

Exploring the Effect of TV Sponsorship on Sponsor Brand Commitment in an Emerging Economy

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One of the main purposes of sponsors is to achieve brand commitment through sponsorship. In the digital economy era, TV sponsorship is still prevailing, but little attention has been paid to this issue, especially in an emerging economy. To fill this gap, this study was based on the consumer–company identification framework and branding literature to develop the conceptual model. 549 TV audiences who had watched two of the most famous TV shows in Vietnam were collected. The results showed that self-brand congruity, sponsor brand credibility and sponsor brand prestige through sponsor brand identification consequently enhance the sponsor’s brand commitment. Based on these findings, the implications for TV program sponsors are provided.

Keywords: emerging economy, TV sponsorship, consumer-brand identification, sponsor brand commitment

JEL classification: M10, M31

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1 Introduction

The global sponsorship's spending is projected to rise to \$62.8 billion in 2017 (IEG, 2017), which has increased at an average rate of approximately 4% since 2013, indicating that sponsorship is becoming a growing marketing communication and relationship marketing tool all over the world (IEG, 2013). Specifically, the Asia-Pacific region, compared to Western regions (e.g., Europe and North America), has the highest growth rate (5.8%) (IEG, 2017). Among various sponsorship techniques, TV sponsorship has been one of the most progressive tools in the last decade (Thinkbox, 2008; Walliser, 2003), which has become an important source of revenue for both public and commercial TV broadcasters and producers (Olson and Thjømmøe, 2012). In the digital economy era, the media fragmentation indicates that the proliferation of online media does not erode trust in traditional channels, such as TV (Nielson, 2015), and this is especially obvious in the Asia-Pacific region (Nielson, 2015).

Compared to advertising interruptions in the middle of a program, the "sponsored by" advertising (i.e., TV sponsorship) feels more touchable for television audiences (Abdul-Halim *et al.*, 2015). However, there is very limited knowledge about TV sponsorships in general (see Olson and Thjømmøe, 2012 for more detail). Since one of the main purposes of general sponsorship is to build a relationship with target audiences (Cobbs, 2011; Cornwell and Maignan, 1998; Meenaghan, 1983), brand commitment, which signals a long-term relationship (Albert *et al.*, 2013), has been proven to be an important element for understanding the success of the consumer–brand relationship (Morgan and Hung, 1994; Sung and Campbell, 2009). Despite the fact that the concept of brand commitment is related to brand loyalty, they are both distinct in nature (Chiu and Won, 2016). In the brand literature, brand commitment is also regarded as a key influence on brand loyalty (Kim *et al.*, 2008; Tsai, 2011). Considering that an attempt of this study is to understand the consumer sponsor brand relationship, as aforementioned, this study therefore considered sponsor brand commitment as a measurement of TV sponsorship effectiveness.

Surprisingly, in the sponsorship literature, an understanding of the effect of sponsorship activities is still at a very early stage. To the best of our knowledge, so far only two sponsorship-related studies have explored the effect of sponsorship on

brand commitment (Lacey *et al.*, 2010; Lacey and Close, 2013). Both empirical findings depended on factors of knowledge about the sponsor's product and the perceived fit that contributes to the sponsor brand commitment. These inconclusive findings only shed little light on how sponsor brand commitment is formed; therefore, investigating potentially relevant drivers of sponsor brand commitment may offer further insights into the TV sponsorship literature.

By reviewing the brand-related literature, studies have suggested that brand trust, brand passion, brand attachment, brand identification and brand love (e.g., Albert *et al.*, 2013; Tuškej *et al.*, 2013; Zhou *et al.*, 2012) benefit brand commitment. Brand identification is the most important determinant on brand commitment because it helps to build powerful relationships with consumers (Tuškej *et al.*, 2013). Unfortunately, the TV sponsorship literature has paid little to no attention toward understanding what drives sponsors' brand commitment through brand identification. An attempt of this study is to develop a conceptual model based on the consumer–company identification framework (Bhattacharya and Sen, 2003) and related consumer–brand relationship literature for understanding the role of sponsor brand identification that bridges the relevant antecedents on the TV sponsor brand commitment. More specifically, this study was conducted in Vietnam, one of the most important countries in the emerging economy that has experienced development of the digital economy in the Asia-Pacific region (UNPAN, 2016).

This study is structured as follows. First, the theoretical background and development of hypotheses are presented. Following a description of the research methodology and procedures used in the study, the results are given. Finally, the discussion of the research findings, implications, limitations and directions for further research conclude the paper.

2 Conceptual Framework and Hypotheses Development

2.1 Consumer–Company Identification Framework

Social identity theory posits that when articulating and constructing their self-concepts and social identities, people define themselves in relation to certain groups with which they share similarity (Tajfel and Turner, 1979). Based on social identity

theory, Bhattacharya and Sen (2003) proposed a comprehensive framework of consumer–company identification, which indicated that identification can be derived from three basic self-definitional needs: self-continuity, self-enhancement and self-distinctiveness. In the brand context, individuals are likely to perceive the brand as satisfying the aforementioned needs (for more detail, see Stokburger-Sauer *et al.*, 2012), where three principles for understanding antecedents of consumer-brand identification, based on Bhattacharya and Sen's (2003) three basic self-definitional needs, appeared only in a few brand- or sponsor-related studies (e.g., Lam *et al.*, 2012; Stokburger-Sauer *et al.*, 2012; Stokburger-Sauer and Teichmann, 2014). Despite Albert *et al.* (2013) and Tuškej *et al.* (2013) confirming the relationship between the consumer–brand identification and brand commitment in the consumer–brand relationship literature, what has not yet been examined is the association between relevant antecedents through sponsor brand identification that leads to sponsor brand commitment in the TV sponsorship context, especially in the emerging economy marketplace.

This study builds on the consumer–company identification framework (Bhattacharya and Sen (2003) that identified three needs of identification. Specifically, this study introduces three antecedents of consumer–brand identification—self-brand congruity, sponsor brand credibility and sponsor brand prestige—and also explores the impact of sponsor brand identification on sponsors' brand commitment in the TV sponsorship context. The reason for introducing self-brand congruity and sponsor brand prestige is in line with Stokburger-Sauer *et al.* (2012) in the brand literature, which both fulfil the self-continuity and self-enhancement need, respectively. Sponsor brand credibility, which is recognized as the most important characteristic of brand signaling (Spry *et al.*, 2011) that implies the source of distinctiveness between the brands (i.e., satisfy self-distinctiveness needs), is therefore introduced. Based on the aforementioned, the following section proposes related hypotheses.

2.2 Self-brand Congruity on Identification toward Sponsor's Brand

Self-brand congruity (or self-congruity, which is interchangeable with self-brand image congruity), refers to the similarity among concrete attributes between the self and the brand (Lam *et al.*, 2013). The sponsor brand identification is defined as the consumers' perception of oneness with the sponsor's brands (e.g., Stokburger-Sauer *et al.*, 2012). According to Bhattacharya and Sen (2003), perceiving the similarity between the self and the brand could satisfy the need for self-continuity. In the TV sponsorship context, when consumers watch a TV show and recognize that the sponsored brand of that show possesses some characteristics that are akin to their own personalities, they may identify more with that brand because "individuals are likely to associate with entities that coincide with abstract attributes they feel describe themselves" (Lam *et al.*, 2013). Prior branding studies have supported that self-brand congruity plays a crucial role in consumer-brand identification (Lam *et al.*, 2012, 2013; Stokburger-Sauer *et al.*, 2012). The findings in these studies only link self-congruity and consumer-brand identification in the consumer consumption context, which may need to further probe this link in the specific, emerging economy TV sponsorship context. Therefore, we propose the following hypothesis:

H1: The TV audiences' higher self-congruity leads to higher TV sponsor brand identification

2.3 Sponsor Brand Credibility on Identification toward Sponsor's Brand

Brand credibility refers to "the believability of the product position information contained in a brand, which entails consistently delivering what is promised" (Erdem and Swait, 2004). Based on Bhattacharya and Sen's (2003) argument that links the distinctiveness of a company's identity to members'/consumers' identification, Stokburger-Sauer *et al.* (2012) indicated that brands with positive identities that distinguish themselves from competitors are more likely to be identified by consumers, since those brands satisfy consumers' need for self-distinctiveness. Prior branding research has indicated that brand credibility is one of the most important identities of a brand (Erdem and Swait, 2004). As aforementioned, sponsor brand credibility could be considered representative of the distinctiveness of a sponsored brand, which may influence consumers' identification.

In the TV sponsorship context, audiences who watch TV shows sponsored by a credible brand may have a stronger sense of belonging to that brand because of its trustworthiness and perceived expertise. Therefore, this study seeks to validate the link with the following hypothesis in the emerging economy TV sponsorship context. Accordingly, this study proposes:

H2: The TV audiences' higher perception of the sponsored brand's credibility leads to higher sponsor brand identification

2.4 Sponsor Brand Prestige on Identification toward Sponsor's Brand

In line with previous studies, brand prestige is defined as the status or esteem associated with a brand (Stokburger-Sauer *et al.*, 2012). According to Bhattacharya and Sen (2003), having an affinity with prestigious entities enables consumers to bask in the reflective glory of the entities, improves their sense of self-worth/self-esteem and eventually leads to consumer–company identification. By applying this logic, in the context of TV sponsorship, perceiving the prestige of a sponsored brand may induce audiences' self-enhancement needs because they might feel that they also have positive qualities (e.g., being glorious and belonging to the higher classes) (Currás-Pérez *et al.*, 2009; Steenkamp *et al.*, 2003). This sequentially enhances identification with the sponsored brand because individuals often identify themselves with something that is desirable. Although, in the consumer–brand relationship literature, the findings in Stokburger-Sauer *et al.*'s (2012) study supported this relationship, in the TV sponsorship context, there is no evidence to support this relationship. Therefore, this study hypothesizes:

H3: The TV audiences' higher perception of the sponsor brand prestige leads to higher sponsor brand identification

2.5 Sponsor Brand Identification toward Sponsor's Brand Commitment

Bhattacharya and Sen (2003) argued that consumer–company identification, which motivates a psychological attachment to the organization, is the fundamental

element for building a committed and meaningful relationship with consumers. Applying this to the TV sponsorship context, audiences of a TV show who identify with a sponsored brand may be stimulated to commit to a long-term relationship with that sponsored brand. Findings in the consumer–brand relationship literature by Albert *et al.* (2013) and Tuškej *et al.* (2013) supported the notion that consumer–brand identification has a positive effect on brand commitment. The current study further probes this link in the specific context of the TV sponsorship context. Following these arguments, this study hypothesizes:

H4: The TV audiences' higher brand identification toward sponsors has a positive influence on the sponsor's brand commitment

3 Research Methodology

This study used a cross-sectional survey conducted with two real TV shows' sponsorships in Vietnam. All the constructs in this study used scales available in the sponsorship and brand-related literature.

3.1 Measurement Instruments

According to the above literature, five constructs are included in the proposed model. This study used a survey consisting of 18 items. All the measurements for each construct in this study were adapted from the existing literature, but the wording was changed slightly to fit the current research context. Measurements for three research antecedents of consumer-brand identification—self-brand congruity, brand prestige and brand credibility—were used in a four-item scale developed by Sirgy *et al.* (1997), a three-item scale developed by Stokburger-Sauer *et al.* (2012) and a three-item scale developed by Erdem and Swait (2004), respectively. The scales of consumer-brand identification are adapted from those of Stokburger-Sauer *et al.* (2012), which consist of five items. Finally, for the research outcome, construct brand commitment was measured by a three-item scale adopted from those of Park, Eisingerich *et al.* (2013), Raju *et al.* (2009) and Zhou *et al.* (2012). This research used seven-point Likert scales (1 = strongly disagree, 7 = strongly agree). Because the data were collected in a non-native English-speaking country (Vietnam), a back-

translation procedure suggested by Reynolds *et al.* (1993) was followed. The original version of the questionnaire was translated by bilingual people who are fluent in both Vietnamese and English. Then, the original and back-translated versions were compared until no differences remained.

3.2 Data Collection

Data for this study were collected from audiences of two of the most famous TV shows in Vietnam—Vietnam’s Idol (sponsored by both Pepsi and Clear) and The Voice (exclusively sponsored by Nokia)—where both sponsors’ logos appeared on the program while audiences watched the TV shows. Data were gathered via a web-based questionnaire during two months in 2014. Before being distributed, questionnaires were pretested to identify any problems, such as misinterpretation of individual terms or concepts. Eight respondents who were chosen to do the pretest did not have any difficulty in interpreting questions in the questionnaire. Eventually, a total of 529 usable responses (i.e., those who watched either Vietnam’s Idol and The Voice) were obtained. The percentage of female respondents (56.1%) was slightly higher than male respondents (43.9%), and most participants were from 16-30 years of age (56.3%). Among the participants, 42.9% had at least a university or college degree and had an income level at less than \$200 per month (35.7%).

4 Data Analysis and Results

4.1 Confirmatory Factor analysis (CFA)

AMOS 7.0 was used for the structural equation modeling analysis. Following Anderson and Gerbing (1988), a two-step process with a confirmatory factor analysis (CFA) and a structural model analysis were used to test the research hypotheses. The results of the confirmatory factor analysis (CFA) demonstrated an adequate model fit: $\chi^2 (125) = 313.268$; CFI= 0.977; NFI= 0.963; and RMSEA= 0.053. The reliability of the scale items was calculated by computing the Cronbach’s alpha, and all of the constructs had an acceptable level of reliability (range from 0.878 to 0.935). Convergent and discriminant validity were then assessed. All of the

individual factor-loading coefficients of the research constructs were statistically significant and higher than 0.7 with CR (range from 0.878 to 0.937) and AVE (range from 0.7 to 0.832) values exceeding 0.6, which achieves convergent validity (for more detail, please see the Appendix). Regarding discriminant validity, as suggested by Fornell and Larcker (1981), the square root of AVE value for each construct should be larger than the squared correlation between it and the other constructs (Table 1).

Table 1. Correlation Matrix of Constructs

Constructs	Mean	SD	SC	SBCr	SBP	SBI	SBCo
SC	3.716	1.768	.846				
SBCr	4.631	1.231	.156**	.841			
SBP	3.817	1.549	.481**	.097*	.854		
SBI	3.742	1.844	.758**	.195**	.609**	.837	
SBCo	3.666	1.858	.758**	.199**	.560**	.836**	.912

SC=Self Congruity; SBCr=Sponsor Brand Credibility; SBP=Sponsor Brand Prestige; SBI=Sponsor Brand Identification; SBCo=Sponsor Brand Commitment

** . Correlation is significant at the 0.01 level; * . Correlation is significant at the 0.05 level; bold figures on the diagonal are the square root of the AVE for the constructs.

4.2 Hypotheses Testing

As shown in Figure 1, the hypothesized model was estimated. The model fit statistics for the full model were all within acceptable values of χ^2 (128) = 328.333; CFI= 0.976; NFII= 0.961; and RMSEA= 0.054. Therefore, it was feasible to test the proposed hypotheses. As shown in Figure 1, self-brand congruity had a significantly positive influence on sponsor brand identification ($\beta=0.67$, $p<0.001$), sponsored brand credibility was found to affect sponsor brand identification positively ($\beta=0.06$, $p<0.05$) and sponsor brand prestige had a significantly positive impact on sponsor brand identification ($\beta=0.32$, $p<0.001$), supporting H1, H2 and H3. As expected, the relationship between sponsor brand identification and sponsor brand commitment was found to be significant ($\beta=0.91$, $p<0.001$), supporting H4. Squared Multiple Correlations (SMC) indicate CBI and brand commitment with an explanatory power of 80% and 84%, respectively.

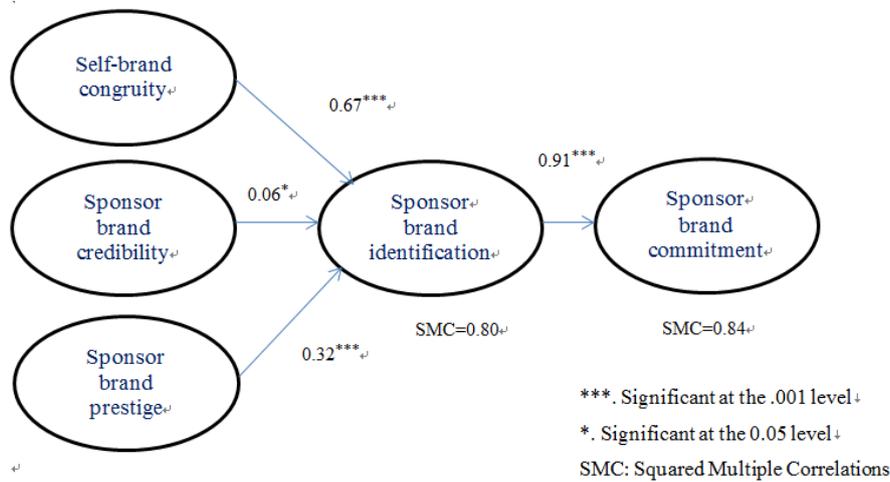


Figure 1. Path Coefficient for the Conceptual Model

Moreover, this study further tested the mediating effect of sponsor brand identification. In the current analysis, the bootstrap resamples for mediation were done with 2,000 resamples and a bias-corrected 95% confidence interval at each level of the mediator by using AMOS (Cheung and Lau, 2008; Preacher and Hayes, 2008). Indirect effects are significant when the obtained confidence interval does not straddle zero (Hayes 2013; Hayes 2015). As shown in Table 2, there are significant indirect effects of self-brand congruity, brand credibility and brand prestige on brand commitment through the mediation of sponsor brand identification. The indirect effects of self-brand congruity on sponsor brand commitment ($\beta = 0.462$, 95% CI: 0.337 to 0.597), sponsor brand credibility on sponsor brand commitment ($\beta = 0.04$, 95% CI: 0.001 to 0.089) and sponsor brand prestige on sponsor brand commitment ($\beta = 0.23$, 95% CI: 0.154 to 0.312) via sponsor brand identification were all significant, since the 95% confidence interval did not straddle zero, which confirms the mediating role of sponsor brand identification. These findings indicated that sponsor brand identification not only has a direct positive effect on sponsor brand commitment but also meditates the relationship between three antecedents—self-brand congruity, sponsor brand prestige and sponsor brand credibility—on sponsor brand commitment.

Table 2. Testing for Mediation Effect of Sponsor Brand Identification

Path	Standard ized estimates	Standard error	Bias-corrected 95% confidence intervals	
			Lower	Upper
Direct effects				
SC → SBCo	.195*	.073	.042	.363
SBCr → SBCo	.019	.035	-.032	.069
SBP → SBCo	.046	.046	-.028	.126
Indirect effects				
SC→SBI→SBCo	.462**	.067	.337	.597
SBCr→SBI→SBCo	.040*	.022	.001	.089
SBP→SBI→SBCo	.230**	.041	.154	.312

Notes: Model fit: $\chi^2/df=2.506$; IFI=.977; NFI=.963; CFI=.977; RMSEA=.053
 ***. Significant at the 0.001 level; **. Significant at the 0.01 level; *. Significant at the 0.05 level

5 Conclusions

5.1 Conclusion and Discussion

This study focused on exploring the antecedents of brand commitment by introducing self-congruity, sponsor brand credibility, sponsor brand prestige and sponsor brand identification in the TV sponsorship setting, especially in the emerging economy that develops digital economy, that is, Vietnam. As expected, the findings support the research propositions that the three antecedents lead to sponsor brand identification, which in turn enhances the sponsor's brand commitment. The finding in this study showed that self-brand congruity (representing self-continuity) and sponsor brand prestige (representing self-enhancement) positively influence sponsor brand identification, which is in accordance with the previous findings on antecedents of consumer-brand identification in the brand-related context (e.g., Carlson *et al.*, 2009; Lam *et al.*, 2013; Tuškej *et al.*, 2013). In addition, findings with regard to sponsor brand credibility (representing self-distinctiveness) on sponsor brand identification indicated that strengthened sponsor brand credibility is beneficial for sponsor brand identification. This finding proved Stokburger-Sauer *et al.*'s (2012) argument, which is that consumers need to identify with brands that have distinctively positive images (e.g., high credibility). Moreover, the higher path

coefficient from self-brand congruity and sponsor brand prestige to sponsor brand identification versus sponsor brand credibility to sponsor brand identification determines that self-brand congruity and sponsor brand prestige could be more influential in strengthening TV audiences' levels of identification with the sponsor brand. Finally, the findings in this study indicated that sponsor brand identification positively affects sponsor brand commitment, which is consistent with results from previous brand–consumer relationship research (e.g., Tuškej *et al.*, 2013; Zhou *et al.*, 2012). The highest path coefficient from sponsor brand identification to sponsor brand commitment demonstrated that sponsor brand identification is more effective in forming commitment with the sponsor brand. Generally, results suggested that the proposed model exists in the context of TV sponsorship context, as self-brand congruity and sponsor brand prestige have relatively strong effects on sponsor brand identification, compared with sponsor brand credibility, which in turn benefit from forming a sponsor brand commitment.

From a theoretical perspective, this study contributes to a better understanding of the development of sponsor brand commitment in available sponsorship-related studies. By combining the consumer–company identification framework in evaluating the proposed relationship, this finding goes beyond previous sponsorship studies such as Lacey and Close (2013) and Lacey *et al.* (2010) that only indicated one source of antecedents on brand commitment (e.g., perceived fit, product knowledge and perception of sponsor's CSR) to provide a better understanding with regard to the drivers of sponsors' brand commitment, especially in Vietnam, in an emerging economy. The findings in this study also revealed that sponsor brand identification is derived by these three antecedents, thus extending the brand literature, such as Albert *et al.*'s (2013) and Tuškej *et al.*'s (2013) findings, by adding three antecedents to the relationship between consumer–brand identification on brand commitment to the TV sponsorship context. Based on these findings, several managerial implications are provided, followed by future research directions.

5.2 Managerial Implications

From a managerial standpoint, the findings in this study indicated that in order to achieve the ultimate goal—increasing the sponsor's brand commitment through TV

sponsorship in Vietnam—companies should focus on enhancing TV show audiences' identification toward the sponsor's brand. Sponsor managers can learn how to strengthen identification with their brand, based on the results of that self-congruity, sponsor brand prestige and sponsor brand credibility, in order to drive identification with their brand.

The highest path coefficient from self-brand congruity to identification with sponsor brand suggested that managers who are interested in sponsoring through TV programs in the Vietnam market should, therefore, develop strategies to increase brand identification levels by increasing TV audiences' self-congruity with sponsor brands. Managers could pay more attention to TV programs whose audiences have similar attributes with the brand values that companies are trying to deliver and then design messages that express similar attributes between the brand and audiences in order to encourage the audiences' increased identified with the sponsor's brand. Managers can also develop an interactive game by integrating social media with the TV program to provide a unique and vivid experience for TV audiences, which can help sponsor managers develop their brand personality or image to project to target audiences.

With regard to the sponsor brand prestige, managers should carefully think about whether their brand's reputation matches with the TV show's reputation. Managers could also think about how to deliver their brand prestige, such as using social media to deliver their positive image (e.g., being involved in corporate social responsibility activity or charity). By doing this before implementing a sponsorship activity on TV shows, the perception of the sponsor brand prestige may trigger TV audiences to become more willing to identify with the sponsor brand. Finally, for the sponsor credibility, managers are encouraged to engage in some specific activities that help persuade consumers that the company's brand has the ability to deliver what it promises, which also provides the benefit of enhancing identification toward the sponsor's brand.

5.3 Future Research Directions

Because of the nature of this study, there are some limitations that provide potential directions for future research. First, this study only considers product brands rather

than service brands. Future research is encouraged to compare the differences between product and service brand sponsorship effects by applying the proposed model in this study. Second, this study used data from two TV shows' sponsor brands within a single country, Vietnam. Future research is encouraged to collect data from more TV shows, sponsors' brands and countries in order to generalize the research findings. Third, a cross-sectional survey was conducted in this study. A longitudinal study is encouraged to be conducted to provide a better understanding of the dynamics of these factors on sponsor brand commitment. Last but not least, as the emerging digital economy era progresses, future research can compare TV (i.e., traditional channel) and new media (i.e., new channel) sponsorship effects for further understanding.

Appendix. Results of Measurement Properties (N=529)

Construct	SFL	CR	AVE
Self-Congruity <i>Sirgy et al. (1997)</i>		0.911	0.720
People who use (sponsor brand) are much more like me than people who use other (sponsor product category) brands	0.907***		
I can identify with those people who prefer (sponsor brand) over other (sponsor product category) brands	0.790***		
I am very much like the typical person who prefers to use (sponsor brand) rather than other (sponsor product category) brands	0.904***		
The image of the user of (sponsor brand) is highly consistent with how I see myself	0.785***		
Sponsor Brand Credibility <i>Erdem and Swait (2004)</i>		0.878	0.707
“Nokia” has the ability to deliver what it promises	0.815***		
(sponsor brand) claims from the “Nokia” are believable	0.868***		
(sponsor brand) has a name you can trust.	0.838***		
Sponsor Brand Prestige <i>Stokburger-Sauer et al. (2012)</i>		0.889	0.729
(sponsor brand) is a very prestigious brand.	0.767***		
(sponsor brand) is one of the best brands of mobile phone brands	0.919***		
(sponsor brand) is a first-class, high-quality brand	0.869***		
Sponsor Brand Identification <i>Stokburger-Sauer et al. (2012)</i>		0.920	0.700
I feel a strong sense of belonging to (sponsor brand)	0.913***		
I identify strongly with (sponsor brand)	0.920***		
(sponsor brand) embodies what I believe in.	0.794***		
(sponsor brand) is like a part of me.	0.657***		
(sponsor brand) has a great deal of personal meaning for me	0.872***		
Sponsor Brand Commitment <i>Park, Eisingerich, Pol, and Park (2013), Raju, Unnava and Montgomery (2009), and Zhou, Zhang, Su, and Zhou (2012)</i>		0.937	0.832
If (sponsor brand) was not available at the store, it would make big difference to me if I had to choose another brand	0.919***		
I can see myself as being loyal to (sponsor brand)	0.946***		
I will not more likely purchase a brand that is on sale than (sponsor brand)	0.869***		

***: $p < .001$

Notes: model fit: $\chi^2 (125) = 313.268$; CFI= 0.977; NFI= 0.963; and RMSEA= 0.053; SFL= standardized factor loading; CR = composite reliability, and AVE = average variance extracted. Items are measured on a seven-point scale, where 1 = “strongly disagree” and 7 = “strongly agree,” unless indicated otherwise.

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