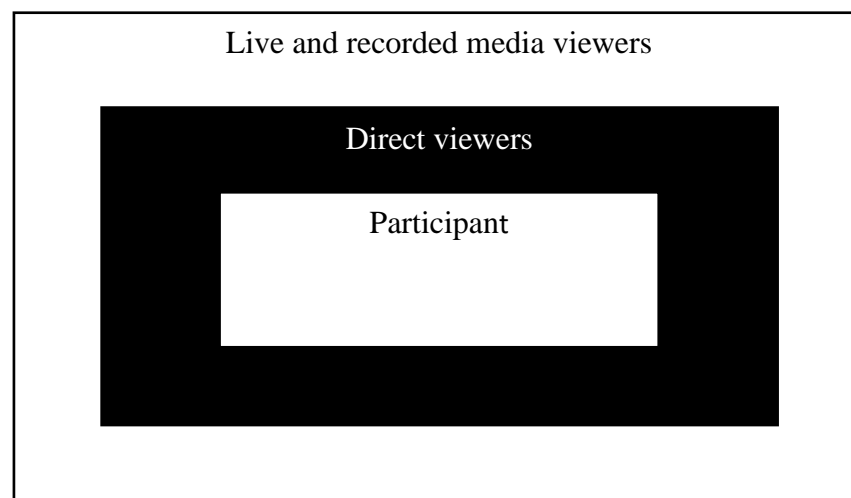
number. The second level of exposure concerns the direct spectators of the event. And the third level of exposure is the media spectators.<sup>70</sup>

The calculation of the return on investment allows the sponsor to evaluate the impact of the sums and endowments granted. Depending on the results, the company can consider either increasing its investments or reducing them in case of failure.

### 2.5.3.1 Audience indicators

The audience of an event is mainly broken down into two parts, the direct audience and the indirect audience. *“The direct audience is made up of the people participating in the event and the spectators present during the event. The indirect audience is made up of the people participating in the event and the spectators present during the event. The indirect audience is informed about the event through the media”*.<sup>71</sup>

**Figure N°5 : The three levels of sponsor exposure**



Source : TRIBOU (G), op.cit. P.195

The exposure of the audience to Sponsorship can be broken down as follows<sup>72</sup>:

- **The participants in the event** when it is a mass event open to the greatest number. For a sponsor, they are sometimes the heart of their communication targets.

<sup>70</sup> TRIBOU, (G), Op.cit, P.194-195.

<sup>71</sup> BARBAIZE, (S), BLEHAUT,(V), et ZAMKOTSIAN, (F), Op.cit., P.22.

<sup>72</sup> TRIBOU, (G), Op.cit, P.194.

- **The direct spectators of the event.** Their level of involvement in the event is certainly not the same as that of the participants, but they have a clear interest in the event.
- **Media spectators.** We distinguish 4 types of spectators according to the moment of their consumption of the show.
  - The live spectators (in front of the television or the radio), they live the event in a passionate and They live the event in a passionate and partisan way, which creates a complicity with the sponsors.
  - The spectators on the evening of the event (attending a televised or radio sports summary)
  - The press readers the day after the event, they are involved but are less passionate or more rational. They are the target of sponsor advertisements focused on the event
  - Viewers of weekend programs or readers of weekly or monthly magazines. They treat the event with more distance.

### **2.5.3.2 Exposure indicators: Tracking**

This consists of recovering the brand on all communication media (press, radio, television, internet), in an arithmetical way. First, it is a counting process: the number of times the brand is mentioned in magazines and the press, the amount of time it appears on the various television channels, the number of times it is spoken on the radio or mentioned on the Internet. In a second step, these exposure times or surfaces are estimated in advertising equivalent, i.e. what this exposure would have cost in advertising.

## **2.5.4 The image of a sport event**

### **2.5.4.1 Image indicators**

The enhancement of the company's image occurs by direct transfer of the positive image of an event to the company's image. The indicators used are the same as those used for memory evaluations. Measurements should be made before and after the event and, if possible, compared to previous measurements. However, measuring an image is not easy, however, because it involves both the psychology and sociology of the public.

The method is based on questionnaires and interviews. These tests can be broken down into three series<sup>73</sup>:

- a. **associative tests:** by associating a symbol with a practice; the appreciation of the event is evaluated.
- b. **Projective tests:** The respondent is asked to project himself into characters placed in a carefully composed situation by commenting on a scene. This technique makes it possible to distance the respondent from the product and to obtain a more objective response.
- c. **Opinion and image tests:** according to several assessment criteria, a sponsor's image can be evaluated by counting the positive and negative opinions attributes to a brand and competing brands.

#### **2.5.4.2 Brand recall and awareness**

##### **Brand recall:**

We can note five variables directly influencing the memorability of sponsors:

- A temporal indicator: with a measurement before, during and after the event.
- An environmental indicator: the company must take a position with its competitors, since very often only one sponsor per field of activity is retained. On the other hand, the number of sponsors that can be selected by the public being limited to a few units, it will be judicious to belong to the group of the main sponsors of the event, or even if possible to be the sole sponsor. possible to be the sole sponsor.
- An indicator of the type of event: the event's stakes can be purely sporting or can slide towards a larger dimension.
- An indicator of the type of audience: a "young" audience will be more oriented towards immediate/rapid memorization, while an "older" audience will have a reaction based more on habit with a medium/long term impact.
- A media indicator of the event: Television is the most effective media in terms of message recall.

In the memorization process, two factors can affect it: a confusion effect and/or a persistence effect.

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<sup>73</sup> <http://www.afm-marketing.com> (consulted 20<sup>th</sup> April 2021 at 07h00)

- The confusion effect: the respondents can be led to quote phonetically close brands.
- The remanence effect: a former Sponsor belonging to the collective memory of the event can be quoted instead of a newly present Sponsor.

**Brand awareness:**

If a spectator remembers the brand and associates it with the event, the club or the athlete is an important element for the company. The evaluation of the brand image is done by image or awareness studies. The two terms must first be differentiated.

We can quote 3 types of notoriety:

- The assisted notoriety, which indicates the number of people having quoted the brand from a list of partners.
- Spontaneous awareness, which indicates the number of people who cited the different sponsors without the help of a list
- Top of mind" awareness, which represents the people who instantly associated the sponsor with the event.

**2.6 Limits of Sport Sponsorship**

Communicating through sport is an excellent way to transmit values and information, however we will focus in this part on the limits and risks generated by companies to be visible at the highest level

**2.6.1 The multiplication of sponsors on certain events**

In order to be visible, the sponsor must integrate a policy of exclusivity in its field of activity. Indeed, too often on events we can see many sponsors too varied which generates a misunderstanding among individuals. The clubs that are facing financial difficulties need to find money, they are sometimes limited as for their communication supports notably jerseys or we find sometimes almost illegible with the sale of too much advertising space on it "*The federations and the leagues seem to be more preoccupied with optimizing the sale of communication space. Thus, the French professional soccer league regulates in detail the sponsoring of shirts in order to avoid an overload of advertising that would end up harming advertisers*"<sup>74</sup>.

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<sup>74</sup> TRIBOU, (G) : Op.cit., p.110.

- The clutter and confusion linked to the too many sponsors which leads to their trivialization, consumers are confused and can no longer distinguish sponsors from non-sponsors, they can no longer memorize the messages sent by the sponsor companies.

### **2.6.2 Objectively measure the economic impact**

Measuring the profitability of an event is very difficult. Sponsoring works mainly on image, and therefore on symbols. However, the symbolic return on investment is difficult to calculate. It is therefore necessary to “see sponsorship in the long term, because the transfer of values is a long and fragile process.”<sup>75</sup> The evaluation tools are very complex and imprecise while the amount of money spent on sponsorship would require a distinctive and unique evaluation.

### **2.6.3 Ambush marketing**

It is a communication technique that gives companies, not directly involved in an event, the ability to be perceived by the public as true sponsors without ever paying a sponsorship fee. It is about creating an understanding in the consumer's mind about the sponsor's identity and therefore either obtaining the benefits associated with this sponsorship or weakening the impact of the main competitor as the exclusive sponsor of an event.

### **2.6.4 Sponsored entity risk**

The choice of the sponsored entity is not easy. The chosen sports personality may not be famous enough to attract the attention of consumers. On the other hand, a personality too famous and too much media attention can harm the effectiveness of the sponsor, especially when athletes are associated with scandals such as doping, cheating ... etc. in this case the image transfer is done negatively and tarnishes the image of the company.

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<sup>75</sup> VASSILI, (B) : *comment mesurer la rentabilité du sponsoring*, [www.sportstratégies.com](http://www.sportstratégies.com), (consulté le 5/5/2021 à 00 :22).

**Conclusion**

In this first chapter, we have provided an overview of what sports sponsorship is. We have defined it according to the available literature dealing with the field.

The role of sponsorship as a communication tool is displayed and its features as well as different appearances are described. Furthermore objectives, its axis, legal approach and contact, advantages, limitations and forms of evaluation are presented. Likewise, sport sponsorship is considered more intensively.

We have also seen that sponsorship is a strategy that can generate both positive and negative impacts. Therefore, it is necessary to measure the effects of sponsorship and to evaluate the return on investment for companies.

In conclusion, we can say that despite the risks, the use of sports sponsorship is interesting for the company, its product and its brand in order to achieve the objectives set in advance. We have also seen that sponsorship is a strategy that can generate both positive and negative impacts. It is therefore necessary to measure.

## **Chapter II : Brand Equity**

## Introduction

Brands have been around for centuries and have become a significant player in modern society. We find them everywhere; they penetrate all spheres of our economic, social, cultural and sporting even religious life. A brand is a distinctive sign. It allows the consumer to distinguish the product or service of a company from those offered by the competitors. The Brand may be represented by a proper name, word, phrase, or visual symbol.

It was not until the 1980's that branding appeared to take the concept of brands to a whole new level. Branding seeks to create a relationship between consumers and the Brand. It embellishes the mental image that consumers have about the Brand. It influences them to embrace the Brand as a part of their life, using it to express themselves.

The long-term connection between the Brand and the company made branding a high priority in management.

How can a product be offering the same functions as a competing one command a higher price? The answer to this critical question resides in brand equity. As a result, companies invest more and more in building, strengthening, and sustaining strong, and above all positive, brand equity through branding.

Brand equity has many definitions and forms, such as favorable impressions, attitudinal dispositions, and behavioral predilections.<sup>76</sup>; brand loyalty, brand awareness, perceived quality, brand associations, and other proprietary brand assets<sup>77</sup>; brand knowledge such as brand awareness and brand associations<sup>78</sup>; loyalty and image<sup>79</sup>; the added value endowed by the brand name<sup>80</sup>; incremental utility<sup>81</sup>; the difference between overall brand preference and multi-attribute preference based on objectively measured attribute levels<sup>82</sup>; and overall quality and

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<sup>76</sup> RANGASWAMY, (A), BURKE, (R), and OLIVA (TA) : *Brand equity and the extendibility of brand names*, Int J Res Mark, 10<sup>th</sup> March 1993, pp.61 - 75.

<sup>77</sup> AAKER, (D.A) : *Managing Brand Equity*, New York: The Free Press, 1991.

<sup>78</sup> KELLER, (K.L) : *Conceptualizing, measuring, and managing customer-based brand equity*, J Mark, January 1993, pp.1 - 22.

<sup>79</sup> SHOCKER, (A.D), and WEITZ, (B) : *A perspective on brand equity principles and issues*, In: Leuthesser L, editor. Report Number 88-104. Cambridge, MA: Marketing Science Institute, 1988. pp. 2 - 4.

<sup>80</sup> FARQUHAR, (P.H), HAN, (J.Y), and IJIRI, (Y) : *Recognizing and measuring brand assets*, Working Paper Series, Report Number 91-119. Cambridge, MA: Marketing Science Institute, 1991

<sup>81</sup> KAMAKURA, (W.A), and RUSSELL, (G.J) : *Measuring brand value with scanner data*, Int J Res Mark, 10<sup>th</sup> March 1993, pp.9 - 21

<sup>82</sup> PARK, (C.S), and SRINIVASAN, (V) : *A survey-based method for measuring and understanding brand equity and its extendibility*. J Mark Res, 31<sup>th</sup> May 1994, pp.271 - 88

choice intention.<sup>83</sup> A critical consensus among the definitions is that brand equity is the incremental value of a product due to the brand name.<sup>84</sup>

Collectively, brand equity consists of four dimensions: brand loyalty, brand awareness, perceived quality of Brand, and brand associations, as proposed by Aaker (1991, 1996) and Keller (1993). These dimensions may be used to explore the findings of marketing and consumer behavior research concerning brand equity.<sup>85</sup>

## **1 Section 1: Branding Fundamentals**

### **1.1 Brand History**

Branding has been around for centuries to distinguish the goods of one producer from those of another. The word brand is derived from the Old Norse word brand, which means "to burn," as brands were and still are how livestock owners mark their animals to identify them.<sup>86</sup> The oldest mark was discovered in China, at the beginning of the third millennium B.C.; Phoenicians, Egyptians, Romans knew it sealed or engraved on pottery, building stones, tiles, or even objects of daily life. The mark comes from using hot irons to burn marks on cattle and other goods to certify their quality and designated property. Evidence from ages indicates that artisans stamped their mark on the products they created to distinguish them from other artisans.

It was not until the 16th Century that brands that resemble what we know today started to appear, one of the first known brands in history belong to the English ceramist Josiah Wedgwood, Wilton, and the French fashion designer Rose Bertin.<sup>87</sup> At that time, Wedgwood and Wilton were not trademarked because trademark laws had not yet been instituted in Great Britain. Nevertheless, Wedgwood and Wilton can be considered brand names since consumers were used to product names to distinguish Wedgwood pottery from other pottery and Wilton rugs. The industrial revolution and its nascent mass production produced an increasing number of products that became more readily available during the 18th Century. It was also a growth in similar products with different patterns, such as quality and color categories.

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<sup>83</sup> AGARWAL, (M.K), and RAO, (VR) : *An empirical comparison of consumer-based measures of brand equity*. Mark Lett, 1996, 7(3), pp.237 - 47

<sup>84</sup> SRIVASTAVA, (R), and SHOCKER, (A.D) : *Brand equity: a perspective on its meaning and measurement*. Working Paper Series, Report Number 91-124. Cambridge, MA: Marketing Science Institute, 1991

<sup>85</sup> BARWISE, (P) : *Brand equity: snark or boojum?* Int J Res Mark, 10<sup>th</sup> March 1993, pp.93 - 104

<sup>86</sup> JOHN, (W): *World's Greatest Brands*, An International Review : Interbrand Group, New York, 1992.

<sup>87</sup> DE PAOLA, (H) : *Marketing Today's Fashion*, PRENTICE-HALL, New Jersey, 1985, p.57-93.

Consumption became more sophisticated than before, and consumers expressed more specifically what they wanted towards the end of the 19th Century. As a result, companies began to introduce brands in America and Western Europe more systematically. It is often referred to as the creation of national brands. Many of today's well-known brands, such as Heinz and Kellogg's, were established at this time. Before national brands were introduced, food products were generally sold in bulk, without packaging or brand names. Towards the end of the 19th Century, the folding box was invented, and it became standard practice for food producers to package their products in boxes that displayed the manufacturers' brand name. Among the first companies that were used this kind of packaging was the National Biscuit Company, which, in 1889, began promoting Uneeda cookies in a sealed, moisture-proof package. When companies began introducing national brands towards the end of the 19th-century, they promoted them through advertisements. Advertisements now often had to be found in full-sheet quality in newspapers rather than the previously edited, small ads in a particular newspaper section.

Since then, branding theories, knowledge, and practices have evolved significantly. However, contemporary branding theories started appearing in the middle of the 20th Century, mainly due to commercials in mass media.<sup>88</sup>

## 1.2 What is a Brand?

Perhaps the most distinctive skill of professional marketers is creating, maintaining, protecting, reinforcing, and enhancing brands.

A traditional definition of a brand: “*the name, associated with one or more items in the product line, which is used to identify the source of character of the item(s)*” (Kotler, 2000). According to the American Marketing Association (AMA), a brand is a “name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition.” Technically speaking, then, whenever a marketer creates a new name, logo, or symbol for a new product, he or she has created a brand. However, many practicing managers refer to a brand as something that has created a certain amount of awareness, reputation, prominence in the marketplace.<sup>89</sup>

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<sup>88</sup> FARQUHAR, (H) : *Strategic Challenges For Branding*, Marketing Management, 1995, p.8-15.

<sup>89</sup> KELLER, (K.L): *Strategic Brand Management. Building, Measuring, and managing brand equity*, PEARSON Education, HARLOW, 2013, p.30.

Definition according to the INAPI<sup>90</sup>: “only a material sign can be registered as a brand: either a verbal sign, i.e. a sign that can be written or pronounced, or a significant sign, or a complex sign consisting of a combination or juxtaposition of signs and figurative signs.”

A brand signifies a company's product or service for a customer and to differentiates offerings from those of other competitors.<sup>91</sup> According to Quelch and Harding (1999, p. 30), “*brand names exist because consumers still require an assurance of quality when they do not have the time, opportunity, or ability to inspect alternatives at the point of sale.*” Therefore, a brand represents a bond between a supplier and a customer. It is intended to secure future turnovers for the company.<sup>92</sup>

According to JN Kapferer, “Brands are intangible assets, assets that produce added benefits for the business.” That should be analyzed on different levels since we have started using brands to call objects like cars and beverages. We have to focus on the managerial perspective on managing a brand most efficiently and how to use it for profit since it is considered now to be a part of the company’s capital. Kapferer also says that we should not call anything a brand but rather a name with the power to influence the consumers' behavior and thought process. He emphasizes that this term should not be thrown around lightly because it is more than just a label; the easily pronounceable name should evoke desirable associations beyond the mental aspect to become an emotional attachment that will last.<sup>93</sup>

When defining what a brand is, there is a significant schism between the two paradigms. One is customer-based and focuses exclusively on the relationship customers have with the Brand (from total indifference to attachment, loyalty, and willingness to buy and rebuy based on beliefs of superiority and evoked emotions). The second paradigm aims at producing measures in dollars, euros, or yen. However, both approaches have their champions.<sup>94</sup>

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<sup>90</sup> INPI: Institut National de la Propriété Industrielle, a public organization in charge of the management of industrial property, in particular brands (trademarks) and patents

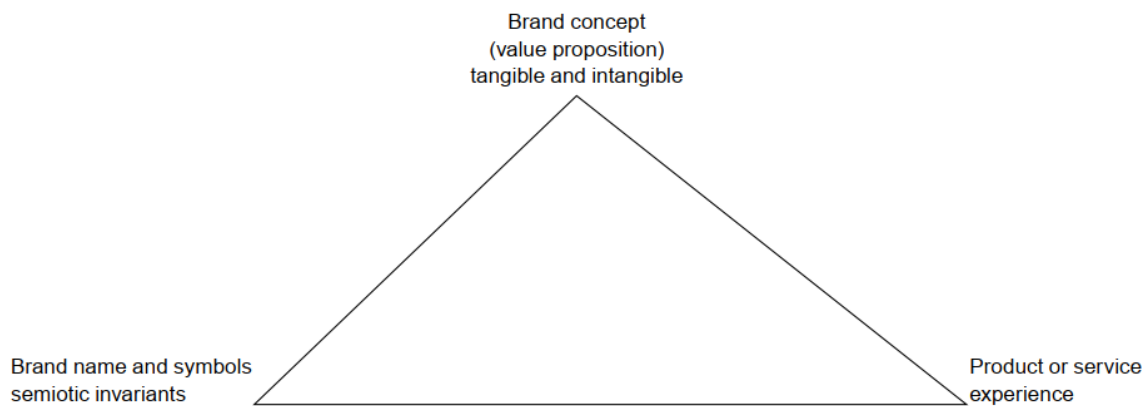
<sup>91</sup> KOTLER, (P) : *Marketing Management*. New Jersey: Prentice-Hall, 2003.

<sup>92</sup> HAIGH, (D) : *Connecting 'Brand Equity,' Brand Economics TM and Brand Value*, Singapore Nanyang Business Review, 2003, 2 (1), pp.65-74.

<sup>93</sup> KAPFERER, (J.N) : *The New Strategic Brand Management Advanced insights and strategic thinking*, D'ORGANIZATION, Paris, 2012, p7.

<sup>94</sup> Ibid p9.

Figure N°6 : The brand system



**Source:** KAPFERER (J.N): *The New Strategic Brand Management Advanced insights and strategic thinking*, Les Editions organization, Great Britain, 2012, p.10

Brands are mainly dissimilar, and every consumer uses or even likes a brand for different reasons. Therefore, a brand can be classified into four dimensions:<sup>95</sup>

1. Functions - What kind of a brand is it? What is the product/service concerned?
2. Personality/Image - How do consumers perceive the Brand?
3. Source - What is the company signifying?
4. Difference - What are the main differences in comparison to competitors?

The sum of all four components is called brand essence.<sup>96</sup> That means that brand essence covers all different areas in which a brand can distinguish itself from competitors.

A brand reflects a customer's consumption feeling, a personal attitude towards a company or a product/service. It can be regarded as a kind of a company's business card, which gives a "face" to a company. The value of a brand is reflected in the capability of combining consumer preference with loyalty.<sup>97</sup>

Functions. In terms of employees, a brand promotes motivation and identification with the company and its targets. A good brand increases the attractiveness of a company in the labor market to enhance human capital. Whereas in public, a strong brand increases social acceptance.

<sup>95</sup> DAHLÉN, (M), LANGE, (F), and SMITH, (T) : *Marketing Communications: A Brand Narrative Approach*. Chichester: John Wiley & Sons, 2010. pp.22-35.

<sup>96</sup> Ibid.

<sup>97</sup> KOTLER, (P), ARMSTRONG, (G), and CUNNINGHAM, (P.H) : *Principles of Marketing*. 7th Canadian Edition, Toronto: Pearson, 2008, p130.

An attractive, strong brand generates a higher repurchase rate, a higher market share, which reduces the risk of a flop by launching new products. Furthermore, it facilitates the acquisition of new customers and provides in some parts an above-average growth. Thus, a successful brand causes, directly and indirectly, an increase in the value for the company.

### **Sports-related brands**

The sports marketing literature and the sports brand literature, in particular, provide various brand classifications. According to a classical perspective, authors either position their classification from the creation and production side (offer) or the behaviors and contexts of the consumption side (demand). As an example, in France, Megabrand System is a brand classification elaborated by the firm Taylor Nelson Sofres which identified nine categories of brands across all markets:

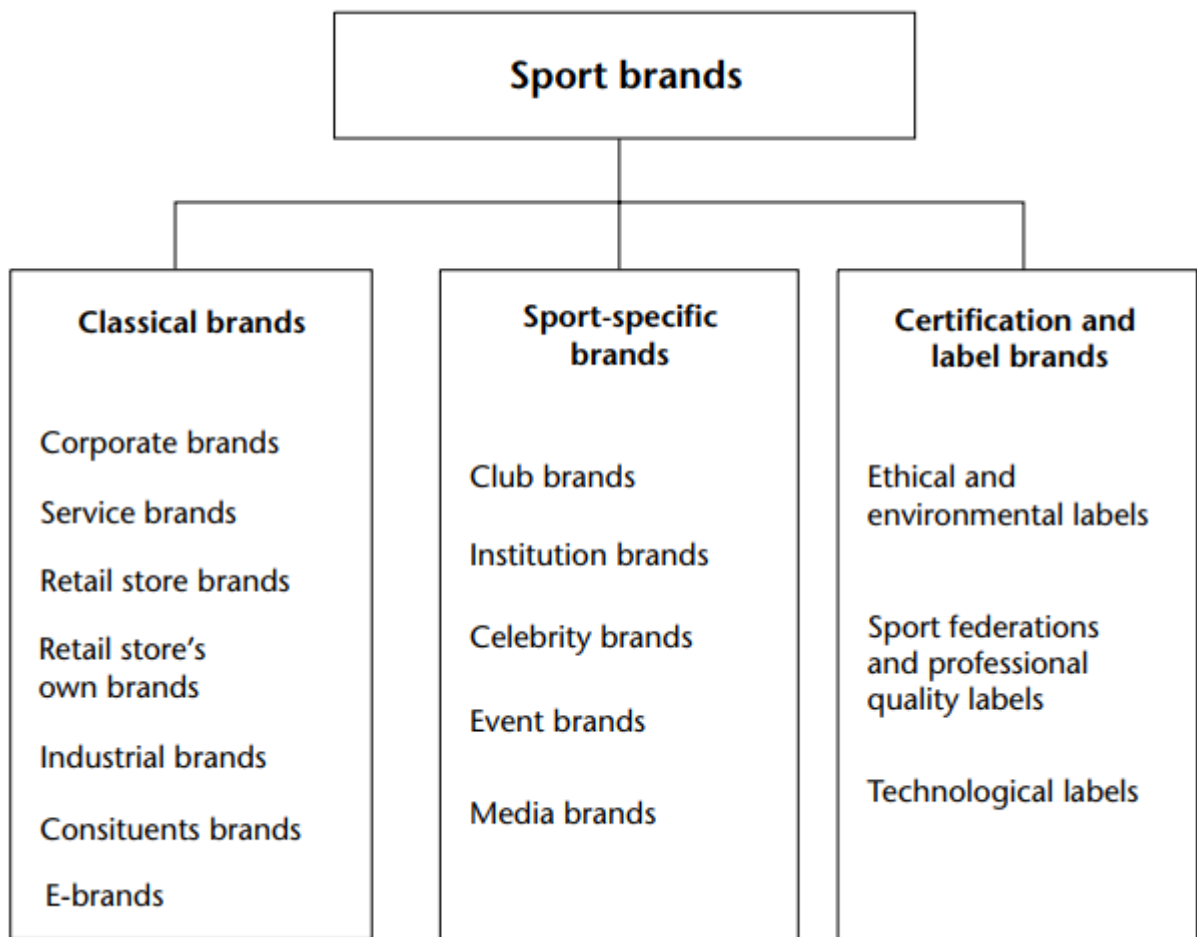
- star brands;
- champion brands;
- everyday-friend brands;
- alternative brands;
- landmark brands;
- baron brands;
- contested brands;
- unknown brands; and
- brands with potential.

If all classifications provide a different perspective, their profusion creates confusion and does not give credibility to the 'brand science.' In 2004 Lewi warned that the number of brands and sub-classifications should remain limited to keep it clear and straightforward for managers and consumers. Indeed, according to the contexts and the academic fields of analysis, new categories and terms are used such as 'umbrella brands,' 'generic brands,' 'own brands,' 'parent brands,' 'source brands,' or 'guarantee brands' which generally only add tiny nuances, in comparison with the categories traditionally and widely used by practitioners and experts. They certainly are indicators of increasing interest and focus on brands, but they also tend to blur the identification of brands' roles and functions from an economic, cultural, or social perspective.

Therefore, to clarify the roles and functions of sports brands, it is necessary to identify their main categories.

We will present another perception of the Brand that directly concerns sport: those of researchers Bouchet, Hillairet, and Bodet (2013)<sup>98</sup> who divided sports brands into four varieties. Besides the types of brands usually found in all industries (corporate brands, service brands, constituent brands, and e-brands) that we call 'classical brands,' two other distinct categories can be identified with sports brands (see Figure N°7): sport-specific brands and certification and label brands.

**Figure N°7 : The three main categories of sport brands**



Source: Ibid. p.14.

We notice from this figure that the service brands are part of the generic marks, except that they should not be confused with the industrial brands mentioned in the same variety.

<sup>98</sup> BOUCHET, (P), HILLIARET, (D), and BODET, (G) : *Sports Brands*, London and New: Routledge, 2013 P.14.

### 1.3 Brand Elements

Brand elements, sometimes called brand identities, are those trademarkable devices that identify and differentiate the Brand. The main ones are brand names, URLs, logos, symbols, characters, spokespeople, slogans, jingles, packages, and signage. The customer-based brand equity model suggests that marketers should choose brand elements to enhance brand awareness; facilitate the formation of strong, favorable, and unique brand associations; or elicit positive brand judgments and feelings.<sup>99</sup>

Building a strong brand, according to the Customer-Based Brand Equity model, can be thought of in terms of a sequence of steps, in which each step is contingent upon the successful completion of the previous step; and the first step is to ensure identification of the Brand with customers and an association of the Brand in customers' minds with a specific class or customer need. Next, achieving the proper brand identity involves creating brand awareness, which initially involves linking the Brand –brand name, logo, symbol –to specific associations in memory. Then, brand elements can be chosen to enhance brand awareness, facilitate the formation of strong, favorable, and unique brand associations, or elicit positive brand judgments and feelings.<sup>100</sup> Brand elements facilitate the process of consumer brain mapping and play a key role in building brand equity. Consumers over the period can identify the Brand through brand elements. The idea is to develop brand elements, which can adequately communicate about Brand and its point of difference from competing brands.

#### 1.3.1 Brand Names

“The brand name is a fundamentally important choice because it often captures the central theme or key associations of a product in a very compact and economical fashion. brand names can be an extremely effective shorthand means of communication”.<sup>101</sup>

A brand name is a basis upon which the brand equity is built. The name is a critical, core sign of the Brand, the basis for awareness and communications effort.<sup>102</sup> Since the name

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<sup>99</sup> KELLER, (K.L) : *Strategic Brand Management. Building, Measuring, and managing brand equity*, PEARSON. Education, HARLOW, 2013, p.142.

<sup>100</sup> KELLER, (K.L) : *Building customer-based brand equity: A blueprint for creating strong brands*. Marketing Research Institute, Report Summary, 2009, pp.01-107.

KELLER, (K.L) : *Strategic brand management: Building, measuring, and managing brand equity*, 2nd ed, Upper Saddle River, NJ: Prentice-Hall, 2003.

<sup>101</sup> KELLER, (K.L), 2013, Op.cit, p.147.

<sup>102</sup> AAKER, (D.A) : *Managing brand equity: capitalizing the value of a brand name*, New York: The Free Press, 1991, P163.

can bring inherent strength to a brand,<sup>103</sup> brand names need to be actively managed in order to influence external stakeholders. From a conventional branding perspective, the name is an instrument at the marketing team's disposal, which can use symbolism to affect consumers' perceptions of products or corporations' attributes.<sup>104</sup> A brand name is an anchor for a product's identity – it carries with it essentially all of the brand equity. While corporate names can be changed, brand names cannot be changed without a significant risk of losing all equity. Brand names should therefore be viewed as long-term commitments. They must wear well, and in an increasingly global marketplace, travel well.

### **1.3.2 URLs**

URLs (uniform resource locators) specify locations of pages on the Web and are also commonly referred to as domain names. Anyone wishing to own a specific URL must register and pay for the name. As companies clamored for space on the Web, the number of registered URLs increased dramatically.<sup>105</sup>

### **1.3.3 Logos and Symbols**

A brand's visual identity is essential to establishing and maintaining a presence in the marketplace. A visual interpretation of the brand promise that it will be possible to develop highly memorable, easily recognizable, and visual brand signals that trigger consumers to build associations between the Brand itself and its chosen position. Logos are visual icons providing two basics, yet necessary, functions for brands: identification (a marker for finding a specific offering) and differentiation (how to tell that offering apart from others). Over time, they directly equate to their given brands. Whatever the view ax, these visual icons are equated with representative brands.

Even though the brand name is the most fundamental and central element of the Brand, logos represent the visual presence in the consumers' minds. Logos have existed for ages. It has always been an indication of the origin and quality of the product, which means it is critical in building brand awareness and, ultimately, brand equity.

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<sup>103</sup> KOHLI, (C), and LABAHN, (D.W) : *Creating influential brand names: A study of the naming process.* Journal of Advertising Research, 1997, 37(1), pp.67–75

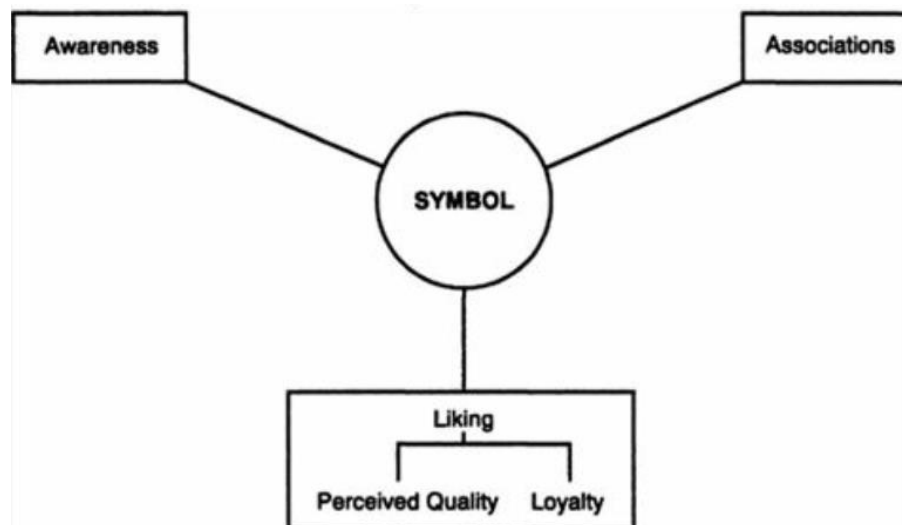
<sup>104</sup> KLINK, (R.R) : *Creating meaningful new brand names: A study of semantics and sound symbolism.* Journal of Marketing Theory and Practice, 2001, p.9(2)

<sup>105</sup> KELLER, (K.L), Op.cit., p.155.

A memorized logotype means that the consumer associates all the colors, lines, and shapes with the Brand without reading the content.<sup>106</sup> Logos range from corporate names or trademarks (word marks with text only) written in a distinctive form to entirely abstract designs that may be completely unrelated to the wordmark, corporate name, or corporate activities.<sup>107</sup>

The symbol can vary by itself, as Figure 1.3.3 suggests, create awareness, associations, and a liking or feelings, which in turn can affect loyalty and perceived quality. We know that it is easier to learn visual images (symbols) than words (names).<sup>108</sup>

**Figure N°8 : The role of symbols**



**Source:** Aaker, D. A. (1991). *Managing brand equity: capitalizing the value of a brand name*. New York: The Free Press, P171.

The choice of a symbol and how it is developed will affect its role in the four dimensions of brand equity.

### 1.3.4 Characters

Characters reflect a particular form of brand symbol—one that takes on individual or real-life characteristics. Brand characters usually are introduced by ads and can play a central role in marketing campaigns and package designs.

<sup>106</sup> MURPHY, (J.M) : *Brand Strategy*, DIRECTOR BOOKS, Cambridge,1990, p.84.

<sup>107</sup> KELLER, (K.L), Op.cit., p.155-156.

<sup>108</sup> AAKER, (D.A), Op.cit, p.170.

The characters are chosen as brand portraits to reflect their identity. Furthermore, as Kapferer sees it, “They do not make the brand, yet they define the way in which the brand brings to reality its traits and features.”<sup>109</sup>

### **1.3.5 Slogans and Jungles**

Slogans are short phrases that communicate descriptive or persuasive information about the Brand. Slogans often appear in the advertisement but play a vital role in packaging and marketing activities to work like shorthand to build brand equity.<sup>110</sup>

A slogan can capture the essence of a brand and become an essential part of brand equity.<sup>111</sup>

Jingles, on the other hand, are musical messages written around the Brand. These are composed by professional songwriters with enough catchy hooks and choruses to turn them permanently registered in listeners' minds – willingly or unwillingly.<sup>112</sup> By employing scent, sound, and material textures in customer experiences, today's marketers find new ways to build stronger connections to their customers and drive preference for their brands.

### **1.3.6 Packaging**

Packaging is an important brand element related to designing and producing containers or wrappers for a product. It is the container for a product that encompasses the physical appearance of the container, including design, color, shape, labeling, and materials used. To achieve marketing objectives and target consumers' desires, both aesthetic and functional components must be chosen correctly.

Packaging can play an essential role in building brand equity directly through points-of-difference created by functional or aesthetic elements of the packaging or indirectly through brand awareness and image reinforcement.<sup>113</sup>

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<sup>109</sup> KAPFERER, (J.N) : *The New Strategic Brand Management Advanced insights and strategic thinking*, Les Editions D'ORGANIZATION, Great Britain, 2012, p.194-195.

<sup>110</sup> KELLER, (K.L), Op.cit., p.155.

<sup>111</sup> AAKER, (D.A) : *Building strong brands*. London: The Free Press, 2002.

<sup>112</sup> KELLER, (K.L), Op.cit, p.164.

<sup>113</sup> Ibid.p.167.

Figure N°9 : Critic of Brand Element Options

Criterion	Brand Element				
	Brand Names and URLs	Logos and Symbols	Characters	Slogans and Jingles	Packaging and Signage
Memorability	Can be chosen to enhance brand recall and recognition	Generally more useful for brand recognition	Generally more useful for brand recognition	Can be chosen to enhance brand recall and recognition	Generally more useful for brand recognition
Meaningfulness	Can reinforce almost any type of association, although sometimes only indirectly	Can reinforce almost any type of association, although sometimes only indirectly	Generally more useful for non-product-related imagery and brand personality	Can convey almost any type of association explicitly	Can convey almost any type of association explicitly
Likability	Can evoke much verbal imagery	Can provoke visual appeal	Can generate human qualities	Can evoke much verbal imagery	Can combine visual and verbal appeal
Transferability	Can be somewhat limited	Excellent	Can be somewhat limited	Can be somewhat limited	Good
Adaptability	Difficult	Can typically be redesigned	Can sometimes be redesigned	Can be modified	Can typically be redesigned
Protectability	Generally good, but with limits	Excellent	Excellent	Excellent	Can be closely copied

Source: KELLER (K.L), Op.cit, p.171.

#### 1.4 Brand Roles

It is important to note that the importance of the Brand is variable. That is, each company gives importance to its brands. On the other hand, the Brand has its well-defined objectives and goals from the moment it enters the market. So, the Brand creates value for the consumer and for the company. Figure provides an overview of the different roles that brands play for these two parties. We will talk about consumers first.

Figure N°10 : Roles that Brands play

**Consumers**

Identification of source of product  
 Assignment of responsibility to product maker  
 Risk reducer  
 Search cost reducer  
 Promise, bond, or pact with maker of product  
 Symbolic device  
 Signal of quality

**Manufacturers**

Means of identification to simplify handling or tracing  
 Means of legally protecting unique features  
 Signal of quality level to satisfied customers  
 Means of endowing products with unique associations  
 Source of competitive advantage  
 Source of financial returns

Source: KELLER (K.L), Op.cit, p.34.

**1.4.1 Consumers<sup>114</sup>**

The Brand plays three prominent roles for the consumer: simplification and personalization, which are the corollaries of the ownership function for the manufacturer or distributor, and the reduction of perceived risk, which is related to the authentication function for the manufacturer or distributor.

**1.4.1.1 Function of simplification**

The Brand's differentiating elements allow the consumer to find his way around the offer and quickly find his favorite product. The logo, the colors, the shapes identifying the Brand are all points of reference, allowing the consumer to recognize the Brand they are looking for with a minimum effort. This function is essential for consumer brands, as consumers notice less than 40% of the products in a specific category. Furthermore, what is more, they spend less than 15 seconds in front of any given shelf.<sup>115</sup> Moreover, the Brand allows to memorize the previous choice process quickly and thus avoids reproducing a process for each purchase. Thus, the consumer can save time and energy through repeat purchases and loyalty. If consumers

<sup>114</sup> CHANTAL, (L) : *La marque*, 2<sup>ème</sup> édition, Dunod, France, 2009, p.22-23.

<sup>115</sup> NIELSEN Shopper Study, Latin America, 2016

recognize a brand and have some knowledge about it, they do not have to engage in additional thought or processing of information to make a product decision.<sup>116</sup>

#### 1.4.1.2 Function of personalization

The Brand plays a role at the psychological and social level. Its specific characteristics allow the consumer to affirm his originality, signify his belonging to a group (social class, tribe...), or be valued by wearing or consuming it. The Diesel jeans brand consistently communicates social protest, the quest for freedom and independence. It has become the most popular Brand among trendsetters and teenagers because it allows them to express their values.

#### 1.4.1.3 The perceived risk reduction function

By signing its products, the Brand reveals its origin and enters into a contract with consumers. As a result, it guarantees a stable level of quality, regardless of where and when it is purchased. This role is crucial for opaque products (such as cosmetics, beverages, ready-made meals), where the consumer cannot assess the quality of the product before purchase.

We can summarize the roles of the Brand according to Kapferer in a table as follows:

**Table N°4 : Brand roles for consumers**

Brand role	Characteristic	Example
Identification	The Brand can refer to a promise. It corresponds to the specific expectations of the individual.	Thanks to their specific active ingredients, “Monsavon” products meet the needs of sensitive skin.
Tracing	A trademark can have a distinctive function when it is the only way to differentiate products that are similar in composition.	The Palmolive Vaisselle brand distinguishes itself from its competitors by guarantee homemakers soft hands.
Warranty	The Brand is a public commitment to quality and	In food, and particularly for children, the Danone brand

<sup>116</sup> KELLER (K.L), Op.cit., p.34.

	performance. This function is all the more expected the perceived risk is high.	has become a global benchmark for quality.
Personalization	The Brand purchased can give an idea of the person's profile, both psychologically and socially.	Bung & Olufsen: "For true lovers of great music." Wrangler: "the jeans for adventurers."
Joy	The choice creates a particular pleasure for the buyers, a source of stimulation.	Auchan knew how to communicate on this playful side of the availability of multiple brands: the Auchan life.
Practicality	The Brand allows, in front of the shelf or a catalog, to instantly recognize a product.	The colors, the typography, and the shape of the bottle are the hallmark of the Coca-Cola brand. They all help its recognition on the shelves.

Source : GERALDINE (M), *la stratégie d'extension de marque*, Librairie Vuibert, Paris, 2000 ; P.17.

Brands take on unique, personal meanings to consumers that facilitate their day-to-day activities and enrich their lives. As consumers' lives become rushed and time-starved, the ability of a brand to simplify decision-making and reduce risk is invaluable.

#### 1.4.2 Firms

Brands also provide several valuable functions to their firms.<sup>117</sup> Fundamentally, they serve an identification purpose, to simplify product handling or to trace. Operationally, brands help organize inventory and accounting records. A brand also offers solid legal protection for unique features or aspects of the product. A brand can retain intellectual property rights, giving legal title to the brand owner.<sup>118</sup> The brand name can be protected through registered trademarks; manufacturing processes can be protected through patents, and packaging can be protected

<sup>117</sup> LESLIE, (D,C), and GIL, (M) : *The Varying Nature of Brands as Assets*, International Journal of Advertising, 1989, pp.339–349

<sup>118</sup> CONSTANCE (E.B), and DIANE, (W.S) : *Managers and the Legal Environment: Strategies for the 21st Century*, 6th ed, Mason, OH: Southwestern-Cengage Learning, 2010.

through copyrights and designs. These intellectual property rights ensure that the firm can safely invest in the Brand and reap the benefits of a valuable asset.

- **The financial value of a Brand.**

A brand is a negotiable asset, either by sale or by lease: transfer of brand licenses, brand franchises. Therefore, it has a financial value that is difficult to evaluate with rigor. The price premium paid for many companies is justified by the opportunity to earn and sustain extra profits from their brands and the tremendous difficulty and expense of creating similar brands from scratch. For a typical fast-moving consumer goods company, net tangible assets may be as little as 10 percent of the total value (see Figure N°11). Most of the value lies in intangible assets and goodwill, and brands can supply as much as 70 percent of intangible assets.<sup>119</sup>

**Figure N°11 : Brand Value as a Percentage of Market Capitalization**

Brand	Brand Value (\$MM)	Market Cap (\$MM)	% of Market Cap
Coca-Cola	70,452	146,730	48%
IBM	64,727	200,290	32%
Microsoft	60,895	226,530	27%
Google	43,557	199,690	22%
General Electric	42,808	228,250	19%
McDonald's	33,578	80,450	42%
Intel	32,015	119,130	27%
Nokia	29,495	33,640	88%
Disney	28,731	81,590	35%
Hewlett-Packard	26,867	105,120	26%

Source: Based on Interbrand's "best global brands 2010". Yahoo! Finance, February 2011. (Cited in KELLER (K.L), Op.cit., p.36.)

- **The commercial value of a Brand.**<sup>120</sup>

- A brand is a trading fund. A strong brand builds loyalty. Customers are more attached to brands than to the companies that make them. Customers know the brands, not always the companies.
- A strong brand has a significant leverage effect on the efficiency of marketing expenses: such as advertising, promotion, new products. For example, with the same budget, an advertising campaign is more likely to be noticed and effective when it is done for a strong

<sup>119</sup> KELLER, (K.L), Op.cit., p.36.

<sup>120</sup> LENDREVIE, (J), LEVY, (J) : *Mercator Tout le marketing à l'ère numérique*, Edition Dunod, France, 2014, p.810.

brand than for a weak brand. A strong brand also allows producers to negotiate better with large distributors, avoid paying to reference "premiums" for a new product, have their products better displayed in sales points.

- A strong brand allows for selling at a higher price because the customer agrees to pay a little more for the actual or imaginary qualities attributed to the Brand, as we have pointed out. Conversely, a weak brand sells for less (lower price, more frequent price promotions) or gives the customer material compensations (extra product, free or cheaper services, more extended warranty) to remain competitive with a strong brand.

### **1.5 Brand Life Cycle**

According to KAPFERER, the Brand certainly goes through the launch and growth phase, but if "it is well managed, it can last and endure, thus avoiding decline and death." On the other hand, it is essential to distinguish between the life cycle and a product because launching a product does not necessarily mean launching a brand. Moreover, with time, the new product is limited and must be replaced by another one. From this observation, the brands destined not to last in time are the product brands and not the parent brand. However, at the unpredictable deadline, the parent brand could fail if it is poorly managed.

This brand specialist is not the only one who has dealt with the life cycle of a brand LAMBIN and MOERLOOSE propose a brand life cycle diagram to identify five phases. LEWIN and DESPREZ summarize them in three main stages: heroism, wisdom, and myth, as shown in the following diagram:

Figure N°12 : Brand life cycle

<b>launch:</b> the Brand is launched for the first time on the market	<b>confirmation:</b> establishment of the brand territory <sup>121</sup>	<b>consolidation:</b> gaining market share	<b>renewal:</b> operational marketing	<b>orbital position:</b> the Brand is known, rich in experience, it has reached the high orbit
A new brand	Brand with potential  Brand without potential	well-known Brand	Brand in Expansion	declining brand
	Time of heroism		Time of wisdom	myth time
	The difference The birth		The measure 20 – 50 years	consciousness 60 years and more eternity

Source : LAMBIN, J et MOERLOOSE, C, op.cit., P.409; LEWI, G et DESPREZ, P, op.cit., P.73.

➤ **Time of heroism**

It is the birth of the Brand on a market, and it proposes something different, an innovation that different, an innovation that responds to a lack. It is the time of its meeting with the consumer.

➤ **Time of wisdom**

The time of wisdom or measurement is the second stage in the life cycle of a brand. Once the relationship between the Brand and the public is established, the Brand consolidates its existence

<sup>121</sup> The market or markets where the Brand's activity is legitimate in the eyes of consumers.

It aims to ensure its durability and to seduce another new generation through extension or internationalization. <sup>122</sup> we speak in this case of "deployment."<sup>123</sup>

➤ **Myth time**

The last phase is the so-called myth phase. Although, in this stage, the Brand is well anchored in the public mind, "*it has been present for several generations, it has a recognition and a status among its clientele.*"<sup>124</sup> The Brand becomes "*universal, it represents the same philosophy, the same values, the same meaning for everyone.*"<sup>125</sup>

MICHON et al<sup>126</sup> have distinguished four periods of brand development, namely

- Founding period: the Brand enters the market for the first time;
- Decoupling period: consumers become aware of the existence of the Brand; however, it is not definitively acquired;
- Rooting period: the Brand has time-tested values; Spin-off period: the Brand becomes strong and can generate daughter brands.

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<sup>122</sup> LEWI, (G), et LACOEUILHE, (J) : *Branding Management : La marque, de l'idée à l'action* , 3ème édition, Pearson, France, 2012, p.75.

<sup>123</sup> LAMBIN, (J), et MOERLOOSE, (C) : *Marketing stratégique et opérationnel : Du marketing à l'orientation marché* , 7ème édition, Dunod, Paris, 2008, p.409.

<sup>124</sup> DE ROVER, (A), Op.cit., P.18.

<sup>125</sup> LEWI, (G) et DESPREZ, (P), Op.cit., P.78.

<sup>126</sup> MICHON, (C) et al : *Le marketeur : Fondements et nouveautés du marketing*, 2ème édition, Pearson, France, 2006, P.169.

## 2 Section 2: Brand Equity

AAKER and Biel state that the concept of brand equity has become one of the essential topics in the marketing literature, and it is straightforward to understand the reason behind that, when “noting that there is evidence that a product's brand equity positively affects future profits, long-term cash flow and consumer willingness to pay premium price.”<sup>127</sup> Broadbent accentuates this point by designating that “for many manufacturers, brand equity is their most valuable and potentially longest lasting property.”<sup>128</sup>

Despite the crucial role that the Brand plays in marketing, theorists are still trying to understand how it creates value for the company. According to KAPFERER, “the key word in all the discourse on the brand today is value.”<sup>129</sup> However, the conceptual status of brand equity is unclear and ambiguous, so that we will clarify the appropriate definitions of each component of this concept.

The notion of brand equity appeared around the 1980s following the observation of two phenomena: the companies purchase at amounts higher than their book values, and the second is the ability of a brand to be bought at a high price.<sup>130</sup>

In terms of brand valuation, two approaches have emerged:

### ➤ **accounting and financial method**

This method consists of setting a price that corresponds to a brand, giving a value to this intangible asset, and their accounting is essential, particularly in acquisition transactions or company takeovers.<sup>131</sup> We are interested in the second approach in our research framework based on consumer behavior without prolonging the debate here.

### ➤ **consumer-based method**

This view states that the Brand is only valuable if the consumer's behavior is favorable towards it, so it is essential to focus on the conceptualization of brand equity based on consumer perceptions. Before presenting the different elements of brand equity, it seems essential to first define this concept and explore some of its models.

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<sup>127</sup> YOO, (B), and DONTHU, (N) : *Developing and Validating a Multidimensional Consumer-Based Brand Equity*, Scale. Journal of Business Research, No 1, 2001, p1-14.

<sup>128</sup> [http://www.integral.ms/\\_Uploads/dbsAttachedFiles/80ADBRAND.pdf](http://www.integral.ms/_Uploads/dbsAttachedFiles/80ADBRAND.pdf). Consulted May 18<sup>th</sup>,2021

<sup>129</sup> KAPFERER, (J.N) : *Les marques à l'épreuve de la pratique*, 2ème édition, Organisation, Paris, 2002, p.49.

<sup>130</sup> LAI, (C) : *La Marque* , édition Dunod, Paris, 2005, p.64.

<sup>131</sup> Idem, p.65.

## 2.1 Brand Equity Definition

Brand equity is "the added value endowed on products and services. It may be reflected in the way consumers think, feel, and act with respect to the Brand, as well as in the prices, market share, and profitability the brand commands." (Kotler & Manceau, 2012, p. 243; Raggio et al, 2008).

According to the Marketing Science Institute, this notion refers to "the value added by a brand name and rewarded by the market in the form of increased profits or higher market share."<sup>132</sup>, that is to say; it is the value that the brand name adds to the product, it results from perceptions and favorable behaviors towards this attribute,<sup>133</sup> the consumer is ready to pay the high price, which generates high profitability and multiple profiles for the company.

Indeed, "the best way for a firm to maximize its productivity is to know what the brand represents in the mind of the consumer."<sup>134</sup>

AAKER gives another broader definition<sup>135</sup> and DURAFORU<sup>136</sup> according to them, the Brand enjoys a value brought to the whole of the elements representing it (to its name, to its symbols, or its emblems) because they give an added value or a minus value to the products.<sup>137</sup>

Thus, to be aware of the Brand by the consumer while making the difference between a product with or without a brand whose characteristics are identical, to have strong associations concerning it constitutes brand equity, confirmed by KELLER.<sup>138</sup>

Brand equity is the added value from the Brand to the product. It is an essential aspect of brand awareness. It means how much people know about the Brand and what comes to their mind when they hear the Brand's name. So being knowing to mean something and that

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<sup>132</sup> DUBOIS, (P.L), et JOLIBERT, (A) : *Le marketing : Fondements et pratiques*, édition Economica, Paris, 1998, p.285.

<sup>133</sup> TORCHIA, (M), Op.cit., P.108.

<sup>134</sup> JARA, (M) : *Le capital-marque des marques de distributeurs : une approche conceptuelle différenciée*, in revue française du Marketing, ADETEM, n°221, 2009, P.1-47. Available on: <<https://halshs.archivesouvertes.fr/halshs-00413592>> consulted on 10/05/2021 at 10:50.

<sup>135</sup> AAKER, (D) : *Le management du capital-marque*, in GUILLOU, (B) : *Une approche multidimensionnelle de la marque et des notions adjacentes*, 2009, P.3, document available on : <[http://www.creg.acversailles.fr/IMG/pdf/Image\\_de\\_marque.pdf](http://www.creg.acversailles.fr/IMG/pdf/Image_de_marque.pdf)> consulted on 10/05/2021 at 10 :33

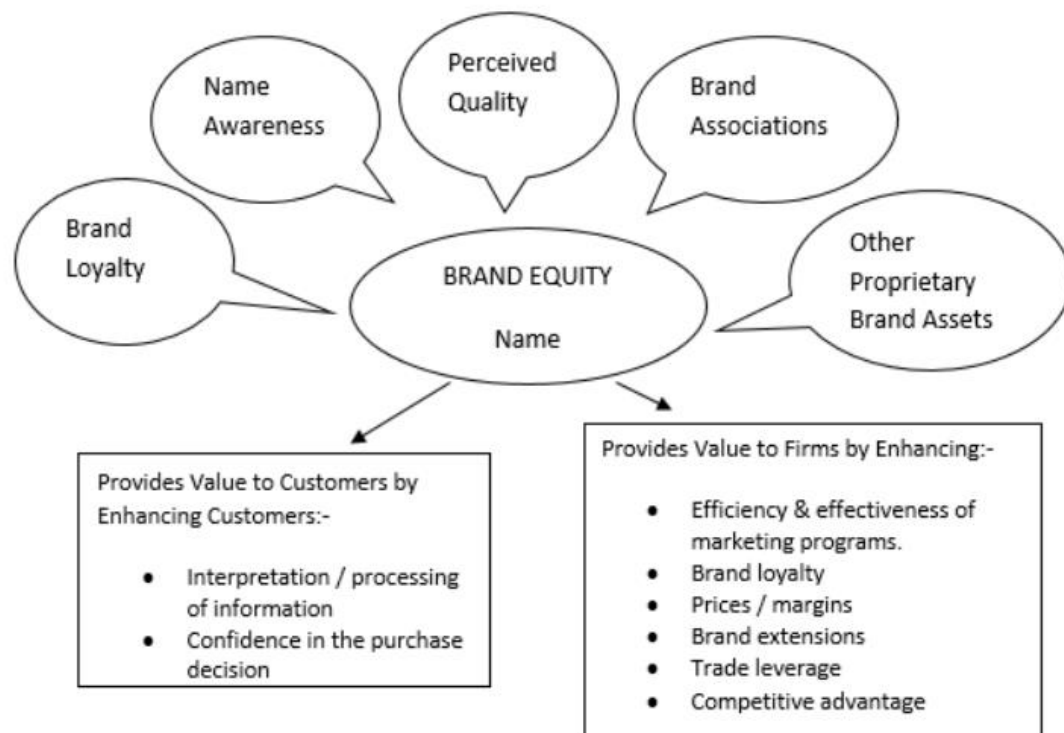
<sup>136</sup> DURAFORU, (D) : *Marketing*, 4<sup>ème</sup> édition, DUNOD, Paris, 2005, P.86.

<sup>137</sup> DARPY, (D) : *Le marketing*, édition Dunod, Paris, 2010, P.62.

<sup>138</sup> JARA, (M) : *Conception et mesures du capital-marque des marques de distributeurs : une application au secteur de la grande distribution*, 24th International Congress of the French Marketing Association, Paris, 2008, P.5. Document available at: <<https://halshs.archivesouvertes.fr/halshs-00413611>> consulted on 10/04/2021 at 22H34.

knowledge has value, another thing brand equity can help with is perceived value. Every Brand has its own perceived quality that's lead to brand association which what customers associate with the Brand. It can be anything. The last one is brand loyalty. Sometimes the price of the Brand is too high. However, some customer keeps buying its products in the same time the competitors have products with lower price and the same quality that's what we call building a relationship between the company or the Brand with her client that value is what we call brand loyalty. (David A. Aaker, 1991; Verinita V., 2019).

**Figure N°13 : Brand Equity Model**



Brand Equity Source: Aaker, (1991, p.28.)

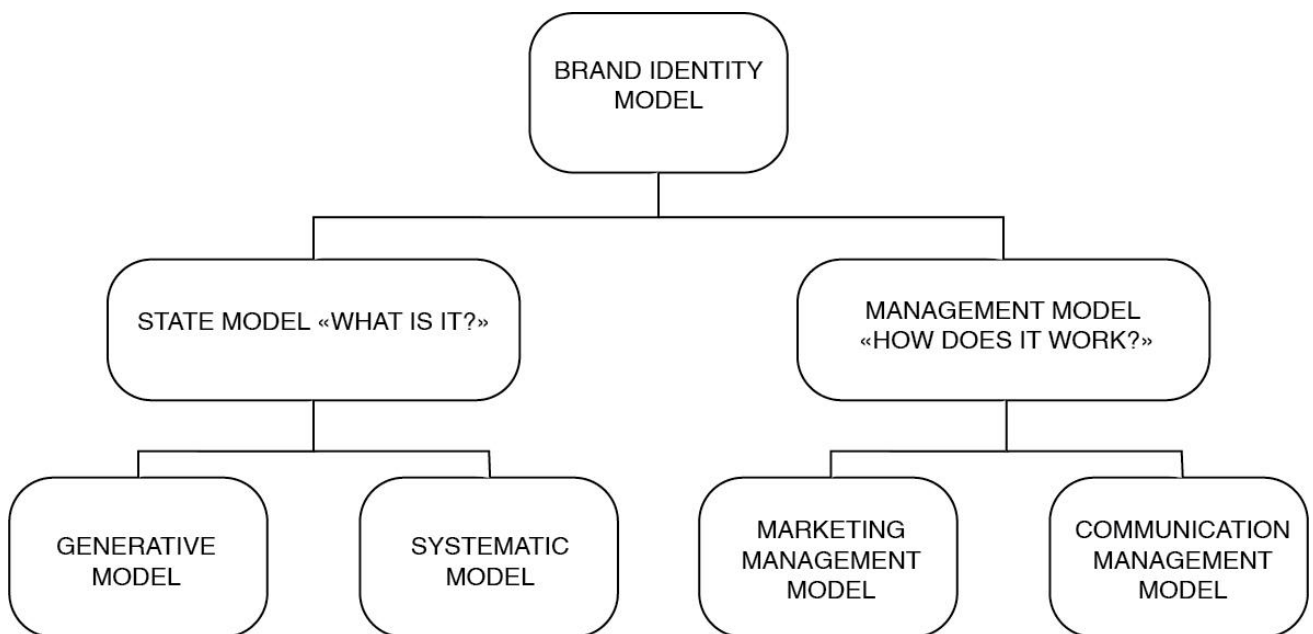
## 2.2 A look back at some of the Brand's models

According to A. SEMPRINI (1992), the approaches to modeling the Brand and its identity can be classified into two main categories, the state models and the management models. The models answer the question: "What is a brand?". They focus on identifying the main components of the Brand, prioritizing them, and describing the between them. Within state models, a further distinction can be made between generative and systematic models. The former conceptualizes the Brand and its identity as forms in the making that unfold progressively, from a relatively simple starting point. On the other hand, systematic models

conceptualize the Brand as an already constituted system, captured at a given moment of its existence.

Management models are more concerned with answering the question "How does a brand work?". They also identify parameters and components but with a more pragmatic concern and derive steering rules. Management models can, in turn, be divided into management models oriented towards the marketing of the brand (choice of targets, positioning, differentiation elements) and management models oriented towards brand communication (choice of territory, themes, style, tone). Figure (N°14) summarizes the proposed tree structure.<sup>139</sup>.

**Figure N°14 : the central logics of brand identity modeling**



Source: Andrea Semprini P.102.

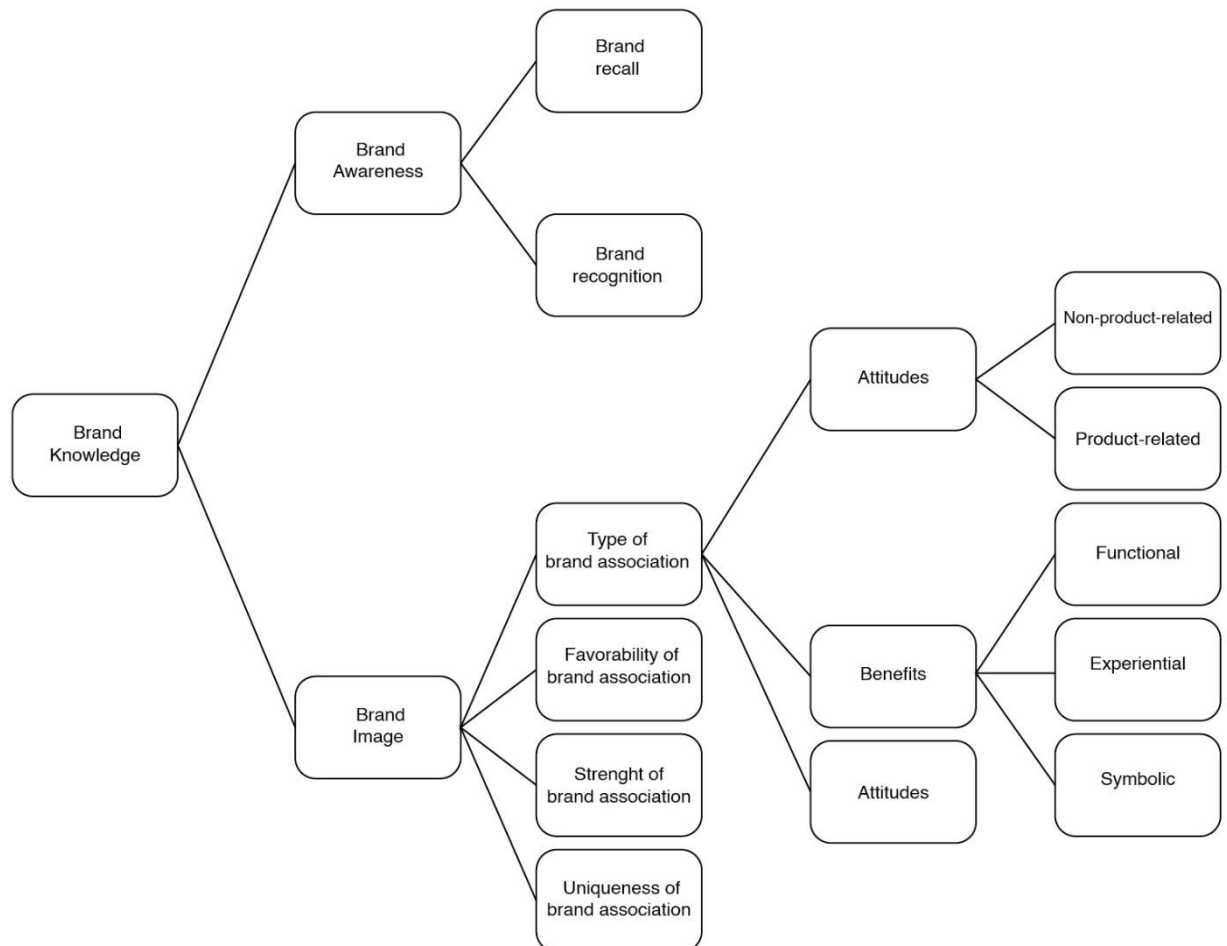
### 2.2.1 cognitivist model of Kevin Keller

Keller proposes a generative state model in our classification and remains inscribed in Aaker "s perspective. He builds a model to determine how brand equity shapes the double sense of economic and symbolic value. The theory that governs his approach is cognitivist because, for Keller, what determines the ultimate value of a brand is the brand knowledge that consumers

<sup>139</sup> SEMPRINI, (A) : *Le marketing de la marque approche sémiotique*, éditions liaison. Paris, 1992, p.101.

have of it, and the critical factor in this knowledge is the consumer's memory, or more precisely, the traces that the Brand has left in his memory.<sup>140</sup>

**Figure N°15 : Kevin Keller's model**



**Source:** Chieng Fayrene Y.L., Goi Chai Lee, CUSTOMER-BASED BRAND EQUITY: A LITERATURE REVIEW, Arts Science & Commerce ISSN 2229-4686, International Refereed Research Journal Vol.– II, Issue –1, January 2011- Journal, P 36.

According to Keller (2003a), consumer brand knowledge can be defined as “*the personal meaning of a brand stored in the consumer's memory.*”<sup>141</sup>. All different types of information can become part of the consumer's memory and affect the consumer's response to

<sup>140</sup> GEORGE, (S) : *The measurement and dimensionality of brand associations*, Journal Of Product & Brand Management, 2000, pp. 350-368, P 350.

<sup>141</sup> BHIMRAO, (M), GHODESWAR : *Building brand identity in competitive markets: a conceptual model* Journal of Product & Brand Management, 2008, pp.4–12. P04.

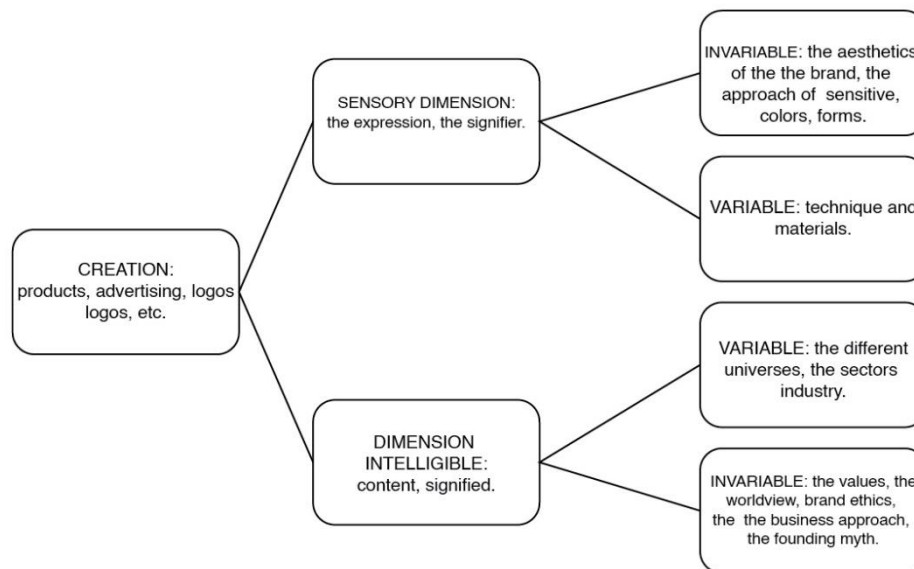
marketing activities.<sup>142</sup>. Two essential components of brand knowledge are brand awareness and brand image. Brand awareness is related to the trace of the Brand in customers' memory to recall or identify the Brand under different conditions.<sup>143</sup>. Brand image is defined as: "the set of customer perceptions and preferences for a brand as reflected by the brand associations held in the consumer's memory." These associations include perceptions of quality and brand attitudes toward the Brand. Similarly, Aaker (1991, 1996a) proposes that brand associations are bound in memory to a brand.<sup>144</sup>.

Keller (1993, 1998) classifies brand associations into three crucial categories: attributes, benefits, and attitudes. Attributes are the defining features that characterize a brand. Benefits are the personal values of consumers attached to brand attributes. Finally, brand attitudes are consumers' overall evaluations of a brand.<sup>145</sup>.

### 2.2.2 The brand hinge of Jean-Marie FLOCH

The brand hinge model was developed by Jean-Marie FLOCH in the 1990s and is based on an eminently semiotic and textualist vision of the Brand.<sup>146</sup>.

**Figure N°16 : The brand hinge of Jean-Marie FLOCH**



<sup>142</sup> KELLER, (K.L) : *Brand Synthesis: The Multidimensionality of Brand Knowledge*, Journal of Consumer Research, Inc, Vol. 29, March 2003, P.596.

<sup>143</sup> ROBERT (P. L), et al : *Linking Brand Equity to Customer Equity*, Journal of Service Research, Volume 9, No. 2, November 2006, 125-138, P126.

<sup>144</sup> GEORGE, (S) : *The measurement and dimensionality of brand associations*, Journal Of Product & Brand Management, VOL. 9 NO. 6 2000, pp. 350-368, P 350.

<sup>145</sup> BELEÂN, (D,R), VAÂZQUEZ, (R), and IGLESIAS (V) : *The effects of brand associations on consumer response*, Journal Of Consumer Marketing, VOL. 18 NO. 5-2001, pp. 410-425.

<sup>146</sup> SEMPRINI, (A), Op.cit, P 110.

Source: Andrea Semprini, P 111.

The brand hinge model offers many points of interest. In the first place, the radically semiotic approach and considering the manifestations of the Brand as statements. We find here, scientifically posed, what was already present in an intuitive way in the model of Séguéla, namely the dual nature of the Brand: an expressive nature and content nature.

Floch uses more precise and adequate terms, but the substance of the reflection is the same. His distinction between the intelligible dimension and the sensible dimension of the Brand is also vibrant because it characterizes well the two great registers of the Brand's functioning. Above all, it establishes without ambiguity that these two registers are indissociable.

The intelligible universe covers all the immaterial components of the Brand—for example, values, themes, mythologies, promises, benefits, associations. Secondly, the sensible universe includes all the dimensions of the Brand that are perceptible by the five senses: such as colors, materials, smells, tastes, perfumes, sounds, touches.<sup>147</sup>

Another point concerns the distinction between the variable and invariable dimensions in the manifestations of a brand.<sup>148</sup>

### 2.2.3 The brand identity, according to A. AAKER.<sup>149</sup>

To simplify the model below, we can say that David A. Aaker, to build a strong brand, analyzes brand identity from four perspectives:

- The Brand as a product or service;
- The Brand as an organization (the group, the company, or the activity);
- The Brand as a person (the anthropomorphic qualities of the Brand)
- The Brand as a symbol (the associated images and metaphors).

The method proposed by David A. Aaker makes it possible to link the different aspects inscribed in the "mental box": the product, the relationships, the personality, and the associated ideas.

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<sup>147</sup> MAZZALOVO, (G) : *Exemples d'applications de la sémiotique de Jean-Marie Floch à la gestion des marques*, Université des études d'Urbino, 2005, P.02.

<sup>148</sup> SEMPRINI, (A), Op.cit, P.112.

<sup>149</sup> AAKER, (A.D) : *Building Strong bands*, free press, 1996, p.79

The Brand is both an object of consumption through its products and a subject acting like a monkey's transmitter.

Aaker insists on the development of associations beyond the product and the service linked to each Brand.

The company's position wishes to hold in the minds of its customers, i.e., the development of a strong brand identity, is a strategic decision deliberately built on a four-dimensional analysis and conducted over time. This strategic decision is based on four facets of the analysis of the Brand and its study about competing brands:

- The Brand as a product;
- The Brand as an organization;
- The Brand as a person;
- The Brand as a symbol.

According to AAKER, the Brand goes beyond the product by integrating eight complementary facets as shown in figure (.):

- The personality of the Brand;
- The symbolism of the Brand in its market and society;
- The relationship with customers;
- The emotions aroused by the Brand;
- The personal value of the Brand,
- The identity of the consumers;
- The country of origin;
- The organization's role in brand driving.

Figure N°17 : A Brand is More Than a Product



Source: Aaker. Building Strong brands, free press, 1996, p.74.

A. AAKER proposes to answer the following questions:

what is the core of brand value? Where is the Brand going? How can it be perceived, and how want it to be perceived? Finally, what personality does it project?<sup>150</sup>

## 2.3 The Consequences and Backgrounds of Brand Equity

### 2.3.1 The Brand Equity According to Keller (1993): (see Figure N°18)

According to Keller (1993)<sup>151</sup>, “brand equity is the differential effect of brand knowledge on the consumer’s response to brand marketing,” in other words, “brand equity measures the difference between the consumer’s response to a change in one element of the brand’s marketing mix and his or her response to a similar action on the same product without the brand name (or associated with a fictitious brand).”

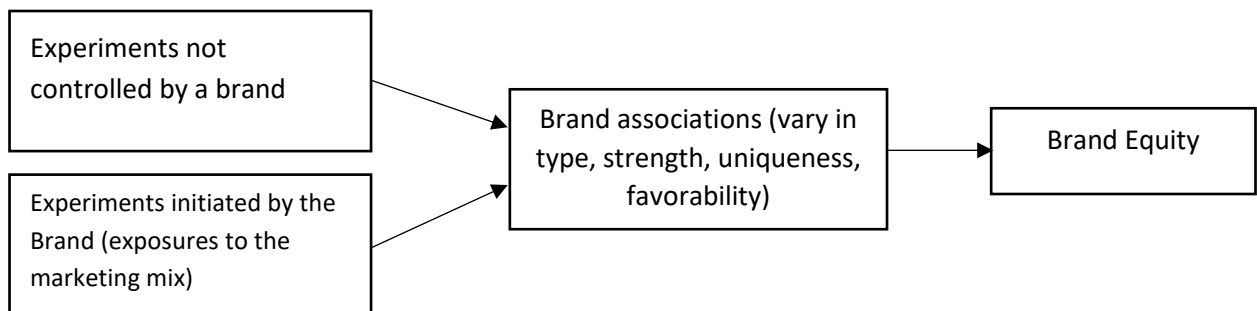
<sup>150</sup> LEWI, (G), and LACOEUILHE (J) : *Branding management, la marque, de l'idée à l'action*, 2e édition. Pearson Education, 2007, p.100.

<sup>151</sup> Keller (1993) op, cit ; p.51

According to him, brand equity is influenced by associations stored in the consumer's memory. These associations vary in type, strength, uniqueness, and favorability. They are created through direct experiences (such as product use, word of mouth.) or indirect experiences (exposure to advertising, for example.). Therefore, a consumer who has strong, favorable, and positive associations with a brand will be more sensitive to it:

- She will be more likely to buy them.
- She will be more loyal by buying its products more regularly and being less sensitive to the marketing actions of its competitors.
- She will be less sensitive to the prices charged by this Brand, being ready to pay more.
- She will be able to engage in a critical research strategy to find products of this Brand.
- He will be more favorable to Brand licensing or extensions.

**Figure N°18 : Brand Equity According to Keller**



Source: Keller.K.L (1993) op,cit, p.3.

### 2.3.2 Brand Equity According to Aaker (1991): (see Figure N°13)

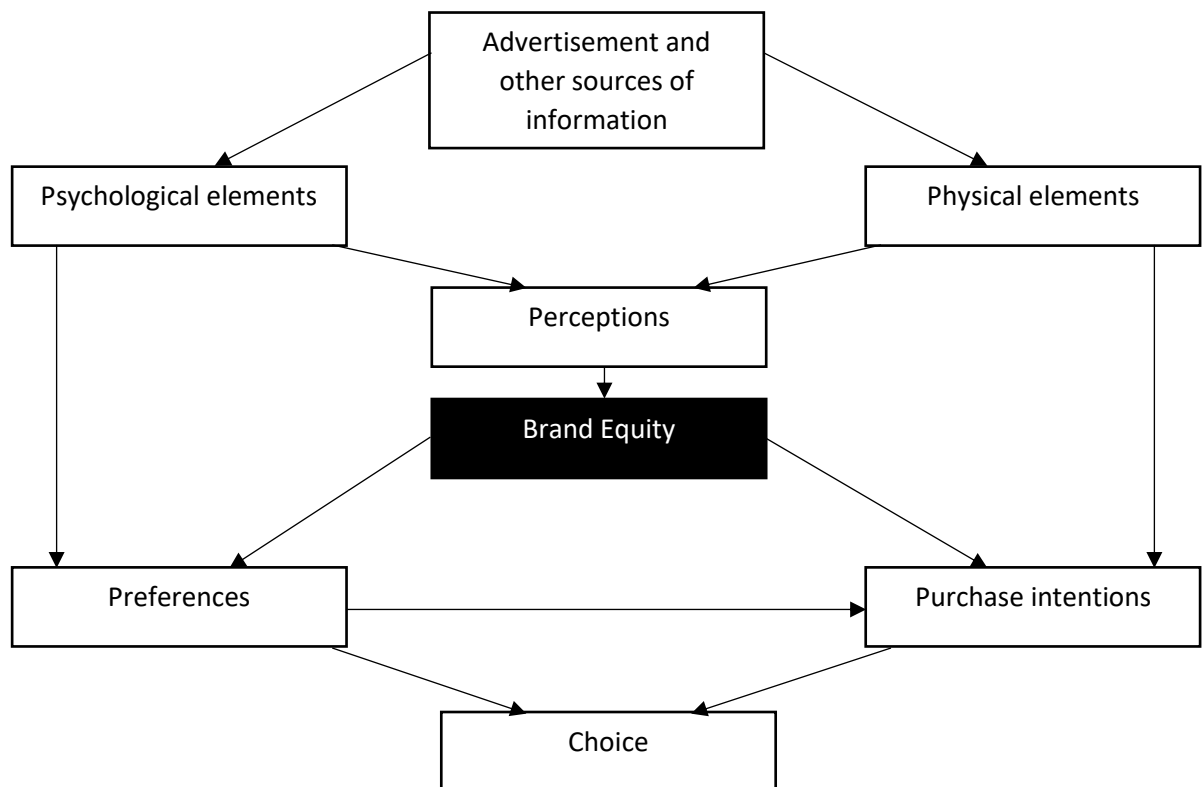
Aaker also has a vision quite similar to that of Keller. As mentioned above, he believes that brand equity is composed of five elements: brand loyalty, perceived quality, awareness, brand associations, and other brand assets. These elements are interrelated, and each element can influence the other elements. The combination of all these elements gives the Brand crucial advantages.

### 2.3.3 Brand Equity According to COBB-WALGREN, BEAL et DONTU (1995)

These authors schematize the relationships between brand equity, its antecedents, and its consequences. The perceptions (in other words, the brand image) of consumers about a brand based on physical elements (linked to the attributes of the products) or psychological elements depend on the experiences accumulated by the latter, the sources of information of which may

be objective (consumer magazine) or objective (advertising, personal experiences). These perceptions will contribute to creating brand equity, which in turn influences consumer preferences and choices. (see Figure N°19) The interest of this model consists in the fact that it presents the direct consequences of substantial brand equity that it does not mention all its consequences.

**Figure N°19 : Brand Equity According to COBB-WALGREN, BEAL et DONTU<sup>152</sup>**



**Source:** Korchia.M (2001a). Association à la marque: leurs effets sur trois construits. Actes du 17<sup>ème</sup> congré international de l'Association Française du Marketing. Deauville, p; pp: 305

### 2.3.4 Brand Equity According to YOO, DONTU et LEE: (see Figure N°20)

Based on the work of Aaker (1991) and Keller (1993), Yoo et al. proposed a model incorporating the determinants of brand equity, the only model among the others mentioned above that was tested as a whole using a structural equation model.

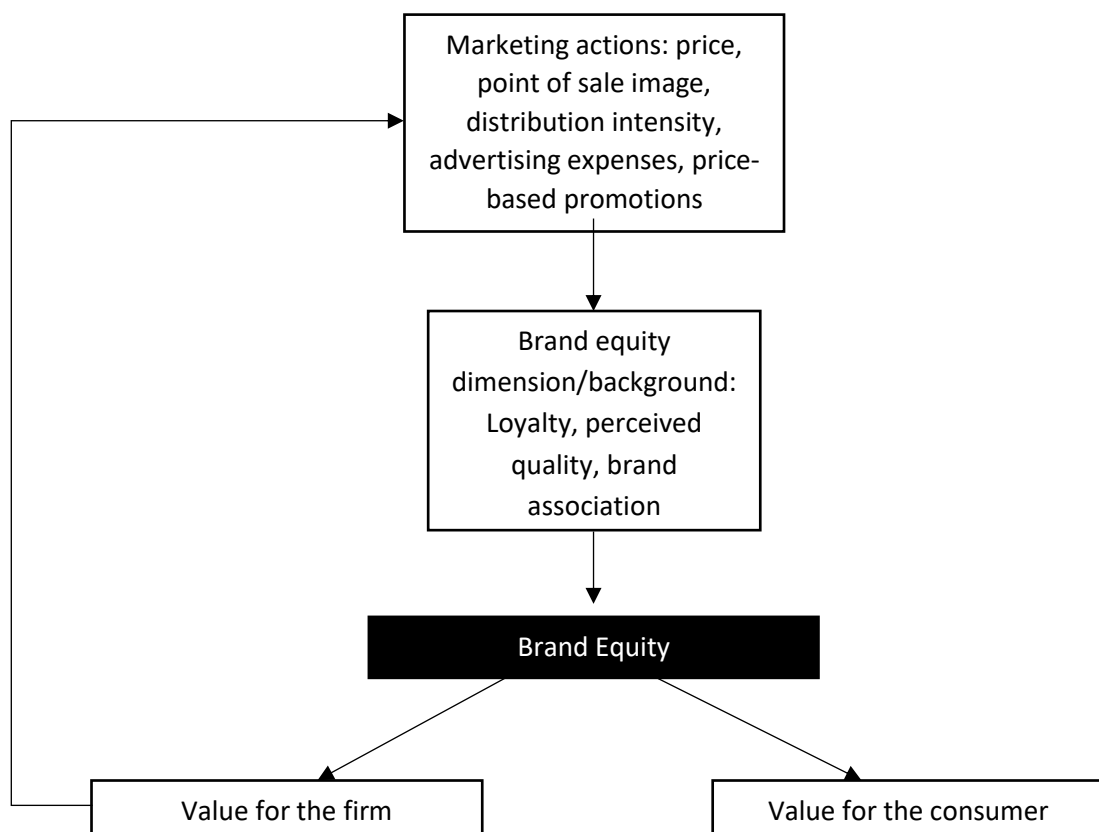
<sup>152</sup> KORCHIA, (M) : *Connaissances Des Marques Stockées En Mémoire Par Les Consommateurs : Modèle théorique et test empirique*, Thèse pour l'obtention de doctorat en science de gestion et technologie de Lille, IAE, 2001a, p : 8 pp : 305.

Yoo et al<sup>153</sup> Define brand equity as “the difference in consumer choice between a product bearing a given brand and an unbranded product with the same characteristics.”

They suggest that differences in marketing policy (price, point-of-sale image, distribution intensity, advertising expenditures, or price-based promotions) practiced by a firm as well as consumer experiences will enhance the components or at least the antecedents of brand equity related to consumers, which they argue are loyalty, perceived quality and brand associations.

Combining these three concepts constitutes the brand equity that will create additional value for both the company and the consumers.

**Figure N°20 : Brand Equity According to YOO, DONTU et LEE**



Source: Korchia.M (2001a) op, cit; p ;pp: 306.

<sup>153</sup>KORCHIA, (M) : *Connaissances des marques stockés en mémoire par les consommateurs: Modèle théorique et test empirique*, Thèse pour l'obtention de doctorate en science de gestion et technologie de Lille, IAE, 2001b p : 8 pp : 306.

## 2.4 Brand Equity Dimensions

We now turn to the five categories of assets that underlie brand equity. As each is discussed, it will become clear that brand-equity assets require investment to create, and will dissipate over time unless maintained.

### 2.4.1 Brand Awareness

Brand awareness represents the extent to which the customer or potential customer can be familiar with a particular brand and can recognize it, or whether or not the customer knows about a brand in a class, according to David A. Aaker, a link between a class and a brand is involved. Brands with high brand awareness are generally referred to as "trending," "buzzworthy," or simply "popular," it is crucial to differentiate a brand's products from other similar products of competitors.<sup>154</sup>

Brand awareness precedes brand equity, consumers link brand knowledge to the brand name, which culminates in brand equity (Aaker, 1991; Keller, 1993). It provides a learning advantage for the Brand and influences consumer decision making where consumers generally use it as a decision heuristic. A brand has a much better chance of being chosen by consumers over an unknown brand<sup>155</sup>.

#### 2.4.1.1 Levels of Brand Awareness

The most famous authors agree that there are four levels of brand awareness that can be classified in order in a premed the lowest level is unaware of the Brand up to brand recognition to band recall to the last of it is which call the top of mind<sup>156</sup>.

Two types of tests can be made to test brand awareness:

- Aided test where the respondent is given a set of brand names to see if he/she identifies those that they had heard of before.

- Unaided test where the respondent is asked to name a brand or more in a given product the class can recall many more items on an aided recall basis than when unaided.

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<sup>154</sup> GUSTAFSON, (T), and Chabot, (B) : *Brand Awareness*. Cornell Maple Bulletin, 2007, p.105.

<sup>155</sup> AAKER, (A), (1991), Op, Cit.

KELLER, (K),(L), (1993), Op, Cit.

<sup>156</sup> PAULY, (L. E), and SELVAKUMAR (J, J) : *Understanding the Top of the Mind Awareness/Brand Preference Congruence in Prospective Hospital Patients through Discriminant Analysis of Aaker's Brand Equity Model*, *Journal of Accounting & Marketing*, 2018, pp.07(01).

**Figure N°21 : The Awareness Pyramid**

**Source:** David A.Aaker (1991, p.63.)

The base of the pyramid is Unaware Brand. In this stage, the customer is unaware of the Brand's existence, the aided and unaided test will fail at this level, the respondent will fail to recognize or recall the brand in question<sup>157</sup>.

The second floor is Brand recognition is the ability of the customer to recognize the brand product from all the products of the same category. It is the basic idea behind brand recognition, how well the customers and clients can see the Brand on their own and tell it apart from all the other brands out. We can observe this level at the point of sale when the buyer is faced with many brands from the same class he/she can recognize. At this level, the respondent may fail in the unaided test<sup>158</sup>.

The Brand recall is the level where the respondent will give the brand name in the unaided test given a set of brand names in a specific class, he/she will surely pass the aided test because given that he can recall the Brand in his mind, this level is presented in the post-

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<sup>157</sup> VILDAYANTI, (R.A) : *Analisis Strategi Brand Awareness (Top Of Mind, Brand Recall, Brand Recognition, Unaware Of Brand)* Sepeda Motor Piaggio Vespa Di Jakarta. RELASI: JURNAL EKONOMI, 2019, 15(1), p. 113-134.

<sup>158</sup> PORTER, (S.S), and CLAYCOMB, (C) : *The influence of brand recognition on retail store image*, Journal of product & brand management, 1997.

purchase process, the Brand is not present, the buyer knows the Brand before it is presented in front of him in the point of sale<sup>159</sup>.

At the top of the pyramid Top of mind is the first Brand that comes to the customer's mind when asked a question about a category of product or industry. From that, every Brand sick to be the top of mind in her customer, which leads us to how brand awareness works. It was being known means something. Brand awareness provides value to the Brand by making it familiar to the customer. If it releases a new product, it will be linked to the Brand, and her clients will be familiar with the characteristics of the product (logo, packaging, a specific color... Ext)<sup>160</sup>.

## 2.4.2 Brand Loyalty

The core of the value added by brand equity to its product is often brand loyalty. We can see this in the customer's buying process, given the price, features, and convenience of the product, if the customer considers these in the buying process. Brand name and those of its competitors and equally the same in the spirit of the customer, we can say that there is lucky little equity, in the other hand if the customer keeps buying the same product of a specific brand given that there is a lot of other products offered by other brands with the same price or less. The same features or more, and the marketing efforts made by competitors brands in the market for making the customer switching to other Brand and no switching happened in the behavior on the customer. We can say that substantial value exists in the Brand. Without loyalty, a brand is very vulnerable and quickly replaced by other brands<sup>161</sup>.

The concept of brand loyalty continues to be a relevant subject in business research. According to Rundle-Thiele (2005), the concept of loyalty emerged in the marketing literature in the 1940s, demonstrated by the intention to buy the Brand as a primary choice, given that customer loyalty enables firms to gain market advantages, such as increased revenues, lower costs and increased profitability, among others<sup>162</sup>. It adds value in four ways:

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<sup>159</sup> WALSH, (P), KIM, (Y), and ROSS, (S. D) : *Brand recall and recognition: A comparison of television and sport video games as presentation modes*. Sport Marketing Quarterly, 2008, p.17.

<sup>160</sup> KARLAN, (D), et al : *Getting to the top of mind : How reminders increase saving*. Management Science, 2016, 62(12), pp. 3393-3411.

<sup>161</sup> PEPE, (M. S), ABRATT, (R), and AMPDION, (P) : *The impact of private label brands on customer loyalty and product category profitability*, Journal of Product & Brand Management, 2011, 20(1), p. 27–36.

<sup>162</sup> RAUYRUEN, (P). and MILLER, (K.E) : *Relationship Quality as a Predictor of B2B Customer Loyalty*. Journal of Business Research, 2007, pp.21-31.

- First, loyalty reduces the marketing costs of the firm. It costs less to do business with repeat customers than to attract new ones.
- Loyalty reduces the marketing costs of the firm. It costs less to do business with repeat customers than to attract new ones.
- Loyal customers repose confidence and faith in the Brand. When a brand has loyal followers, it is easy to transform a prospect into a customer.
- Loyal customers repose confidence and faith in the Brand. When a brand has loyal followers, it is easy to transform a prospect into a customer.

#### 2.4.2.1 Brand Loyalty Levels

Brand loyalty operates at different levels, according to David Aaker. Each level has its challenge and its own set of techniques involved. These levels may not all be visible in a specific class of product. These levels extend from committed buyer at one extreme to a switcher at the other extreme, starting from the switchers going to the committers:

- **Switchers:** They are price sensitive, easy to switch to other brands, are indifferent to the Brand. Features and convenience are considered in their buying process. The prime consideration in buying may be availability or price.
- **Habitual buyers:** Buyers from this level comprise the satisfied ones or at least not satisfied; they have no cause to switch to other brands, especially if it requires effort. If stimulation comes from competitors, they may switch to competitive offerings. They are prone to benefits offered by competitors.
- **Switching cost loyal:** Buyers in this level are satisfied with the Brand. However, they are restricted in terms of switching to other brands. These restrictions are manifested by the cost of time, money, or risk. They will switch if competition can overcome switching costs for them.
- **Buyers liking the Brand:** This level includes buyers who genuinely like the Brand, they consider it as a friend, liking is a general feeling generated from experience with a brand, or a use case, or a high quality, they are linked to the Brand with an emotional/feeling relationship, they have an emotional attachment to the Brand. This attachment is further strengthened by the usage of the product or service over a long period. Buyers in this category are pretty intimate with the Brand.

- **Committed customers:** At this level, buyers consider the Brand as a part of themselves, they love the Brand, and the desire to continue the relationship and work for its continuance is commitment. They spread word-of-mouth publicity about the Brand.

### 2.4.3 Brand Association

The brand association stands for the customers' perception about a brand, it can be represented as the symbolic meaning of consumption reflection in the consumers' mind and memory. Brand association is related to information on what is in the customer's mind about the Brand. The brand association acts as an information collecting tool to execute brand differentiation and brand extension<sup>163</sup>. Consumers ascribe a high quality to reputable brands. Previous research by Pouromid and Iranzadeh (2012)<sup>164</sup> shows that the relationship between the brand association and brand equity is positive and significant. The higher the brand associations in the product, the more it will be remembered by the consumer and loyal to the Brand. It acts as an information collecting tool to execute brand differentiation and brand extension<sup>165</sup>.

A brand image is a collection of associations consumers have about a brand, Brand image that is familiar to the consumer's eye can help the companies to host new brands and pick up the sales of current brands.

#### 2.4.3.1 The Importance of Brand Association

The brand association has an essential role in creating brand meaning in the minds of consumers, it can make the process and the retrieval of information manageable and painless, it can position the Brand in a where it becomes in the eye of its consumers unique. So different giving it a market advantage while giving a customer a reason to buy and rebuy to the of becoming loyal to it, the positiveness on the attitude and feeling generated from the right set of associations can benefit the Brand in many ways, it can also make the creation of extensions a very inexpensive way.

According to David A. Aaker (1991), a brand can create value in five ways:

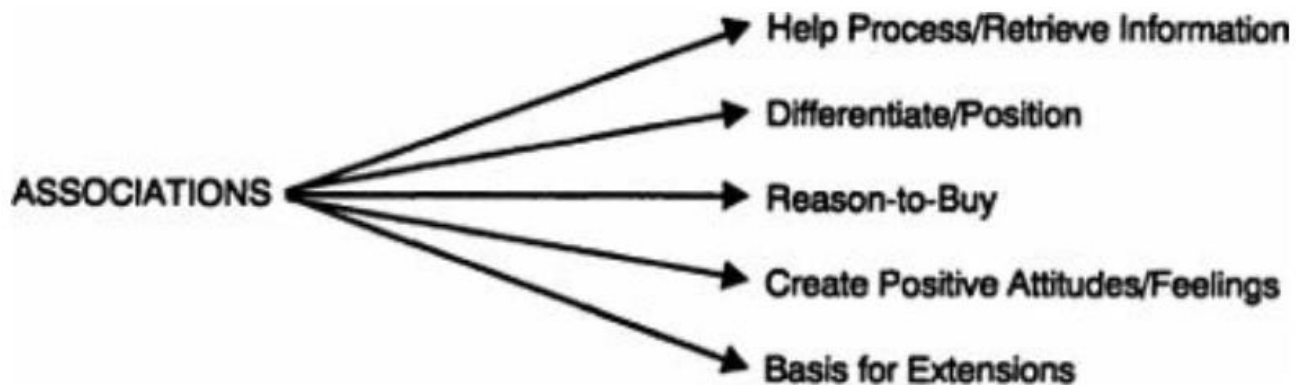
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<sup>163</sup> VAN OSSELAER, (S. M), JANISZEWSKI, (C) : *Two ways of learning brand associations*, *Journal of Consumer Research*, 28 September 2001, p. 202-223.

<sup>164</sup> POUROMID, (B), and Iranzadeh, (S) : *The Evaluation of the Factors Affects on the Brand Equity of Pars Khazar Household Appliances based on the vision of Female Consumers*. *Middle-East Journal of Scientific Research*, 2012, 12(8), pp.1050–1055.

<sup>165</sup> VAN OSSELAER, (S.M), and JANISZEWSKI, (C), Op.Cit.

Figure N°22 : The Value of Brand Association



Source: David A.Aaker (1991, p.102.)

- **Help process/retrieve information:** During the decision-making phase, the association helps summarize facts and specifications, making it easy for firms to communicate with their targeted audience in a non-expensive way. Furthermore, associates can change the way customers and consumers intercept facts about a brand.
- **Differentiate/Position:** The brand association defines a base for making a brand different from other competitive brands. Firms may use brand association to build a shield-like barrier to competitors' attacks, making their attacks meaningless. Thus, a differentiating association can be a critical competitive advantage.
- **Reason-to-buy:** Brand associations have a relation and a role in the buying process. Some brand associations in not most of them provide a reason to buy and use the Brand by consumers, credibility and confidence play a role in the rebuy process, and loyalty construct.
- **Create a positive attitude/feeling:** Associating a brand with something else can stimulate a good or bad feeling. Good feelings generate a likeness in the mind of the consumers. The consumers can obtain these feelings during the user experience of a brand's product or service, thus creating a positive attitude towards the Brand.
- **Basis of extension:** When a brand has good positive associations in their consumers' and audience's minds, it can expand and create extensions. The associations it has to create a cause to buy their extensions.

#### 2.4.4 The Perceived Quality

According to new research, "*Perceived quality can be defined as the customer's perception of the overall quality or superiority of a product or service with respect to its intended purpose, relative to alternatives*<sup>166</sup>."

According to David A. Aaker (1991), Perceived quality is the consumer's judgment or perception of the product's customer. Therefore, it could have three several related concepts:

- Actual or objective quality (the extent to which the product or service delivers superior service)
- Product-based quality (the nature and quantity of ingredients, features, or services included)
- Manufacturing quality (conformance to specification, the "zero defect" goal).

So, the perceived quality is the difference or/and comparison between perception and reality.

Perceived quality does not mean satisfaction; customers can be satisfied with a low product quality if they have lower expectations because perceived quality is the same perception rule for high-quality products, but they have a high price that exceeds their expectations<sup>167</sup>.

Also, perceived quality is an intangible asset as another brand equity is based on customer feelings or experiences of using a product's Brand, this feeling and experience generated value to the Brand through perceived quality by giving a reason to buy like other brand aspects and create a competitive advantage and provide a price premium and product extension<sup>168</sup>.

Quality is the key when talking about perceived quality.

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<sup>166</sup> MPELE LEKHANYA, (L), and LUCKY DLAMINI, (H) : *Customer's perception towards product quality of automotive SMEs operating in Metropolitan areas, and consideration of environmental impact*. Environmental Economics, 2017, 8(1), p.36–45.

<sup>167</sup> SAID, (M), and MUSTAKING, (M) : *The Effect of Perceived Quality, Perceived Sacrifice and Perceived Risk on Customers' Perception of Product Value for Electronic Product*. PINISI Discretion Review, 2020, 1(1), p.225.

<sup>168</sup> SUHAILY, (L), and DARMOYO, (S) : *Effect of product quality, perceived price, and brand image on purchase decisions mediated by customer trust (study on Japanese brand electronic products)*. Jurnal Manajemen, 2017, 21(2), pp.179-194.

#### 2.4.4.1 The Dimensions of Quality

- Performance: How well the product will perform in satisfying what he but for
- Features: it is not the main product, but it is so vital for the main product can function without it but not that well (not that efficient)
- Conformance: It has established standards (the characteristics recorded it need to be on the product)
- Reliability: means that the product performs well or keep working (if its a machine throughout the period it supposes to)
- Durability: the product function through its technical life that when it stops working, it is not reasonable to repair it
- Serviceability: the service that comes with the product and how good it is
- Aesthetics: not considering the product's characteristics but all other attributes (how it feels, tastes, smells, or sounds...)
- Perceived quality is the consumer's judgment or perception of the product.

#### 2.5 The importance of brand equity elements for the company

Brand equity can generate cash flow in a variety of ways. Among them, we can mention:

- ✓ Loyal consumers build brand awareness and image by word of mouth, which provides an opportunity for the brand image by word of mouth, which allows companies to reduce the costs generated by communication actions; a strong brand facilitates the conquest of other customers;
- ✓ A brand with a high loyalty rate will allow the stability of sales forecasted sales<sup>169</sup>;
- ✓ The reputation of a brand is “*a source of demand and attraction.*”<sup>170</sup>; By placing a well-known brand on one of its products, the company signs a contract with the consumer<sup>171</sup>.
- ✓ A brand with solid capital provides a reason to buy it and reduces the intention to try another brand;
- ✓ Substantial brand equity allows for higher margins by making consumers accept higher prices justified by the Brand's quality while reducing the need to use sales promotions.

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<sup>169</sup> KAPFERER, (J) : *Les marque : Capital de l'entreprise*, édition Organisation, Paris, 1996, 2003., P. P28.

<sup>170</sup> Idem, P.23.

<sup>171</sup> DURAFOUF, (D) : *Marketing*, 4ème édition, DUNOD, Paris, 2005, P.86.

Conversely, a brand with brand equity forces the company to invest much more in promotion.<sup>172</sup>

## 2.6 Brand Equity in the Digital Era<sup>173</sup>

To understand the effect of the Internet on these different brand roles, we need to understand the differences between the Internet and conventional communications, sales, and distribution channels. The Internet:

- 1) changes the cost for companies to communicate with their customers, which includes lowering the costs of providing consumers with product information and providing companies with opportunities to do market research at a lower cost;
- 2) it changes the costs for customers to communicate with companies and other consumers by lowering the costs of seeking product information and participating in discussions with other consumers;
- 3) it also changes the form of communication between customers and companies by allowing consumers, for example, to interact about the product with the company and with other product users;
- 4) the Internet increases transactional efficiencies (e.g., the cost of executing a trade through the Internet in the brokerage industry is less expensive than through traditional brokers).

We now illustrate how the Internet differentially affects the various roles of brands. First, we consider a brand

- 1) to reduce perceived risk and
- 2) present and maintain a product in the consumer's consideration set.

First, the Internet lowers consumers' costs of seeking information about the product. As a result, we expect better-informed consumers about the quality of search goods. Second, consumers may no longer need a brand name to guarantee product quality since they can evaluate the quality before purchasing the product. As a result, we predict that this search for goods on the Internet reduces the importance of a brand in its role of reducing perceived risk.

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<sup>172</sup> TALABARDON, (M) : *Marque-Consommateur : Quelle relation ?*, Master's thesis in Marketing and sales, IAE de l'Ille, 2000, P.29. Available at <mvmemoire.free.fr/mémoires/Les%20mémoires/Talabardon.pdf> accessed on 25/05/2021 at 22H00.

<sup>173</sup> ERDEM, (T), et al : *Brand equity, consumer learning and choice*, Marketing Letters, 1999, 301±318 , P.314, 315.

Now think of a brand in its role of presenting and maintaining a product in consumer consideration. The Internet is widely considered a poor medium for creating product awareness.<sup>174</sup> It is partially due to the low concentration of websites on the Internet (even the most trafficked websites account for only a few percent of Internet traffic), but mainly because the Internet changes communication between companies and consumers.

Consumers are always actively engaged in the content on the Internet and thus rarely focus exclusively on an advertising message. In addition, in comparison to the physical world, in Cyberspace, consumers less are exposed to product packages as a basis for quick reading. Instead, they are more frequently required to engage in research. Therefore, it makes it more likely that the Internet will increase the importance of brands in presenting and maintaining a product in the consumer's consideration set.

## **Conclusion**

There are many concepts about branding that we should be aware of to keep track of what is left in our work.

In the first section, we presented the appearance and the evolution of the concept of the Brand in the world. First, the various definitions of the Brand according to several authors (especially Brand in sports), each one proposes a definition according to their specialty, and then the elements of the Brand, and the functions of the Brand for the consumer and the company which makes it possible to choose the excellent strategy of the Brand according to the capacity and the goal of the company and in the end the brand life cycle.

In the third section, we have dealt with brand equity, the most crucial concept in the management of the Brand for the company, first starting with a definition, some of the brand models and backgrounds of brand equity according to different authors, citing the dimensions of brand equity and the relationship between these dimensions and the brand equity. Furthermore, finally, we paused briefly to the brand equity on the Internet that differs from the traditional brand equity.

During this review of the literature on the Brand and the sport sponsorship concept, we notice that the consumer is always present, and that brings us back to study the impact of sport sponsorship on the Brand and the consumer in the third chapter.

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<sup>174</sup> ERDEM, (T), et al, (1999). Op, Cit, p.314.

## **Chapter III : Study the Impact of Sport Sponsorship on Brand Equity**

After tackling both concepts of sport sponsorship and brand equity, we proceed to conduct an empirical research in an attempt to study the impact of sport sponsorship on brand equity.

## **1 Section 1: Presentation of ATM Mobilis**

### **1.1 Company Presentation**

Algerie Telecom Mobilis S.p.A., trading as Mobilis, is Algeria's first mobile carrier and has been operating since 2003. The company operates as a subsidiary of Algerie Telecom SPA ; it is a mobile telephony operator which operates on the market of electronic communication networks and services. With a capital of 25.000.000.000 DA, ATM Mobilis is the first operator of the mobile telephony in Algeria.

Its purpose is the installation and operation of mobile telephony network, development, sale of mobile telephony services, maintenance and assembly of mobile telephony equipment.

Mobilis is also<sup>175</sup>:

- Full network coverage of the population.
- Highly efficient service platforms.
- Innovation and development of several offers and services.
- More than 4500 Radio Base Stations (RBS)

Headquarter: Quartier d’Affaires de Bab Ezzouar 16000 Alger

#### **1.1.1 ATM Mobilis in numbers**

**Market Share**<sup>176</sup>:

- Mobilis obtains 39.93% of market share

**Commercial network:**

- 186 Agencies and points of presence for direct sales.
- 04 distributors for indirect sales: Algeria Post, Assilou Com, GTS Phone, Data news.

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<sup>175</sup> <https://www.mobilis.dz/apropos.php>, consulted le 06/06/2021 à 15 :10

<sup>176</sup> <https://www.algerie-eco.com/2020/01/20/telephonie-mobile-le-nombre-dabonnes-en-baisse-de-082-3trimestre-2019/>, consulted 06/06/2021 à 16 :37

- 137 commercials in indirect sales. More than 100,000 points of sale (including nearly 15,000 approved).
- More than 60.000 points of indirect sales.

**Coverage:**

- A total coverage of the national territory in 2G and 3G++ networks.
- 100% coverage in 4G network on the 48 wilayas.

**1.2 Missions and Objectives of ATM Mobilis<sup>177</sup>**

ATM Mobilis' main mission is to offer a high-quality mobile telephony service, simple, efficient and accessible to the greatest number. The company also aims to be the leader of mobile telephony in Algeria and has set itself the objective to contribute to the economic and social development of the country and to promote the rapprochement of individuals and companies.

To achieve this, it sets itself general objectives namely:

- The satisfaction of the customers,
- Customer loyalty,
- Innovation,
- Technological progress,
- Financial profitability.

As well as more specific objectives which are:

- Install, develop, operate and manage cell phone networks.
- Maintain and demonstrate mobile telephony equipment.
- Ensure the availability of its services and products for all customers throughout the national territory.
- To carry out its activities in the respect of the competition.
- To offer products and services with respect to competition.
- To offer products and services in compliance with the rules defined by international regulations.
- Establish, operate and manage interconnections.

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<sup>177</sup> Company Organization Document, Page : 11

### **1.3 Values of ATM Mobilis<sup>178</sup>**

The values of Mobilis are four that deserve to be noted: dynamism innovation, loyalty and transparency. To accomplish these tasks Mobilis leads a team of trust and responsibility. In more detail, the fundamental principles of Mobilis are described below:

**Dynamism:** an approach entirely turned towards the future associated with the time factor, the taking into account of the mutations of the environment of the company.

**Innovation,** it is a backbone of Mobilis, it translates the promotion, the stimulation of innovative management, even the encouragement (instruments) of the personnel to make adjustments and improvements on several technical, and commercial aspects etc.

**Loyalty,** it is the protection, and defense of Mobilis the interests of the Algerian consumer and works to create wealth and generate progress.

**Transparency,** the most important for the company is the listening of its customers by adapting to its needs permanently and in the best times.

### **1.4 Structure and communication tools at Mobilis**

The following is a presentation of the structures and tools in charge of the communication at Mobilis, in order to have an idea on the importance and the extent of this function within the company.

The communication function is shared at Mobilis between all the **central structures attached to the Commercial and Marketing Division**, each one in the fields that are determined for it, and the missions that are attributed to it. These structures work in coordination with the Press and Public Relations Unit (PRPR), but also with the Brand and Communication Departments, and Consumer Marketing.

We have devoted the major part of the presentation to the sponsoring, patronage and events department, in which we have done our internship, as it is in charge of all the sports sponsoring operations at Mobilis.

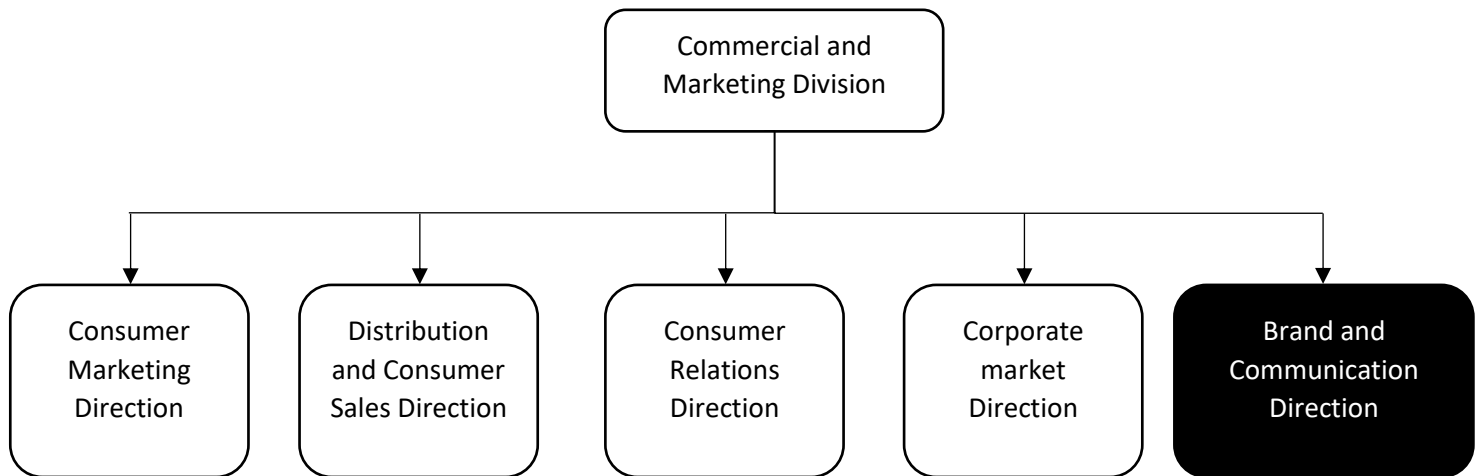
The other structures were the object of short visits, which allowed us to complete some information on the communication function in the company.

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<sup>178</sup> Mobilis La Revue Publication bimestrielle d'ATM Mobilis. N°8 - 2011 n°8 – 2011, p.8

### 1.4.1 Commercial and Marketing Division

The CMDV is structured as follows



Source: Internal Company Document

The function of the CMDV is to manage in coherence the five operational directions which contribute to the operation of the market

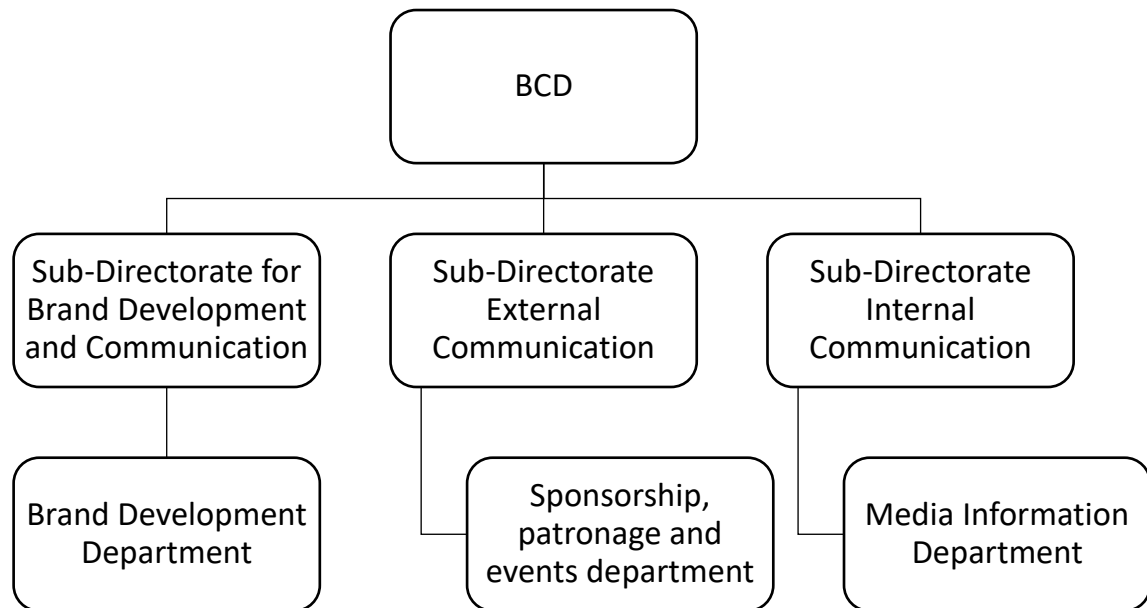
- The Consumer Marketing Department
- Corporate Market Department
- The Consumer Sales and Distribution Department
- The Consumer Customer Relations Department
- The Brand and Communication Department. It is in this department that we did our internship.

#### 1.4.1.1 Brand and Communication Direction

It is attached to the Sales and Marketing Division and it is responsible for following tasks:

- **External Relations and Event Management:** mainly sponsorship, patronage and event activities.
- **Internal Communication:** internal publishing and information as well as electronic media.
- **Brand Development and Communication:** activities related to the institutional campaign, usually organized during the event dates (June 1, November 1, July 5 etc.).
- Ensure compliance with the company's graphic charter

Figure N°23 : flowchart of the BCD



Source: Internal Company Document

The BCD Brand and Communication Direction is organized into three sub-directorates:

- ✓ Internal communication sub-directorates
- ✓ External communication sub-directorate
- ✓ Sub-directorate for brand development and communication

#### a. Internal communication sub-directorate

The purpose of the internal communication procedure is to describe and define the methodology and processes of internal communication, thus facilitating the circulation of information to all ATM Mobilis staff. This procedure applies to all the internal documents related to ATM Mobilis' activities, such as: information and service notes, appointment and interim decisions, internal communiqués (Offers, Promotions...etc.).

#### b. External communication sub-directorate

This direction is in charge of mediatizing the different actions of patronage and sponsoring of Mobilis. Indeed, as a citizen company, Mobilis, since its creation, has supported multiple actions with lucrative and non-lucrative purposes such as scientific, cultural, sports, economic and social events: (the official sponsor of the Algerian Olympic Committee COA, since 2011, the sponsorship each year of the program "Tadj El Quoran" during the month of

Ramadhan and many other actions within the framework of programs, radio, TV, such as "Kahwet Mimoun", "Jil Morning", "Yades", "Dahcha",.. .)

**c. Sub-Directorate for Brand Development and Communication**

The sub-directorate of development and communication of the brand, which was in charge of the follow-up of our internship, aims at reinforcing the position of the brand, on the market, in terms of notoriety. Its fields of application are:

- Surveys on the evolution of the perception of the Brand on the market;
- Celebration of the International TIC Day;
- Ecological positioning of the brand;
- Celebration of National and International days;
- Celebration of all national and religious holidays;
- Launch of a new Web Site and WAP Portal.

The measurement of the performance of the sub-directorate of development and communication of the brand is based on qualitative indicators (brand awareness and image) as well as quantitative (market share > share of voice). It is also important to specify that the sub-directorate addresses a double external target (customers) and internal (Mobilis employees).

**1.4.1.2 Communication Tools**

In order to implement its communication strategy, MOBILIS has set up a system of communication means used, depending on the target audience, internally or externally.

**1.4.1.2.1 Internal communication tools**

Internal communication is the responsibility of the Brand and Communication Department and is part of the overall communication policy,

- **The press review:** it is realized daily at the level of the PR cell, transmitted to the hierarchy then shared on the internal site mobinoo.
- **The internal magazine:** Mobilis has been producing its own internal magazine since 2008, which has replaced the internal newspaper. The magazine, whose periodicity is indefinite, proposes various themes in relation with the company and its environment: new products and services, events, fairs and exhibitions in which Mobilis participated, as well as sponsorships, TIC news, games and entertainment.

- **The intranet site:** an "electronic" form of communication between management and staff, it is managed by the Sub-Directorate of Internal Communication (Brand and Communication Department).

Staff can access all information via the internal site called MOBINO, created in 2006.

All internal notes, press releases, detailed staff information, events in which Mobilis participates or sponsors, etc. are available on the internal site.

The site is regularly updated according to the information published.

As an example, the communiqués are diffused in D-1.

- **Other internal communication tools:**

- **Internal messaging:** The sub-directorate of internal communication uses less and less paper to distribute information to internal structures, the objective is to encourage electronic communication, for more speed and efficiency. Thus, press releases, memos, interim notes, are sent to the structures by way of internal messaging (LOTUS), which is an internal electronic communication process with a personalized format.

- **The internal events:** Mobilis organizes for the benefit of its employees events whose objective is the motivation of the personnel, and the diffusion of the company culture. As an example:

- The distribution of the gifts of end of the year.
- The designation, under certain criteria, of the "employee of the month".
- The impregnation of the personnel in external events, for example by making employees participate in the sponsored program Bordj Al-Abtal, broadcasted by the Algerian television.

#### **1.4.1.2.2 External communication tools**

Through external communication, the company addresses its external partners (economic, financial, social, political), with a view to establishing contacts, maintaining or intensifying business relations, and maintaining its reputation on the market.

- **Mobilis' visual identity**

Mobilis is a Brand of mobile operator of type Brand-Enterprise.

- **The name:** Mobilis is a name of type genetism, it comes from Latin and it means Mobile. The brand name has not been modified since its creation in 2003.
- **The logotype:** The Mobilis logo has, for its part, undergone several transformations since its creation, the current logo consists of an indistinguishable typographic block. Mobilis in

Latin is arranged in the center of the two medians of the green rectangle, it always appears in white reserve. Mobilis in Arabic is specified above and equidistant from the two letters "m & o", it appears in red. The font having been specially conceived, is an original creation and specific to ATM Mobilis.

**Figure N°24 : Mobilis' Logo**



- **The color palette:** The colors of the brand have changed from: Blue, white, green to: green, red and white which represent the colors of the Algerian flag
- **The slogan:** The slogan of Mobilis has also undergone a transformation over time, which is quite normal because the expectations of consumers evolve over time;

« Et que chacun parle » 2003 —————▶ « Partout avec vous » 2010

The current slogan clearly expresses that the network is present throughout the Algerian territory. It represents the commitment of the brand to be with its customers wherever they are.

- **The sound identity:** The music used refers to the image of the citizen company that Mobilis wants to convey. It uses Algerian sounds. The tone of the message is expressed with a serious and posed voice which reassures and is anchored in the minds.
- **The packaging:** Mobilis products are packed in white. We find, of course, the new logo and the new slogan on the new packaging.

- **The website:** The official MOBILIS website is: <http://www.mobilis.dz/>

As soon as you download the home page, the visual identity of Mobilis stands out, with the logo of the company and an animated picture of the Algerian national soccer team' coach Djamel Belmadi.

The site offers visitors a wide range of information from the network, to distributors, to news about the company, and a section dedicated to the press.

- Maintenance and management of the site: The aesthetics and management of the site is the responsibility of the Information System Department (ISD) in collaboration with the other structures, each in its own field. In addition, regular monitoring (monthly or quarterly) is carried out by the sub-directorates, each in accordance with the action plan that has been drawn up.

- **Mobilis' YouTube channel/ Mobilis TV channel:**

Mobilis has a specialized TV channel on the Internet, designed by a communication agency. Mobilis TV is present on You Tube, through which are visualized all the films and advertising spots of Mobilis.

- **Mobilis' Facebook page**

In the era of social networks, Mobilis is the first telephone operator in Algeria to have created a page on the most known and most used social network in the world and in Algeria. By creating this page, Mobilis aimed to humanize its brand, to get closer than ever to its customers, to be more attentive to their needs and to forge a dynamic, modern and communicative brand image.

- **Press releases:** All information to be communicated by any company structure must be sent through the PRPR Unit, which prepares it in the form of a press release and sends it to the various media.

- **Advertising:** Advertising shapes the image of the company through the product presented, the message transmitted, the color, the music and the media used. Mobilis resorts to direct advertising in newspapers, television or radio but also on Internet sites. It also uses indirect advertising, by sponsoring pages in newspapers, or events

- **Institutional or corporate communication**

- **Procedure of the institutional campaign**

This part of the external communication is reserved to the Sub-Directorate of the Brand. This structure works in collaboration with three Algerian communication firms, which develop and make the key concepts.

Once the project is validated, the campaign via the media is planned, in collaboration with the ANEP Régie presse, to develop the Mediaplanning (number of passages of the advertisement on Radio, Television and press).

A post-campaign control is carried out to ensure that the specifications are respected, by making a comparison between “planned” and “realized”.

- **Sponsoring:** or sponsorship is the advertising mechanism consisting in financing totally or partially an action, in general sports, cultural or artistic, but also of private shows or seminars (medical for example). The benefits are expected in the short term.
- **Patronage:** Patronage corresponds to a perspective of institutional communication in the medium or long term, it generally concerns major social causes. MOBILIS takes charge of patronage actions, for example
  - Offering gifts or financing Diar Arrahma.
  - Organizing events to benefit children with cancer.
- **Events:** Events are handled by the External Relations and Events Management S.D. It is a question of preparing and organizing the participation of Mobilis in the shows and fairs, in collaboration with the Marketing Direction.

#### **1.4.2 sports sponsorship as an essential communication tool for Mobilis**

By its status of National operator of mobile telephony in Algeria, Mobilis is fully invested in the accompaniment of the sport in general and the soccer in particular.

- **Sponsorship of 22 Sports Federations**

Within the framework of the agreement protocol signed between the two ministries (MPTT & MJS), ATM Mobilis proceeded to the signature of partnership conventions with 22 national sports federations, which will participate in the future Mediterranean and Olympic games.

This step is part of the continuity of honoring its support and its commitment in the development of sport and the said national sports federations concerned by this partnership, are the following:

- Algerian Federation of Athletics
- Algerian Federation of Boxing
- Algerian Federation of Judo
- Algerian Swimming Federation
- Algerian Federation of Weightlifting
- Algerian Federation of Associated Wrestling
- Algerian Federation of Karate Do
- Algerian Federation of Handisport
- Algerian Federation of Handball
- Algerian Federation of Equestrian
- Algerian Federation of Rowing and C. KAYAK

- Algerian Gymnastics Federation
- Algerian Tennis Federation
- Algerian Sailing Federation
- Algerian Federation of Volleyball & Beach
- Algerian Cycling Federation
- Algerian Federation of Table Tennis
- Algerian Federation of Taekwondo
- Algerian Federation of Badminton
- Algerian Federation of Sport Shooting
- Algerian Federation of Triathlon
- Algerian Federation of Basketball

### **Partnership with the Algerian Football Federation FAF**

Mobilis, has become the new official partner of the Algerian Football Federation (FAF) and all national teams for the next five years. This partnership between the two institutions, took place following the call for tenders launched by the Algerian Football Federation, specific to the telephony mobile sector and mobile service provider, concerning marketing and advertising rights. The evaluation committee of the offers retained the best technical and commercial offer, proposed by the national operator Mobilis as the main Official Partner of the FAF and the national teams, as well as the rights related to the individual image of the players and the whole event and institutional program of the FAF.

- **Sponsorship of soccer (football) clubs**

The Partner Clubs of Mobilis are:



**Club Sportif Constantinois**



**Jeunesse Sportive de Kabyle**

- **League Cup**

This is the first season, Mobilis has secured the Advertising and Marketing rights of the 1st edition of the League Cup.

- **The Ambassadors (Athletes)**

Mobilis associates its image with great names of the national sport and pride of all the Algerian people, who will come to participate in the development of the sports strategy of the national operator, indeed, these ambassadors reinforce the status of Mobilis, as being the brand of champions and the 1st operator of the sport in Algeria.

- Makheloufi Taoufik (Olympic Champion): Long contract that binds both parties from August 2012 until now.
- Djamel Belmadi (the very popular coach of Algeria): Mr. Djamel Belmadi, signed on Tuesday, February 02, 2021, a sponsorship contract with the Algerian public telephony mobile operator Mobilis.
- Ines ibou has signed, this year 2021, a sponsorship contract with the Algerian public cell phone operator Mobilis.

#### **1.4.2.1 Conditions to be respected by the sponsor**

The sponsored party is required to comply with all of the following conditions:

- Appearance of the Mobilis logo in the TV spots that will be produced on the occasion of the event.
- Insertion of the logo of Mobilis on all advertising supports conceived for the event: leaflets, posters, brochures, catalogs, ... Etc.
- The logo of Mobilis will be highlighted on the models which will promote the event.
- The branding (dressing) of the room which will shelter the event by Mobilis visuals.
- To make appear the logo of Mobilis on the Internet site which will be in connection with the event.
- Broadcasting of the TV spot, where all the sponsors will be mentioned (in case of multiple sponsorships).
- The publication of the advertising insertions related to the event.
- To have a right of inspection on the course of the event.
- To put the logo "Mobilis" in value during the information campaign.

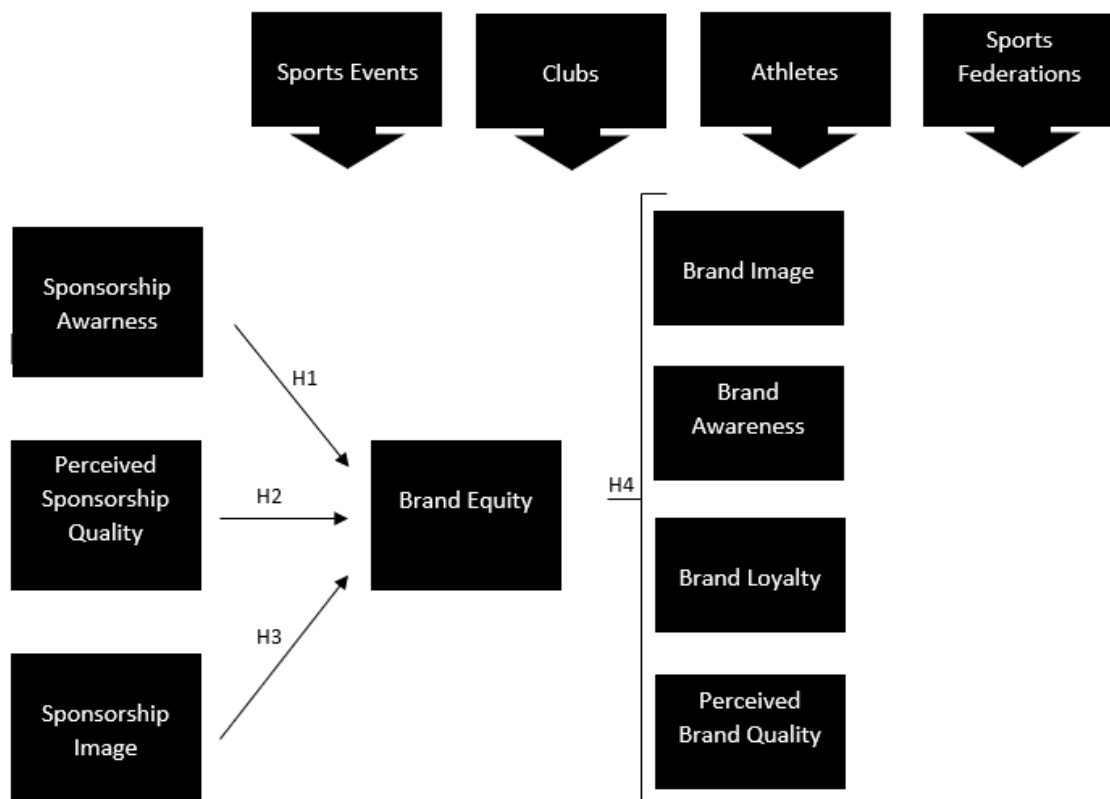
2 **Section 2: Methodology**

This section’s main objective is to expose the research methodology, with a slight focus on the strategy and related procedures. Likewise, the adopted conceptual model will be identified and examined. The method for data collection and the entire sample process will also be presented, as guiding tools to reach concise and helpful conclusions that will be presented in the third section. In addition, the statistical evidence will be introduced, as a way of aiding and providing a more efficient data examination approach.

2.1 **Conceptual Model and Investigation’s Hypothesis**

This particular thesis investigation was set in motion by a Literature Review section, whose primary intent consisted on a collection of prior developed studies. Topics that are constantly reviewed throughout this research (sports sponsorship, sponsorship and brand equity variables) are the main focus in that designated section. The figure below introduces the conceptual model used in this investigation’s unwind.

**Figure N°25 : Sport Sponsorship impact on Brand Equity Conceptual Model**



Source: Personal effort

The following model's elaboration was drawn from scratch, with the composition of three noteworthy pillars: Sponsorship Variables (Sponsorship Awareness, Perceived Sponsorship Quality and Sponsorship Image), Brand Equity Variables (Brand Image, Brand Awareness, Brand Loyalty and Perceived Brand Quality). These two designated segments are constantly applied on a Sports' sponsorship context with Sports events, Clubs, Athletes and Sports Federations in evidence. The model aims to analyze the impact of sports sponsorship initiatives on brand equity variables (in this case with the help of the ATM Mobilis brand). Hence, the main drawn hypotheses for this study are:

**H1: Sponsorship Awareness positively influence Brand Equity**

**H2: Perceived Sponsorship Quality positively influence Brand Equity**

**H3: Sponsorship Image positively influence Brand Equity**

**H4: Brand Equity is measured by Brand Image, Brand Awareness, Brand Loyalty and Perceived Brand Quality**

In the rear, the final 3 hypotheses are also brought up, as a conclusion of this investigation's purpose.

**H5: Sports events Sponsorship positively influences the Brand's Equity.**

**H6: Sports Clubs (teams) Sponsorship positively influences the Brand's Equity.**

**H7: Athletes Sponsorship positively influences the Brand's Equity.**

**H8: Sports Federations Sponsorship positively influence the Brand's Equity.**

## **2.1 Methodological approaches to quantitative study**

This is a quantitative study which allows to analyze the effect of the sports sponsoring on the brand equity of Mobilis. The investigation supposes the recourse to different tools. We judged proper to use the questionnaire in order to carry out our study.

### **2.1.1 Questionnaire Definition**

According to Ouacherine and Chaabani "*The questionnaire is a direct technique of scientific investigation used with individuals that allows them to be interrogated in a directive*

way and to make a quantitative levy in order to find mathematical relations and to make quantified comparisons”<sup>179</sup>.

### **2.1.2 Sample Population**

The quantitative study is consisted of a survey directed to people from all age ranges. However, the selection process had a little focus on the ones that dedicate their lives to watching or practicing sports, regardless of their gender and age. The main reason goes towards the likelihood that, those individuals may be more aware of the brand and the respective sponsorship initiatives, or maybe by their products’ consumption. Through the use of the judgmental sampling method, 150 completed questionnaires were collected. Data then were exported to the SPSS software in order to use them to accept or reject the research’s hypotheses.

### **2.1.3 Sample Size**

Because of the absence of sampling frame, the method of sampling used in this research is a none-probabilistic sampling technique. In particular, a judgmental sampling technique was adopted. Overall, 150 copies were received.

$$n = z^2 * p (1-p) / m^2$$

- n = 150
- z = confidence level according to the reduced normal distribution (for a 95% confidence level, z= 1.96)
- In our case, P = Q = 50% (because we do not have secondary data from similar studies)
- m = margin of error tolerated

$$\Rightarrow m = 7.8\%$$

This formula determines the number of people n to be interviewed according to the margin of error m that can be tolerated on a proportion of answers p.

### **2.1.4 Questionnaire Content and Structure**

The main focus in this survey was relied on the study of Schivinski and Dabrowski (2014)<sup>180</sup>, which was based on the need to refine the four factor Customer based brand equity

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<sup>179</sup> CHABANI, (S) et OUACHRINE, (H), « guide de méthodologie de la recherche en sciences sociales », 1ere édition 2013, p.77.

<sup>180</sup> SCHIVINSKI, (B), DABROWSKI, (D) : *The effect of social media communication on consumer perceptions of brands*, Journal of Marketing Communications, 2014.

scale. Nevertheless, in this particular investigation, the brand association was swapped by brand image, due to the study's context and the brand in cause.

Taking into consideration the questionnaire's layout, three main sections can be depicted. In the three sections, a Likert scale was used. This scale type is a very accessible tool for both the surveyor and respondent. The most recurrent Likert scale used was the 5-point one, but there were some exceptions – which will be identified in the next paragraphs.

The first section includes five general questions, concerning the people's way of living – within the topics of sports and mobile network operator usage. In this first section, the two used types of questions were the closed questions type (q1, q3, q4 and q5) and the 5-point scale question (q2), which measured the importance level. The 5-point one, pinpointed “Never” as 1 and “More than 4 times a month” as 5.

The second section encounters the largest and most content-wise part of the questionnaire. It starts with an introductory question. The question inquires the respondent on the entity, which he/she believes that exerts the most influential impact on the Mobilis brand (choice between Sports Events, Clubs or teams, Athletes and Sport Federations). As previously stated, the brand equity variables were divided into brand loyalty, brand awareness, perceived brand quality and brand image. In this section, there are two types of variables being analyzed: Sponsorship and Brand Equity Variables. The Sponsorship variables are split into three question-groups: Sponsorship Awareness, Perceived Sponsorship Quality and Sponsorship Image. While, on the other hand, the Brand Equity variables are in four: Brand Image, Brand Awareness, Brand Loyalty and Perceived Brand Quality. Loyalty is the only component not present in the Sponsorship variables, since it is instrumentally hard to measure a conceivable individual's Sponsorship Loyalty. As a closure, in this section, the only used scale was the 5-point Likert scale. This scale determined “Strongly Disagree” as 1 and “Strongly Agree” as 5.

The third/final section is related to the respondents' social-demographic information. Questions concerning the gender, age and profession were asked.

## **2.2 Statistical Techniques**

In the data analysis section, several statistical methods are used. As far as the structure is concerned, this practical research has three main sections: Descriptive Analysis, Hypotheses' Tests, and Multiple Linear Regression Models. Here, these three analyses are briefly described, before heading to the detailed data ones.

### 2.2.1 Descriptive Analysis

The statistical analysis begins with the introduction of the so-called Descriptive Analysis. In this circumstance, the variables are exposed in absolute and relative terms. Furthermore, each variable is accounted for the number of times it is chosen as “Most Important”/ “2nd Most Important”/ “3rd Most Important” and the respective % of the total respondents’ number (150 respondents). This initial study is set to provide an overview of the four Mobilis’ sports sponsorships types, and the importance level they generate in the respondents’ perspectives.

### 2.2.2 Hypothesis’ test

This study, the Hypotheses’ Tests, is a central one to undertake. Here, the ANOVA and Kruskal-Wallis’ tests will be used, for the parametric and non-parametric ones respectively. To effectively use the One-Way ANOVA, these three rules have to be verified:

- Sub-groups are independent and random.
- Each sub-group needs to have a normal distribution ( $N > 30$ ).
- The variances need to be equal for the diverse sub-groups (in this case, the four types of sponsorship groups): the Levene’s Test. If they are not, then the non-parametric tests (through Kruskal-Wallis) should be the next step. This latter rule is verified with the significance level/p-value:  $\text{Sig} > 0,05$  – then the null hypothesis is not rejected (variances are equal) – ANOVA study to be followed;  $\text{Sig} < 0,05$  – then the null hypothesis is rejected (variances are not equal) – Kruskal-Wallis study to be done.

Henceforth, the ANOVA (parametrical) and Kruskal-Wallis (non-parametrical) Tests should be the following paths (Hoskin, 2012)<sup>181</sup>. On one hand, the ANOVA test’s main drive is based on the comparison of means between the four distinct/independent groups. Whereas, if the variances were not equal and, the Kruskal-Wallis test was done, then the purpose would be to identify the distribution of the item (in cause) across the different independent groups. As a follow-up for both studies: the Tukey and Scheffe tests (after the ANOVA study) and the Dunnett and Games-Howell tests (after the Kruskal-Wallis test) are chosen. In general, these four tests intend to explain the specific means (Tukey and Scheffe tests) or distributions (Dunnett and Games-Howell tests) that were rejected and, are identified through the four main

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<sup>181</sup> HOSKIN, (T) : *Parametric and Nonparametric: Demystifying the Terms*. Mayo Clinic Department of Health Science, 2012.

sport sponsorships' groups. The data tables for this particular section/analyses may be found in Appendix N<sup>o</sup>2 – for further examination.

### **2.2.3 Multiple Linear Regression Model**

In order to test the research hypotheses, a multiple linear regression analysis is conducted. The predictors of each regression are the mean of each item on their scales. For example, Brand Image is considered as dependent variable to represent the attitudes of the respondents toward the brand image of Mobilis, while the other dependent variable representing Brand Awareness, Brand Loyalty, and Perceived Brand Quality. Brand Image is the mean of the questions 12.1, 12.2, 12.3, 12.4, 12.5, 12.6, 12.7, 12.8, and 12.9. Brand Loyalty is the mean of the questions 7.1, 7.2, 7.3, 7.4, and 7.5. etc.

The present investigation entails four multiple linear regression, subdivided as follows:

**Brand Image** =  $B0I + B1I * \text{Sponsorship Awareness} + B2I * \text{Perceived Sponsorship Quality} + B3I * \text{Sponsorship Image} + B4I * \text{Sports Events} + B5I * \text{Sports Clubs} + B6I * \text{Athletes} + \epsilon I$

**Brand Awareness** =  $B0A + B1A * \text{Sponsorship Awareness} + B2A * \text{Perceived Sponsorship Quality} + B3A * \text{Sponsorship Image} + B4A * \text{Sports Events} + B5A * \text{Sports Clubs} + B6A * \text{Athletes} + \epsilon A$

**Brand Loyalty** =  $B0L + B1L * \text{Sponsorship Awareness} + B2L * \text{Perceived Sponsorship Quality} + B3L * \text{Sponsorship Image} + B4L * \text{Sports Events} + B5L * \text{Sports Clubs} + B6L * \text{Athletes} + \epsilon L$

**Perceived Brand Quality** =  $B0PQ + B1PQ * \text{Sponsorship Awareness} + B2PQ * \text{Perceived Sponsorship Quality} + B3PQ * \text{Sponsorship Image} + B4PQ * \text{Sports Events} + B5PQ * \text{Sports Clubs} + B6PQ * \text{Athletes} + \epsilon PQ$

As a partial note, in this equation, Sports Events, Clubs and Athletes are considered dummy variables (can be 0 or 1). Besides, in Sports Federations' context, a dummy variable was not created, since it would be absolutely redundant for the model and its unrolling.

For the well usage of these Regression Models, 6 assumptions have to be verified:

- The Regression is linear in its coefficients and has a residual component.
- The residual expected value is zero.
- The independent variable is not correlated with the residual values.
- There is no correlation between the residual values.

- The variance of the residual values is constant.
- The residual values have a normal distribution.

Additionally, the R squared tests should be completed. These detailed tests help comprehend, how much the respective input/independent variables on a certain linear or ordinal regression model, effectively explain the output/dependent variable.

### **3 Section 3: Data Analysis**

#### **3.1 Descriptive Analysis**

In this study, the social-demographic statistics were subdivided into three groups: **Gender, Age and Professions.**

On one hand, the Gender sub-group was subdivided into two sections: “Female” and “Male”. With regard to Table 1, it is possible to observe that 37 respondents are “Female”, while 113 “Male” (75.3% of the total). It is possible to witness a difference between genders, which can be explained by the closeness men have to these sports sponsorships.

On the other hand, the Age sub-group was subdivided into several sections, with the aim to better acknowledge the age gap that mostly influenced this investigation. Considering the information on Table 1, the age groups of “18-24” and “25-34” registered the largest participance levels in the questionnaire. Whereas, in the opposite side, “<18” and “>64” represented the age groups with less participance weight. The same reason can be presented, as the matured adults are more aware of this sport sponsorship. Finally, the professions sub-group was subdivided into 5 sections. As analyzed through Table 1, “An employee” and “A student” actioned the largest two segments. While, in the other way, “Retired” and “A senior executive” resemble the lowest frequency units.

**Table N°5 : Social demographic characteristics**

	<b>Frequency (N)</b>	<b>Valid Percent (%)</b>
Gender		
Female	37	24.7
Male	113	75.3
Total	150	100.0
Age		
<18	8	5.3
18-24	52	34.7
25-34	47	31.3
35-44	28	18.7
45-54	9	6
>54	6	4
Profession		
A senior executive	12	8
A student	43	28.7
An employee	59	39.4
Graduated	27	18
Retired	9	6

**Source:** Personal effort

Apart from the social-demographic analysis, it is vital to look at the respondents’ initial hierarchical choice and perception of the most important type of sports sponsorship, in the Mobilis paradigm. As formerly affirmed, the respondent’s choice was limited to four sponsorship options: Sport Events, Sports Clubs, Athletes and Sports Federations. Hence, in Table 2, it is possible to notice the absolute (N) and relative (%) frequencies of the respondents, that chose each sport as the “Most Important”. In this study (as formerly seen), there is a total of 150 survey respondents. In this table, it is definite that a larger number of people perceived Sports events, as the most important Mobilis type of sports sponsorship of the four. On the other hand, fewer people had the same perception concerning Sports federation. Furthermore, it is also possible to spot the absolute (N) and relative (%) frequencies of the respondents that chose each sport as the 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> option. In the case of Sports Federation sponsorship, 43.3% people elected it as the “4<sup>th</sup> Most Important”, while 48% elected Sports Clubs as the “3<sup>rd</sup> Most Important”, and 30.7% Athletes as the “2<sup>nd</sup> One”.

**Table N°6 : Types of Sponsorship Respondents Hierarchy Choice**

	<b>Frequency (N)</b>	<b>Valid Percent (%)</b>
<b>Most Important Type of Sponsorship</b>		
Sports Events	56	37.3
Sports Clubs	19	12.7
Athletes	30	20
Sports Feder	45	30
Total	150	100
<b>2nd Most Important Type of Sponsorship</b>		
Sports Events	42	28
Sports Clubs	42	28
Athletes	46	30.7
Sports Feder	20	13.3
Total	150	100
<b>3rd Most Important Type of Sponsorship</b>		
Sports Events	10	6.7
Sports Clubs	72	48
Athletes	48	32
Sports Feder	20	13.3
Total	150	100
<b>4th Most Important Type of Sponsorship</b>		
Sports Events	28	18.7
Sports Clubs	16	10.7
Athletes	41	27.3
Sports Feder	65	43.3
Total	150	100

**Source:** Personal effort

• **Crosstabs Analysis**

The calculation of percentages through the crossing of variables is an operation that allows the analysis of the relationships between several variables. Its purpose is to gather in a single table or figure the frequency or number distributions of two or more variables in a single table.

- **The respondents perception of the brand Mobilis in term of quality among the entity they chose as the most important.**
- **Please order the following types of sports sponsorship by the importance you think they have on the Mobilis brand**
- **The quality of Mobilis is very high**

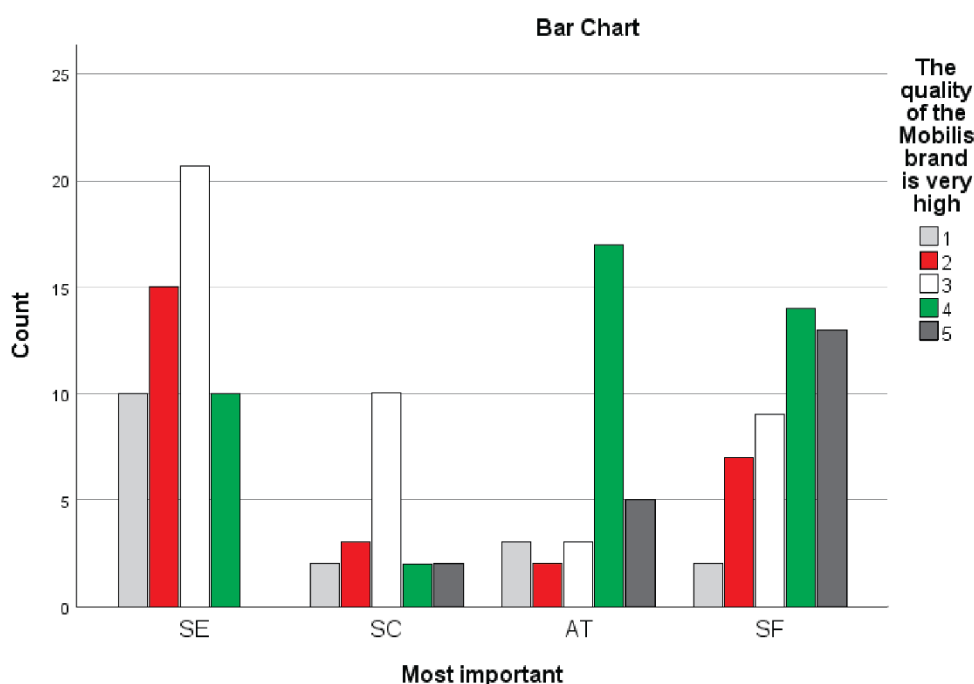
**Table N°7 : The respondents perception of the brand Mobilis in term of quality among the entity they chose as the most important**

**Most important \* The quality of the Mobilis brand is very high Crosstabulation**

			The quality of the Mobilis brand is very high					
			1	2	3	4	5	Total
Most important	SE	Count	10	15	21	10	0	56
		Valid Percent %	58.8%	55.6%	48.8%	23.3%	0.0%	46.7%
	SC	Count	2	3	10	2	2	19
		Valid Percent %	11.8%	11.1%	23.3%	4.7%	10.0%	12.7%
	AT	Count	3	2	3	17	5	30
		Valid Percent %	17.6%	7.4%	7.0%	39.5%	25.0%	10.7%
	SF	Count	2	7	9	14	13	45
		Valid Percent %	11.8%	25.9%	20.9%	32.6%	65.0%	30.0%
Total	Count		17	27	43	43	20	150
	Valid Percent %		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Personal effort using SPSS

**Figure N°26 : The respondents perception of the brand Mobilis in term of quality among the entity they chose as the most important**



Source: Personal effort

In this sub question “The quality of Mobilis is very high?” our objective is to figure out the percentage of the different types of sports sponsorship considered the most important that perceive the quality of Mobilis brand as high, according to the statistics, the category that it is more strongly agree (5) with that affirmation is the one that chose Sports Federations as the most important sponsorship 65.0%, when comparing to the other entities. We can relate this

perception of the quality to the sponsorship of the Algerian Football Federation in general and the recent success of the Algerian National Football team and the quality that they are showing in particular.

➤ **The impact of Sports Federations Sponsorship on the loyalty of Mobilis' clients**

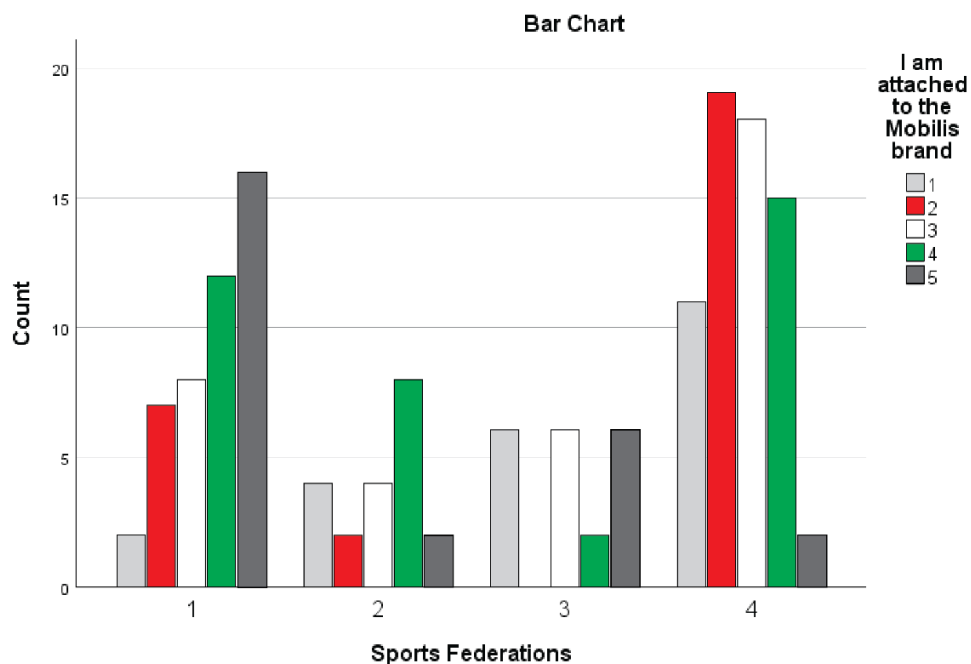
- **Sports Federations sponsorship order**
- **I am attached to the Mobilis brand**

**Table N°8 : The impact of Sports Federations Sponsorship on the loyalty of Mobilis' clients**

			I am attached to the Mobilis brand					Total
			1	2	3	4	5	
Sports Federations	1	Count	2	7	8	12	16	45
		Valid Percent %	8.7%	25.0%	22.2%	32.4%	61.5%	30.0%
	2	Count	4	2	4	8	2	20
		Valid Percent %	17.4%	7.1%	11.1%	21.6%	7.7%	13.3%
	3	Count	6	0	6	2	6	20
		Valid Percent %	26.1%	0.0%	16.7%	5.4%	23.1%	13.3%
	4	Count	11	19	18	15	2	65
		Valid Percent %	47.8%	67.9%	50.0%	40.5%	7.7%	43.3%
Total	Count	23	28	36	37	26	150	
	Valid Percent %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Source: Personal effort using SPSS

**Figure N°27 : The impact of Sports Federations Sponsorship on the loyalty of Mobilis' clients**



**Source:** Personal effort

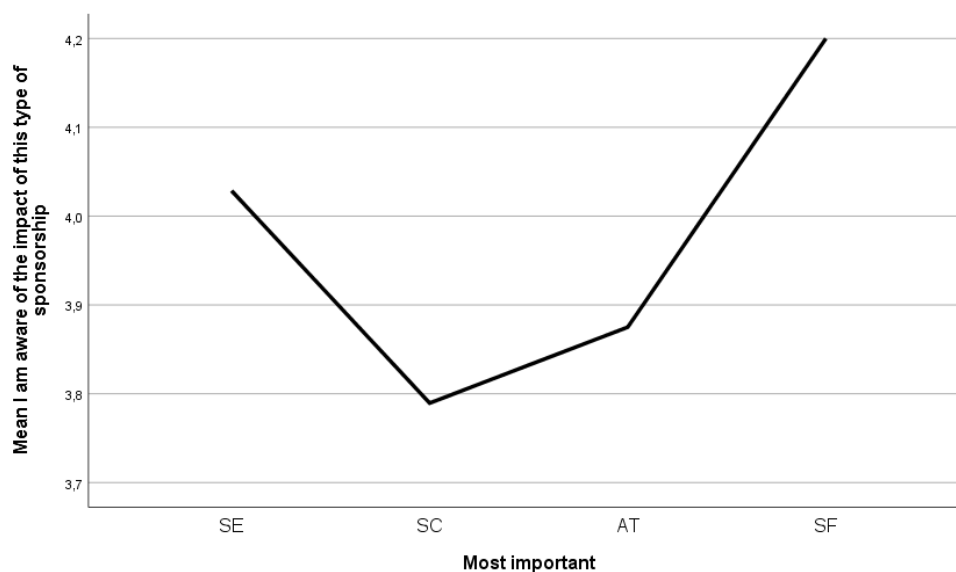
As demonstrated in the previous Table and figure our objective is to find out the relationship between the respondents whom chose the Sports Federations sponsorship as the most important (1) and their attachment to the Mobilis brand, according to the results, 16 of 45 respondents gave a strongly-agree-answer (5) to that affirmation. This represents the highest percentage 61.5%, when comparing to the other orders (2<sup>nd</sup>, 3<sup>rd</sup>, and 4<sup>th</sup> important).

**3.2 Hypothesis' Test**

As previously elucidated, three different assumptions have to be verified to run the One Way ANOVA: subgroups are independent and random, each of them needs to have a normal distribution (N>30) and, their variances need to be equal. In this context, the two first assumptions have already been validated beforehand, so the focus will be on the Levene's Test.

In the perspective of **Sponsorship Awareness**, through the Levene's Test, the variables' variances are proved to be equal (Sig > 0,05) for each variable. In the next step, with the usage of the ANOVA, the null hypothesis (equality of means between all groups) is rejected for the items q9.1 –“I am aware of the impact of this type of sponsorship” (p = 0,005<0,05). With the Tukey and Scheffé tests, it is possible to conclude, that the two groups with different means are Sports Clubs and Sport Federation (Table N°18 – Appendix N°2 ). Summing up, Sports Federations respondents further valued a Sponsorship's Awareness (as seen below).

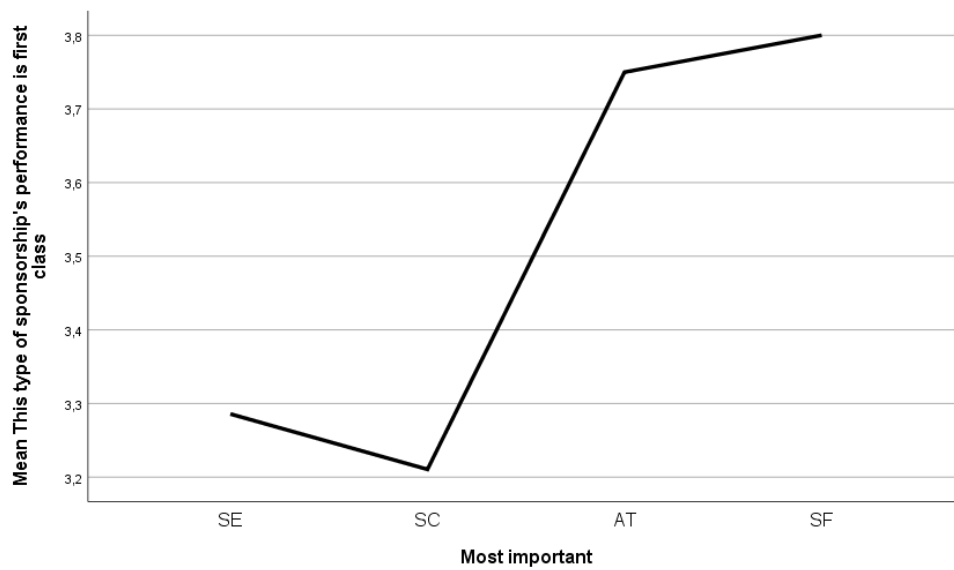
**Figure N°28 : Mean of Sponsorship Awareness' q9.1 among the different Types of Sports Sponsorships**



**Source:** Personal effort using SPSS

For the **Perceived Sponsorship Quality** construct, the same path can be outlined as in the prior group, through the Tukey and Scheffé tests and the means' table. In this case the rejected variable was q11.4 – “This sports sponsorship’s performance is first class”. Besides, as in Figure N°29, Sports Federations respondents also cherish a Sponsorship’s Perceived Quality, when comparing to the Sports Clubs ones.

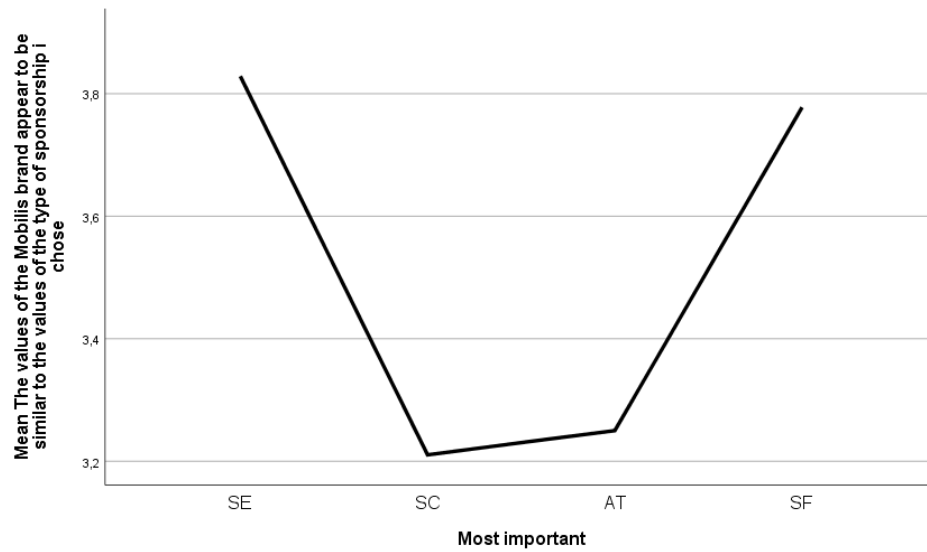
**Figure N°29 : Mean of Perceived Sponsorship Quality’s q11.4 among the different Types of Sports Sponsorships**



Source: Personal effort using SPSS

**sponsorship Image** also follows the same direction. In this situation, three variables were rejected in their significance level (q13.1 – “The values of the Mobilis brand appear to be similar to the values of the type of sponsorship i chose”; q13.3 – “The slogan "اينما كنتم" is well applied in the type of sponsorship context”. The Sports Events respondents’ mean is placed on a higher level than of Sports Clubs’. Henceforth, it is possible to conclude that the Sports Events respondents value more of a Sponsorship Image, rather the Sports Clubs and Athletes ones (Figure N°30).

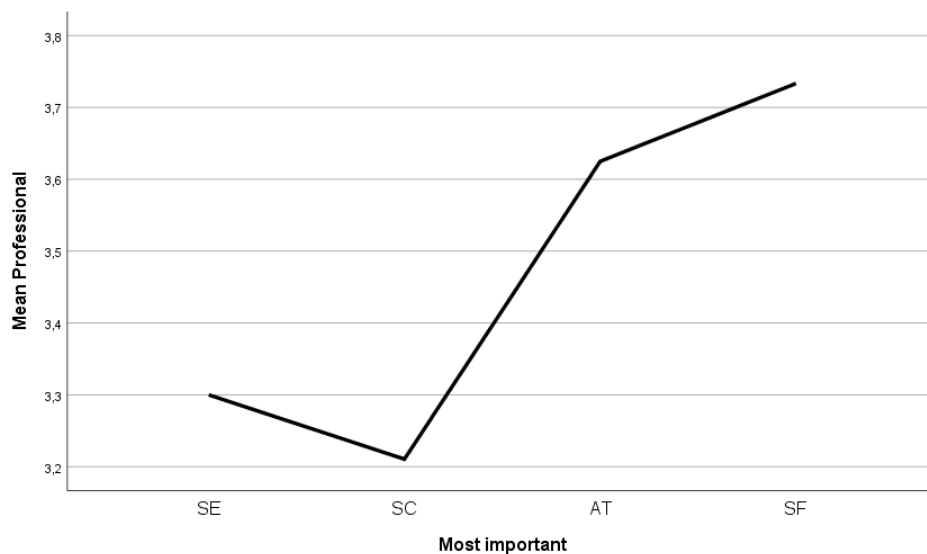
**Figure N°30 : Mean of Sponsorship Image’s q11.1 among the different Types of Sports Sponsorships**



Source: Personal effort using SPSS

**Brand Image** consists also, on the same development as “Sponsorship Awareness”. The main difference verifies in q12.4 (“Professional”), q12.5 (“Modern”), q12.7 (“Dangerous”). By looking at Figure N°31, Sports Federations respondents value a Brand’s Image more than the other three sponsorship respondent groups.

**Figure N°31 : Mean of Brand Image’s q12.4 among the different Types of Sports Sponsorships**



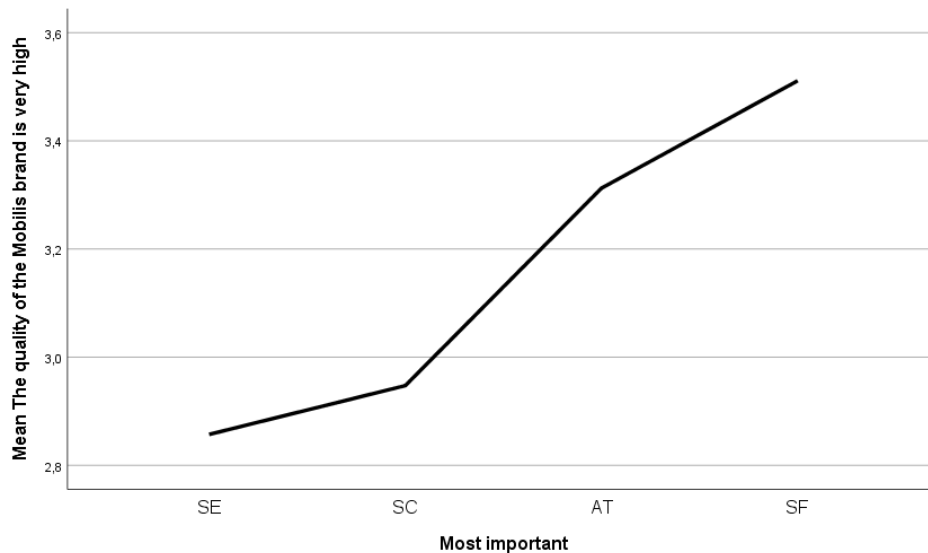
Source: Personal effort using SPSS

Referring to **Brand Awareness**, four of the five variables have equal variances across groups. Nevertheless, the variable q8.2 - “I can easily recognize the Mobilis brand among other brands”, has revealed a Significance level of 0,03, meaning that the variances are different. The next step to follow, under this condition, is the Kruskal-Wallis’ Non-Parametrical Test. As observable through Figure N°33 (Appendix N°2), the null variable (in this case – “The distribution of ‘I can easily recognize the Mobilis brand among other brands’ is the same across categories of ‘The Most Important type of Sports Sponsorship’”) is retained. And that’s what Dunnett and Games-Howell’s Tests confirm, Tble N°20 (Appendix N°2). **Brand Awareness** ends up concluding what the past ones have induced, which is the fact that Sports Clubs respondents value less of a Sponsorship/Brand’s components – in this case a Brand’s Awareness.

As far as **Brand Loyalty** is concerned (through information in Appendix N°2), it is conclusive that the variances among the different items are equal (Sig > 0,05). By also analyzing the ANOVA’s Parametric test, it is also possible to settle that the means of the three independent groups are not significantly different between each other (Sig > 0,05). Thus, respondents with different 1st choices (of the Most Important Sports Sponsorship), tend to have similar points-of-view when considering this component.

With **Perceived Brand Quality** in mind, almost the same exact process occurs as in the case of “Sponsorship Awareness”. However, as available in Figure N°32, Sports Events respondents have a lower mean value when comparing with the other 3 types of sponsorship. Restating, the variable Perceived Brand Quality less affects Sports Events respondents’ approval.

**Figure N°32 : Mean of Perceived Brand Quality’s q10.1 among the different Types of Sports Sponsorships**



Source: Personal effort using SPSS

### 3.3 Multiple Regression Models

The last analysis consists in the Multiple Linear Regression Models' analyses. Each linear regression model will be broken down to better understand which variables directly impact them. With visibility in Table N°9, every Sponsorship variable (Sponsorship Awareness, Perceived Sponsorship Quality and Sponsorship Image), plus Athletes, account for a significant impact on the Brand Image's calculation. In this occasion, Sponsorship Image with a B coefficient account of 0,507 is registered as the most influential variable, followed by Athletes. Considering the R Squared value, 43.4% of the Brand Image's variability is explained by the variables related to Sponsorship. Hence, the regression model can be updated to the below:

$$- \text{Brand Image} = 266 * \text{Sponsorship Awareness} + 0.285 * \text{Perceived Sponsorship Quality} + 0.507 * \text{Sponsorship Image} + 0.292 * \text{Athletes}$$

**Table N°9 : Brand Image’s Regression Model and R Squared Value**

Model	Coefficients <sup>a</sup>								
	Unstandardized Coefficients			Standardized Coefficients			Correlations		
	B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part	
Dependent Variable: Brand Image									
1 (Constant)	<b>-0.100</b>	0.733		-0.137	<b>0.891</b>				
SA	<b>0.266</b>	0.094	0.202	2.581	<b>0.008</b>	0.237	0.205	0.186	
PSQ	<b>0.285</b>	0.102	0.226	2.782	<b>0.006</b>	0.261	0.227	0.206	
SI	<b>0.507</b>	0.134	0.291	3.639	<b>0.000</b>	0.361	0.291	0.270	
Sports Events	<b>-0.040</b>	0.089	-0.040	-0.454	<b>0.650</b>	-0.092	-0.038	-0.034	
Athletes	<b>0.292</b>	0.140	0.180	2.081	<b>0.039</b>	0.132	0.171	0.154	
Sports Clubs	<b>-0.168</b>	0.127	-0.112	-1.321	<b>0.189</b>	-0.154	-0.110	-0.098	
<b>R Square</b>	<b>Adjusted R Square</b>								
0.514	0.434								

Predictors: (Constant), Sports Clubs, PSQ, Athletes, SA, SI, Sports Events  
 Dependent Variable: BI

**Source:** Personal effort using SPSS

By observing Table N°10, the variables Sponsorship Awareness, Sponsorship Image influence the creation of Brand Awareness. In this situation, Sponsorship Awareness is the most significant variable, followed by Sponsorship Image. As for the R squared, the dependent variable’s total variance is explained by the others in 30.1%. The final model is:

- **Brand Awareness** = 1,619 + 0,358\*Sponsorship Awareness + 0,239\*Sponsorship Image

**Table N°10 : Brand Awareness' Regression Model and R Squared Value**

Model	Coefficients <sup>a</sup>					Correlations			
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Zero-order	Partial	Part
	B	Std. Error	Beta						
Dependent Variable: Brand Awareness									
1 (Constant)	<b>1.619</b>	0.709			2.285	<b>0.024</b>			
SA	<b>0.358</b>	0.135	0.225		2.660	<b>0.009</b>	0.286	0.217	0.208
PSQ	<b>0.158</b>	0.099	0.137		1.598	<b>0.112</b>	0.180	0.132	0.125
SI	<b>0.239</b>	0.083	0.182		2.498	<b>0.010</b>	0.228	0.192	0.185
Sports Events	<b>-0.544</b>	0.186	-0.248		-3.507	<b>0.002</b>	0.318	0.242	0.240
Athletes	<b>0.165</b>	0.136	0.111		1.218	<b>0.225</b>	0.044	0.101	0.095
Sports Clubs	-0.027	0.123	-0.020		-0.221	0.826	-0.076	-0.018	-0.017
<b>R Square</b>	<b>Adjusted R Square</b>								
0.323	0.301								

Predictors: (Constant), Sports Clubs, PSQ, Athletes, SA, SI, Sports Events  
 Dependent Variable: BA

**Source:** Personal effort using SPSS

Through Table N°11, it is visible that the Brand Loyalty variable only requires the measurements of Sponsorship Image and Perceived Sponsorship Quality. Both variables account for approximate regression coefficients, but Perceived Sponsorship Quality's is higher, with B = 0,457. Since in this investigation Loyalty was not analyzed in the Sponsorship context (difficulty in measuring someone's loyalty to a sponsorship event), it would be reasonable if the Sponsorship variables had a less connection to the Brand's Loyalty. In this case, the R squared = 0,099 which accounts for a truly low variance explanatory level. Hereafter, the model can be updated:

- **Brand Loyalty** = 0,457\* Perceived Sponsorship Quality + 0,406\*Sponsorship Image

Table N°11 : Brand Loyalty’s Regression Model and R Squared Value

Model	Coefficients <sup>a</sup>					Correlations			
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Zero-order	Partial	Part
	B	Std. Error	Beta						
Dependent Variable : Brand Loyalty									
1 (Constant)	<b>-1.533</b>	1.406			-1.090	<b>0.277</b>			
SA	<b>0.027</b>	0.264	0.008	0.104	0.104	<b>0.917</b>	0.049	0.009	0.008
PSQ	<b>0.457</b>	0.205	0.238	2.636	2.636	<b>0.030</b>	0.241	0.221	0.215
SI	<b>0.406</b>	0.196	0.176	2.066	2.066	<b>0.041</b>	0.171	0.170	0.161
Sports Events	<b>0.165</b>	0.136	0.111	1.218	1.218	<b>0.225</b>	0.044	0.101	0.095
Athletes	<b>0.066</b>	0.230	0.025	0.285	0.285	<b>0.776</b>	-0.046	0.024	0.022
Sports Clubs	<b>0.169</b>	0.243	0.062	0.694	0.694	<b>0.489</b>	-0.080	0.058	0.054
<b>R Square</b>	<b>Adjusted R Square</b>								
0.135	0.099								

Predictors: (Constant), Sports Clubs, PSQ, Athletes, SA, SI, Sports Events  
 Dependent Variable : BL

Source: Personal effort using SPSS

With a direct impact in the Perceived Brand Quality variable, as detected in Table N°12, there is Perceived Sponsorship Quality (B = 0,652), Sponsorship Image (B = 0,420), Athletes (B = 0,432) and Sports Events (B = -0.544). Perceived Sponsorship Quality accounts for the most considerable coefficient, with B = 0,652, whereas Athletes once again (as in Brand Image), positively impacts this component. The R squared value is at 34% of the dependent variable. Therefore, the new model is:

- **Perceived Brand Quality** = 0,652\*Perceived Sponsorship Quality + 0,420\*Sponsorship Image + 0,432\*Athletes – 0,544\*Sports Events

**Table N°12 : Perceived Brand Quality’s Regression Model and R Squared Value**

Model	Coefficients <sup>a</sup>					Correlations			
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Zero-order	Partial	Part
	B	Std. Error	Beta						
Dependent Variable: Brand Awareness									
1 (Constant)	<b>-2.041</b>	1.202			-1.699	<b>0.092</b>			
SA	<b>0.338</b>	0.225	0.119		1.497	<b>0.137</b>	0.197	0.124	0.114
PSQ	<b>0.652</b>	0.228	0.235		2.855	<b>0.005</b>	0.317	0.232	0.218
SI	<b>0.420</b>	0.168	0.209		2.504	<b>0.013</b>	0.282	0.205	0.191
Sports Events	<b>-0.544</b>	0.186	-0.248		-3.507	<b>0.002</b>	0.318	0.242	0.240
Athletes	<b>0.432</b>	0.171	0.236		2.532	<b>0.012</b>	0.107	0.207	0.197
Sports Clubs	<b>-0.184</b>	0.208	-0.077		-0.886	<b>0.377</b>	-0.120	-0.074	-0.068
<b>R Square</b>	<b>Adjusted R Square</b>								
0.365	0.340								

Predictors: (Constant), Sports Clubs, PSQ, Athletes, SA, SI, Sports Events  
 Dependent Variable: PBQ

**Source:** Personal effort using SPSS

### 3.4 Conclusion

After revising the supportive data material, the necessary conclusions need to be highlighted from it. Each one of the prior analyses had a single purpose, aiming to a better and more efficient study culmination.

To better acknowledge these past interpretations, it is key to briefly analyze the a-priori established hypotheses and, if they are or not to be validated through this model. The aid of authors and their literature papers will be decisive for the unrolling of the deductions.

With regard to the conclusions obtained in the investigation of Tripodi et al. (2003)<sup>182</sup>, Sponsorship Awareness, subdivided in recalling and recognition stages, is crucial in the building of a Brand’s Awareness. This goes in line with the conclusion provided with this study, where a Brand’s Image and Awareness are influenced by a consumer’s Sponsorship Awareness.

<sup>182</sup> TRIPODI, (J.A), et all : *Cognitive evaluation: prompts used to measure sponsorship awareness*, International Journal of Market Research, 2003, 45(4), pp.1-18.

Poon and Prendergast (2006)<sup>183</sup> explained that Perceived Sponsorship Quality is the primary/cognitive stage of the consumer effect model leading to his/her purchase intention. Their opinion goes partially against this investigation's outcome (the variable positively influences Brand Equity), only differing in the disassociated relationship between this variable and Brand Awareness (analyzed that both are not correlated).

In the Sponsorship Image's case, McDonald (1991)<sup>184</sup> had a clear perception of the main purpose and notability that this variable entailed. In agreement with the following study, McDonald stated that a Sponsorship's Image when applied to several 'movements'/initiatives, played a tremendous role on the creation of a Brand's Goodwill. Besides, Mobilis has a powerful Sponsorship Image value when alienated with the sports sponsorship initiatives in Algeria, pointed out by positively affecting every Brand Equity variable.

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<sup>183</sup> POON, (D.T), and PRENDERGAST, (G) : *A new framework for evaluating sponsorship opportunities*. International Journal of Advertising, 2006, 25(4), pp.471-487.

<sup>184</sup> MCDONALD, (C) : *Sponsorship and the Image of the Sponsor*. European Journal of Marketing, 1991, 25(11), pp.31-38.

**Table N°13 : Hypothesis' validation**

<b>Hypotheses</b>	<b>Verification</b>	<b>Remarks</b>
<b>H1:</b> Sponsorship Awareness positively influence Brand Equity	Partially verified	Sponsorship Awareness POSITIVELY influences Brand Image and Awareness.
<b>H2:</b> Perceived Sponsorship Quality positively influence Brand Equity	Partially verified	Perceived Sponsorship Quality POSITIVELY influences the Brand Equity variables, despite its Awareness.
<b>H3:</b> Sponsorship Image positively influence Brand Equity	Verified	-
<b>H4:</b> Brand Equity is measured by Brand Image, Brand Awareness, Brand Loyalty and Perceived Brand Quality	Verified	As verified through the Literature Review.
<b>H5:</b> Sports Events Sponsorship positively influence Brand Equity	Not Verified	Sports Events has an impact on Perceived Brand Quality but NIGATIVELY.
<b>H6:</b> Sports Clubs Sponsorship positively influence Brand Equity	Not verified	Sports Clubs sponsorship has no impact on Brand Equity variables.
<b>H7:</b> Athletes sponsorship positively influence Brand Equity	Partially Verified	Athletes sponsorship has a POSITIVE impact on Brand Image and Perceived Brand Quality.
<b>H8:</b> Sports Federations Sponsorship positively influence Brand Equity	Not Verified	Sports Federations sponsorship has no impact on Brand Equity variables.

**Source:** Personal Effort

Through this case study, we tried to evaluate the impact of sports sponsorship on the different dimensions of the brand equity of "ATM Mobilis".

In order to concretize this study, we followed a methodology centered on three axes: definition/analysis/result.

Our methodological approach was declined in several stages, we began by presenting the "ATM Mobilis" and its communication tools, pointing out to sports sponsorship tool as an essential one for the company.

We ended this chapter with a field study to better understand the impact of sponsorship actions carried out by the Mobile phone operator Mobilis on the brand equity of the company especially on the perceptions of its clients and their attitude towards the brand on a national

scale. What we must remember in the end is that sports sponsorship has a positive impact on the brand equity of Mobilis and on the perceptions of its clients towards this brand.

### **3.5 Limitations**

This section is worth mentioning some detectable restrictions that may have limited this investigation's depth.

First of all, some concepts are still lacking critical and essential information sources, especially the sponsorship-type variables. Image, Awareness, Loyalty, and Perceived Quality have several sources of reference to a brand or a product but lack other paradigms (specially sponsorship-wise).

From a different standpoint, this particular study was conducted with the aid of the Mobilis brand and its market context. It may have shaped the results since it concerns a specific company's case with a unique strategy.

## **General Conclusion**

As long as there is a sport, there will be sports sponsorship. The term "sports sponsorship" was the starting point of this thesis. It has been developed gradually in the progress of this work. It has touched other variables such as the brand and the value of the sponsor company. A theoretical approach allowed us to develop a conceptual framework defining its elements called factors. The brand is the company's symbol that sponsors the sponsored entity, whether it is an athlete, a sports event, or a sports organization. It is the brand that guides us to the emotions and passions of the consumers who use it. Sports sponsorship is a communication technique that links the event (athlete or discipline) and the sponsor brand. Both parties are looking for a return, in symbolic or commercial terms.

In addition, the sports economy continues to grow. We have seen that the media coverage of sports has a lot to do with the growth of the sports market, which today represents about 2% of the world's PIB, and the activities of sports sponsorship are constantly increasing.

In the theoretical part of the thesis, we also went back to the origins of brand equity. We have focused on the brand to arrive at its equity. Indeed, we have defined the sponsor brand and synthesized its roles for both consumers and the company.

We can therefore conclude that the elements that define brand equity produce value for the consumer.

We can remember that the company communicates and transfers the messages it wants to transmit through the sponsor brand. In this case, the brand has a value reflected on the company to give it value. Among the researchers, we have retained the theory of Aaker (1994), who has explained the relationship between the brand's assets and the enterprise value. We based our research on Aaker's (1994) model because he explained it through the marketing approach, based on the consumer's perception.

This research aimed to understand better the influence of sport sponsorship on the company's brand equity.

In our empirical part of the research, we tried to apply the literature review seen in the theoretical part to validate all or parts of our hypothesis.

On the methodological level, the results on which we arrived allowed us to validate **H3** and **H4** while the other two hypotheses, **H1** and **H2**, were partially validated. Thus, we managed to tackle the problematics posed at the outset, according to which Mobilis' sports sponsorship impacted the company's brand equity. It represents an accurate value in the marketing strategy

of Mobilis. This technique allows the company to differentiate itself from its competitors, increase its sales, increase its notoriety and visibility, and modify the behavior of the consumers.

Also, we tried to explain and evaluate the choice of the entity sponsored by Mobilis. We can notice that the recent success of the Algerian Nation Football team and its coach played a vital role in the perception of the Algerian sporting public generally and the Mobilis' clients particularly. Moreover, we could see that Athletes and, to a minor degree, Sports Federations have a remarkable impact on the Mobilis brand. We can therefore conclude that the choice of the entity to sponsor is also essential.

Even though this paper did not adhere to the typical path of brand and sponsorship analysis-type researches, it focused on the Sponsorship's consumer perception (rather than the opposite way). Hence, future studies can have a starting point based on this core and explore a different segment, besides sports sponsorship, comprehend if other variables can be inserted into this model, to reach a more conclusive solution. As shown in the underlying study, sports sponsorship is indeed a powerful brand-building tool, with the ability to form attitudes. However, integrating an extensive marketing communication mix is essential in terms of efficiency on a business function level.

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- SEYMUR, (M.G), Master thesis, University of Stirling, Marketing Department, 2012.
- TALABARDON, (M) : *Marque-Consommateur : Quelle relation ?*, Master's thesis in Marketing and sales, IAE de l'Ille, 2000.
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## ❖ The websites

- <https://www.sponsorship.com>
- <http://www.afm-marketing.com>
- <http://www.integral.ms>
- <https://www.algerie-eco.com>
- <https://www.mobilis.dz/apropos.php>
- <http://www.journaldunet.com/juridique/juridique030527.shtml>
- <https://halshs.archivesouvertes.fr>
- <https://www.creg.acversailles.fr>
- [www.sportstrategies.com](http://www.sportstrategies.com)

## **Appendices**

6. Please order the following types of sports sponsorship by the importance you think they have on the Mobilis brand.\*

	Most important	2nd	3rd	4th
Sports Events				
Sports Clubs				
Athletes				
Sports Federations				

**Brand Loyalty in the sponsorship Context**

Consider the following sentences and, based on the sport you chose (as the MOST IMPORTANT), give your opinion on the Mobilis brand

7. Mark only one oval per row

	Strongly Disagree	Disagree	Neither Disagree nor agree	Agree	Strongly Agree
I am attached to the Mobilis brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am committed to the Mobilis brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am faithful to the Mobilis brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I consider my self a fan of the Mobilis brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am loyal to the Mobilis brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Brand and Sponsorship Awareness**

Consider the following sentences and give your opinion on the Mobilis brand

8. Mark only one oval per row

	Strongly Disagree	Disagree	Neither Disagree nor agree	Agree	Strongly Agree
I know the Mobilis brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can easily recognize the Mobilis brand among other brands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I recognize the logo of the Mobilis brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know that there is a Mobilis brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know that there are Mobilis brands in the telecommunications sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Consider the following sentences and give your opinion on the type of sponsorship you chose (as the MOST IMPORTANT)

**Sports Sponsorship**

First of all, thank you for answering this survey. It integrates my Masters' dissertation, whose main aim is to understand how sports sponsorship influences brand equity variables. It is a very quick and straightforward questionnaire. Please bear in mind that all answers are private. So, once again, thank you for your time.

\*Required.

1. In general are you interested in sports?

Yes  
 No

2. How often do you watch sports (in media or live)?

Never  
 1-2 times a year  
 1-2 times a month  
 2-4 times a month  
 More than 4 times a month

3. Have you ever heard of sports sponsorship?

Yes  
 No

4. Are you a customer of Mobilis?

Yes  
 No  
 I used to be

5. If yes, how long have you been a customer of Mobilis?

Less than a year  
 One to two years  
 Two to three years  
 More than three

**Mobilis Sponsorship**

Mobilis is a very active brand in the sports world, with several lines of sponsorship and endorsement.

12. Classify the following adjectives based on Mobilis' insertion in the type you chose.\*

	Strongly Disagree	Disagree	Neither Disagree nor agree	Agree	Strongly Agree
Fun	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Energetic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excitable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mildern	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Extreme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dangerous	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entertaining	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Living in the edge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Consider the following sentences and give your opinion on the Mobilis brand and the type of sponsorship you chose (as the MOST IMPORTANT)

13. Mark only one oval per row

	Strongly Disagree	Disagree	Neither Disagree nor agree	Agree	Strongly Agree
The values of the Mobilis brand appear to be similar to the values of the type of sponsorship I chose	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mobilis' logo is well applied in the type of sponsorship context	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The slogan "أولاد ليبيا" is well applied in the type of sponsorship context	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My perception of the Mobilis brand image is positive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My perception of the Mobilis brand image has changed by watching the type of sponsorship context	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Mark only one oval per row

	Strongly Disagree	Disagree	Neither Disagree nor agree	Agree	Strongly Agree
I am aware of the impact of this type of sponsorship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am aware of the Mobilis brand's reputation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know the type of sponsorship offered by the Mobilis brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know the type of sponsorship offered by other companies in the same industry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Perceived brand and Sponsorship Quality**

Consider the following sentences and, based on the type of sponsorship you chose (as the MOST IMPORTANT), give your opinion on the Mobilis brand

10. Mark only one oval per row

	Strongly Disagree	Disagree	Neither Disagree nor agree	Agree	Strongly Agree
The quality of the Mobilis brand is very high	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The quality of the Mobilis brand is low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The quality of the Mobilis brand can also be transmitted through their services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would rate the Mobilis brand as an exceptional good one in the telecommunication industry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Consider the following sentences and give your opinion on the type of sponsorship you chose (as the MOST IMPORTANT)

11. Mark only one oval per row

	Strongly Disagree	Disagree	Neither Disagree nor agree	Agree	Strongly Agree
In terms of overall quality, I would rate this type of sponsorship as an exceptional good one	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In terms of overall quality, I would rate this type of sponsorship as an exceptional good one by the sports industry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think this type of sponsorship is better than other types of sponsorship in the sports industry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This type of sponsorship's performance is first class	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Brand Image in the Sponsorship Context**

Consider the following sentences and, based on the type of sponsorship you chose (as the MOST IMPORTANT), give your opinion on the Mobilis brand

12/05/2021

Sports Sponsorship

14. Gender

- Male
- Female

15. Age

- < 18
- 18-24
- 25-34
- 35-44
- 45-54
- > 54

16. Profession

- A senior executive
- A student
- An employee
- Graduated
- Retired



Google Forms

## Appendix N°2: Sponsorship and Brand Equity Variables' Tests

		Levene Statistic	df1	df2	Sig.
Sponsorship Awareness					
q9.1	Based on Mean	2.156	3	146	0.096
q9.2	Based on Mean	2.223	3	146	0.088
q9.3	Based on Mean	1.528	3	146	0.210
q9.4	Based on Mean	0.123	3	146	0.946
Perceived Sponsorship Quality					
q11.1	Based on Mean	1.279	3	146	0.284
q11.2	Based on Mean	1.331	3	146	0.267
q11.3	Based on Mean	1.148	3	146	0.332
q11.4	Based on Mean	2.089	3	146	0.104
Sponsorship Image					
q13.1	Based on Mean	2.457	3	146	0.065
q13.2	Based on Mean	0.446	3	146	0.720
q13.3	Based on Mean	2.035	3	146	0.112
q13.4	Based on Mean	0.647	3	146	0.586
q13.5	Based on Mean	0.029	3	146	0.993

**Table N°14 : Sponsorship variables' Levene's Test**

		Levene Statistic	df1	df2	Sig.
Brand Image					
q12.1	Based on Mean	0.686	3	146	0.562
q12.2	Based on Mean	0.205	3	146	0.893
q12.3	Based on Mean	0.930	3	146	0.428
q12.4	Based on Mean	2.422	3	146	0.068
q12.5	Based on Mean	0.103	3	146	0.958
q12.6	Based on Mean	2.571	3	146	0.057
q12.7	Based on Mean	2.118	3	146	0.100
q12.8	Based on Mean	2.561	3	146	0.057
q12.9	Based on Mean	0.222	3	146	0.881
Brand Awareness					
q8.1	Based on Mean	0.712	3	146	0.546
q8.2	Based on Mean	4.970	3	146	0.003
q8.3	Based on Mean	0.288	3	146	0.834
q8.4	Based on Mean	0.345	3	146	0.793
q8.5	Based on Mean	1.553	3	146	0.203
Brand Loyalty					
q7.1	Based on Mean	2.376	3	146	0.072
q7.2	Based on Mean	0.795	3	146	0.498
q7.3	Based on Mean	0.842	3	146	0.473
q7.4	Based on Mean	2.119	3	146	0.100
q7.5	Based on Mean	0.841	3	146	0.474
Perceived Brand Quality					
q10.1	Based on Mean	0.293	3	146	0.830
q10.2	Based on Mean	0.811	3	146	0.490
q10.3	Based on Mean	0.708	3	146	0.548
q10.4	Based on Mean	1.602	3	146	0.191

**Table N°15 : Brand Equity variables' Levene's Test**

		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>Sponsorship Awareness</b>						
q9.1	Between Groups	2.783	3	0.928	4.506	0.005
	Within Groups	30.051	146	0.206		
	Total	32.833	149			
q9.2	Between Groups	0.138	3	0.046	0.335	0.800
	Within Groups	20.055	146	0.137		
	Total	20.193	149			
q9.3	Between Groups	0.545	3	0.182	1.306	0.275
	Within Groups	20.289	146	0.139		
	Total	20.833	149			
q9.4	Between Groups	0.967	3	0.322	0.838	0.475
	Within Groups	56.107	146	0.384		
	Total	57.073	149			
<b>Perceived Sponsorship Quality</b>						
q11.1	Between Groups	0.454	3	0.151	0.965	0.411
	Within Groups	22.880	146	0.157		
	Total	23.333	149			
q11.2	Between Groups	2.193	3	0.731	2.119	0.100
	Within Groups	50.367	146	0.345		
	Total	52.560	149			
q11.3	Between Groups	0.869	3	0.290	0.659	0.579
	Within Groups	64.204	146	0.440		
	Total	65.073	149			
q11.4	Between Groups	9.796	3	3.265	14.171	0.000
	Within Groups	33.644	146	0.230		
	Total	43.440	149			
<b>Sponsorship Image</b>						
q13.1	Between Groups	9.115	3	3.038	17.141	0.000
	Within Groups	25.879	146	0.177		
	Total	34.993	149			
q13.2	Between Groups	3.722	3	1.241	2.528	0.060
	Within Groups	71.671	146	0.491		
	Total	75.393	149			
q13.3	Between Groups	37.429	3	12.476	9.112	0.000
	Within Groups	199.905	146	1.369		
	Total	237.333	149			
q13.4	Between Groups	0.101	3	0.034	0.094	0.963
	Within Groups	52.492	146	0.360		
	Total	52.593	149			
q13.5	Between Groups	0.379	3	0.126	0.413	0.744
	Within Groups	44.714	146	0.306		
	Total	45.093	149			

**Table N°16 : Sponsorship variables' ANOVA test**

		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>Brand Image</b>						
q12.1	Between Groups	0.459	3	0.153	0.161	0.922
	Within Groups	138.501	146	0.949		
	Total	138.960	149			
q12.2	Between Groups	0.242	3	0.081	0.059	0.981
	Within Groups	201.151	146	1.378		
	Total	201.393	149			
q12.3	Between Groups	1.937	3	0.646	0.955	0.416
	Within Groups	98.656	146	0.676		
	Total	100.593	149			
q12.4	Between Groups	6.765	3	2.255	9.043	0.000
	Within Groups	36.408	146	0.249		
	Total	43.173	149			
q12.5	Between Groups	6.496	3	2.165	3.824	0.011
	Within Groups	82.678	146	0.566		
	Total	89.173	149			
q12.6	Between Groups	7.412	3	2.471	2.035	0.112
	Within Groups	177.262	146	1.214		
	Total	184.673	149			
q12.7	Between Groups	30.592	3	10.197	5.629	0.001
	Within Groups	264.501	146	1.812		
	Total	295.093	149			
q12.8	Between Groups	4.988	3	1.663	1.449	0.231
	Within Groups	167.472	146	1.147		
	Total	172.460	149			
q12.9	Between Groups	0.945	3	0.315	0.279	0.840
	Within Groups	164.529	146	1.127		
	Total	165.473	149			
<b>Brand Awareness</b>						
q8.1	Between Groups	1.717	3	0.572	0.891	0.448
	Within Groups	93.783	146	0.642		
	Total	95.500	149			
q8.2	Between Groups	1.930	3	0.643	1.500	0.217
	Within Groups	62.630	146	0.429		
	Total	64.560	149			
q8.3	Between Groups	0.412	3	0.137	0.400	0.753
	Within Groups	50.128	146	0.343		
	Total	50.540	149			
q8.4	Between Groups	0.283	3	0.094	0.319	0.812
	Within Groups	43.190	146	0.296		
	Total	43.473	149			
q8.5r	Between Groups	0.537	3	0.179	0.388	0.762
	Within Groups	67.257	146	0.461		
	Total	67.793	149			

Brand Loyalty						
q7.1	Between Groups	8.415	3	2.805	1.748	0.160
	Within Groups	234.225	146	1.604		
	Total	242.640	149			
q7.2	Between Groups	3.468	3	1.156	0.755	0.521
	Within Groups	223.492	146	1.531		
	Total	226.960	149			
q7.3	Between Groups	2.952	3	0.984	1.240	0.297
	Within Groups	115.881	146	0.794		
	Total	118.833	149			
q7.4	Between Groups	2.897	3	0.966	1.710	0.167
	Within Groups	82.436	146	0.565		
	Total	85.333	149			
q7.5	Between Groups	9.565	3	3.188	1.466	0.226
	Within Groups	317.508	146	2.175		
	Total	327.073	149			
Perceived Brand Quality						
q10.1	Between Groups	12.873	3	4.291	3.226	0.024
	Within Groups	194.201	146	1.330		
	Total	207.073	149			
q10.2	Between Groups	2.576	3	0.859	2.002	0.116
	Within Groups	62.598	146	0.429		
	Total	65.173	149			
q10.3	Between Groups	3.402	3	1.134	1.126	0.340
	Within Groups	146.971	146	1.007		
	Total	150.373	149			
q10.4	Between Groups	5.459	3	1.820	1.315	0.272
	Within Groups	202.034	146	1.384		
	Total	207.493	149			

**Table N°17 : Brand Equity variables' ANOVA test**

### Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of I can easily recognize the Mobilis brand among other brands is the same across categories of Most important.	Independent-samples Kruskal-Wallis Test	.416	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is ,05.

**Figure N°33 : Brand Awareness' Kruskal-Wallis Test**

			Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
(I) Most important type		Lower Bound				Upper Bound	
Sponsorship Awareness Dependent Variable: q9.1							
		SC	0.24	0.117	0.179	-0.07	0.54
	SE	AT	0.15	0.126	0.614	-0.17	0.48
		SF	-0.17	0.087	0.201	-0.40	0.05
		SE	-0.24	0.117	0.179	-0.54	0.07
	SC	AT	-0.09	0.154	0.945	-0.49	0.31
		SF	-.41*	0.124	0.006	-0.73	-0.09
Tukey HSD		SE	-0.15	0.126	0.614	-0.48	0.17
	AT	SC	0.09	0.154	0.945	-0.31	0.49
		SF	-0.33	0.132	0.070	-0.67	0.02
		SE	0.17	0.087	0.201	-0.05	0.40
	SF	SC	.41*	0.124	0.006	0.09	0.73
		AT	0.33	0.132	0.070	-0.02	0.67
<hr/>							
		SC	0.24	0.117	0.250	-0.09	0.57
	SE	AT	0.15	0.126	0.685	-0.20	0.51
		SF	-0.17	0.087	0.276	-0.42	0.07
		SE	-0.24	0.117	0.250	-0.57	0.09
	SC	AT	-0.09	0.154	0.958	-0.52	0.35
		SF	-.41*	0.124	0.014	-0.76	-0.06
Scheffe		SE	-0.15	0.126	0.685	-0.51	0.20
	AT	SC	0.09	0.154	0.958	-0.35	0.52
		SF	-0.33	0.132	0.114	-0.70	0.05
		SE	0.17	0.087	0.276	-0.07	0.42
	SF	SC	.41*	0.124	0.014	0.06	0.76
		AT	0.33	0.132	0.114	-0.05	0.70
<hr/>							
Perceived Sponsorship Quality Dependent Variable: q11.4							
		SC	0.08	0.124	0.930	-0.25	0.40
	SE	AT	-.46*	0.133	0.004	-0.81	-0.12
		SF	-.51*	0.092	0.000	-0.75	-0.28
		SE	-0.08	0.124	0.930	-0.40	0.25
	SC	AT	-.54*	0.163	0.006	-0.96	-0.12
		SF	-.59*	0.131	0.000	-0.93	-0.25
Tukey HSD		SE	.46*	0.133	0.004	0.12	0.81
	AT	SC	.54*	0.163	0.006	0.12	0.96
		SF	-0.05	0.140	0.984	-0.41	0.31
		SE	.51*	0.092	0.000	0.28	0.75
	SF	SC	.59*	0.131	0.000	0.25	0.93
		AT	0.05	0.140	0.984	-0.31	0.41
<hr/>							
Scheffe	SE	SC	0.08	0.124	0.947	-0.28	0.43
		AT	-.46*	0.133	0.008	-0.84	-0.09
		SF	-.51*	0.092	0.000	-0.77	-0.25

		SE	-0.08	0.124	0.947	-0.43	0.28
	SC	AT	-.54*	0.163	0.014	-1.00	-0.08
		SF	-.59*	0.131	0.000	-0.96	-0.22
		SE	.46*	0.133	0.008	0.09	0.84
	AT	SC	.54*	0.163	0.014	0.08	1.00
		SF	-0.05	0.140	0.988	-0.45	0.35
		SE	.51*	0.092	0.000	0.25	0.77
	SF	SC	.59*	0.131	0.000	0.22	0.96
		AT	0.05	0.140	0.988	-0.35	0.45

Sponsorship Image  
Dependent Variable: 11.1

		SC	.62*	0.109	0.000	0.34	0.90
	SE	AT	.58*	0.117	0.000	0.28	0.88
		SF	0.05	0.080	0.922	-0.16	0.26
		SE	-.62*	0.109	0.000	-0.90	-0.34
	SC	AT	-0.04	0.143	0.993	-0.41	0.33
		SF	-.57*	0.115	0.000	-0.87	-0.27
Tukey HSD		SE	-.58*	0.117	0.000	-0.88	-0.28
	AT	SC	0.04	0.143	0.993	-0.33	0.41
		SF	-.53*	0.123	0.000	-0.85	-0.21
		SE	-0.05	0.080	0.922	-0.26	0.16
	SF	SC	.57*	0.115	0.000	0.27	0.87
		AT	.53*	0.123	0.000	0.21	0.85
		SC	.62*	0.109	0.000	0.31	0.93
	SE	AT	.58*	0.117	0.000	0.25	0.91
		SF	0.05	0.080	0.940	-0.18	0.28
		SE	-.62*	0.109	0.000	-0.93	-0.31
	SC	AT	-0.04	0.143	0.994	-0.44	0.36
		SF	-.57*	0.115	0.000	-0.89	-0.24
Scheffe		SE	-.58*	0.117	0.000	-0.91	-0.25
	AT	SC	0.04	0.143	0.994	-0.36	0.44
		SF	-.53*	0.123	0.001	-0.87	-0.18
		SE	-0.05	0.080	0.940	-0.28	0.18
	SF	SC	.57*	0.115	0.000	0.24	0.89
		AT	.53*	0.123	0.001	0.18	0.87

Sponsorship Image  
Dependent Variable: 11.3

		SC	-0.09	0.303	0.991	-0.87	0.70
	SE	AT	1.45*	0.324	0.000	0.61	2.29
		SF	-0.30	0.224	0.529	-0.88	0.28
		SE	0.09	0.303	0.991	-0.70	0.87
Tukey HSD	SC	AT	1.54*	0.397	0.001	0.50	2.57
		SF	-0.22	0.320	0.907	-1.05	0.62
		SE	-1.45*	0.324	0.000	-2.29	-0.61
	AT	SC	-1.54*	0.397	0.001	-2.57	-0.50
		SF	-1.75*	0.341	0.000	-2.64	-0.87

	SE	0.30	0.224	0.529	-0.28	0.88
SF	SC	0.22	0.320	0.907	-0.62	1.05
	AT	1,75*	0.341	0.000	0.87	2.64
	SC	-0.09	0.303	0.994	-0.94	0.77
SE	AT	1,45*	0.324	0.000	0.53	2.37
	SF	-0.30	0.224	0.608	-0.94	0.33
	SE	0.09	0.303	0.994	-0.77	0.94
SC	AT	1,54*	0.397	0.003	0.41	2.66
	SF	-0.22	0.320	0.929	-1.12	0.69
	SE	-1,45*	0.324	0.000	-2.37	-0.53
AT	SC	-1,54*	0.397	0.003	-2.66	-0.41
	SF	-1,75*	0.341	0.000	-2.71	-0.79
	SE	0.30	0.224	0.608	-0.33	0.94
SF	SC	0.22	0.320	0.929	-0.69	1.12
	AT	1,75*	0.341	0.000	0.79	2.71

\*. The mean difference is significant at the ,05 level.

**Table N°18 : Sponsorship variables' Tukey&Sceffé's Tests**

(I) Most important type		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		
					Lower Bound	Upper Bound	
Brand Image							
Dependent Variable: q12.4							
Tukey HSD	SE	SC	0.09	0.129	0.900	-0.25	0.43
		AT	-0.33	0.138	0.092	-0.68	0.03
		SF	-,43*	0.095	0.000	-0.68	-0.19
	SC	SE	-0.09	0.129	0.900	-0.43	0.25
		AT	-0.41	0.169	0.073	-0.85	0.03
		SF	-,52*	0.137	0.001	-0.88	-0.17
	AT	SE	0.33	0.138	0.092	-0.03	0.68
		SC	0.41	0.169	0.073	-0.03	0.85
		SF	-0.11	0.145	0.879	-0.49	0.27
SF	SE	,43*	0.095	0.000	0.19	0.68	
	SC	,52*	0.137	0.001	0.17	0.88	
	AT	0.11	0.145	0.879	-0.27	0.49	
Scheffe	SE	SC	0.09	0.129	0.923	-0.28	0.45
		AT	-0.33	0.138	0.143	-0.72	0.07
		SF	-,43*	0.095	0.000	-0.70	-0.16
	SC	SE	-0.09	0.129	0.923	-0.45	0.28
		AT	-0.41	0.169	0.117	-0.89	0.06
		SF	-,52*	0.137	0.003	-0.91	-0.14
	AT	SE	0.33	0.138	0.143	-0.07	0.72
		SC	0.41	0.169	0.117	-0.06	0.89
		SF	-0.11	0.145	0.906	-0.52	0.30
SF	SE	,43*	0.095	0.000	0.16	0.70	

		SC	,52*	0.137	0.003	0.14	0.91
		AT	0.11	0.145	0.906	-0.30	0.52
Dependent Variable: 12.5							
		SC	0.14	0.195	0.893	-0.37	0.64
	SE	AT	-0.16	0.209	0.860	-0.71	0.38
		SF	-,43*	0.144	0.019	-0.80	-0.05
		SE	-0.14	0.195	0.893	-0.64	0.37
	SC	AT	-0.30	0.255	0.637	-0.97	0.36
		SF	-,56*	0.206	0.035	-1.10	-0.03
		SE	0.16	0.209	0.860	-0.38	0.71
	AT	SC	0.30	0.255	0.637	-0.36	0.97
		SF	-0.26	0.219	0.633	-0.83	0.31
		SE	,43*	0.144	0.019	0.05	0.80
	SF	SC	,56*	0.206	0.035	0.03	1.10
		AT	0.26	0.219	0.633	-0.31	0.83
<hr/>							
		SC	0.14	0.195	0.918	-0.41	0.69
	SE	AT	-0.16	0.209	0.891	-0.75	0.43
		SF	-,43*	0.144	0.036	-0.83	-0.02
		SE	-0.14	0.195	0.918	-0.69	0.41
	SC	AT	-0.30	0.255	0.705	-1.02	0.42
		SF	-0.56	0.206	0.062	-1.15	0.02
		SE	0.16	0.209	0.891	-0.43	0.75
	AT	SC	0.30	0.255	0.705	-0.42	1.02
		SF	-0.26	0.219	0.701	-0.88	0.36
		SE	,43*	0.144	0.036	0.02	0.83
	SF	SC	0.56	0.206	0.062	-0.02	1.15
		AT	0.26	0.219	0.701	-0.36	0.88
<hr/>							
Dependent Variable: 12.7							
		SC	0.72	0.348	0.165	-0.18	1.63
	SE	AT	-1,08*	0.373	0.023	-2.05	-0.11
		SF	0.23	0.257	0.814	-0.44	0.90
		SE	-0.72	0.348	0.165	-1.63	0.18
	SC	AT	-1,80*	0.457	0.001	-2.99	-0.62
		SF	-0.50	0.368	0.533	-1.45	0.46
		SE	1,08*	0.373	0.023	0.11	2.05
	AT	SC	1,80*	0.457	0.001	0.62	2.99
		SF	1,31*	0.392	0.006	0.29	2.32
		SE	-0.23	0.257	0.814	-0.90	0.44
	SF	SC	0.50	0.368	0.533	-0.46	1.45
		AT	-1,31*	0.392	0.006	-2.32	-0.29
<hr/>							
		SC	0.72	0.348	0.233	-0.26	1.71
	SE	AT	-1,08*	0.373	0.043	-2.13	-0.02
		SF	0.23	0.257	0.854	-0.50	0.95
	SC	SE	-0.72	0.348	0.233	-1.71	0.26

		AT	-1,80*	0.457	0.002	-3.09	-0.51
		SF	-0.50	0.368	0.611	-1.54	0.54
		SE	1,08*	0.373	0.043	0.02	2.13
	AT	SC	1,80*	0.457	0.002	0.51	3.09
		SF	1,31*	0.392	0.013	0.20	2.41
		SE	-0.23	0.257	0.854	-0.95	0.50
	SF	SC	0.50	0.368	0.611	-0.54	1.54
		AT	-1,31*	0.392	0.013	-2.41	-0.20
Perceived Brand Quality Dependent Variable: 10.1							
		SC	-0.09	0.298	0.990	-0.87	0.69
	SE	AT	-0.46	0.320	0.486	-1.29	0.38
		SF	-,65*	0.220	0.018	-1.23	-0.08
		SE	0.09	0.298	0.990	-0.69	0.87
	SC	AT	-0.37	0.391	0.787	-1.38	0.65
		SF	-0.56	0.316	0.284	-1.38	0.26
		SE	0.46	0.320	0.486	-0.38	1.29
Tukey HSD	AT	SC	0.37	0.391	0.787	-0.65	1.38
		SF	-0.20	0.336	0.934	-1.07	0.67
		SE	,65*	0.220	0.018	0.08	1.23
	SF	SC	0.56	0.316	0.284	-0.26	1.38
		AT	0.20	0.336	0.934	-0.67	1.07
<hr/>							
		SC	-0.09	0.298	0.993	-0.93	0.75
	SE	AT	-0.46	0.320	0.568	-1.36	0.45
		SF	-,65*	0.220	0.035	-1.28	-0.03
		SE	0.09	0.298	0.993	-0.75	0.93
	SC	AT	-0.37	0.391	0.832	-1.47	0.74
		SF	-0.56	0.316	0.366	-1.46	0.33
Scheffe		SE	0.46	0.320	0.568	-0.45	1.36
	AT	SC	0.37	0.391	0.832	-0.74	1.47
		SF	-0.20	0.336	0.950	-1.15	0.75
		SE	,65*	0.220	0.035	0.03	1.28
	SF	SC	0.56	0.316	0.366	-0.33	1.46
		AT	0.20	0.336	0.950	-0.75	1.15

\*. The mean difference is significant at the ,05 level.

**Table N°19 : Brand variables' Tukey&Scheffé's Tests**

(I) Most important			Mean Difference (I- J)	Std. Error	Sig.
Dependant Variable: q8.2					
		SC	0.29	0.243	0.641
	SE	AT	-0.16	0.154	0.747
		SF	-0.01	0.111	1.000
		SE	-0.29	0.243	0.641
	SC	AT	-0.44	0.269	0.367
		SF	-0.30	0.247	0.628
Games- Howell		SE	0.16	0.154	0.747
	AT	SC	0.44	0.269	0.367
		SF	0.15	0.160	0.799
		SE	0.01	0.111	1.000
	SF	SC	0.30	0.247	0.628
		AT	-0.15	0.160	0.799
<hr/>					
		SC	0.29	0.243	
	SE	AT	-0.16	0.154	
		SF	-0.01	0.111	
		SE	-0.29	0.243	
	SC	AT	-0.44	0.269	
		SF	-0.30	0.247	
Dunnnett C		SE	0.16	0.154	
	AT	SC	0.44	0.269	
		SF	0.15	0.160	
		SE	0.01	0.111	
	SF	SC	0.30	0.247	
		AT	-0.15	0.160	

Based on observed means.

The error term is Mean Square(Error) = ,429.

**Table N°20 : Brand Awareness' Games-Howell&Dunnnett's Tests**

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