# AYBU Business Journal

RESEARCH ARTICLE

## How Consumer Attitudes Shape Brand Equity?: A Comparıson Of Bayern Munich And Barcelona Football Clubs' Fans

Tamerlan MASHADIHASANLI [ID] [a*]

[a]Istanbul University, Institute of Social Sciences, Department of Economics, Istanbul, Turkey

*Abstract*

In recent years, developments in the sports industry have made it possible for professional football clubs to be accepted as brands and to be managed from this perspective. The main purpose underlying the brand management efforts of club managers is to create "brand equity". The creation of brand equity in professional football clubs and the importance of fan attitude in creating brand equity attracts great attention from both academics and practitioners in many countries. In the research, some evaluations are provided in terms of fan attitudes and brand equity to improve inadequate strategies such as the increase in competition in the field of sports, the weak connections between the fan and the club, the emergence of club debts, and the inadequate brand strategies. In this respect, an investigation of the effect of fan attitude on brand equity in terms of professional football clubs constitutes the basis of the research. In the research, a comparison was formulated based on F.C. Bayern Munich and F.C. Barcelona. The findings state that consumer attitude had a positive effect on the brand equity of the club. It is an important effect for the literature to reveal how consumer attitudes affect brand equity in such a big market rather than general consumer goods.

## 1. INTRODUCTION

Football has become a worldwide industry competing for its share of leisure time. Recently, it has spread to a wide audience with the development of technology and as a result has become a service sector that stands out with its economic features. Individuals and organisations in the mentioned sector have changed over time and the clubs have turned into businesses, as well as the fans and the audience have turned into consumers.

The rapid day by day increase in competition in the sports industry has shown that professional football clubs cannot survive without economic efficiency. In this respect, the trend in the sports industry in recent years is that professional football clubs are seen as a brand and managed with this view. The main purpose of club management in brand management studies is to create "brand equity" for the club. Aaker (1991, 1996)

---

[*]Corresponding author.

**Contact:** Tamerlan Mashadihasanli [✉] tamerlan.mashadihasanli@ogr.iu.edu.tr

**To cite this article:** Mashadihasanli, T. (2023). How Consumer Attitudes Shape Brand Equity?: A Comparıson Of Bayern Munich And Barcelona Football Clubs' Fans. *AYBU Business Journal, 3*(1), 1-21.

defined brand equity as "a set of assets and liabilities linked to a brand, its name, and symbol, that adds to or subtracts from the value provided by a product or service to a firm and/or to that firm's customers." The assets mentioned here are brand awareness, brand association, perceived quality and brand loyalty.

Considering all global industries, it is noteworthy that the sports industry is becoming more and more important as consumers tend to spend increasingly in the sports market. Although the sports industry develops, it also raises some problems. For example, the increase in competition in the sports sector, the emergence of club debts, the weak connections between the fan and the club, and the inadequate brand strategies make it necessary for the institutions that make up the sports industry to develop new strategies to fix these problems. The creation of brand equity in professional football clubs and the importance of fan attitude in creating brand equity attracts great interest from both academics and practitioners in many countries. In the research, some evaluations are provided in terms of fan attitudes and brand equity to improve the above-mentioned inadequate strategies in the field of sports. In this respect, in the research it was aimed to reveal how consumer attitudes affect brand equity. In this context, football club fans are considered as consumers and their attitude and brand equity perception are examined within the framework of professional football clubs. In the research, a comparison was formulated based on F.C. Bayern Munich and F.C. Barcelona.

The research is structured as follow. In the section 2, we discuss the recent studies in the literature about the topic and develop hypoteses. Research method, data and model are given in Section 3. Findings are described in Section 4. And lastly, conclusion and discussion are given in Section 5.

## 2. LITERATURE REVIEWS AND HYPOTHESIS DEVELOPMENT

With the formation of awareness that realises the process of recognising and remembering the brand, some important information about the brand is learned. The strengthening of this learning provides brand familiarity. Messages that connect with information stored in memory through brand familiarity affect the formation of associations. At the end of this described process, brand attitude occurs (Tosun, 2010:138). Nguyen, Barrett & Miller (2011: 222) examined relationships between advertising attitudes and brand awareness. According to the results of the research, there are positive relationships between advertising attitudes and brand awareness. In research by Na, Marshall & Keller (1999), the effect of brand awareness on brand attitude was examined. According to the results of the research, the higher the level of awareness on a brand, the attitudes towards that brand will be high or vice versa. In the research on sports sponsorship, it was found that attitudinal loyalty affects sponsorship awareness, the attitude toward both sponsors and purchase intentions, as well as sponsorship awareness significantly affects attitude towards sponsors (Biscaia et al.2013: 288). According to the research conducted by Jensen & Limbu (2016: 44), a positive relationship was found between awareness, attitude and behaviour. Based on these, it was thought that attitude had an effect on brand awareness dimension of brand equity and H1a has been proposed;

**H1a**: Fan attitude has a positive and statistically significant effect on **brand awareness** of the club's brand equity.

Keller (1993) found that there is a relationship between brand association and attitude towards the brand. In their research, Praxmarer & Gierl (2009) concluded that positive associations have a positive effect, negative associations have a negative effect on brand attitude. The findings of the research conducted by Rohit and Panda (2018: 61) show that a cause-brand association has a positive effect on attitude towards the association, the brand, the company and the cause which in turn increases purchase intentions. In another study, it was found that alliances with poor overall attitudes are often linked to associations of attributes of the original product class. However, alliances with strong attitudes are linked to positive associations concerned to the fit between the alliance partners (James, 2005: 14). In their research, Faircloth et al.(2001: 61) found that brand equity can be manipulated at the independent construct level by providing consumers

with specific brand associations or signals and that these associations will result in images and attitudes that affect brand equity. Maderer et al.(2016: 2) observed the impact of brand associations on attitudinal loyalty in the football industry and according to the results of the research, brand attributes/attribute associations have a negative effect on attitudinal loyalty, while brand benefits/benefit associations positively affect attitudinal loyalty. Kerr & Gladden (2008) stated that star players play an important role in building attitudinal loyalty. On the other hand, the stadium has a greater impact on the fans who attend games and make experiences first hand (Gladden & Funk, 2002). Increased involvement leads to higher loyalty and stronger attitudes (Funk & Pastore, 2000; Hill & Green, 2000). Thus, the effect of benefits on attitudinal loyalty increases over time. Based on the aforementioned studies, it was thought that attitude had an effect on brand association dimension of brand equity and H1b has been developed;

**H1b:** Fan attitude has a positive and statistically significant effect on **brand association** of the club's brand equity.

Upon completion of the research, it was revealed that there is a strong relationship between perceived quality and consumer attitude (Santoso, 2014, Khan, Ahmed & Hussain, 2018). Research conducted by Zafar & Khan (2011) to the Pakistani university students, attitudes towards social network advertisements were examined and it was concluded that reliability, informativeness and entertainment perceptions towards social network advertisements have positive effects on attitudes. Shin et al (2014: 1) concluded that perceived quality and brand image, which are the components of brand equity, have an effect on brand attitude, brand attitude to brand loyalty, and also brand awareness to brand loyalty. Kwun & Oh (2007: 81)'s research founded that brand awareness, brand image and perceived quality have an effect on the attitude of corporate image. A positive quality can determine a positive attitude towards the website, even if the consumer is not satisfied with the website. Alternatively, sports organisations should pay attention to maintain a high-quality of the website if they want to increase the attitude towards the brand in order to attract the consumer to the sports event (Alonso-Dos-Santos et al. 2017: 54). In the research conducted by Papadimitriou et al.(2016: 2), it was found that sports sponsor-event fit indirectly affects sponsor brand purchase intentions through brand attitude and perceived brand quality. In this context, it was thought that attitude had an effect on perceived quality dimension of brand equity and H1c has been proposed;

**H1c:** Fan attitude has a positive and statistically significant effect on **perceived quality** of the club's brand equity.

When looking at the literature, one notices that there is very little research to examine the relationship between attitude and brand loyalty. However, there are several types of research to measure the relationship between these two variables. MacKenzie, Lutz & Belch (1986) argued that there is a positive relationship between attitude and brand loyalty. At the same time, Shamdasani & Balakrishnan (2000) concluded that attitude has a significant effect on brand loyalty. Consumers do not change their preferences for certain brands and they are attached to these brands when purchasing products (Brown et al.1991). And these consumers develop positive attitudes toward certain brands they buy constantly (Assael, 2003). Buyers who are loyal to the brand are likely to buy the same brands in the future due to their brand attitudes. Buyers with low loyalty towards the brand are more likely to be converted if they have a positive view of products that they have not yet purchased (Baldinger & Rubinson, 1996). In the research conducted by Yücel & Gülter (2015: 145), it was found that the components of brand equity (brand awareness, brand association and perceived quality) have positive effects on fan loyalty. Fan loyalty is positively affected by the brand attitude of the fan. The non-product-related brand attributes (i.e., logo or tradition) have an impact on attitude and behaviour (Bauer et al.2008: 205). Fans who have a more positive attitude towards their favourite teams, establish a higher social attachment with the team and its players. Thus, this attachment results in repurchase behaviour and positively affects behavioural loyalty (Martin, 2013). In previous sports studies, attitudinal loyalty was investigated as a prerequisite that has a strong positive impact on behavioural loyalty (Bauer et

al.2005; Funk et al.2000; Mahony et al.2000). Based on the aforementioned studies, it was thought that attitude had an effect on brand loyalty dimension of brand equity and H1d has been developed;

**H1d:** Fan attitude has a positive and statistically significant effect on **brand loyalty** of the club's brand equity.

The research model created in line with the literature review and the assumptions put forward is given in Figure1.

## 3. RESEARCH METHOD

In the research, some evaluations are provided in terms of fan attitudes and brand equity to improve inadequate strategies such as the increase in competition in the field of sports, the weak connections between the fan and the club, the emergence of club debts, and the inadequate brand strategies. In this respect, an investigation of the effect of fan attitude on brand equity in terms of professional football clubs constitutes the basis of the research. In this context, football club fans are considered as consumers and they were analysed according to various criteria. As well as, in the research, the effect of the attitudes towards the football clubs on the brand equity of the football clubs in terms of brand awareness, brand association, perceived quality, and brand loyalty were examined, Bayern Munich and Barcelona clubs were compared.

## 4. SAMPLE AND DATA COLLECTION

The targets of the research are the supporters of Bayern Munich and Barcelona clubs. The main reason for choosing these teams is that both clubs have recently dominated their domestic leagues, have the same number of championships (5) in the Champions League, Europe's most prestigious tournament, both clubs are the closest in Europe's most valuable club ranking in recent years, and the values of the clubs are close to each other in terms of brand equity: Bayern Munich USD 1.41 billion and Barcelona USD 1.51 billion.

Limiting the sample size consists of two different methods (Kline, 2011). According to the first method, ten times the question statement is a sample size. According to the second method, 200 participants constitute the sample size as a standard sample size. In the research, more than 200 participants (269 Bayern Munich, 284 Barcelona) were reached for each club based on the second method. As the sampling method, the simple random sampling method was preferred.

The research was carried out by making an online survey to 269 Bayern Munich and 284 Barcelona fans, to a total of 553 fans. The survey was shared on "Facebook" social media platform, "The Bayern Times - BM.DNA", "FC Barcelona Is In My DNA" and "Avropa Liqaları" football club fan pages. The data collection process covers the dates November 26-December 20, 2018.

## 5. RESEARCH DESIGN

The data of the research was collected by method of a survey. The survey consists of 3 parts. In the first part, 11 questions about fan attitude (Mahony, Madrigal & Hovk'ard: 2000), in the second part, 3 questions about brand awareness (Schivinski & Dabrowski: 2014; Atilgan, Aksoy & Akinci: 2005), 12 about brand association (Gladden & Funk: 2002), 4 about perceived quality (Keller & Aaker: 1992; Kumar: 2005a; Kumar: 2005b; Taylor & Bearden: 2002) and 4 about brand loyalty (Schivinski & Dabrowski: 2014) (total 34), and in the third part, 4 questions were asked to determine the demographic characteristics of the participants. The research was measured with a 5-point Likert scale. The participants were asked to show their level of participation in these items. In the research, the scale grading was done as follows: "Strongly Disagree: 1", "Disagree: 2", "Neutral: 3", "Agree: 4" ve "Strongly Agree: 5"

## 6. RESEARCH MODEL

Although the originally established model of the research is the model in figure 1, the model of the research changed after factor analysis for each club (see pages 14 and 15).
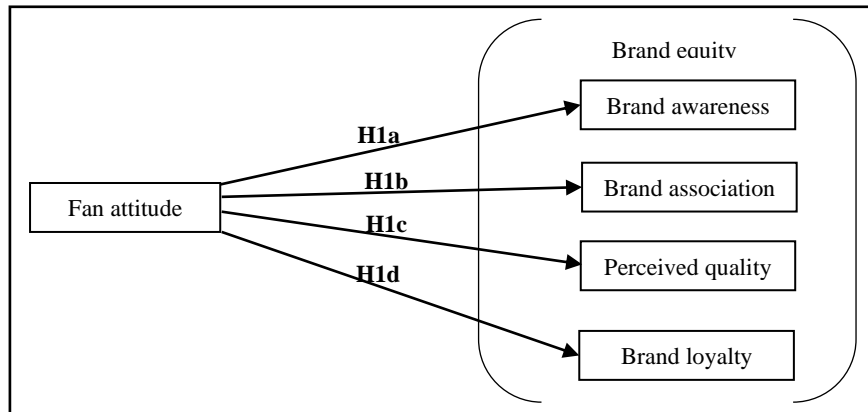


*Figure 1. Research model*

## 7. FINDINGS

### Demographic findings

**Table 1.** Demographic characteristics of Bayern Munich fans

| | FREQUENCY | (%) | | FREQUENCY | (%) |
|---|---|---|---|---|---|
| **GENDER** | | | **MARITAL STATUS** | | |
| *Female* | 33 | 12,3 | *Married* | 16 | 5,9 |
| *Male* | 236 | 87,7 | *Single* | 235 | 87,4 |
| *TOTAL* | 269 | 100 | *Other* | 18 | 6,7 |
| | FREQUENCY | (%) | *TOTAL* | 269 | 100 |
| **AGE** | | | | FREQUENCY | (%) |
| *18-26* | 245 | 91,1 | **EDUCATION** | | |
| *27-35* | 16 | 5,9 | *Primary school* | 5 | 1,9 |
| *36-44* | 4 | 1,5 | *Secondary school* | 17 | 6,3 |
| *45-53* | 2 | 0,7 | *High school* | 99 | 36,8 |
| *54-62* | 1 | 0,4 | *Bachelor* | 116 | 43,1 |
| *Over 63* | 1 | 0,4 | *Master* | 30 | 11,2 |

| | | | | | |
|---|---|---|---|---|---|
| ***TOTAL*** | 269 | 100 | ***Doctorate*** | 2 | 0,7 |
| | | | ***TOTAL*** | 269 | 100 |

12.3% of Bayern Munich fans are female and 87.7% are male fans. 91.1% of Bayern Munich fans are 18-26 years old, 5.9% are 27-35 years old, 1.5% are 36-44 years old, 0.7% are 45- 53 years old, 0.4% are 54-62 years old, 0.4% are over 63. 1.9% of Bayern Munich fans are primary school graduates, 6.3% secondary are school graduates, 36.8% are high school graduates, 43.1% have a bachelor degree, 11.2% have a master degree, 0.7% have a doctorate degree. 5.9% of Bayern Munich fans are married, 87.4% are single and 6.7% are other.

*Table 2. Demographic characteristics of Barcelona fans*

| | **FREQUENCY** | **(%)** | | **FREQUENCY** | **(%)** |
|---|---|---|---|---|---|
| **GENDER** | | | **MARITAL STATUS** | | |
| ***Female*** | 19 | 6,7 | ***Married*** | 38 | 13,4 |
| ***Male*** | 265 | 93,3 | ***Single*** | 245 | 86,3 |
| ***TOTAL*** | 284 | 100 | ***Other*** | 1 | 0,4 |
| | **FREQUENCY** | **(%)** | ***TOTAL*** | 284 | 100 |
| **AGE** | | | | **FREQUENCY** | **(%)** |
| ***18-26*** | 233 | 82,0 | **EDUCATION** | | |
| ***27-35*** | 46 | 16,2 | ***Primary school*** | 2 | 0,7 |
| ***36-44*** | 3 | 1,1 | ***Secondary school*** | 10 | 3,5 |
| ***45-53*** | 1 | 0,4 | ***High school*** | 31 | 10,9 |
| ***54-62*** | 1 | 0,4 | ***Bachelor*** | 176 | 62,0 |
| ***Over 63*** | 0 | 0 | ***Master*** | 62 | 21,8 |
| ***TOTAL*** | 284 | 100 | ***Doctorate*** | 3 | 1,1 |
| | | | ***TOTAL*** | 284 | 100 |

6.7% of Barcelona fans are female and 93.3% are male fans. 82% of Barcelona fans are 18-26 years old, 16.2% are 27-35 years old, 1.1% are 36-44 years old, 0.4% are 45-53 years old, 0.4% are 54-62 years old, 0% are over 63. 0.7% of Barcelona fans are primary school graduates, 3.5% are secondary school

graduates, 10.9% are high school graduates, 62% have a bachelor degree, 21.8% have a master degree, % 1.1 have a doctorate degree. 13.4% of Barcelona fans are married, 86.3% are single and 0.4% are other.

**Table 3.** Mean, standard deviation and Cronbach's Alpha values of variables of all scales

| Scale | Code | Item | Mean | SD | α | Scale | Code | Item | Mean | SD | α |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Bayern Munich Fan Attitude | TM1 | I might rethink my allegiance to my favourite team if this team consistently performs poorly. | 1,30 | 0,670 | 0.715 | Barcelona Fan Attitude | TM2 | I would watch a game featuring my favourite team regardless of which team they are playing. | 4,12 | 1,167 | 0.772 |
| | TM2 | I would watch a game featuring my favourite team regardless of which team they are playing. | 4,35 | 0,933 | | | TM4 | Being a fan of my favourite team is important to me. | 4,34 | 1,002 | |
| | TM4 | Being a fan of my favourite team is important to me. | 4,56 | 0,898 | | | TM5 | Nothing could change my allegiance to my favourite team. | 4,20 | 1,164 | |
| | TM5 | Nothing could change my allegiance to my favourite team. | 4,46 | 0,971 | | | TM6 | I am a committed fan of my favourite team. | 4,47 | 0,858 | |
| | TM6 | I am a committed fan of my favourite team. | 4,64 | 0,752 | | | TM7 | I could easily be persuaded to change my favourite team preference. | 1,34 | 0,910 | |
| | TM7 | I could easily be persuaded to change my favourite team preference. | 1,22 | 0,677 | | | TM8 | I have been a fan of my favourite team since I began watching professional football. | 4,29 | 1,130 | |
| | TM8 | I have been a fan of my favourite team since I began watching professional football. | 4,26 | 1,137 | | | TM9 | It would be unlikely for me to change my allegiance from my current favourite team to another. | 4,54 | 0,933 | |
| | TM9 | It would be unlikely for me to change my allegiance from my current favourite team to another. | 4,60 | 0,877 | | | TM10 | It would be difficult to change my beliefs about my favourite team. | 4,38 | 0,985 | |
| | TM1 | It would be difficult to change my beliefs about my | 4,34 | 1,058 | | | | | | | |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | **0** | favourite team. | | | | | | | | |
| **Bayern Munich Brand Loyalty** | **SD1** | I think I am loyal to my favourite team. | 4,69 | 0,710 | 0,968 | **Barcelona Brand Loyalty** | **SD1** | I think I am loyal to my favourite team. | 4,61 | 0,686 | 0,942 |
| | **SD2** | I consider myself a fan of my favourite team. | 4,72 | 0,702 | | | **SD2** | I consider myself a fan of my favourite team. | 4,54 | 0,752 | |
| | **SD3** | I am attached to my favourite team. | 4,67 | 0,745 | | | **SD3** | I am attached to my favourite team. | 4,61 | 0,701 | |
| | **SD4** | I will continue to support my favourite team. | 4,75 | 0,678 | | | **SD4** | I will continue to support my favourite team. | 4,69 | 0,662 | |
| **Bayern Munich Brand** | **FK5** | I can recognise my favourite team among the opponent teams. | 4,75 | 0,715 | 0,903 | **Barcelona Brand Awareness** | **FK5** | I can recognise my favourite team among the opponent teams. | 4,68 | 0,741 | 0,802 |
| | **FK6** | Some characteristics of my favourite team come to my mind quickly. | 4,63 | 0,768 | | | **FK6** | Some characteristics of my favourite team come to my mind quickly. | 4,57 | 0,686 | |
| | **FK7** | I recognise my favourite team's logo. | 4,81 | 0,659 | | | **FK7** | I recognise my favourite team's logo. | 4,82 | 0,563 | |
| **Bayern Munich Brand Association** | **CG12** | It is important for me that my favourite team is successful in their matches. | 4,37 | 0,848 | 0,850 | **Barcelona Brand Association** | **CG12** | It is important for me that my favourite team is successful in their matches. | 4,39 | 0,912 | 0,817 |
| | **CG13** | I like the manager/head coach of my favourite team. | 3,08 | 1,079 | | | **CG13** | I like the manager/head coach of my favourite team. | 3,41 | 1,410 | |
| | **CG14** | My favourite team has star players that I like to watch. | 4,30 | 0,953 | | | **CG14** | My favourite team has star players that I like to watch. | 4,13 | 1,111 | |
| | **CG15** | The management of my favourite team does its best to create a good team. | 3,30 | 1,174 | | | **CG15** | The management of my favourite team does its best to create a good team. | 3,69 | 1,218 | |
| | **CG16** | My team has successes from the past. | 4,79 | 0,718 | | | **CG16** | My team has successes from the past. | 4,59 | 0,833 | |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | CG17 | My favourite team's stadium enhances the enjoyment of attending games. | 4,66 | 0,722 | | | CG17 | My favourite team's stadium enhances the enjoyment of attending games. | 4,34 | 0,987 | |
| | CG18 | I like the colours of my favourite team. | 4,75 | 0,679 | | | CG18 | I like the colours of my favourite team. | 4,73 | 0,687 | |
| | CG19 | I like the logo of my favourite team. | 4,78 | 0,645 | | | CG19 | I like the logo of my favourite team. | 4,72 | 0,680 | |
| | CG20 | My favourite team's uniforms are attractive. | 4,52 | 0,794 | | | CG20 | My favourite team's uniforms are attractive. | 4,57 | 0,778 | |
| | CG21 | Watching, reading and talking about my favourite team provides a temporary escape from life's problems. | 4,44 | 0,919 | | | CG21 | Watching, reading and talking about my favourite team provides a temporary escape from life's problems. | 4,33 | 1,007 | |
| | CG22 | My friends and family recognise me as a fan of my favourite team. | 4,52 | 0,900 | | | CG22 | My friends and family recognise me as a fan of my favourite team. | 4,46 | 0,882 | |
| | CG23 | The team offers me a place to spend time with friends. | 3,76 | 1,152 | | | CG23 | The team offers me a place to spend time with friends. | 3,78 | 1,173 | |
| **Bayern Munich Perceived Quality** | AK8 | My favourite team is of high quality. | 4,69 | 0,693 | 0,897 | **Barcelona Perceived Quality** | AK8 | My favourite team is of high quality. | 4,51 | 0,829 | 0,906 |
| | AK9 | In general, I believe that my favourite team is superior in quality compared to other teams. | 4,36 | 0,877 | | | AK9 | In general, I believe that my favourite team is superior in quality compared to other teams. | 4,29 | 0,941 | |
| | AK10 | My favourite team is of good quality. | 4,58 | 0,780 | | | AK10 | My favourite team is of good quality. | 4,43 | 0,818 | |
| | AK1 | My favourite team is better quality than most teams. | 4,57 | 0,781 | | | AK1 | My favourite team is better quality than most teams. | 4,41 | 0,907 | |

| | 1 | | | | | | 1 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | |

In Table 3, it is seen that in the fan attitude scale of Bayern Munich club the lowest average (1.22) is in "I could easily be persuaded to change my favourite team preference" item, the highest average (4.64) is in "I am a committed fan of my favourite team" item, in brand loyalty scale the lowest average (4,67) is in "I am attached to my favourite team" item, the highest average (4,75) is in "I will continue to support my favourite team" item, in brand awarenesss scale the lowest average (4,63) is in "Some characteristics of my favourite team come to my mind quickly" item, the highest average (4,81) is in "I recognise my favourite team's logo" item, in brand association scale the lowest average (3,08) is in "I like the manager/head coach of my favourite team" item, the highest average (4,79) is in "My team has successes from the past" item, in perceived quality scale the lowest average (4,36) is in "In general, I believe that my favourite team is superior in quality compared to other teams" item, the highest average (4,69) is in "My favourite team is of high quality" item.

At the same time, in Table 3, it is seen that in the fan attitude scale of Barcelona club the lowest average (1,34) is in "I could easily be persuaded to change my favourite team preference" item, the highest average (4,54) is in "It would be unlikely for me to change my allegiance from my current favourite team to another" item, in brand loyalty scale the lowest average (4,54) is in "I consider myself a fan of my favourite team" item, the highest average (4,69) is in "I will continue to support my favourite team" item, in brand awarenesss scale the lowest average (4,57) is in "Some characteristics of my favourite team come to my mind quickly" item, the highest average (4,82) is in "I recognise my favourite team's logo" item, in brand association scale the lowest average (3,41) is in "I like the manager/head coach of my favourite team" item, the highest average (4,73) is in "I like the colours of my favourite team" item, in perceived quality scale the lowest average (4,29) is in "In general, I believe that my favourite team is superior in quality compared to other teams" item, the highest average (4,51) is in "My favourite team is of high quality" item.

## 8. FACTOR ANALYSIS

To determine the validity of the scales used in the research, first-level multi-factor confirmatory factor analysis was applied to fan attitude and brand equity scales. Confirmatory factor analysis were performed in the *"SPSS 25.0 for Windows"* package program.

**Table 4.** Results of factor analysis (Bayern München)

| | | Consumer Attitude | Brand Awareness | Brand Association | Perceived Quality | Brand Loyalty |
|---|---|---|---|---|---|---|
| **KMO** | | 0,877 | 0,707 | 0,906 | 0,831 | 0,882 |
| **Bartlett's** | **Chi-Square** | 812,881 | 620,372 | 1588,126 | 655,424 | 1389,530 |
| | **df** | 36 | 3 | 55 | 6 | 6 |
| | **Sig.** | 0,000 | 0,000 | 0,000 | 0,000 | 0,000 |

According to the results of factor analyses, the items in fan attitude scale were gathered in 2 factors

and the factors were named as "commitment to the club" and "tendency to change club" according to the items they contained. According to the results of the reliability analysis, the Cronbach's Alpha value of "tendency to change club" factor has been 0,313 and *inter-item correlation test* has been applied to measure reliability. As a result of the inter-item correlation test, the value has been 0,186, and since it was within the desired value range (0.15 and 0.50), the factor was accepted as reliable and related analysis were continued. At the same time, the items in brand association scale were gathered in 2 factors and the factors were named as "club characteristics" and "club management" according to the items they contained. Item CG23, which is one of brand association items, was excluded from factor analysis because the factor load of item CG23 was less than 0,500. According to the results of the reliability analysis, the Cronbach's Alpha value of "club management" factor has been 0,458 and *inter-item correlation test* has been applied to measure reliability. As a result of the inter-item correlation test, the value has been 0,298, and since it was within the desired value range (0.15 and 0.50), the factor was accepted as reliable and related analysis were continued. In the research, the model and hypotheses of the research were revised as a result of the factor analysis regarding Bayern Munich club. The new model (figure 2) and hypotheses are as follows;

**H1a:** Commitment to the club has a positive and statistically significant effect on **brand awareness**.

**H1b:** Tendency to change the club has a positive and statistically significant effect on **brand awareness**.

**H2a:** Commitment to the club has a positive and statistically significant effect on **club characteristics**.

**H2b:** Tendency to change the club has a positive and statistically significant effect on **club characteristics**.

**H3a:** Commitment to the club has a positive and statistically significant effect on **club management**.

**H3b:** Tendency to change the club has a positive and statistically significant effect on **club management**.

**H4a:** Commitment to the club has a positive and statistically significant effect on **perceived quality**.

**H4b:** Tendency to change the club has a positive and statistically significant effect on **perceived quality**.

**H5a:** Commitment to the club has a positive and statistically significant effect on **brand loyalty**.

**H5b:** Tendency to change the club has a positive and statistically significant effect on **brand loyalty**.
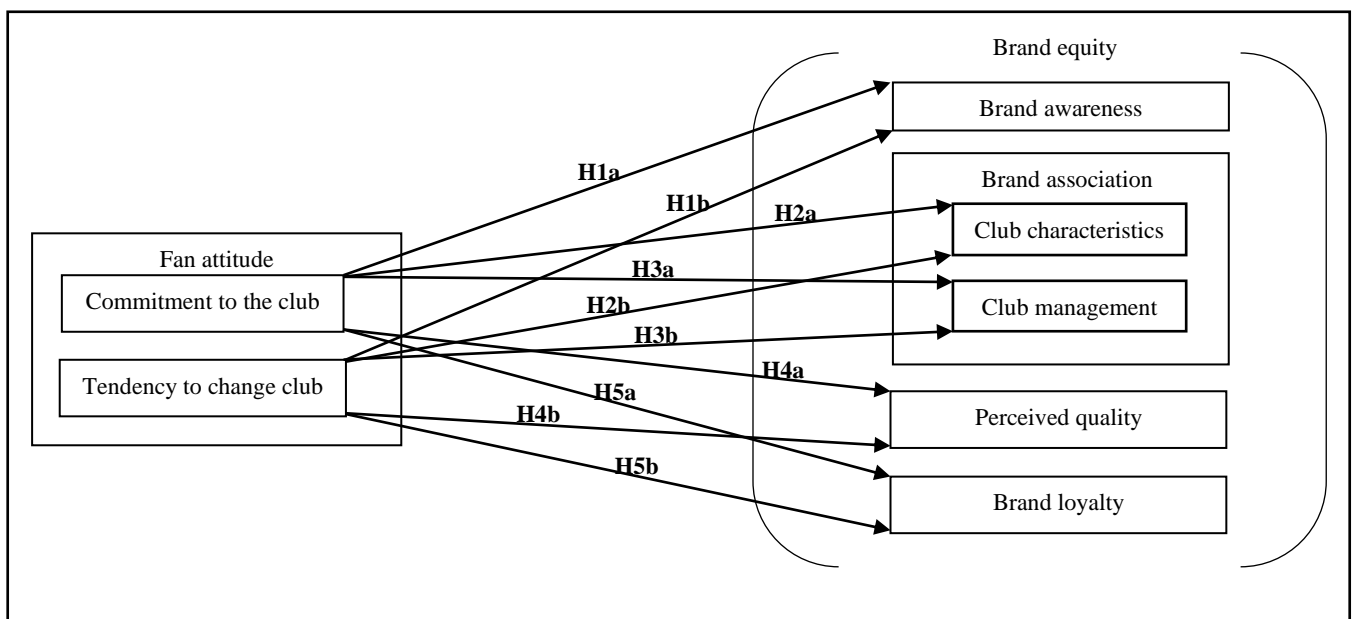


*Figure 2. Revised research model for Bayern Munich club*

**Table 5.** Results of factor analysis (Barcelona)

|  |  | Consumer Attitude | Brand Awareness | Brand Association | Perceived Quality | Brand Loyalty |
|---|---|---|---|---|---|---|
| **KMO** |  | 0,848 | 0,704 | 0,822 | 0,847 | 0,866 |
| **Bartlett's** | **Chi-Square** | 727,011 | 288,535 | 1390,109 | 745,855 | 1061,730 |
|  | **df** | 15 | 3 | 66 | 6 | 6 |
|  | **Sig.** | 0,000 | 0,000 | 0,000 | 0,000 | 0,000 |

According to the results of factor analyses, the items in fan attitude scale were gathered in 2 factors. According to the results of the reliability analysis, Cronbach's Alpha value of the second factor has been 0,122 and *inter-item correlation test* has been applied to measure reliability. As a result of the inter-item correlation test, the value has been 0,067, and since it was not within the desired value range (0.15 and 0.50), these items (TM7 and TM8) were excluded from the factor analysis and the related analysis was continued. According to the re-factor analysis, it was determined that the items in fan attitude scale were gathered in 1 factor and the factor was named as "attitude towards the club" according to the items it contained. At the same time, the items in brand association scale were gathered in 3 factors and the factors were named as "club values", "socialising" and "technical crew" according to the items they contained. Items CG17, CG15 and CG12, which are brand association items, were excluded from factor analysis because the factor load of these items was less than 0,500. According to the results of the reliability analysis, Cronbach's Alpha value of "technical crew" factor has been 0,394 and *inter-item correlation test* has been applied to measure reliability. As a result of the inter-item correlation test, the value has been 0,252, and since it was within the desired value range (0.15 and 0.50), the factor was accepted as reliable and related analysis were continued. In the research, the model and hypotheses of the research were revised as a result of the factor analysis regarding Barcelona club. The new model (figure 3) and hypotheses are as follows;

**H1:** Attitude towards club has a positive and statistically significant effect on **brand awareness**.

**H2a:** Attitude towards club has a positive and statistically significant effect on **club values**.

**H2b:** Attitude towards club has a positive and statistically significant effect on **socialising**.

**H2c:** Attitude towards club has a positive and statistically significant effect on **technical crew**.

**H3:** Attitude towards club has a positive and statistically significant effect on **perceived quality**.

**H4:** Attitude towards club has a positive and statistically significant effect on **brand loyalty**.
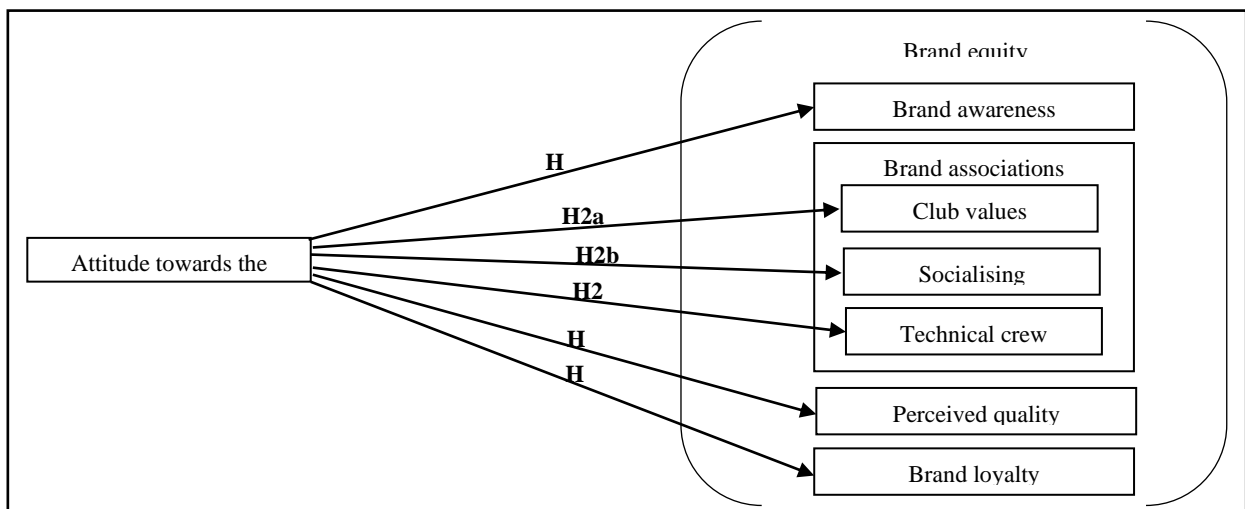


12

*Figure 3. Revised research model for Barcelona club*

In the research, averages were taken for the items of each factor and regression analysis was performed with these averages.

**Table 6.** Results of regression analysis (Bayern Munich)

| Model (Hypothesis) | | UnStd. Coefficients | Std. Coefficients | T | Sig. | F R Square |
|---|---|---|---|---|---|---|
| | | **B** | **Beta** | | | |
| **Model 1 (H1a)** | (Constant) | 2,326 | | 6,281 | 0,000 | |
| | **Commitment** | 1,049 | *0,717*$^*$ | 15,143 | 0,000 | **F**= 129,111 **R²**=0,493 |
| **Model 2 (H1b)** | (Constant) | 2,326 | | 6,281 | 0,000 | |
| | **Tendency** | 0,079 | *0,042*$^*$ | 0,880 | 0,380 | |
| **Model 3 (H2a)** | (Constant) | 1,648 | | 7,053 | 0,000 | |
| | **Commitment** | 0,627 | *0,704*$^*$ | 14,350 | 0,000 | **F**= 111,070 **R²**=0,455 |
| **Model 4 (H2b)** | (Constant) | 1,648 | | 7,053 | 0,000 | |
| | **Tendency** | 0,103 | *0,089*$^*$ | 1,820 | 0,070 | |
| **Model 5 (H3a)** | (Constant) | 1,711 | | 3,659 | 0,000 | |
| | **Commitment** | 0,319 | *0,236*$^*$ | 3,652 | 0,000 | **F**= 7,244 **R²**=0,052 |
| **Model 6 (H3b)** | (Constant) | 1,711 | | 3,659 | 0,000 | |
| | **Tendency** | 0,047 | *0,027*$^*$ | 0,418 | 0,677 | |
| **Model 7 (H4a)** | (Constant) | 1,486 | | 5,191 | 0,000 | |
| | **Commitment** | 0,657 | *0,643*$^*$ | 12,268 | 0,000 | **F**= 81,037 |
| **Model 8 (H4b)** | (Constant) | 1,486 | | 5,191 | 0,000 | |

| | | UnStd. Coefficie | Std. Coefficie | | | |
|---|---|---|---|---|---|---|
| | **Tendency** | 0,111 | *0,084** | 1,596 | 0,112 | **R²=0,379** |
| **Model 9 (H5a)** | (Constant) | 1,455 | | 6,196 | 0,000 | |
| | **Commitment** | 0,745 | *0,739** | 16,965 | 0,000 | **F= 176,667** **R²=0,571** |
| **Model 10 (H5b)** | (Constant) | 1,455 | | 6,196 | 0,000 | |
| | **Tendency** | - 0,052 | *- 0,040** | - 0,923 | 0,357 | |

*p<0, 05

**Model 1 (H1a)** Dependent Var.: Brand awareness management

**Model 2 (H1b)** Dependent Var.: Brand awareness quality

**Model 3 (H2a)** Dependent Var.: Club characteristics quality

**Model 4 (H2b)** Dependent Var.: Club characteristics

**Model 5 (H3a)** Dependent Var.: Club management

**Model 6 (H3b)** Dependent Var.: Club

**Model 7 (H4a)** Dependent Var.: Perceived

**Model 8 (H4b)** Dependent Var.: Perceived

**Model 9 (H5a)** Dependent Var.: Brand loyalty

**Model 10 (H5b)** Dependent Var.: Brand loyalty

In Table 6, H1a shows that commitment to the club has a positive and statistically significant effect on brand awareness ($\beta$:0.717-sig:0.000), while H1b shows that tendency to change club does not have a positive and statistically significant effect on brand awareness ($\beta$:0.042-sig:0.380). For this reason, H1a has been accepted and H1b has been rejected. H2a hypothesis indicates that commitment to the club has a positive and statistically significant effect on club characteristics ($\beta$:0,704-sig:0,000), while H2b hypothesis indicates that tendency to change club does not have a positive and statistically significant effect on club characteristics ($\beta$:0.089-sig:0.070). According to the findings, H2a has been accepted and H2b has been rejected. H3a shows that commitment to the club has a positive and statistically significant effect on club management ($\beta$:0,236-sig:0,000), while H3b shows that tendency to change club does not have a positive and statistically significant effect on club management ($\beta$: 0.027-sig:0.677). For this reason, H3a has been accepted and H3b has been rejected. H4a hypothesis indicates that commitment to the club has a positive and statistically significant effect on perceived quality ($\beta$: 0,643-sig:0,000), while H4b hypothesis indicates that tendency to change club does not have a positive and statistically significant effect on perceived quality ($\beta$:0,084-sig:0,112). According to the findings, H4a has been accepted and H4b has been rejected. Finally, H5a shows that commitment to the club has a positive and statistically significant effect on brand loyalty ($\beta$:0,739-sig:0,000), while H5b shows that tendency to change club does not have a positive and statistically significant effect on brand loyalty ($\beta$:-0,040-sig:0,357). For this reason, H5a has been accepted and H5b has been rejected.

**Table 7.** Results of regression analysis (Barcelona)

| | | UnStd. Coefficie | Std. Coefficie | | | |
|---|---|---|---|---|---|---|

| Model (Hypothesis) | | nts | nts | T | Sig. | F |
|---|---|---|---|---|---|---|
| | | **B** | **Beta** | | | **R Square** |
| **Model 1 (H1)** | (Constant) | 2,555 | | 15,133 | 0,000 | **F**= 164,600 |
| | **Attitude** | 0,539 | *0,717*\* | 12,830 | 0,000 | **R²**=0,639 |
| **Model 2 (H2a)** | (Constant) | 2,988 | | 13,968 | 0,000 | **F**= 62,290 |
| | **Attitude** | 0,420 | *0,425*\* | 7,892 | 0,000 | **R²**=0,181 |
| **Model 3 (H2b)** | (Constant) | 1,742 | | 6,416 | 0,000 | **F**= 83,697 |
| | **Attitude** | 0,618 | *0,478*\* | 9,149 | 0,000 | **R²**=0,229 |
| **Model 4 (H2c)** | (Constant) | 2,215 | | 6,071 | 0,000 | **F**= 18,804 |
| | **Attitude** | 0,394 | *0,250*\* | 4,336 | 0,000 | **R²**=0,063 |
| **Model 5 (H3)** | (Constant) | 2,455 | | 9,237 | 0,000 | **F**= 55,651 |
| | **Attitude** | 0,494 | *0,406*\* | 7,460 | 0,000 | **R²**=0,165 |
| **Model 6 (H4)** | (Constant) | 1,578 | | 9,832 | 0,000 | **F**= 367,515 |
| | **Attitude** | 0,766 | *0,752*\* | 19,171 | 0,000 | **R²**=0,566 |

\*p<0, 05

**Model 1 (H1)** Dependent Var.: Brand awareness          **Model 4 (H2c)** Dependent Var.: Technical crew

**Model 2 (H2a)** Dependent Var.: Club values quality          **Model 5 (H3)** Dependent Var.: Perceived

**Model 3 (H2b)** Dependent Var.: Socialising          **Model 6 (H4)** Dependent Var.: Brand loyalty

In Table 7, H1 shows that the attitude towards the club has a positive and statistically significant effect on brand awareness (β:0,717-sig:0,000) and therefore H1 has been accepted. H2a hypothesis reveals that the attitude towards the club has a positive and statistically significant effect on club values (β:0,425-sig:0,000) and according to this finding, H2a hypothesis has been accepted. H2b shows that the attitude towards the club has a positive and statistically significant effect on socialising (β:0,478-sig:0,000) and therefore H2b has been accepted. H2c hypothesis reveals that the attitude towards the club has a positive and

statistically significant effect on technical crew (β:0,250-sig:0,000) and according to this finding, H2c hypothesis has been accepted. H3 shows that the attitude towards the club has a positive and statistically significant effect on perceived quality (β:0,406-sig:0,000) and therefore H3 has been accepted. Finally, H4 hypothesis reveals that attitude towards the club has a positive and statistically significant effect on brand loyalty (β:0,752-sig:0,000) and according to this finding, H4 hypothesis has been accepted.

Correlation analysis was conducted to explain whether there is a relationship between dependent variable brand equity and independent variable fan attitude and if there is a relationship, the direction, and severity of this relationship.

Pearson Correlation Coefficient was used to determine the relationship between the fan attitude factor and brand awareness, brand association, perceived quality and brand loyalty that create brand equity. It can be said that there is a positive or negative relationship for each statistically significant relationship ($p<0.01$ or $p<0.05$).

**Table 8.** Results of correlation analysis (Bayern Munich)

|  | **1** | **2** | **3** | **4** | **5** | **6** | **7** |
|---|---|---|---|---|---|---|---|
| **1. Commitment** | 1 | -0,386 | 0,701 | 0,670 | 0,226 | 0,610 | 0,754 |
| **2. Tendency** | -0,386 | 1 | -0,235 | -0,182 | -0,064 | -0,164 | -0,325 |
| **3. Brand awareness** | 0,701 | -0,235 | 1 | 0,835 | 0,138 | 0,757 | 0,871 |
| **4. Club characteristics** | 0,670 | -0,182 | 0,835 | 1 | 0,209 | 0,792 | 0,806 |
| **5. Club management** | 0,226 | -0,064 | 0,138 | 0,209 | 1 | 0,220 | 0,137 |
| **6. Perceived quality** | 0,610 | -0,164 | 0,757 | 0,792 | 0,220 | 1 | 0,728 |
| **7. Brand loyalty** | 0,754 | -0,325 | 0,871 | 0,806 | 0,137 | 0,728 | 1 |

According to Table 8, as a result of the correlation analysis, a positive and significant relationship was found between the fan attitude regarding Bayern Munich club and brand awareness, brand association, perceived quality and brand loyalty, which are the dimensions of brand equity.

**Table 9.** Results of correlation analysis (Barcelona)

|  | **1** | **2** | **3** | **4** | **5** | **6** | **7** |
|---|---|---|---|---|---|---|---|
| **1. Attitude** | 1 | 0,607 | 0,425 | 0,478 | 0,250 | 0,406 | 0,752 |
| **2. Brand awareness** | 0,607 | 1 | 0,629 | 0,497 | 0,248 | 0,474 | 0,747 |
| **3. Club values** | 0,425 | 0,629 | 1 | 0,497 | 0,339 | 0,546 | 0,553 |
| **4. Socialising** | 0,478 | 0,497 | 0,497 | 1 | 0,227 | 0,355 | 0,525 |

| 5. Technical crew | 0,250 | 0,248 | 0,339 | 0,227 | 1 | 0,405 | 0,327 |
|---|---|---|---|---|---|---|---|
| 6. Perceived quality | 0,406 | 0,474 | 0,546 | 0,355 | 0,405 | 1 | 0,536 |
| 7. Brand loyalty | 0,752 | 0,747 | 0,553 | 0,525 | 0,327 | 0,536 | 1 |

According to Table 9, as a result of the correlation analysis, a positive and significant relationship was found between attitude towards the club regarding Barcelona club and brand awareness, brand association, perceived quality and brand loyalty, which are the dimensions of brand equity.

## 9. CONCLUSION AND DISCUSIONS

In recent years, developments in the sports industry have made it possible for professional football clubs to be accepted as brands and to be managed from this perspective. The main purpose underlying the brand management efforts of club managers is to create "brand equity". The creation of brand equity in professional football clubs and the importance of fan attitude in creating brand equity attracts great attention from both academics and practitioners in many countries. In this research, some evaluations were provided in terms of fan attitude and brand equity to improve inadequate strategies in the field of sports. In this respect, an investigation of the effect of fan attitude on brand equity in terms of professional football clubs constitutes the basis of the research. In the research, a comparison was formulated based on F.C. Bayern Munich and F.C. Barcelona.

According to the results of the research regarding Bayern Munich club;

- Although commitment to the club has a positive and statistically significant effect on **brand awareness**, tendency to change club does not have a positive and statistically significant effect on brand awareness.

- Although commitment to the club has a positive and statistically significant effect on **club characteristics**, tendency to change club does not have a positive and statistically significant effect on club characteristics.

- Although commitment to the club has a positive and statistically significant effect on **club management**, tendency to change club does not have a positive and statistically significant effect on club management.

- Although commitment to the club has a positive and statistically significant effect on **perceived quality**, tendency to change club does not have a positive and statistically significant effect on perceived quality.

- Although commitment to the club has a positive and statistically significant effect on **brand loyalty**, tendency to change club does not have a positive and statistically significant effect on brand loyalty..

When it is looked at the difference between the variables in terms of impact, in Bayern Munich club, it is seen that the biggest effect of "commitment to the club" dimension of fan attitude is on brand loyalty and the least effect is on "club management" dimension of brand association.

According to the results of the research regarding Barcelona club;

- Attitude towards the club has a positive and statistically significant effect on **brand awareness**.

- Attitude towards the club has a positive and statistically significant effect on **club values**.

- Attitude towards the club has a positive and statistically significant effect on **socialising**.

- Attitude towards the club has a positive and statistically significant effect on **technical crew**.

- Attitude towards the club has a positive and statistically significant effect on **perceived quality**..

- Attitude towards the club has a positive and statistically significant effect on **brand loyalty**.

When it is looked at the difference between the variables in terms of impact, in Barcelona club, it is seen that the biggest effect of attitude towards the club is on brand loyalty and the least effect is on "technical crew" dimension of brand association.

When all these results are evaluated, it can be said that fan attitude has an effect on brand equity of the club in terms of the fans of both clubs. Generally,

- fan attitude positively affects brand awareness. These results are almost similar to the studies of Na, Marshall & Keller (1999), Biscaia et al. (2013) and Jensen & Limbu (2016).

- fan attitude positively affects brand association. These results are almost similar to the studies of Keller (1993), Praxmarer & Gierl (2009), Maderer et al. (2016), Kerr & Gladden (2008), Gladden & Funk (2002) and Funk & Pastore (2000).

- fan attitude positively affects perceived quality. These results are almost similar to the studies of Santoso (2014), Khan, Ahmed & Hussain (2018), Zafar & Khan (2011), Alonso-Dos-Santos et al. (2017) and Papadimitriou et al. (2016).

- fan attitude positively affects brand loyalty. These results are almost similar to the studies of MacKenzie, Lutz & Belch (1986), Shamdasani & Balakrishnan (2000), Bauer et al. (2008), Martin (2013) and Funk et al. (2000).

When it is looked at the difference between the clubs in terms of the effect, in terms of Bayern Munich fans, fan attitude has more effect on brand awareness, brand association and perceived quality of the club than Barcelona fans. Considering the effect of fan attitude on brand loyalty of the club, it can be said that the effect is higher in Barcelona fans than Bayern Munich fans.

Based on the above results, one can assume the following suggestions in terms of building and raising brand equity of the club with the loyal fan or fan attitude of professional football clubs;

- To differentiate their clubs in the minds of the fans, the brand managers of football clubs should work hard to make the fans recognise the brand name, to raise brand awareness of the club, to create strong associations for the brand, to increase perceived quality of the club, and to build a solid, strong customer-fan loyalty.
- Brand managers and other managers of the club should build awareness for the target audience by spending money on important events or events, as well as famous people.
- Professional football clubs should first know how their customers-fans perceive the brand. In this respect, the first task of the club managers should be to motivate, listen to fans and develop solutions to reveal the needs and demands of them. In this context, establishing sincere relationships is considered important in terms of effective communication with the fans. Social media, sports stores, fan clubs, sports bars, and chat rooms are examples of where fans can contact players and coach of the club and club managers.
- To meet the expectations of the fans, the stadiums should be modernised, security measures should be improved and the quality of the services offered to the fans in the stadiums should be increased. To increase customer satisfaction, there are also examples of repairing the stands, building modern

lodges, opening restaurants, small bars and shopping malls within the stadium. It is thought that taking such measures will increase the number of loyal fans and bring additional income to the clubs.

- In terms of creating brand equity, the brand managers of clubs should create positive and unique associations regarding the club.
- One of the biggest mistakes of sports clubs is that the clubs think the loyalty of fans towards the club will be permanent. The fact that mistakes made on brand equity also affects fan loyalty is inevitable. In this respect, to keep loyal fans, they should be made to feel special.

These or similar suggestions are thought to be beneficial for professional football clubs to build and increase brand equity of the club with their loyal fan or consumer attitude.

The fact that the research covers only Bayern Munich and Barcelona clubs is one of the most important limitations of the research. However, not being able to reach all fans in terms of time and cost also includes another limitation of this research.

Finally, in the research, while examining the effect of fan attitude on brand equity, the cognitive, emotional and behavioural components of the attitude was not discussed. In this respect, these components of the attitude can be examined in future research.

## REFERENCES

Aaker, D. A. (1991). *Managing Brand Equity: Capitalizing on the Value of a Brand Name,* New York: The Free Press.

Aaker, D. A. (1996). *Building Strong Brands,* New York: The Free Press.

Alonso-Dos-Santos M, Moreno FC, Rios FM, & Alguacil M. (2017). Online Sport Event Consumers: Attitude, E-quality and E-satisfaction, *Journal of Theoretical and Applied Electronic Commerce Research, Vol. 12, No. 2,* pp.54–70.

Assael. H. (2003). *Consumer Behavior: A Strategic Approach,* New York: Houghton Mifflin.

Atilgan, E., Akinci, S., Aksoy, S., & Kaynak, E. (2009). Customer-Based Brand Equity for Global Brands: A Multinational Approach, *Journal of Euromarketing, Vol. 18*, pp.115–132.

Atilgan, E., Aksoy, S., & Akinci, S. (2005). Determinants of The Brand Equity. A Verification Approach in The Beverage İndustry in Turkey, *Marketing Intelligence & Planning, Vol. 23, No. 3,* pp.237-248.

Baldinger, A. L., & Rubinson, J. (1996). Brand loyalty: the link between attitude and behavior, *Journal of Advertising Research, Vol. 36, No. 6,* pp.22+.

Bauer, H. H., Sauer, N. E. & Exler. S. (2005). The Loyalty of German Soccer Fans: Does a Team's Brand Image Matter?, *International Journal of Sports Marketing & Sponsorship, Vol. 7, No. 1,* pp.8–16.

Bauer, H.H., Stokburger-Sauer, N.E. & Exler, S. (2008). Brand Image and Fan Loyalty in Professional Team Sport: A Refined Model and Empirical Assessment, *Journal of Sport Management Vol. 22, No. 2,* pp.205-226.

Biscaia, R., Correia, A., Rosado, A.F., Ross, S.D. & Marôco, J. (2013). Sport Sponsorship: The Relationship between Team Loyalty, Sponsorship Awareness, Attitude toward the Sponsor, and Purchase Intentions, *Journal of Sport Management, Vol. 27, No. 4,* pp.288-302.

Brown, S.W., Gummesson, E., Edvardsson, B. & Gustavsson, B. (1991). *Service Quality: Multi disciplinary and Multinational Perspectives,* New York: Lexington Books.

Faircloth, J. B., Capella, L. M. & Alford, B. L. (2001). The Effect of Brand Attitude and Brand Image on Brand Equity, *Journal of Marketing Theory and Practice, Vol. 9, No. 3,* pp.61-75.

Funk, D. C. & Pastore, D. (2000). Equating Attitudes to Allegiance: The Usefulness of Selected Attitudinal Information in Segmenting Loyalty to Professional Sports Teams, *Sport Marketing Quarterly, Vol. 9, No. 4,* pp.175–184.

Gladden, J. M. & Funk, D. C. (2002). Developing an Understanding of Brand Associations in Team Sport: Empirical Evidence from Consumers of Professional Sport, *Journal of Sport Management, Vol. 16, No. 1,* pp.54–81.

Hill, B. & Green, B. C. (2000). Repeat Attendance as a Function of Involvement, Loyalty, and the Sportscape Across Three Football Contexts, *Sport Management Review, Vol. 3, No. 2, pp.*145–162.

James, D. (2005). Guilty Through Association: Brand Association Transfer to Brand AlLiances, *Journal of Consumer Marketing, Vol. 22, No. 1,* pp.14-24.

Jensen R. W., & Limbu Y. B. (2016). Spectators' Awareness, Attitudes and Behaviors towards a Stadium's Social Media Campaign, *International Journal of Marketing Studies, Vol. 8, No. 4,* pp.44-51.

Keller, K. L., & Aaker, D. A. (1992). The Effects of Sequential Introduction of Brand Extensions, *Journal of Marketing Research, Vol. 29, No. 1,* pp.35-50.

Keller, Kevin Lane. (1993). Conceptualizing, Measuring, and Managing Customer-Based Brand Equity, *Journal of Marketing, Vol. 57,* pp.1-22.

Kerr, A. K. & Gladden, J. M. (2008). Extending the Understanding of Professional Team Brand Equity to the Global Marketplace, *International Journal of Management and Marketing, Vol. 3, No. 1/2,* pp.58–77.

Khan, Ahmed & Hussain. (2018). Impact of Perceived Quality on Consumer Attitude in Food Industry of Pakistan, *Turkish Journal of Marketing Vol.3, No:3,* pp.181-198.

Kline, R. (2011). *Principles And Practise Of Structural Equation Modelling,* The Guilford Press New York.

Kumar, P. (2005). Brand Counterextensions: The Impact of Brand Extension Success versus Failure, *Journal of Marketing Research, Vol. 42, No. 2,* pp.183-194.

Kumar, P. (2005). The Impact of Cobranding on Customer Evaluation of Brand Counterextensions, *Journal of Marketing, Vol. 69, No. 3,* pp.1-18.

Kwun D. J. W. & Oh H. (2007). Consumers' evaluation of brand portfolios, *International Journal of Hospitality Management, Vol. 12, No. 1,* pp.81-97.

MacKenzie. S. B., Lutz. R. J., & Belch. G. E. (1986), The Role of Attitude toward the Ad as a Mediator of Advertising Effectiveness: A Test of Competing Explanations, *Journal of Marketing Research, Vol. 23, No. 2,* pp.130-143.

Maderer, D., Holtbruegge, D., & Woodland, R. (2016). The Impact of Brand Associations on Brand Loyalty in the Football Industry: A Comparison of Fans from Developed and Emerging Football Markets, *Sport, Business and Management: An International Journal, Vol. 6, No. 5,* p.499-519.

Mahony, D.F., Madrigal, R., & Hovk'ard, D. (2000). Using the Psychological Commitment to Team (PCT) Scale to Segment Sport Consumers Based on Loyalty, *Sport Marketing Quarterly, Vol. 9, No. 1,* pp.15-25.

Market research website: www.statista.com

Martin, C. A. (2013). Investigating National Football League (NFL) Fan Loyalty, *Journal of Marketing Development and Competitiveness, Vol. 7, No. 1,* pp.42–53.

Nguyen, T. D., Barrett, N. J. & Miller, K. E. (2011). Brand loyalty in emerging markets, *Marketing Intelligence & Planning, Vol. 29, No. 3,* pp.222-232.

Papadimitriou, D., Kaplanidou, K., & Papacharalampous, N. (2016). Sport Event-Sponsor Fit and Its Effects on Sponsor Purchase Intentions: A Non-consumer Perspective among Athletes, Volunteers and Spectators, *Journal of Business and Industrial Marketing, Vol. 31,* pp.247–259.

Pappu, R., Quester, S. G., & Cooksey, R. W. (2005). Consumer-based Brand Equity: Improving The Measurement – Empirical Evidence, *Journal of Product & Brand Management, Vol. 14, No. 3,* pp.143-154.

Praxmarer, S. & Gierl, H. (2009), The effects of positive and negative ad-evoked associations on brand attitude, *Asia Pacific Journal of Marketing and Logistics, Vol. 21, No. 4,* pp.507-520.

Rohit, D. & Panda, R. (2018). Cause-Brand Association and Consumer Attitude: A Review, *Indian Journal of Commerce & Management Studies, Vol. IX, No. 1,* pp.61-71.

Santoso, J. F. (2014). Pengaruh perceived quality terhadap attitude toward brand pada pengguna smartphone samsung di surabaya, *Jurnal Strategi Pemasaran, 2(1),* 1-7.

Schivinski, B., & Dabrowski, D. (2014). *The Consumer-Based Brand Equity İnventory: Scale Construct and Validation,* Gdansk University of Technology, Faculty of Management and Economics, Department of Marketing.

Seval, H. F. & Kodaman, T. (2016). Sporun Uluslararasi Politikadaki Etkisi, *Mehmet Akif Ersoy Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, Vol. 2, No. 4,* pp.52-64.

Shamdasani. P.N., & Balakrishnan A. A. (2000), Determinants of Relationship Quality and Loyalty in Personalized Services, *Asia Pacific Journal of Management, Vol. 17,* pp.399-422.

Shin, N., Kim, H., Lim, S. & Kim, S. (2014). The Effect of Brand Equity on Brand Attitude and Brand Loyalty in Exhibition, *SHS Web of Conferences,* Vol. 12, pp.1-7.

Taylor, V. A., & Bearden, W. O. (2002). The Effects of Price on Brand Extension Evaluations: The Moderating Role of Extension Similarity, *Journal of the Academy of Marketing Science, Vol. 30, No. 2,* pp.131-140.

Tosun N. B. (2010). *İletişim Temelli Marka Yönetimi,* Beta Yayınevi, İstanbul.

Uzkesici, D. (2018). Ekonomi ve Taraftar Ekseninde 2018 FIFA Dünya Kupası.

W. B. Na, R. Marshall, & K. L. Keller (1999). Measuring Brand Power: Validating a Model for Optimizing *Brand Equity, JOPABM, 8,* 170-184.

Yücel, N., & Gülter, E. (2015). Spor Pazarlamasında Marka Değeri ve Taraftar Sadakatinin İncelenmesi: Fırat Üniversitesi Öğrencileri Üzerine Bir Uygulama, *Fırat Üniversitesi Sosyal Bilimler Dergisi, Vol. 25, No. 1,* pp.145-161.

Zafar, S., & Khan, M. M. (2011). Examining the Attitude Towards Social Network Advertising: A Study of Young Pakistani Consumers, *International Journal of Academic Research, Part II, Vol. 3, No. 5,* pp.299-302.