

Examining the Impact of Corporate Social Responsibility Perceptions on Consumer-based Brand Equity in the Context of Professional Sport

Brian Gordon¹, Brent D. Oja², Zach Scola³, Bomin Paek¹ & Ryan Dillard¹

¹ University of Kansas, USA

² Louisiana State University, USA

³ University of Massachusetts-Boston, USA

Correspondence: Brian Gordon, University of Kansas, Lawrence, KS 66045, USA.

Received: April 22, 2025

Accepted: June 4, 2025

Online Published: June 14, 2025

doi:10.5430/ijba.v16n2p74

URL: <https://doi.org/10.5430/ijba.v16n2p74>

Abstract

While research has progressed in the areas of implementation and strategic communication of corporate social responsibility (CSR) activities as well as the strategic benefits of such activities, the impact of such activities on sport team brand equity from the perspective of the sport consumer has been unexplored in the literature. The purpose of this study was to examine the relationship among sport consumer's perceived CSR, brand perceptions, brand feelings, and their purchase intentions toward a sport team brand. To better understand the role perceived CSR plays in building brand equity, a two-step approach was utilized to test the measurement and structural model components via MPlus 7.31. The findings of this study showed that perceived CSR significantly impacted brand superiority ($\beta = .76$) and brand affect ($\beta = .74$). Brand affect ($\beta = .65$) and brand superiority ($\beta = .16$) significantly predicted purchase intentions. Interestingly, perceived CSR ($\beta = .07$) did not directly impact purchase intentions. A bootstrap estimation revealed significant indirect effects of perceived CSR on purchase intentions through brand affect. The results of this study are important for numerous reasons. First, sport organizations commit a significant amount of resources to CSR activities. However, the impact of CSR on sport consumers thoughts, feelings, and intentions toward the sport team brand is unknown. This study showed that being perceived as "socially responsible" positively impacts perceptions of superiority and feelings that sport consumers hold toward the brand. Further, this study illustrates the vital role that brand affect plays in the perceived CSR-purchase intentions relationship.

Keywords: corporate social responsibility, sport team brand equity, purchase intention

1. Introduction

Sport organizations have been focusing their attention on societal initiatives through their marketing practices for quite some time. Proof of this can be evidenced by Rowe et al.'s (2019) work where they recorded corporate social responsibility (CSR) initiatives in just three professional leagues over three months (January – March 2016) and found 1243 unique endeavors. It has been suggested that sport corporations may even feel pressure to act socially responsible (Babiak & Wolfe, 2009; Walker & Kent, 2009). Interestingly, of the initiatives Rowe and colleagues (2019) recorded, every one of them involved the team lending their brand or imagery to the organization or cause. CSR initiatives have become a staple at the league level as well. This is signified by the fact that the four major professional sport leagues are spending over \$100 million dollars on CSR initiatives each year (Horrow & Swatek, 2010). This raises interest in sport organizations' consideration of their brand connection to CSR activities and how their consumers may be influenced by these CSR initiatives that tie their brand to a cause.

Despite the immense connection between sport organizations and CSR initiatives, there is an emerging understanding of how these partnerships influence the sport consumers. It has been well established that customers consider the long-term effects of the actions of the organizations that they purchase goods and services from (Freestone & McGoldrick, 2007; Shaw et al., 2005). Despite the understanding that consumers care about their preferred companies' CSR, in the sport management literature, there has been growing investigation into how these CSR initiatives impact consumer's preferences. It has been argued that sport consumers represent the most important stakeholders of sport organizations' CSR initiatives and understanding how these activities impact their perceptions, feelings, and intentions toward the organization are of paramount importance (Walzel et al., 2018).

While CSR's role in the sporting realm has been investigated through multiple perspectives such as motives for engaging in CSR (Babiak & Trendafilova, 2011; Groza et al., 2011), the impact on the organization's bottom line (Inoue et al., 2011), environmental impact (Babiak & Trendafilova, 2011; Inoue & Kent, 2012a; 2012b;), and different strategies to engage in CSR activities (Babiak & Kihl, 2018; Babiak & Wolfe, 2006; 2009; Walker & Kent, 2009), understanding how CSR activities affects consumer-based brand equity (CBBE) has largely escaped empirical investigation in the realm of sport management. Put differently, Blumrod et al., 2012) emphasize the importance of community engagement (including the utilization of corporate social responsibility initiatives) as a strategy that needs to be formally implemented in a coherent brand management strategy among sport teams. Additionally, scant research has been done to examine the influence of CSR perception on consumer cognitive and affective variables simultaneously, and little work to date in the realm of sport has considered this.

Further, viewing the consumer-based impact of CSR activities is important for numerous reasons. First, numerous endeavors around sport-based brand management have identified CSR activities as a potential driver of consumer-based brand equity (Berry, 2000; Ma & Kaplanidou, 2021). However, CSR perceptions have only been linked to sport consumer-based brand equity through a social identity perspective (see Ma & Kaplanidou, 2021). As Wakefield (2016) noted, it is important to question whether adopting an identity perspective is always the proper method to predict sport consumption behavior. Thus, this study aims to understand the impact of CSR perceptions on consumer-based brand equity through not only cognition (through perceptions of brand superiority) but also through feelings held toward the brand. Second, this study includes an examination of the role of emotion in sport consumer decision-making as it relates to CSR perceptions and purchase intentions. As stated by Lee et al. (2018) while the emotional nature of the spectator sport product is evident, the affective aspect of sport team branding has largely escaped empirical attention. Finally, in the context of CSR and branding, the lion's share of research has been conducted in the setting of professional baseball (see Kim & Manoli, 2020 & Ma & Kaplandiou, 2021) while this research focuses on the context of intercollegiate athletics.

To investigate consumer feelings, sport scholars have examined aspects of brand equity, which is the consumer's ability to recognize and demonstrate preference toward a brand (Keller, 2003). Brand equity and preference are influenced by numerous attitudes and emotions from consumers. Participating in CSR activities that include a company's brand should influence consumer's feelings toward the brand and therefore brand equity, yet scholars have not investigated this concept in-depth. Gordon and James (2017) found two attitudinal constructs: brand superiority and brand affect, to be influential in sport fans brand association-brand resonance relationship in the service context. These attitudinal constructs deserve attention when investigating CSR initiatives conducted by sport organizations.

While research has progressed in the areas of implementation and strategic communication of corporate social responsibility (CSR) activities (Kolyperas & Sparks, 2011; Walker et al., 2010) as well as the strategic benefits of such activities (Inoue, et al., 2011; Walters & Chadwick, 2009), the impact of such activities on sport team brand equity from the perspective of the sport consumer has been relatively unexplored in the literature. Because CSR initiatives are heavily implemented at the professional level (Rowe et al., 2019) along with the idea that they can lead to improved feelings toward a consumer's favorite brands (Babiak & Wolfe, 2009; Gordon & James, 2017; Klein & Dawar, 2004), highlights the importance of understanding just how CSR may influence sport fans. Therefore, the purpose of this study was to examine the relationship among sport consumer's perceived CSR, brand perceptions, brand feelings, and their purchase intentions toward a sport team brand.

2. Conceptual Background

2.1 Brand Equity

Keller's (2003) consumer-based brand equity pyramid (see Figure 1) represents a seminal advancement in understanding the mechanisms by which consumers value brands. The pyramid features six forces (referred to as "drivers" in the original work) that sequentially build brand equity. For example, the first sequence needed for a strong brand is brand salience, which refers to an awareness or ability to seamlessly recall a brand. The next stage involves brand performance and brand image, whereby the product associated with the brand exceeds the expectations, or needs, of the consumer. The following stage is focused on how a strong brand can produce consumer responses. Here, brand judgments and brand feelings are depicted as such responses. Defined, brand judgments are cognitive evaluations of that brand that facilitate the determination of the superiority of the brand when compared to similar brands, and brand feelings represent emotional responses that arise when presented with the brand. Lastly, brand resonance consists of both the self-assigned bond between the brand and consumer, as well as the degree of effort given by the consumer to consume the brand. While Keller's pyramid has guided the formation of various

models and analysis of branding, recent attempts to advance the model have been undertaken, including those specifically focused on the sport industry.

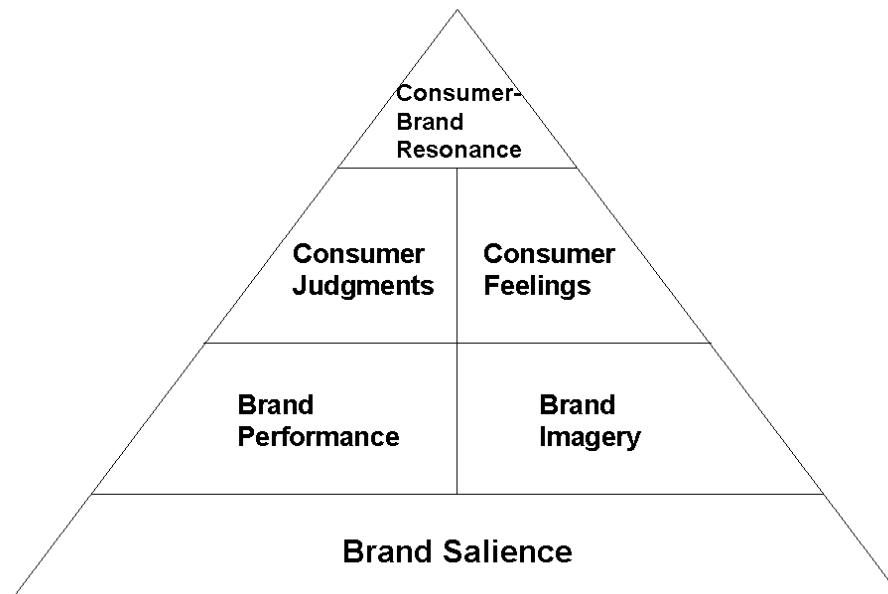


Figure 1. Keller's (2003) Consumer-based Brand Equity Pyramid

One such attempt is the adapted brand equity pyramid (Gordon & James, 2017). In this revised model, the authors removed brand performance due to concerns regarding the inability to control the product of spectator sports (i.e., the game). Instead, Gordon and James (2017) argued that brand performance should be thought of as a specific brand association. Further, consumer judgments were replaced with brand superiority. Although both constructs measure how consumers evaluate a brand, utilizing brand superiority was deemed to be a more appropriate measure. Consumer judgment “is a transaction-specific, broad measure that fails to capture the true purpose of brand management strategy”, while brand superiority reflects “the uniqueness and differentiation that consumers perceive when they evaluate a brand in relation to its competitors” (Gordon & James, 2017, p. 58), thereby producing a unique and distinct brand, which is a hallmark of branding efforts.

The revised model also put forth the importance and analysis of brand attitudes/brand affect on behavioral intentions (Gordon & James, 2017). Past explorations of brand associations and behavioral intentions have either ignored brand affect (Gladden & Funk, 2001) or avoided testing the moderating effects on brand associations (Bauer, et al., 2008). This is particularly important within the context of Bagozzi's (1992) cognitive appraisal, emotional response, and behavioral intentions model by which the studies were grounded. Specifically, brand associations represent cognitive assessments of a given brand, and according to Bagozzi, an affective mechanism is needed to connect the cognitive appraisal (i.e., brand associations and brand superiority) with behavioral intentions. As such, Gordon and James' (2017) model proposed the use of brand affect to create such a bridge between constructs, and subsequent empirical analysis provided statistical support as brand affect predicted brand resonance while brand superiority did not influence brand resonance.

2.2 Drivers of Consumer-based Brand Equity

2.2.1 Brand Superiority

Within Bagozzi's (1992) model, cognitive evaluations are needed to inform emotional responses and subsequent behavior. Sport marketing scholars have begun to favor the use of brand superiority when examining consumers' cognitive appraisals of a given brand (e.g., Gordon & James, 2017). Brand superiority is consumers' broad cognitive evaluation and possible advantage of a brand when compared with other brands (Keller, 2003). As noted by Gordon

and James (2017), the comparison feature of brand superiority sets it apart from other cognitive evaluations (e.g., consumer judgment). Moreover, by measuring the differences between brands, brand superiority provides a consumer judgment pertaining to the brand uniqueness and differentiation from other brands. As such, the *superiority* of the brand is reflected in the ways by which a brand separates itself from competing brands. Consequently, the recognition of separation by the consumer informs them of potential emotional responses.

2.2.2 Brand Affect

Scholars have described brand affect as a consumer's emotional response to a given brand (Gordon & James, 2017). However, it is pertinent to review the concept of emotions, or more broadly affect, to understand the role whereby brand affect can influence behavioral intentions. The term affect is used as an umbrella term that covers concepts such as emotions, moods, and attitudes (Bagozzi, et al., 1999). As explained by Bagozzi et al. (1999), emotions are mental states (i.e., cognitive evaluations) that are produced via specific referents like events and thoughts. Moods tend to last longer than emotions but have a lower level of intensity (Bagozzi et al., 1999). A requisite condition for an emotional response is for a consumer to have a stake in each event or occurrence, which then produces a judgment as to whether a given response or action would support or detract from that stake (Bagozzi et al., 1999). Such action or inaction is a result of a specified mood in that positive moods (or happiness) produce actions that are meant to induce achievement, affiliation, or improved self-esteem (Schaller & Cialdini, 1990). Put another way, when consumers experience positive moods and emotions from a given stimulus, they will seek to perpetuate that specific feeling (Bagozzi et al., 1999).

Scholars have used a related concept known as emotional branding to explore how organizations utilize affective influences to retain and attract customers. Thompson, et al. (2006) examined how organizations might face emotional backlash when consumers view a brand as contradictory to the values set forth by the organization. The authors argued that brand meanings are generated not by managers or administrators, but by the interactions between organization and consumers. When conducted properly, emotional branding can inspire passion and loyalty from consumers, as well a desire for association (Thompson et al., 2006). In this way, brands can produce myths and stories that evoke emotional responses that buffer consumers from various identity threats (Holt, 2004). For example, the brands associated with the Chicago Bears and their facility, Soldier Field, provide emotional iconic narratives for consumers when faced with arduous circumstances, which can propel consumption via reinforced membership and association. As a representation of the importance of brand affect rather than cognitive branding efforts in the sport setting, brand affect has been found to directly impact brand resonance for sport consumers, while cognitive aspects (i.e., brand association and superiority) did not influence brand resonance (Gordon & James, 2017).

2.3 Corporate Social Responsibility

Corporate social responsibility (CSR) has been used to explore the enjoinder of financial and social organizational performance (Margolis & Walsh, 2003). In this vein, scholars have attempted to better understand the drivers of socially responsible actions on the part of organizations (Campbell 2006; 2007). The definition of CSR has gone through several iterations with authors using phrases and qualifications such as societal expectations (Carroll, 1979), societal relationships (Wood, 1991), and practices that go beyond legal necessity to support the workplace and society (Vogel, 2005). CSR has also been broadly defined as "a company's commitment to minimizing or eliminating any harmful effects and maximizing its long-run beneficial impact on society" (Mohr, et al., 2001, p. 47). Yet, CSR is not meant to supplant an organization's ability to achieve a profit. Rather efforts should still be made to support economic and essential legal functions, as well as ethical and discretionary responsibilities (Carroll, 1979). Within this framework, the four responsibilities include economic (make a profit), legal (obey the law), ethical (meeting societal moral expectations), and discretionary (supportive behavior that does not necessarily produce a return; Carroll, 1979).

Carroll's (1979) four-pronged approach to CSR has been used as a framework for a variety of studies involving CSR and the sport industry (e.g., Babiak & Wolfe, 2009; Inoue, et al., 2011; Walters & Chadwick, 2009). To this point, the proper utilization of CSR can provide organizations with an advantage with improved strategic direction (Brietbarth & Harris, 2008), a positive impact on purchase intentions (Klein & Dawar, 2004; Mohr & Webb, 2005), and potentially social and financial performance (Margolis & Walsh, 2001). Such advantages are sometimes realized with branding efforts. For example, CSR has been found to improve brand evaluations (Klein & Dawar, 2004) and brand image (Babiak & Wolfe, 2009), and cause-related marketing is thought to improve profits and support social programs (Landreth Grau & Garretson Folse, 2007). More pertinently, scholars have used CSR to explore impetus for action (i.e., behavior) based on cognitive and affective stimuli for consumers (e.g., Mohr et al., 2001; Walker & Kent, 2009).

While sport consumers have noted the importance for their favorite teams to participate in CSR initiatives (Walker & Kent, 2009), empirical evidence indicates that profit margins may decrease for professional organizations that engage in CSR operations and did not impact attendance margins (Inoue et al., 2011). This could be a consequence of the objectives of the CSR initiative, and a lack of focus on either external or internal orientations (i.e., strategic-CSR; Babiak & Wolfe, 2009). Other scholars have explored the impact of CSR for sport donors and found that CSR predicted trust and commitment, but did not directly influence donor behavior (Ko, et al., 2014). Relatedly, scholars have also found links between cause related marketing actions and attitudes toward a team, which in turn influenced behavior (i.e., attendance intention; Kim, et al., 2010). However, this path to attendance intention was not a direct result of cause related marketing, but instead the study established a link between activities like CSR and behavior from sport consumers. In all, various scholars have explored various means by which CSR can influence sport consumers, particularly concerning consumers' thoughts, emotions, and behaviors.

2.4 Hypothesis Development

The hypothesized model for this study was constructed based upon CSR being considered a possible antecedent of consumer-based brand equity (Ross, 2006) and the tenets of the consumer-based brand equity (Keller, 2003). Consumers tend to draw on their perceptions of a company's role in society in the purchase process. In response, companies often focus on their CSR efforts to enhance brand equity by building a meaningful connection between the cause and their brand image (Keller, 2020). When consumers perceive these efforts positively, their support for corporate social activities can lead to favorable attitudes and emotional responses toward the company's products and services (Brown & Dacin, 1997). Ultimately, when consumers are interested in CSR initiatives beyond product features, their judgments can shape positive emotional responses and a favorable corporate image, which in turn influences their preferences for the company's offerings (Keller, 2020; Wang et al., 2021). In the similar vein, sport scholars have posited that higher levels of CSR will induce positive emotional responses toward a brand (Walker & Kent, 2009). In sum, the influence of CSR initiatives is likely to spur positive emotional response toward a given brand (i.e., brand affect), as a sport consumer's recognition of the good-will provided by a sport organization will induce positive feelings toward the brand. As such, we propose our first hypothesis:

H1: Perceived CSR will positively impact brand affect.

Like H1, CSR is also likely to positively influence brand superiority. Consumers are more likely to engage with companies that demonstrate high ethical standards. As a result, brands that incorporate CSR activities can foster greater brand awareness and consideration in the minds of consumers (Keller, 2020). Investments in CSR can help build a reputation for trustworthiness among consumers, and this perception is often linked to the brand image of the company as one that produces higher-quality products. Given the role of CSR efforts, CSR-focused marketing can serve as a mechanism for signaling product or service quality and creating associations between CSR activities and perceived brand quality (Marin et al., 2009). Therefore, CSR programs can act as an effective vehicle for enhancing brand-building communication by increasing a brand's visibility and recognition among consumers.

This is a function of specific CSR initiatives that are likely to further extend the distinction of a given brand (i.e., brand superiority; Gordon & James, 2017). That is, CSR provides a unique opportunity for a sport organization to stand out amongst the competing advertisements and marketing enterprises. Further, CSR perceptions have been found to positively impact perceptions of the team in the context of professional baseball (Ma & Kaplanidou, 2021). Finally, philanthropic CSR initiatives have been found to influence behavioral intentions indirectly via image and prestige perceptions (Lho et al., 2019). By aligning with a CSR initiative, a sport organization can enhance the cognitive appraisal of their brand on the part of consumers. Consequently, we propose the following hypothesis:

H2: Perceived CSR will positively impact brand superiority.

Marketing studies are replete with findings that link brand equity to favorable outcomes, such as increased purchase intention. In line with past literature concerning the impact of cognitive evaluations on behaviors, we contend that a consumer's cognitive appraisal (i.e., brand superiority) of a given brand will have a positive influence over their purchase intentions. To this point, past scholars have noted how cognitive evaluations play a deterministic role in a consumer's decision to purchase (e.g., Dabholkar, et al., 2000; Gotlieb, et al., 1994). More specifically, perceptions of a brand (i.e., brand attitude) has been demonstrated to be a significant predictor of behavioral intentions toward a specific brand (Suh & Yi, 2006). In the sport context, fans form positive consumption attitudes and intentions based on their evaluations of sport brand associations with teams, athletes, sporting events, or sponsors. For example, sport sponsorship has been shown to positively influence brand equity (e.g., brand superiority), leading to an increased willingness among fans to pay a price premium for the sponsor's products or services (Almaman et al., 2023). Brand

superiority can positively influence sport consumers' cognitive appraisals and brand attitudes by reinforcing a highly visible and prominent sport brand identity. Resultantly, we put forth the following hypothesis:

H3: Brand superiority will positively impact purchase intentions.

Previous scholars have found a link between affective responses and decision-making/purchase intentions (e.g., Bagozzi, et al., 1999; Chaudhuri & Holbrook, 2001; Matzler, et al., 2006; Thompson et al., 2006). Consumers' emotional responses toward a brand—such as feelings of excitement, happiness, and contentment—can shape their evaluations of whether they like or dislike that brand. These emotional factors foster psychological commitment through sensory and emotional connections, thereby increasing the likelihood that consumers will purchase the brand's products or services (Matzler et al., 2006). Moreover, a brand positively appraised by consumers can serve as a potential source of pleasure. This psychological phenomenon enhances consumers' happiness and evokes positive emotions, further enhancing their intentions to purchase the brand's products or services (Chen et al., 2020). In the sporting event context, emotions held toward a sponsoring brand have been found to influence not only attitudinal loyalty but also behavioral loyalty among sport participants (Jung & Kim, 2015). As such, we put forth that one's brand affect will positively influence their behavior intentions toward a given brand. The following hypothesis is also presented:

H4: Brand affect will positively impact purchase intentions.

For our final hypothesis, we put forth that brand equity (e.g., brand superiority and brand affect) will mediate the relationship between CSR and purchase intentions. This premise is grounded in Bagozzi's (1992) appraisal processes—emotional reactions—coping responses paradigm, which suggests that individuals' evaluations influence their cognitive as well as emotional responses; consequently, the appraisal subsequently drive behavioral outcomes. Numerous studies have demonstrated the mediating role of brand equity between CSR practices and positive consumption outcomes (Araújo et al., 2023; Lai et al., 2010; Ma & Kaplanidou, 2021). When consumers perceive a brand as socially responsible, they typically experience positive emotions and form favorable attitudes toward the brand, which consequently increase their purchase intentions. Cuesta - Valiño et al. (2024) further highlighted how consumers' cognitive and affective evaluations of brands, driven by CSR messages, significantly shape their purchase decisions. Similarly, sports CSR-focused activities are not directly associated with sport participation attitude; instead, trust of a sport club serves as a mediator between CSR activities and sport participation loyalty (Lagoudaki et al., 2024). Taken together, previous research collectively implies that CSR initiatives within the sports industry sector can enhance fans' purchase intentions by strengthening brand equity (see Figure 2 for full hypothesized model):

H5a: Brand superiority will mediate the relationship between perceived CSR and purchase intentions.

H5b: Brand affect will mediate the relationship between perceived CSR and purchase intentions.

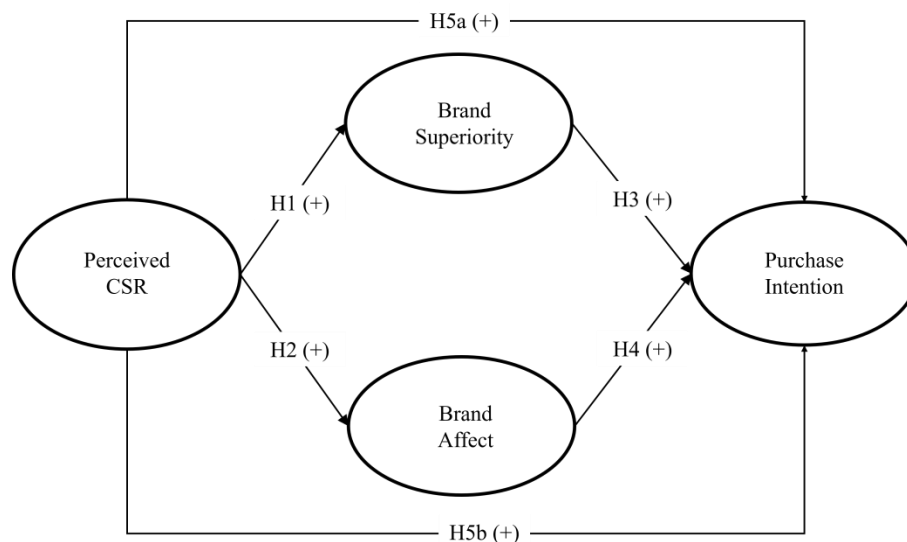


Figure 2. Hypothesized Model

3. Methods

3.1 Research Setting and Sample

Data were collected from a convenience sample of undergraduate students in health and sport science courses at a large, public university in the Midwest. Two trained surveyors reached out to instructors of each course and established a time and date for data collection. The trained surveyors handed out paper and pencil survey questionnaires to the entire classroom and the respondents were given approximately 15 minutes to complete the survey. A total of 18 health, sport, and exercise courses were utilized for data collection. Respondents were instructed to think about the large, Division I athletics program at their school when completing the survey questionnaire. Therefore, this well-known, highly reputable, and national athletics program was utilized as the focal brand for this study. Thus, undergraduate students were considered an appropriate sample for this study since they have a significant amount of awareness and knowledge of the focal brand (their university's athletics program), and most have been on campus for multiple years since the courses chosen were upper-level electives and required courses. A total of 496 respondents completed the survey questionnaire, with 474 useable surveys being utilized for this study for a response rate of 95%. The average age of the respondents was 20.4, 54% reported as being male, and there were white (88%), African American (7%), Hispanic (3%), and Asian (2%) individuals represented in the sample. The average length of time as a fan was 13.5 years. The goal of this study was to achieve a minimum of a 5:1 subject to variable ratio (Bryant & Yarnold, 1995) which was achieved. To better understand the role perceived CSR plays in building brand equity, a two-step approach was utilized to test the measurement and structural model components via MPlus 7.31 which was deemed appropriate since a hybrid model was being assessed (Kline, 2005). The goal of the analysis was to assess how perceived CSR impacts brand affect and brand superiority and to test the indirect relationship among perceived CSR, the two brand-related variables, and purchase intentions of sport consumers. The overall measurement model was assessed against the actual measurement model while employing a mix of fit indices to determine construct validity as outline by Fornell and Larcker (1981). The process to evaluate the structural model employs many of the same criteria as the measurement model but also includes an assessment of the relationships between variables as well as the amount of variance explained in the outcome variables in the model.

3.2 Measurement

Perceived CSR was measured based upon a three-item scale from Brammer et al. (2007) and Walsh and Beaty (2007). The overall intent of the measure is to assess the degree to which an entity (e.g. brand, team, organization) displays concern for and acts in a socially responsible manner. Brand superiority was measured with a 6-item scale derived from the drivers of brand equity measure developed by Gordon and James (2017) while brand affect was a 3-item scale from Chaudhuri and Holbrook (2001). Brand superiority is considered a facet of a consumers' overall, cognitive perception of a brand and represents how different or unique the brand is in the mind of the consumer (Keller, 2003). Brand affect is derived from the emotional response that sport consumers have due to the consumption experience associated with the brand and indicates an overall emotional evaluation of how that brand makes them feel (Keller, 2003). Purchase intentions was a 4-item measure measuring the probability or likelihood of consumption (in this case, brand apparel or game attendance) adapted from Yoshida et al. (2013a). In this case, it was determined that we would focus on one of the three dimensions of Keller's (2003) concept of brand resonance: behavioral loyalty. Specifically, we employed an outcome measure similar to the concept of "conative loyalty" as detailed by Oliver (1999). All the constructs were measured with a seven-point Likert-type scale ranging from 1 (strongly disagree) to 7 (strongly agree).

Table 1. Psychometric Properties

Construct	Item	λ (t value)	CR	AVE
Perceived CSR			.80	.58
1.	The (team name) are concerned with social responsibility.	.65(18.19)		
2.	The (team name) are socially responsible.	.80(25.60)		
3.	The (team name) are a responsible member of our community.	.81(24.81)		
Brand superiority			.89	.63
1.	The (team name) are superior to all other competitors.	.70(13.05)		
2.	The (team name) are very unique to me.	.81(24.66)		
3.	The (team name) are different than all other competitors.	.73(24.58)		
4.	The (team name) offer superior value in comparison to its' competitors.	.89		
5.	The (team name) offer a higher quality product than its' competitors.	.80		
Brand affect			.88	.70
1.	I feel good when I watch the (team name).	.87(20.50)		
2.	The (team name) make me happy.	.84(26.25)		
3.	The (team name) give me pleasure.	.81(24.91)		
Purchase intentions			.83	.56
1.	The probability that I will attend another sporting event of the (team name) is:	.81(14.36)		
2.	The probability that I will spend more than 50% of my sport consumption budget on the (team name) is:	.68(25.06)		
3.	If I had to attend a (team name) game again, the probability that I would make the same choice is:	.85(22.33)		
4.	The likelihood that you would actively buy additional (team name) products (apparel and goods) is:	.62		
Fit indices				
	χ^2	309.61		
	df	86		
	χ^2/df	3.6		
	CFI	.95		
	TLI	.94		
	RMSEA	.07		
	SRMR	.06		

4. Results

4.1 Assessment of Measures

For the measurement model, we conducted a confirmatory factor analysis via MPlus 7.31. The Comparative Fit Index (CFI) and Tucker-Lewis Index (TLI) were an acceptable fit at .94 and .94 respectively. The Standardized Root Mean Square Residual (SRMR) was a close fit at .06. Convergent and discriminant validity were assessed with Fornell and Larcker's (1981) average variance extracted (AVE) method. Convergent validity was supported as perceived CSR (.57), brand affect (.70), brand superiority (.62), and purchase intentions (.55) were all above .5. Discriminant validity was established between all constructs in this study except for brand superiority and perceived CSR where the results were somewhat mixed. Ultimately, while there were some statistical similarities between CSR perceptions and brand superiority, the construct definitions and items employed are distinct. However, it is possible that the respondents in this study considered social responsibility as part of the value or quality dimensions of the focal brand (which are key concepts of brand superiority). Lastly, each factor had a Composite Reliability (CR) value

greater than .70. Overall, the model fit indices indicated that the data was an adequate fit to the model and our constructs of interest operated as intended.

Table 2. Hypothesis Testing: Direct Effects

	Path	Standardized path coefficient	Hypothesis Decision
H1	P.CSR → Brand superiority	.76**	Supported
H2	P.CSR → Brand affect	.74**	Supported
H3	Brand superiority → Purchase intentions	.16*	Supported
H4	Brand affect → Purchase intentions	.65**	Supported
R ²	Brand superiority	.59	
	Brand affect	.56	
	Purchase intentions	.69	

4.2 Common Method Variance (CMV)

Our independent and dependent variables were collected from the same source at a single point in time, thus we understand that the correlations among them may be subject to CMV (Podsakoff *et al.* 2003). We addressed procedural remedies by administrating the items for the mediator and outcome variables before the items for the perceived CSR to control possible item-order effects (Schimmack & Oishi, 2005).

4.3 Assessment of Relationships

The hypothesized direct and indirect relationships were tested via structural modeling via MPlus 7.31. The structural model tested the relationship among perceived CSR, brand superiority brand affect, and purchase intentions. Perceived CSR significantly impacted brand superiority ($\beta = .76$) and brand affect ($\beta = .74$). Therefore, these results provide support for H1 and H2. Brand affect ($\beta = .65$) and brand superiority ($\beta = .16$) significantly predicted purchase intentions. These results provide support for H3 and H4. A mediation analysis was performed using Mplus version 7.31 to assess the potential mediating role of brand superiority and brand affect on the perceived CSR-purchase intentions relationship. A bootstrap estimation using 5000 iterations revealed significant indirect effects of perceived CSR on purchase intentions through brand affect. Since the direct effect of perceived CSR-purchase intention was non-significant yet not “zero”, this indicates that brand affect operated as a partial mediator. However, the indirect effect of perceived CSR on purchase intentions through brand superiority was insignificant. Therefore, this provides support for H5b while disconfirming H5a.

Table 3. Hypothesis Testing: Indirect Effects

Hypothesis	Indirect effect	Bootstrap estimate		95% confidence interval		Hypothesis Decision
		Standardized effect	Unstandardized effect	Lower	Upper	
H5a	P. CSR → BS → PI	-.12	-.22	-.06	.43	Not supported
H5b	P. CSR → BA → PI	.49**	.87*	.49	1.21	Supported

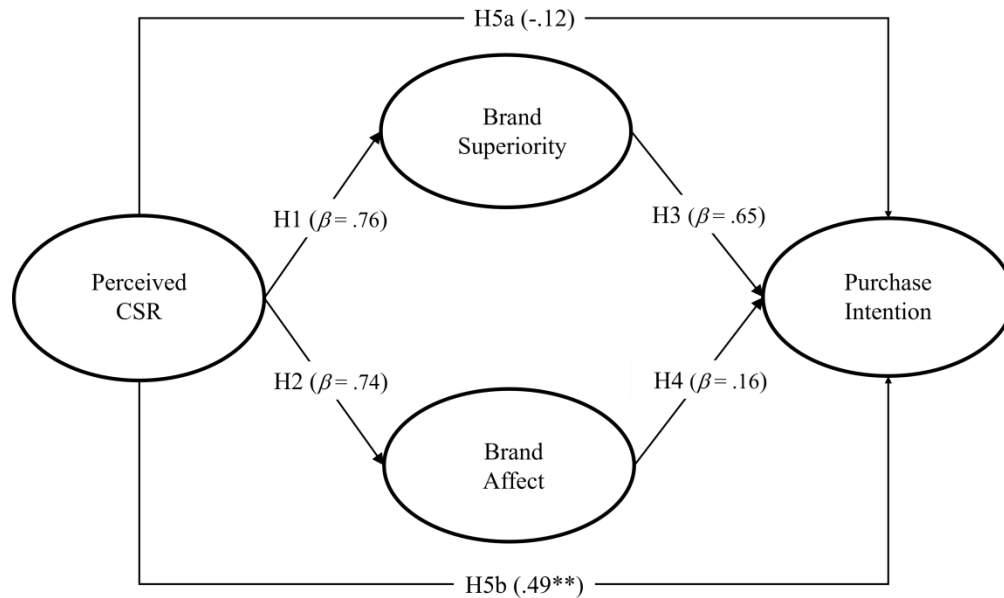


Figure 3. The Result of the Hypothesized Model

5. Discussion

Crafting CSR initiatives is incredibly prevalent across professional sport leagues. The executives making these decisions are certainly motivated by the positive press they bring and ways they can impact their bottom line, but it is vital to understand how these initiatives truly impact the consumers. The most telling finding of this study was that perceived CSR led to increased purchase intentions, through a mediator of brand affect. This means the positive emotions elicited by the brand (Chaudhuri & Holbrook, 2001) influenced the positive relationship between perceived CSR and purchase intentions. It is understood that CSR may positively impact purchase intentions and overall financial performance (Klein & Dawar, 2004; Margolis & Walsh, 2001; Mohr & Webb, 2005) but understanding what other factors influence this relationship is vital. As Lee et al. (2018) note, sport fans consume their favorite teams as brands and therefore attach emotions to more than just wins or losses. Although the motivations and goals around CSR initiatives may not focus on sport fan's emotions, we know they can impact brand evaluations and brand image (Babiak & Wolfe, 2009; Klein & Dawar, 2004) and therefore, potentially their emotions. The finding regarding CSRs influence on these sport fans' brand affect is incredibly valuable, furthering our understanding of the positive influence perceived CSR had on fan's emotions. It is also important to note we found that brand superiority and affect both positively influenced purchase intentions. However, only brand affect was mediated by the perceived CSR, suggesting the relationship between brand superiority, perceived CSR, and behavioral intentions may not be strong. Additionally, simultaneously examining cognitive and affective variables and the impact perceived CSR has on these fans is incredibly valuable from a theoretical and practical lens. Conversely, it has been found that CSR initiatives in sport may not impact attendance positively (Inoue et al, 2011) adding more validity to understanding how these initiatives may lead to positive consumer behavior. Additionally, it was found that feelings of brand superiority did not mediate this relationship. This study would suggest that CSR initiatives may influence consumers' purchase intentions when triggering more positive emotions about the brand rather than making the brand feel more superior to others.

Brand affect was suggested to be influential on consumer behavioral intentions (Keller, 2003) and specifically has been found to be an important influencer on brand resonance with sport brands (Gordon & James, 2017). Connecting those findings with the fact that CSR has been found to influence consumer purchase intentions (Klein & Dawar, 2004; Mohr & Webb, 2005) the scholars felt it was relevant and important to examine this relationship. Little has been done to examine what may explain the positive relationship between perceived CSR and consumer behavioral intentions in sport. Understanding that CSR initiatives may influence consumers brand affect and in turn lead to higher purchase intentions has many implications.

It is well understood that perceived CSR influences consumer emotions overall (Babiak & Wolfe, 2009; Klein & Dawar, 2004). However, Babiak and Wolfe (2009) found that pressure from the league may be the biggest source of motivation to participate in CSR, therefore suggesting that teams do not consider the consumers much when participating in CSR. Demonstrating that these practices can lead to positive emotions would then add importance and strengthen marketers' decisions to participate in CSR initiatives. It has also been found that perceived CSR may lead to an improved corporate reputation and therefore brand performance (Lai, et al., 2010). Although scholars have demonstrated that CSR can lead to improved emotions and brand performance, this study draws parallels that extend our understanding of the impact these practices may have. Most simply put, participating in CSR initiatives should lead to increased consumer positive feelings toward the team and through that relationship lead to increased purchase intentions.

It was also telling that increased perceived CSR led to brand superiority. Keller (2003) suggested brand superiority was a part of a consumer's overall evaluation of a brand and it has been found to positively influence brand resonance (Gordon & James, 2017). Utilizing CSR practices may influence consumer's feelings toward the sport brand's superiority and give the brand a more distinguished feeling. This finding may not have led directly to increased purchase intention but improving a brand's superiority toward a brand may lead to increased brand affect (Gordon & James, 2017). Therefore, not only would increasing consumer's feelings of brand superiority distinguish a brand, but it may also improve the consumer's feelings toward the brand. Pairing this concept with this study's finding that brand affect may influence the successful relationship between perceived CSR and increased purchase intentions adds to the current literature and aids in the explanation of how perceived CSR influences sport consumers. Even though brand superiority did not appear to influence the relationship between perceived CSR and purchase intentions it likely has positive influences on sport consumers based upon the past literature.

Brand equity may be heavily influenced by participation in CSR initiatives. Influencing brand equity has been suggested to influence brand resonance (Keller, 2003) and found to lead to increased behavioral intentions in sport fans (Gladden & Funk, 2001). Brand equity has been found to be influenced by brand associations and not simply brand awareness (Faircloth, et al., 2001). Therefore, it is important that sport marketers execute practices that do more than simply get more eyes on their product but rather evoke some sort of emotion. Keller (1993) defined brand attitudes as a portion of brand association that is created by how consumers view a product. It would appear from the findings of this study, that participating in CSR improves consumer's attitudes toward the sport organization which influences the brand image and therefore brand equity. Specifically, fans in this study demonstrated increased feelings of brand affect and superiority when they perceived greater levels of CSR.

Attitudes toward a brand are influenced by associations and image of the brand (Keller, 1993). Therefore, marketers should consider the way their practices influence their consumers attitudes toward the brand. These CSR practices should greatly influence fans emotions and attitudes toward their favorite teams since these practices are supposed to focus on either limiting their harmful effects on society or enhancing the benefits they bring to society (Mohr et al., 2001). Understanding fans attitudes toward a team based on these CSR initiatives is important but taking it a step further and examining how these attitudes then impact behavioral intentions leads to a great deal of practical importance for marketers.

6. Practical Implications

Since fans who are more connected to their favorite teams are more likely to attend games and spend more money on merchandise (Wann & Branscombe, 1993) discovering ways to increase positive feelings toward a sport team is valuable. Sport marketers should realize that participating in CSR initiatives does not only improve their overall standing but should impact their bottom line. Fans who see their favorite team participate in CSR may be more likely to attend games or purchase merchandise, both of which were observed in this study through increased purchase intentions. Additionally, the fact that perceived CSR influenced fans feelings of brand superiority is important for sport managers to consider. Marketing practices that make fan's feel a brand is more superior should help create a feeling of differentiation (Keller, 1993) from other brands and this is something all sport teams strive for.

At the professional level in the United States, we see this in all sports. Major League Baseball has its Reviving Baseball in Inner Cities (RBI) program, the National Basketball Association has NBA Cares and Read to Achieve, and the National Football League has its Play 60 initiative. The Women's National Basketball Association has a Cares, Social Justice, and Changemakers initiative alone. These initiatives are all league-wide and go beyond anything individual teams may do at the local or regional level on their own. This study would suggest that participating in these CSR programs has benefits beyond financial and appeasing societal pressure but may in fact improve sport fan's brand affinity.

Beyond the fact that teams may feel pressure to participate in CSR (Babiak & Wolfe, 2009) and that marketers may simply feel it is the right thing to do. Using the platform of sport to be socially responsible is important without considering the influence it has on consumers or team finances. But it has been suggested since CSR has first been defined that making a profit was one of the key cogs involved in practicing CSR (Carroll, 1979), therefore marketers must know how it may impact their bottom line. Specifically, marketers should be able to participate in CSR initiatives with confidence that it will have a positive impact on their consumer's feelings toward the brand and through that influence impact their purchase intentions.

7. Limitations and Future Research

This study was not without limitations. First, it would be beneficial to have access to the actual behaviors of these consumers. This study employed cross-sectional design and retrospective approaches to measure CSR-related activities and underlying constructs. Therefore, it may be practically challenging to generalize the relationship between CSR activities and sport fans' behavioral intentions. Future studies should apply experimental designs to investigate various dimensions of sport-related CSR messages and identify which types are most effective for sport teams. Additionally, research utilizing a longitudinal design is necessary to clarify the long-term effects of CSR strategies on brand loyalty. By examining changes in team and sponsor image influenced by CSR information over time, future studies should provide empirical evidence reflecting the temporal dynamics of sport teams' CSR activities.

Second, the base for this study was college students. It would be beneficial to have a more diverse sample. Additionally, these fans were primarily highly identified. Examining fans of different levels of sport and levels of identification would have been beneficial. Further, there may be some other factors playing a role that were not teased out or investigated closely, such as fan community attachment, team attachment, and other brand preference factors. These limitations define the scope of the findings and lead to many directions for future research.

Next, scholars should examine how perceived CSR impacts other consumer feelings, potential outcomes, and actual behaviors. It would be interesting to see how these initiatives may influence fans' emotions such as team identification, brand commitment, or perceived value. Additionally, examining outcomes such as willingness to pay a price premium and actual purchase behaviors would be an appropriate next step in this research. It would also be interesting to see how perceived CSR may impact fans of different levels of sport as well as fans with different levels of connections. It could prove important to understand if these CSR initiatives are more influential on lowly or highly identified fans. Specifically, future work should examine how these league initiatives may influence fans of a sport or league overall. It could also be interesting to see how non-fans CSR perceptions may impact their affinity towards sport teams and leagues. If CSR initiatives have a chance to attract new potential fans it could prove even more important than we have already discovered.

Acknowledgments

Not applicable.

Authors' contributions

Dr. Gordon was responsible for study design, data collection, and manuscript preparation. Drs. Oja and Scola were responsible for manuscript preparation. Dr. Paek was responsible for data analysis. Mr. Dillard was responsible for editing.

Funding

Not applicable.

Competing interests

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Informed consent

Obtained.

Ethics approval

The Publication Ethics Committee of Sciedu Press.

The journal and publisher adhere to the Core Practices established by the Committee on Publication Ethics (COPE).

Provenance and peer review

Not commissioned; externally double-blind peer reviewed.

Data availability statement

The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions.

Data sharing statement

No additional data are available.

Open access

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

References

- Almaiman, K. H., Ang, L., & Winzar, H. (2023). Beyond purchase intention in sports sponsorship: an alternative approach to measuring brand equity using best-worst scaling. *European Journal of Marketing*, 58(13), 1-29. <https://doi.org/10.1108/EJM-07-2021-0481>
- Araújo, J., Pereira, I. V., & Santos, J. D. (2023). The effect of corporate social responsibility on brand image and brand equity and its impact on consumer satisfaction. *Administrative Sciences*, 13(5), 118. <https://doi.org/10.3390/admsci13050118>
- Babiak, K., & Wolfe, R. (2009). Determinants of corporate social responsibility in professional sport: Internal and external factors. *Journal of Sport Management*, 23, 717-742. <https://doi.org/10.1123/jsm.23.6.717>
- Babiak, K., & Kihl, L. A. (2018). A case study of stakeholder dialogue in professional sport: An example of CSR engagement. *Business and Society Review*, 123(1), 119-149. <https://doi.org/10.1111/basr.12137>
- Babiak, K., & Trendafilova, S. (2011). CSR and environmental responsibility: Motives and pressures to adopt green management practices. *Corporate Social Responsibility and Environmental Management*, 18(1), 11-24. <https://doi.org/10.1002/csr.229>
- Babiak, K., & Wolfe, R. (2006). More than just a game? Corporate social responsibility and Super Bowl XL. *Sport Marketing Quarterly*, 15(4), 214-222.
- Bagozzi, R. P. (1992). The self-regulation of attitudes, intentions, and behaviors. *Social Psychology Quarterly*, 55, 178-184. <https://doi.org/10.2307/2786945>
- Bagozzi, R. P., Gopinath, M., & Nyer, P. U. (1999). The role of emotions in marketing. *Journal of the Academy of Marketing Science*, 27(2), 184-206. <https://doi.org/10.1177/0092070399272005>
- Bauer, H. H., Stokburger-Sauer, N. E., & Exler, S. (2008). Brand image and fan loyalty in professional team sport: A refined model and empirical assessment. *Journal of Sport Management*, 22, 205-226. <https://doi.org/10.1123/jsm.22.2.205>
- Berry, L. (2000). Cultivating service brand equity. *Journal of the Academy of Marketing Science*, 28(1), 128-137. <https://doi.org/10.1177/0092070300281012>
- Blumrodt, J., Bryson, D., & Flanagan, J. (2012). European football teams' CSR engagement impacts on customer-based brand equity. *Journal of Consumer Marketing*, 29(7), 482-493. <https://doi.org/10.1108/07363761211274992>
- Brammer, B., Millington, A. & Rayton, B. (2007). The contribution of corporate social responsibility to organizational commitment. *International Journal of Human Resource Management*, 18, 1701-1719. <https://doi.org/10.1080/09585190701570866>

- Brietbarth, T., & Harris, P. (2008). The role of corporate social responsibility in the foot- ball business: Toward the development of a conceptual model. *European Sport Marketing Quarterly*, 8, 179-206. <https://doi.org/10.1080/16184740802024484>
- Brown, T. J., & Dacin, P. A. (1997). The company and the product: Corporate associations and consumer product responses. *Journal of Marketing*, 61(1), 68-84. <https://doi.org/10.1177/002224299706100106>
- Bryant, F. B., & Yarnold, R. R. (1995). Principal components analysis and exploratory and confirmatory factor analysis. In L. G. Grimm, & R. R. Yarnold (Eds.), *Reading and understanding multivariate statistics* (pp. 99-136). Washington, D.C.: American Psychological Association.
- Campbell, J. L. (2006). Institutional analysis and the paradox of corporate social responsibility. *The American Behavioral Scientist*, 49(7), 925-938. <https://doi.org/10.1177/0002764205285172>
- Campbell, J. L. (2007). Why would corporations behave in socially responsible ways? An institutional theory of corporate social responsibility. *Academy of Management Review*, 32(3), 946-967. <https://doi.org/10.5465/amr.2007.25275684>
- Carroll, A. (1979). A three-dimensional conceptual model of corporate social performance. *Academy of Management Review*, 4, 497-505. <https://doi.org/10.2307/257850>
- 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>
- Chen, Y. S., Chang, T. W., Li, H. X., & Chen, Y. R. (2020). The influence of green brand affect on green purchase intentions: The mediation effects of green brand associations and green brand attitude. *International Journal of Environmental Research and Public Health*, 17(11), 4089. <https://doi.org/10.3390/ijerph17114089>
- Cuesta-Vali ño, P., Guti érez-Rodr íguez, P., Garc ía-Henche, B., & Núñez-Barriopedro, E. (2024). The impact of corporate social responsibility on consumer brand engagement and purchase intention at fashion retailers. *Psychology & Marketing*, 41(3), 649-664. <https://doi.org/10.1002/mar.21940>
- Dabholkar, P. A., Shepherd, C. D., & Thorpe, D. I. (2000). A comprehensive framework for service quality: An investigation of critical conceptual and measurement issues through a longitudinal study. *Journal of Retailing*, 76(2), 139-173. [https://doi.org/10.1016/S0022-4359\(00\)00029-4](https://doi.org/10.1016/S0022-4359(00)00029-4)
- Faircloth, J. B., Capella, L. M., & Alford, B. L. (2001). The effect of brand attitude and brand image on brand equity. *Journal of Marketing Theory and Practice*, 9(3), 61-75. <https://doi.org/10.1080/10696679.2001.11501897>
- Freestone, O. M., & McGoldrick, P. J. (2007). Motivations of ethical consumer. *Journal of Business Ethics*, 79, 445-467. <https://doi.org/10.1007/s10551-007-9409-1>
- Gladden, J., & Funk, D. (2001, March/April). Understanding brand loyalty in professional sport: Examining the link between brand associations and brand loyalty. *International Journal of Sports Marketing & Sponsorship*, 67-87. <https://doi.org/10.1108/IJSMS-03-01-2001-B006>
- Gordon, B. S., & James, J. D. (2017). The impact of brand equity drivers on consumer-based brand equity in the sport service setting. *International Journal of Business Administration*, 8(3), 55-66. <https://doi.org/10.5430/ijba.v8n3p55>
- Gotlieb, J. B., Grewal, D., & Brown, S.W. (1994). Consumer satisfaction and perceived quality: Complementary or divergent constructs?. *Journal of Applied Psychology*, 79(6), 132-160. <https://doi.org/10.1037/0021-9010.79.6.875>
- Groza, M. D., Pronschinske, M. R., & Walker, M. (2011). Perceived organizational motives and consumer responses to proactive and reactive CSR. *Journal of Business Ethics*, 102(4), 639-652. <https://doi.org/10.1007/s10551-011-0834-9>
- Holt, D. B. (2004). *How brands become icons: The principles of cultural branding*. Harvard Business School Press, Boston, MA.
- Horrow, R., & Swatek, K. (2010, December 23). Pro sports gave generously in 2010. *Bloomberg Businessweek*. Retrieved from <http://www.businessweek.com/printer/articles/52806-pro-sports-gave-generously-in-2010>
- Inoue, Y., & Kent, A. (2012a). Sport teams as promoters of pro-environmental behavior: An empirical study. *Journal of Sport Management*, 26(5), 417-432. <https://doi.org/10.1123/jsm.26.5.417>

- Inoue, Y., & Kent, A. (2012b). Investigating the role of corporate credibility in corporate social marketing: A case study of environmental initiatives by professional sport organizations. *Sport Management Review*, 15(3), 330-344. <https://doi.org/10.1016/j.smr.2011.12.002>
- Inoue, Y., Kent A., & Lee, S. (2011). CSR and the bottom line: Analyzing the link between CSR and financial performance for professional teams. *Journal of Sport Management*, 25(6), 531-549. <https://doi.org/10.1123/jsm.25.6.531>
- Jung, J., & Kim, I. (2015). Relationship between brand perception, brand identification, brand emotion, and brand loyalty for sports event sponsor company. *Indian Journal of Science and Technology*, 8(24), 1-7. <https://doi.org/10.17485/ijst/2015/v8i24/80018>
- Keller, K. L. (2020). *Strategic Brand Management: Building, measuring, and managing brand equity*. Pearson.
- Keller, K. L. (1993). Conceptualizing, measuring, managing customer-based brand equity. *Journal of Marketing*, 57, 1-22. <https://doi.org/10.1177/002224299305700101>
- Keller, K. L. (2003). Understanding brands, branding, and brand equity. *Interactive Marketing*, 5(1), 7-20. <https://doi.org/10.1057/palgrave.im.4340213>
- Kim, J. B., Kwak, G., Koo, Y. R. (2010). A note on corporate social responsibility (CSR) in city branding and design. *Asian Journal on Quality*, 11(3), 251-265. <https://doi.org/10.1108/15982681011094005>
- Kim, S., & Manoli, E. (2020). Building team brand equity through perceived CSR: The mediating role of dual identification. *Journal of Strategic Marketing*, 30(3), 281-295. <https://doi.org/10.1080/0965254X.2020.1795912>
- Klein, J., & Dawar, N. (2004). Corporate social responsibility and consumers' attributions and brand evaluations in product-harm crisis. *International Journal of Research in Marketing*, 21(3), 203-217. <https://doi.org/10.1016/j.ijresmar.2003.12.003>
- Ko, Y. J., Rhee, Y. C., Kim, Y. K., & Kim, T. (2014). Perceived corporate social responsibility and donor behavior in college athletics: the mediating effects of trust and commitment. *Sport Marketing Quarterly*, 23(2), 73-82.
- Kolyperas, D., & Sparks, L. (2011). Corporate social responsibility (CSR) communications in G25 football clubs. *International Journal of Sport Management and Marketing*, 10, 83-103. <https://doi.org/10.1504/IJSMM.2011.043612>
- Lagoudaki, G., Tsitskari, E., Karagiorgos, T., Yfantidou, G., Tzetzis, G., & Tsiotras, G. (2024). Corporate Social Responsibility and Consumer Behavior in Sports: Exploring and Adapting a Participatory Sports Scale. *Sustainability*, 16(14), 5825. <https://doi.org/10.3390/su16145825>
- Lai, C., Chiu, C., Yang, C., & Pai, D. (2010). The effects of corporate social responsibility on brand performance: The mediating effect of industrial brand equity and corporate reputation. *Journal of Business Ethics*, 95, 457-469. <https://doi.org/10.1007/s10551-010-0433-1>
- Landreth Grau, S., & Garretson Folse, J. A. (2007). Cause-related marketing (CRM). *Journal of Advertising*, 36(4), 19-33. <https://doi.org/10.2753/JOA0091-3367360402>
- Lee, S., Kim, Y., & Heere, B. (2018). Sport team emotion: Conceptualization, scale development, and validation. *Sport Management Review*, 21(4), 363-376. <https://doi.org/10.1016/j.smr.2017.08.007>
- Lho, H., Park, J., & Yu, J. (2019). The effects of corporate social responsibility (CSR) initiatives on brand image, brand prestige, and behavioral intention. *International Journal of Tourism and Hospitality Research*, 33(4), 63-74. <https://doi.org/10.21298/IJTHR.2019.4.33.4.63>
- Ma, S., & Kaplanidou, K. (2021). How corporate social responsibility and social identities lead to corporate brand equity: An evaluation in the context of sport teams a brand extensions. *Sport Marketing Quarterly*, 30, 16-29. <https://doi.org/10.32731/smq.291.032021.02>
- Margolis, J. D., & Walsh, J. P. (2003). Misery loves companies: Rethinking social initiatives by business. *Administrative Science Quarterly*, 48(2), 268-305. <https://doi.org/10.2307/3556659>
- Margolis, J. D., & Walsh, J. P. (2001). *People and Profits? The Search for a Link Between the Company's Social and Financial Performance*. Mahwah, NJ: Erlbaum. <https://doi.org/10.4324/9781410600622>
- Matzler, K., Bidmon, S., & Grabner-Krauter, S. (2006). Individual determinants of brand affect: the role of the personality traits extraversion and openness to experience. *Journal of Product and Brand Management*, 15(7), 427-434. <https://doi.org/10.1108/10610420610712801>

- Mohr, A., & Webb, D. J. (2005). The effects of corporate social responsibility and price on consumer responses. *The Journal of Consumer Affairs*, 39, 121-147. <https://doi.org/10.1111/j.1745-6606.2005.00006.x>
- Mohr, L. A., Webb, D. J., & Harris, K. E. (2001). Do consumers expect companies to be socially responsible? The impact of corporate social responsibility on buying behavior. *The Journal of Consumer Affairs*, 35(1), 45-71. <https://doi.org/10.1111/j.1745-6606.2001.tb00102.x>
- Oliver, R. L. (1999). Whence consumer loyalty?. *Journal of Marketing*, 4(1), 33-44. <https://doi.org/10.1177/00222429990634s105>
- Rowe, K., Karg, A., & Sherry, E. (2019). Community-oriented practice: Examining corporate social responsibility and development activities in professional sport. *Sport Management Review*, 22(3), 363-378. <https://doi.org/10.1016/j.smr.2018.05.001>
- Schaller, M., & Cialdini, R. B. (1990). Happiness, sadness, and helping: A motivational integration. In E.T. Higgins & R. M. (Eds.), *Handbook of motivation and cognition: Foundation of social behavior* (Vol. 2, pp. 265-296). The Guilford Press.
- Shaw, D., Grehan, E., Shiu, E., Hassan, L., & Thomson, J. (2005). An exploration of values in ethical consumer decision making. *Journal of Consumer Behavior*, 4(3), 185-200. <https://doi.org/10.1002/cb.3>
- Suh, J. C., & Yi, Y. (2006). When brand attitudes affect the customer satisfaction-loyalty relation: The moderating role of product involvement. *Journal of Consumer Psychology*, 16(2), 145-155. https://doi.org/10.1207/s15327663jcp1602_5
- Thompson, C. J., Rindfleisch, A., & Arsel, A. (2006). Emotional branding and the strategic value of the doppelganger brand image. *Journal of Marketing*, 70, 50-64. <https://doi.org/10.1509/jmkg.70.1.050.qxd>
- Vogel, D. (2005). *The Market for Virtue*. Washington, D.C.: Brookings Institution Press.
- Wakefield, K. (2016). Using fan passion to predict attendance, media consumption, and social media behavior. *Journal of Sport Management*, 30, 229-247. <https://doi.org/10.1123/jsm.2015-0039>
- Walker, M., & Kent, A. (2009). Do fans care? Assessing the influence of corporate social responsibility on consumer attitudes in the sport industry. *Journal of Sport Management*, 23, 743-769. <https://doi.org/10.1123/jsm.23.6.743>
- Walker, M., Kent, A., & Vincent, J. (2010). Communicating social responsible initiatives: An analysis of U.S. professional teams. *Sport Marketing Quarterly*, 19(4), 187-196.
- Walters, G., & Chadwick, S. (2009). Corporate citizenship in football: delivering strategic benefits through stakeholder engagement. *Management Decision*, 47(1), 51-66. <https://doi.org/10.1108/00251740910929696>
- Walzel, S., Robertson, J., & Anagnostopoulos, C. (2018). Corporate social responsibility in professional team sports organizations: An integrative review. *Journal of Sport Management*, 32, 511-530. <https://doi.org/10.1123/jsm.2017-0227>
- Wang, S., Liao, Y. K., Wu, W. Y., & Le, K. B. H. (2021). The role of corporate social responsibility perceptions in brand equity, brand credibility, brand reputation, and purchase intentions. *Sustainability*, 13(21), 11975. <https://doi.org/10.3390/su132111975>
- Wann, D. L., & Branscombe, N. (1993). Sports fans: Measuring degree of identification with their team. *International Journal of Sport Psychology*, 24(1), 1-17.
- Wood, D. J. (1991). Corporate social performance revisited. *Academy of Management Review*, 16, 691-671. <https://doi.org/10.2307/258977>