BRANDING INDIVIDUAL ATHLETES: DEVELOPING A MODEL OF ATHLETE BRAND IMAGE

By

AKIKO ARAI

A THESIS PRESENTED TO THE GRADUATE SCHOOL
OF THE UNIVERSITY OF FLORIDA IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF SCIENCE

UNIVERSITY OF FLORIDA

2010

To my family

ACKNOWLEDGEMENTS

I would like to acknowledge the great role my family played in terms of supporting me and believing in me through the course of this thesis.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

BRANDING INDIVIDUAL ATHLETES: DEVELOPING A CONCEPTUAL MODEL OF
ATHLETE BRAND IAMGE

By

Akiko Arai

May 2010

Chair: Yong Jae Ko
Major: Sport Management

The purposes of this study were (a) to propose and test a conceptual model of Athlete

Brand Image (MABI) and (b) to develop a Scale of Athlete Brand Image (SABI). The proposed

model consists of three primary dimensions; Athletic Performance, Attractive Appearance, and

Marketable Lifestyle. Athletic Performance consists of four sub dimensions; Athletic Expertise,

Competition Style, Sportsmanship and Rivalry. Attractive Appearance consists of three sub

dimensions; Physical Attractiveness, Symbol and Body Fit. Marketable Lifestyle consists of

three sub dimensions; Life Story, Role Model, and Relationship Effort. To test this model, the

Scale of Athlete Brand Image (SABI) was developed. A total of 402 college students were

surveyed for the model test. Results of the confirmatory factor analysis suggested that the SABI

showed a reasonable fit to the data and that the survey scale developed to test the model was

psychometrically sound. Implications and limitations of this study were discussed.

CHAPTER 1
INTRODUCTION

The Emergence of Athlete Brand

Today, professional sports are highly commercialized and involved corporate sponsors, media, and spectators. The market is expanding globally to form a complex business structure. In this highly commercialized sports industry, the concept of "sports celebrity" has emerged. Sport celebrities are needed to attract media interest and sponsors' financial investments to the sports industry (L'Etang, 2006). They are key players in the sports industry for connecting to other industries. In light of the modern media culture, sports celebrities have became more than just sports figure. They can be considered to be "a social sign, carrying cultural meanings and ideological values, which express the intimacies of individual personality, inviting desire and identification; an emblem of national celebrity, founded on the body, fashion and personal style." (Gledhill, 1991, p. xiii). Sport celebrities are effectively multi-textual and multi-platform promotional entities who have complex and varied roles, not only as athletes but also as entertainers, role models for youth, and political figures (Andrews & Jackson, 2001).

In sports marketing researches, these sports celebrities have proven to be effective endorsers. However, these sports celebrities are considered not only as vehicles for advertisement or product endorsement, but also as cultural products that can be sold as "brands" (Gilchrist, 2005). Rein, Kotler, and Shields (2006a) pointed out the advantage of athletes as brand in their book, "Elusive Fan." "Because there are a growing number of distribution opportunities available, the athlete has the potential to enter into a variety of sectors and use his or her sports career as a platform for other endeavors. Critical to brand expansion is the athlete's ability to construct a brand that identifies and connects with specific target segments" (p. 264).

In fact, many sports celebrities have started managing their individual brands. For example, Annika Sorenstam, a professional golf player, founded The ANNIKA Foundation to manage her own brand "ANNIKA," including her own apparel line, golf course design, and golf academy (ANNIKA foundation, n.d.). Auto-racing driver Danica Patrick has also been seen as a unique brand in auto-racing. She has been developing her "sexy" image in the male-dominated auto-racing market. For further development of her brand, Danica signed with IMG "As a driver and as a brand" (Hart, 2010). In 2005, Roger Federer re-signed with IMG. His agent at IMG, Tony Godsick, aims for global development of the "Federer brand" emphasizing his multi-lingual skills (e.g., German, French, and English), his global charitable activities (e.g., his foundation for South African children), and his "personable" image (Wulterkens, 2007).

As a matter of fact, the agent market is getting highly competitive. According to IBIS World Industry report, the industry revenue grew to 6,331 million in 2008. The major growth segment of the industry over the last decade has been the management of professional athletes and sporting clubs/ organizations. The agent market share of professional athletes and sporting organizations is up to 35 percent in the whole agent market (Figure 1-1). There are thousands of sports agencies in existence all ranging in client level and size, and the sports agencies are becoming saturated. At the same time, the expectations for agents are getting tougher. Many professional athletes expect more services, and agents and managers are required to fulfill "a myriad number of functions for authors, including 'brand' management." (IBIS World Industry reports, 2008) Branding of individual athletes has become an essential job for the sports agents and managers in the current highly competitive professional sports market. For example, IMG, the world's largest sports agent company declares that branding of elite athletes is their mission.

"Today, we help hundreds of elite athletes, coaches, industry executives and prestigious sports organizations maximize their earnings potential and build strong personal brands" (IMG, n.d.).

The acknowledgment of developing and managing strong brands is not restricted to teams and leagues but is also recognized among specific individual athletes. As the current examples indicate, in the modern sports industry, professional athletes should be managed as brands because the specific branding strategy for athletes is in high demanded. In addition, previous branding studies have clarified the positive consequences of successful branding. The major positive consequences of strong "brand" are the following: the probability of brand choice, willingness to pay premium price, marketing communication effectiveness, and promotion of positive word of mouth (Aaker, 1996; Berry, 2000; Keller 1993; Rein, Kotler, & Shields, 2006a). Those benefits are highly applicable to individual athletes. Well-branded athletes can attain price premium on their salary, transfer fee, or contract money and stabilize the following of fans even when their performance has failed (Gladden & Funk, 2001). Well-branded athletes, who have a symbolic message, can attract companies that seek effective endorsers. Furthermore, athletes are fragile products in the sports industry because of the potential risks for unexpected injuries or slumps. Considering those risks, athletes are truly in need of strong branding strategies. Rein et al. (2006b, p. 30) stated that, "winning is the one factor in the sports branding mix, and sports marketers must develop other branding strategies to sustain loyalty during the inevitable win-loss cycles of teams and individual athletes…Sports products can only survive with new brand thinking."

Problem Statement

Despite the increasing importance in this practical field, the strategy of brand management for athletes has rarely been studied in academics. Although some studies have discussed individual athletes as brands (Carlson & Donavan, 2008; Gilchrist, 2005; Jowdy & McDonald,

12

2002; Thomson, 2006; Till, 2001), the structural understanding of building or managing athlete brands has rarely been examined. In fact, branding studies for sports context have just begun. Although there are studies examining sports organizations (e.g., professional sport teams) as brands (Bauer, Sauer & Exler, 2005, 2008; Bauer, Sauer & Schmitt, 2005; Gladden & Funk, 2001, 2002; Ross, James & Vargas, 2006; Ross, Russell & Bang, 2008), brand studies for individual athletes are still in the infant stage.

Purpose Statement

The purposes of this study were (a) to develop and test a conceptual model of Athlete Brand Image (MABI) and (b) to develop a Scale of Athlete Brand Image (SABI). The model reveals the athlete brand image factors, which are crucial for the athletes to be established as brands. This study contributes to a better understanding of the consumers' perception of athlete brand, thus helping sports managers or sports agents' work of athletes' brand management. The model integrated the structure of the athlete brand image dimensions and works as a guideline for athlete brand image management.

Contribution of the Study

This study developed the Model of Athlete Brand Image and the Scale of Athlete Brand Image. Although prior studies examined the brand image of consumer products and organization, limited studies are available on the brand image in the context of human brand, particularly athlete brand. The results of this study make a scientific contribution to the fields of (sport) marketing and advertising by offering a comprehensive and sound model of athlete brand image and psychometrically sound measurement scale. In addition, this study will help sport managers identify strengths and weaknesses of athlete brands and develop effective brand management strategies for future improvement of athlete brand. Ultimately, this study will contribute to the growth of the agent industry.

13

Limitations of the Study

This study has some limitations that should be considered for future research. First, the majority of the participants in this study were college students. Therefore, future research needs to use broader samples to increase generalizability of the research findings. Second, the researchers arbitrarily selected 17 athletes based on brand popularity reports published in such sources as *Forbes*, *Celebrity 100*, and *Fortunate 50*. Future studies might consider other individual athletes in different sports, such as action sports and martial arts, as targets for evaluation.

Definition of Athlete Brand

For the purpose of this study, defining athlete brand is a fundamental step. Some articles use the term "human brand" (Thomson, 2006) but the definition of human brand has not been fully discussed and a consensus has not yet been reached. First, we have to discuss if an individual athlete can be a brand or not. Basically, a brand in sports is defined as "a name, design, symbol, or any combination that a sports organization uses to help differentiate its product from the competition" (Shank, 1999, p. 239). According to the definition, an individual athlete definitely can be a brand because every athlete has a name, distinctive looks, and their own personality. Keller (1993) also stated that public figures such as politicians, entertainers, and professional athletes can be seen as brands when they have well-defined images that are easily understood and liked or disliked by others.

Can anyone be a brand? Some scholars have tried to define human brand but they have not reached a common consensus yet. Thomson understood the human brand in broad definition as "any well-known persona who is the subject of marketing communications efforts" (2006, p. 104). On the other hand, Till (2001) understood athlete brand in a limited sense and explained that athletes who have earned a significant amount of money from endorsement contracts can be

considered as brand in their own right. In reality, a brand often means more than Shank's definition. According to Keller, "A brand is something that has actually created a certain amount of awareness, reputation, prominence, and so on in the market place." (Keller, 2008, p. 2) Therefore, by following Keller's idea of brand, here, we defined an athlete brand as "a public persona of an individual athlete who already has established their own symbolic meaning and value within their name, face or other brand elements in the market."
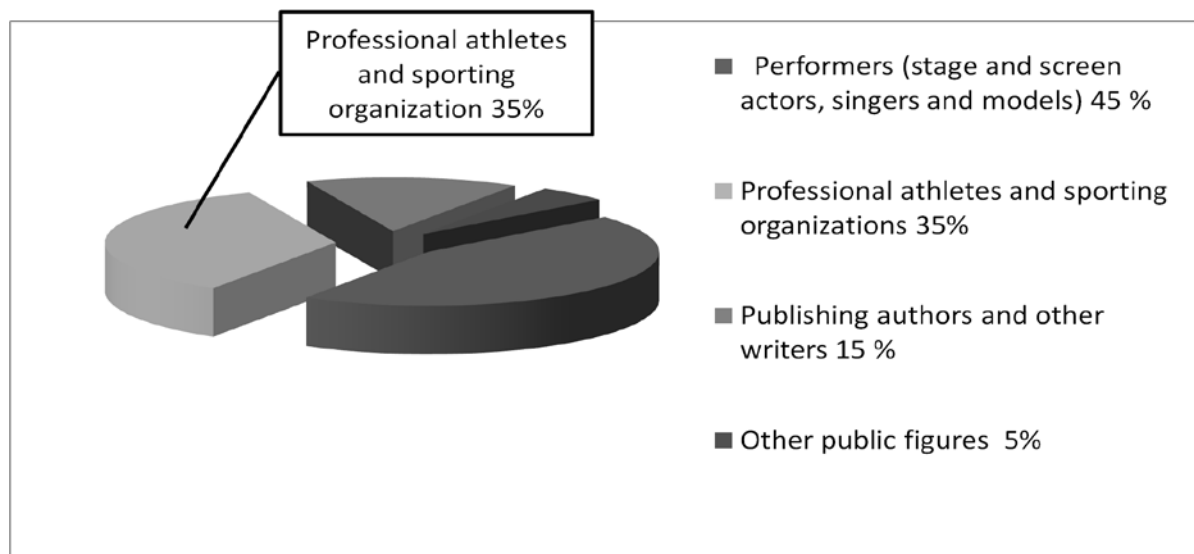
Figure 1-1. Share of the agent market (IBIS world industry reports, 2008)

CHAPTER 2
LITERATURE REVIEW

Why Brand Image is Important?

Practically, branding has been understood as "a strategy for establishing a trademark, maximizing its value and then exploiting that value" (Storie, 2008, p. 13). Storie (2008) further explained that a trademark involves anything (e.g., a word, phrase, symbol, color, number, or sound) that the public associates exclusively with an entity or represents a business entity and reputation. From an academic perspective, branding is often discussed in terms of how to develop, build, manage, and measure brand equity. Brand equity is initially defined as the added value attached to the brand name or other brand elements (Aaker, 1991) including both financial and customer-based perspective values (Gladden & Milne, 1998).

However, the latest brand management study suggests that brand equity should be focused on the consumer's perspective while "brand value" should be understood as its financial value (Raggio & Leone, 2009). Raggio and Leone defined brand equity as "the perception or desire that a brand will meet a promise of benefits" (2006, p. 252). Although the definition of brand equity has not yet reached a consensus, consistent with the majority of previous studies (Aaker, 1991; Keller, 1993; Raggio & Leone, 2006), the current study focused on the consumer's perspective of brand equity.

Aaker (1991) and Keller (1993) have conducted extensive studies on brand equity. Aaker's framework clarified the contents of brand equity, which includes brand name awareness, brand loyalty, perceived quality, and brand associations. On the other hand, Keller developed a customer-based brand equity theory. According to the customer-based brand equity model, customer-based brand equity occurs when the customer has a high level of awareness and familiarity with the brand and holds some strong, favorable, and unique brand associations in

memory (Keller, 1993). In other words, to acquire positive brand equity, marketers should enhance brand awareness by repeating exposures and developing a positive brand image. In Keller's model, perceived quality is considered as a part of product-related association, and brand loyalty as a manifestation of brand equity (Ross, 2006). Erdem and Swait (2004) also agreed that brand loyalty is a consequence of brand. Keller (1993) further classified the brand association dimensions into overall brand attitudes and different types of brand attributes (i.e., product-related attributes and non-product-related attributes) and brand benefits (i.e., functional benefit, symbolic benefit and experiential benefits). According to Keller, "The success of a marketing program is reflected in the creation of favorable brand associations—that is, consumers believe the brand has attributes and benefits that satisfy their needs and wants such that a positive overall brand attitude is formed" (1993, p. 6-7).

Although Aaker and Keller took different approaches to understand brand equity, both emphasized the importance of brand awareness and brand image in the process of building a brand. In particular, both authors agreed that brand image is key to building a strong brand. Brand image is defined as the reasoned or emotional perceptions consumers attach to specific brands (Dobni & Zinkhan, 1990). Brand image involves the consumer's perceptions about a particular brand, as reflected by the brand associations held in a consumer's memory (Keller, 1993). Then, the brand association is the set of associations linked to the brand that consumers hold in memory (Keller, 1993). Ultimately, "brand equity can be developed based on the positive associations customers make with a brand" (Aaker, 1996, p. 25). Thus, identifying brand associations is an important task for better understanding the brand equity creation mechanism. Because brand associations differ across brands and product category (Low & Lamb, 2000), it is

necessary to examine what kinds of brand associations become important in developing sport fans. Especially, sport fans must have unique associations when they think of athlete brands.

Conceptual Background

A subsequent question is: what kinds of associations are related to the development of brand equity, consequently brand loyalty? If the sport marketers can understand what creates brand associations, they can develop marketing strategies to create new, favorable brand associations and reinforce existing positive brand associations (Gladden & Funk, 2001). Although studies directly examining the athlete brand image are rarely explored, there are related studies applicable to athlete brand image. The athlete brand image dimensions are identified based on a comprehensive literature review of three research fields: (1) sports team branding studies (Gladden & Funk, 2001, 2002; Ross, James & Vargas, 2006), which explore the sports team brand association dimensions and (2) endorser image studies, which explore the factors for being an effective endorser (McCraken, 1989; Ohanian, 1990, 1991), and (3) human brand study (Thomson, 2006), which explores customers' needs to help build attachment toward the human brand.

Brand Image in Sport Team Brands

Although studies focusing on just athlete brands are lacking, several sport team branding studies are available. Unlike any other physical product, the sports consumers' need for sports product consumption is unique (e.g., affiliation, self-expression, or entertainment; Gladden, Milne & Sutton, 1989). Thus, some of the sport-specific dimensions found in the sport team brand image studies may be applicable for the dimensions of athlete brand image. As a team sports brand association studies, Gladden and Funk's (2001, 2002) Team Association Model (TAM) and Ross, James & Vargas' (2006) Team Brand Association Scale (TBAS) are two relevant studies.

First, by adapting Keller's conceptualization of brand association, Gladden and Funk (2000, 2001) developed the Team Association Model (TAM) to measure brand association of sport teams. Gladden and Funk (2001) identified the 13 brand association dimensions through extensive literature review. The identified dimensions included: product-related attributes (i.e., Success, Star player, Head coach, Team's management), non product-related attributes (i.e., Logo, Stadium, Tradition, and Product Delivery), symbolic benefit (i.e., Fun identification and Peer group acceptance), experimental benefit (i.e., Escape, Nostalgia, and Pride in place). They conducted the multiple regression analysis to examine the relationship between brand loyalty and those 13 brand association dimensions through the survey data from loyal sports fans (i.e., the subscribers of a U.S. sports magazine). They found that seven of 13 attributes and benefit dimensions (i.e., product delivery, identification, nostalgia, and escape were positively related and peer group acceptance, tradition, and star player were negatively related). The main contribution of this study was to provide the first measure for assessing the type and level of brand associations that exist in the consumer's mind.

In 2002, Gladden and Funk extended their TAM scale to understand the attitude dimension in brand association. To precisely examine Keller's Customer-Based Brand Equity theory, they added three attitude dimensions to their previous study: Importance, Knowledge, and Affect. Attitudes are commonly defined as overall evaluations of objects (e.g., oneself, other people, and issues) along a dimension ranging from positive to negative (Petty & Wegener, 1997). Gladden and Funk (2002) examined attitude in terms of importance, knowledge, and affect. Their factors of attitude are based on Krosnick and Perry's study (1995), which categorized various attitude properties into affective reaction, cognitive structure, and subjective belief. TAM (2002) finally identified 16 potential dimensions and sub- dimensions: The identified items were: product-

related attribute (Success, Star Player, Head Coach, and Team's Management) non product-related attribute (Logo, Stadium, Tradition, and Product Delivery), symbolic benefit (Fun Identification and Peer Group Acceptance), experiential benefit (Escape, Nostalgia, and Pride in Place), and attitude (Importance, Knowledge, and Affective Reaction).

On the other hand, James and Vargas (2006) developed the Team Brand Association Scale (TBAS). They questioned the structure of the brand image dimensions. In fact, some researchers (e.g., Low & Lamb, 2000) have argued that the Aaker (1991) and Keller's (1993) brand image dimensions may not reflect the consumers' image precisely because their models have not been empirically supported. Ross et al. (2006) asserted that the literature review and researchers' brainstorming sessions may not be enough to measure the brand association, which has to reflect the thought of consumers. Therefore, they identified brand association dimensions by free-thought listening technique and strict analysis to confirm its validity. Eventually, they identified 11 dimensions underlying professional sport team brand associations: Success, History, Stadium, Team characteristics, Logo, Concessions, Socialization, Rivalry, Commitment, Organizational Attribute, and Non player Personnel. Consequently, the seven dimensions identified in TBAS model were: Team play, Success, Stadium, Nonplayer personnel, Organizational Attributes, Team History, and Brand Mark were correlated with eight dimensions from TAM (Gladden & Funk, 2002).

Issues about the classification of brand association dimensions Attitude dimensions

Although those identified association dimensions provided significant knowledge for our study, the classifications of the image dimensions created a controversy. First, should attitude dimension be included in brand association dimension? Keller (1993) defined brand attitude as a consumer's overall evaluation of a brand, which often depends on the beliefs about the attributes and benefits. Keller included attitude in brand association dimensions subsidiary to cover the

20

general component of attitude toward the brand that cannot be captured as the attributes or benefit values of the brand (Keller, 1993). Keller also suggested that it was important to include attitude as a brand association because attitudes can vary in strength. Attitude strength has been measured by the reaction time for evaluating the questions about an object and individuals who can evaluate an object quickly are assumed to have a very positive attitude. Therefore, attitude can be considered to be a type of association. However, when attitude is evaluated by the strength of the information recall of the object, it could be classified as brand awareness. Brand awareness relates to brand recall and recognition performance by consumers (Keller, 1993).

In contrast to Keller's measurement of attitude, attitude is often discussed in two ways. First, attitude is often examined in terms of affective reaction, cognitive structure, subjective belief, and behavioral reaction (e.g., Krosnick & Perry, 1995; Rosenberg & Hovland, 1960). Second, attitude is also discussed only as an affective reaction (Lutz, 1991). Especially in the latter case, attitude can be considered and modeled in attitudinal loyalty. This is consistent with much marketing research that considers attitude as dependent variables of image management or advertisement effects (Bruner & Hensel, 1996; Homer, 2006; Kirmani & Shiv, 1998). Thus, it is reasonable to consider attitude to be a consequence of brand image. Positive brand association leads to positive brand attitude.

Benefit dimensions

According to Keller's Customer-Based Brand Equity Model (1993) and Gladden and Funk's Team Association Model (2001), the associations were categorized into three dimensions: attribute, benefit, and attitude. However, Keller (1993) implied that the associations are not independent of each other, some benefits correspond with attributes. In fact, a previous brand image free-thought listing survey identified only two benefit dimensions: socialization and commitment (Ross et al., 2006). The result implies that when consumers are asked to think about

21

the brand, they tend to recognize only one aspect. Bauer, Sauer, and Exler (2005) explained the flow applying the means-end theory. Bauer et al. (2005) explained the relationship between brand attribute and customers' benefit by applying the means-end chain model (Gutman, 1982). They suggested that product attributes are the means for consumers to obtain a desired benefit. On an unconscious level of a consumers' mind, the product attributes are ideally linked to desirable benefits for the consumer. Based on their study, we understand an athlete's brand image as a spectator's perception about athlete brand attributes. This is consistent with previous marketing and advertising studies (Choi & Rifon, 2007; Ohanian, 1990) that identified the adjectives to describe the endorser celebrity image from a large pool of adjectives.

Endorsement Research

Athletes' image management has been discussed in studies about brand or product endorser image instead of a brand itself (e.g., Choi & Rifon, 2007; Ohanian, 1991; Till, 2001). However, current endorsement studies began considering endorsers as brands. For example, Seno and Lukas (2005) stated that, "Celebrity product endorsement is a form of co-branding…the essence of co-branding is a public relationship between independent brands" (p. 123). An endorser is defined by Shuart (2007, p. 128) as a "well-known person used in advertising whose function is to sell products." However, impacts of star athletes in market are so strong that those stars have begun to be seen more than just endorsers.

Despite the focus on brand endorsement of the later studies, the theories discussed in endorser research can support an explanation of the athlete brand association model and generate implications for brand management. Athlete and celebrity endorsement research has attempted to examine the "image" that influences the celebrity or athlete as effective product endorsers. For example, Ohaninan (1991) examined "the impact of celebrity spokespersons' perceived image on consumers' intention to purchase." The celebrity endorser studies are mainly based on four major

models: the Source Attractiveness Model (MacGuire, 1968), the Source Credibility Model (Ohanian, 1990, 1991), the Image Transfer Model (McCraken, 1989), and the Image Match-Up Hypothesis (Kamins, 1990). The first three models, in particular, are highly applicable to athlete brand image.

The Source Credibility Model (Ohanian, 1990) provided crucial factors for athletes to be established as brands. Many scholars agree that a brand entails a promise for future satisfaction (Berry, 2000; Clifton & Simmons, 2004; Raggio & Leone, 2007). Therefore, like a corporate brand or product brand, the athletes have to be credible for satisfying the consumers' future needs. In branding literature, brand credibility has also been considered to be an important antecedent of brand loyalty or brand choice (Erdem & Swait, 2004; Kim, Morris & Swait, 2008). Erdem and Swait (2004) defined brand credibility as "the believability of the product information contained in a brand, which requires that consumers perceive that the brand have the ability (i.e., expertise) and willingness (i.e., trustworthiness) to continuously deliver what has been promised (in fact, brands can function as signals since—if and when they do not deliver what is promised—their brand equity will erode). Both expertise and trustworthiness of a brand reflect the cumulative impacts of associated past and present marketing strategies and activities" (p. 192). As their definition shows, credibility is considered from two components: Trustworthiness and Expertise. "Trustworthiness means that it is believable that a brand will deliver what it has promised, and expertise implies that the brand is believed capable of delivering the promise" (Kim, Morris & Swait, 2008, p. 102). The credibility is also often discussed as an essential component of effective endorsers. According to Ohanian's source-credibility theory, an endorser's attractive and credible character has a significant effect on the persuasiveness of the message and attitude change of the consumer (Ohanian, 1990). In the case

where an athlete himself is a product to be sold as a brand, the athlete's attractive and credible characteristics directly influence the credibility of their messages or promises, which they possess as brands. Ohainan (1990) added physical attractiveness as a dimension of source credibility based on Joseph's (1982) study, which experimentally proved that physically attractive communicators have more positive impact on opinion change, product evaluation, and other dependent measures.

Second, the Image Transfer Model (McCraken, 1989) suggested that the endorser's success depends on how effectively the symbolic properties (distinctions of status, class, gender, and age, as well as personality and lifestyle types) and cultural meanings of the celebrity are transferred to the product image (McCraken, 1989). The sport stars are often perceived as epitomizing social ideals and masculine virtues, and as embodying values that will readily transfer into consumers' everyday life (Line, 2001). Therefore, it is easy for athletes to transform the positive image to endorsed products. Although the image transfer model is about the transformation of celebrity image toward the endorsed product, the theory was originally emphasized on the cultural meaning because obtaining the celebrity-conveyed cultural meanings satisfies the consumers' self-concept (Choi & Rifon, 2007). In other words, the celebrities' endorsers' symbolic properties are important for customers to fulfill their self-concept. Therefore, the cultural image has influence over customers' purchase intention toward the celebrity-endorsed products. Considering several studies argues self-concept as an important motivation factor of purchasing the brand (Escalas, Edson & Bettmen, 2009), the cultural meaning factors can be counted as the essential brand image dimensions for athletes.

Although the wide recognition of the importance of understanding image of celebrity, the kinds of the images or meanings that celebrities carry are yet unidentified (Choi & Rifon, 2007).

To cover the lack of understanding of celebrity images, Choi and Rifon developed the scale to measure the celebrity images and identified four Celebrity Image Dimensions. They identified five dimensions of celebrity images: Genuineness, Competence, Excitement and Sociability. Those dimensions were confirmed as independent dimensions from credibility dimensions: Attractiveness, Trustworthiness, and Expertise (Ohanian, 1990).

Stevens, Lathrop, and Bradish's study (2003) qualitatively analyzed the five themes of athletic hero characteristics by using Canadian Generation Ys. They found five general themes to be Personal Traits, Pro-social Behavior, Athletic Skill, Celebrity Status, and adhesion for other reasons.

Furthermore, Braunstein and Zhang (2005) examined the effective endorsers' characteristics by using the concept of "star power." They refer to star power as the power and the unique characteristics of a specific individual that make him or her "star worthy" (French & Raven, 1959). Based on previous endorsement studies and hero studies (Stevens, Lathrop & Bradish, 2003), they identified five dimensions of star power: Professional Trustworthiness, Likeable Personality, Athletic Expertise, Social Attractiveness and Characteristic Style and confirmed that all the five factors are antecedents of sport consumption factors in Generation Y.

As discussed above, the area of athlete endorsement study and athlete brand study is largely overlapping in terms of identifying the athletes' positive and marketable image. Although they have not directly examined the athlete brand image, endorser image studies are highly applicable to the Athlete Brand Image model.

Human Brand

Though there are few studies examining a human as a brand, Thomson (2006) clarified why consumers develop strong attachment to "human brands" by applying self-determination and attachment theories. He focused on consumers' strength of attachment because he assumed

25

attachments may be important to understanding consumer-based brand equity. The study proved

that fulfilling customers' autonomy and relatedness needs strengthened their attachment to the

human brand. In this study, autonomy is defined as "a person's need to feel that his or her

activities are self-chosen, self governed, and self-endorsed" (Thomson, 2006). When a human

brand can make consumers feel appreciated, empowered, and understood, the human brand can

fulfill the customers' autonomy needs. Relatedness is defined as "a person's need to feel a sense

of closeness with others" (Thomson, 2006). When a human brand promotes acceptance,

openness, and belonging, the customers' need for relatedness is fulfilled. According to the study,

repeated interaction between the human brand and consumers is needed to form attachments by

fulfilling those autonomy and relatedness needs. Thomson (2006) suggested that repeated

interaction could reduce uncertainty and provide the basis for an attachment to grow. However,

the author also suggested that not only the quantity of the interaction but also the quality is

important. When the human brand is perceived as accessible, increasing the opportunity for

feeling of autonomy and relatedness, attachment is formed. This study was significant in terms of

identifying a celebrity as a human brand and the fans' needs for the human brand for the first

time. The findings are unique from team branding literature and provide a deep insight to athlete

brand image dimensions.

Table 2-1. Comparison of image dimensions

Human Brand				Team Brand	
Arai & Ko (2009)	Ohanian (1990)	Choi & Rifon (2007)	Braunstein & Zhang (2005)	Gladden & Funk (2001)	Ross, James, & Vargas (2006)
Model of Athlete Brand Image (MABI)	Celebrity Endorser-Credibility Scale	Celebrity Image Dimensions	Scale of Athletic Star Power (SASP)	Team Association Model (TAM)	Team Brand Association Scale (TBAS)
ATHLETIC PERFORMANCE Athletic Expertise Competition Style Sportsmanship Rivalry ATTRACTIVE APPEARANCE Physical Attractiveness Symbol Body Fit MARKETABLE LIFE STYLE Life Story Role Model Relationship Effort	ATTRACTIVENESS Attractive Classy Handsome/Beautiful Elegant Sexy TRUSTWORTHINESS Dependable Honest Reliable Sincere Trustworthy EXPERTISE Expert Experienced Knowledgeable Qualified Skilled	GENUINENESS Socially responsible/ Socially irresponsible Wise/ Stupid Pleasant/ Unpleasant Comfortable/ Uncomfortable Sophisticated/ Naïve COMPETENCE Strong/ Weak Confident/ Apprehensive Enthusiastic/ Not enthusiastic Determined/ Undetermined EXCITEMENT Rugged/ Delicate Excitable/ Calm Dominating/ Submissive Masculine/ Feminine SOCIABILITY Public/ Private Bold/ Shy	PROFESSIONAL TRUSTWORTHINESS LIKABLE PERSONALITY ATHLETIC EXPERTISE SOCIAL ATTRACTIVENESS CHARACTERISTIC STYLE	PRODUCT-RELATED ATTRIBUTES Success Star Player Head Coach Management NON-PRODUCT-RELATED ATTRIBUTES Logo Design Stadium Product Delivery Tradition BENEFITS Escape Fun Identification Peer Group Acceptance Nostalgia Pride in Place	NONPLAYER PERSONNEL TEAM SUCCESS TEAM HISTORY STADIUM COMMUNITY TEAM PLAY CHARACTERISTICS BRAND MARK CONSUMPTION EXPERIENCE CHARACTERISTICS OF SPORT COMMITMENT ORGANIZATIONAL ATTRIBUTE SOCIAL INTERACTION CONCESSIONS RIVALRY

CHAPTER 3
PROPOSED MODEL

Proposed Model of Athlete Brand Image

Based on the comprehensive literature review and free-thought listing survey, we propose the model of Athlete Brand Image. Athlete Brand Image here is defined as a consumer's descriptive perception about the Athlete Brand. Dimensions of Athlete Brand Image were developed based on Keller's classification of attribute dimensions: product-related attributes, non-product-related attributes. In most cases, athletes could attain their status as sport celebrities due to continued excellence within their field of sports (Andrews & Jackson, 2008). Therefore, athlete brands' primary product should be Athletic Performance. We consider other off-field activities, Marketable Lifestyle, to be non-product-related attributes. However, Attractive Appearance could be considered as both an on-field attribute and off-field attribute. In addition, Attractive Appearance would work as a "trademark" of product brand, which is the main concern in most practical branding activity. Considering the importance of attractive appearance, we placed Attractive Appearances as a primary dimension, parallel in structure to Athletic Performance and Marketable Lifestyle.

Athletic Performance

Athletic Performance refers to an athlete's performance-related features, defined by Winning Record, Athletic Expertise, Competition Style, and Rivalry. "Sport celebrities emerge and endure due to continued excellence within their respective fields of endeavor" (Andrews & Jackson, 2008, p. 8). Therefore, Athletic Performance should be a fundamental dimension in Athlete Brand Image.

Winning record

Winning Record refers to an athlete's individual achievement in sport, whether the athlete wins games and holds titles or not. Success is probably the most important creator of brand associations and brand equity over time (Gladden, Milne & Sutton, 1998). In previous team sport studies, this dimension was referred as "success" (Gladden & Funk's scale of Team Association, 2001). However, its concept is too broad. To distinguish "winning" from skills or team history dimension, we identified the dimension as winning record. However, Rein et al. (2006b) stated that "winning is the one factor in the sports branding mix, and sports marketers must develop other branding strategies to sustain loyalty during the inevitable win-loss cycles of teams and individual athletes…Sports products can only survive with new brand thinking."

Athletic expertise

Athletic Expertise involves an athlete's athletic capability (winning, skills, and proficiency in their sport). Athletic Expertise is important from the aspects of fulfilling consumers' needs and achieving credibility. Success in sports is not only winning, Trail, Robinson, Dick, and Gillentine (2003) insisted that there are different types of fans. One type highly identifies themselves with the team and cares about winning. Another type is just the spectator type; seeking a well-played, see-saw game. Those spectator fans are motivated by the skill and knowledge of the athletes or the team. In addition, Hovland, Janis, and Kelley (1953) analyzed the factors leading to the perceived credibility of the endorser and concluded that the two factors "expertness" and "trustworthiness" were the dimensions of the source credibility. Ohanian (1990) further identified the expertise dimensions as Expert, Experienced, Knowledgeable, Qualified, and Skilled. Our definition is based on Ohanian's study (1990). Expertise is also identified from athlete endorsement studies (Braunstein & Zhang, 2005). The dimension is also supported by the free-thought listing survey.

Competition style

Competition Style refers to an athlete's specific characteristics of his/her performance in a competition. Spectator-motivation studies have found that identification with the team or player is one of the most important factors for fans' loyalty behavior (Trail, Robinson, Dick & Gillentine, 2003). If the athlete has a clear playing style, which fans can easily identify with, identification can lead to loyalty. This dimension is also supported by the sport team branding study (Ross et al., 2006) and free-thought listing.

Sportsmanship

Sportsmanship refers to an athlete's virtuous behavior and is often defined by fairness, integrity, ethical behavior, and respect for the game, opponent, and teammates (Sessions, 2004; Shields & Bredemeier, 1995). Sportsmanship can be a symbolic message for the athlete brand, and it is also very important to attain trust from consumers. We identified this dimension as the athlete-specific factor of trustworthiness because Ohanian (1990) identified the dimensions of trustworthiness as Dependability, Honesty, Reliability, Sincerity, Trustworthiness in her Celebrity Endorser-Credibility Scale. In the sports context, those dimensions overlap with the concept of sportsmanship.

Rivalry

Rivalry refers to an athlete's competitive relationship with other athletes. This dimension is supported by Ross et al.'s study (2006) and the free-thought listing survey. Ross et al. defined rivalry as the factor of competition among teams known to be historically significant competitors. For example, the rivalry of Nadal and Federer adds more meaning to both of their games. Rivalry also promises an exciting game.

Attractive Appearance

Attractive Appearance refers to an athlete's attractive external appearance that is defined by Physical Attractiveness, Symbol, and Body Fit. This primary dimension works as "trademark" for athlete brands.

Physical attractiveness

Physical Attractiveness has become an important dimension of source credibility (Ohanian, 1991). "Consumers tend to form positive stereotypes about such people, and, in addition, research has shown that physically attractive communicators are more successful in changing beliefs than are unattractive communicators" (Ohanian, 1991, p. 47). Also, Koo and Hardin (2008) stated that esthetics is one motivation for attachment to a sports team.

Symbol

Symbol refers to an athlete's attractive personal style and trademark. This dimension is as important as name, logo, team color, or team sport (Gladden & Funk, 2001; Ross et al., 2006). For individual athletes, their names and their fashion style have public meaning apart from their real name and real fashion sense. In the free- thought listing survey, many students mentioned Tiger's red or black golf attire.

Body fit

Body Fit refers to how fit an athlete is for his sport. Because they are athletes, not fashion models, athletes' attractiveness can be evaluated by the fitness of their body. Many physical psychological studies (Lau, Cheung & Ransdell, 2008) have examined the relationship between body image and self-esteem and found that the athletes' body fitness could be a symbolic message of self-esteem and self-concept. Although many studies (Bissell, 2004) discuss the negative media message (e.g., implanting unrealistic body image to adolescents; skinnier is better), Daniels (2009) suggests that performance images of female athletes (not sexualized

31

female athletes) can positively impact female viewers. The study found that the performance images of female athletes prompted more physical self-descriptions than the other images (i.e., sexualized female athlete).

Marketable Lifestyle

Marketable Lifestyle refers to an athlete's off-field marketable features, which could be indicative of his/her personality. Pfahl (2009) asserted that for entrepreneurial athletes wishing to develop a self brand, a lifestyle approach is key to the brand strategy process. He emphasized the importance of the off-the-field life for individual athletes to express who they are and establish a relationship with consumers. Today, celebrities are put to the status not only because of their outstanding performance in their fields but also because of their distinct lifestyles (Choi & Rifon, 2007). Consistent with Andrew and Jackson's (2001) statement that off-the-field indiscretions can also play a role in understanding the personal narrative associated with a particular sport celebrity, it is natural to assume that those off-field attributes also have a strong influence on fans' image of the athlete. Nowadays, athletes are not just sports players, and the fans' interest is extended to the athletes' off-field life including fashion, life style, and their partners. In an endorsement study, celebrities' lifestyle have been considered a key factor for communicating with their customer. For example, McCraken (1989) suggested that the successful endorser depends on how effectively the symbolic properties (distinctions of status, class, gender, and age, as well as personality and lifestyle types) and cultural meanings of the celebrity are transferred to the product image.

Although many studies have supported that lifestyle is one of the key terms of marketing celebrity bands, what represents celebrities' lifestyle has rarely been identified. In McCraken's study (1989) lifestyle was listed as one example of the endorsers' symbolic properties.

For the purpose of this study, we had to identify and define athlete brands' lifestyle dimensions. In consumer behavior, lifestyle is defined as "how one lives." Mowen and Minor (1998) stated that "lifestyle denotes how people live, how they spend their money, and how they allocate their time." The authors also explained the relationship and difference between lifestyle and personality. The authors stated that "lifestyle and personality are closely related but should be distinguished…personality refers to the internal characteristics of a person, while lifestyle refers to the external manifestations of those characteristics- or how a person lives" (p. 220). However, what consumers perceive about celebrities and their lifestyle cannot be explained just by time and money. Considering the virtue characteristics of sports, consumers often care about sport celebrities' lifestyle in terms of how they care about and contribute to fans and society and how they grow up. Their lifestyle, attitude toward fans the society they belong and personal history reflects the athletes' personality. The 2009-10 Tiger Woods scandal surprised everyone proving spectators cannot always know an athlete's true personality. What we are watching is their lifestyle, which should reflect athletes' personality and personal values. Therefore, although we identified the "personality" dimension in the free-thought listing survey, we decided to sum up the personality dimension with lifestyle. The Marketable Life Style dimension could include Life Story, Role Model, and Relationship Effort.

Life story

Life Story refers to an appealing, interesting, off-field life story about an athlete that includes a message and reflects the athlete's personal value. Jowdy and McDonald (2002) suggested that one unique episode about an athlete can increase the value of the athlete. Jowdy and McDonald (2002) suggested that one unique episode about an athlete can raise an athlete's value. This factor can also be explained by the identification with the athlete theory. As team sports association studies have discovered, identification with the team is an important

antecedent of a fan's loyalty (Gladden & Funk, 2002). Therefore, athletes who have unique

stories that fans can identify with may develop loyal fans.

Role model

Role Model refers to an athlete's ethical behavior that society has determined is worth

emulating. It could be related to the athlete's active participation and contribution to society,

conformance to societal norms, and exhibition of virtuous behavior. "People need role-models

and idols…They offer essential help and orientation, for children and adolescents in particular"

(Biskup & Pfister, 1999, p. 199). This dimension is supported by Sport Interest Inventory scale

(Neal & Funk, 2006) and the free thought listing survey. This dimension can be differentiated

from sportsmanship because it is related with athletes' off-field activity.

Relationship effort

Relationship Effort refers to an athlete's positive interaction with fans. Thomson (2006)

suggested that fulfilling fans' relatedness need by offering athletes online spaces such as blogs or

chat rooms where fans can have direct contact with the athlete can assist with the development of

fan attachment. Thus, those fan services are included in this dimension. According to Wielgus,

executive director of USA Swimming (2009), "Professional athletes will be viewed differently.

Rich athletes will need to become more sensitive and connected to the regular folks. Ostentatious

behavior will be deplored more than ever and extravagance will be resented. Athletes who carry

themselves with dignity and who show a sincere caring for other people will find new

opportunities to advance their personal brand through cause-marketing and community service."

In summary, we understand the athlete brand image as consumers' perception of athlete

brands' attributes. Athlete brand image is defined by three umbrella dimensions (i.e., Athletic

Performance, Attractive Appearance, and Marketable Lifestyle), which are collectively described

by 10 association sub-dimensions. (i.e., Winning Record, Competition Style, Rivalry, Physical Attractiveness, Symbol, Body Fit, Life Story, Role model, Relationship effort).
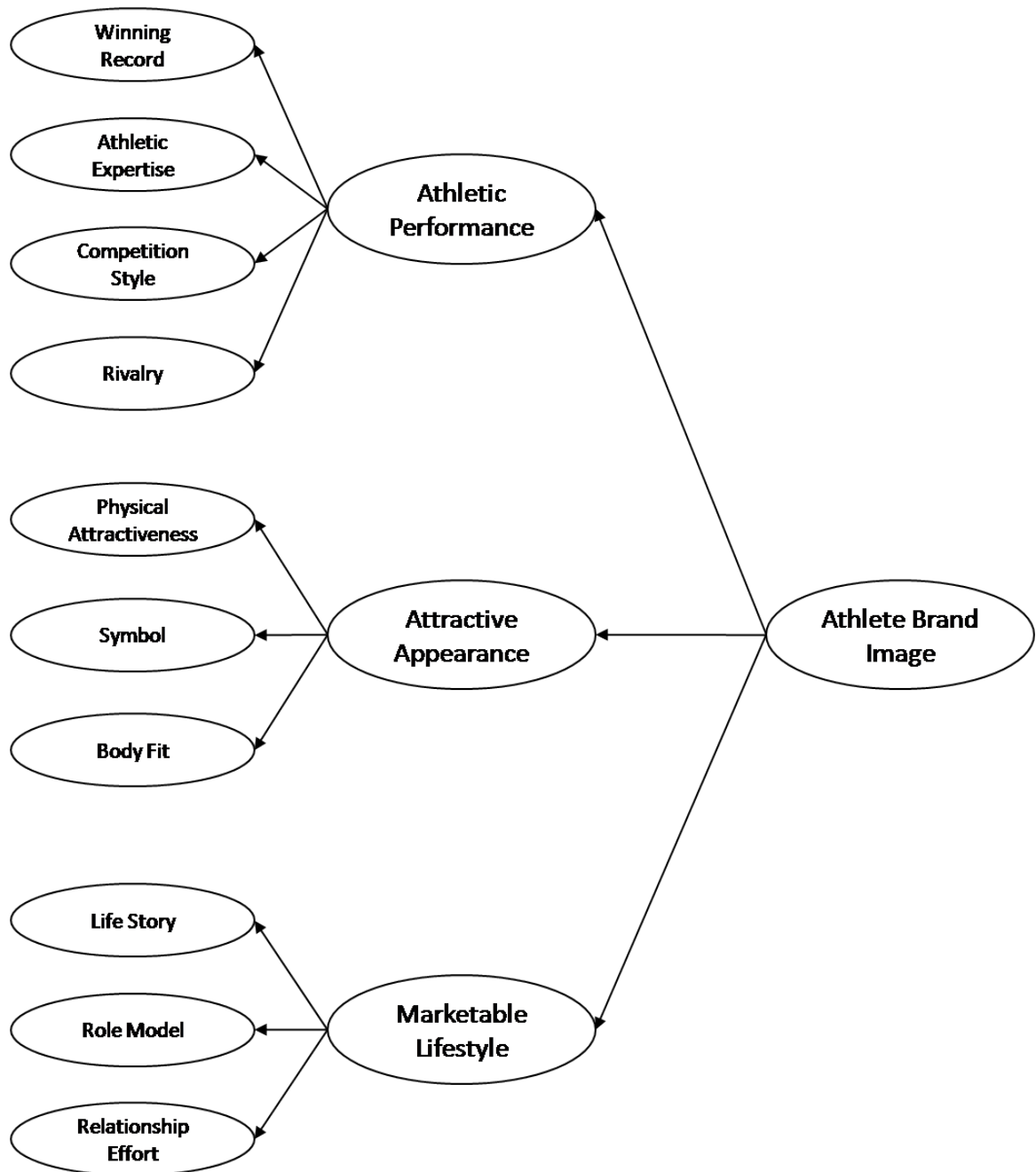
Figure 3-1. Original conceptual model of athlete brand image

CHAPTER 4
METHODOLOGY

The method of this study is presented in the following steps: (1) free thought listing survey (2) instrumentation and scale developing procedure (3) the sample and data collection procedure, and (4) the data analysis procedures.

Free Thought Listing Survey

As Ross et al. (2006) suggested, a literature review is not enough to identify the brand association dimensions. Therefore, we also conducted the free-thought listing survey. We needed additional supports to construct the model because human branding is a new study area and the number of supporting literature is not sufficient. The purpose of this survey was to find out the hidden dimensions and to support the athlete brand association dimensions, which were identified through the literature review.

For the first step, they were asked to write down their favorite individual sports athlete and in which sport (e.g., tennis, golf, and figure skating). For the purpose of this survey, we adopted Thomson's (2006, p. 104) definition of human brand (i.e., "any well-known persona who is the subject of marketing communications efforts") and asked the participant to answer questions in terms of their "favorite athletes." Because the association dimensions are influenced by fans' knowledge and familiarity with the athlete (Dean, 2004), they can list more associations when they answer about favorite athletes than unfamiliar but high-profile athletes. The author asked "in which sports?" because regarding the definition of brand awareness, we assumed that identifying the exact athlete name and sports category is the minimum requirement. In this survey, the author asked "individual sports athletes" to avoid including the effect from the association of team characteristics (e.g., players in New York Yankees associate with "neat").

Then, the participants were asked to write down any thoughts, ideas, or feelings that came to mind when they thought of their athlete in five minutes.

A total of 28 graduate students in the sports management program at the University of Florida participated in the survey. Participants were, on average, 24 years old and 60 percent were male and 40 percent were female. Seventy-five percent of the participants were Caucasian, 7 percent were African-American, and 7 percent were Hispanic. For the most frequently mentioned athletes, seven students (25 percent) of students answered Tiger Woods (golf), two students (7 percent) answered Roger Federer (tennis), and another two students (7 percent) answered Serena Williams (tennis). A total of 182 associations were listed, and each association was tabulated and the 10 most common dimensions, winning record (e.g., win majors, grand slam), athletic expertise (e.g., dominating, technique, skill, control), style of competition (e.g., power hitter, entertaining, perfectionist), rivalry (e.g., Nadal, rivalry), physical attractiveness (e.g., charming, classy, attractive), symbol (e.g., red, beast, blonde), body fit (e.g., strong, big guy), personal story (e.g., family, comeback, alcoholism), role model (e.g., role model, work ethic), relationship with fans (e.g., respectful, good public speaker), and personality (e.g., humble, outgoing, personable), were used to develop the model of athlete brand image.

Item Generation

Athlete Brand Image Items

For this study, we developed a Scale of Athlete Brand Image (SABI). The development of the SABI followed the standard psychometric procedures as suggested by Nunnally & Bernstein (1994). The first step in the scale development process was the generation of a list of items for each component of the athlete brand image. The initial items were generated based on extensive literature review. We revised or modified items mainly from existing scales: Team Association Questionnaire (Gladden & Funk, 2001), Team Brand Association Scale (Ross et al., 2008),

Celebrity Endorser-Credibility Scale (Ohanian, 1990), the Scale of Athletic Star Power (SASP; Braunstein & Zhang, 2007), the Celebrity Image Scale (Choi & Rifon, 2007). However, because the existing scales did not directly measure the individual athletes' brand image, we also developed new items for each factor of athlete brand image. On the basis of the review and synthesis of relevant literature, we generated an initial pool of 71 items for athlete brand image dimensions. Twenty-three items were modified and used from the existing scales. Forty-eight items were newly generated by the researchers (See Table 4-1).

DeVellis (2003) suggested that the initial number of items should be 50 percent larger than the final scale. Therefore, five to 17 questions were prepared for each sub- dimension. Through the item purification process, we aimed to distill a number of items into three to four items for each dimension. To avoid problems such as specification error and nonconvergence of iterative estimation, it is safer to have three indicators per factor. (Kline, 1998) The format for the instrument was a seven-point Likert scale ranging from (1) "Strongly Disagree" to (7) "Strongly Agree."

Athletes Selection Method

We defined the athlete brand at the beginning as a public persona who has already established their own symbolic meaning within their name, face, or other elements in the market. Therefore, we selected several sport celebrities as investigation objects. We selected celebrity athletes based on person-to-person interviews with doctoral students in the sports management program at the University of Florida and credible Internet information sources (i.e., *Forbes Celebrity 100*, *The Fortunate 50*). The *Celebrity 100* is the celebrity ranking based on Web, press, and TV ranking and the *Fortunate 50* is the ranking the 50 highest-earning athletes in the U.S. Because athlete brands are defined as established public persona, those public objective evaluations helped to select the athletes. To reflect the sample characteristics, both female and

male athletes are selected among as many categories of sports as possible. The total 10 athletes are selected: Danica Patrick (auto racing), David Beckham (soccer), Derek Jeter (baseball), LeBron James (basketball), Tiger Woods (golf), Maria Sharapova (tennis), Peyton Manning (American football), Phil Mickelson (golf), Roger Federer (tennis), and Serena Williams (tennis) (Group 1 athletes).

In addition, we are investigating not only high-profile athletes who tend to possess positive image but also famous athletes who may possess negative images. To fully investigate image dimensions, the object athletes should reflect a range of images from positive to negative (Choi & Rifon, 2007). Therefore, based on person-to-person interviews with doctoral students in the sports management program at the University of Florida, we identified another seven athletes who are also star athletes but have some controversial issues (e.g., drug issue and scandal).

As a result, we identified the target athletes to be examined as followings: Alex Rodriguez (gbaseball), Allen Iverson (basketball), Barry Bonds (baseball), Tony Stewart (auto racing), John Daly (golf), Kobe Bryant (basketball), and Michael Phelps (swimming) (Group 2 athletes). The group 1 and 2 athletes are listed on the separate questionnaire. Two types of questionnaires are printed for group 1 athletes (Survey 1) and group 2 athletes (Survey 2).

Demographics

The demographics section included four questions including gender, age, academic year, and ethnic background. Demographic variables were included in the questionnaire for sample description purposes.

<div align="center">

A Panel of Expert

</div>

For the purification of the instrument, we began with an assessment of content and face validity through a panel of experts and field tests. A panel of experts is convened as the first step of the item purification. Through this procedure, we aimed to exclude or modify one or two poor

explaining items from each dimension. The instrument was revised based on the results from the panel of experts. Panel members were 25 graduate students within the sports management program at the University of Florida. The participants were provided detailed information of the purpose of this study and purpose of the panel of expert session. We asked participants to rate each item by the 5-point Likert Scale in terms of each criterion: relevance, representativeness, and clarity. The items rated average above 3.7 by experts were kept and the items rated less than or equal to 3.7 were modified or dropped. As a result, six items were dropped, three items were added, and three items were modified due to lack of relevance, representativeness, and clarity. Through the panel of experts review, a total of 68 items were kept and carried to the next purification step. The cover letter and actual instrument for the panel of experts is shown in Appendix A.

Pilot Test

A pilot test was conducted to test the reliability of the scale. The purpose of the pilot test is to eliminate poor performing items that confound the relationships in the model. A pilot study was conducted by administering the instrument (68 items) to 70 undergraduate students enrolled in sports management courses at the same university. In the pilot test, 13 athletes (both high-profile and not high-profile) are listed, and the participants were asked to choose one athlete from the list and answer the following questions in terms of the athletes. The cover letter and actual instrument for the pilot test are shown in Appendix B.

Sixty-nine samples were used for analysis as valid data and one sample that did not fill out the half of total questions was eliminated. The missing data were found in 13 out of 69 items but the number was quite small and not enough to affect the entire result. Therefore, missing data was replaced with the mean value.

Cronbach's alpha and item-to-total correlations were used as the criteria for item elimination. As Robinson, Shaver, and Wrightman (1991) suggested, items with higher than .50 reliability coefficients were kept and the items with lower than .50 reliability coefficients were eliminated or modified. Generally, if the reliability of a standardized test is above .80, it is said to have very good reliability. Therefore, the items were chosen to establish around .80 reliability coefficients.

Reliability estimates, item-to-total correlations, means, and standard deviations were calculated for each sub-dimension. The results of the analysis of the sub-dimension items are presented in Table 4-3. The Cronbach's alphas were: .84 for Winning Record, .94 for Athletic Expertise, .76 for Competition sStyle, .87 for Sportsmanship, .74 for Rivalry, .90 for Physical Attractiveness, .85 for Symbol, .92 for Body Fit, .70 for Life Story, .86 for Role Model, .90 for Relationship Effort.

Through this process, 14 additional items were dropped, one item was added and eight items were modified based on the assessments of those items for internal consistency (i.e., Cronbach's alpha and item-to-total correlations) and factor loadings (Netemeyer, Bearden & Sharma, 2003). The instrument for the main survey had a total of 55 items. For the internal consistency of athlete brand image dimensions, Cronbach's alpha ranged from .70 (Life Story) to .94 (Athletic Expertise). Based upon the results of the pilot test, scale items for each construct were considered reliable for the intended population (Nunnally & Bernstein, 1994).

Main Survey

Sampling

In this study, we used the convenient sampling method. From this sampling method, the college students at the University of Florida were selected as the sample for this study. College students are often considered to be major consumers of sports products and frequently used in

product and brand choice research (Biswas & Sherrell, 1993). In this study, we aimed to obtain 400 samples. Sample size is determined by following factors: model misspecification, model size, departure from normality, and estimation procedure (Hair et al., 1998; Klein, 1998).

Data Collection

After obtaining approval from the Institutional Review Boards (IRB) of the University of Florida to administer the survey, the survey was conducted in three ways. The survey was conducted with (1) direct administration to students in the class rooms of the Tourism, Recreation and Sport Management Department, University of Florida, (2) direct administration to students in the Reiz Union, cafeteria section and (3) online survey. For the first method, we visited class rooms of the sports management department, University of Florida, and conducted the survey. We can expect a high response rate from this method Furthermore, with this data-collection procedure; we can provide detailed information to minimize the non-response error.

For the second method, some assistant students and I visited the Reiz Union and distributed the survey to students sitting at cafeteria tables. With both methods, after we got students' agreement to participate in the survey, a brief introduction about the survey including the purpose of the study, importance of the study, assurance of complete confidentiality, directions for responding each questions, and appreciation for their participation was given (the survey cover letter includes the same contents). In addition to the direct administration method, the online survey was conducted to gather enough data. The online survey also included information about the introduction of the survey, including the purpose of the study, importance of the study, assurance of complete confidentiality, directions on responding to each question, and appreciation for their participation in the first section of the survey. Therefore, we assume there is no difference between responses to direct administration and responses to the online survey.

In the pilot study, we listed all athletes in the same paper and many of the participants chose only the high-profile athletes (i.e., Tiger Woods and LeBron James). Therefore, in the main survey, the athlete list 1(only high-profile athletes), and 2 (not-high-profile athletes but assumed to have fully established image in the market) were divided and distributed as different surveys. Therefore, two types of surveys that have two types of the athlete list were distributed aiming to correct 250 for survey 1 and 150 for survey 2. In the survey, the participants were asked to pick one of the most familiar athletes in the list and answer the following questionnaires in terms of the athlete. All items are answered by 7-points, Likert-type scale (1=strongly disagree, 7=strongly agree). The cover letter and actual instrument for main survey is shown in Appendix C.

Data Analysis Procedures

The conceptual definitions of each factor were provided in the literature review section. Through the item-generation procedure, the items were argued and purified. Now, the structural relation of the model needs to be tested. The efficacy of the proposed model and psychometric properties of the scale were analyzed using the software Statistical Package for the Social Sciences (SPSS) 18.0 and Analysis of Moment Structure (AMOS) 18. Demographic characteristics of the sample were determined by the SPSS 18.0.

The model of athlete brand image consists of three primary dimensions: Athletic Performance, Attractive Appearance, and Marketable Lifestyle. Each dimension has three to five sub-dimensions. Athletic Performance consists of Winning Record, Athletic Expertise, Competition Style, Sportsmanship, and Rivalry. Attractive Appearance consists of Physical Attractiveness, Symbol, and Body Fit. Marketable Life Style consists of Life Story, Role Model, and Relationship Effort. Therefore, the model can be examined as a third-order factor model. To test the model, we adopted both the measurement model test and structural model test. This two-

step approach is recommended for a research model that does not have a strong theoretical background (Hair et. al., 1998).

Measurement Model. A measurement model specifies the relation between the measured variables or indicators (i.e., specific items) and latent variables (i.e., dimension or sub-dimensions) (Bollen, 1989). We tested a measurement model through a confirmatory factor analysis. A first-order measurement model specifies the relationships of the observed indicators (scale items) and the 11 latent constructs (sub-dimensions; Figure 4-1. Measurement Model). A confirmatory factor analysis confirms the fit between model and data. The result of the measurement model indicates how well the items capture their specified construct. Therefore, based on the confirmatory factor analysis, we purified the items and consequently the items will be narrowed down to three to four for each sub-dimension.

Structure Model. The proposed model of athlete brand image was a third-order factor model. In the model, the construct consists of not only the direct primary dimensions, but also the 11 sub-dimensions: Winning Record, Athletic Expertise, Competition Style, Sportsmanship, Rivalry, Physical Attractiveness, Symbol, Body Fit, Life Story, Role Model and Relationship Effort, which define Athlete Brand Image through the customers' perception of the three primary dimensions: Athletic Performance, Attractive Appearance, and Marketable Lifestyle. The proposed hierarchical model of Athlete Brand Image was tested in two stages: (a) a test of the second-order factor to test sub- dimensions, (b) a test of the third-order factor to test the primary dimensions. As a first step, a second-order-factor model was tested to examine whether the three dimensions (i.e. Athletic Performance, Attractive Appearance, and Marketable Lifestyle) could be viewed as higher order factor to the 10 sub-dimensions and how they are related to each other

(Figure 4-2. Second Factor Model). We used second-order-confirmatory-factor analysis to test the model.

For the next step, the third-order-factor model was tested to examine whether the athlete brand image could be viewed as higher order factor to the three dimensions: Athletic Performance, Attractive Appearance and Marketable Lifestyle (See Figure 4-3. Third Order Factor Model).

Model Fit Index. Model fit was evaluated by following indexes: Chi-square (Chi-square/df ratio), Root Mean Square Error of Approximation (RMSEA), Goodness of Fit Index (GFI), and Standardized Root Mean Residual (SRMR). Although there is no clear-cut guideline about the value of Chi-square statistics ($\chi2/df$), the ratio of values of $\chi2$ and degree of freedom less than 3 is considered to be good fit or acceptable fit (Kline, 1998). A $\chi2/df$ ratio less than 2.0 indicates an excellent model fit (Hayduk, 1996). Standardized Root Mean Square Residual (SRMR) is the average of the residuals between the observed and predicted matrices (Hair et al., 1998). The SRMR of 0 indicates a perfect fit, and the smaller the RMR is the better (Arbuckle & Wothke, 1998). Root Mean Square Error of Approximation (RMSEA) is the discrepancy (the average of the residuals between the observed and estimated matrices) per degree of freedom. RMSEA is recommended with relatively large sample. Browne and Cudeck (1993) indicated that values of 0.08 or less for the RMSEA provide evidence for reasonable fits and values less than or equal to about 0.10 should be satisfactory for exploratory research. Comparative Fit Index (CFI) is a relative comparison of the proposed model to the null model which is a measure ranging from 0 (not fit at all) to 1.0 (perfect fit). Value of 0 for CFI indicates the model is not fit at all and 1 indicates perfect fit. The value of .80 indicates that the relative overall fit of the proposed model is 80 percent better than that of the null model. A recommended value for CFI is .90 or

greater (Bentler & Bonnet, 1980; Kline, 1998). Hu and Bentler (1999) recommend a conservative threshold of .95.

Validity and Reliability. In addition to the model fit tests, the researcher examined the reliability and validity of measurement scale. To establish the validity of the measurement scale, both convergent and discriminant validity were examined. Convergent validity assesses the degree to which a measure correlates highly with other measures designed to measure the same construct (Churchill, 1979). Convergent validity is established when each scale item has a significant factor loading on each construct (Anderson & Gerbing, 1988; Netemeyer, Johnson & Burton, 1990). If all the factor loadings for the indicators were greater than twice their standard errors, the parameter estimates demonstrated convergent validity. Discriminant validity was tested by examining the correlations between the factors. To establish discriminant validity, the correlations of the factors should not be higher than .85 (Kline, 1998). The reliability was tested by calculating construct reliability (CR) and AVE scores. Reliable items are highly inter-correlated and, therefore, denote that they measure a common latent construct (Hair et al., 1998). The recommended .70 cut-off value was adopted to determine CR (Fornell & Larcker, 1981; Nunnally & Bernstein, 1994). A benchmark value for AVE was .50 suggested by Hair et al. (1998). AVE values greater than .50 were considered to be reliable.
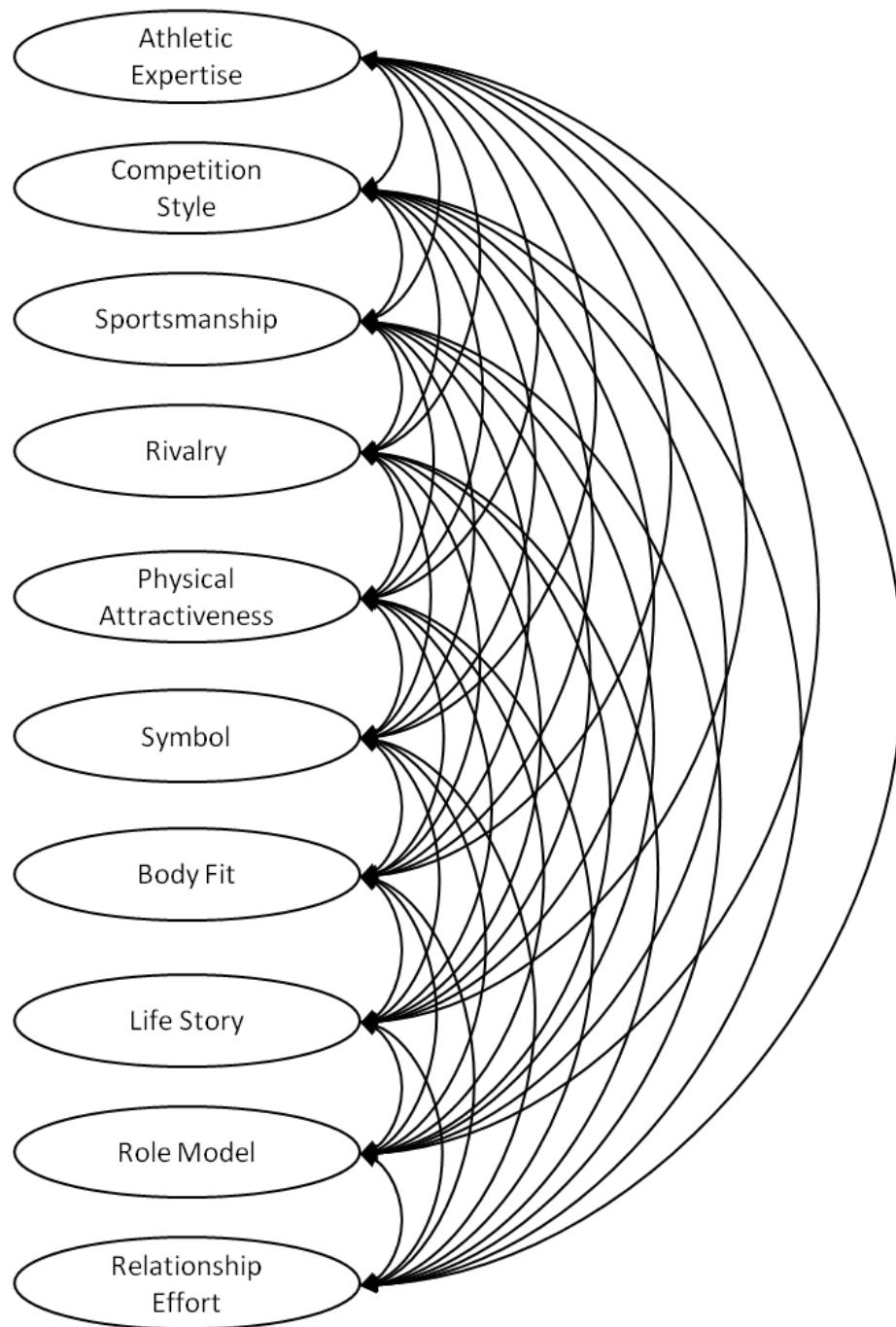
Figure 4-1. First order factor model
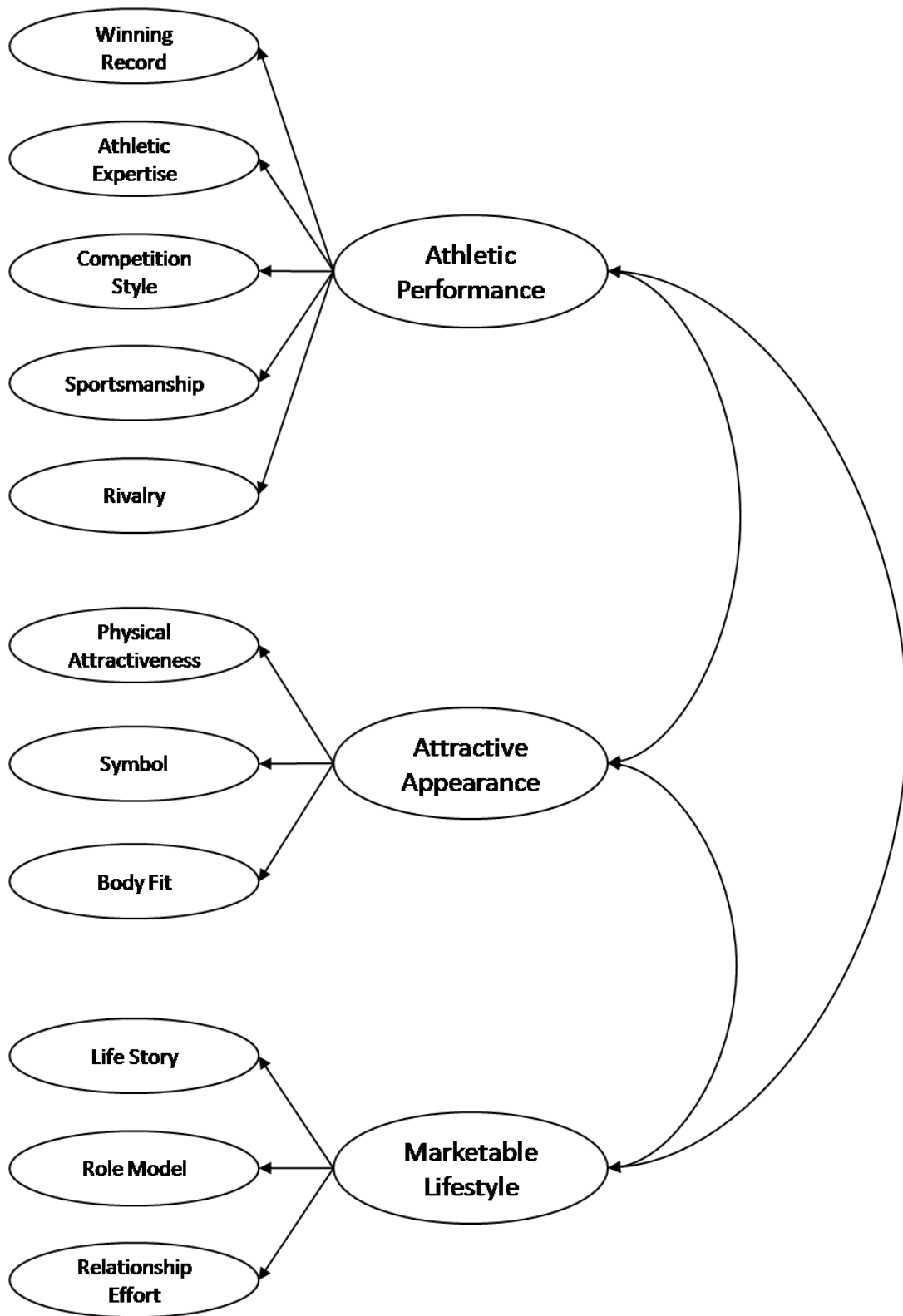
Figure 4-2. Second order factor model
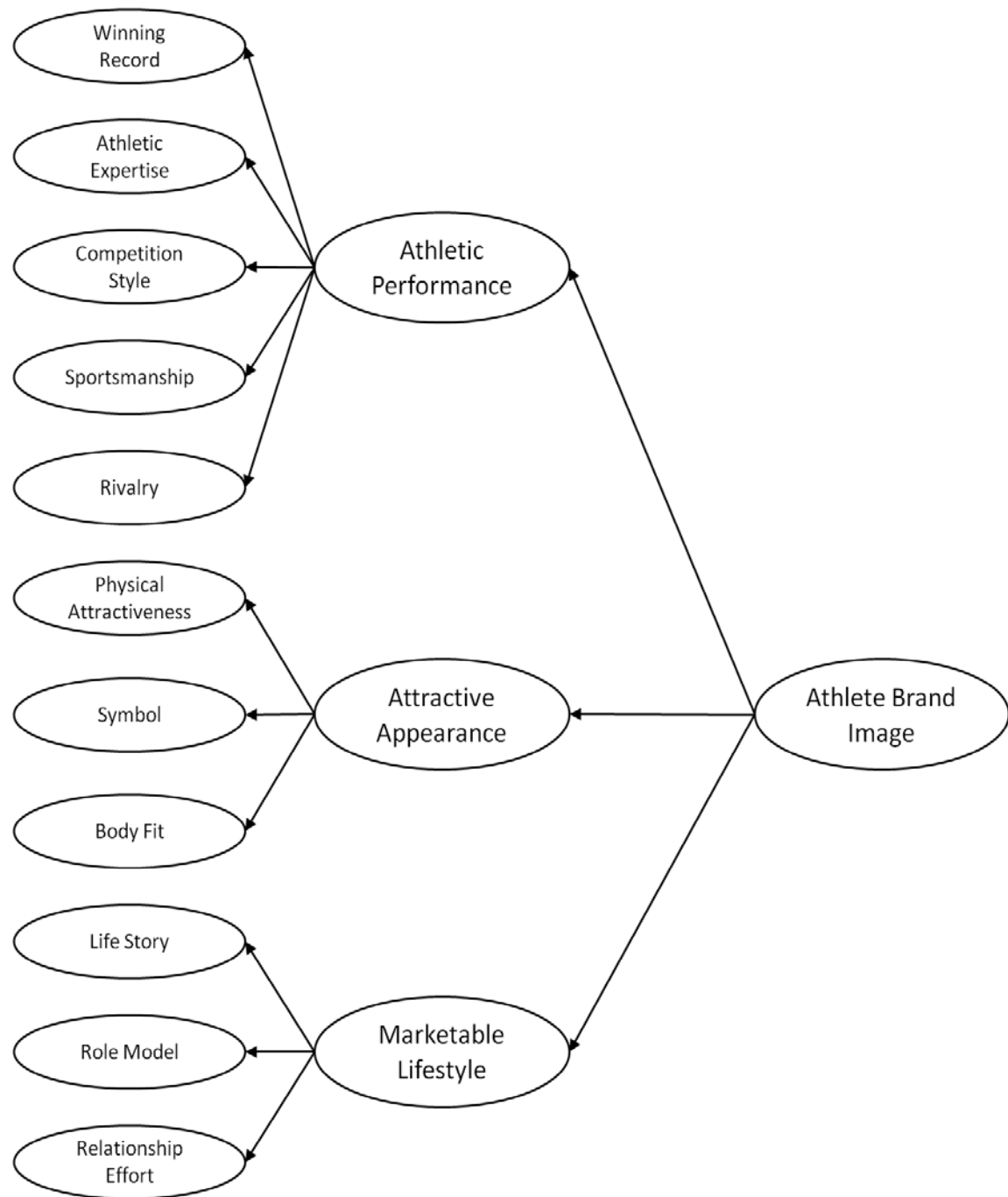
Figure 4-3. Third order factor model

Table 4-1. Result of the free thought listing survey

Dimensions	Words
Winning Record	Win Majors, Grand Slum etc…
Athletic Expertise	Dominating, Technique, Skill, Control etc…
Competition Style	Power hitter, Entertaining, Perfectionist etc…
Rivalry	Nadal, Rivalry etc…
Physical Attractiveness	Charming, Classy, Attractive etc…
Symbol	Red, Beast, Blonde etc…
Body Fit	Strong, Big guy etc…
Personal Story	Family, Comeback, Alcoholism etc…
Relationship with fans	Respectful, good public speaker etc…
Personality	Humble, Outgoing, Personable etc…

Table 4-2. Originally identified items for athlete brand image

	Items	
	Athletic Performance	
	Winning Record	
M	The athlete is doing really well in a competition	Arai & Ko
M	The athlete is successful in his/her career	Arai & Ko
○	The athlete has good winning records	Arai & Ko
P	The athlete won titles	Arai & Ko
P	The athlete received awards	Arai & Ko
P	The athlete has set new record	Arai & Ko
○	The athlete is a dominating player in his/her sport	Arai & Ko
	Athletic Expertise	
P	The athlete is an expert in his/her sport	Ohanian, 1990, Expertise
M	The athlete is talented	Braustein & Zhang, 2005, Athletic Expertise
M	The athlete is well-qualified	Ohanian, 1990, Expertise
○	The athlete seems very knowledgeable in his/her sport	Ohanian, 1990, Expertise
M	The athlete has knowledge about his/her sport	
M	The athlete has high level of skill in his/ her sport	Braustein & Zhang, 2005, Athletic Expertise
○	The athlete has prominent athletic skills in his/ her sport	Arai & Ko
P	The athlete has authentic skills	Arai & Ko
P	The athlete is dependable in a high pressure moment in a competition	Ohanian, 1990, Trustworthiness
P	The athlete shows reliable performance	Ohanian, 1990, Trustworthiness

Table 4-2. Continued

	Competition Style	
M	The athlete's performance has unique characteristics	Ross, Russel, & Bang, 2008, Team Play
○	The athlete's competition style is distinctive from other players'	Ross, Russel, & Bang, 2008, Team Play
○	His/ Her performance is exciting to watch	Arai & Ko
PE +	The athlete shows beautiful competition style	Arai & Ko
○	His/ Her competition style is charismatic	Arai & Ko
M	The athlete is courageous	Arai & Ko
P	His/ Her competition style is glamorous	Arai & Ko
PE	His/ Her competition style is elegant	Arai & Ko
	Sportsmanship	
○	The athlete shows sportsmanship in competition	Arai & Ko
○	The athlete shows integrity in competition	Arai & Ko
M	The athlete shows respect for his/her opponents and other players	Arai & Ko
P +/ ○	The athlete shows fair play	Arai & Ko
	Rivalry	
M	The athlete has good rivals	Arai & Ko
○	The rivalry match of this athlete is exciting	Arai & Ko
○	The athlete does well against his/ her major rival	Ross, Russel, & Bang, 2008, Rivalry
○	Rivalry match of this athlete is dramatic	Arai & Ko
PE	The athlete doesn't have any specific rivals	Arai & Ko
	Attractive appearance Attribute	
	Physical Attractiveness	
○	The athlete is physically attractive	Ohanian, 1990, Attractiveness
PE	The athlete is classy	Ohanian, 1990, Attractiveness
○	The athlete has beautiful looking	Ohanian, 1990, Attractiveness
PE	The athlete is elegant	Ohanian, 1990, Attractiveness
M	The athlete is sexy	Ohanian, 1990, Attractiveness
PE +	The athlete is aesthetically pleasing	Ohanian, 1990, Attractiveness
	Symbol	
M	The athlete has distinctive looking	Braustein & Zhang, 2005, Social Attractiveness
M	The athlete wears attractive uniform/ sporting wear	Arai & Ko
○	The athlete has his/her own style in fashion	Arai & Ko
M	The athlete has distinctive trade mark colors	Arai & Ko
○	The athlete's private fashion is attractive	Arai & Ko

Table 4-2. Continued

	Symbol	
○	The athlete is stylish	Tenser, 2004; Knowledge Networks online survey
PE +/M	His/ her fashion is trendy	Arai & Ko

	Body Fit	
○	The athlete is physically fit	Arai & Ko
○	The athlete's body is perfect for the sport	Arai & Ko
P	The athlete looks strong	Arai & Ko
○	The athlete is in good shape	Arai & Ko
M	The athlete's body fit to the sport	Arai & Ko
M	The athlete's body is well conditioned	Arai & Ko

Marketable Lifestyle Attribute		
	Life Story	
○	The athlete has a heroic episode/ story in his/her life	Arai & Ko
○	The athlete has a legendary episode	Arai & Ko
○	The athlete has a dramatic episode in his/her life	Arai & Ko
PE	The athlete doesn't have any interesting anecdotes	Arai & Ko
M	The athlete has a dramatic personal life	Arai & Ko
M	His/ Her private life style is newsy	Arai & Ko

	Role Model Behavior	
M	The athlete is a good citizen	Arai & Ko
PE	The athlete has good family life	Tenser, 2004, Knowledge Networks online survey
M	The athlete never use drug	Tenser, 2004, Knowledge Networks online survey
○	The athlete is socially responsible	Dimen, Choi & Rifon, 2007, Celebrity Image Scale, Geniumness
○	The athlete is good role model for others	Neal & Funk, 2006, Sport Interest Inventory Scale, Role Model
P	The athlete provides inspiration for people	Neal & Funk, 2006, Sport Interest Inventory Scale, Role Model
○	The athlete is a good leader in our community	Arai & Ko

	Relationship Effort	
○	The athlete cares about his/her fans	Arai & Ko
○	The athlete shows appreciation for fans and spectators	Arai & Ko
○	The athlete is responsive to fans	Arai & Ko
M	The athlete tries to interact with fans	Arai & Ko
P	The athlete is approachable fans	Braustein & Zhang, 2005, Likable personality
P	The athlete has good relationship with Sponsors	Arai & Ko
P	The athlete has positive attitude toward sponsor	Arai & Ko

Table 4-2. Continued

	Relationship Effort	
P	The athlete has good relationship with media	Arai & Ko
M	The athlete is committed to social activity (e.g., charity)	Ross, Russel, & Bang, 2008, Organizational Attribute
M	The athlete is good public speaker	Arai & Ko

Note: PE… Eliminated in Panel of Expert   PE +… Added in Panel of Expert
    P… Eliminated in Pilot Test P +… Added in Pilot Test
    M…Eliminated in Main Survey   ○… Final items

Table 4-3. Demographic characteristics of pilot test sample

Variables		N	Percentage
Gender	Male	43	61.4%
	Female	26	37.1%
Academic Year	Freshman	3	4.3%
	Sophomore	9	13.0%
	Junior	25	36.2%
	Senior	32	46.4%
Ethnic background	African-American	5	7.1%
	Asian-American	1	1.4%
	Caucasian/White	50	71.4%
	Native American	10	14.3%
	Hispanic	0	0.0%
	Others	3	4.2%

Table 4-4. Athlete selection in pilot test

Athlete	N	Percentage
Alex Rodriguez (Baseball)	3	4.3%
Danica Patrick (Auto racing)	0	0.0%
David Beckham (Soccer)	3	4.3%
Derek Jeter (Baseball)	4	5.7%
Kobe Bryant (Basketball)	5	7.1%
LeBron James (Basketball)	12	17.1%
Tiger Woods (Golf)	16	22.9%
Maria Sharapova (Tennis)	0	0.0%

Table 4-4. Continued

Athlete	N	Percentage
Michael Phelps (Swimming)	6	8.6%
Peyton Manning (American Football)	15	21.4%
Phil Mickelson (Golf)	3	4.3%
Roger Federer (Tennis)	2	2.9%
Serena Williams (Tennis)	1	1.4%

Table 4-5. The result of the pilot test

Scale Items (n=69)	Items	Item to Total Correlation	Means	Standard Deviation
Winning Record α = .84	WR1	.67	6.2	1.12
	WR2	.60	6.6	.68
	WR3	.76	6.3	.93
	WR7	.70	6.5	.94
Athletic Expertise α = .94	AE2	.86	6.7	.75
	AE3	.81	6.3	1.05
	AE4	.85	6.5	.82
	AE5	.84	6.6	.70
	AE6	.77	6.6	.91
	AE7	.83	6.5	1.00
Competition Style α = .76	CS1	.54	6.3	1.04
	CS2	.48	6.4	.81
	CS3	.59	6.3	1.01
	CS4	.53	6.1	1.00
	CS5	.53	5.2	1.52
	CS7	.42	5.6	1.08
Sportsmanship α = .86	CS6	.73	6.0	1.25
	CS8	.68	5.8	1.22
	CS9	.84	6.0	1.20
Rivalry α = .74	R1	.54	5.7	1.40
	R2	.60	5.9	1.16
	R3	.37	5.8	1.20
	R4	.62	5.9	1.20
Physical Attractiveness α = .90	PA1	.77	4.7	1.75
	PA2	.82	3.7	1.81
	PA3	.85	3.7	1.89
	PA4	.75	4.7	1.58
	S1	.59	5.7	1.26

Table 4-5. Continued

Scale Items (n=69)	Items	Item to Total Correlation	Means	Standard Deviation
Symbol	S2	.67	4.7	1.56
α = .85	S4	.37	4.8	1.62
	S5	.80	4.3	1.55
	S6	.74	4.6	1.50
	S7	.79	4.5	1.60
Body Fit	BF1	.72	6.2	1.12
α = .92	BF2	.79	5.3	1.44
	BF4	.80	6.0	1.24
	BF5	.85	5.8	1.48
	BF6	.86	5.8	1.39
Life Story	LS1	.20	5.8	1.24
α = .70	LS3	.62	4.8	1.42
	LS4	.62	4.0	1.61
	LS5	.50	4.0	1.68
Role Model	RM1	.63	5.8	.95
α = .86	RM2	.64	4.9	2.01
	RM3	.73	5.2	1.20
	RM4	.77	5.7	1.16
	RM6	.78	5.2	1.36
Relationship Effort	RE1	.76	5.5	1.23
	RE2	.80	5.5	1.24
α = .90	RE3	.84	5.4	1.14
	RE4	.74	5.2	1.25
	RE9	.71	5.6	1.18
	RM7	.53	5.5	1.41

CHAPTER 5
RESULTS

In this section, the results of the study are presented. Through the data collection procedure, 427 surveys were collected. Among the 427 returned surveys, 402 cases were determined as usable cases. The other 25 cases were not completed and thus excluded in the data analysis as unusable data. Among the 402 usable cases, 131 were collected in class (32 percent), 208 were collected in the cafeteria (52 percent), and 63 were collected via online survey (16 percent). Among 402 cases, 262 cases are survey 1 (high-profile athletes), and 140 were survey 2 (not-high-profile but famous athletes). Missing data were identified in 45 of the 55 items. One-hundred-and-seventy-three missing data were identified among whole data but the number of the missing data was not large (0.7 percent of entire data) and thus negligible. The missing values were replaced with the mean value of the variable based on all valid responses (Hair et al., 1998).

Demographic Characteristics of the Sample

For this study, the target survey sample was college students at the University of Florida. Among the usable 402 samples, 49.4 percent were male and 50.5 percent were female. The average age of the sample was 21.3 years old and the age of the majority of the participants was between 18-20 (51 percent) and 21-23 (30 percent). The majority of ethnicity was Caucasian (56.5 percent). In terms of an academic year, junior students were the majority (24.6 percent). Demographic characteristics of the main survey sample are shown in Table 5-1.

Among 402 cases, 262 answered survey 1 (Group 1, high-profile athletes), and 140 cases answered survey 2 (Group 2, or-high-profile but famous athletes). In the Group 1athletes, Peyton Manning (American football) was most frequently identified the most familiar athlete by the participants (20.2 percent). David Beckham was the second (19.8 percent) and Tiger Woods was the third (17.5 percent). Among Group 2 athletes, Michael Phelps (swimming) was most

frequently identified as the most familiar athlete (37.8 percent). Kobe Bryant (basketball) was the second (30.0 percent) and Alex Rodriguez (baseball) was the third (18.5 percent).

Results of the Measurement Model Test

The data were first subjected to further scale purification using confirmatory factor analysis (CFA). Based on the assessment of psychometric properties, theoretical relevance of the items and scale parsimony, 24 items were dropped, leaving a final set of 31 items. The finalized scale items are shown in Table 5-3. Based on the high correlation between Winning Record and Athletic Expertise (.93, see Figure 5-1. Original Measurement Model of Athletic Performance), the sub-dimension of Winning Record was eliminated and synthesized as Athletic Expertise. Two items from Winning Record were adopted as items for Athletic Expertise. The final model of Athlete Brand Image is shown in Figure 5-3. The results of the CFA showed reasonable fit. For the first order measurement model, the values of all indices (χ^2/df = 991/387 =2.56 at p <.001, RMSEA = .062, CFI = .91, SRMR = .062) indicated that the measurement model has a good fit to the data. The ratio of chi-square and degrees of freedom was 2.56 which meeting the criteria range of 2.0-3.0 (Carmines & McIver, 1981; Kline, 1998). RMSEA was reported as .062, which is less than .08 as suggested by Browne and Cudeck (1993). RMSEA provided evidence for reasonable fits. CFI was .91, which was higher than the .90 suggested thresholds. SRMR (.062) was below the recommended .10 ceiling, indicating an adequate fit (Kline, 1998). CFI values were slightly lower than the suggested threshold and the ratio of chi-square and degrees of freedom is little more than criteria range. However, considering the size of the model, the gap can be seen as reasonable. The results of the second order (χ^2/df = 1359/419 =3.25 at p <.001, RMSEA = .075, CFI = .86, SRMR = .096) and overall model (χ^2/df = 1359/419 =3.25 at p <.001, RMSEA = .075, CFI = .86, SRMR = .096) suggest that the models reasonably fit to the data. (see Table 5-3.)

Reliability. The reliability estimates were investigated using construct reliabilities and average variance extracted (AVE) for each factor (see Table 5-4.). Construct reliability coefficients for the scale were acceptable (greater than .60; Bagozzi & Yi, 1988), ranging from .64 (Life Story) to .88 (Role Model). Except for three cases (Athlete Expertise, Competition Style, and Life Story), AVE values were acceptable (AVE > .50; Hair et al., 1998) ranging from .52 (Body Fit) to .70 (Role Model).

Validity. Convergent validity is established when each scale item has a significant factor loading on each construct (Anderson & Gerbing, 1988; Netemeyer, Johnson & Burton, 1990). To establish convergent validity, all the factor loadings for the indicators were greater than twice their standard errors. Generally, all factor loadings were significant with critical ratio ranging from 10.0 to 19.1 at $p < .05$ level, supporting convergent validity (Rahim & Magner, 1996). Table 5-4. shows that except for two items, the factor loadings for all items were greater than the .60 threshold. In addition, significant relationships between the 10 sub-dimensions and three dimensions (i.e., Athletic Performance, Attractive Appearance, and Marketable Lifestyle), and three dimensions and overall image further support convergent validity of the scale (see Table 5-5.; Anderson & Gerbing, 1988). Taken together, the results include evidence for convergent validity of the measurement scales. Discriminant validity is established when the estimated correlations between the dimensions are not excessively high (>.85; Kline, 2005). Table 5-5. supports the discriminant validity of the scale. Discriminant validity is also evident when the squared correlations between one construct and any others are lower than the AVE for each construct (Fornell & Larcker, 1981). Table 5-5. shows evidence of discriminant validity of the scale except for four cases (.79 between Athlete Expertise and Competition Style, .72 between

Competition Style and Sportsmanship, .72 between Athletic Expertise and Rivalry, and .69

between Competition Style and Rivalry).
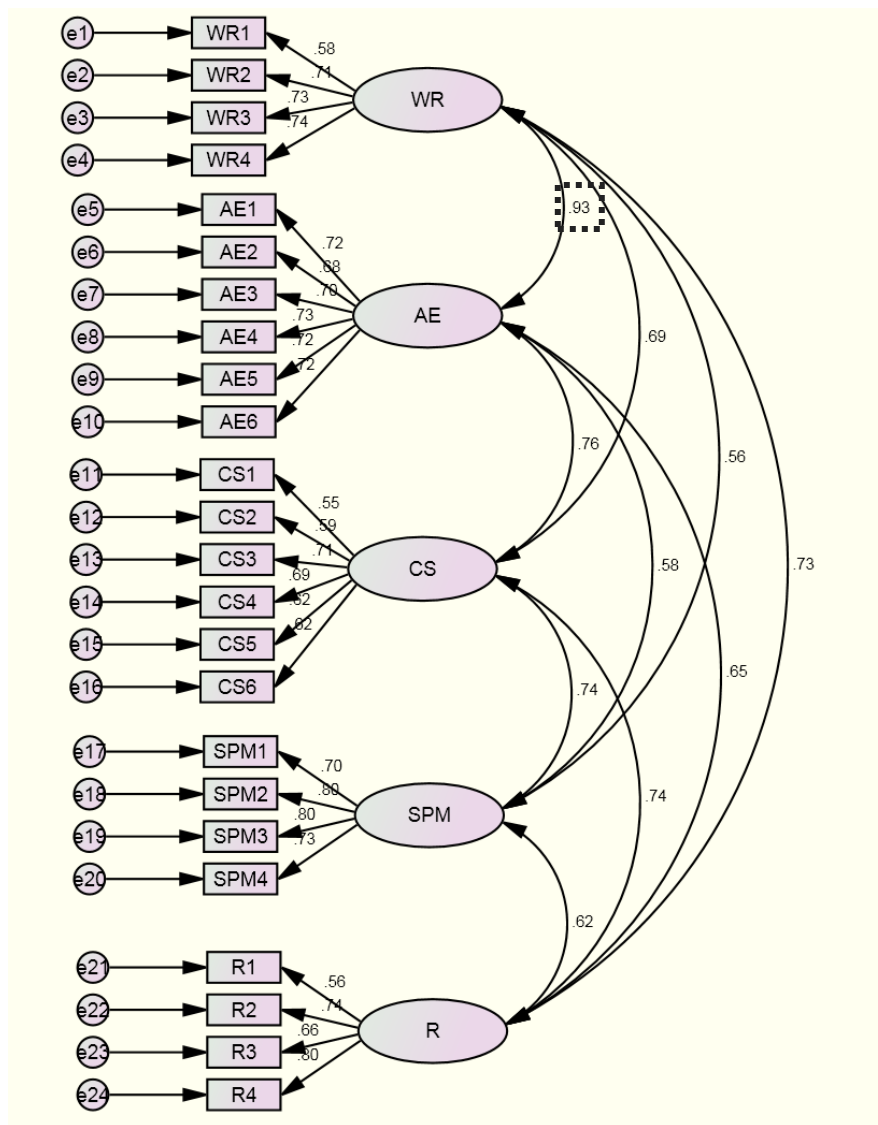
Figure 5-1. Original measurement model of athletic performance
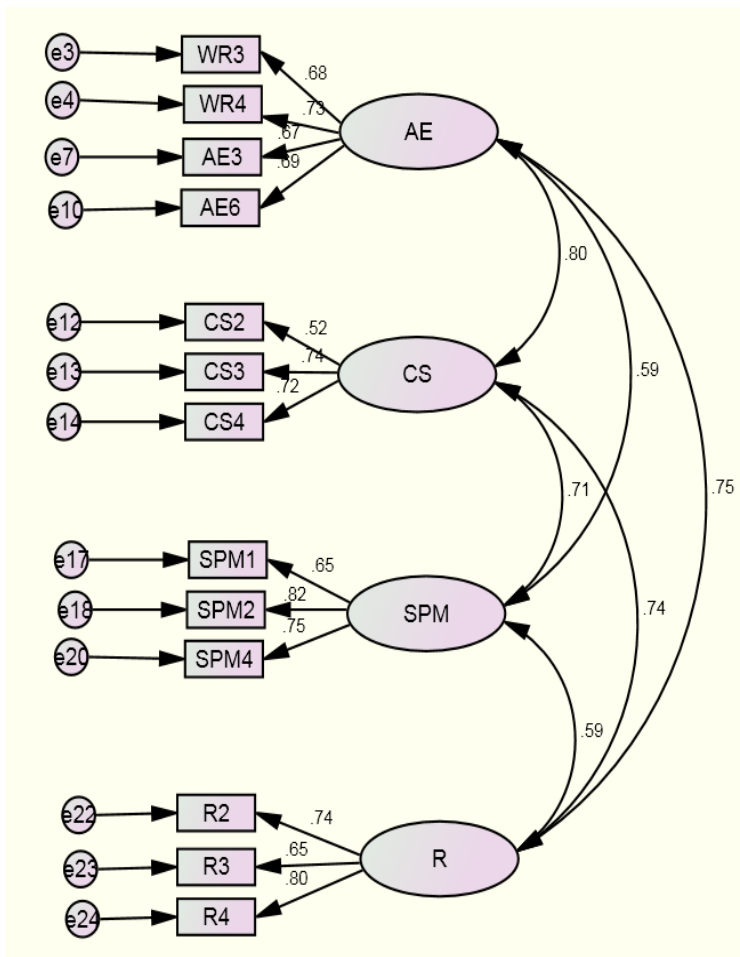
Figure 5-2. Revised measurement model of athletic performance
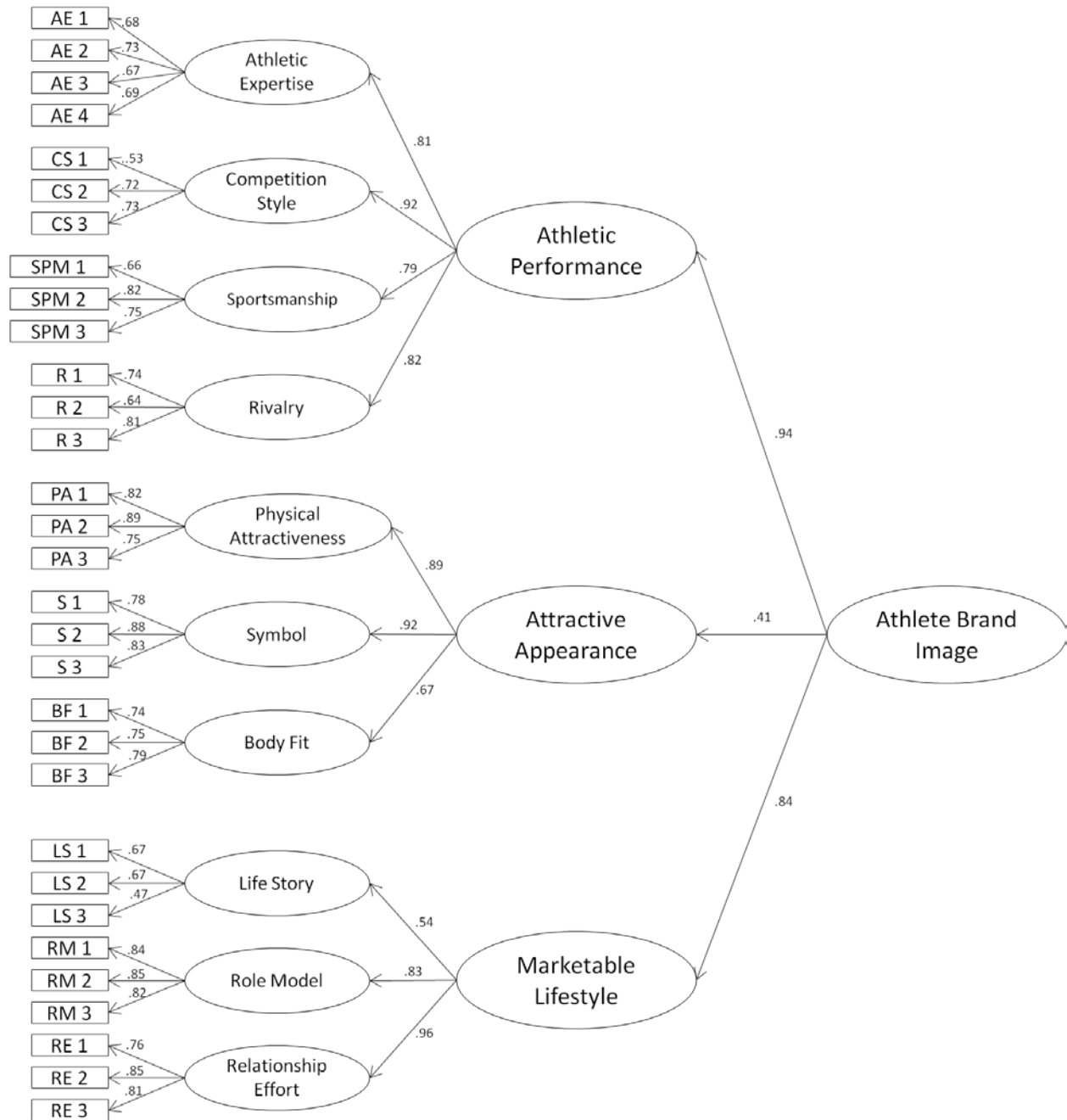
Figure 5-3. Final model of athlete brand image

Table 5-1. The result of the main survey

Demographic Variables		N=402	Percentage
Gender	Male	198	49.4%
	Female	203	50.5%
Age	1-17	3	0.7%
(Ave= 21.3)	18-20	205	51.0%
	21-23	121	30.1%
	24-26	44	11.0%
	27-29	15	3.6%
	≥30	14	3.1%
Academic Year	Freshman	73	18.2%
	Sophomore	62	15.4%
	Junior	99	24.6%
	Senior	80	19.9%
	Graduate Student	76	18.9%
	Others	12	3.0%
Ethnic background	African-American	32	8.0 %
	Asian-American	49	12.3%
	Caucasian/White	227	56.5%
	Native American	0	0.0%
	Hispanic	57	14.2 %
	Others	33	8.2%

Table 5-2. Athlete selection in main survey

Group 1 Athlete	N=262	Percentage
Danica Patrick (Auto racing)	4	1.5%
David Beckham (Soccer)	52	19.8%
Derek Jeter (Baseball)	22	8.4%
LeBron James (Basketball)	39	14.9%
Tiger Woods (Golf)	46	17.5%
Maria Sharapova (Tennis)	6	2.2%
Peyton Manning (American Football)	53	20.2%
Phil Mickelson (Golf)	2	0.7%
Roger Federer (Tennis)	26	9.9%
Serena Williams (Tennis)	7	2.6%

Table 5-2. Continued

Group 2 Athlete	N=140	Percentage
Alex Rodriguez (Baseball)	26	18.5%
Allen Iverson (Basketball)	12	8.5%
Barry Bond (Baseball)	2	1.4%
Tony Stewart (Auto racing)	1	0.7%
John Daly (Golf)	2	1.4%
Kobe Bryant (Basketball)	42	30.0%
Michael Phelps (Swimming)	53	37.8%

Table 5-3. Fit table

	CMIN	DF	CMIN/DF	CFI	RMSEA	SRMR
Model 1- First Order	990.751	387	2.560	.910	.062	.0520
Model 2- Second Order	1359.454	419	3.245	.860	.075	.0958
Model 3- Third Order	1359.454	419	3.245	.860	.075	.0958

Table 5-4. Summary results for confirmatory factor analysis

Factors and items	Means	λ	*S.E.*	CR	AVE
Athletic Expertise					
The athlete has good winning records	6.23	.69	.047	.78	.48
The athlete is a dominating player in his/her sport	6.20	.74	.050		
The athlete seems very knowledgeable in his/her sport	6.32	.65	.048		
The athlete has prominent athletic skills in his/her sport	6.25	.68	.053		
Competition Style					
The athlete's competition style is distinctive from other players'	5.85	.54	.053	.70	.44
The athlete's competition style is exciting to watch	6.22	.71	.051		
The athlete's competition style is charismatic	5.86	.73	.056		
Sportsmanship					
The athlete shows sportsmanship in competition	5.90	.67	.056	.79	.56
The athlete shows integrity in competition	5.87	.83	.057		
The athlete shows fair play	5.76	.74	.061		
Rivalry					
The rivalry match of this athlete is exciting	5.87	.78	.060	.80	.58
The athlete does well against his/her major rival	5.96	.74	.053		
The rivalry match of this athlete is dramatic	5.70	.76	.060		
Physical Attractiveness					
The athlete is physically attractive	5.30	.83	.076	.86	.68
The athlete is beautiful looking	4.79	.89	.083		
The athlete is aesthetically pleasing	5.19	.75	.072		
Symbol					
The athlete has his/her own style in fashion	4.75	.79	.075	.87	.69
The athlete's private fashion is attractive	4.62	.87	.081		
The athlete is stylish	4.99	.83	.075		
Body Fit					
The athlete is physically fit	6.21	.64	.052	.77	.52
The athlete's body is perfect for the sport	5.54	.80	.070		
The athlete is in good shape	5.96	.72	.058		
Life Story					
The athlete has heroic stories in his/her life	4.97	.60	.069	.64	.38
The athlete has a legendary episode	5.63	.70	.066		
The athlete has dramatic episodes in his/her life	4.83	.53	.074		
Role Model					
The athlete is socially responsible	5.16	.85	.071	.88	.70
The athlete is good role model for others	5.29	.85	.071		
The athlete is a good leader in our community	4.99	.81	.069		
Relationship Effort					
The athlete cares about his/her fans	5.55	.76	.058	.85	.65
The athlete shows appreciation for fans and spectators	5.71	.85	.057		
The athlete is responsive to fans	5.57	.81	.056		

Table 5-5. Loadings, path coefficients, and residual variances for the hypothesized model

Parameter	Unstandardized	S.E.	Standardized
Loadings on Third-Order Image			
Image → Athletic Performance	0.98*	0.15	.92*
Image → Attractive Appearance	0.31*	0.06	.41*
Image → Marketable Lifestyle	1.00*	-	.85*
Loadings on Second-Order Image			
Athletic Performance → Athletic Expertise	0.79*	0.08	.82*
Athletic Performance → Competition Style	0.97*	0.09	.91*
Athletic Performance → Sportsmanship	0.94*	0.07	.79*
Athletic Performance → Rivalry	1.00*	-	.81*
Attractive Appearance → Physical Attractiveness	1.75*	0.20	.88*
Attractive Appearance → Symbol	2.11*	0.24	.93*
Attractive Appearance → Body Fit	1.00*	-	.72*
Marketable Lifestyle → Life Story	0.45*	0.08	.54*
Marketable Lifestyle → Role Model	1.11*	0.09	.83*
Marketable Lifestyle → Relationship Effort	1.00*	-	.94*

Note: *p < .05.

Table 5-6. Correlation matrix

	1	2	3	4	5	6	7	8	9	10
Athletic Expertise	.477 [a]									
Competition Style	.787	.442 [a]								
Sportsmanship	.582	.717	.561 [a]							
Rivalry	.762	.692	.566	.578 [a]						
Physical Attractiveness	.214	.330	.116	.233	.681 [a]					
Symbol	.185	.419	.121	.234	.825	.690 [a]				
Body Fit	.623	.574	.206	.564	.638	.650	.523 [a]			
Life Story	.511	.531	.304	.575	.490	.601	.647	.377 [a]		
Role Model	.389	.549	.715	.434	.170	.297	.142	.355	.700 [a]	
Relationship Effort	.554	.645	.731	.604	.225	.290	.244	.463	.814	.652 [a]

[a] Average Variance Extracted

Table 5-7. Final dimensions and definitions of athlete brand image

Athlete Brand Image - consumers' descriptive perception about the athlete Brand

Dimension	Definition	Sub dimension	Definition	Theoretical Background
Athletic performance	An athlete's performance related features which are defined by Athletic Expertise, Competition Style, Sportsmanship and Rivalry	Athletic Expertise	An athlete's individual achievement and athletic capability (winning, skills, and proficiency in their sport)	Braunstein, & Zhang, 2005 Ohanian, 1990, 1991 Free Thought Listing
		Competition Style	An athlete's specific characteristics of his/her performance in a competition	Ross, James, & Vargas, 2006 Free Thought Listing
		Sportsmanship	An athlete's virtuous behavior that people have determined is appropriate as sportsman (fair play, respect for the game, and integrity)	Sessions, 2004 Shields & Bredemeier, 1995
		Rivalry	An athlete's competitive relationship with other athletes	Ross, James, & Vargas, 2006 Free Thought Listing
Attractive Appearance	An Athlete's attractive external appearance that is defined by Physical Attractiveness, Symbol and Body Fit	Physical Attractiveness	An athlete's physical quality and characteristics that spectators find aesthetically pleasing	Ohanian, 1990,1991 Free Thought Listing
		Symbol	An athlete's attractive personal style and trademark	Gladden & Funk, 2001, 2002 Gladden, Milne & Sutton, 1998 Ross, James, & Vargas, 2006 Free Thought Listing
		Body Fit	An athlete's body fitness to his/her sport	Daniels, 2009 Free Thought Listing
Marketable Lifestyle	An athlete's off-field marketable features that is defined by Life Story, Role Model Behavior, and relationship effort	Life Story	An appealing, interesting off-field life story about an athlete that includes a message and reflects the athlete's personal value	Jowdy & McDonald, 2002 Free Thought Listing
		Role Model	An athlete's ethical behavior that society has determined is worth emulating	Neal & Funk, 2006 Free Thought Listing
		Relationship Effort	An athlete's positive attitude toward interaction with fans, spectators, sponsors and media	Thomson, 2006 Free Thought Listing

CHAPTER 6
DISCUSSION

Theoretical Implications

Previous studies have discussed athletes as brands (Till, 2001). However, there is a gap in brand management literature due to a lack of theoretical understanding of the athlete brand image. Furthermore, structure of human brand image has rarely been empirically examined. To fill the gap, this research attempts to develop a model and a measurement scale of athlete brand image. This study is significant in terms of (a) defining the athlete brand (b) identifying the image dimensions of athlete brand image (c) conceptualized the structure of athlete brand image dimensions, and (d) empirically testing the structure of athlete brand image dimension with survey data.

Although many studies have discussed athlete as brand, many agents and management companies have stated branding of athletes as their primary job description. However, the argument "What is Athlete Brand?" has not been fully discussed. In this study, we discussed whether the athlete as human can be a brand and defined the athlete brand.

For this purpose, this study synthesized the previous sport team branding and celebrity endorsement studies. In particular, compared to the human brand management studies, there is a rich history of celebrity endorsement. However, due to the difference of the goal orientation (i.e., "How to use athlete for company or product's brands" and "How to develop self-brand for athletes"), the direct application of the endorsement study to the athlete self-branding is not appropriate. Therefore, this study extended the concept of celebrity endorsement study to develop a conceptual framework of individual brand for athletes by identifying sport-specific image-association dimensions and human-specific image-association dimensions.

Third, this study conceptualized the structure of athlete brand image dimensions. Previous team branding studies (Gladden & Funk, 2001; Bauer, Sauer & Exler, 2008) mainly followed Keller's Customer-Based Brand Equity for understanding the brand image association structure (i.e., product-related attribute, non-product-related attribute, benefit, and attitude). On the other hand, the endorsement studies (Ohanian, 1990; Choi & Rifon, 2007) have focused on only descriptive attributes of human brand (i.e., The athlete is/has…, Not "I feel/think…"). Consistent with those endorsement studies, our model only focused on the attributes. Keller (1993) admitted that the associations among attributes, perceived benefits, and attitude are not independent of each other, but some benefits correspond with attributes. In this study, free-thought listing survey didn't identify the benefit dimension. The result suggested that when consumers are asked to think about the brand, they tend to recognize only one aspect, perceived attribute.

Bauer, Sauer and Exler (2005) explained the relationships between brand attribute and perceived benefit by applying the means-end chain model (Gutman, 1982). They suggested that product attributes are the means for consumers to obtain a desired benefit. In the subconscious level of a consumer's mind, the product attributes are ideally linked to desirable benefits for the consumer. Based on their study, we understand an athlete's brand image as a spectator's perception about athlete brand attributes.

Finally, this study empirically tested the conceptual framework of athlete brand image. The results of data analysis indicated that the proposed research model (MABI) adequately described the concept of athlete brand image. CFI values were slightly lower than the suggested threshold, and the ratio of chi-square and degrees of freedom is little more than criteria range in the second-order model and overall model. However, considering the large number of factors included in the model test, the overall fit of the model was reasonable.

The results of CFA suggest that the SABI is a psychometrically sound tool. However, further improvement of the SABI can also provide practitioners with a reliable and valid analytical tool for the measurement of athlete brand image.

Recommendations for Future Study

In future studies, the relationship between benefit dimensions and attribute needs to be confirmed, and benefit dimensions also have to be identified corresponding with the image dimensions empirically tested.

In terms of the statistical supports, further research is needed to reexamine the reliability and discriminant validity for these measures using potentially revised items and a broader sample. For example, relatively low factor loadings of Life Story items resulted in low AVE score. In addition, the discriminant validity of three factors in Athlete Performance (i.e., Competition Style, Sportsmanship, and Rivalry) need to be reexamined in future studies. Once the scale is further refined, it can be used to more decisively predict sports consumers' perceptions toward athlete brands. The scale can be also used as a diagnostic tool that allows various sport agents and managers to identify weakness of the athlete as a brand and develop effective strategies in building stronger brands.

Second, the model needs to be tested with a greater female athlete sample. In this study, nearly 96 percent of the participants selected male athletes from the list. The low loading between Athlete Brand Image and Attractive Appearance (.41) may have caused this problem. As this results showed, the gender difference of the perception of athlete brand may need to be tested. (i.e., male/female consumers and male/female athletes).

Third, the model needs to be tested with different samples in the future. In this study, the researcher used the college students as a target sample. However, the model needs to be tested with other samples to generalize. The cross-cultural study will be important for developing a

global branding strategy for athletes. As the researcher discussed in the introduction and literature review section, brands have to build in and reflect the cultural meaning in the market. Therefore, the branding strategies in different cultural contexts should be different. In the modern era of expanding globalization, it is crucial to develop the global brand management strategy for client athletes. In fact, there are many athletes, such as David Beckham, who have established the global brand. In future, the model should be examined to see if it is applicable for establishing the global athlete brand image or needs to be modified with the cross-cultural samples.

Lastly, athlete brands are a very unique product and different from other products or corporations. The athlete brands are growing and changing as person. (Grant, 2008) The model has to be examined and compared in different stages of an athlete's lifecycle.

Managerial Implications

All in all, it is believed that the MABI and SABI will help scholars and managers better understand how consumers perceive and evaluate the brand image of an athlete. Once the scale is further refined, it can be used to more decisively predict sports consumers' perceptions toward the athlete brands. The scale can also be used as a diagnostic tool allowing various sport agents and managers to identify weaknesses of the athlete as a brand and develop effective strategies in building stronger brands. For example, our model classified the image dimensions into Athletic Performance, Attractive Appearance, and Marketable Lifestyle. Brand managers can analyze athlete brand based on these dimensions.

The three dimensions: Athletic Performance, Attractive Appearance, and Marketable Lifestyle are very practical. In managing athlete brand, the image of the Athletic Performance should be the most difficult part to control for managers because the consumers' perceptions about athletes' Athletic Performance are largely dependent on statistical facts or reputation

developed by the media. On the other hand, consumers' perspective of Marketable Lifestyle is relatively more controllable (e.g., educating the athletes and sharing athletes' personal opinions on homepage).

Consistent with a recent branding study (e.g., Pfal, 2009), the result showed that Lifestyle factor is critical factor for the athlete brands. On the other hand, compared to Attractive Appearance (loading .41), Athletic Performance (loading .94; Figure 5-3.) and Marketable Lifestyle (loading .84) don't seem as crucial for athletes to be established as brands.

CHAPTER 7
CONCLUSION

Fifty years ago, Levitt Theodore noticed the potential of brand management. In his famous article "Marketing Myopia," he insisted that "the new competition is not between what companies produce in their factories but between what they add to their factory output in the form of packaging, services, advertising, customer advice, financing, delivery arrangements, warehousing, and other things that people value" (Levitt, 1960). However, the idea was not applied to human brand until fairly recently. In fact, it was in 1950 that people recognized the athletes' "right of publicity" for the first time. (Storie, 2008) "Half a century later, players not only control their endorsements, but have become 'brands' in their own right" (Storie, 2008, p.13). "Sport is intangible and subjective commodity." (Mullin, Hardy & Sutton, 2008, p. 28). Brand management is more effective when the value of the branding objects is more subjective because for those objects, the added value (brand equity) means a lot. The quote is applicable to the individual athlete. In modern sports business, the important thing is not only what an athlete produces (i.e., performance, winning or losing) but how to package the product, winning or losing.

Aaker suggested that brand image helps to establish the brand identity (1996), and this Athlete Brand Image model will help sports agents and managers as a guideline to build or (rebuild) the athletes' identity as a brand. In academia, the study clarified both branding in sports and endorsement study research flow, and synthesized an individual athlete branding study. The study revealed the dimensions of consumers' image and classified new categories: Athletic Performance, Attractive Appearance, and Marketable Lifestyle.

UF | **UNIVERSITY of**
FLORIDA
The Foundation for The Gator Nation

_____

Dear Participants;

The collected information in this survey will be used to test the model of athlete brand image which explains the dimensions that contribute to brand image of individual athletes. To develop the model of athlete brand model is a critical task for better understanding of sport consumers and their loyalty formation for athlete brands.

To take this measure, we need you to judge the relevance, representativeness and clarity of the each item. The each item is measured by 5-point Likert-type scales. We appreciate your help in completing this important survey.

There are no known risks to you if you decide to participate in this survey and I guarantee that your responses will not be identified with you personally. I promise not to share any information that identifies you with anyone outside my research group.

There are no direct benefits or compensation to you for participating in the study. Your participation is voluntary and there is no penalty if you do not participate. Regardless of whether you choose to participate, please let me know if you would like a summary of my findings. If you have any questions or concerns about completing the questionnaire or about being in this study, please contact the addresses below. If you have any questions about your rights as a research participant, please contact the IRB. Thank you again for your cooperation and the valuable information you are providing in this survey.

Sincerely,

Akiko Arai   Yong Jae Ko, PhD
Master student   Assistant Professor
Sport Management Program   Sport Management Program
University of Florida   University of Florida
akikoarai@ufl.edu   Rm.186A Florida Gym
                                    PO Box 118208
                                    Gainesville, FL 32611-8208
                                    yongko@hhp.ufl.edu
                                    (352) 392-4042x1277

_____

APPENDIX A continued

Items	Comments								
Athletic performance Attribute	*Relevance*			*Representativeness*			*Clarity*		
	Low High			**Low High**			**Low High**		
Winning record - An athlete's individual achievement in their sport									
He/ She is doing really well in a competition	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
He/ She is successful as an athlete	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
He/ She has good winning records	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
He/ She won titles	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
He/ She received awards	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
He/ She has set new record	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
He/ She is dominating player in his/ her sport	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
Athletic Expertise - An athlete's capability in their sports									
He/ She is expert in his/her sport	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
He/ She is talented athlete	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
He/ She is well-qualified	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
He/ She is knowledgeable in his/ her sport	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
He/ She has high level of skill in his/ her sports	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
He/ She has prominent athletic skills in his/ her sport	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
He/ She has authentic skills	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
He/ She is dependable	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
He/ She is reliable	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
Competition Style - An athlete's specific characteristics of his/her performance in a competition									
His/ Her performance has unique characteristics	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
His/ Her performance is distinctive from other players'	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
His/ Her performance is exciting to watch	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
His/ Her competition style is charismatic.	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
His/ Her competition style is glamorous	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
His/ Her competition style is elegant	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
He/ She shows sportsmanship in competition	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
He/ She is courageous	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
He/ She shows integrity	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		
He/ She shows respect for his/her opponents and other players	1 2 3 4 5			1 2 3 4 5			1 2 3 4 5		

Rivalry - An athlete's competitive relationship with other athletes															
He/ She has good rivals	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
The rivalry match of this athlete is exciting	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
He/ She does well against his/ her major rival	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Rivalry match of this athlete is dramatic	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
He/ She doesn't have any specific rivals	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5

Items	**Comments**		
Attractive appearance Attribute	*Relevance*	*Representativeness*	*Clarity*
	Low High	**Low High**	**Low High**

Physical Attractiveness - An athlete's attractive physical quality and characteristics that spectators find aesthetically pleasing.															
He/ She is physically attractive	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
He/ She is classy	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
He/ She is beautiful	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
He/ She is elegant	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
He/ She is sexy	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Symbol - An athlete's attractive personal style															
He/ She has distinctive looking	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
He/ She wears attractive uniform/ sporting wear	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
He/ She has his/her own style in fashion	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
He/ She has distinctive trade mark colors	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
His/ Her private fashion is attractive	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
He/ She is stylish	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Body Fit - An athlete's attractive physical quality for athletic performance															
He/ She is physically fit	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
His/ Her body is perfect for the sport	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
He/ She looks strong	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
He/She is in good shape	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
His/ Her body fit to the sport	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
His/ Her body is well conditioned															

Items	**Comments**		
Marketable Lifestyle Attribute	*Relevance*	*Representativeness*	*Clarity*
	Low High	**Low High**	**Low High**

Anecdote - An appealing, interesting story about an athlete that includes a message and reflects the athlete's personal value			
He/ She has a heroic episode/ story in his/her life	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

He/ She is a legendary person	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
He/ She has dramatic episode in his/her life	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
He/ She doesn't have any interesting anecdotes	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
His/ Her private life is dramatic	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
His/ Her private life style is newsy	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Role Model Behavior - An athlete's ethical behavior that society has determined is worth emulating			
He/ She is a good citizen	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
He/ She has good family life	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
He/ She never use drug	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
He/ She is socially responsible	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
He/ She is good role model for others	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
He/ She provides inspiration for people	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
He/ She is a good leader in our community	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
He/ She is good public speaker	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Relationship Effort - An athlete's positive attitude toward interaction with fans, spectators, sponsors and media			
He/ She cares about his/her fans	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
He/ She shows appreciation for fans and spectators	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
He/ She communicate with fans online	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
He/ She tries to interact with fans	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
He/ She is approachable	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
He/ She has good relationship with Sponsors	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
He/ She has positive attitude toward sponsor	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
He/ She has good relationship with media	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
He/ She is committed to social activity (e.g., charity)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

APPENDIX B
COVER LETTER AND SURVEY FOR PILOT TEST

November 13, 2009

UF | UNIVERSITY *of*
FLORIDA
The Foundation for The Gator Nation

Dear Participants;

The collected information in this survey will be used to test the model of athlete brand image which explains the dimensions that contribute to brand image of individual athletes. To develop the model of athlete brand model is a critical task for better understanding of sport consumers and their loyalty formation for athlete brands.

It would be greatly appreciated if you would simply complete the following questionnaires. There are no known risks to you if you decide to participate in this survey and I guarantee that your responses will not be identified with you personally. I promise not to share any information that identifies you with anyone outside my research group.

There are no direct benefits or compensation to you for participating in the study. Your participation is voluntary and there is no penalty if you do not participate. Regardless of whether you choose to participate, please let me know if you would like a summary of my findings. If you have any questions or concerns about completing the questionnaire or about being in this study, please contact the addresses below. If you have any questions about your rights as a research participant, please contact the IRB. Thank you again for your cooperation and the valuable information you are providing in this survey.

Sincerely,

Akiko Arai
Master student
Sport Management Program
University of Florida
akikoarai@ufl.edu

Yong Jae Ko, PhD
Assistant Professor
Sport Management Program
University of Florida
Rm.186A Florida Gym
PO Box 118208
Gainesville, FL 32611-8208
yongko@hhp.ufl.edu
(352) 392-4042x1277

APPENDIX B continued

I. Please choose or describe your demographic categories.

1. My gender is _____ (1) Male   _____ (2) Female

2. I am: _____ years old.

3. My academic year at UF:
   _____(1) Freshmen   _____(2) Sophomore   _____(3) Junior
   _____(4) Senior   _____(5) Graduate student   _____(6) Other

4. My ethnic background is:
   _____ (1) African-American   _____ (2) Asian-American   _____ (3) Caucasian/White
   _____ (4) Native American   _____ (5) Hispanic
   _____ (6) other, please specify: _____

II. Please choose and circle your most familiar athlete from the list below. **The selected athlete will be the target of your response for the rest of athlete brand image survey.**

___Alex Rodriguez (Baseball)   ___Maria Sharapova (Tennis)

___Danica Patrick (Auto racing)   ___Michael Phelps (Swimming)

___David Beckham (Soccer)   ___Peyton Manning (American Football)

___Derek Jeter (Baseball)   ___Phil Mickelson (Golf)

___Kobe Bryant (Basketball)   ___Roger Federer (Tennis)

___LeBron James (Basketball)   ___Serena Williams (Tennis)

___Tiger Woods (Golf)

III. Please rank by level of agreement (1= not agree, 7 = strongly agree) for the following **factors that may influence the athlete brand image in terms of the athlete you chose in section II.**

	Not Agree					Strongly Agree	
The athlete is doing really well in a competition	1	2	3	4	5	6	7
The athlete is an expert in his/her sport	1	2	3	4	5	6	7
The athlete's performance has unique characteristics	1	2	3	4	5	6	7
The athlete has good rivals	1	2	3	4	5	6	7
The athlete is physically attractive	1	2	3	4	5	6	7
The athlete has distinctive looking	1	2	3	4	5	6	7
The athlete is physically fit	1	2	3	4	5	6	7
The athlete has heroic episodes/stories in his/her career	1	2	3	4	5	6	7
The athlete is a good citizen	1	2	3	4	5	6	7
The athlete cares about his/her fans	1	2	3	4	5	6	7
The athlete is successful in his/her career	1	2	3	4	5	6	7
The athlete is talented	1	2	3	4	5	6	7
The athlete's performance is distinctive from other players'	1	2	3	4	5	6	7
The rivalry match of this athlete is exciting	1	2	3	4	5	6	7

The athlete is beautiful	1	2	3	4	5	6	7
The athlete wears attractive uniform/sporting wear	1	2	3	4	5	6	7
The athlete's body is perfect for the sport	1	2	3	4	5	6	7
The athlete is a legendary person	1	2	3	4	5	6	7
The athlete never use drug	1	2	3	4	5	6	7
The athlete shows appreciation for fans and spectators	1	2	3	4	5	6	7
The athlete has good winning records	1	2	3	4	5	6	7
The athlete is well-qualified	1	2	3	4	5	6	7
The athlete's performance is exciting to watch	1	2	3	4	5	6	7
The athlete does well against his/her major rival	1	2	3	4	5	6	7
The athlete is sexy	1	2	3	4	5	6	7
The athlete has his/her own style in fashion	1	2	3	4	5	6	7
The athlete looks strong	1	2	3	4	5	6	7
The athlete has dramatic episodes in his/her life	1	2	3	4	5	6	7
The athlete is socially responsible	1	2	3	4	5	6	7
The athlete is responsive to fans	1	2	3	4	5	6	7
The athlete won titles	1	2	3	4	5	6	7
The athlete seems very knowledgeable in his/her sport	1	2	3	4	5	6	7
The athlete's competition style is charismatic	1	2	3	4	5	6	7
The rivalry match of this athlete is dramatic	1	2	3	4	5	6	7
The athlete is aesthetically pleasing	1	2	3	4	5	6	7
The athlete has distinctive trademark colors	1	2	3	4	5	6	7
The athlete is in good shape	1	2	3	4	5	6	7
The athlete has a dramatic personal life	1	2	3	4	5	6	7
The athlete is good role model for others	1	2	3	4	5	6	7
The athlete tries to interact with fans	1	2	3	4	5	6	7
The athlete received awards	1	2	3	4	5	6	7
The athlete has knowledge about his/her sport	1	2	3	4	5	6	7
The athlete's competition style is beautiful	1	2	3	4	5	6	7
The athlete's private fashion is attractive	1	2	3	4	5	6	7
The athlete's body fit to the sport	1	2	3	4	5	6	7
The athlete's private life style is newsy	1	2	3	4	5	6	7
The athlete provides inspiration for people	1	2	3	4	5	6	7
The athlete is approachable	1	2	3	4	5	6	7
The athlete has set new records	1	2	3	4	5	6	7
The athlete has high level of skill in his/her sports	1	2	3	4	5	6	7
The athlete shows sportsmanship in competition	1	2	3	4	5	6	7
The athlete is stylish	1	2	3	4	5	6	7
The athlete's body is well conditioned	1	2	3	4	5	6	7
The athlete is a good leader in our community	1	2	3	4	5	6	7
The athlete has good relationship with sponsors	1	2	3	4	5	6	7
The athlete is a dominating player in his/her sport	1	2	3	4	5	6	7
The athlete has prominent athletic skills in his/her sport	1	2	3	4	5	6	7
The athlete is courageous	1	2	3	4	5	6	7
The athlete's fashion is trendy	1	2	3	4	5	6	7
The athlete is a good public speaker	1	2	3	4	5	6	7
The athlete has positive attitude toward sponsors	1	2	3	4	5	6	7

APPENDIX B   continued

The athlete has authentic skills	1	2	3	4	5	6	7
The athlete shows integrity	1	2	3	4	5	6	7
The athlete has good relationship with media	1	2	3	4	5	6	7
The athlete is dependable in a high pressure moment in a competition	1	2	3	4	5	6	7
The athlete shows respect for his/her opponents and other players	1	2	3	4	5	6	7
The athlete is committed to social activities (e.g., charity)	1	2	3	4	5	6	7
The athlete shows reliable performance	1	2	3	4	5	6	7

UF | UNIVERSITY *of*
FLORIDA
The Foundation for The Gator Nation

Dear Participants;

The collected information in this survey will be used to test the Model of Athlete Brand Image which explains the dimensions that contribute to brand image of individual athletes. To develop the Model of Athlete Brand Image is a critical task for better understanding of sport consumers and their loyalty formation for athlete brands.

It would be greatly appreciated if you would simply complete the following questionnaires. There are no known risks to you if you decide to participate in this survey and I guarantee that your responses will not be identified with you personally. I promise not to share any information that identifies you with anyone outside my research group.

There are no direct benefits or compensation to you for participating in the study. Your participation is voluntary and there is no penalty if you do not participate. Regardless of whether you choose to participate, please let me know if you would like a summary of my findings. If you have any questions or concerns about completing the questionnaire or about being in this study, please contact the addresses below. If you have any questions about your rights as a research participant, please contact the IRB. Thank you again for your cooperation and the valuable information you are providing in this survey.

Sincerely,

Akiko Arai
Master student
Sport Management Program
University of Florida
akikoarai@ufl.edu

Yong Jae Ko, PhD
Assistant Professor
Sport Management Program
University of Florida
Rm.186A Florida Gym
PO Box 118208
Gainesville, FL 32611-8208
yongko@hhp.ufl.edu
(352) 392-4042x1277

APPENDIX C continued

I. Please choose or describe your demographic categories.

  1. My gender is _____ (1) Male   _____ (2) Female

  2. I am: _____ years old.

  3. My academic year at UF:
    _____(1) Freshmen   _____(2) Sophomore   _____(3) Junior
    _____(4) Senior   _____(5) Graduate student   _____(6) Other

  4. My ethnic background is:
    _____ (1) African-American   _____ (2) Asian-American   _____ (3) Caucasian/White
    _____ (4) Native American   _____ (5) Hispanic
    _____ (6) other, please specify: _____

II. Please check your most familiar and favorite athlete from the list below. **The selected athlete will be the target of your responses for the rest this survey.** (Group 1)

___Danica Patrick (Auto racing)   ___Tiger Woods (Golf)   ___Phil Mickelson (Golf)

___David Beckham (Soccer)   ___Maria Sharapova (Tennis)   ___Roger Federer (Tennis)

___Derek Jeter (Baseball)   ___Peyton Manning   ___Serena Williams

___LeBron James (Basketball)   (American Football)   (Tennis)

II. Please check your most familiar and favorite athlete from the list below. **The selected athlete will be the target of your responses for the rest this survey.** (Group 2)

___ Alex Rodriguez (Baseball)   ___ Kobe Bryant (Basketball)
___ Allen Iverson (Basketball)   ___ Michael Phelps (Swimming)
___ Barry Bond (Baseball)   ___ John Daly (Golf)
___ Tony Stewart (Auto racing)

Note: Group 1 and Group 2 Athletes Lists were provided separately in the actual survey

III. This section includes questions about **factors that may influence the athlete brands.** Please rank by level of agreement (1= strongly disagree, 7 = strongly agree) for the following questions in terms of **the athlete you chose in section II.**

	Strongly Disagree						Strongly Agree
The athlete is doing really well in a competition	①	②	③	④	⑤	⑥	⑦
The athlete is talented	①	②	③	④	⑤	⑥	⑦
The athlete's performance has unique characteristics	①	②	③	④	⑤	⑥	⑦
The athlete shows sportsmanship in competition	①	②	③	④	⑤	⑥	⑦

	①	②	③	④	⑤	⑥	⑦
The athlete has good rivals	①	②	③	④	⑤	⑥	⑦
The athlete is physically attractive	①	②	③	④	⑤	⑥	⑦
The athlete wears attractive uniform/sporting wear	①	②	③	④	⑤	⑥	⑦
The athlete is physically fit	①	②	③	④	⑤	⑥	⑦
The athlete has heroic stories in his/her life	①	②	③	④	⑤	⑥	⑦
The athlete is a good citizen	①	②	③	④	⑤	⑥	⑦
The athlete cares about his/her fans	①	②	③	④	⑤	⑥	⑦
The athlete is successful in his/her career	①	②	③	④	⑤	⑥	⑦
The athlete is well-qualified	①	②	③	④	⑤	⑥	⑦
The athlete's competition style is distinctive from other players'	①	②	③	④	⑤	⑥	⑦
The athlete shows integrity in competition	①	②	③	④	⑤	⑥	⑦
The rivalry match of this athlete is exciting	①	②	③	④	⑤	⑥	⑦
The athlete is beautiful looking	①	②	③	④	⑤	⑥	⑦
The athlete has his/her own style in fashion	①	②	③	④	⑤	⑥	⑦
The athlete's body is perfect for the sport	①	②	③	④	⑤	⑥	⑦
The athlete has a legendary episode	①	②	③	④	⑤	⑥	⑦
The athlete never use drug	①	②	③	④	⑤	⑥	⑦
The athlete shows appreciation for fans and spectators	①	②	③	④	⑤	⑥	⑦
The athlete has good winning records	①	②	③	④	⑤	⑥	⑦
The athlete seems very knowledgeable in his/her sport	①	②	③	④	⑤	⑥	⑦
The athlete's competition style is exciting to watch	①	②	③	④	⑤	⑥	⑦
The athlete shows respect for his/her opponents and other players	①	②	③	④	⑤	⑥	⑦
The athlete does well against his/her major rival	①	②	③	④	⑤	⑥	⑦
The athlete is sexy	①	②	③	④	⑤	⑥	⑦
The athlete's private fashion is attractive	①	②	③	④	⑤	⑥	⑦
The athlete is in good shape	①	②	③	④	⑤	⑥	⑦
The athlete has dramatic episodes in his/her life	①	②	③	④	⑤	⑥	⑦
The athlete is socially responsible	①	②	③	④	⑤	⑥	⑦
The athlete is responsive to fans	①	②	③	④	⑤	⑥	⑦
The athlete is a dominating player in his/her sport	①	②	③	④	⑤	⑥	⑦
The athlete has knowledge about his/her sport	①	②	③	④	⑤	⑥	⑦
The athlete's competition style is charismatic	①	②	③	④	⑤	⑥	⑦
The athlete shows fair play	①	②	③	④	⑤	⑥	⑦
The rivalry match of this athlete is dramatic	①	②	③	④	⑤	⑥	⑦
The athlete is aesthetically pleasing	①	②	③	④	⑤	⑥	⑦
The athlete is stylish	①	②	③	④	⑤	⑥	⑦
The athlete's body fits to the sport	①	②	③	④	⑤	⑥	⑦
The athlete has a dramatic personal life	①	②	③	④	⑤	⑥	⑦
The athlete is good role model for others	①	②	③	④	⑤	⑥	⑦
The athlete tries to interact with fans	①	②	③	④	⑤	⑥	⑦
The athlete has high level of skill in his/her sports	①	②	③	④	⑤	⑥	⑦
The athlete shows beautiful competition style	①	②	③	④	⑤	⑥	⑦
The athlete has distinctive looking	①	②	③	④	⑤	⑥	⑦
The athlete's fashion is trendy	①	②	③	④	⑤	⑥	⑦
The athlete's body is well conditioned	①	②	③	④	⑤	⑥	⑦
The athlete's private life style is newsy	①	②	③	④	⑤	⑥	⑦
The athlete is a good leader in our community	①	②	③	④	⑤	⑥	⑦

APPENDIX C continued

The athlete is committed to social activities (e.g., charity)	①	②	③	④	⑤	⑥	⑦
The athlete has prominent athletic skills in his/her sport	①	②	③	④	⑤	⑥	⑦
The athlete is courageous	①	②	③	④	⑤	⑥	⑦
The athlete is a good public speaker	①	②	③	④	⑤	⑥	⑦

REFERENCES

Aaker, D. (1996). *Building strong brands*. New York: Free Press.

Aderson, J.C., & Gerbing, D.W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103(3), 411-423.

Andrews, D., & Jackson, S. (2001). Sport celebrities, public culture, and private experience. In D.L. Andrews, (Eds.), *Sport stars: the cultural politics of sporting celebrity*, (pp. 1-19). London: Routledge.

ANNIKA foundation. (n.d.). Annika bio. Retrieved December, 21, 2009. from http://www.annikafoundation.org/annikabio.html#

Arbuckle, J.L. (1995). Amos 18.0 User's Guide. Retrieved February, 19, 2010, from http://web1.wright.edu/cats/docs/pasw/pasw18/1.pdf

Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of covariance structure analysis: A further comment. *Journal of Consumer Research,* 9, 449-450.

Bauer, H., Sauer, N., & Exler, S. (2005). The loyalty of German soccer fans: does a team's brand image matter?. *International Journal of Sports Marketing & Sponsorship*, 7(1), 14-22.

Bauer, H., Sauer, N., & Exler, S. (2008). Brand Image and Fan Loyalty in Professional Team Sport: A Refined Model and Empirical Assessment. *Journal of Sport Management*, *22*(2), 205-226.

Bauer, H., Sauer, N., & Schmitt. (2005). Customer-based brand equity in the team sport industry: Operationalization and impact on the economic success of sport teams. *European Journal of Marketing,* 39(5/6), 496-513.

Bentler P.M., & Bonnett, D.G. (1980). Significance tests and goodness of fit in the analysis of covariance structures. *Psychological Bulletin*, 88, 588-606.

Berry,L. (2000). Cultivating service brand equity. *Academy of Marketing Science. Journal, 28*(1), 128-137.

Biskup, C., & Pfister, G. (1999). I would like to be like her/him: Are athletes role-models for boys and girls?. *European Physical Education Review*, *5*(3), 199. Retrieved September 14, 2009, from Health Source: Nursing/Academic Edition database.

Bissell, K. (2004). Sports Model/Sports Mind: The Relationship Between Entertainment and Sports Media Exposure, Sports Participation, and Body Image Distortion in Division 1 Female Athletes. *Mass Communication & Society*, *7*(4), 453-472. Retrieved from Communication & Mass Media Complete database.

Biswas, A. & Sherrell. D.L. (1993). The Influence of Product Knowledge and Brand Name on Internal Price Standards and Confidence. *Psychology & Marketing, 10*(1), 31. Retrieved April 23, 2009, from ABI/INFORM Global database. (Document ID: 415584751).

Bollen, K.A. (1989). *Structural Equations with Latent Variables.* New York, NY: Johon Wiley & Sons, Inc.

Braunstein, J., & Zhang, J. (2005). Dimensions of athletic star power associated with Generation Y sports consumption. *International Journal of Sports Marketing & Sponsorship*, *6*(4), 242-267. Retrieved January 24, 2010, from Academic Search Premier database.

Browne, M. W., & Cudeck, R. (1992). Alternative ways of assessing model fit. *Sociological Methods and Research,* 21, 230-258.

Carlson, B., & Donavan, D. (2008). Concerning the Effect of Athlete Endorsements on Brand and Team-Related Intentions. *Sport Marketing Quarterly*, 17(3), 154-162.

Carmines, E.G., & McIver, J.P. (1981). Analyzing models with unobservable variables. In G. W. Bohrnstedt & E. F. Borgatta (Eds.). *Social measurement: Current issues*, (pp. 65-115). Beverly Hills, CA: Sage.

Choi & Rifon (2007).Who Is the Celebrity in Advertising? Understanding Dimensions of Celebrity Images. *The Journal of Popular Culture*, 40(2), 304-324.

Churchill, G.A. (1979). A paradigm for developing better measures for marketing constructs. *Journal of Marketing Research*, 16(1), 64-73.

Clifton, R. & Simmons, J., (Eds.) (2004). *Brands and Branding.* Princeton, NJ: Bloomberg Press.

Daniels, E. (2009). Sex Objects, Athletes, and Sexy Athletes: How Media Representations of Women Athletes Can Impact Adolescent Girls and College Women. *Journal of Adolescent Research,* 24(4), 399-422. Retrieved from Academic Search Premier database.

Dean, D. H. (2004). Evaluating potential brand associations through conjoint analysis and market simulation. *The Journal of Product and Brand Management*, 13(7), 506-513. Retrieved April 25, 2009, from ABI/INFORM Global database. (Document ID: 774498221).

DeVellis, R. F. (2003). *Scale development: Theory and applications.* Thousand Oaks, CA: Sage Publications.

Dobni, D. & Zinkhan, G. (1990). In Search of Brand Image: A Foundation Analysis. In Marvin, Gorn, & Pollay (Eds.). *Advances in Consumer Research (Vol. 17),* (pp. 110-19). Probo, UT: Associationfor Consumer Research.

Erdem, T., & Swait, J. (2004). Brand Credibility, Brand Consideration, and Choice. *Journal of Consumer Research*, 31(1), 191-198. Retrieved from EconLit database.

Escalas, Edson, J., and Bettman, J. (2009). Self-brand connections: The role of reference groups and celebrity endorsers in the creation of brand meaning. In D.J. MacInnis, C.W. Park, & J.R. Prister (Eds.). *Handbook of brand relationships*, (pp. 107-123). Armonk, NY US: M E Sharpe.

Fornell, C., & Larker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. Journal of Marketing Research, 18, 39-50.

Freedman, J. (2008, June 8). The Fourtunate 50. *SI.com.* Retrieved January 4, 2009 from http://sportsillustrated.cnn.com/more/specials/fortunate50/2008/index.html

French, J. R. P. & Raven, B. (1959), Bases of power. In D. Cartwright (Eds.), *Studies in social power*, (pp.150-167). Ann Arbor, MI: University of Michigan.

Gilchrist, P. (2005). Local heroes or global stars. In L. Allison, (Eds.), *The global politics of sport: the role of global institutions in sport*. London:Routledge.

Gladden, J., & Funk, D. (2002). Developing an understanding of brand associations in team sport: empirical evidence from consumers of professional sport. *Journal of Sport Management*, *16*(1), 54-81.

Gladden, J., Milne, G., & Sutton, W. (1998). A conceptual framework for assessing brand equity in Division I college athletics. *Journal of Sport Management*, *12*(1), 1-19. Retrieved April 22, 2009, from SPORTDiscus with Full Text database.

Gledhill, C. (Eds.) (1991). *Stardom: Industry of Desire*, London: Routledge.

Grant, J. (2006). *The brand innovation manifesto: How to build brands, redefine markets, and defy conventions*. Chichester, West Sussex, United Kingdom: John Wiley & Sons, Ltd.

Gutman, J. (1982). A means-end chain model based on consumer categorization processes. *Journal of Marketing*, *46*(2), 60–72.

Hair, J.F., Andersion, R.E., Tatham, R.L., & Black, W.C. (1998). *Multivariate data analysis (5th eds.)*. Upper Saddle River, NJ: Prentice Hall.

Hart, J. (2010, January 17). For Danica, it's about brand management. *Yahoo! SPORT.* Retrieved February, 3, 2010, from http://sports.yahoo.com/nascar/news?slug=jh-danica061709

Hayduk, L.A. (1996). *LISREL Issues, Debates, and Strategies.* Baltimore, Maryland: John Hopkins University Press.

Homer, P. (2006). Relationships Among Ad-Induced Affect, Beliefs, And Attitudes. *Journal of Advertising*, *35*(1), 35-51. Retrieved from Communication & Mass Media Complete database.

Hovland, C. I., Janis, I. L., and Kelley, H. H., (1953). *Communication and persuasion; Psychological studies of opinion change*. New Haven: Yale University Press.

Hu, L., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling, 6*, 1-55.

IBIS World. (2009, November 11). Celebrity & Sports Agents in the US. Retrieved April, 8, 2009, from http://www.ibisworld.com/industry/retail.aspx?indid=1635&chid=1

IMG. (n.d.). Client Management. Retrieved February 3, 2010. from http://www.imgworld.com/sports/client_management/default.sps

Jowdy, E., & Mcdonald, M. (2002). Tara Nott Case Study: Celebrity Endorsements and Image Matching. *Sport Marketing Quarterly*, *11*(3), 186-189.

Kamins, M. (1990). An Investigation into the Match-Up Hypothesis in Celebrity Advertising: When Beauty May be Only Skin Deep. *Journal of Advertising*, *19*(1), 4-13.

Kaynak, E., Salman, G., & Tatoglu, E. (2008). An integrative framework linking brand associations and brand loyalty in professional sports. *Journal of Brand Management*, *15*(5), 336-357. doi:10.1057/palgrave.bm.2007.29.

Keller, K. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, *57*(1), 1-22.

Keller, K. L. (2008). *Strategic brand management: Building, measuring and managing brand equity*. Upper Saddle River, NJ: Prentice Hall.

Kim, J., Morris, J., & Swait, J. (2008). Antecedents of true brand loyalty. *Journal of Advertising*, *37*(2), 99-117. Retrieved from PsycINFO database.

Kirmani, A., & Shiv, B. (1998). Effects of Source Congruity on Brand Attitudes and Beliefs: The Moderating Role of Issue-Relevant Elaboration. *Journal of Consumer Psychology (Lawrence Erlbaum Associates)*, *7*(1), 25. Retrieved from Psychology and Behavioral Sciences Collection database.

Kline, R.B. (1998). *Principles and Practice of Structural Equation Modeling*. New York, NY: The Guilford Press.

Kronics, J. & Petty, R. (1995). Attitude strength: An overview. In R.E. Petty & J.A. Krosnick (Eds.), *Attitude strength: Antecedents and consequences,* (pp. 1-24). Mahwah, NJ: Lawrence Erlbaum Associations, Inc.

Levitt, T. (1960). Marketing Myopia. *Harvard Business Review*, *38*(4), 45-56. Retrieved from Business Source Premier database.

L'Etang. J. (2006). Public relations and sport in promotional culture. *Public Relations Review* 32(4), 386-394.

Lines, G. (2001). Villains, fools or heroes? Sports stars as role models for young people. *Leisure Studies*, *20*(4), 285-303. Retrieved September 14, 2009, doi:10.1080/02614360110094661

Koo, G., & Hardin, R. (2008). Difference in Interrelationship between Spectators' Motives and Behavioral Intentions Based on Emotional Attachment. *Sport Marketing Quarterly*, *17*(1), 30-43.

Lau, P., Cheung, M., & Ransdell, L. (2008). A structural equation model of the relationship between body perception and self-esteem: Global physical self-concept as the mediator. *Psychology of Sport & Exercise*, *9*(4), 493-509. Retrieved from SPORTDiscus with Full Text database.

Low, & Lamb (2000). The measurement and dimensionality of brand associations. *The Journal of Product and Brand Management*, 9(6), 350-368.

Lutz, R.J. (1991). The role of attitude theory in marketing. In H.H. Kassarjian & T.S. Robertson (Eds.), *Perspectives in consumer behavior*, (pp. 317–339). Glenview, IL: Scott, Foresman and Company.

McCracken, G. (1989). Who Is the Celebrity Endorser? Cultural Foundations of the Endorsement Process. *Journal of Consumer Research* 16(3), 310-321.

McGuire, W. J. (1968), The nature of attitudes and attitude change. In G. Lindzey & E. Aronson (Eds*.), Handbook of Social Psychology (2nd eds.),* (pp. 136-314). Reading, MA: Addison-Wesley.

Miller, M., Pomerantz, D. & Rose, L. (2009, June 3) The Celebrity 100. *Forbes.com.* Retrieved January 4, 2009 from http://www.forbes.com/2009/06/03/forbes-100-celebrity-09-jolie-oprah-madonna_land.html

Mowen, & Minor. (1998). *Consumer Behavior (5th eds.).* New Jersey: Prentice-Hall, Inc.

Mullin, B. J., Hardy, S., & Sutton, W. A. (2007). *Sport marketing*. Champaign, IL: Human Kinetics.

Neale, L., & Funk, D. (2006). Investigating motivation, attitudinal loyalty and attendance behaviour with fans of Australian Football. *International Journal of Sports Marketing & Sponsorship*, *7*(4), 307-317. Retrieved April 24, 2009, from SPORTDiscus with Full Text database.

Netemeyer, R. G., Bearden, W. O., & Sharma, S. (2003). *Scaling procedures: Issues and Applications*. Thousand Oaks, CA: Sage Publications, Inc.

Netemeyer, R. G., Johnston, M. W., & Burton, S. (1990). Analysis of role conflict and role ambiguity in a structural equations framework. *Journal of Applied Psychology, 75*, 148-157.

Nunnally, J.C., & Bernstein, I.H. (1994). *Psychometric Theory (3rd. ed.)*. New York, NY: Mc Graw-Hill.

Ohanian, R. (1990). Construction and Validation of a Scale to Measure Celebrity Endorsers' Perceived Expertise, Trustworthiness, and Attractiveness. *Journal of Advertising*, *19*(3), 39-52.

Ohanian, R. (1991). The Impact of Celebrity Spokespersons' Perceived Image on Consumers' Intention to Purchase. *Journal of Advertising Research*, *31*(1), 46-54.

Petty, R., & Wegener, D. (1997). Attitudes and attitude change. *Annual Review of Psychology*, *48*(1), 609-647.

Pfahl, M. (2009, Oct). Green means more than go: Building an individual brand in motorsports. Poster session presented at the annual meeting of the Sport Marketing Association, Cleveland, OH.

Raggio, R., & Leone, R. (2009). Chasing brand value: Fully leveraging brand equity to maximize brand value. *Journal of Brand Management*, *16*(4), 248-263. http://search.ebscohost.com.lp.hscl.ufl.edu, doi:10.1057/palgrave.bm.2550142

Rahim, M. A., & Magner, M. R. (1996). Confirmatory factor analysis of the bases of leader power: First-order factor model and its invariance across groups. *Multivariate Behavioral Research, 31*, 495–516.

Rein, I., Kotler, P., & Shields, B. (2006a). *The elusive fan: Reinventing sports in a crowded marketplace*. New York: McGraw-Hill.

Rein, I., Kotler, P., & Shields, B. (2006b). A Sporting Chance at Branding. *Brand Strategy*. 30-31. Retrieved February 17, 2009, from http://www.theelusivefan.com/sports_branding.pdf

Robinson, J.P., Shaver, P.R., & Wrightsman, L.S. (1991). Criteria for Scale Selection and Evaluation. In J. P. Robinson , P.R. Shaver, & L.S. Wrightsman, (Eds.). *Measures of Personality and Social Psychiligical Attitudes.* San Diego, CA: Academic Press.

Rosenberg, M.J., & Hovland, C.I. (1960). Cognitive, affective and behavioral components of attitudes. In M.J. Rosenberg (Eds.), *Attitude organization and change: An analysis of consistency among attitude components,* (pp.1–14). New Haven, CT: Yale University Press.

Ross, S. (2006). A Conceptual Framework for Understanding Spectator-Based Brand Equity. *Journal of Sport Management*, *20*(1), 22-38. Retrieved April 22, 2009, from SPORTDiscus with Full Text database.

Ross, S., James, J., & Vargas, P. (2006). Development of a Scale to Measure Team Brand Associations in Professional Sport. *Journal of Sport Management*, 20(2), 260-279.

Ross, S., Russell, K., & Bang, H. (2008). An Empirical Assessment of Spectator-Based Brand Equity. *Journal of Sport Management*, *22*(3), 322-337.

Sessions, W. (2004). Sportsmanship as Honor. *Journal of the Philosophy of Sport*, *31*(1), 47-59. Retrieved from SPORTDiscus with Full Text database.

Show, J. (2008, October 6). Upstart company will help athletes build their brands. *STREET & SMITH'S Sports Business JOURNAL.* Retrieved January, 28, 2010 from http://www.sportsbusinessjournal.com/article/60201

Shuart, J. (2007). Heroes in sport: assessing celebrity endorser effectiveness. *International Journal of Sports Marketing & Sponsorship*, *8*(2), 126-140.

Shields & Bredemeier (1995) *Character development and physical activity.* Champlain, IL: Human Kinetics.

Stevens, J., Lathrop, A., & Bradish, C. (2003). Who is Your Hero? Implications for Athlete Endorsement Strategies. *Sport Marketing Quarterly*, *12*(2), 103-110. Retrieved September 1, 2009, from Business Source Premier database.

Storie, J. (2008, July 7). Professional athletes, sports: The ultimate branding. *Fort Worth Business Press*, 13. Retrieved from Regional Business News database.

Summers, J., & Johnson Morgan, M. (2008). More than just the media: Considering the role of public relations in the creation of sporting celebrity and the management of fan expectations. *Public Relations Review*, *34*(2), 176-182. Retrieved September 1, 2009, doi:10.1016/j.pubrev.2008.03.014

Tenser, J. (2004, November 8). Endorser qualities count more than ever. *Advertising Age*, *75*(45), S-2-S-4. Retrieved September 1, 2009, from Business Source Premier database.

Thomson, M. (2006). Human Brands: Investigating Antecedents to Consumers' Strong Attachments to Celebrities. *Journal of Marketing*, *70*(3), 104-119.

Till, B. (2001, March). Managing athlete endorser image: the effect of endorsed product. *Sport Marketing Quarterly*, *10*(1), 35-42.

Trail, G., Robinson, M., Dick, R., & Gillentine, A. (2003). Motives and Points of Attachment: Fans Versus Spectators in Intercollegiate Athletics. *Sport Marketing Quarterly*, *12*(4), 217-227.

Wielgus, C. (2009, June 8). How a bad economy could change industry for the better. *STREET & SMITH'S Sports Business JOURNAL.* Retrieved February, 23, 2010, from http://www.legacydirectinc.com/pressArticles/thumb_20090608.pdf

Wulterkens. Jason (2007, September 7). The Federer "brand," then and now. YARDBAKER.com. Retrieved February, 3, 2010, from http://www.yardbarker.com/author/article_external/26356

BIOGRAPHICAL SKETCH

Akiko Arai got her Bachelor Degree of Law at Keio University, Tokyo, Japan. Akiko Arai is currently a Master Student at University of Florida, with a major in Tourism, Recreation, and Sport Management. Her primary research interest is brand management in sport. The goal of her research is to improve understanding of the scholarly constructs; specifically focused on brand image, benefits, and brand equity in general. She is going to continue her research in PhD program in Sports Management, University of Florida from Fall 2010.