



FACULDADE DE ECONOMIA
UNIVERSIDADE D
COIMBRA

ANDRÉ COSTA DA SILVA

**IMPACT OF BRAND COMMUNITIES ON THE
BEHAVIOR OF CONSUMERS OF SPORTS CLUBS**

*Dissertation within the scope of the Master's degree in Management,
guided by Professor Doctor Arnaldo Coelho and presented to the Faculty
of Economics of the University of Coimbra.*

July 2023

Acknowledgements

I would like to dedicate this dissertation to everyone who has been a part of my academic journey, but also my life and growth as an individual. This dissertation represents the culmination of a very meaningful part of my life as a student and a part of the student community of University of Coimbra and the city of Coimbra.

I dedicate this achievement to my parents and grandparents who have been by my side every day since the beginning, supporting me at every step of the way, believing in me and giving strength and motivation to carry on to reach this far.

A note of appreciation to my supervisor for this dissertation, Professor Doctor Arnaldo Coelho, for all the knowledge, patience, dedication and availability transmitted in the past months.

I would like also to deliver a special mention to all my friends and colleges that I had the pleasure to meet and share great moments with.

Ultimately, a thanks to every professor and staff working in the Faculty of Economics of the University of Coimbra that contributed to my academic evolution and provided knowledge and tools useful for my future.

In short, this dissertation is dedicated to everyone who help and supported in one way or another to complete this special chapter in my life.

Abstract

Purpose: this investigation has the goal of exploring and studying Brand Communities in sports. Even though it is a wide field of research and with a variety of points of view, reunites concepts regarding sports consumption and development of club branding. Nevertheless, this dissertation intends to overview the antecedents and consequents of Brand Communities Commitment, adding the choice of being a club member or not as the moderator for the conceptual framework.

Design/methodology/approach: The study was prepared through quantitative data, obtained from a sample of 407 answers regarding sports consumption in Portuguese football paradigms. For the subsequent analysis, IBM SPSS Statistics and AMOS were used as tools.

Findings: This study reveals, on the one hand, the partial or significant impact of variables such as Team Identification, Self-Esteem, Ownership, Team Satisfaction and Team Success in Brand Community Commitment, as well as Brand Love, Perceived Brand Distinctiveness, Rivalry Brand Disidentification. On the other hand, the results show that Team Success does not statistically impact Brand Communities. Additionally, it is relevant to highlight the greater impact of the being a member on behaviors or variables associated with the brand and the sports consumer, as opposed to the variables directly associated with the team, which reveal a greater impact on consumers with membership in the clubs they support.

Research limitations/implications: This dissertation aims to reveal the true causes and effects around Brand Community Commitment. Although, the data and its characteristics may be an obstacle to the study unanimity.

Practical implications: This dissertation explores guidelines for clubs and sports organizations. Thus, it provides a set of tools for a more enlightening view of decision making regarding possible strategic and management acts by managers and owners.

Originality/value: Despite the existence of an exponential growth of the analysis of the themes around the Sporting Brand Communities, this dissertation inserts the Commitment in those communities and relates with Perceived Brand Distinctiveness and Rival Brand Disidentification.

Keywords: *Brand Communities Commitment, Sports Consumption, Distinctiveness*

Acronyms List

X² – Chi-square

X²/df – Chi-square/degrees of freedom

AMOS – Analysis of a Moment Structures

AVE – Average Variance Extracted

BC – Brand Communities

BCC – Brand Community Commitment

BL – Brand Love

CFA – Confirmatory Factorial Analysis

CFI - Comparative Fit Index

CR – Composite Reliability

EFA – Exploratory Factorial Analysis

H – Hypothesis

IBM – International Business Machines Corporation

ID – Team Identification

IFI - Incremental Fit Index

KMO – Kaiser-Meyer-Olkin

MEE – Structural Equations Model

N – Sample Size

OWN – Ownership

PBD – Perceived Brand Distinctiveness

RMSEA - Root Mean Square Error of Approximation

RBD – Rival Brand Disidentification

SAT – Team Satisfaction

SD – Standard Deviation

SE – Self-Esteem

SPSS - Statistical Package for the Social Sciences

SRW – Standardized Regression Weights

SUC – Team Success/History

TLI - Tucker-Lewis Fit Index

Index

Acknowledgements	i
Abstract	iii
Acronyms List	iv
Table Index	ix
Figure Index	xi
1. Introduction	1
1.1. Topic Relevance	1
1.2. Purpose of Investigation	2
1.3. Structure	2
2. Literature Review	5
2.1. Introduction	5
2.2. Brand	5
2.3. Brand Community Commitment	6
2.4. Antecedents	9
2.4.1. Team Satisfaction	9
2.4.2. Team Identification	10
2.4.3. Club Success/History	12
2.4.4. Ownership	13
2.4.5. Self Esteem	14
2.5. Consequents	16
2.5.1. Brand Love	16
2.5.2. Perceived Brand Distinctiveness	20
2.5.3. Rival Brand Disidentification	21
2.6. Conclusion	24
3. Investigation Model	27
3.1. Investigation Conceptual Model	27
3.2. Hypothesis Formulation	28
3.2.1. Hypothesis from antecedents of Brand Communities	28
3.2.2. Hypothesis from consequents of Brand Communities	28
4. Research Methodology	29
4.1. Sample and Population Selection	29
4.1.1. Sample Characterization	29

4.2.	Data Collection Method	31
4.2.1.	Survey and Variables Operationalization	31
4.3.	Statistic Data Analysis	34
4.3.1.	Exploratory Factorial Analysis	34
4.3.2.	Confirmatory Factorial Analyses	37
4.3.2.1.	Model's Quality of Adjustment Analyses	37
4.3.2.2.	Measurement Model Quality Analysis	38
4.3.2.2.1.	Indicators Measurement Reliability Analysis	38
4.3.2.2.2.	Variables Measurement Reliability Analyses	40
4.4.	Conclusion	40
5.	Results	43
5.1.	Descriptive Analysis	43
5.2.	Structural Model	44
5.3.	Hypothesis Test and Discussion	44
5.4.	Moderators	46
5.4.1.	Membership Impact	46
5.5.	Conclusion	47
6.	Discussion of Conclusions	49
6.1.	Theoretical Contributions	50
6.2.	Practical Contributions	50
6.3.	Limitations and Suggestions for Future Studies	51
	References	56

Table Index

Table 1 – Sociodemographic and Sports Fan Profile of the Respondents	30
Table 2 – Measurement Scales for Brand Community Commitment Antecedents	32
Table 3 – Measurement Scales for Brand Community Commitment	33
Table 4 – Measurement Scales for Brand Community Commitment Consequents	33
Table 5 – Exploratory Factorial Analysis	36
Table 6 – Index Values of Model’s Quality of Adjustment	37
Table 7 – Index Values of Indicators Measurement Reliability.....	39
Table 8 – Index Values of Variables Measurement Reliability.....	40
Table 9 – Descriptive Analysis	43
Table 10 – Index Values of Structural Model’s Adjustment.....	44
Table 11 – Hypothesis Test Results of Structural Model and Moderator.....	45

Figure Index

Figure 1 – Conceptual Model	27
Figure 2 – Measurements Model	41
Figure 3 – Structural Model	48

1. Introduction

1.1. Topic Relevance

This dissertation surrounds itself in the study of influent components of Brand Communities Commitment, through the understanding the supports and effects linked to the sports consumer and respective behavior and motivations, in Portuguese football, and inserting the moderator Membership in order to evaluate its presence or absence in sports consumer.

Football is a worldwide phenom. As a social and cultural activity, creates bonds between people. But football is nowhere near what it is in reality without the fans, who have the ability and opportunity participate and help in the creation of the emotion and the show, being a part of the whole concept. Gómez-Bantel (2018) stated that football comes into people lives in mysterious ways.

Sá & Sá (2008) defined sports marketing as an extension of marketing, therefore, an evolution of marketing appliance on other domains other traditional businesses. Sports marketing is a set of actions and triggers that has the objective of identify and satisfy expectations, needs and preferences of a sports fan (Sá & Sá, 2008), through exchange with the goal increasing the number of customers (Marketing et al., 2020)

Former studies, including Wann et al., (1999), tested the impact of identification and self-esteem. This study showed that fans with high levels of identification and self-esteem are more willing to assume their love for the club, while high levels of identification with low levels of self-esteem translates in more difficulty in presenting as fans. Social identity theory suggests that group members size up members of rival groups and constantly compare themselves (Berendt et al., 2018).

In the era of relational marketing, brand communities are vital and constitute strategic instruments to induce and strengthen customer-brand relationships (Bairrada et al., 2018). Alongside that, positive feelings of consumers are key factors to form brand communities and create the sense of commitment.

1.2. Purpose of Investigation

The existing literature regarding brand communities is immense and there are also studies regarding behavior of consumers and sports fans and also what captivates them as fans of the sport. One of the most popular examples is the Social Identity Theory. The main focus of this investigation is to connect these two worlds and understand the influence among each other.

It is, therefore, intended, in this investigation to explore and clarify the antecedents and consequents of brand communities, more specifically, in sport clubs' businesses in way that add to the existing literature. Furthermore, this study aims to explain different components of a sports consumer behavior, feelings and line of thinking towards the perceived image of the club and brand. At the same time, it is intended to assess the influence of the consumers who are members and those who are not members.

This way, this dissertation has the goal to distinguish several types of marketing relationships through the uptake of attitudes and behaviors of consumers and fans and effects on brands and competitive sport clubs. Besides, this study has the intend to evaluate de influence of intrinsic club and brand characteristics through hypothesis regarding connections between antecedents and Brand Community Commitment and the last one with its consequents taken for this dissertation.

1.3. Structure

This dissertation will be divided into six main chapters, following the line of the study. To start, it is presented an Introduction, followed by a Literature Review and Investigation Hypothesis. Then, it is presented the Investigation Model and the Investigation Methodology. To finalize, there will be the Results and respective Conclusions.

The second chapter is regarding the Literature Review and Investigation Hypothesis where it will be exposed all the previous theory basis regarding the antecedents, consequents and the Brand Community Commitment itself.

Secondly, the third chapter presents the Model of Investigation for this dissertation, showing the conceptual framework of the investigation and deduct the hypothesis based on the theory present on the previous chapter.

Then, in the fourth chapter, it is revealed the investigation methodology for this study. In this chapter, it is shown the used methods to collect data, measure the variables, sample selection and consequent statistical analysis through Exploratory Factorial Analysis and Confirmatory Factorial Analysis

After that, the fifth chapter is related to the exposure and descriptive analysis of the results of the empirical study and a sight regarding the hypothesis formulated in the second chapter.

Lastly, in the sixth chapter, it is composed a summary of the conclusions obtained through the results. In addition, it is presented a set of theoretical and practical conclusions of the investigation, as well as eventual limitations and suggestions to future references.

2. Literature Review

2.1. Introduction

This chapter has the objective of explain the concept of Brand Communities and Brand Communities Commitment in the sports sector, as well as its antecedents and consequents trough the vision of academics.

2.2. Brand

According to the American Marketing Association, a brand is any name, term, design, logo or anything that identifies and differentiates a product, good or service, from other products in the same market. In the sports industry, the brand is one of the most important assets owned by clubs (Richelieu et al., 2011).

In technical terms, a brand can be defined as a trade mark which distinguishes the goods or services of one supplier from another. For example, a house is only a piece a property. What turns a house into a home is the personalization of the people who are living in it. The same goes for brands, a large number of brands can deliver the same kind of product but what characterizes the brand is the kind of experience they give. Some consumers may like one brand's experience, other customers may prefer other brand for the same kind of product of experience. That's why it is important to choose the target to profit from the business.

Brands promise to deliver a unique experience, which customers value personally. Each customer is different so each customer will not value the same thing making the value of a brand purely subjective. According to Keller (1993) there are three types of brands, which are:

- Institutional brands: when there's an un-dissociation between brand and company
- Product brands: brands which positioning and ideology are different among the brands owned by the main company
- Umbrella brands: multiple categories of different products, most common in sports brands

When building a brand, especially a club brand, one must have the understanding that a brand can be more than a business property or asset, is a piece of a community and part of their lives. The brand has a material and emotional side, fulfilling needs, continuous or instantaneous of consumers, being the main value of a brand, the amount and importance of needs fulfilled. Every brand needs their positioning, target and segmentation. It is a core definition to its business model. Understanding brand awareness is about identify and define customers predisposition to keep choosing and buying from a brand as well as having the will to positively reference and suggest the same brand to everyone else (Kuenzel & Halliday, 2010).

Sports businesses is mostly based of joint-stock companies, with their stocks available on the stock market (Kuenzel & Halliday, 2010). Now, brand value, according to Aaker (1995) has four marketing attributes, each one giving something to increase the brand value. These attributes are loyalty, awareness, perceived quality and brand associations

In club brands, a brand's value and awareness comes from the experiences provided, material things and their variety and clubs history and heritage (Aaker, 1995). For sports fans, the experience comes from more than the matches. It involves the merchandising available and all the activities existent to do besides watching matches. Naturally, the experience must reflect and support brand and club's values and be designed for all the targets and groups of the fan base. The community is also a major part of the brand experience which will revolve around the group of fans of said club. Never the less, what happens in matches also contributes to the experience, awareness and brand love but the literature points that it is a small touch point.

2.3. Brand Community Commitment

Sports consumption is a kind of consumption that occurs mainly in social contexts, therefore, among a community. One of most attractive features of clubs is the social nature allied with sports events (Wann, Schrader, et al., 1999). Continued participation in the brand community by its members is critical for its long-term survival and success. Participation in a brand community can take numerous forms including emphasizing, assisting, mingling, appreciating, celebrating, and ranking (Calder et al.,

2018). These practices provide the social strength needed for the brand community to operate effectively including the sharing of meaning and the creation of value (Heere et al., 2011).

The brand community involves the brand, its products, the firm and consumers which makes the engagement with the brand community a wide process of interaction (Santos et al., 2022). Sport brand communities have the ability to connect people regardless of place and time (Katz et al., 2020).

Brand Community is a concept that, in various ways, aggregates all the concepts written above, whether marketing or club wise. Marketing wise, engagement, self-esteem and ownership are the key to understand and delimitate a brand community and they are often connected to each other. Kumar & Kumar (2020) argue that ownership members have more refined understanding of the respective brand and brand community than non-ownership members. The understanding of this comes in the fact that a consumer who owns a product or continuous knowledge of a brand will be more into the members and the brand community itself. That way, an investment is made towards the community. This also applies to sports club wise.

Trough communities, consumers share essential resources that may be cognitive, emotional or material in nature. According to Jai et al. (2022), the brand community is a very effective way to enhance a better experience for customers and to build brand loyalty which translates to better engagement.

Brand Communities can be defined as social entities that reflect embeddedness of brands in the day to day lives of consumers and the ways in which brands connect the consumer to the brand and consumer to consumer (Muniz Jr. & O'Guinn, 2001) and is made by its member entities and the relationships among them. Communities tend to be identified on the basis of commonality or identification among their members whether a neighborhood, an occupation, a leisure pursuit or serious devotion to a brand (Mcalexander et al., 2002). This way, they can be seen as a kind of subculture shares similarities and tastes between its members (Gong, 2018). Also, it is important to characterize brand communities by geographic characteristics of concentration, social factors and context and temporality. This communities may be interactive face to face

or electronic devices and platforms. This makes information about consumers, personal and social, flow towards other consumers and brands.

Muniz Jr. & O'Guinn (2001) discovered that a brand community is recognized by shared consciousness, rituals, habits and traditions and a sense of moral responsibility. Shared consciousness can be defined, according to Muniz Jr. & O'Guinn (2001), as "intrinsic connection that members feel toward each other and the collective sense of difference from others not in the community". On the other hand, rituals, habits and traditions contain the drift of meanings and social practices that seek to celebrate and inculcate certain behavioral values and guidelines (Gong, 2018).

In past times, brand communities were geographically bounded and existed in offline form, due to technology and resources available. Nowadays, the increasingly interactive nature of internet and social media has facilitated the communication among consumers and many brand communities have been rapidly established on every social media (Gong, 2018).

Kumar & Kumar (2020) argued that consumers may join Brand Communities to feel good about themselves, improving their self-esteem, which is achieved through identification with the community and brand. Also, they facilitate interactions between them and strengthen the connection.

In sports clubs, communities are mostly composed by fans which share the same pattern and rituals. Like any other brand, this can happen online or at the stadium. There are two behavioral ways which one may interact: direct participation in sports or passive consumption of sport matches and clubs related products (Wann & Branscombe, 1993).

To define the community, it is also important to distinguish a club fan of a sports fan or sports consumer. A football fan is an individual whose main focus is the team and follows mainly one team and everywhere it competes while a sports consumer is more a fan of the sport than one specific team (Wann et al., 1996).

To illustrate this difference, Giulianotti (2004) positioned fans in four quadrants, being the axis warm/cold and consumer/traditional. The consumer/traditional axis measures the personal investment in a specific team. Traditional fans have a more local and better identification with the team and the players while consumers are more

focused on the enveloping market. The warm/cold axis measures the different stages of relationship between individual and club. So, according to this model, a traditional/warm fan is a club supporter, characterized by a close relationship, a long-term investment and multiple ways of supporting the club, being impossible to give up from supporting or support a rival team. There is a strong experience and possessive identity in supporting the team and a really affectionous relationship. This model also illustrates that a warm/consumer fan is a club fan but especially for the star players. It is a strong relationship but not as strong as a traditional supporter being more into consumption of products such as merchandising, magazines and live streaming.

2.4. Antecedents

2.4.1. Team Satisfaction

According to Anderson et al. (1994), satisfaction is a general evaluation, by the consumer, though a significant amount of time, of similar experiences provide by the same brand or company. It is a way of response and feedback from pleasure and utility of the product or service (Oliver et al., 1997).

Business wise, satisfaction is a complex concept. First of all, that satisfaction must be recognized by both customer and brand. Lastly, satisfaction involves the whole experience, since expectations, interactions, purchase and post-sale experience (Giese & Cote, 2000). Naturally, most of the fans get most of their satisfaction from winning, but, that it something that brand has little to no control of it. It is a sort of opinion about the product or service, causing a reaction and feeling towards customers expectation and reality (Solomon, 2016). Nevertheless, satisfaction brings a series of economic and marketing benefits elasticity of price, less costs in g attracting new customers and better reputation for brand and company (Fornell, 1992).

The set of entertainment, economic and social benefits, can influence, both positively and negatively, the satisfaction, loyalty and identification towards the community around the club (Gummerus et al., 2012). Those benefits may also drive the positive engagement and participation in the club activities, whether sports or otherwise related.

Dunning (2000) stated that sports may increase the seek for excitement, specially of winning, as an emotion associated with customers, known as fans, satisfaction over their team's success. Also, in the same link of thought, (Funk, 2017), defines the purpose of a sports team, in the position of the consumer, as an emotional object of entertainment which gives emotions that increase identification. That same identification factor is what makes a club unique and what makes fans focus their emotions towards the team (Gómez-Bantel, 2018).

Other high related with the feeling of satisfaction with the club is, what authors call, positive stress, which basically aggregates the excitement of watching sports events (Wann, Schrader, et al., 1999). This way, fans who are not able to feel this kind of stress, feel negative stress and don't enjoy the same way. On this same study it is also referred that fans who like team sports best, have higher levels of positive stress.

There is also the entertainment side of satisfaction. The entertainment theory suggests that clubs' activities and their details attract and give fans a sense of pleasure (Wann et al., 2001). In complement, comes the theory of recreation which delivers the idea that fans come to matches and sports events because it enhances their physical and psychological wellbeing and a way of escaping the monotony of their lives (Wann et al., 2001).

Wann & Branscombe (1993) stated that fans feel more involved and satisfied with their team depending also on the level of identification with them. This leads us to conjugate these two terms in the chain of brand relationship.

2.4.2. Team Identification

First of all, it is pertinent to understand the concept of identification and identity. In 1979, two psychologists, Tajfel and Turner, developed the theory of social identity which revolves around three main prepositions (Tajfel & Turner, 2004):

- Everyone will seek to reach a positive social identity, around their peers and social groups with same interests
- Then, a positive social identity will depend on positive comparisons amongst the group with the same interests and amongst the antagonistic group, more specifically, in professional teams, rival clubs

- Lastly, when people think their social identity goes against the concept of the group, they will leave the group or try to improve their status, having the knowledge that will only have mutual identification if there is values' congruence.

Tajfel, in the same theory, added the concept of stereotype. He stated that social stereotypes can be defined as the ability one has to generalize a concept by learning about the environment of certain group and this concept may induce some social phenomena differentiation between different groups. To resume this theory, it is safe to say that social identity promotes comparisons between groups and individuals and will influence self-esteem.

Later on, Ashforth & Mael (1989) stated that social identification helps people locate themselves in the social specter inside a specific group, making them fill part of something. This indicates that when one supports a club, identifying with it, end up integrating a series of behaviors and symbolisms.

This way, professional sports clubs are social groups (Fink et al., 2002), adding that, this way, it is gratifying to address their customs and symbolisms, like wearing shirts and merchandise and singing fan chants or even the necessity of including their favorite team as a characteristic when describing themselves (Tajfel & Turner, 2004).

In a more brand wise manner, according to Aaker & Equity (1991) and Aaker & Keller (1993), brand associations are the thoughts and ideas that an individual, customer or potential customer, may hold in his memory for some good or service. This associations can take different forms, such as tangible, functional, experiential or intangible. Attitudes towards the brand, such as identification, increase the sense of love and preference in customers.

The same thing can be seen in professional sports. Competitive and professional sports have always had great importance in people's social life. Fans grow close their club of choice and see it as a part of their lives. Wann et al. (1996) state that the process of identification with a club may come from family and friends, the athletes, geographical reasons or from the team success.

Sports have the of uniting people that have the same favorite team, seen as a phenome of identification with the team and other community members (Branscombe & Wann, 1991). According to this study, fans, as they identify with a team, share feelings, wills and values.

Since professional teams live in an environment full with interactions among many parts, identification is an important and crucial point to develop when building a sports brand (Mcalexander et al., 2002). So, it is important to understand what triggers identification in the fans and consumers and make efforts to keep using it to build the connection needed to make fans participate in commercial and business-related activities of sports clubs. This is corroborated by Wann & Branscombe (1993) research that evidenced that fans who have a strong identification with their favorite team are more likely to stay loyal and supportive during bad times and new business initiatives.

Like referred in the team satisfaction, Wann & Branscombe (1993) focused their work on interactions between fans and clubs, defining the identification as the moment they realize it is their favorite team, see it as a representation of themselves and they want to support it, be involved and concerned about it, being that, in the next year they build a more profound theory of psychology connection between club and fan. This same referred psychology connection comes from a feeling of belonging to the collective identity of the team (Lock et al., 2012).

According to Sutton et al. (1997) , there are 3 levels of club identification: level one is about casual fans, who value entertainment but show low identification with the club; level two is about sports fans who value more the sport than the club itself; level three is about unconditional fans who have strong ties to the club and invest a significant amount of time and money on it.

2.4.3. Club Success/History

As a brand, a team success and subsequent history may be compared to his heritage, background and equity. From the sport team perspective, sport managers need to understand the components of brand equity so that it might be effectively manipulated (Gladden & Funk, 2002).

An institution history can be involved in heritage and that heritage can be seen as part of equity of a brand. Aaker (1995) defined brand equity as an aggregate variable of the four dimensions of brand assets: brand awareness, brand loyalty, perceived quality and brand associations. On the other hand, Keller (1993) defined brand equity in the consumer perspective, including only 2 dimensions implied by Aaker (1995), which are, brand awareness and brand associations, giving them more relevance and emphasis in his model. Berry (2000) claimed that in services companies, such as sports clubs, the organization is the primary brand, represented by its history and symbolism.

Wann et al. (1996) referred that identification may come from the success of the team. People will seek to belong to something bigger than themselves and they tend to be with something successful (Tajfel & Turner, 2004; Wann & Branscombe, 1993). Cialdini et al. (1976) also used this premise to state that fans seek to identify with successful teams in order to obtain their glory as their joy. On the other hand, Snyder et al. (1986) studied the opposite phenom. They studied about the response of the fans in the less unfortunate moments of their club. Worst sports results tend to push back less identified fans, saving their self-esteem.

Lin & Lin (2008) added that a team's performance to be the most important factor when it comes to watching events and consumption in general. Most consumers tend to show significantly less brand loyalty towards low quality products, contrariwise professional sports fans who appear to show appreciable stronger loyalty to professional sports teams, even if the team is not having good performance and results (Yun-Tsan & Chen-Hsien, 2008).

2.4.4. Ownership

On this topic, the reference is the psychological ownership (Pierce et al., 2003). In this theory, according to Pierce et al. (2003), participative decision making exercised over an object, eventually results in feelings of ownership of that object. This theory represents that the more control a person can exercise over a certain object through participative decision making, the more the person will feel attached and psychological experience these objects as a part of the self, making it a crucial feature of personal ownership (Van Dyne & Pierce, 2004). This way, the self fuses with the object through intimate and profound knowledge of an object or service, therefore, individuals can feel

ownership of an object or service by acquiring information about it and having experiences with it (Kumar, 2019) . The more information and knowledge individuals have about an object, the deeper the relationship between the self and the object and, thus, the stronger the feeling of ownership (Pierce et al., 2003).

Ownership causes customers to protect their ownership rights from other customers and to control access by other customers (Van Dyne & Pierce, 2004). Aside from that, brand ownership creates additional effort and responsibility in the form of stewardship and self-sacrifice, which are costly to customers and hamper customer performance as brand ambassadors (Kumar, 2019).

Researchers have noted that individuals establish their self-identity through interactions with possessions, including brand products (Kumar, 2019), being an extension of their personality through self enhancement. Therefore, it is safe to say that brand ownership may engender customer self enhancement and influence customers' will to exhibit behaviors and personalities that promote the welfare of the brand in question.

According to Vivek et al. (2012), “the ownership or purchase of a product or brand is not a prerequisite of engagement or even of community involvement”. Before the existence of Online Brand Communities, a typical brand community would be composed by members with long held brand ownership and brand loyalty. With Online Brand Communities, customers and potential customers can engage in the virtual brand community, having brand ownership or not. Freedom of self-expression also provides ways to feel ownership towards a brand, even not actually owning that brand or product. Member participation in the brand community is impacted by their sense of both individual and collective ownership of the brand community (Kumar, 2019).

2.4.5. Self Esteem

According to Wann et al. (2000) and Wann, Schrader, et al. (1999), one of the main reasons for consuming sports is the positive effect on self-esteem. (Wann et al., 2000) relates this motive to the possibility of feeling good with oneself. Allied to that is the feeling of conquest and victory by the team which fans consider as their own and

celebrate publicly (Wann et al., 2001). Hirt and Ryalls (1994) also pointed self-esteem as a crucial key.

Self-esteem may be considered as an innate human need and a fundamental element of individual self-concept (Wann, Roberts, et al., 1999). Therefore, we can assume that a high level of self-esteem means that one is accepting his persona, in the best way possible, meaning, a low level of self-esteem translates in a negative perception about one's self personality. Self-esteem has a higher place in the Maslow hierarchy of needs and motivations and it has been identified as an important component and a good feeling. According to (Trudeau H & Shobeiri, 2016), experiential stimulus directly influences consumers' self-esteem which influences relationship with brand and community. Also, high self-esteem creates higher engagement with community, meaning that self-esteem is a major part of engagement and vice-versa.

According to Wann et al. (2001), there are four personal incentives that boost the will to engage with the club. Those are:

- Ego: are about the desire of witness the favorite team succeed and have the best performance. According to Wann, Roberts, et al. (1999), a team's performance is crucial when comes to the decision of consuming events, content, products and services and, when it comes to consuming sports events, high self-esteem fans prefer events with all successful teams while high identified fans but low self-esteem prefer easy matchups for their club of choice. Gray & Wert-Gray (2012) also concluded that there is a positive relation between sports results and the number of fans and that teams whose results are good and have more success, have the tendency to have more people watching and consuming from them.
- Nature: nature incentives are about the activity itself and its details. Instead of consuming all kinds of sports the same way, fans have preferences, sports they like most.
- Social: are about the conviviality in participating in being present in sports events.
- Rewards: are about direct extrinsic benefits of sports activities

When an individual becomes a fan of a club, has the opportunity to share experiences and emotions with other fans of the same team and this factor contributes to fulfilling the personal need of social interactions and promotes the feeling belonging (Wann, Schrader, et al., 1999).

According to the literature, experiences and self-transformation benefits, attached with the brand, explain the relationship between the brand and the customer (Trudeau H & Shobeiri, 2016).

Brand consumption enhances the self-esteem. Consumers join brand communities to feel good about themselves, helping them enhance their self-esteem. A great example, shown in Kumar & Kumar (2020), is when the identification offered by the community has a positive effect in consumers' self-esteem. That way, communities facilitate and provide self-esteem amongst consumers through interactions (Carlson et al., 2008). That self-esteem created can fulfill a circle of good interactions enhancing engagement practices in the community (Hirt & Ryalls, 1994).

Based on these presumptions, it is safe to say that self-esteem may have a direct and positive influence and benefits in brand communities, engagement and identification.

2.5. Consequents

2.5.1. Brand Love

Throughout the times and evolvement of markets, brands and consumption, consumers have become more demanding and impatient, in a sense of having high standards and demanding quickness obtaining what they want because they have more income available to consume and more choices that match what they seek. It is easy to try new stuff, new products and new brands, to compare and switch if desired, especially with brands which bet on a low-price business strategy.

The concept of love or attachment was initially studied in the psychological field as psychologist Bowlby (1979) developed the Theory of Attachment. This theory stated that attachment is a natural emotional characteristic of mankind, since, we are born already attached to somebody else, our mothers, and, furtherly, we naturally attach to family members and friends. This theory was the basis of the brand love study on the

marketing field as one's wellbeing can be related also by attachment to other things, like brands and products (Bowlby, 1979)

The more customers love the brand, the more they will be involved. That makes easier for the brand to observe the needs of its customers and how they can improve and strengthen the relationship and, therefore, the love and will to keep transactions in between. When customers feel attachment with a brand, making the brand part of their lives (Carroll & Ahuvia, 2006). That level of attachment can be kept stable as brands do their efforts and customers, who are emotionally tied to a brand, are likely to invest and protect the relationship with that brand (McAlexander et al., 2003).

Assuming that the brand does its job of delivering what the customer needs, they will establish a sort of relationship with the customer and it is substantial to maintain an enduring and profitable relationship. Fournier (1998) indicates that the buying decision of people for a brand is influenced by their established loyalty, long-term relationships with particular brands, and people not just form relationships with brands, they also establish relations with other customers who have same brand preferences.

Customers who repeatedly purchase brands, contribute to consistent cash inflows and sustained profits (van der Westhuizen, 2018). According to Grisaffe & Nguyen (2011) there are five concepts which impact customers in their perception and emotional attachment to a brand, being those concepts superior marketing characteristics, consumer outcomes, user benefits, socialization benefits and sentimental memories. More extrinsic qualities may include brand name, packaging, innovation, environmental concern, reputation and organizational values (Aaker, 1995). These characteristics help differentiate from unbranded, facilitating the process of brand attachment (retrieve). However, a brand must strive to keep up with good experiences to maintain a good reputation and customer relationship (Krishnamurthy & Kucuk, 2009).

Allied to the concept of love is the concept of loyalty. Brand loyalty can be defined as consumer's attachment or devotion to a brand (Aaker, 2004) purchase behavior of one particular brand, consistently through time and reinforced with commitment to the brand (Dick & Basu, 1994). Loyalty is determined by intersection

between relative attitude towards brand and repetitive purchases (Dick & Basu, 1994). This model states that true loyalty is when there is strong relative attitude and strong repetitive purchase. Brand loyalty can be achieved through rational and emotional ways (Dick & Basu, 1994). The rational way carries cognitive factors such as performance and judgment and the emotional route includes more personal reasons and feelings like happiness and satisfaction. On the other hand, Nam et al. (2011) presents loyalty from two different perspectives within the emotional route, behavioral and attitudinal loyalty. Behavior loyalty refers to the behavior of repeated purchases or repeated consumption in general. Attitudinal loyalty refers to the psychological commitment that the consumer makes because of previous positive brand experiences.

A loyal customer translates into a valuable financial asset to a company (Garbarino & Johnson, 1999). A love relationship is characterized for being a loyal relationship as well. Faithfulness is achieved by cognitive, affection and conative triggers. The first ones are about trust, accessibility and trust, affection triggers are about emotions and satisfaction and, lastly, conative ones are about change costs, opportunity costs and expectations (Garbarino & Johnson, 1999). The core touch point is the attitude towards the brand, characterized by differentiation from other similar brands and repetition and frequency of purchases of products or services from the same brand. According to Aaker & Equity (1991), to increase loyalty, companies must treat customers politely, establish a close relationship marketing, keep track of consumer satisfaction and they stand gain benefits from it. Those benefits, according to Aaker & Equity (1991) are:

- Reduction in marketing costs
- Commercial benefits
- Increase of market positioning through new customers gained by word-to-mouth of already loyal customers
- Margin of time to catch up with competition because companies knows that loyal customers will not switch to their competition that easy

There will always be a core fan base for every brand. In club brands, brand love goes hand to hand with the love for the club itself. It is important to be clear about the

story and values of the brand in order to consumers fully know the brand and decide to engage, loving or disliking.

There cannot be love without trust. With this in mind, trust in the brand can be defined as customers' will to believe in the brand to match the expectations of fulfilling the needs (Chaudhuri & Holbrook, 2001).

Brand love may also bring commitment to that same brand. According to Bagozzi & Dholakia (2006), commitment can be defined as the continuous desire maintain a relationship with something one likes or loves. According to Lee et al. (2001) commitment is an emotional state of mind associated with a need to maintain contact and a relationship. Jones et al. (2008) define commitment as a force making customer buy, repetitively, from the same brand and not switch to its competitors. (Lee et al., 2001) also divide commitment in three different categories:

- Normative: relies on beliefs and morals
- Continuity: relies on opportunity costs and quitting costs
- Affective: relies on emotional connections

Consumers are fans of brands and sports clubs and fans are likely to be customers of club brands. Therefore, they appreciate good access to transparent information and news about the brand and, in this case, the club. This is possible due to relationship marketing and communications.

Brand love can also be seen as a measure for branding performance. As a sports brand performance can be seen as the sense of club satisfaction consumers feel, according to club goals, which makes it totally relative to each club and each context and community. So, each brand or club has to set goals towards their sport performance and brand performance. Brand performance could be, for example, create new experiences for fans or new products or services. This is proven to increase loyalty and that degree of loyalty is going to translate into revenue and profitability. Also, in terms of image and awareness, gives credibility, just as any other business or brand. It's important to be aware that fans and consumers expect something from the brand and it's to be sure that the brand and club can deliver those experiences.

In sports world, loyalty associated with love, shall influence behavior and support from fans, being resistant to changes or the flow of sportive or business success (Gladden & Funk, 2001). (Gladden & Funk, 2001) argue that consumers or, in this case, sport fans, have another form of relationship to their brand of choice in the sport world since there is more emotional attachment in sports brands than in other product brands.

2.5.2. Perceived Brand Distinctiveness

As branding is all about creating differences (Aaker, 2004), brand distinctiveness is defended as a main concept in marketing theory and considered one of the most important factors in a brand's growth and success (Keller, 2020; Porter, 1980). Thus, perceived brand distinctiveness involves the cues stored in memory that make the brand stand out, causing consumer recognition of a brand in consumers' minds (Berendt et al., 2018) .

Perceived brand distinctiveness refers to the firm's brand, consumer group distinctiveness refers to consumer social identity and captures perceptions of how unique a group of consumers is (Berendt et al., 2018). According to the already referred social identity theory (Tajfel & Turner, 2004), people seek for positive distinctiveness and look for memberships in positively distinct groups to build a positive self-concept.

Nowadays, customers' consumption and behavior with the brand is guided, not only by the functional benefits received from the brand, but also by the meaningfulness of the brand (Christodoulides & de Chernatony, 2010). According to (Bauer et al., 2005), brands, including clubs, have to fulfill sensory, intellectual, affective, behavioral and relational needs of customers, in order to fully satisfy their experiential desires. The experiences help in increasing the value of the community in the minds of the customers (van der Westhuizen, 2018). People decide to buy products or brands for what the product is, but also, for something other than their physical attributes and functions (Calder et al., 2018).

This knowledge can only be profitable if brand and club manage to control brand's image and rights, which can be summarized as the Trademark. It is important to understand how to sell and use qualities image wise. Consumers will engage according to their love for the brand but also to what the brand represents. This proposition tells

brand owners that it is a must to invest in maintaining a good and present image in order to boost engagement which will translate to short- and long-term revenues. In sports clubs, part of image is also the sports competitions success, both present and historic. It is natural that a winning club will most likely get more revenue and engagement from fans and consumers. However, Mahony et al. (2000) argue that marketeers know little about individual motivations to consume sports as a fan, so, it is interesting and necessary to understand from a psychological view, rather than only a business, economic and marketing view.

In the case of sports brands, clubs have a way of engage and build a connection and fans' self-esteem by providing some sort of, as the authors mention, rewards (Zhang & Mahar, n.d.). Those rewards can be in form of extrinsic incentives like parking, stadium beauty and concessions. Wann et al. (2001) assign these rewards as marketing strategies and embody other details like souvenirs, merchandised gifts, interactions with athletes and the whole stadium environment and its accolades.

2.5.3. Rival Brand Disidentification

In present days, brands are growing in number and business, which makes them more competitive than ever, in terms of positioning in the market. In current markets, brand competition has become an "established phenomenon" and brand names and image are a valuable and marketable asset (Aaker, 1995)

In the short-term, consumers benefit from rivalries from intensive competition (Heil & Helsen, 2001), brand rivalry can lead to unethical behaviors like conflicts, trash talking and stereotyping and reduction of consumer-to-consumer sense of mutual help and ideas exchange (Berendt et al., 2018). On the other hand, brand rivalries can provide identity, pleasure and entertainment (Berendt et al., 2018).

Rivalry is more than a normal competition (Berendt et al., 2018) and can be defined as a "subjective competitive relationship that an actor has with another actor that entails increased psychological involvement and perceived stakes of competition" (Kilduff et al., 2010). The more manifestations of brand rivalry exist, the more intense the consumer will perceive rivalry between the brands (Berendt et al., 2018). A key feature of rival brand disidentification is the perception of a cognitive difference

between their own identity and the rival brand's identity as well as the categorization of rival brands as enemies (Muniz Jr. & O'Guinn, 2001).

Anti-brand or rivalry community sites can have a negative impact on brand value through a negative online identity (Krishnamurthy & Kucuk, 2009) and might have negatively affect the favorability and uniqueness of brand associations (Keller, 1993). This can be seen as a promotion of rejecting the brand identity, creating a "negative self" (Banister & Hogg, 2004). Krishnamurthy & Kucuk (2009) argue that negative identity created by anti-brand sites is likely to lead to degradation of consumer attitudes, changes in behavior and decrease of brand value.

On the other hand, rivalry between clubs usually takes back from decades of competition, not from market position but from conquests and sports success. There will always be a core fan-base for every brand and a core fan base for a rival club. It is not only important how consumers perceive a brand but also how they relate to it (Fournier, 1998; Muniz Jr. & O'Guinn, 2001). According to Fournier (1998), a positive brand relationship leads to a strong emotional connection between customer and brand. Also, revenue from emotionally bonded consumers is less vulnerable to disruptions from anti brand incentives (Oliver, 1999), which results in a great endorsement of relationship marketing (Awasthi et al., 2012). In an inter-consumer brand rivalry, consumers are likely to disidentify from the rival brand. In fact, many brand communities require the rejection of rival brands to be a member (Muniz Jr. & O'Guinn, 2001).

Similar to Brand Community is the concept of anti-brand community, which forms around aversions towards brands (Hollenbeck & Zinkhan, 2006). Big and powerful brands are more likely to have anti-brand sites and communities (Krishnamurthy & Kucuk, 2009). It is difficult for brands to keep their reputation as communication technologies have led many corporate secrets to be revealed, just as discrepancy between outer image and internal one (Awasthi et al., 2012). This happens with the help of social networks and the online communities.

Anti-brand communities emerge due to four main reasons (Awasthi et al., 2012):

- Provide social community comprising members with common moral obligations
- Provide support network to common goals
- Provide a way of sharing difficulties
- Provide a resource hub for taking action

The main ways to manifest are (Awasthi et al., 2012):

- Publicizing market place inequalities
- Informing members about advantages of a restrictive use
- Construct new collective identities

Also, there are economic and financial factors that may cause one to shift the opposite way of supporting. Wann, Schrader, et al. (1999) studied the sports fans motivated by economic factors, such as sports betting, which makes them sports consumers through the potential of money gains. According to (Wann et al. (2001), there are fans who don't support a team by their identification or value congruence but have high levels of financial motivation, to the point that they only see a club as a money opportunity and not as passion, cult or part of their character. Wann et al. (1996) had already concluded that there is no evidence of connection between high levels of financial motivations and presenting as a club fan, being only supporters of team for providing financial gains.

In addition, the Theory of Disidentification proposes that the opportunity for the consumer to differentiate themselves from a rival is important for building a positive self-concept (Bhattacharya & Elsbach, 2002). On the other hand, enhancing fans' perceptions of Rivalry is a matter of profit, insurance and tranquility (Cobbs et al., 2017).

Like mentioned above, in club brands, brand love goes hand to hand with the love for the club itself. Therefore, when their loved club is a rival of one club, theoretically, a consumer will feel a sense of being anti that one club brand. According to Kilduff et al. (2010), the focus of anti-branding is about affecting the consumption of one brand through the construction of a negative brand identity. Low brand image is more business damaging than low quality products or services (Homer, 2008), hence the importance of brand image and identity.

2.6. Conclusion

In short, this chapter exploits brand communities in professional and competitive sports as well as key features related to marketing as a whole and consumers' behavior towards teams and team as a brand.

Through literature review, it was pointed out that the main reason for watching sports is self-esteem because of the feeling of conquest and victory by the team which fans consider as their own and celebrate publicly (Wann et al., 2001).

According to the existing literature, brand engagement is the consumers' intrinsic motivation to interact and cooperate inside the brand community and the brand itself. Therefore, it is found relevant to unite that intrinsic motivation with self-esteem precedents and motives.

When consumers own a brand, that can lead to the feeling of belonging, like reviewed in the literature. According to the literature, that can cause emotional triggers crucial to have the will to engage with the brand and with the community surrounding it.

Nowadays, with Online Brand Communities (OBC), consumers do not need to own the brand to perceive affection and display positive marketing relationships towards a brand and develop passion about it. For example, if a consumer owns a Ferrari, he may develop a kind of aversion to a Lamborghini, which may be seen as the rival brand on the same segment. On the other hand, owning a Ferrari, gives the moral right to attend Ferrari events and reunions and talk about that brand with other Ferrari owners. However, OBCs make it possible to engage and show other emotions towards a brand without owning it.

Brand community relationships are deeply revered as social interactions, which is why the individuals refrain from anti-social behaviors to avoid social alienation (Lascau & Zinkhan, 1999).

Other several studies point out the positive relationship between a team success and the consumption (James & Trail, 2008; Trail et al., 2003). Common sense may tell us that everyone likes the feeling of winning and celebrating, thus, consumers tend to be attracted to a club with history of victory or a brand with success. For example, in

Portugal, almost every city has its own sports club, however, most of the population tend to support only three clubs (Benfica, Sporting and Porto), which are the clubs who win the most and more important competitions and have the more history of sports successes.

Fans who are attending the games need to evaluate the players and the team's performance to be able to have a physical association before, during or after the experience provided by consuming the event (Fink et al., 2002). Customer satisfaction or fan satisfaction with the team and brand loyalty is the outcome of positive brand experience, mediated by other components like brand love and trust.

Consumers feel the need and pleasure to address their customs and symbolisms of a brand or their favorite club, like wearing shirts and merchandise and singing fan chants or even the necessity of including their favorite team as a characteristic when describing themselves (Tajfel & Turner, 2004).

3. Investigation Model

3.1. Investigation Conceptual Model

After reviewing the already existing literature regarding the topic of this study and its variables and relevant concepts, it is time to shape the conceptual model of this study to exploit the relations between said variables and better understand how the proceed in the investigation and reveal what hypothesis are worth studying.

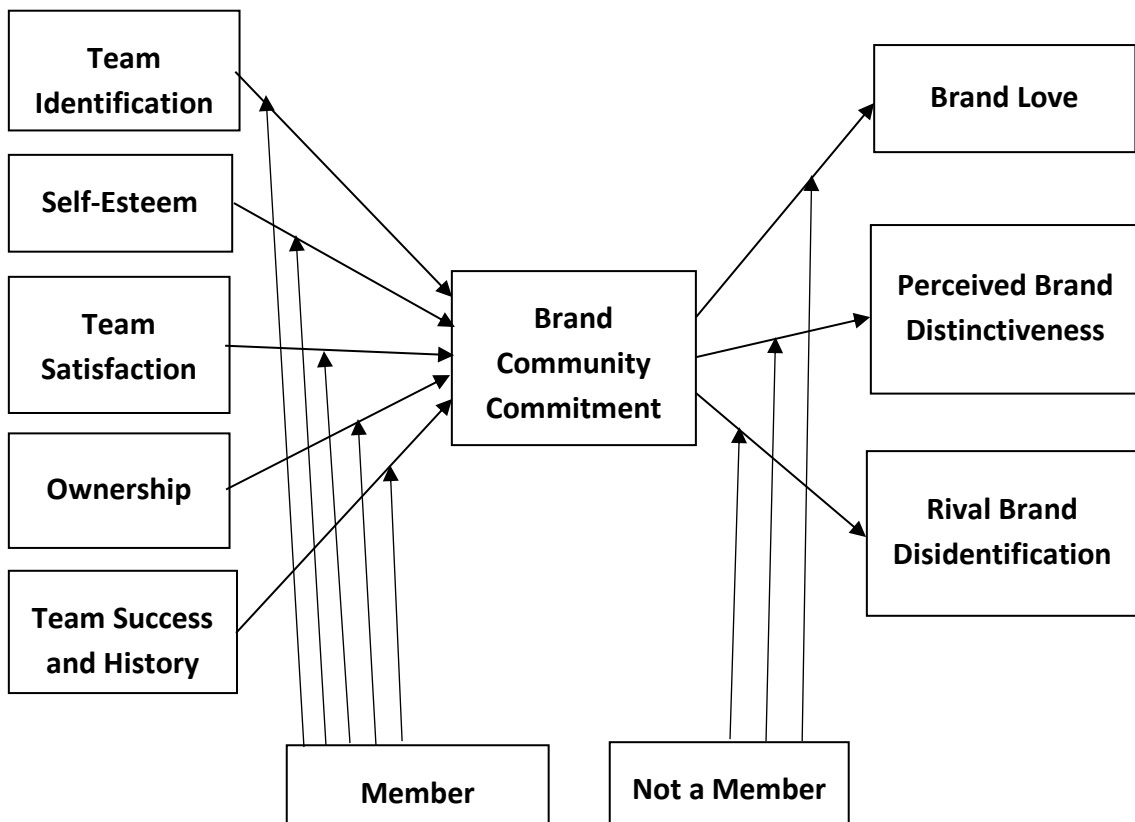


Figure 1 – Conceptual Model

According to this model, on one side there is Team Identification (ID), Team Success and History (SUC), Team Satisfaction (SAT), Self-Esteem (SE) and Ownership (OWN), as antecedents of Brand Community Commitment (BCC) of clubs. On the other side, there is Brand Love (BL), Perceived Brand Distinctiveness (PBD) and Rival Brand Disidentification (RBD) as consequences of brand communities. This makes Brand

Communities the connection link between both sets of concepts. Ultimately, will also be tested the membership as a moderator of this model.

3.2. Hypothesis Formulation

According to Gil (2008), an Investigation Hypothesis is a formed proposition which is tested to be it is rejected or accepted to give answers to an investigation. They have the purpose of empirical verification, crucial to a scientific investigation.

3.2.1. Hypothesis from antecedents of Brand Communities

H1: Team Identification has a positive influence on Brand Community Commitment.

H2: Self-Esteem has a positive influence on Brand Community Commitment.

H3: Ownership has a positive influence on Brand Community Commitment.

H4: Team Satisfaction has a positive influence on Brand Community Commitment.

H5: Team Success has a positive influence on Brand Community Commitment.

3.2.2. Hypothesis from consequents of Brand Communities

H6: Brand Community Commitment has a positive influence on Brand Love.

H7: Brand Community Commitment has a positive influence on Perceived Brand Distinctiveness.

H8: Brand Community Commitment has a positive influence on Rival Brand Disidentification.

4. Research Methodology

After literature reviewing the variables and carefully exploiting the original conceptual model, it is time to justify the usage of investigation hypothesis through a methodology.

This investigation has, as its goal, to evaluate and study potential, both antecedent and consequent, concepts of Brand Communities, in competitive sports market through a series of tools of collecting data and processing, statistically, the variables and hypothesis linked and defined in the previous chapters.

To begin the investigation, there will be a sample and population participating in this study, who will be characterized according to social and demographic data, as well as prerequisites to be able to contribute to the study and to participate in the quiz.

4.1. Sample and Population Selection

According to Carmo & Ferreira (2008), a population is a group of elements covered by the same definition, having, at least, one common characteristic differentiating from other groups.

In this investigation, it is considered as population the group of sports consumers, inserted in Brand Communities. Thus, this sample includes associates and supporters of one club and fans.

The sample is obtained, in this investigation, by snowball. Carmo & Ferreira (2008) explain this technique as the most effective way when it is impossible to reach every element of a population, as this case, by identifying other elements of the population from the elements of the same population already known.

4.1.1. Sample Characterization

The sample used for this investigation unites two distinct groups of characteristics: socio-demographic and sports fan profile. The following table shows and divides the characteristics of the sample, as well as quantify them absolutely and relatively.

Sociodemographic Variable	Absolute Frequency	Relative Frequency	Sports Profile	Absolute Frequency	Relative Frequency			
Marital Status								
Single	137	33,66%	Membership Yes No	193 214	47,42% 52,58%			
Married	112	27,52%						
Divorced	95	23,34%						
Widower	12	2,95%						
Domestic Partnership	51	12,53%						
Age								
Under 18	12	2,95%	Part of an Organized Fan Group Yes No	35 372	8,60% 91,40%			
From 18 to 29	128	31,45%						
From 30 to 39	127	31,20%						
From 40 to 49	92	22,60%						
50 and over	48	11,79%						
Gender								
Female	102	25,06%						
Male	305	74,94%						
Education Level								
Elementary School	19	4,67%	Favorite Club SL Benfica FC Porto Sporting CP Académica Vitória SC SC Braga Outro	197 101 65 15 7 12 10	48,40% 24,82% 15,97% 3,69% 1,72% 2,95% 2,46%			
Middle School	72	17,69%						
Highschool	56	13,76%						
Bachelor's Degree	169	41,52%						
Master's Degree	77	18,92%						
PhD	14	3,44%						
Household Size								
1 member	66	16,22%						
2 members	58	14,25%						
3 members	147	36,12%						
4 members	113	27,76%						
5 or more members	23	5,65%						
Household Monthly Net Income								
Under 1000€	112	27,52%	Match Attendance Frequency Never Rarely Sometimes Regularly Always	6 15 62 112 212	1,47% 3,69% 15,23% 27,52% 52,09%			
From 1000€ to 1999€	187	45,95%						
From 2000€ to 3000€	38	9,34%						
Over 3000€	46	11,30%						
Professional Situation								
Student	97	23,83%						
Unemployed	31	7,62%						
Student-worker	72	17,69%						
Employee	134	32,92%						
Self-employed	68	16,71%						
Retired	5	1,23%						

Table 1 – Sociodemographic and Sports Fan Profile of the Respondents

4.2. Data Collection Method

4.2.1. Survey and Variables Operationalization

According to Gil (2008), the survey is an investigation technique composed by a group of questions presented to individuals in order to obtain information needed and, its elaboration, consists in a process with precautions required such as form, number of questions, variety of choice options and a pre-test.

However, it is a method with its pros and cons. For example, Carmo & Ferreira (2008) present the pros as the analysis's simplicity, quickness in getting and analyzing the data and the systematization. Nevertheless, as its cons, there is the difficulty of elaboration and the possibility of no response.

Now, the quiz used as a basis for this investigation is not limitative to a brand, club or community, therefore, done in an inclusive and global way and was divided in three parts: individual framing, club preferences and questions relative to the variables in study.

In the individual framing, it was proceeded questions related to marital status, age, gender, education level, household size, household monthly net income and job status. These questions are from the anonymous line and of multiple-choice character in order to preserve safety, peace of mind and promptitude to the respondents.

Secondly, is when it is asked the club preferences of the sample in order to determine the sports fan profile of the respondents. The questions are of binary nature (yes or no) and about the club that the respondent supports and of multiple choice, choosing the options that fits better.

Lastly, there are questions about the variables in study and already analyzed in previous chapters. Those questions are formulated in a seven-point Likert scale, which "one" stands for "totally disagree" and "seven" stands for "totally agree". This serves for measuring the current variables of the model in a scale most used and recommended by authors previously referenced. The scales of measurement are presented in tables 2, 3 and 4 below.

Variable	Items
<p>Team Identification (ID) Adapted from Wang & Tang (2018)</p>	<ol style="list-style-type: none"> 1. I see myself as a fan of my favorite club. 2. My friends would say that I am a fan of my favorite club. 3. Being a fan of my favorite club is very important to me. 4. I usually wear the logo of my favorite club at home or at work. 5. I feel empathy with other fans of my favorite club.
<p>Self-Esteem (SE) Adapted from Hur et al. (2011)</p>	<ol style="list-style-type: none"> 1. Being a member of this community, I feel confident about my abilities. 2. Being a member of this community, I feel that others respect and admire me. 3. Being a member of this community, I feel as smart as others. 4. Being a member of this community, I feel good about myself. 5. Being a member of this community, I feel confident that I understand things. 6. Being a member of this community, I feel aware of or conscious of myself.
<p>Ownership (OWN) Adapted from Kumar (2019)</p>	<ol style="list-style-type: none"> 1. We (my community members and I) collectively agree that this is OUR brand community. 2. We (my community members and I) collectively feel that this community belong to 'us' together. 3. We (my community members and I) feel a very high degree of collective (community) ownership for this community. 4. We (my community members and I) believe that this community rarely belong to us. 5. All of the members of my community feel as though we own this brand community collectively.
<p>Team Satisfaction (SAT) Adapted from Shuv-Ami et al. (2018)</p>	<ol style="list-style-type: none"> 1. I am satisfied with the way that my favorite club encounters my expectations. 2. I am satisfied with my favorite club. 3. I am satisfied with the way my favorite team adapted to my needs.
<p>Team Success/History (SUC) Adapted from Ross et al. (2006)</p>	<ol style="list-style-type: none"> 1. A specific era in the team's history. 2. Game winning plays in the team's history. 3. Championships the team has won. 4. The most recent championship the team won. 5. The success of the team in the past.

Table 2 – Measurement Scales for Brand Community Commitment Antecedents

Variable	Items
Brand Community Commitment (BCC) Adapted from Hur et al. (2011)	<ol style="list-style-type: none"> 1. I feel a sense of belonging in this community 2. I will visit this community continuously 3. I will exchange information and opinions with the members of this community 4. I do not feel like staying associated with this community 5. I feel this community as a part of living 6. I feel attached to this community

Table 3 – Measurement Scales for Brand Community Commitment

Variables	Items
Brand Love (BL) Adapted from Carroll & Ahuvia (2006)	<ol style="list-style-type: none"> 1. This brand is wonderful. 2. This brand makes me feel good. 3. This brand is incredible. 4. I have neutral feelings towards this brand. 5. This brand makes me very happy. 6. I love this brand! 7. I have specific feelings about this brand. 8. This brand is pure pleasure. 9. I am in love with this brand. 10. I am very tied to this brand.
Perceived Brand Distinctiveness (PBD) Adapted from Berendt & Uhrich (2016)	<ol style="list-style-type: none"> 1. My club clearly distinguishes itself from other smartphone brands. 2. Compared to other club brands, my club stands out. 3. My club clearly differentiates itself from other smartphone brands.
Rival Brand Disidentification (RBD) Adapted from Berendt & Uhrich (2016)	<ol style="list-style-type: none"> 1. The [archrival brand]'s failures are my successes. 2. When someone praises the [archrival brand] it feels like a personal insult. 3. When someone criticizes [archrival brand] it feels like a personal compliment.

Table 4 – Measurement Scales for Brand Community Commitment Consequents

4.3. Statistic Data Analysis

After collecting the necessary data from the quiz, the tool of choice needed to statistically analyze said data is the computer software *Statistical Package for the Social Sciences (SPSS)*, through the extensions *IBM SPSS Statistics 25* and *IBM SPSS AMOS 25*, both available through licenses provided by Faculty of Economics of University of Coimbra.

For starters, data is going to be inserted in *IBM SPSS Statistics 25* to evaluate the initial validity of the data through an Exploratory Factorial Analyses. To make the identification and comprehension of every variable easier and quicker, the items are by their acronyms. Then, the data is going to be analyzed in *IBM SPSS AMOS 25* to assess the Confirmatory Factorial Analysis.

On this dissertation, the factors were extracted through the Principal Components Method and the factors rotation method used was Varimax since it is the most common and well feedbacked in the literature.

4.3.1. Exploratory Factorial Analysis

According to Brown (2006), the Exploratory Factorial Analyses is a set technical actions with the goal of finding an underlying structure to a data matrix and discover the number and nature of factors that better represent the group of variables. Those factors are latent variables if they influence more than an observed variable (Damásio, 2012). The Exploratory Factorial Analysis is most useful when there is no previous theory of the relation between the variables.

Thereby, this Exploratory Factorial Analysis will be composed by six factors: Cronbach Alfa, Item Correlation, Kaise-Meyer-Olkin (KMO) Criteria, Bartlett Sphericity Test, One-dimensionality and Explained Variance Percentage.

According to Damásio (2012), both KMO and Bartlett Sphericity test evaluate the fit of the data to the analysis, therefore, should be the first to be done. KMO index is a statistic tool to demonstrate the fit of the sample, through suggestion of the explanation provided by a latent variable to the variance of the items (Lorenzo-Seva et al., 2011). Its value comes between 0 and 1, being closest to one the better factorial analysis (Lorenzo-Seva et al., 2011) and that value is calculated through the square of total correlations

divided by the square of partial correlations of the variables (Field & Vialli, 2000). Thus, according to Damásio (2012), for this index, values under 0,5 are considered unacceptable, between 0,5 and 0,7 are mediocre, between 0,7 and 0,8 are good, between 0,8 and 0,9 are very good and over 0,9 are excellent. Reading the values exposed in table 2, there is evidence of good values of this index for the variables of Team Satisfaction, Perceived Brand Distinctiveness and Rival Brand Disidentification. Furthermore, Team Identification presented a very good value and the remaining, Self-Esteem, Ownership, Team Success/History, Brand Community Commitment and Brand Love, revealed excellent values.

Next, there is Bartlett Sphericity Test which, according to Field (2009), studies the resemblance of the covariance matrix to an identity matrix. Therefore, in order to have a factorizable matrix, there is the need of values below significance levels of 0,01, 0,05 and 0,1 (Tabachnick & Fidell, 2007). From table, there is evidence of null values for this index, which translates to a proved correlation between items and a positive analysis.

Then, it is proceeded the calculus of Cronbach Alfa which is value, according to Mallery (1999), varies between 0 and 1 and can be classified through intervals. So, values under 0,5 are seen as unacceptable, values between 0,5 and 0,6 are nether, values between 0,6 and 0,7 are contestable, values between 0,7 and 0,8 are acceptable, values between 0,8 and 0,9 are good and over 0,9 are excellent (Maroco & Garcia-Marques, 2013). In this study, all the variables presented excellent Cronbach Alfa values, indicating a very satisfying homogeneity in the contribution of the items.

Now, Items Correlation wise, Field (2009) states that values over 0,25 indicate correlation between items and respective variables. As shown in table 2, all items present a correlation much above that line, showing a very satisfying correlation.

Lastly, there is the Explained Variance which, according to Damásio (2012), represents the percentage of variance that factors can extract from the data. As the other indicators, the closer to 1, the better and, judging by the results shown in table x, it is safe to say that the values are satisfying.

Table 5 – Exploratory Factorial Analysis

Variable	Items	Cronbach Alfa	Item Correlation	KMO	Bartlet Test	Explained Variance %
Team Identification	ID1 ID2 ID3 ID4 ID5	0,960	0,914 0,934 0,892 0,820 0,873	0,891	0	86,104
Self-Esteem	AE1 AE2 AE3 AE4 AE5 AE6	0,965	0,885 0,918 0,866 0,888 0,902 0,866	0,925	0	85,167
Ownership	Own1 Own2 Own3 Own4 Own5	0,985	0,895 0,896 0,906 0,867 0,851	0,919	0	85,767
Team Satisfaction	S1 S2 S3	0,937	0,876 0,899 0,838	0,755	0	88,899
Team Success	Se1 Se2 Se3 Se4 Se5	0,979	0,939 0,938 0,905 0,956 0,95	0,908	0	92,247
Brand Community Commitment	Com1 Com2 Com3 Com4 Com5 Com6	0,967	0,880 0,877 0,891 0,888 0,928 0,909	0,920	0	86,173
Brand Love	AM1 AM2 AM3 AM4 AM5 AM6 AM7 AM8 AM9 AM10	0,977	0,866 0,898 0,909 0,779 0,940 0,924 0,859 0,914 0,893 0,902	0,939	0	82,978
Perceived Brand Distinctiveness	Dist1 Dist2 Dist3	0,910	0,866 0,788 0,826	0,741	0	85,116
Rival Brand Disidentification	Anti1 Anti2 Anti3	0,951	0,896 0,896 0,905	0,777	0	91,241

4.3.2. Confirmatory Factorial Analyses

After the Exploratory Factorial Analysis, it is important to make a Confirmatory Factorial Analysis based on the Structural Measurement Model.

4.3.2.1. Model's Quality of Adjustment Analyses

This analysis has the purpose of finding out if the model has the ability to produce correlations between the variables used. Thus, the adjustment tools used are going to be: Qui-Square Test (X^2), Qui-Square/Degree Freedom test (X^2/df), Comparative Fit Index (CFI), Tucker-Lewis Fit Index (TLI), Incremental Fit Index (IFI) and Root Mean Square Error of Approximation (RMSEA).

According to Marôco (2014), CFI, TLI and IFI grade the quality of the model through what-if scenarios while X^2/df evaluates the overall quality of the model without comparisons. Marôco (2014) also points that CFI is used in underestimated values correlation in small samples while TLI compares the study model with a null model. Furthermore, IFI evaluates the dependency of the sample's size (Lisboa et al., 2012) and RMSEA evaluates the distinctiveness between the covariance matrix and implied covariance by degree freedom (Marôco, 2014).

Statistic	Values of Reference		Measurement Model Values
X^2	Smaller the better		2688,273
X^2/df	>5]2;5]]1;2] <1	Bad adjustment Poor adjustment Good adjustment Excellent adjustment	2,829
CFI	<0.8 [0.8;0.90[Bad adjustment Poor adjustment	0,934
TLI	[0.9;0.95[≥0.95	Good adjustment Excellent adjustment	0,928
IFI	≥0.95	Very good adjustment	0,934
RMSEA	>0.10]0.05-0.10] ≤0.05	Unacceptable adjustment Good adjustment Excellent adjustment	0,067

Table 6 – Index Values of Model's Quality of Adjustment

4.3.2.2. Measurement Model Quality Analysis

The Measurement Model Quality Analysis has the objective of studying if the latent variables are being well measured and will be made using measures from literature, such as analysis of the measurement reliability of indicators and variables (Lisboa et al., 2012).

4.3.2.2.1. Indicators Measurement Reliability Analysis

In order to evaluate the reliability of measurement of each indicator, it will be used the Standardized Regression Weights (SRW) which is a useful index for this occasion (Lisboa et al., 2012). According to Marôco (2014) the values of SRW should be above 0,25 meaning each item should account more than a quarter of the variable's variance. Through table 4, it is possible to see that there is a very satisfying reliability since all items have a SRW much above the threshold defined by literature.

Items	SRW	CR
Team Identification		
ID1	0,955	-
ID2	0,968	47,902
ID3	0,907	35,380
ID4	0,823	26,145
ID5	0,880	31,702
Self-Esteem		
AE1	0,908	-
AE2	0,939	33,362
AE3	0,884	28,123
AE4	0,908	30,22
AE5	0,918	31,159
AE6	0,882	27,928
Ownership		
Own1	0,923	28,402
Own2	0,917	27,956
Own3	0,927	28,670
Own4	0,891	26,162
Own5	0,876	-
Team Satisfaction		
S1	0,917	-
S2	0,949	33,22
S3	0,876	27,392
Team Success		
SE1	0,947	47,092
SE2	0,946	46,546
SE3	0,913	38,867
SE4	0,972	56,670
SE5	0,970	-
Brand Community Commitment		
Com1	0,904	-
Com2	0,899	28,967
Com3	0,913	30,155
Com4	0,907	29,637
Com5	0,929	31,668
Com6	0,908	29,69
Brand Love		
AM1	0,848	-
AM2	0,882	24,23
AM3	0,908	40,108
AM4	0,778	19,507
AM5	0,937	27,391
AM6	0,945	27,862
AM7	0,89	24,656
AM8	0,941	27,613
AM9	0,925	26,623
AM10	0,926	26,662
Perceived Brand Distinctiveness		
Dist1	0,943	-
Dist2	0,824	23,557
Dist3	0,878	26,81
Rival Brand Disidentification		
Anti1	0,932	-
Anti2	0,925	33,691
Anti3	0,939	35,218

Table 7 – Index Values of Indicators Measurement Reliability

4.3.2.2.2. Variables Measurement Reliability Analyses

To analyze the reliability of variables measurement there are going to be included three components:

- Average Variance Extracted (AVE): it is an indicator that present the percentage of variance connected to each latent variable (Lisboa et al., 2012). It is recommended values over 0,5 ((Hair, Black, Babin, Anderson, & Tatham, 2006);
- Composite Reliability (CR): this index measures the way each variable is being measured by its indicators (Lisboa et al., 2012). Good values are the ones above 0,7 (Mallery, 1999);
- Cronbach Alfa: used also in AFE. Good values are above 0,8 and excellent values are above 0,9 (Mallery, 1999).

Cronbach Alfa is highlighted in table 5 by the numbers in bold, being the remaining correlations between variables.

Variables	ID	SE	OWN	SAT	SUC	Com	BL	PBD	RBD	AVE	CR
ID	0,960									0,669	0,817
SE	0,539	0,965								0,673	0,820
OWN	0,531	0,555	0,985							0,581	0,762
SAT	0,494	0,553	0,451	0,937						0,592	0,769
SUC	0,340	0,469	0,407	0,395	0,979					0,742	0,861
BCC	0,671	0,772	0,673	0,678	0,422	0,967				0,356	0,596
BL	0,338	0,269	0,309	0,387	0,549	0,397	0,977			0,729	0,852
PBD	0,289	0,431	0,624	0,228	0,319	0,323	0,180	0,910		0,792	0,766
RBD	0,372	0,306	0,264	0,403	0,400	0,387	0,663	0,176	0,951	0,578	0,760

Table 8 – Index Values of Variables Measurement Reliability

4.4. Conclusion

The fourth chapter, regarding the Investigation Methodology, integrates aspects associated this study, serving as a link between the Literature Review and Results.

As such, the methods of sample collection presented, as well as the scales and measurement instruments applied. Consequently, all information related to the sample

and the manner in which all the collected data were obtained was detailed. Subsequently, an analytical exploration of the pre-test to the disseminated survey was conducted.

The chapter concludes with the statistical analysis of data, integrating CFA (Confirmatory Factorial Analysis) and EFA (Exploratory Factorial Analysis). In this section, the criteria of EFA, as previously recommended in the literature, were verified, and a satisfactory analysis of the model in CFA was performed. In short, both components successfully validated the proposed model, proving the Measurement Model as viable.

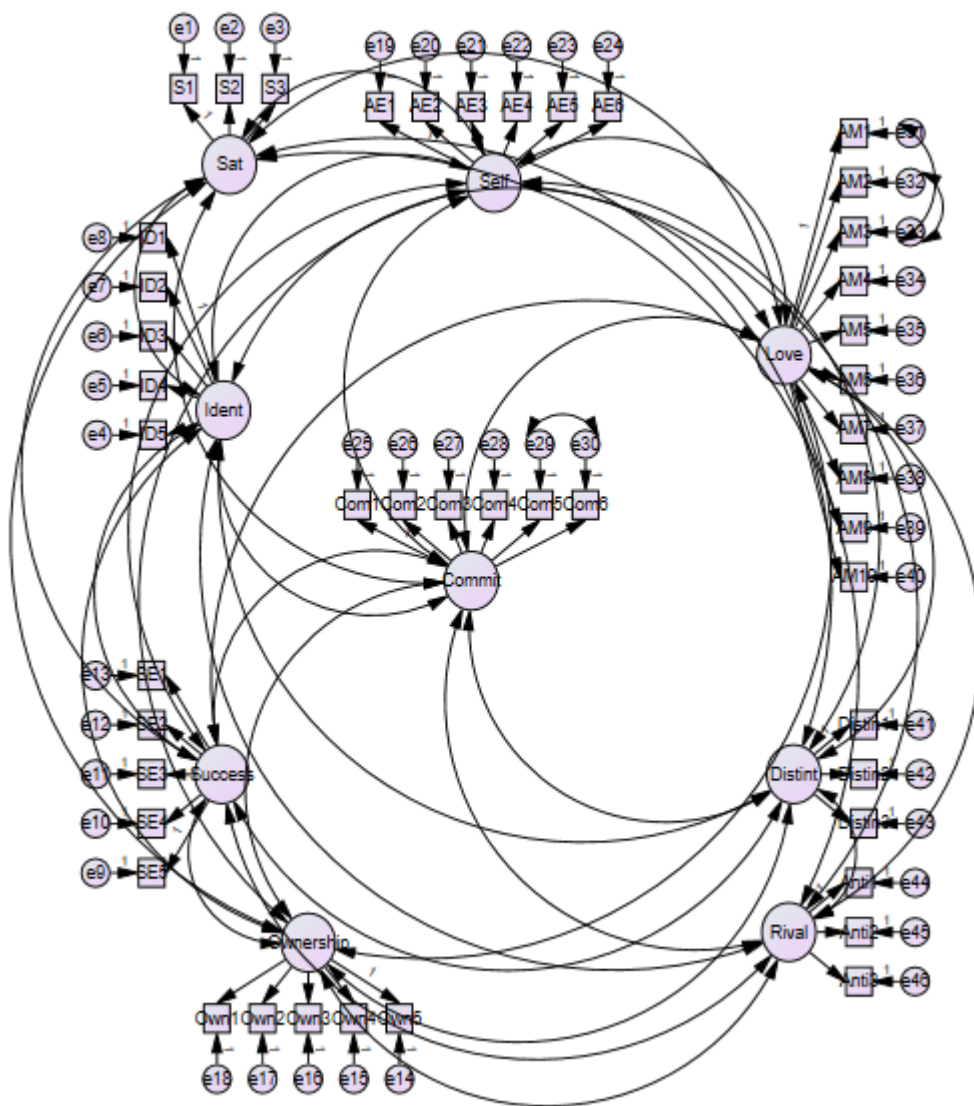


Figure 2 – Measurements Model

5. Results

This chapter serves the purpose of exposing and analyzing the results obtained from the previous chapters. Thus, it will be presented the results from the Hypothesis Test inherent in the Structural Model adopted for this dissertation, as well as its framework.

5.1. Descriptive Analysis

The Descriptive Analysis is a statistical process in which is exposed the minimum and maximum value, mean and standard deviation of each variable in study. The tool used for this analysis was, once again, SPSS software.

Variables	Minimum	Maximum	Mean	Standard Deviation
ID	1	7	5,5690	1,21270
SE	1	7	4,8043	1,40013
OWN	1	7	5,2084	1,22796
SAT	1	7	4,9582	1,37503
SUC	1	7	4,2732	1,62769
BCC	1	7	5,0655	1,36089
BL	1	7	3,8391	1,78256
PBD	1	7	5,1556	1,24196
RBD	1	7	4,2129	1,69618

Table 9 – Descriptive Analysis

Analyzing table 6, when can verify that all the variables revealed the same minimum and maximum value. Furthermore, it is also available to verify that the variables ID, OWN, SAT, COM and PBD revealed better agreement by the sample and BL revealed a small disagreement. Now, the remaining variables, SE, SUC and RBD revealed a more neutral opinion. This implies a superior agreement in variables tied to feelings of self-esteem, successfulness and rivalry by the sample instead of brand and team more objective variables.

5.2. Structural Model

The Structural Equations Model can be split into two sub-models: Measurements Model and Structural Model (Lisboa et al., 2012). The Measurements Model was already analyzed in the previous chapter meaning that there is the Structural Model left to explore.

Statistic	Values of Reference		Measurement Model Values
χ^2	Smaller the better		2979,216
χ^2/df	>5]2;5]]1;2] <1	Bad adjustment Poor adjustment Good adjustment Excellent adjustment	3,087
CFI	<0.8 [0.8;0.90[Bad adjustment Poor adjustment	0,924
TLI	[0.9;0.95[≥0.95	Good adjustment Excellent adjustment	0,918
IFI	≥0.95	Very good adjustment	0,924
RMSEA	>0.10]0.05-0.10] ≤0.05	Unacceptable adjustment Good adjustment Excellent adjustment	0,072

Table 10 – Index Values of Structural Model's Adjustment

Table 7 exhibits the results regarding the Structural Model's adjustment after settling the investigation hypothesis. Despite this, even though the statistic values differ from the Measurement Model, the model still reveals satisfactory adjustment values and close to the ones on Measurement Model. It is to enhanced the fact that values of $\chi^2=2979,216$, $\chi^2/df=3,087$, CFI=0,909, TLI=0,918, IFI=0,924 and RMSEA=0,058 still reveal a pretty satisfactory adjustment. The following figure represents the final Structural Model of this dissertation.

5.3. Hypothesis Test and Discussion

This sub-section has the purpose of analyzing the hypothesis tests. Thus, in table 8, are shown the results regarding each hypothesis previously formulated of each

connection discussed in chapter 3. The values in the *p* column are read as: * - < 0,1; ** - < 0,05; *** - < 0,001.

		Structural Model N=407		Member N=193		Not a Member N=214	
Hypothesis	Connections	SRW	p	SRW	p	SRW	p
H1	ID→BCC	0,215	***	0,262	***	0,085	0,135
H2	SE→BCC	0,395	***	0,072	0,211	0,676	***
H3	OWN→BCC	0,240	***	0,337	***	0,265	***
H4	SAT→BCC	0,258	***	0,323	***	0,233	***
H5	SUC→BCC	-0,027	0,388	0,042	0,454	-0,200	***
H6	BCC→BL	0,402	***	0,520	***	0,237	**
H7	PBD→BCC	0,351	***	0,137	*	0,273	***
H8	RBD→BCC	0,396	***	0,303	***	0,148	**

Table 11 – Hypothesis Test Results of Structural Model and Moderator

First of all, it is highlighted that values of $p \geq 0,1$ do not possess statistical significance in this study, therefore the respective hypothesis is rejectable. After checking the p-values for the Structural Model, shown in the table above, it is concluded that seven out of the eight hypotheses reveal statistical significance.

Furthermore, the antecedents of BCC reveal statistical significance in four out of the five connections, being the hypothesis regarding the connection between SUC and BCC groundless due to the fact that its p-value is bigger than 0,1 and its SRW displays a negative value, therefore it is rejected, presenting no relationship between those two variables.

On the other hand, the remaining hypothesis regarding the antecedents display a significant influence of ID (SRW=0,215; $p < 0,01$), SE (SRW=0,395; $p < 0,01$), OWN (SRW=0,240; $p < 0,01$) and SAT (SRW=0,258; $p < 0,01$) on BCC. In addition, it is possible to constate that SE is the antecedent variable with the biggest SRW, meaning it is the variable with the heaviest influence on BCC.

These results stand to corroborate the importance of SE given by the literature explored in the second chapter (Banister & Hogg, 2004; Hirt & Ryalls, 1994; Wann et al., 2000; Wann, Roberts, et al., 1999), displaying once again a significant impact of SE in Brand Communities and Commitment to Brand and Community. Nevertheless, is it proved the

positive influence of ID, as predicted through the existence of a connection between SE and ID (Wann et al., 2000). Concerning SAT, it confirmed the link to BCC in sports (Fournier & Mick, 1999). Lastly, regarding OWN, it is also corroborated the link to BCC and its influence on interaction with BC (Kumar, 2019).

As far as SUC goes, even though literature pointed a relation with SE (Delia, 2015; Snyder et al., 1986) or with SAT (Leeuwen et al., 2002), the results of the Structural Mode do not reveal a significance connection with BCC.

Then, the hypothesis regarding the consequents of BCC, present a unanimous statistical ground, that is, all the connections reveal themselves as significant, with a $p < 0,01$. As such, it is proven the positive influence of BCC in BL (SRW=0,402), PBD (SRW=0,351) and RBD (SRW=0,396).

Consequently, the literature regarding the connection between BCC and SAT with BL (Mahony et al., 2000; McAlexander et al., 2003; Nam et al., 2011) is corroborated by these results, proven a significant link by BL with both variables. Regarding the connection between BCC and PBD, the results are resemblant, revealing an influence constated in the literature (Berendt et al., 2018; Yang & Peterson, 2004), as well as with RBD as a result of BCC (Berendt et al., 2018; Berendt & Uhrich, 2016) and ID (Luellen & Wann, 2010).

5.4. Moderators

After evaluation of the connections between the variables in study, it is proceeded to evaluate the effect of the moderator in the model. In this case, the moderator being the club membership.

5.4.1. Membership Impact

This variable was studied through execution of descriptive statistics in SPSS, resulting in mean of x . Being a variable with only two possibilities of numerical value, 1 and 2, the structural model was divided into two groups: the members (N=193) and the no members (N=214), according to the data. With that being said, the table 8 exposes the values of the hypothesis test, calculated using AMOS, differentiating the two groups.

Regarding BCC antecedents, the variable ID did not suffer changes with moderator effect and remains with preponderant and significant in the case of membership. However, in the absence of membership, becomes less influent and without statistical significance ($p > 0,1$). In reverse, the variable SE becomes negatively influent and statistical insignificant in cases of membership but increases preponderance in the absence of membership.

The variables OWN and SAT remained the same significant and influent with the impact of the moderator. Now the variable SUC decreased its statistical significance with membership and revealed even less preponderance in the absence of membership.

On the other hand, consequents wise, PBD revealed a decrease significance degree in the presence of membership and also decreased its preponderance ($SRW = 0,137 < SRW = 0,3510,351$). However, in the absence of membership, BL ($SRW = 0,237$) and RBD ($SRW = 0,148$) had less preponderance through the connection with BCC ($0,237 < 0,402$; $0,148 < 0,396$). In parallel, BL increased its preponderance in case of membership ($SRW = 0,520 > SRW = 0,402$)

5.5. Conclusion

After analyzing the results of the hypothesis test, it is enhanced the effect of the antecedents in BCC and the BCC in the consequents, using the Structural Model, as well as the variant involving the moderator variable.

With that being said, is highlighted the significance and preponderance of ID, SE, OWN and SAT in the formation of BCC. On the other hand, it is also relevant and exposed the effects of BCC in BL, PBD and RBD, being positively influent in the three links. Lastly, it is highlighted the diverging effect of membership in the formation and consequents of BCC. the folowing figure shows the esquematics of the Structural Model used in this investigation.

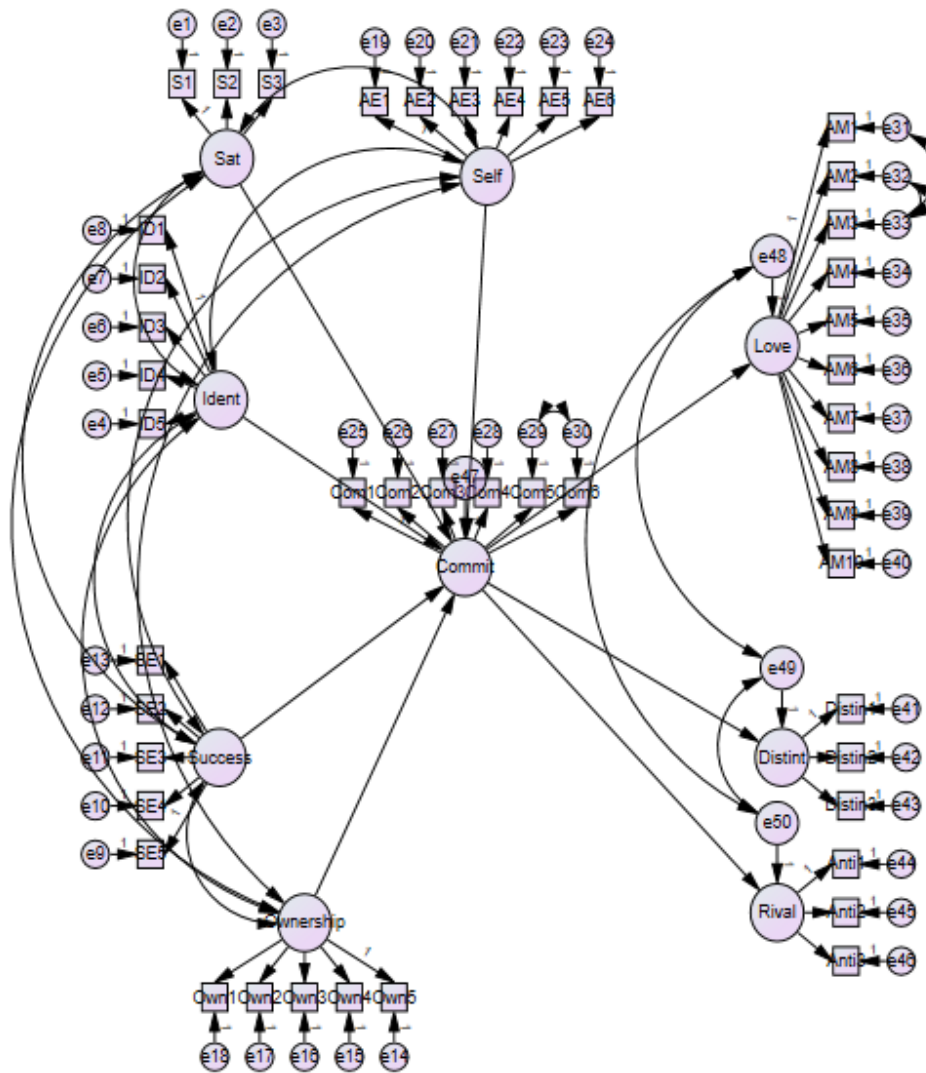


Figure 3 – Structural Model

6. Discussion of Conclusions

This dissertation used Sports Brand Communities as a main framework to the knowledge about behavioral consumption and its connection to sport club supporting. Thus, the study focused on understanding the ability of sports institutions to interrelate with consumers, aiming to strengthen and retain connections and marketing relationships.

This way, this dissertation aimed to clarify potential antecedents and consequents of Brand Community Commitment in sports, explain the differences in attitudes and behaviors towards the clubs and towards the brands and its communities and understand the effects of being a member of a club.

This study used a sample of 407 validations and the software IBM SPSS Statistics and AMOS to compose the EFA and the CFA to measure a relate the results that data, obtaining variables that trigger positively BCC: OWN, SE, ID, SAT. Furthermore, BCC reveals three relevant consequents: BL, PBD and RBD

From the obtained results, it is possible to verify that Ownership, Self-Esteem, Team Identification and Team Satisfaction had a visible preponderance in Brand Community Commitment, justifying the fans and consumers need good with themselves when interacting with the club. This may translate into positive brand awareness, passion and positive and proud word-to-mouth, making it pertinent to fully understand the needs of the target and placing marketing decisions visioning the perceived positioning.

These results provide various and interesting results. Regarding antecedents of BCC, it was proven that, in sports BCC, the success and history is not as preponderant as other variables related to other traditional goods and services brands, more specifically, Ownership and Self-Esteem. Thus, managers should captivate consumers and potential consumers with actions targeting the individual self-esteem, sense of belonging and identifying with the brand and the creation of a memorable and proud feeling of owning the brand, awaking that tie between consumer and brand and make efforts to keep strengthen it.

Furthermore, organizations should invest in parameters more linked to the team and competitions, such as, maintaining identifiable values and reasons to make fans and potential consumers satisfied with the club and its products, services and events.

Regarding consequents, the results show that the investment in efforts to create BCC, should stimulate behaviors in consumers, linked to the club and brand, more specifically, BL, PBD and RBD. That may create a sense of uniqueness in the club, associated with loyalty and passion, triggering a healthy disidentification with direct rival brands or clubs.

Finally, in terms of the moderator of Membership, the presence of membership creates a positive effect in Ownership, Team Satisfaction and Brand Love, triggering also an opposite effect in Self-Esteem and the preponderance of Perceived Brand Distinctiveness. On the other hand, in the absence of membership, Team Identification, Brand Love and Rival Brand Disidentification suffered a decrease in preponderance as the Self-Esteem had the opposite effect when creating Brand Community Commitment. This shows that individuals who are members, have feelings with the brand and club in a more intense and passionate way.

6.1. Theoretical Contributions

This dissertation intends to contribute to the already existing literature. Even though the studies surrounding this area are growing due to the popularity of sports and sports related media and sports businesses had also a financial and economic growth, showed by the volumes of currency transitioned, the link between sports and Brand Communities is yet to explore by science.

Visioning that some of the used consequents are not very common in sports marketing, PBD and RBD, this study adds the value of that relation, doing the parallelism to the more business side of sports clubs and their marketing and business strategy. Besides that, this study offers basis to the link of SE and OWN with PBD and ID with RBD.

6.2. Practical Contributions

Practical wise, this study may be used clubs and sports organizations to help understand and implement the best businesses strategies to obtain and retain sports consumers as part of a Brand Community related to the club or sport targeted and

understand how to stimulate and engage to hold on to them. With the exponential growth of clubs as businesses and their importance on everyday society and media,

This study model presents relevant areas of research important in management strategy, represented by the precedents and consequents of Brand Communities. However, the business model can never be fully dictated by managers once there are antecedents such as Success and History, which, as much of investment one club might do, it is still sports and unsuccess is part of it. Sometimes your club is going to win, sometimes it is other team winning and celebrating as community. The same winning factor can influence team satisfaction and, on that field, clubs have to create other mechanisms to make consumers satisfied. Constantly improvement of aspects connected to Brand Communities and Sports Brand Communities more specifically, may come with marketing benefits and competitive advantages through other competitors and in terms of increasing and strengthen the community.

To sum up, this dissertation offers good information to sports organizations and good touch points to managers and marketers working with clubs. It is reinforced the importance of maintaining an attention to the consumers' needs and preferences, as well as, preserving a good relationship and feed the positive brand awareness. As clubs, as much as it is invested, the sport side has a short-run limit at where it can be controlled but it is also crucial make efforts feeding the growth and development of the brand for marketing but also economic reasons. Besides that, it is important for organizations the power of membership and aim to create good conditions to incentive it

6.3. Limitations and Suggestions for Future Studies

Throughout the development of this academic research, it was possible to identify a cluster of limitations at various levels. Firstly, the size of the sample (N=407) could be considered low relative to the population under study, creating issues of generalizability in the obtained results. Additionally, it should be noted that this is a convenience sample, and it would be relevant to resort to more random samples to increase the overall degree of reliability and enhance the possibility of generalizing the findings. On the other hand, the use of cross-section data poses a limitation as there are fluctuations in terms of physical and psychological performance indices among all

athletes throughout the sports season and, consequently, in sports results across all clubs, leading to variations in fan behavior and attitudes. At the same time, cross-section studies do not allow for a true inference of causality between variables. Only studies of a more longitudinal nature present this potentiality.

Furthermore, the topic of BC in the sports sector has generated divergent opinions in the vast majority of discussions where the investigated variables are involved. The difficulty in obtaining unanimous conclusions is due to the diversity of opinions, personalities, and cultures of consumers. Therefore, despite the increasing interest of researchers in this area due to all the economic and financial benefits it entails, there are multiple behaviors and attitudes that remain unexplored.

Thus, for future research, a comparative analysis in different time periods in the same season is suggested. Additionally, differentiating between professional clubs in the first and second national divisions, clubs aiming to win trophies and clubs working to remain in the same division, clubs from the North and South of the country, due to cultural differences, or two specific clubs could be relevant. Furthermore, exploring other sports modalities to verify if BCC motivations and effects remain the same or are driven by other variables, as well as conducting a more detailed study of the behavioral differences of members or fans belonging to sports supporter groups, could be worthwhile. Also, it would be interesting to compare the pre 2020 to the after COVID-19 pandemic, since during the pandemic, consumers were not allowed to enter the stadiums and to find other alternatives, like watching the matches on TV only, whether they were members or not and part of organized group of fans or not.

References

- Aaker, D. A. (1995). *Measuring Brand Equity Across Products and Markets*.
- Aaker, D. A. (2004). Leveraging the Corporate Brand. *California Management Review*, 46(3), 6–18. <https://doi.org/10.1177/000812560404600301>
- Aaker, D. A., & Equity, M. B. (1991). Capitalizing on the Value of a Brand Name. *New York*, 28(1), 35–37.
- Aaker, D. A., & Keller, K. L. (1993). Interpreting cross-cultural replications of brand extension research. *International Journal of Research in Marketing*, 10(1), 55–59. [https://doi.org/https://doi.org/10.1016/0167-8116\(93\)90033-U](https://doi.org/https://doi.org/10.1016/0167-8116(93)90033-U)
- Anderson, E. W., Fornell, C., & Lehmann, D. R. (1994). Customer satisfaction, market share, and profitability: Findings from Sweden. *Journal of Marketing*, 58(3), 53–66.
- Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *Academy of Management Review*, 14(1), 20–39.
- Awasthi, B., Sharma, R., & Gulati, U. (2012). Anti-Branding: Analyzing Its Long-Term Impact. In *The IUP Journal of Brand Management: Vol. IX (Issue 4)*.
- Bagozzi, R. P., & Dholakia, U. M. (2006). Antecedents and purchase consequences of customer participation in small group brand communities. *International Journal of Research in Marketing*, 23(1), 45–61. <https://doi.org/https://doi.org/10.1016/j.ijresmar.2006.01.005>
- Bairrada, C. M., Coelho, F., & Coelho, A. (2018). Antecedents and outcomes of brand love: utilitarian and symbolic brand qualities. *European Journal of Marketing*, 52(3/4), 656–682. <https://doi.org/10.1108/EJM-02-2016-0081>
- Banister, E. N., & Hogg, M. K. (2004). Negative symbolic consumption and consumers' drive for self-esteem. *European Journal of Marketing*, 38(7), 850–868. <https://doi.org/10.1108/03090560410539285>
- Bauer, H. H., Sauer, N. E., & Schmitt, P. (2005). Customer-based brand equity in the team sport industry. *European Journal of Marketing*, 39(5/6), 496–513. <https://doi.org/10.1108/03090560510590683>
- Berendt, J., & Uhrich, S. (2016). Enemies with benefits: the dual role of rivalry in shaping sports fans' identity. *European Sport Management Quarterly*, 16(5), 613–634. <https://doi.org/10.1080/16184742.2016.1188842>
- Berendt, J., Uhrich, S., & Thompson, S. A. (2018). Marketing, get ready to rumble—How rivalry promotes distinctiveness for brands and consumers. *Journal of Business Research*, 88, 161–172. <https://doi.org/10.1016/j.jbusres.2018.03.015>
- Bhattacharya, C. B., & Elsbach, K. D. (2002). Us versus Them: The Roles of Organizational Identification and Disidentification in Social Marketing Initiatives. *Journal of Public Policy & Marketing*, 21(1), 26–36. <https://doi.org/10.1509/jppm.21.1.26.17608>
- Bowlby, J. (1979). The Bowlby-Ainsworth attachment theory. *Behavioral and Brain Sciences*, 2(4), 637–638. <https://doi.org/DOI: 10.1017/S0140525X00064955>

- Branscombe, N. R., & Wann, D. L. (1991). The Positive Social and Self Concept Consequences of Sports Team Identification. *Journal of Sport and Social Issues*, 15(2), 115–127. <https://doi.org/10.1177/019372359101500202>
- Calder, B. J., Hollebeek, L. D., & Malthouse, E. C. (2018). Creating Stronger Brands Through Consumer Experience and Engagement. In R. W. Palmatier, V. Kumar, & C. M. Harmeling (Eds.), *Customer Engagement Marketing* (pp. 221–242). Springer International Publishing. https://doi.org/10.1007/978-3-319-61985-9_10
- Carlson, B. D., Suter, T. A., & Brown, T. J. (2008). Social versus psychological brand community: The role of psychological sense of brand community. *Journal of Business Research*, 61(4), 284–291. <https://doi.org/https://doi.org/10.1016/j.jbusres.2007.06.022>
- Carmo, H., & Ferreira, M. M. (n.d.). *METODOLOGIA DA INVESTIGAÇÃO Guia para Auto-Aprendizagem 2.ª Edição*. www.univ-ab.pt
- Carroll, B. A., & Ahuvia, A. C. (2006). Some antecedents and outcomes of brand love. *Marketing Letters*, 17(2), 79–89. <https://doi.org/10.1007/s11002-006-4219-2>
- Chaudhuri, A., & Holbrook, M. B. (2001). The Chain of Effects from Brand Trust and Brand Affect to Brand Performance: The Role of Brand Loyalty. *Journal of Marketing*, 65(2), 81–93. <https://doi.org/10.1509/jmkg.65.2.81.18255>
- Christodoulides, G., & de Chernatony, L. (2010). Consumer-Based Brand Equity Conceptualisation and Measurement: A Literature Review. *International Journal of Market Research*, 52(1), 43–66. <https://doi.org/10.2501/S1470785310201053>
- Cialdini, R. B., Borden, R. J., Thorne, A., Walker, M. R., Freeman, S., & Sloan, L. R. (1976). Basking in reflected glory: Three (football) field studies. *Journal of Personality and Social Psychology*, 34(3), 366–375. <https://doi.org/10.1037/0022-3514.34.3.366>
- Cobbs, J., Cobbs, J., & Sparks, B. D. (2017). Comparing Rivalry Effects Across Professional Sports: National Football League Fans Exhibit Most Animosity. In *Sport Marketing Quarterly* (Vol. 26, Issue 4). <https://ssrn.com/abstract=3158547> [Electronic copy available at: https://ssrn.com/abstract=3158547](https://ssrn.com/abstract=3158547)
- Damásio, B. F. (2012). *Uso da análise fatorial exploratória em psicologia* (Vol. 11, Issue 2).
- Delia, E. B. (2015). The exclusiveness of group identity in celebrations of team success. *Sport Management Review*, 18(3), 396–406. <https://doi.org/https://doi.org/10.1016/j.smr.2014.10.006>
- Dick, A. S., & Basu, K. (1994). Customer loyalty: Toward an integrated conceptual framework. *Journal of the Academy of Marketing Science*, 22(2), 99–113. <https://doi.org/10.1177/0092070394222001>
- Dunning, E. (2000). Towards a Sociological Understanding of Football Hooliganism as a World Phenomenon. *European Journal on Criminal Policy and Research*, 8(2), 141–162. <https://doi.org/10.1023/A:1008773923878>
- Field, A. (2009). *Descobrimos a estatística usando o SPSS*. 2nd. *Porto Alegre: Artmed*, 688.

- Field, Andy., & Viali, L. (2000). *Descobriendo a estatística usando o SPSS (2a. ed.)*. Grupo A - Bookman.
- Fink, J. S., Trail, G. T., & Anderson, D. F. (2002). An examination of team identification: Which motives are most salient to its existence? *International Sports Journal*, *6*(2), 195.
- Fornell, C. (1992). A national customer satisfaction barometer: The Swedish experience. *Journal of Marketing*, *56*(1), 6–21.
- Fournier, S. (1998). Consumers and Their Brands: Developing Relationship Theory in Consumer Research. *Journal of Consumer Research*, *24*(4), 343–373.
<https://doi.org/10.1086/209515>
- Fournier, S., & Mick, D. G. (1999). Rediscovering Satisfaction. *Journal of Marketing*, *63*(4), 5–23. <https://doi.org/10.1177/002224299906300403>
- Funk, D. C. (2017). Introducing a Sport Experience Design (SX) framework for sport consumer behaviour research. *Sport Management Review*, *20*(2), 145–158.
<https://doi.org/https://doi.org/10.1016/j.smr.2016.11.006>
- Garbarino, E., & Johnson, M. S. (1999). The Different Roles of Satisfaction, Trust, and Commitment in Customer Relationships. *Journal of Marketing*, *63*(2), 70–87.
<https://doi.org/10.1177/002224299906300205>
- Giese, J. L., & Cote, J. A. (2000). Defining consumer satisfaction. *Academy of Marketing Science Review*, *1*(1), 1–22.
- Giulianotti, R. (2004). Introduction: Sport and Social Theorists — A Plurality of Perspectives. In R. Giulianotti (Ed.), *Sport and Modern Social Theorists* (pp. 1–9). Palgrave Macmillan UK.
https://doi.org/10.1057/9780230523180_1
- Gladden, J. M., & Funk, D. C. (2001). Understanding brand loyalty in professional sport: Examining the link between brand associations and brand loyalty. *International Journal of Sports Marketing and Sponsorship*, *3*(1), 54–81.
- 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*, *16*(1), 54–81.
- Gómez-Bantel, A. (2018). Football clubs as symbols of regional identities. In *Football, Community and Sustainability* (pp. 32–42). Routledge.
- Gong, T. (2018). Customer brand engagement behavior in online brand communities. *Journal of Services Marketing*, *32*(3), 286–299. <https://doi.org/10.1108/JSM-08-2016-0293>
- Gray, G. T., & Wert-Gray, S. (2012). Customer retention in sports organization marketing: Examining the impact of team identification and satisfaction with team performance. *International Journal of Consumer Studies*, *36*(3), 275–281.
<https://doi.org/10.1111/j.1470-6431.2011.00999.x>
- Grisaffe, D. B., & Nguyen, H. P. (2011). Antecedents of emotional attachment to brands. *Journal of Business Research*, *64*(10), 1052–1059.
<https://doi.org/https://doi.org/10.1016/j.jbusres.2010.11.002>

- Gummerus, J., Liljander, V., Weman, E., & Pihlström, M. (2012). Customer engagement in a Facebook brand community. *Management Research Review*, 35(9), 857–877.
- Hair, J., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate Data Analysis* (6th ed.). Upper Saddle River.
- Heere, B., Walker, M., Yoshida, M., Ko, Y. J., Jordan, J. S., & James, J. D. (2011). Brand Community Development Through Associated Communities: Grounding Community Measurement Within Social Identity Theory. *Journal of Marketing Theory and Practice*, 19(4), 407–422. <https://doi.org/10.2753/MTP1069-6679190404>
- Heil, O. P., & Helsén, K. (2001). Toward an understanding of price wars: Their nature and how they erupt. *International Journal of Research in Marketing*, 18(1), 83–98. [https://doi.org/https://doi.org/10.1016/S0167-8116\(01\)00033-7](https://doi.org/https://doi.org/10.1016/S0167-8116(01)00033-7)
- Hirt, E. R., & Ryalls, K. R. (1994). Highly allegiant fans and sports team evaluation: The mediating role of self-esteem. *Perceptual and Motor Skills*, 79(1), 24–26.
- Hollenbeck, C. R., & Zinkhan, G. M. (2006). *Consumer Activism on the Internet: the Role of Anti-Brand Communities* (Vol. 33). Association for Consumer Research. <http://www.acrwebsite.org/volumes/12299/volumes/v33/NA-33><http://www.copyright.com/>.
- Hur, W., Ahn, K., & Kim, M. (2011). Building brand loyalty through managing brand community commitment. *Management Decision*, 49(7), 1194–1213. <https://doi.org/10.1108/00251741111151217>
- Jai, T. C., Tong, X., & Chen, H. S. (2022). Building brand loyalty on social media: theories, measurements, antecedents, and consequences. *Journal of Brand Management*, 1–23.
- James, J. D., & Trail, G. T. (2008). The relationship between team identification and sport consumption intentions. *International Journal of Sport Management*, 9(4), 427–440.
- Jones, T., Taylor, S. F., & Bansal, H. S. (2008). Commitment to a friend, a service provider, or a service company—are they distinctions worth making? *Journal of the Academy of Marketing Science*, 36(4), 473–487. <https://doi.org/10.1007/s11747-008-0107-z>
- Katz, M., Baker, T. A., & Du, H. (2020). Team Identity, Supporter Club Identity, and Fan Relationships: A Brand Community Network Analysis of a Soccer Supporters Club. *Journal of Sport Management*, 34(1), 9–21. <https://doi.org/10.1123/jsm.2018-0344>
- Keller, K. L. (1993). Conceptualizing, Measuring, and Managing Customer-Based Brand Equity. *Journal of Marketing*, 57(1), 1–22. <https://doi.org/10.1177/002224299305700101>
- Keller, K. L. (2020). Consumer Research Insights on Brands and Branding: A JCR Curation. *Journal of Consumer Research*, 46(5), 995–1001. <https://doi.org/10.1093/jcr/ucz058>
- Kilduff, G. J., Elfenbein, H. A., & Staw, B. M. (2010). The Psychology of Rivalry: A Relationally Dependent Analysis of Competition. *Academy of Management Journal*, 53(5), 943–969. <https://doi.org/10.5465/amj.2010.54533171>
- Krishnamurthy, S., & Kucuk, S. U. (2009). Anti-branding on the internet. *Journal of Business Research*, 62(11), 1119–1126. <https://doi.org/https://doi.org/10.1016/j.jbusres.2008.09.003>

- Kuenzel, S., & Halliday, S. V. (2010). The chain of effects from reputation and brand personality congruence to brand loyalty: The role of brand identification. *Journal of Targeting, Measurement and Analysis for Marketing*, 18(3–4), 167–176.
<https://doi.org/10.1057/jt.2010.15>
- Kumar, J. (2019). How psychological ownership stimulates participation in online brand communities? The moderating role of member type. *Journal of Business Research*, 105, 243–257. <https://doi.org/10.1016/j.jbusres.2019.08.019>
- Kumar, J., & Kumar, V. (2020). Drivers of brand community engagement. *Journal of Retailing and Consumer Services*, 54. <https://doi.org/10.1016/j.jretconser.2019.101949>
- Lascu, D.-N., & Zinkhan, G. (1999). Consumer Conformity: Review and Applications for Marketing Theory and Practice. *Journal of Marketing Theory and Practice*, 7(3), 1–12.
<https://doi.org/10.1080/10696679.1999.11501836>
- Lee, K., Allen, N. J., Meyer, J. P., & Rhee, K.-Y. (2001). The Three-Component Model of Organisational Commitment: An Application to South Korea. *Applied Psychology*, 50(4), 596–614. <https://doi.org/https://doi.org/10.1111/1464-0597.00075>
- Leeuwen, L., Quick, S., & Daniel, K. (2002). The Sport Spectator Satisfaction Model: A Conceptual Framework for Understanding the Satisfaction of Spectators. *Sport Management Review*, 5, 99–128. [https://doi.org/10.1016/S1441-3523\(02\)70063-6](https://doi.org/10.1016/S1441-3523(02)70063-6)
- Lin, Y.-T., & Lin, C.-H. (2008). Factors influencing brand loyalty in professional sports fans. *Global Journal of Business Research*, 2(1), 69–84.
- Lisboa, J. V., Augusto, M. G., & Ferreira, P. L. (2012). Estatística aplicada à gestão. *Porto: Vida Económica*.
- Lock, D., Taylor, T. L., Funk, D., & Darcy, S. A. (2012). Exploring the development of team identification: the contribution of social identity and the psychological continuum model. *Journal of Sport Management*.
- Lorenzo-Seva, U., Timmerman, M., & Kiers, H. (2011). The Hull Method for Selecting the Number of Common Factors. *Multivariate Behavioral Research*, 46, 340–364.
<https://doi.org/10.1080/00273171.2011.564527>
- Luellen, T. B., & Wann, D. L. (2010). Rival salience and sport team identification. *Sport Marketing Quarterly*, 19, 97+.
<https://link.gale.com/apps/doc/A323350009/AONE?u=anon~b2723816&sid=googleScholar&xid=f57a4b6a>
- Mahony, D., Madrigal, R., & Howard, D. (2000). Using the psychological commitment to team (PCT) scale to segment sport consumers based on loyalty. *Sport Marketing Quarterly*, 9, 15–25.
- Mallery, P. (1999). *SPSS for Windows Step by Step: A simple guide and reference* Needham Heights, MA: Allyn & Bacon.
- Marketing, S., Mullin, B. J., Hardy, S., & Sutton, W. A. (2020). Sport Marketing. *Psychology of Sport & Exercise*.

- Marôco, J. (2014). *Análise de equações estruturais: Fundamentos teóricos, software & aplicações*. ReportNumber, Lda.
- Maroco, J., & Garcia-Marques, T. (2013). Qual a fiabilidade do alfa de Cronbach? Questões antigas e soluções modernas? *Laboratório de Psicologia*, 4. <https://doi.org/10.14417/lp.763>
- McAlexander, J. H., Kim, S. K., & Roberts, S. D. (2003). Loyalty: The Influences of Satisfaction and Brand Community Integration. *Journal of Marketing Theory and Practice*, 11(4), 1–11. <https://doi.org/10.1080/10696679.2003.11658504>
- Mcalexander, J. H., Schouten, J. W., & Koenig, H. F. (2002). Building Brand Community. In *Journal of Marketing* (Vol. 38).
- Muniz Jr., A. M., & O'Guinn, T. C. (2001). Brand Community. *Journal of Consumer Research*, 27(4), 412–432. <https://doi.org/10.1086/319618>
- Nam, J., Ekinci, Y., & Whyatt, G. (2011). Brand equity, brand loyalty and consumer satisfaction. *Annals of Tourism Research*, 38(3), 1009–1030. <https://doi.org/https://doi.org/10.1016/j.annals.2011.01.015>
- Oliver, R. L. (1999). Whence Consumer Loyalty? *Journal of Marketing*, 63, 33–44. <https://doi.org/10.2307/1252099>
- Oliver, R. L., Rust, R. T., & Varki, S. (1997). Customer delight: foundations, findings, and managerial insight. *Journal of Retailing*, 73(3), 311–336.
- Pierce, J. L., Kostova, T., & Dirks, K. T. (2003). The State of Psychological Ownership: Integrating and Extending a Century of Research. *Review of General Psychology*, 7(1), 84–107. <https://doi.org/10.1037/1089-2680.7.1.84>
- Porter, M. E. (1980). Industry Structure and Competitive Strategy: Keys to Profitability. *Financial Analysts Journal*, 36(4), 30–41. <https://doi.org/10.2469/faj.v36.n4.30>
- Richelieu, A., Pawlowski, T., & Breuer, C. (2011). Football brand management: Minor league versus Champions League. *Journal of Sponsorship*, 4(2), 178–189. <https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=59733086&lang=pt-pt&site=ehost-live&scope=site>
- Ross, S. D., James, J. D., & Vargas, P. (2006). Development of a scale to measure team brand associations in professional sport. In *Journal of Sport Management* (Vol. 20, Issue 2, pp. 260–279). Human Kinetics Publishers Inc. <https://doi.org/10.1123/jsm.20.2.260>
- Sá, D., & Sá, C. (2008). *Sports marketing, as novas regras do jogo*. Edições IPAM.
- Santos, Z. R., Cheung, C. M. K., Coelho, P. S., & Rita, P. (2022). Consumer engagement in social media brand communities: A literature review. *International Journal of Information Management*, 63, 102457. <https://doi.org/https://doi.org/10.1016/j.ijinfomgt.2021.102457>
- Shuv-Ami, A., Pappasolomou, I., & Vrontis, D. (2018). New measure of brand equity status of a basketball club. *Journal of Transnational Management*, 23(1), 39–63. <https://doi.org/10.1080/15475778.2018.1426942>

- Snyder, C. R., Lassegard, M., & Ford, C. E. (1986). Distancing after group success and failure: Basking in reflected glory and cutting off reflected failure. *Journal of Personality and Social Psychology*, 51(2), 382.
- Solomon, M. R. (2016). *O Comportamento do consumidor-: comprando, possuindo e sendo*. Bookman Editora.
- Sutton, W. A., McDonald, M. A., Milne, G. R., & Cimperman, J. (1997). Creating and fostering fan identification in professional sports. *Sport Marketing Quarterly*, 6, 15–22.
- Tabachnick, B. G., & Fidell, L. S. (2007). Using multivariate statistics, 5th ed. In *Using multivariate statistics, 5th ed.* Allyn & Bacon/Pearson Education.
- Tajfel, H., & Turner, J. C. (2004). The social identity theory of intergroup behavior. In *Political psychology* (pp. 276–293). Psychology Press.
- Trail, G. T., Fink, J. S., & Anderson, D. F. (2003). Sport spectator consumption behavior. *Sport Marketing Quarterly*, 12(1).
- Trudeau H, S., & Shobeiri, S. (2016). The relative impacts of experiential and transformational benefits on consumer-brand relationship. *Journal of Product & Brand Management*, 25(6), 586–599.
- van der Westhuizen, L.-M. (2018). Brand loyalty: exploring self-brand connection and brand experience. *Journal of Product & Brand Management*, 27(2), 172–184.
- Van Dyne, L., & Pierce, J. L. (2004). Psychological ownership and feelings of possession: Three field studies predicting employee attitudes and organizational citizenship behavior. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(4), 439–459.
- Vivek, S. D., Beatty, S. E., & Morgan, R. M. (2012). Customer engagement: Exploring customer relationships beyond purchase. *Journal of Marketing Theory and Practice*, 20(2), 122–146.
- Wang, M. C.-H., & Tang, Y.-Y. (2018). Examining the antecedents of sport team brand equity: A dual-identification perspective. *Sport Management Review*, 21(3), 293–306.
<https://doi.org/https://doi.org/10.1016/j.smr.2017.07.010>
- Wann, D. L., & Branscombe, N. R. (1993). Sports fans: Measuring degree of identification with their team. *International Journal of Sport Psychology*.
- Wann, D. L., Melnick, M. J., Russell, G. W., & Pease, D. G. (2001). Sport fans: The psychology and social impact of spectators. In *Sport fans: The psychology and social impact of spectators*. Routledge.
- Wann, D. L., Roberts, A., & Tindall, J. (1999). Role of team performance, team identification, and self-esteem in sport spectators' game preferences. *Perceptual and Motor Skills*, 89(3), 945–950.
- Wann, D. L., Royalty, J., & Roberts, A. (2000). The self-presentation of sport fans: Investigating the importance of team identification and self-esteem. *Journal of Sport Behavior*, 23(2), 198.

- Wann, D. L., Schrader, M. P., & Wilson, A. M. (1999). Sport fan motivation: Questionnaire validation, comparisons by sport, and relationship to athletic motivation. *Journal of Sport Behavior*, 22(1), 114.
- Wann, D. L., Tucker, K. B., & Schrader, M. P. (1996). An exploratory examination of the factors influencing the origination, continuation, and cessation of identification with sports teams. *Perceptual and Motor Skills*, 82(3), 995–1001.
- Yang, Z., & Peterson, R. (2004). Customer Perceived Value, Satisfaction, and Loyalty: The Role of Switching Costs. *Psychology and Marketing*, 21, 799–822.
<https://doi.org/10.1002/mar.20030>
- Yun-Tsan, L., & Chen-Hsien, L. (2008). Factors influencing brand loyalty in professional sports. *Global Journal Of Business Research*, 69–84.
- Zhang, J. J., & Mahar, M. T. (n.d.). *Spectator knowledge of hockey as a significant predictor of game attendance*. <https://www.researchgate.net/publication/236174336>