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Co-branding as a strategy to influence consumer brand perceptions and attitudes through leveraging a strong brand

Khobane, Itumeleng Gideon

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TITLE

Co-branding as a strategy to influence consumer brand perceptions and attitudes through leveraging a strong brand

ITUMELENG GIDEON KHOBANE

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A research report submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Management in Strategic Marketing

Johannesburg, 2014

ABSTRACT

The purpose of this study was to establish whether co-branding could be adopted as a strategy for leveraging the favourable perceptions and attitudes of the strong constituent brand onto the co-brand, and, onto the weaker constituent brand.

The study used a quantitative research methodology where the data is founded on the results from 369 surveys conducted in Johannesburg. The data was analysed using the independent t-test to accept or reject the proposed hypothesis. Using the Trust Based Commitment Model, the findings of this study show that customers' commitment to the brand influences them to engage in more loyalty behaviours than those customers in mere functional or personal relationships with the brand. The implication of the results in this study is that the consumer's commitment to the brand leads them to exhibit loyalty behaviours towards the brand, with the adoption of co-branded products being a possible outcome.

As the study is limited to the impact of leveraging a strong sporting brand amongst the adult black male consumer segment in Johannesburg, the study cannot be used to make any inferences on the viability of adopting co-branding to leverage the strength of sporting brands amongst other consumer segments in South Africa.

DECLARATION

I, Itumeleng Gideon Khobane, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Management in Strategic Marketing in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Itumeleng Gideon Khobane

Signed at ……

On the…….day of……2014

DEDICATION

I would like to dedicate this dissertation and the completion of the Master of Management Degree to my friends and family – thank you for inspiring me to continuously strive to live my best life.

ACKNOWLEDGEMENTS

I owe a great deal of gratitude to many people for supporting me in this journey to complete this dissertation and the MMSM degree.

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1 CHAPTER 1: INTRODUCTION

1.1 Purpose of the study

The purpose of this study is to explore the impact of co-branding as a strategy to influence consumer brand perceptions in South Africa, through leveraging a stronger brand onto a weaker brand. The aim of the study is to establish whether co-branding could be used as a strategy for leveraging the favourable perceptions and attitudes of the strong constituent brand onto the co-brand, and, onto the weaker constituent brand. The research study examined the impact of co-branding on consumer perceptions and attitudes towards the co-brand and the weaker constituent brand.

1.2 Context of study

According to Abratt (2012), co-branding is a strategy of presenting two or more independent brands jointly on the same product or service and may also be referred to as co-marketing, joint branding or brand alliance. Organisations leverage the strength of their brand equity by combining their brand names to create and introduce a new product (d'Astous, Colbert & Fournier, 2007). Leuthesser, Kohli & Suri (2003) described co-branding as a partnership between two or more independent brands in a specific marketing setting such as in advertising or sharing of distribution outlets.

In their study to examine composite branding strategy, Park, Jun & Shocker (1996) also defined co-branding as a strategy for introducing a new product by combining two or more independent brands to create a new unique product. Kippenberger (2000) also defined co-branding as a partnership between distinct brands in support of the creation of a new product for building and maintaining competitive advantage in the marketplace.

The characteristics of co-branding, as proposed by Kippenberger (2000), are that

- co-branding involves two or more brands which both have customer recognition individually; and
- co-branding partnerships are built for a medium to long term.

At an announcement of a co-branding partnership between Kaizer Chiefs Football Club (Kaizer Chiefs) and Hollard Insurance (Hollard) in June 2011 Mr Kaizer Motaung, the Executive Chairman of Kaizer Chiefs, said that Kaizer Chiefs was proud to strengthen its existing sponsorship agreement with Hollard through the establishment of a new commercial partnership. This partnership would enable the massive supporter base of Kaizer Chiefs to gain access to financial service products' that suited their needs (Kaizer Chiefs, 2011). Representing Hollard, Mr. Nic Kohler, the Chief Executive Officer, stated that the insurance company was excited about the extension of its on-going partnership with Kaizer Chiefs as this football club was one of the most famous and best-supported football franchises in Southern Africa (Kaizer Chiefs, 2011). Thus, Kaizer Chiefs and Hollard had entered into a co-branding partnership that resulted in the formation of the Kaizer Chiefs Funeral Plan, a funeral services plan that was developed and tailor-made by Hollard for the supporters of Kaizer Chiefs in South Africa (Kaizer Chiefs, 2011).

Kaizer Chiefs is a football team that competes in the South African Premier Soccer League, South Africa's professional soccer association. Hollard is an authorised financial service provider authorised to sell insurance products in South Africa by the South African Financial Services Board. The Kaizer Chiefs Funeral Plan, underwritten by Hollard, pays out a cash lump sum amount ranging from R10 000 to R50 000 on the death of the policyholder or their dependants covered in the policy (Hollard, 2012). The Kaizer Chiefs Funeral Plan is targeted at individuals, families and households that love the Kaizer Chiefs brand and who earn a minimum of R3000, 00 per month.

Kaizer Chiefs is the biggest football brand in South Africa based on the large number of people who support the club and the highest number of competitive titles won. It was estimated that the club has over 16 million supporters (Kaizer Chiefs, 2011).

Hollard is a subsidiary of the Hollard Insurance Group, which was established in 1980. The group comprises of the Hollard Insurance Company and Hollard Life Assurance Company and is the largest privately owned insurance group in South Africa (Hollard, 2012).

According to the 2011 Sunday Times Top Brands survey, Outsurance, a competitor to Hollard, was judged as the best short-term insurer in the business–to-consumer category (South African Insurance Times & Investment News, 2012). The Top Brand survey is an annual survey where leading South African brands from more than 45 business and consumer categories are recognised as the top brands within their categories. The survey is conducted among 3500 South Africans, 18 years and older to determine each brands penetration in the market, the brands' relative strength amongst its users, as well as the brands' appeal amongst non-users. In the same study, Hollard was ranked 5th amongst in the short-term insurance category.

The co-branding partnership between Hollard and Kaizer Chiefs may at first seem unsuitable, as the two brands operated in unrelated categories. However, both organisations seemed to understand that the co-branding partnership could enable them to increase the scope, size and influence of their brands across different market categories. Hollard was able to use co-branding to leverage its' brand against that of Kaizer Chiefs in order to try to gain a preferred position in a very competitive market (Kippenberger, 2000).

This study investigates whether the concept of co-branding could be adopted as a successful strategy by a brand occupying a weakened position in a marketplace to strengthen its' consumer-based brand equity to ultimately increase market share through leveraging the consumer-based brand equity of the stronger brand.

In this study, the Kaizer Chiefs Funeral Plan was the co-brand, Kaizer Chiefs was the strong constituent brand, whilst Hollard was the weaker constituent brand.

The target market of both brands was made up of the South African Black mass market, as defined by the South African Audience Research Foundation (SAARF) as a group of people that fall into the number one (1) to number six (6) categories of the Living Standards Measure (LSM) (SAARF, 2012).

The SAARF LSM is an extensively used market segmentation instrument in the South African media and marketing fraternity that segments the South African consumption population into 10 LSM groups, with 10 being the highest and one (1) being the lowest. The SAARF LSM intends to segment the South African consumption market using measures other than race, by grouping the population based on their living standards by using measures such as the consumer's access to services and durable consumer goods, and their extent of urbanisation. The segmentation is based on the assumption that some people behave similarly to each other and likewise behave differently from others (SAARF, 2012). Table 1 below gives an indication of each of the 10 LSM groupings with a brief descriptor.

Table 1. LSM Grouping (SAARF, 2012)

	Average Household Income	% of SA Adult Population	Descriptor
LSM 1	R1 363	2,1	Small Urban/Rural; Minimal ownership of durables except radio sets. Living in traditional huts.
LSM 2	R1 929	5,7	Small Urban/Rural; living in traditional huts and shacks; Communal access to water; Negligible possession of durable goods apart from radio sets and stoves.
LSM 3	R2 258	6,5	Small Urban/Rural; Living in Squatter Hut Shacks and traditional huts; Have access to electricity and water on communal plot of land. Negligible possession of durable goods apart from radio sets and stoves.
LSM 4	R3 138	13,1	Small Urban/Rural; Living in Squatter Hut Shacks and traditional huts; Have access to electricity and water on communal plot of land and non flush toilet. Negligible possession of durable goods apart from hot plat stoves, radio; television sets.
LSM 5	R4 165	16,9	Small Urban/Rural; Attend some level of high school; have access to electricity and water and outside toilet. Possess television radio sets.
LSM 6	R6 322	21	Large urban with matric and higher education; Have access to electricity, flush toilet in the home; ownership of durables including mobile phones and dvd players.
LSM 7	R10 255	11	Urban dwelling; full access to municipal services and increased ownership of durables plus motor vehicle. Access to internet.
LSM 8	R14 014	8,2	Urban, matric and higher education, full ownership of durables including personal computers and satellite television.
LSM 9	R19 654	9,2	Urban, full ownership of durables including satellite television and motor vehicles.
LSM 10	R29 512	6,4	Urban, full access to durables and satellite television.

1.3 Problem statement

1.3.1 *Main problem*

Evaluate the impact of adopting co-branding as a strategy to leverage the consumer-based brand equity of the stronger constituent brand onto that of the co-brand and of the weaker constituent brand. This will be an analysis of whether the co-branding partnership between Kaizer Chiefs and Hollard has influenced the attitudes and perceptions of supporters and non-supporters of Kaizer Chiefs towards the Kaizer Chiefs Funeral Plan and towards Hollard in Johannesburg.

The research study examined the impact of the co-brand, namely the Kaizer Chiefs Funeral Plan, on the attitude and perception of Kaizer Chiefs committed supporters and the brands' non-supporters towards the weaker constituent brand, Hollard, and the co-brand, the Kaizer Chiefs Funeral Plan. This was an investigation into whether co-branding could be used as a strategy by a weaker brand to compete in a marketplace by leveraging the positive consumer-based brand equity of the stronger constituent brand.

1.3.2 *Sub-problems*

The first sub-problem explored whether the co-branding partnership between Kaizer Chiefs and Hollard influenced the perceptions and attitudes of committed adult black male supporters and non-supporters of Kaizer Chiefs in Johannesburg, on the Kaizer Chiefs Funeral Plan and on Hollard.

The second sub-problem was to examine whether the commitment of adult black male supporters towards Kaizer Chiefs could be leveraged to influence their attitudes and perceptions favourably towards the football club's commercial partners and sponsors.

1.4 Significance of the study

The study is significant as it would enhance existing knowledge and the theoretical standing of co-branding as a strategy that marketers could adopt to

introduce a new product, using the high consumer-based brand equity of their existing brands.

The study may also provide guidance to marketers interested in co-branding strategies to grow their brands through leveraging the commitment and loyalty of adult black male football supporters towards their favourite football teams.

Because markets are cluttered with competitive brands and the risks involved in establishing new brands are high and innovative products are often imitated; co-branding can be used to attain synergy using the strengths of the constituent brands (Leuthesser *et al*, 2003).

1.5 Delimitations of the study

This study will only focus on the impact of leveraging the status of a strong brand in the sport industry - Kaizer Chiefs - onto other commercial brands that are affiliated to that sport brand.

The study is restricted to the evaluation of the impact of co-branding to leverage the strong consumer-based brand equity of a football brand amongst adult black males in Johannesburg.

This research cannot be used to make any inferences on the feasibility of using co-branding strategies to leverage the power of professional sports teams in other market segments in South Africa.

1.6 Definition of terms

- Supporters of Kaizer Chiefs are defined as individuals who are card carrying members of the Kaizer Chiefs Supporters Club with paid up subscribtion as at 30 September 2013.
- Adults are defined as persons aged from 18 and above.
- Co-branding involves independent brands that each have their own recognition amongst their customers (Kippenberger, 2000).
- Kaizer Chiefs is the strong constituent brand, whilst Hollard is the weaker constituent brand.

- Kaizer Chiefs Funeral Plan is the co-brand.
- Brand equity has various meaning, such as the accounting value of the brand under assets in a balance sheet; or the calculated value of the consumers' attachment to a brand (Feldwich, 2006 cited in Wood, 2000).

For this study, brand equity refers to consumer-based brand equity. This is distinguishable from the asset valuation meaning of brand equity. This research focuses on brand equity as a measure of the strength of the consumers connection with a brand. This refers to the value that a brand adds to a product from a consumers point of view.

1.7 Assumptions

The following assumptions regarding this study have been made:

- Different market segments will behave differently based on their differences in lifestyles, education and income. This study will only focus on the feasibility of leveraging the power of a strong sport brand with a large loyal following of adult black males in Johannesburg, onto a commercial brand that is targeting the adult black male population of Johannesburg with its products and services.
- That supporters of Kaizer Chiefs would behave differently to non-supporters towards Hollard or any other commercial partners aligned to Kaizer Chiefs through commercial sponsorship or partnership.

2 CHAPTER 2: LITERATURE REVIEW

2.1 Introduction: A definition of Co-Branding

According to Davis (2000), brands are important assets to a company. A brand can help companies grow their market share and increase revenue. A brand represents a set of promises that imply trust, consistency, and defines a set of expectations. Strong brands own a unique positioning in the mind of the consumer that can be universally articulated by everyone. A brand differentiates products and services that appear similar in feature, attributes and even benefits (Davis, 2000). Brands are critical to the success of a company as they provide the primary position to differentiate against competitors (Wood, 2000). Building strong brands is a necessity in order to succeed in highly competitive and saturated market environment. Building a brand with a clear value proposition that is emotionally and rationally unique from competitors is one of the best methods of attracting and retaining customers.

Wu & Yen (2007) noted that companies try to exploit the strong brand equity of their existing brands by expanding into new product categories. Brands that carry strong brand associations are more successful at extending into other product categories provided they differentiate from existing competitors in that market space. Chang (2009) said that co-branding was a unique form of brand extension where brands form partnerships resulting in the creation of a new brand to compete in a marketplace. The participating companies in this co-branding alliance form a relationship that has the probability of providing commercial benefits for participating companies. Co-branding was defined by Grossman (1997) as the combining of two or more independent brands in a specific marketing setting, such the sharing of ingredient products or advertising messaging. Askegaard & Bengtsson (2005) noted that co-branding was a common strategy that allowed marketers to partner with brands that can provide added value and overall product differentiation. Co-branding can be defined as the association of independent brands for the intention of creating a new distinct product (Washburn, Till & Priluck, 2000).

Leong, Ang and Liau (1997) argued that companies used brand extensions and co-branding as a way of exploiting the status of their established brands to forgo the costs associated with the creation of a new brand. Aaker, cited in Leong *et al* (1997), mentioned that new products that had an association with strong brands derived an immediate advantage upon entering the market as they entered the market from an advantageous position. This reduces the risks associated with launching new brands whilst the parent brands benefit through the high awareness derived from the success of the new product. Wu & Yen (2007) emphasised that successful brand extension required the parent brand to be very strong. Consumers transfer their trust and commitment in the original brands onto the new extended product (Wu & Yen, 2007).

Reast (2005) suggested that the equity of existing brands contributes to the successful introduction of the new brand extension, as the strength of the existing brand influences the consumer to learn to love the new brand from their knowledge of the existing brands. Therefore, the consumer's attitudes and perceptions toward the existing brands transfers to the new extended brand and contributes in the consumer's process of trial and adoption of the new brand. There is a positive relationship that exists between the trust and acceptance of the existing brands and the trust and acceptance of the new brand extension.

Co-branding offers distinct advantages, as the combination of brands with high positive reputations on the same product is likely to be perceived by consumers as an assurance of quality of the combined brands. Where consumers have high knowledge of the combined brands, then the new product benefits from the high brand recognition by consumers (d'Astous, Colbert and Fournier, 2007).

Chang (2009) noted that organisations form co-branding partnerships to meet various goals that may include:

- Exploring new markets to increase sales revenue
- Allotment of risk; and
- Improving product image and credibility

The objective of adopting a co-branding strategy is to pull the equity of the constituent brands in order to gain instant positive recognition and evaluation of the co-brand. The presence of the constituent brands in the co-brand strengthens the perception of greater quality that may lead to greater evaluation of the product to achieve a larger market share (Chang, 2009).

2.1.1 *How Co-Branding Works*

According to Pitta and Katsanis (1995), brand equity is the auxiliary value a brand name to gives to a product. This is as a result from all the marketing activities required to build the brand. Keller (1993) argues that brand equity represents a state where the consumer has knowledge of the brand and recalls positive unique associations with a brand. Customer-based brand equity is defined as the favourable reaction of consumers to an element in the marketing mix versus their reaction to the same marketing mix element when it is attributed to an unbranded version of the same product or service (Keller, 1993).

Brand knowledge is conceptualised according to two components, brand awareness and brand image, which together form the brand associations (Keller, 1993). Recognition and recall are key ingredients that make up brand awareness. Recall is critical for success as it determines the alternatives in brand choice. Brand awareness is important as it forms the information in the consumer's memory about the brand, which is required to build brand image (Pitta & Katsanis, 1995).

Davis (2000) argues that the PATH that a brand travels to the mind of the consumer is what separates stronger brands from weaker brands.

PATH is an acronym for Promise, Acceptance, Trust and Hope (Davis, 2000). When a consumer buys a brand, they are not merely buying a product or service; they are in-fact buying assurance, quality, superior performance, and safety. A brand is about confidence and security, which takes away confusion and clutter in marketplace littered with choices and options (Davis, 2000). Consumer based brand equity occurs where consumers have high awareness and hold strong, unique, and favourable associations towards the brand.

Using Keller's conceptualisation of brand equity, marketers must first create brand awareness then build a strong brand image comprising of positive associations about the brand (Pitta & Katsanis, 1995). These elements help to create an identity and create awareness about the brand.

After creating awareness, the formation of positive associations of the brand in the mind of the consumer is vital. Brand image is made up of the perceptions about the brand, with favourability, strength and uniqueness of the brand determining the different response from consumers to different products (Keller, 1993).

There have been three major categories classified for unique brand associations, being attributes, benefits and attitudes.

Attributes are connected to performance, which can be related to the product or the non-product. Product related attributes are connected to the physical characteristics and performance of the product, which may also be labelled as features. The non-product related attributes are defined as those aspects of the product that are concerned with the purchase and consumption of the product. Customers are often able to compare brands based on their product attributes (Pitta & Katsanis, 1995). Product benefits represent what consumers' value. Brand attitudes represent all the beliefs a consumer holds about a product.

The implications of brand association for consumer-based brand equity are that a brand will possess positive brand equity once consumers' react more favourably to elements in its marketing mix than they do to identical elements attributed to an unnamed product (Pitta & Katsanis, 1995). Brand equity is important because it can increase the likelihood of the selection of the brand among consumers, which may lead to loyalty that insulates a brand from competitive threats (Pitta & Katsanis, 1995).

As mentioned previously, Wu & Yen (2007) noted that companies aim to exploit the strong brand equity of their existing brands through co-branding by extending them into new product categories. Brands that carry strong brand associations are more successful at extending into other product categories if they can differentiate from competing brands existing in the marketplace.

Co-branding leverages the equity inherent in constituent brands to build a bigger composite brand to exploit the brand value of the constituent brands.

Successful co-branding between two individual brands may also be due to the effect of Information Integration Theory. According to this theory, consumers' use their prior experiences with constituent brands to evaluate the co-branded product, as this theory pre-supposes that consumers use prior experience to interpret information obtained from a stimulus (Saqib and Manchanda, 2008). This is similar to the Associative Network Theory, which argues that when the consumer has knowledge about and is familiar with a brand, that consumer's brand knowledge is stored in memory in a series of brand associations (Le, Cheng, Lee and Jain, 2012). The consumer then uses those brand associations to evaluate the co-brand with the co-brand likely to inherit some components of the constituent brands' associations, knowledge and personality (Le *et al*, 2012).

2.1.2 *Benefits of Co-Branding*

Because markets are cluttered with competitive brands and risks of establishing new brands are high and innovative products are imitated often quickly; co-branding can be applied to attain synergy that exploits the strengths of the constituent brands (Leuthesser *et al*, 2003). Leuthesser *et al* (2003) raise a key issue of co-branding, namely, how does the brand equity of the constituent brand is transferred to that of the new product, the co-brand, and how the co-brand subsequently impacts the brand equity of the constituent brands.

Combining two brands in the creating of a co-brand may provide the consumer with better assurances regarding the quality of the product compared to a single branded product (Helmig, Huber and Leeflang, 2008). Therefore, co-branding may lead to higher product evaluations that may enable an organisation to render premium prices to their product. Andres (2003) cited in Helmig *et al (*2008) notes that the quality of the co-branded product has a subsequent influence on the evaluation of each of the constituent brands.

Co-branding is attractive to marketers as it a means to gain exposure for their brands in a cluttered and competitive marketplace, to share the cost of the promotional activities with another party, and to fend off threats from competitors (Washburn, Till & Priluck, 2000). Marketers are also able to capitalize on the complementary features of different brands that come together to form a co-brand, sharing similar target markets or distribution chains (Abratt & Motlana, 2002). Co-branding exploits the equity inherent in the constituent brands to create a larger composite brand that exploits the equity of the constituent brands. The brand equity of the co-brand will be affected by the consumer's attitude towards and experience with the individual constituent brands prior to the creation of that co-brand. The perceived fit of the constituent brands may also influence consumers' attitude towards the co-brand (Abratt & Motlana, 2002).

Where co-branding occurs, constituent brands invariably signal to the target market that they are offering their individual reputation in order to build the co-brand, and therefore, the co-brand is of the same quality as the constituent brand (Abratt & Motlana, 2002). The authors established that the success of the co-brand more dependent upon the complementarity of the constituent brands than the individual evaluation on the co-brand. Therefore, the brand equity of the constituent brands is a key condition for the co-brand to succeed.

Consumers' judge the co-branded product (composite) using the brand equity of constituent brands because the composite brand is still unknown. (Washburn *et al*, 2000). According to Kippenberger (2000), co-branding delivers certain advantages to the brand partners involved, such as an increase in sales due to expansion into new markets, enhanced benefits for customers, and decreased cost of entering new markets. Askegaard & Bengtsson (2005) mentioned that co-branding has been used as a strategy where brand managers seek partner brands that can provide added value and differentiation to brands.

A study by Saqib and Manchanda (2008) found that a co-branded product with a strong constituent brand was evaluated higher by consumers than a co-branded product without the support of a strong constituent brand. Their study emphasises that an alliance between two well-reputed brands could influence the success of

new brands in a market. Further benefits of co-branding, as defined by Abratt (2012) are listed under Table 2 below.

Table 2. The Benefits of Co-Branding (Abratt, 2012)

Benefits	**Description of added value**
Relationship benefit	Suppliers and manufacturers derive a benefit from shared knowledge, capabilities and experience.
Competitive benefit	Suppliers' benefit from the reduction of the probability of entrance of new competitors.
Cost benefit	The reduction of new entrants in the market may compel suppliers to lower prices. Suppliers may benefit by having stability in their customer markets.
Advertising support benefit	Supplier contributes to the manufacturers' advertising campaign to assist in the marketing of the product.

Washburn *et al* (2000) mentioned that co-branding provides a brand with the opportunity to further exploit its market position and brand equity, while simultaneously providing lowered risk of brand dilution. Helmig *et al* (2008) also supported the view that co-branding added more value to the co-branded product that a single brand could build on its own. When weaker brands are paired with stronger brands, research findings suggest no change occurs to the stronger brand but the co-branding offered positive spill over effect to the weaker brand and the co-brand product itself.

Helmig *et al* (2008) argued for co-branding to be adopted in place of brand extension where the objective is to improve a weak brand, due to the complimentary effect. Even for stronger brands, creating a co-branding partnership with weaker brands provides value to the stronger brand provided that the weaker brand occupies a certain specific association in a niche that the stronger brand does not presently serve. The new co-branded product should be successful when the constituent brands own some competencies that are valued by customers (Helmig *et al*, 2008).

Kippenberger (2000) continued to list some advantages associated with adopting a co-branding strategy that create competitive advantages to the organisations concerned, which include the decreased cost of entering a new market; an increase in sales due to an expansion in new markets and access to new geographical areas; and, enhanced benefits to customers. Utilising two or more brand names to introduce new products offers competitive advantages (Chang, 2009).

2.1.3 *Key Decision Making and Success Factors for Co-Branded*

Helmig *et al* (2008) argue that management should assess various branding strategies, such as co-advertising, co-promotion, and brand extensions, before deciding to adopt co-branding as their final strategy. Decision-making should assess a comparison of potential costs (including operating and capital expenditures) and benefits (revenues) of each type of strategy, with the time horizon of the strategy forming a critical component in the decision making model.

Brand management must understand the implication of the time frame of their branding strategies, as listed by Helmig *et al* (2008) in Table 3 below.

Table 3. Decision Matrix for Branding Strategies (Helmig, Huber and Leeflang , 2008)

	Time Horizon	
	Short Term	**Long Term**
Strategy	Joint promotions, advertising alliances, product bundling	**Co-Branding**, dual branding, brand extensions,
Implication	Low costs	Higher cost
	Short term benefit	Benefits in the long term
		Co-branding has the highest cost for implementation

After the launch of the co-branded product, the advertising communication should highlight the functional benefits of the co-branded product and emphasise the fit of the constituent brands (Helmig *et al*, 2008).

In order for co-branding partnerships to be successful, Blackett and Boad (1999) suggests that the selection of potential co-branding partners requires a more systematic process to develop strategies that are mutually beneficial to enhance both constituent brands. They advocate that a brand blueprint should be undertaken to underline the characteristics of their own brand before establishing a relationship with a co-branding partner. Once this has been completed, a suitable co-branding partner may be considered.

Helmig *et al* (2008) offer a review of the key success factors for co-branded products, as tabled in Appendix A, that include the awareness of the constituent brands, the perceptions of quality of the constituent brands, and the overall brand equity of the constituent brands. Additionally, the marketing communications campaign for the co-branded product and the acceptance by retailers in the distribution system are also key factors of success. The perceived fit between constituent brands and fit between the constituent brands with the co-branded product are also important, as the fit needs to be high (Helmig *et al*, 2008).

Leuthesser, Kohli & Suri (2003) stress the importance of the financial structure of the co-branding partnership, as the partnership should be mutually rewarding to ensure that the long-term endurance of the co-branding partnership.

2.1.4 *Successes of Co-Branding*

Grossman (1997) noted some co-branding successes:

- In the financial services industry, co-branding is credited with elevating MasterCard's market-share in the United States when the brand established co-branding partnerships in the form of specialised cards with successful companies such as General Motors and AT & T.
- In the fast mover consumer goods industry, co-branding partnerships between Oreo cookies and Haagen-Dazs ice-cream helped generate consumer acceptance of the ice cream.

Other successful co-branding partnerships include (Bloomberg BusinessWeek, 2013)

- Adidas, creators of leading sports apparel, and Polar Electro, developers of electronic heart rate monitoring and fitness assessment products, created Project Fusion, a co-brand that integrated heart rate, speed and distance monitoring equipment into sports apparel. This eliminated the need for consumers to purchase products from both brands separately.
- Best Western Hotels and Harley Davidson, introduced an exclusive rewards program where Harley Davidson owners receive special treatment at the hotel including preferential rates and a clean wipe-down towel at check-in
- Nike and Michael Jordan, where Nike created a line of Michael Jordan basketball shoes since 1984. The Nike Air Jordan range has since produced 23 different versions of basketball shoes and sports apparel.

2.1.5 *Pitfalls of Co-Branding*

The real danger of the co-branding partnership between Kaizer Chiefs and Hollard is the danger posed by the perceived 'fit' between the brands. The composite brand may be viewed as being too far removed from the popular image of the constituent brands, especially Kaizer Chiefs, for the consumer to make the connection.

Sheinin (1998) explained that brand positioning influenced consumer attitudes and beliefs about brand extension and what matters is the degree to which brands possessed a general positioning in the mind of the consumer. When new brands are created by either brand extension or co-branding, the marketing of that product should take the existing strength of the parent brand and the unique features of the new brand into account (Sheinin, 1998).

Grime, Diamantopoulos and Smith (2002) agreed that the consumers' evaluation of the perceived fit between the two constituent brands that form the co-brand is a critical determinant of the success or failure of the co-branding strategy. The authors' conceptual framework showed that co-branding partnerships were affected by the consumers' perceptions of fit between constituent brands and fit between constituent brands with the co-brand (Grime *et al*, 2002). The authors propose that a number of moderating factors affect the relationship between brand fit and evaluation of the co-brand and the constituent brand's perceived quality of the constituent brands, which related to the perceived superiority of the constituent brands; the consumer's knowledge, where more knowledgeable consumers have the ability to evaluate the fit of the constituent brands'; and consumer certainty, which the authors propose is the consumer's belief in the constituent brands' ability to satisfy their wants and needs (Grime, Diamantopoulos & Smith, 2002). This paragraph does not make sense to me. I am not sure how to edit it.

However, Reast (2005) offers a differing opinion on the success of co-branding or product extensions due to the perceived fit between the constituent brands. The author argued that in some cases, no perceived fit between the constituent

brands' product areas existed, yet the product extensions still proved to be a success. Reast (2005) suggests that the credibility and the association that sits in the consumers mind regarding the constituent brands is critical to the extension into other categories. An example of this case is the successful extension of Caterpillar, a brand competing in the heavy machinery market, into foot-ware, and, Virgin Records into the airline industry through Virgin Airlines. Although both examples are not co-brands, they are however extensions into new markets.

Another key consideration is the possibility that the new co-brand could damage the existing image of the parent brands (constituents), as the brand extension would have an effect on the parent brands (Sheinin, 1998). It is possible that co-branding and product extension may not always be appropriate strategies to leverage brand equity to another product. Farquhar (1989) noted that brands' that owned dominant associations in the minds of consumers may not always be appropriate to adapt a product extension strategy, as the strength of the brand in its' existing category may interfere with the consumer's ability to learn new associations required for the extension to succeed in another categories (Leong, Ang and Liau, 1997).

Kippenberger (2000) also acknowledged that co-branding could affect customers' perception of the constituent brands, as well-matched co-branding partnerships with resulting product or service that consumers fund attractive could lead to benefits for both constituent brands. But conversely, opportunistic co-branding partnerships that are poorly thought out carry the risk of damaging the constituent brands. Combining incompatible brands or overextending a brand into other sectors that are too far removed from where the brands' strength and reputation lie are some of the dangers faced in the adoption of a co-branding strategy.

There also lies potential danger if the consumer has a negative experience with one of the constituent brands as this may negatively affect the other constituent brand and the co-brand itself. The most notable risk in co-branding is the formation of a partnership between brands that could damage the existing brand equity of the constituent brands (Washburn *et al*, 2000).

2.2 Definition of topic

The main objective of this study is to analyse the impact of adopting a co-branding strategy. This study aims to investigate whether co-branding can be adopted to leverage the consumer-based brand equity of the strong constituent brand onto that of the co-brand and the weaker constituent brand. This will be done through an investigation into how the co-branding partnership between Kaizer Chiefs and Hollard has impacted on the perception and consumer-based brand equity of the Kaizer Chiefs Funeral Plan and Hollard, amongst the adult black male supporters and non-supporters of Kaizer Chiefs in Johannesburg.

2.3 Influence and Impact of Co-Branding Partnerships

The first sub-problem is to explore how the co-branding partnership between Kaizer Chiefs and Hollard has affected the perception and attitude of supporters and non-supporters of Kaizer Chiefs towards the Kaizer Chiefs Funeral Plan and Hollard.

2.3.1 *Analysis of Co-Branding partnership*

How has the co-branding partnership between Kaizer Chiefs and Hollard influenced the perception and attitude about the Kaizer Chiefs Funeral Plan and Hollard amongst Kaizer Chiefs supporters?

According to d'Astous *et al* (2007), many variables that have an impact on consumers' attitudes towards co-branding has been identified. The key determinants of the consumers' attitude toward co-branded products are:

- *Perceived quality of the constituent brands*

  The main goal of co-branding partnerships is to leverage the consumer based brand equity of constituent brands onto the co-brand and onto the constituent brands in turn. Therefore, the consumers' attitudes regarding the quality of the constituent brands may also be transferred to the co-brand.

- *Complimentarity between the constituent brands*
  Complimentarity between constituent brands is a key factor for the co-brand to become successful.
- *Congruence between constituent brands and the co-branded product*
  Congruence between constituent brands' and the co-branded product influences consumer attitudes towards co-branded products. The co-brand should compliment the existing image and qualities of the constituent brands.

Consumers' access prominent attitudes related to the constituent brand to influence their initial judgement about the co-branded product that may be unknown to them at the beginning (Saqib and Mnchanda, 2008). Pre-existing attitudes regarding the constituent brands affects consumers' attitude regarding the co-brand.

Consumers with strong brand trust and commitment to the constituent brands will react more favourably to the co-brand than those with weak brand trust and commitment. Bhat and Reddy (2001), as cited in Wu and Yen (2007), stated that consumers' perception, trust and commitment towards a parent brand positively impacts on their perception and loyalty to the brand extension. Shuv-Ami (2012) stated that committed consumers have a high, favourable attitude and preference to their brand, and are brand advocates. Reast (2005) also suggests that brands with high profiles of trust benefited more relative to less trusted brands. A trusted brand creates an enabling environment for the leveraging of the brand name to new categories.

The **Trust Based Commitment Model** was proposed by Hess and Story (2005) where the authors indicated that the consumers' commitment to the brand led them to exhibit both primary and secondary loyalty behaviours towards that brand. Primary loyalty behaviour are made up of all those actions that consumers make to purchase the product, whilst secondary loyalty behaviours are those non-purchase behaviours which are exhibited by consumer towards the brand without the actions of a purchase.

Purchase behaviours, or primary loyalty behaviours, are tangible actions by consumers in purchasing the product. These include the consumer purchasing the brand in high volumes, in high frequency, or the brand consuming a high share of the consumers' wallet. Although primary behaviours can be measured and are translated into revenue and profit, these primary behaviours are not reliable predictors of future behaviour. Primary loyalty behaviours result in the creation of functional connections between consumers and brands. These may be facilitated by the consumer's satisfaction in the performance of the brand.

Secondary loyalty behaviours, or non-purchase behaviours, are the consumers' non-purchasing actions towards the brand. These include referrals of the brand by the consumer to their family and friends, the broader endorsement of the brand, and brand advocacy. These may be more difficult for a brand to measure, but their impact on revenue and profit is greater in magnitude (Hess & Story, 2005). These secondary loyalty behaviours between consumers and brands are formed once the consumer has developed trust with the brand. This trust can then be used to form personal connections between consumers and brands, provided that the brand continues to behave consistently in its relationship with the consumer.

The combination of personal and functional connections between consumers and the brands results in the formation of a committed relationship between the brand and the consumer (Hess & Story, 2005). Consumers that are in committed relationships with brands are expected to exhibit both primary and secondary loyalty behaviours, including repeat purchases, endorsement of the brand, and, the acceptance of new co-branded products formed between the brand that they are committed to and another brand that they may not necessarily be committed to.

THE COMMITMENT PROCESS MODEL

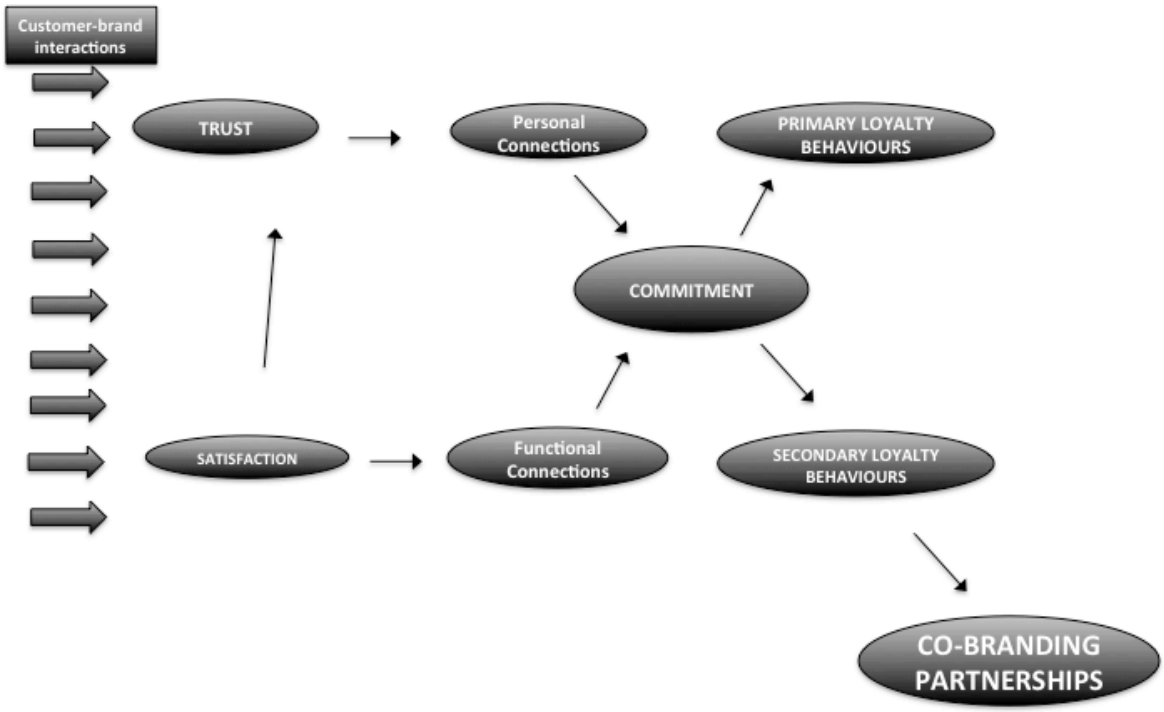

Figure 1: The Trust Based Commitment Process Model (Hess & Story, 2005)

The Trust Based Commitment Model can be used to segment customers based on the strength of their commitment towards a brand. These connections can be used to segment customers to determine each segments propensity to react favourably to new offers from the brand that may include new products categories or even co-branding partnerships (Hess & Story, 2005).

The functional dimensions of the Trust Based Commitment Model measures satisfaction based on the utility of consumption that is formed when the brand satisfies the needs of the consumer and the products perform as expected. Personal commitment towards a brand strengthens as customers increasingly believe and trust in their preferred brands.

The relationship between customers and brands that are based on functional connections are primarily based on satisfaction (Story & Hess, 2006). When behaviour is driven by convenience, value and performance, these customers may switch brands and defect when competitors alter the value equation.

Customers that develop personal relationships with brands based on commitment and trust are motivated by their attitudes and factors related to the personal connection they have towards the brand (Story & Hess, 2006). Behaviours in this segment are a result of loyalty as opposed to functional performance, but consumers may also switch to competing brands offering better value. Customers with only personal connections may appear to be demonstrating loyalty behaviours, but they do not possess functional ties towards the brand.

Customers that develop a functional and a personal relationship with a brand are committed customers. It is this segment that could react favourably to co-branding partnerships. These customers have attitudinal and behavioural loyalty towards the brand, where behaviour is influenced by satisfaction and the relational components of consumption (Story & Hess, 2006). The difference between the three segments provides a clarification for why loyal customers may still defect and why satisfied customers may still be disloyal (Story & Hess, 2006).

According to Story and Hess (2006) there three levels of;

- Loyalty driven by functional connections.
- Loyalty driven by personal connections.
- Loyalty driven by both functional and personal connections, resulting in real commitment to the brand.

Committed customers are likelier to continue exhibiting loyalty behaviours as they have more invested in the relationship with the brand. Satisfied customers may still display loyalty behaviours, such as repeat purchases, but this could merely be due to convenience or lack of alternatives (Schulz, 2005, as cited in Story and Hess, 2006).

There is a difference between committed customers and customers who are merely displaying loyalty behaviours such as repeat purchases. The motivation or underlying rationale for behaviour is a determinant of commitment, as committed customers exhibit loyalty behaviours and are emotionally invested in an on-going relationship with a brand.

This is where a strong personal connection exists between consumer and brand (Story & Hess, 2006).

However, mere satisfaction with performance may not be sufficient to curb brand switching, as customers may still be lured away by competing brands. A requisite for developing commitment is satisfaction, but satisfaction is not sufficient on its own to induce commitment, as competing brands may deliver similar levels of satisfaction.

Trust must be present for real commitment to occur.

Commitment based on trust supports two key dimensions of loyal behaviours. The first is behavioural loyalty that can be measured by monitoring repeat purchase and share of wallet. The second is attitudinal loyalty, which comprises of the feelings, intentions and beliefs towards a brand (Oliver, 1999, cited in Story & Hess, 2006). Satisfaction alone may be sufficient to drive behavioural loyalty such as repeat purchasing, but personal connections centred on trust lead to the development of committed relationships (Story & Hess, 2006). Committed relationships encompass loyalty behaviours such as repeat purchase and on-going purchase intent, and these may result in the creation of personal connections that are beyond satisfaction.

The commitment construct is key to establishing meaningful loyalty behaviours that may lead to co-branding and product extensions successes. Customers who achieve high on the functional connections in the traditional construct of loyalty may act the same as those customer who achieve high functional and personal connection connections, as long as no external stimuli intervenes (Story and Hess, 2006). However, if a competitor enters the market, thereby providing the stimuli for customers that score high only on functional connections without having personal connections to a brand, their behaviour may change. Therefore, customers in committed relationships have more investment and are more likely to continue exhibiting loyalty behaviours (Story & Hess, 2006).

The model to be used to measure the impact of co-branding partnerships between Kaizer Chiefs and Hollard on leveraging a strong constituent brand onto the co-brand and onto the weaker constituent brand is the model that was used by Story and Hess (2006) to develop an empirical test of relationship segmentation.

Segmentation based on the type and nature of relationships between consumers and the brand may be useful for predicting both primary and secondary loyalty behaviours, including repeat purchase intention, share of wallet, price insensitivity, brand recommendation and brand advocacy. These loyalty behaviours would vary based on the relationship category. Relationship Segmentation discriminates between loyalty behaviours based on convenience and behaviours resulting from commitment to a brand (Story and Hess, 2006).

The model developed by Story and Hess (2006) proposes that respondents should be categorised into four segments based on their relationship status with the brand, being

- Disconnected
- Functional
- Personal
- Commitment

The segments above are derived from consumers' responses from a set of relational items designed to distinguish between personal and functional connections. This allows a differentiation among different groups and the identification of respondents into the four different relationship segments.

Disconnected respondents are classified as consumers whose rating scored the lowest on functional and personal connections to the brand. Respondents with only comparatively strong functional or personal connections are categorised as having only functional or only personal connections.

Committed respondents are classified as those respondents with comparatively strong personal and strong functional bonds with the brand.

Once respondents have been categorised, behaviours and consumer's intention to behave in a specific manner are then measured. At a time later, say after a few months, actual behaviour from the same respondents is recorded to study any differences between intended behaviour and actual behaviour.

Story and Hess (2006) then hypothesised, based on the relationships between intention and behaviours.

> *H1. Customers lacking both functional and personal connections with the brand will display fewer loyalty behaviours than those with personal, functional, or in committed relationships.*
>
> *H2. Customers in committed relationships engage in more loyalty behaviours than those in personal or functional relationships alone.*
>
> *H3. Highly satisfied committed customers are more likely to recommend the brand to family or friends than uncommitted customers.*

Commitment to a brand is exhibited through customers displaying functional and personal connections to a brand. Story and Hess (2006) comment that predicting the loyalty behaviour of committed or even disconnected customers is much more clear-cut than attempting to forecast the behaviour of customers with merely personal or functional relationships with a brand. Customers in functional relationships are in it for utility benefits derived from the brand, and this relationship may be affected by competitors and perceived price trade off. Customers in personal relationships behave as a consequence of their personal connection to a brand.

The conclusion of the study by Story & Hess (2006) is that satisfaction alone cannot optimise loyalty behaviours. Customers with strong functional relationships become loyal when personal connections are developed. Conversely, personal connections require the development of functional connections in order for loyalty to set in.

The study by Story and Hess (2006) on relationship segmentation, where consumers are segmented according to their level connection to a brand, supports the theory that relationships with the brand can be used to predict consumers' loyalty behaviours. This view is supported by Punniyamoorthy and Prasanna Mohan Raj (2007) who stated that loyalty measurement should include more than just repeated purchase behaviour, as the majority of customers' purchasing decision is based on their attitude and emotion.

The implication is that committed supporters of Kaizer Chiefs should be able to demonstrate more loyalty behaviours than those supporters who are only in functional or personal relationships with the brand, or those who are non-supporters of Kaizer Chiefs. Supporters with both types of connections to Kaizer Chiefs will be more inclined to develop commitment, resulting in primary and secondary loyalty behaviours, such as attending more match days, purchasing the football club's merchandise, and supporting the co-brand and commercial partners of Kaizer Chiefs, such as the Kaizer Chiefs Funeral Plan and Hollard Insurance.

The success of any co-branding partnership that the brands engage in is depended upon the commitment of consumers to the constituent brands that form the co-branding partnership. Using the Trust-Based Commitment Model introduced by Hess and Story (2005), I will examine the impact of adopting co-branding as a strategy to leverage a strong brand on the co-brand and on the weaker constituent brand. Where the Kaizer Chiefs supporter is in a committed relationship with the brand, then that commitment to the brand should enable the potential success of the Kaizer Chiefs Funeral Plan against its competitors.

Commitment to a brand is as a result of a combination between personal and functional connections (Hess & Story, 2005). This commitment may lead to price insensitivity, reduced search for competitive products, brand ambassadorship, and even the adoption of co-branded products. Committed customers are expected to have more loyalty than non-committed customers, and this loyalty lays a foundation for more profitable relationships.

Commitment is built from satisfaction, but Hess and Story (2005) argue that real commitment that leads to loyalty behaviours such as product ambassadorships and endorsements, are more closely tied to trust. Trust in a brand by consumer implies that the consumer believes that the brand will stand behind their performance as the brand has the consumers' interest at heart.

The Trust Based Commitment Model will allow marketers to better predict the likelihood of customers purchase behaviours, customers' response to promotional efforts, and customers' level of commitment to a brand. The Trust Based Commitment Model also measures the impact of commitment on purchase behaviour.

Story and Hess (2006) advocate that commitment is the central concept resulting from various dimensions of personal and functional connections to a brand. This commitment may eventually lead to an environment where co-branding may thrive.

The authors Ngan, Prendergast and Tsang (2011), in their research on the link between sport sponsorship and purchase intentions, advocated that sponsorships might induce positive behavioural affinity from consumers towards the sponsor. Their study discovered that team performance influences the intention of the supporter to purchase the product of the sponsor, after measuring the effect of the team's performance on intention to purchase the sponsors' product. The study by the author's (Ngan, *et al*, 2011) concluded that team performance influenced the consumer's intention to purchase. The authors suggested that the reason for this behaviour is due to the basking-in-the-sun effect (BIRG). BIRG is the psychological enhancement of an individual's self-image through associating oneself with a winning team or other positive entity to maintain a positive self-identity (Cialdini, Borden, Thorne, Walker, Freeman & Sloan (1976), cited in Ngan *et al,* 2011).

The authors Cialdini *et al (*1976) clarified BIRG as the tendency by individuals or group of individuals to bask in reflected glory by publicly announcing their association with a successful source, even though they were not involved in the

cause of the source's success. Their study revealed that the BIRG response represented an attempt to enhance one's public image.

However, as team results are unpredictable due to the nature of competitive sport, Ngan *et al* (2011) suggested that the sponsor should raise the level of team-identification amongst supporters to raise the basking-in-glory effect (BIRG) to generate a favourable response amongst supporters and alleviate the impact of team performance on the supporter's consumption response. Tactics that may be employed in this regard include the enabling of better access between team and their supporters through out reach programs such as community upliftment. This could help to increase the team identification and ultimately serves to influence purchase intentions of consumers. Team identification facilitated the supporters' tendency to pull away from the perceived failure of a team. Team identification, as defined by Wann and Branscombe, (1993, cited in Ngan et al, 2011), referred to an individual's attachment to a particular sports team. The supporters' level of identification influenced their tendency to display BIRG irrespective of the sporting result. Supporters who had more attachment with the team displayed more loyalty behaviours (Wann and Branscombe (1993), cited in Ngan *et al*, 2011).

Wann and Branscombe (1993) tested and measured sports team identification in two studies, where several behavioral, affective, and cognitive reactions among sports supporters were used to validate the team identification measure. Supporters who strongly identified with the team, relative to those with moderate or low in identification, reported more involvement with the team they supported. High-identification supporters displayed more positive expectations concerning future team performances and more importantly, exhibited greater willingness to invest more time, effort and financial resources to demonstrate their support of the team (Wash and Branscombe, 1993).

Raising the intensity of team identification amongst supporters to raise the BIRG is therefore a strategy that may be enable a consistent level of propensity to purchase amongst supporters of a sponsored team to occur (Ngan *et al*, 2011). Supporters' high identification with the team mediates the impact of team performance on their consumption and maintains the BIRG effect.

Ngan *et al* (2011) suggested that effective sponsorship partnerships should influence the consumption behavior of supporters, provided that those supporters had high identification with the team (Ngan *et al* 2011). Where supporters become devoted, that devotion alleviated the impact of performance on their consumption responses.

Although the Trust Based Commitment Model (Hess and Story, 2005) may appear to differ from the study by Ngan *et al* (2011), both studies have a key commonality between them. Committed supporters exhibit loyalty behaviours, including intention to purchase the sponsors' product and the co-brand (Hess and Story, 2005), whilst supporters who have team-identification in the study by Ngan *et al* (2011) exhibit BIRG effects that led them to generate a favourable response towards the sponsors' product.

In effect, both studies advocate that the attachment of supporters to a team can be leveraged onto the sponsors' products, including the co-brand under special conditions.

Consumers' satisfaction, trust and commitment are determined by the combination of connections with the brand. Trust is, therefore, a central relationship-building construct (Hess & Story, 2005).

Abosag, Roper and Hind (2012) provide another study that supports a model of leveraging the loyalty of consumers onto brand extensions such as a co-brand.



Figure 2: Relationship between Brand Emotion, Brand Strength and Brand Extension (Abosag, Roper and Hind, 2012)

Figure 2 above provides an illustration of the model developed by Abosag *et al* (2012). The model proposes that the emotional attachment between supporters and their team influences the perception by supporters of the team being viewed as more than just a sporting team, but a brand that the supporter may consume. The supporters' perception of the team as a brand affects their perception of the team's product extensions. Although sport supporters have been known to be fiercely loyal and fanatical towards their teams, previous studies that may have suggested that sport teams could not be viewed as commercial brands no longer existed. The present economic environment has influenced supporters to hold more practical attitudes towards the importance of commercialization and branding for the success of the team (Abosag *et al*, 2012).

The model by Abosag *et al*, (2012) suggests that supporters who hold strong emotional attachments to their team are likely to hold strong perceptions of the team as a commercial brand and support the teams brand extensions. The study suggested that the strength of the supporters' emotional affection towards the team enables the creation of considering the team as a commercial brand. In addition, the strength of the supporters' perception of the team as a brand influences their adoption of the teams' brand extensions. The authors (Abosag et al, 2012) argued that the main reason for this model's findings was due to the orientation of supporters.

Supporters carry two different orientations regarding the team – the first is rooted in the teams history and heritage, while the second is focused on the future competitiveness of the club. The future orientation is the enabler of the supporters' acceptance of brand extensions, such as co-branding (Abosag et al, 2012). However, brand extension strategies that are valued by supporters are those that reflect and affect the heritage of the team positively. With appropriate implementation, Abosag *et al* (2012) argued that brand extensions may benefit the football brands and reinforce its bond with supporters.

2.3.2 *Hypothesis 1*

The literature review has identified that co-branding and other brand extensions transfer brand trust and perception of constituent brands' onto the co-brand, reducing the risk of consumers when purchasing the co-brand. Therefore, based on the literature, the hypotheses in this study are as follows:

H1a. Committed supporters of a brand that has established a co-branding partnership with another brand will demonstrate a higher propensity to purchase the co-brand than non-supporters of that brand

H1b. Committed supporters of a brand that has established a co-branding partnership with another brand will demonstrate a lower propensity to purchase products that compete with the co-brand

H1c. Committed supporters of a brand that has established a co-branding partnership with another brand are more likely to recommend the co-brand to family and friends than non-supporters of that brand

Consumers' perceptions regarding the constituent brand influences their perceptions regarding the co-brand, as the consumer is not familiar with the co-brand (Wu & Yen, 2007). Consumers use the constituent brands to judge the co-brand (Washburn, Till & Priluck, 2000).

2.4 Can loyalty be leveraged to influence attitude and perception

The second sub-problem is to examine whether commitment and loyalty of black supporters towards a football brand in Johannesburg can be leveraged to influence consumers' attitudes and perceptions towards that football brands' commercial partners and sponsors. Washburn, Till and Priluck (2000) state that consumers' perceptions and attitudes toward branding alliances influence their subsequent attitudes toward branding partners in the alliance. It is then inferred from this that the consumer based brand equity of Kaizer Chiefs supporters towards Kaizer Chiefs could influence the attitude and perception of Kaizer Chiefs supporters toward Hollard as a co-branding partner in the Kaizer Chiefs Funeral Plan.

2.4.1 *Hypothesis 2*

Can Hollard's alliance with Kaizer Chiefs increase the consumer-based brand equity of Hollard amongst committed supporters of Kaizer Chiefs?

H2a. Committed supporters of a brand that has established a co-branding partnership with another brand will demonstrate a higher propensity to purchase other products marketed by that brands' co-branding partner as compared with products marketed by the co-branding partners' competitors

H2b. Non-supporters of a brand that has established a co-branding partnership with another brand will demonstrate a lower propensity to purchase products' marketed by that brands' co-branding partner as compared with products marketed by the co-branding partners' competitors

2.5 The Constructs

Satisfaction, Trust & Commitment

Trust differentiates relationships from transactions and is a requisite for building personal relationships (Hess & Story, 2005). Satisfaction and trust are related

constructs where satisfaction is a pre-condition for trust to develop (Hess & Story, 2005). In this instance, Hess and Story (2005) combine the concepts of perceived product quality, product reliability into one construct - satisfaction. Ongoing satisfaction leads to the formation of functional connections. Trust in addition to satisfaction, are pre-requisites to developing personal connections (Hess & Story, 2005).

For trust to develop, performance must yield ongoing satisfaction over time. Altruism and integrity are other components of trust that reflect on a brand rather than what is produced by the brand (Hess and Story, 2005). When trust develops consumers consider the brand to always act in their interest (Hess, 1995, cited in Hess & Story, 2005).

Trust is the bridge that moves a brand from satisfaction to the formation of personal connections, transforming positive transactional orientation of the consumer into a personal and ultimately, committed relationship. Trust and satisfaction together can act to drive the development of commitment, which is an antecedent to successful product extension or co-branding. The advantage of strong consumer-brand commitment may include the ability to leverage that commitment onto another brand.

The depth of a relationships and profit inducing behaviour are possible once personal and functional connections between consumers and brands are present.

Trust Commitment Model

Commitment lays the foundation for successful co-branding to occur. Once satisfaction and trust occurs, the transactional interactions between consumers and brands result in the formation of committed relationships.

2.6 Conclusion of Literature Review

According to Davis (2000) and Wood (2000), a brand is one of the key assets owned by an organisation that may help drive growth and increase revenues. A brand represents a set of promises that imply trust, consistency, and define a set

of expectations. Strong brands own a unique positioning in the mind of the consumer that can be universally articulated by everyone.

Askegaard & Bengtsson (2005) notes that co-branding is a common strategy that allows marketers to partner with brands that can provide added value and overall product differentiation.

Leong, Ang and Liau (1997) argue that companies use brand extension and co-branding to take advantage of the reputation of their established brands and to minimise the investment required to launch new brands.

Kippenberger (2000) also acknowledges that co-branding influence's consumers' perceptions regarding the constituent brand. Co-branding partnerships that result in the creation of new products that are attractive to consumers positively influence the existing perceptions regarding the constituent brands.

In order for co-branding partnerships to be successful, Blackett and Boad (1999) suggests that the selection of potential co-branding partners requires a more systematic process to develop strategies that are mutually beneficial to enhance both constituent brands.

Because markets are cluttered with competitive brands and risks of establishing new brands are high, and innovative products are imitated often quickly; co-branding can be used to take advantage of the strengths of the constituent brand (Leuthesser *et al*, 2003). The influence of the co-brand on the equity of constituent brands and transference of that equity to the co-brand are some key issue that was raised by Leuthesser *et al* (2003).

The implication of the Trust Based Commitment Model is that committed supporters of Kaizer Chiefs should demonstrate more loyalty behaviours than those supporters who are merely in function or personal relationships with the brand and non-supporters of Kaizer Chiefs. The commitment of supporters may result in the occurrence of primary and secondary loyalty behaviours, such as

attending more match days, purchasing the football clubs merchandise, and supporting the co-brand and commercial partners of Kaizer Chiefs, such as the Kaizer Chiefs Funeral Plan and Hollard Insurance.

2.6.1 *Hypothesis 1:*

H1a. Committed supporters of a brand that has established a co-branding partnership with another brand will demonstrate a higher propensity to purchase the co-brand than non-supporters of that brand

H1b. Committed supporters of a brand that has established a co-branding partnership with another brand will demonstrate a lower propensity to purchase products that compete with the co-brand

H1c. Committed supporters of a brand that has established a co-branding partnership with another brand are more likely to recommend the co-brand to family and friends than non-supporters of that brand

2.6.2 *Hypothesis 2*

H2a. Committed supporters of a brand that has established a co-branding partnership with another brand will demonstrate a higher propensity to purchase other products marketed by that brands' co-branding partner as compared with products marketed by the co-branding partners' competitors

H2b. Non-supporters of a brand that has established a co-branding partnership with another brand will demonstrate a lower propensity to purchase products' marketed by that brands' co-branding partner as compared with products marketed by the co-branding partners' competitors

3 CHAPTER 3: RESEARCH METHODOLOGY

3.1 Research methodology / paradigm

Cresswell (2009) states that research designs are plans and procedures for research that detail methods of data collection and analysis. There are three types of research designs, namely qualitative, quantitative, and mixed methods.

Cresswell (2009) distinguishes the three main types of research designs as follows:

Qualitative Research

> *This approach is used for exploring and understanding the meaning behind problems. Data here is usually collected in the participants setting and the researcher makes interpretations of the meaning of the data collected.*

Quantitative Research

> *This is means to test theories by examining the relationship amongst variables that can be measured on an instrument in order to allow for numbered data to be analysed using statistical procedures.*

Mixed Methods

> *This enquiry combines both qualitative and quantitative forms of research. This concerns the application of qualitative and quantitative methods in tandem to allow the strength of the study to be greater than the either a qualitative or a quantitative approach.*

Research is influenced by philosophical ideas and worldviews that are used to guide the process of the research study to be undertaken. This is also known as the paradigm of the research study (Cresswell, 2009).

For the study into the impact on whether co-branding can be used as a strategy to leverage a strong brand on another brand targeting adult black males in South Africa, the research question was premised on the positivist worldview paradigm.

The positivist theory's drive is to generate hypotheses to be tested in order to enable an assessment of the any laws (Bryman and Bell, 2011).

The problems studied by positivists reflect the need to identify and assess the causes that influence outcomes. Knowledge that develops from a positivist paradigm is based on measurement of objective reality. Positivist research often begins with a theory and the researcher collects data that either supports or refutes that theory (Cresswell, 2009).

This study is constructed within positivist paradigm because I intend to establish whether or not co-branding can be used as a strategy to leverage a strong brand on another brand targeting adult black males in South Africa. The researcher tests theory through a specific hypothesis and collects data to support or to refute, that hypotheses (Cresswell, 2009). Data is collected on an instrument that measures attitudes and the information is analysed using statistical procedures and hypotheses testing.

3.2 Research Design

Research design is a plan or proposal to conduct the research and involves the selection of a qualitative, quantitative or mixed method study, along with a selection of the specific study within these three choices, named strategies of enquiry or research methodologies. Research design guides the execution of a research study and provides guidance for the analyses of the subsequent data (Bryman & Bell, 2011).

Strategies of inquiry, as listed in Table 5 below, are the different types of specific research designs that provide direction for procedures in research design (Cresswell, 2009).

Table 4. Alternative Strategies of Inquiry (Cresswell, 2009)

Strategies of Inquiry				
Quantitative		**Qualitative**		**Mixed Methods**
Experimental Designs		Narrative research		Sequential
		Phenomenology		Concurrent
Non experimental designs		Ethnographies		Transformative
		Grounded Theory Studies		
		Case Study		

For this study, I focused on survey research, using non-experimental design to provide a numeric description of the effect of the co-branding partnership between Kaizer Chiefs and Hollard Insurance on the attitudes and perceptions of black supporters and non-supporters of Kaizer Chiefs Football Club in Johannesburg towards Hollard Insurance and the co-brand, the Kaizer Chiefs Funeral Plan.

Certain types of research problems call for specific research approaches and in qualitative research, the objective is to test or verify a theory rather than to develop it.

The research method involves the specific form of data collection, analysis and interpretation that are proposed in a study. Bryman & Bell (2011) mention that a research method is the technique used for collecting data that may involve a specific research instrument. Survey research entails the usage of questionnaires or structured interviews for data collection with the intent of generalising from a sample to a population (Babbie, 1990, cited by Cresswell, 2009). My research will test the hypotheses and I will collect data to support or to refute the hypotheses.

3.3 Population and sample

3.3.1 *Population*

The population in this study is made up of male black supporters and non-supporters of Kaizer Chiefs Football Club who reside in Johannesburg and its'

surrounding suburbs. All respondents were over the age of 18 and earned a salary above R6000 per month. The supporters of Kaizer Chiefs were further segmented into two groups, the first being a group made up of card-carrying members of the official Kaizer Chiefs Supporters Club, and the second group being made up of ordinary supporters who were not members of the official supporters club. The supporter base of Kaizer Chiefs is very large in number and would therefore make it is unlikely for a researcher to conduct a study of all the supporters in the population. A sample representative of the population based in Johannesburg is required.

According to Black (1999), an important consequence of taking a sample from a population is that the conclusions based on a sample can extend to the target population. Therefore sample statistics need to be an accurate representation of a population. The decision about a sample size is affected by time and cost and represents a compromise between this constraint, and the need for precision.

3.3.2 *Sample*

Probability and non-probability are two broad sampling methods available to the researcher. Using random selection where each unit of the population has a known possibility of selection is a probability sample. The goal is for sampling errors to be minimised (Bryman and Bell, 2011). Non-probability is where some units have a better probability of being included.

For this study, non-probability sampling was used as the population of all football supporters is unknown.

Respondents were selected through a quota sampling process during the football matches between Kaizer Chiefs and their opponents. Quota sampling aims to produce a sample that reflects the population of people in different categories such as gender, socio economic groups and region of residence (Bryman & Bell, 2011). The quota sample was selected at the football matches between Kaizer Chiefs and their opponents during Premier Soccer League season. These opponents were Orlando Pirates Football Club (FC), the University of Pretoria FC,

Maritzburg United FC, Supersport United FC and Moroka Swallows FC. These opponents subsequently made up the grouping of the non-supporters of Kaizer Chiefs. Respondents were selected based on their affiliation during the match days, based on the team merchandise they wore, such as a football jersey or tracksuit, branded caps and scarves.

The researcher approached each supporter or group of supporters where they requested respondents to answer questions based on a pre-determined research instrument.

Table 5. Breakdown of football teams supported in the study

	Football Club	**Sample Size**	**Sample Size**
Supporters of Kaizer Chiefs FC	Kaizer Chiefs FC	224	61%
Non Supporters of Kaizer Chiefs FC	Orlando Pirates FC	50	14%
	University of Pretoria FC	20	5%
	Supersport United	35	9%
	Moroka Swallows	20	5%
	Maritzburg United FC	20	5%
TOTAL SAMPLE SIZE		**369**	**100**

Table 6 above provides a breakdown of the make up of the sample and sample size of the study. The sample comprised 369 black South African male respondents all aged over the age of 18 years, made up as follows:

- Kaizer Chiefs supporters – 224 respondents
- Orlando Pirates – 50 respondents
- University of Pretoria – 20 respondents

- Supersport United – 35 respondents
- Moroka Swallows – 20 respondents
- Maritzburg United – 20 respondents

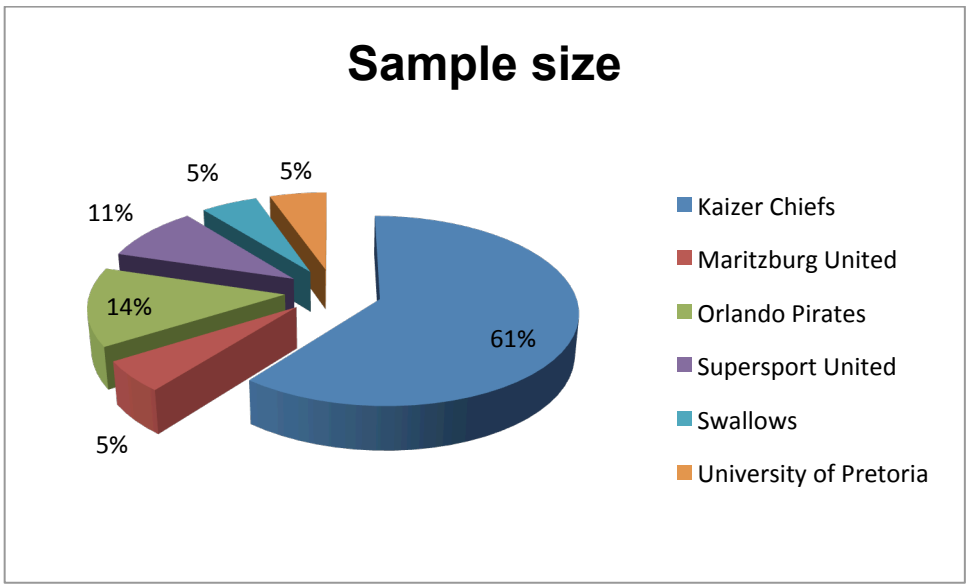

Figure 3: Sample size of the study

Based on Figure 3 above, 61% of respondents in the study supported Kaizer Chiefs.

Table 6. Members of Kaizer Chiefs Supporters Club in the study

Members of the Kaizer Chiefs Supporters' Club				
		Member of Kaizer Chiefs Supporters Club		Total
		No	Yes	
Support Kaizer Chiefs	**No**	145	0	**145**
	Yes	49	175	**224**
Support Kaizer Chiefs	**Yes**	22%	78%	**100%**
Total		**194**	**175**	**369**

Table 7 above provides further analysis of the respondents in the research study. It reveals that there were a total of 224 respondents who supported Kaizer Chiefs, with 78% of those respondents (175) also being members of the official Kaizer Chiefs Supporters Club. All respondents who were non-supporters of Kaizer Chiefs (145) were also not members of the Kaizer Chiefs Supporters Club.

3.4 The Research Instrument

Data was collected during structured interviews using a written questionnaire in order to facilitate the standardisation of both the asking of questions and the recording of answers. Interview questions were read out in the exact order as they appear on the research instrument.

The research instrument is made up of closed questions giving limited choices of possible answers, where the respondent will be provided with possible answers and asked to select one that applies. This will ensure that there is no problem of worrying to write down everything that the respondent says or the misrepresentation of the reply given. Close-ended questions greatly facilitate the processing of data.

Closed questions have the following advantages (Bryman & Bell, 2011):

- Ease of processing answers as the interviewer using the structured interview schedule will tick or circle the appropriate response.
- Close ended questions may clarify the meaning of the question it limits the number of possible answers that can be given. This is particularly important as the population of football supporters may be made up of respondents that have a low education background. Furthermore the Kaizer Chiefs Funeral Plan is targeted at audiences earning a minimum of R3000 per month.
- Close ended questions reduce the likelihood of unevenness in the logging of answers as interviewers will write down exactly what the respondent says when answering the question.

However, close-ended questions also carry certain disadvantages:

- Loss of spontaneity in the respondents answers as respondents my come up with interesting replies that are not covered by the fixed answers that are provided. A solution to this problem will be the inclusion of ‘Other’ to allow respondents to elaborate
- Respondents may become irritable where they are not able to find respondes that is applicable for them

The research instrument will be made up of several types of closed questions, single choice, multi choice and ranking questions.

- Dichotomous questions where the respondent has to choose one answer from a choice of only two possible answers
- Rating scale questions where respondents will be given specific dimensions to answer the question. Rating scale questions involve the respondent providing a rating that reflects an opinion from a limited variety of answers, and the Likert scale questions allow a respondent to provide their opinion to some degree.

In designing research instruments, Bryman and Bell (2011) suggest following guidelines in creating an instrument that is simple for the respondent to understand:

- Avoid ambiguous terms in questions such as the use of the words “often” or “regularly”.
- Avoid designing long questions as the respondent may lose the thread of the question.
- Avoid double-barrelled questions that ask questions abut two things within the same question.
- Avoid leading or loaded questions that may influence the respondent.
- Avoid questions that include negatives as it is easy for the respondent to miss the negative word out in their understanding of the question.
- Avoid using technical terms as the use of simple, plain language enables the respondent to answer as truthfully as possible.
- Ensure symmetry between close-ended questions and the answer.

- Answers for close-ended questions are balanced.

The questionnaire is based on a study to test the Trust-based Commitment framework introduced by Hess and Story (2005), the research instrument aimed to test the impact of co-branding partnerships between Kaizer Chiefs and Hollard as a strategy to leverage a strong brand on a weaker brand.

The study measured four distinct constructs:

- Satisfaction
- Trust
- Commitment
- Propensity to Purchase

To measure the Satisfaction construct, the research instrument used Likert-type questions that allow respondents to express an opinion to a limited degree (Zboja and Voorhees, 2006).

To measure the Trust and Commitment constructs, a multi-item Likert-type scale were also be used to describe the dimensions of the construct in terms of specific behaviour and attributes. The scale consisted of items that represent characteristics of the brand related to its reliability and intention towards the consumer (Delgado-Ballester, 2002; Gurviez and Korchia, 2003; Pritchard, Havitz and Howard, 1999 and Shuv-Ami, 2012).

This study measured whether customer-brand commitment can be leveraged into propensity to purchase the co-branded product. The instrument tested whether commitment to Kaizer Chiefs may be leveraged onto the Kaizer Chiefs Funeral Plan and Hollard Insurance.

The research instrument is available in Appendix B.

3.5 Procedure for data collection

Individuals were interviewed outside the stadia were the football matches took place prior to the match kick off time. The respondents' team affiliation was determined based on the team jersey they wore, that identified them to be a supporter of a specific team. Members of the Kaizer Chiefs Supporters Club were requested to display their official membership cards to the researcher.

The data was collected as listed in Table 8 below.

Table 7. Respondents of study

DATE	VENUE	OPPOSING TEAM	Kaizer Chiefs	Non Kaizer Chiefs
27 July 2013	FNB Stadium	Orlando Pirates	66	20
10 August 2013	FNB Stadium	University of Pretoria	23	20
24 August 2013	FNB Stadium	Orlando Pirates	43	30
27 August 2013	FNB Stadium	Moroka Swallows	29	20
31 August 2013	Lucas Moripe Stadium	Supersport United	25	35
14 September 2013	FNB Stadium	Maritzburg United	38	20
TOTAL RESPONDENTS			**224**	**145**

The FNB stadium is situated in Nasrec, Johannesburg, while the Lucas Moripe Stadium is situated in Atteridgeville, Pretoria.

There were a total of 224 Kaizer Chiefs and 145 Non-Kaizer Chiefs supporters in the study who were interviews by a team of 6 interviewees during each match. The interviews took place at least 2 hours prior to the match kick off.

3.6 Data analysis and interpretation

Data was analysed using inferential statistics that allow the use of the sample to make generalisations regarding a population. Inferential statistics carries some limitations in that the data is carried from a sample and not the complete population. I used the sample to estimate the overall values that would be measured in a population, but a certain degree of uncertainty is naturally present.

The independent t-test is an inferential test designed to inform the researcher to either accept or reject the null hypothesis. We compare the mean of one sample with the mean of another sample to test the existence of a statistically significant difference between the samples. The p-value informs the researcher about the probability of seeing a difference they found in two samples if there is really no difference in the population. Generally, if the p-value is below 0.05 (5%), the null hypothesis is rejected and the conclusion drawn is an existence of a statistically significant difference between the two population means. The level of p-value selected is referred to as a significance level of the test.

The study also measured the correlation coefficient between commitment to Kaizer Chiefs and commitment to the co-brand, the Kaizer Chiefs Funeral Plan. Correlation analyses indicate the extent of association between variables. This measures the degree of linear association between variables and not the cause and effect (University of West England, 2007). Pearson's correlation coefficient measures the strength of the association between the two variables.

3.7 Limitations of the study

The study relies upon the sampling of adult black male supporters and non-supporters of Kaizer Chiefs that earn above R6 000 per month living in Johannesburg. As the study was conducted at football stadiums during football matches, there is no way of verifying that potential respondents do indeed earn above this income threshold.

3.8 Validity and reliability

Validity ensures the integrity of findings generated in the research. Measurement validity applies in quantitative research and is also known as construct validity. This refers to whether a devised construct measures the correct concept (Bryman and Bell, 2011).

3.8.1 *External validity*

Concerned with the question of whether the results of a study can be generalised beyond the specific research context (Bryman and Bell, 2011). At issue is how respondents are selected to participate in the research.

External validity ensures that a sample is representative of a population from which it is drawn.

To meet the external validity criteria, the study will be undertaken during football matches where the supporters and non-supporters of Kaizer Chiefs will be approached. Finding these sample units at a football match across football stadiums in Johannesburg is feasible.

The study will not include pre-testing as this may cause participants to react differently to a treatment than they would have, had they not experienced the pre-test.

3.8.2 *Internal validity*

Internal validity concerns to how well a study is run and how to conclude that the observed results were produced solely by the independent variable and not extraneous variables that were not part of a study.

It is concerned with the question of whether a conclusion that incorporates a causal relationship between two more variables, is true (Bryman and Bell, 2011).

In descriptive studies internal validity refers to the accuracy and the quality of the study. To maximise internal validity, the interview will use a structures research

instrument with close-ended questions to ensure data collection is uniform throughout.

3.8.3 *Reliability*

Reliability is concerned with the question of whether the results of a study are repeatable (Bryman and Bell, 2011). This concerns the question of whether a measure is stable or not and whether other researchers who undertake the same research under the same conditions would generate the same results. Reliability reinforces research findings and the hypothesis is accepted.

To maximise reliability, a pilot interview study with the research instrument will be conducted with twenty supporters of Kaizer Chiefs.

4 CHAPTER 4: PRESENTATION OF RESULTS

4.1 Introduction

The hypotheses of this research are that committed supporters of Kaizer Chiefs would demonstrate more loyalty behaviours than non-supporters of Kaizer Chiefs. These loyalty behaviours from committed supporters of Kaizer Chiefs could include higher match attendance, the purchase Kaizer Chiefs team merchandise, supporting Kaizer Chiefs commercial sponsors' branded products, including co-brands such as the Kaizer Chiefs Funeral Plan.

In the study by Story and Hess (2010), committed customers were found to be more likely to disregard alternative offerings from competitors, were more willing to purchase the brand in higher frequency, and were more likely to recommend the brand to others. Commitment lays the foundation for successful co-branding to occur.

The findings of this study underlined in this section support the recommendations of the Trust Based Commitment Model.

4.2 Demographic profile of all respondents

4.2.1 *Income*

The majority of respondents live in the Johannesburg area and its surrounding suburbs and townships (365 respondents out of total of 369). All respondents of indicated that they earned a net monthly household income above R6500.

4.2.2 *Children*

Results from Table 9 below lists the respondents' responses to the question of whether they had any children that depend on them for financial wellbeing.

Table 8. Respondents who have children

		Frequency	Percent
Valid	**No**	105	28.5
	Yes	264	71.5
	Total	**369**	**100.0**

Children influence the purchasing behavior for products in a household and their influence varies according to the type of purchase and stage in the decision making process (Shohan and Dalakas, 2005). Having children may be one of the reasons that individuals decide to purchase a funeral plan, as these financial instruments ensure that the members' family are not burdened with the cost associated with arranging a funeral when the need arises, as children are dependent on adults for well being and survival.

In this study, 71% of respondents have children.

4.2.3 *Marital status*

Table 9. Respondents who are married or have a spouse

		Frequency	Percent
Valid	**No**	91	24.7
	Yes	278	75.3
	Total	**369**	**100.0**

In this research study, table 10 above shows that 75% of respondents said that they were married or living with a spouse.

The buying behavior of individuals may be influenced by the individual's age, income, life stage, lifestyle, and, family. According to Cox (1975), cited in Martinez and Polo (1999), individuals in a family unit influence on another's behavior in the consumer decision-making process. The responsibility of having a family dependent may be one of the reasons that individuals choose to purchase a funeral plan, as this financial instrument ensures that the members' family are not

burdened with the cost associated with arranging a funeral when that need arises

4.2.4 *Respondents' financial services products*

Table 10. Respondents who have bought financial services products

	Valid	Frequency	Percent
Life Policy	369	173	46.9
Household Contents Insurance Policy	369	112	30.4
Car Insurance Policy	369	195	52.8
Legal Aid Policy	369	179	48.5
Funeral Cover Policy	369	237	64.2
Retirement Policy	369	198	53.7

Based on Table 11 above, respondent claimed to have purchased the following services products:

- Life insurance policies – 46,9% of respondents claimed to have purchased this type of policy
- Household contents insurance policies – 30,4% of respondents claimed to have purchased this type of policy
- Car insurance policy – 52,8% of respondents claimed to have purchased this type of policy
- Legal aid policy – 48,5% of respondents claimed to have purchased this type of policy
- Funeral cover policy – 64,2% of respondents claimed to have purchased this type of policy
- Retirement policy – 53,7% of respondents claimed to have purchased this type of policy

Results from Table 11 above suggest that a funeral policy was the most popular insurance product type for respondents in the study.

4.2.5 *Awareness of the Kaizer Chiefs Funeral Plan*

Table 11. Respondents who are aware of the Kaizer Chiefs Funeral Plan

		Frequency	Percent
Valid	No	89	24.1
	Yes	280	75.9
	Total	369	100.0

From Table 12 above, 76% of respondents in the study claimed to be aware of the co-brand, the Kaizer Chiefs Funeral Plan.

4.2.6 *Match attendance*

Table 12. Number of matches attended in a season

	NO	YES	VALID PERCENTAGE: YES
Attend 1 match per season	312	57	15,4
Attend between 1 - 5 matches per season	266	103	27,9
Attend between 5 - 10 matches per season	253	116	31
Attend more than 10 matches per season	274	95	25,7

From table 13 above, the least percentage of respondents (15,4) attended one soccer match in a season.

The highest percentage of respondents (31%) attended between 5 – 10 matches in a season. The support and attendance of the sports fans underpins the sports industry, as fans buy the tickets to attend games, pay for parking and other ancillary services such as food at the stadiums, and follow their teams with unabashed loyalty (Mason, 1999).

4.3 Demographic Profile of all Kaizer Chiefs supporters

4.3.1 *Match attendance*

Table 14 below illustrates the number of matches attended by all respondents who were supporters of Kaizer Chiefs.

Table 13. Number of matches attended by all Kaizer Chiefs Supporters

	NO	YES	VALID PERCENTAGE: YES
Attend 1 match per season	193	31	13,84%
Attend between 1 – 5 matches per season	206	18	8,04%
Attend between 5 - 10 matches per season	125	99	44,20%
Attend more than 10 matches per season	148	76	33,93%
TOTAL KAIZER CHIEFS SUPPORTERS		224	100,00%

From table 13 above, we can determine that the majority of Kaizer Chiefs supporters (44%) in the survey attend between 5 to 10 games per season, followed by 33% of supporters that attend more than 10 games in a season.

Table 14. Kaizer Chiefs supporters who attend only one match per season

		Attend 1 match per season		Total
		No	Yes	
Support KC	**No**	119	26	**145**
	Yes	193	31	**224**
Total		**312**	**57**	**369**

The Pearson Chi-Square value of Kaizer Chiefs supporters who attend only 1 match per season is available under Appendix C Table A. The Pearson Chi-Square value in this case is 0.288. As it is greater than 0.05, this implies there is a statistically insignificant relationship at the 5% level of significance between supporting Kaizer Chiefs and attending only one match in a season.

Table 15. Kaizer Chiefs supporters who attend more than one match but less than five matches per season

		Attend more than1 less 5		Total
		No	Yes	
Support KC	**No**	60	85	**145**
	Yes	206	18	**224**
Total		**266**	**103**	**369**

The Pearson Chi-Square value of Kaizer Chiefs supporters who attend more than one but less than five matches per season is available under Appendix C Table B. The Pearson Chi-Square value in this case is 0.000. As it is lower than 0.05, this implies a statistically significant relationship at the 5% level of significance between supporting Kaizer Chiefs and attending between one and five matches per season.

Table 16. Kaizer Chiefs supporters who attend more than five but less than ten matches per season

		Attend more than 5 less 10 matches		Total
		No	Yes	
Support KC	No	128	17	**145**
	Yes	125	99	**224**
Total		**253**	**116**	**369**

The Pearson Chi-Square value of Kaizer Chiefs supporters who attend more than one but less than five matches per season is available under Appendix C Table C. The Pearson Chi-Square value in this case is 0.000. As it is lower than 0.05, this indicates a statistically significant relationship at the 5% level of significance between supporting Kaizer Chiefs and attending between five and ten matches per season.

Table 17. Kaizer Chiefs supporters who attend more than 10 matches per season

		Attend more than 10		Total
		No	Yes	
Support KC	No	128	17	**145**
	Yes	148	76	**224**
Total		**276**	**93**	**369**

The Pearson Chi-Square value of Kaizer Chiefs supporters who attend more than one but less than five matches per season is available under Appendix C Table D. The Pearson Chi-Square value in this case is 0.000. As it is lower than 0.05, this implies a statistically significant relationship at the 5% level of significance between supporting Kaizer Chiefs and attending more than 10 games per season.

The match attendance result suggests that a Kaizer Chiefs supporter is someone who attends more than one match per season. As sport franchises are commercial entities, teams obtain revenue from three main primary sources: television revenue, sponsorship revenue and match day ticket revenue. (Nourayi, 2006).

4.3.2 *Insurance Policies*

Table 18. Number of Kaizer Chiefs supporters who have a policy with Old Mutual

		Have a policy with Old Mutual		Total
		No	**Yes**	
Support KC	**No**	89	56	**145**
	Yes	126	98	**224**
Support KC	**Yes**	56%	44%	**100%**
Total		**215**	**154**	**369**

From Table 18 above, we concluded that 98 supporters (44%) of Kaizer Chiefs indicated that they have a policy with Old Mutual. Old Mutual is a competitor to the constituent brand, Hollard Insurance.

The Pearson Chi-Square value of Kaizer Chiefs supporters who have a policy with Old Mutual is available under Appendix C Table E. The Pearson Chi-Square value in this case is 0.329. As it is higher than 0.05, this implies a statistically insignificant relationship at the 5% level of significance between supporting Kaizer Chiefs and having a policy with Old Mutual.

Table 19. Number of Kaizer Chiefs supporters who have a policy with Liberty Life

		Have policy with Liberty Life		Total
		No	Yes	
Support KC	**No**	127	18	**145**
	Yes	128	96	**224**
Support KC	**Yes**	57%	43%	**100%**
Total		**255**	**114**	**369**

From the table 19 above, we concluded that 96 supporters (43%) of Kaizer Chiefs indicated that they had a policy with Liberty Life. Liberty Life is a competitor to the constituent brand, Hollard Insurance.

The Pearson Chi-Square value of Kaizer Chiefs supporters who have a policy with Liberty Life is available under Appendix C Table F. The Pearson Chi-Square value in this case is 0.000. As it is lower than 0.05, this implies a statistically significant relationship at the 5% level of significance between supporting Kaizer Chiefs and having a policy with Liberty Life.

Table 20. Number of Kaizer Chiefs supporters who have a policy with Mutual & Federal

		Have policy with Mutual & Federal		Total
		No	**Yes**	
Support KC	**No**	110	35	**145**
	Yes	121	103	**224**
Support KC	**Yes**	54%	46%	**100%**
Total		**231**	**138**	**369**

From Table 20, we can determine that 103 supporters (46%) of Kaizer Chiefs indicated that they had a policy with Mutual & Federal. Mutual & Federal is a competitor to the constituent brand, Hollard Insurance.

The Pearson Chi-Square value of Kaizer Chiefs supporters who have a policy with Mutual & Federal is available under Appendix C Table G. The Pearson Chi-Square value in this case is 0.000. As it is lower than 0.05, this implies a statistically significant relationship at the 5% level of significance between supporting Kaizer Chiefs and having a policy with Mutual & Federal.

Table 21. Number of Kaizer Chiefs supporters who have a policy with Hollard Insurance

		Have a policy with Hollard		Total
		No	Yes	
Support KC	No	117	28	**145**
	Yes	81	143	**224**
Support KC	**Yes**	36%	64%	**100%**
Total		**198**	**171**	**369**

From Table 21, we can determine that 143 supporters (64%) of Kaizer Chiefs indicated that they had a policy with Hollard.

The Pearson Chi-Square value of Kaizer Chiefs supporters who have a policy with Hollard is available under Appendix C Table H. The Pearson Chi-Square value in this case is 0.000. As it is lower than 0.05, this implies a statistically significant relationship at the 5% level of significance between supporting Kaizer Chiefs and having a policy with Hollard Insurance.

Table 22. Number of Kaizer Chiefs supporters who have a policy with Sanlam

		Have a policy with Sanlam		Total
		No	Yes	
Support KC	**No**	123	22	**145**
	Yes	96	128	**224**
Support KC	**Yes**	43%	57%	**100%**
Total		**219**	**150**	**369**

From the Table 22, we can determine that 128 supporters of Kaizer Chiefs indicated that they had a policy with Sanlam. Sanlam is a competitor to the constituent brand, Hollard Insurance.

The Pearson Chi-Square value of Kaizer Chiefs supporters who have a policy with Hollard is available under Appendix C Table I. The Pearson Chi-Square value in this case is 0.000. As it is lower than 0.05, this implies a statistically significant relationship at the 5% level of significance between supporting Kaizer Chiefs and having a policy with Sanlam.

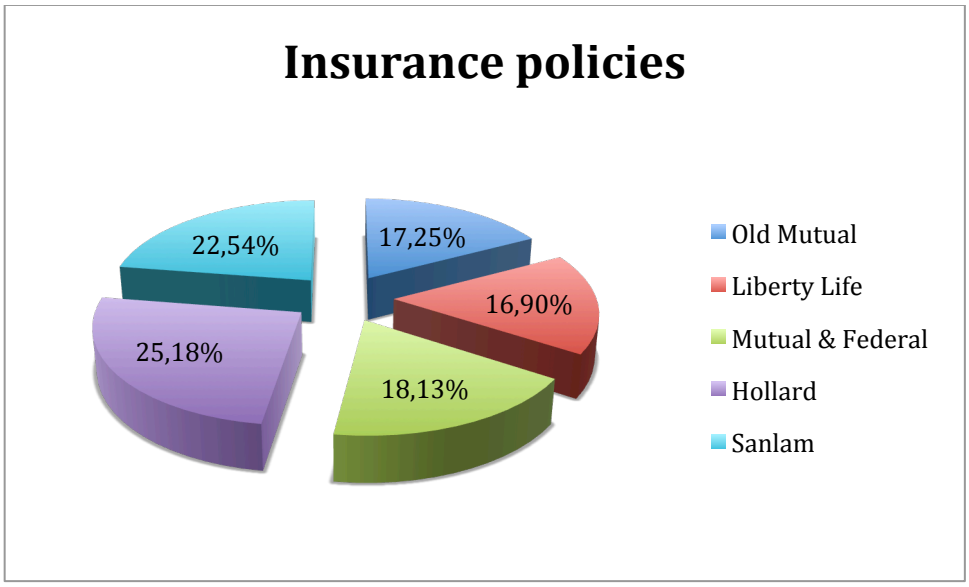

Figure 4: Summary of the number of Kaizer Chiefs supporters that have insurance policies with different insurance companies

Figure 4 above Hollard Insurance had the highest percentage (25,18%) patronage amongst of Kaizer Chiefs supporters.

The results of this section illustrate that a significant relationship between the patronage to Hollard Insurance and supporting Kaizer Chiefs does exist.

4.3.3 *Kaizer Chiefs Branded Merchandise*

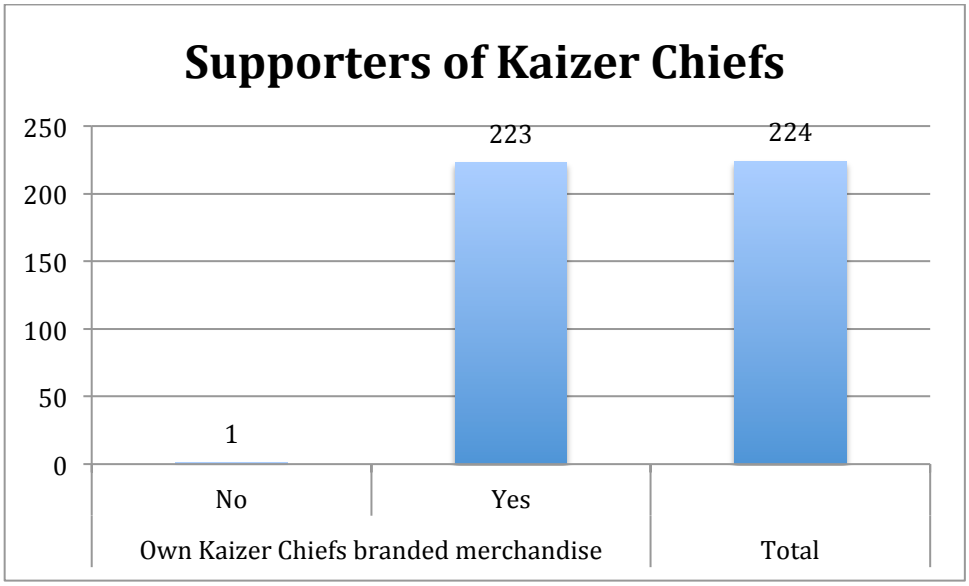

Figure 5: Summary of the number of Kaizer Chiefs supporters who own Kaizer Chiefs branded merchandise

From Figure 5 above, the majority of Kaizer Chiefs supporters own Kaizer Chiefs branded merchandise. Carlson, Donavan and Cumiskey (2009) stated that sports teams and the athletes in those teams influence product sales of footwear and apparel. The stronger the consumer can identify with a sports team, the more time and money the consumer will spend on merchandise to support and demonstrate

affiliation with the team (Carlson *et al*, 2009). Committed sports fans are more likely to purchase their teams merchandise and other paraphernalia than less loyal fans (Bristow, Sebastian, 2001).

Table 23. Supporters of Kaizer Chiefs who wear Kaizer Chiefs branded merchandise outside of football matches

		Wear team merchandise outside games		Total
		No	**Yes**	
Support KC	**No**	49	96	**145**
	Yes	1	223	**224**
Total		**50**	**319**	**369**

Table 23 above illustrates that the majority of Kaizer Chiefs supporters mention that they wore their Kaizer Chiefs branded merchandise outside of attending soccer matches, thereby demonstrating their affiliation with the brand. Carlson *et al* (2009) stated that consumers use their merchandise to create a salient identity by belonging to a group, such as a supporter of a football team that is unique compared to another group.

4.3.4 *Awareness of Kaizer Chiefs' sponsors*

Table 24. Awareness levels of Kaizer Chiefs sponsors amongst supporters of Kaizer Chiefs

		High Awareness of Kaizer Chiefs Sponsors		Total
		No	**Yes**	
Support KC	**No**	77	68	**145**
	Yes	74	150	**224**
Support KC	**Yes**	33%	67%	**100%**
Total		**151**	**218**	**369**

Table 24 illustrates the high levels of awareness of Kaizer Chiefs sponsors. This was measured according to the correct identification of a minimum of two sponsors of Kaizer Chiefs listed on the research instrument. Awareness of sponsors by supporters of the team sponsored is very important. The intention to purchase sponsors' products is positively influenced by the performance of the team (Ngan, Prendergast, Tsang, 2011), and Kaizer Chiefs is the most successful team in the Premier Soccer League of South Africa (Kaizer Chiefs, 2012).

4.4 Analysis of Kaizer Chiefs Supporters: members and non-members of the Kaizer Chiefs Supporters Club

4.4.1 *Awareness of Kaizer Chiefs' sponsors*

Table 25. Awareness levels of Kaizer Chiefs sponsors amongst members of Kaizer Chiefs Supporters Club

		High Awareness of Kaizer Chiefs Sponsors		Total
		No	**Yes**	
Member of KCSC	**No**	91	103	**194**
	Yes	60	115	**175**
Member of KCSC	**Yes**	34%	66%	**100%**
Total		**151**	**218**	**369**

Table 25 shows the association between being a member of the Kaizer Chiefs Supporters Club (KCSC) with awareness of the team's sponsors. Between the two groups of supporters, there was relatively small difference between members of KCSC (115) and non-KCSC members (103) who were aware of Kaizer Chiefs sponsors. This might be explained by the fact that Kaizer Chiefs is amongst the top of the football giants in the South African premier soccer league, thus awareness of their sponsorship might not necessarily be dependent on the membership of the KCSC. However, narrowing down to only members of the KCSC reveals that there were more KCSC members who were aware of Kaizer Chiefs football club sponsors.

In addition, Table J in Appendix C shows that there was a statistically significant (χ^2 = 6.1; p = 0.014) relationship at the 5% level of significance between being a member of the Kaizer Chiefs supporters club and awareness of Kaizer Chiefs football club sponsors.

4.4.2 *Insurance policies*

Table 26. Members of Kaizer Chiefs Supporters Club who have a policy with Old Mutual

		Have a policy with Old Mutual		
		No	**Yes**	**Total**
Member of KCSC	**No**	109	85	**194**
	Yes	106	69	**175**
Total		**215**	**154**	**369**

Table 26 above serves to demonstrate the association between KCSC membership with being an Old Mutual policyholder. This table shows that between the two groups of supporters, there were less members of KCSC (69) as compared non-KCSC members (85) who were Old Mutual policyholders.

In addition, Table K in Appendix C shows evidence that there was a statistically insignificant (χ^2 = 0.728; p = 0.394) relationship at the 5% level of significance between being a member of the Kaizer Chiefs supporters club and being an Old Mutual policy holder.

Table 27. Members of Kaizer Chiefs Supporters Club who have a policy with Liberty Life

		Have policy with Liberty Life		
		No	**Yes**	**Total**
Member of KCSC	**No**	141	53	**194**
	Yes	114	61	**175**
Total		**255**	**114**	**369**

Table 27 above serves to show the association between KCSC membership with being a Liberty Life policyholder. Table 27 shows that between the two groups of

supporters, there were more members of KCSC (61) as compared non-KCSC members (53) who were Liberty Life policyholders.

In addition, Table L in Appendix C shows evidence that there was a statistically insignificant (χ^2 = 2.45; p = 0.12) relationship at the 5% level of significance between being a member of the Kaizer Chiefs supporters club and being a Liberty Life policy holder.

Table 28. Members of Kaizer Chiefs Supporters Club who have a policy with Mutual & Federal

		Have policy with Mutual & Federal		
		No	**Yes**	**Total**
Member of KCSC	**No**	125	69	194
	Yes	106	69	175
Total		**231**	**138**	**369**

Table 28 serves to show the association between KCSC membership and being a Mutual & Federal policyholder. Table 28 above shows that between the two groups of supporters, there were equal members of KCSC (69) as compared with non-KCSC members (69) who were Mutual and Federal policyholders. However, in the group of KCSC member there were fewer Mutual and Federal policyholders.

In addition, Table M in Appendix C shows evidence that there was a statistically insignificant (χ^2 = 0.59; p = 0.444) relationship at the 5% level of significance between being a member of the Kaizer Chiefs supporters club and being an Mutual and Federal policy holder.

Table 29. Members of Kaizer Chiefs Supporters Club who have a policy with Hollard

		Have a policy with Hollard		
		No	**Yes**	**Total**
Member of KCSC	**No**	133	61	**194**
	Yes	65	110	**175**
Total		**198**	**171**	**369**

Table 29 above serves to show the association between being a member of the KCSC with holding a policy with Hollard. Table 29 shows that between the two groups of supporters, more (110) members of KCSC were Hollard policyholders compared to (61) non-KCSC members. Whereas more (133) non-KCSC members did not have a policy with Hollard compared to (65) who were KCSC members.

In addition, Table N in Appendix C shows that there was a statistically significant (χ^2 = 36.5; p = 0.000) strong relationship between being a member of the KCSC and possessing a policy with Hollard. This is in line with prior expectations that an increase in KCSC membership may infleunce an increase in Hollard policy holders. This finding is in support of co-branding the two brands.

Table 30. Members of Kaizer Chiefs Supporters Club who have a policy with Sanlam

		Have a policy with Sanlam		
		No	**Yes**	**Total**
Member of KCSC	**No**	156	38	**194**
	Yes	63	112	**175**
Total		**219**	**150**	**369**

Table 30 above serves to show the association between being a member of the KCSC and holding a Sanlam policy. Table 30 shows that between the two groups

of supporters, more (112) members of KCSC were Sanlam policyholders compared to (38) non-members. Whereas more (156) non-KCSC members did not have a policy with Sanlam compared to (63) who were KCSC members.

In addition, Table O in Appendix C highlights that there was a statistically significant (χ^2 = 75.2; p = 0.000) relationship between being a member of the Kaizer Chiefs supporters club and holding a Sanlam policy.

4.4.3 *Unprompted response to Hollard*

Table P in Appendix C above serves to show the various words that the name Hollard evoked among respondents in the sample. The majority of Kaizer Chiefs supporters associated Hollard with insurance and funeral plan products. However, more (144) participants thought of insurance as compared to (31). This huge difference suggests that participants associate Hollard with insurance services in general.

In addition, Table Q in Appendix C highlights that there was a statistically significant (χ^2 = 42.3; p = 0.000) relationship between the comments made about Hollard and being a member of the Kaizer Chiefs supporters club.

This suggests that an increase in KCSC membership may influence an awareness of what the Hollard brand stands for.

4.5 Reliability of the main constructs of the study

Using the Trust Based Commitment model, the theoretical framework built by Story & Hess (2005) has been presented in Figure 1. I have positioned satisfaction and trust as the two requisites for commitment to occur, and these form the core focus of this research. Successful co-branding is presented as one of the favourable outcomes and as a strategic option available to brands, by establishing commitment between consumers and a brand. A measurement of

propensity to purchase was also included in the study to test whether the committed of supporters could be leveraged.

As part of the analysis, measurement of whether customer-brand commitment can be leveraged into propensity to purchase the co-branded product was conducted. The instrument will test whether commitment to Kaizer Chiefs may be leveraged onto the Kaizer Chiefs Funeral Plan and Hollard Insurance.

The hypotheses were tested using the t-test or independent sample t-test.

However, to validate the main constructs of this study, reliability tests were first carried out for all variables within each construct in the questionnaire. The constructs are namely; satisfaction, trust, commitment and propensity to purchase.

4.5.1 *Satisfaction Construct*

Questions for the satisfaction construct were adopted from Zboja and Voorhees (2006), whose study focused on perceptions of trust in and satisfaction with a brand. The author's contention was that brand trust and satisfaction impacted on the purchase intention.

I found relevant literature that was dedicated to measuring satisfaction with the expected performance of a brand. Zboja and Voorhees (2006) developed a scale that measured the impact of satisfaction using a multi-item Likert-type scale to describe the dimensions of the construct in terms of specific behaviour and attributes. The scale consisted of items that represent characteristics of the brand related to its expected performance by the consumer.

The Likert Scale seven items scale had the following items:

1 = Strongly Disagree

2 = Disagree

3 = Slightly Disagree

4 = Undecided

5 = Slightly Agree

6 = Agree

7 = Strongly Agree

A seven point Likert scale with the same anchors was used in the study into the Trust Based Commitment Process model (Hess & Story, 2005).

Table 31. Satisfaction construct Cronbach's Alpha

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
.984	.985	7

I am happy and satisfied to be a member of the Kaizer Chiefs Supporters Club
I did the right thing by becoming a member of the Kaizer Chiefs Supporters Club
I receive benefit from being a member of the Kaizer Chiefs Supporters Club
I know what to expect from Kaizer Chiefs Supporters Club
I love Kaizer Chiefs
It is very Important to me to be a supporter of the Kaizer Chiefs
Kaizer Chiefs never disappoints me

The overall reliability of the satisfaction construct for all items (N = 7) in Table 31 was 0.98 (Cronbach's Alpha = .984). According to Gliem and Gliem (2003), the Cronbach's alpha coefficient is important in order to achieve internal reliability whenever Likert-type scales are used. In a study by Gliem and Gliem (2003), it was found that internal consistency of the items in the scale is greater where Cronbach's alpha coefficient is close to 1.0. Therefore, a Cronbach's alpha of 0.8 represents strong validity of the construct (Gliem and Gliem, 2003). It is important to analyse scales that have been summated, as the Cronbach's alpha does not measure estimates of reliability for single items.

In the study by Hess and Story (2005), the measure for reliability of the satisfaction construct delivered a Cronbach's Alpha score of 0.86. This provides a reliable and meaningful measure of the satisfaction construct of this study, as the Cronbach's alpha of this study is .984.

4.5.2 *Trust Construct*

Trust was measured using a multi-item Likert-type scale to describe the construct in terms of specific behaviour and attributes.

The scale consisted of items that represent characteristics of the brand related to its reliability and intention towards the consumer, using a scale similar to that developed by Delgado-Ballester (2002).

The Likert-type seven-item scale had the following end anchors (1 = Strongly Disagree and 7 = Strongly Agree).

Table 32. Trust construct Cronbach's Alpha

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.969	0.970	8

Kaizer Chiefs cares about keeping me happy
Kaizer Chiefs is honest in addressing my concerns as a supporter
Kaizer Chiefs is trustworthy
Kaizer Chiefs responds to my concerns
Kaizer Chiefs stands for quality
I trust Kaizer Chiefs to offer me the best Funeral Plan
I trust Kaizer Chiefs to offer me the best products
Kaizer Chiefs values its supporters

The overall reliability of the trust construct for all items (N=8) was 0.97 (Cronbach's Alpha = .969) from Table 32.

In the study by Hess and Story (2005), the measure for reliability of the trust construct delivered a Cronbach's Alpha score of 0.91. This provided a reliable and meaningful measure of the satisfaction construct of this study, as the Cronbach's alpha of this study is .969.

4.5.3 *Commitment Construct*

The construct for measuring commitment to the brand was adopted from related studies by Gurviez and Korchia (2003), Pritchard, Havitz and Howard (1999) and (Shuv-Ami, 2012). Measuring commitment to a brand is a complex issue as the construct encompasses satisfaction, trust and loyalty. The scale, which was used for this study, is shown in Table 33 below

The Likert-type seven-item scale had the following end anchors (1 = Strongly Disagree and 7 = Strongly Agree).

Table 33. Commitment construct Cronbach's Alpha

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.817	0.681	8

I will support Kaizer Chiefs for long time
It would be difficult to change my beliefs about Kaizer Chiefs
Even if close friends and family recommend it, I would not change being a supporter of Kaizer Chiefs
I support Kaizer Chiefs because their image reflects my lifestyle
Kaizer Chiefs makes me feel important
I don't know much about the Kaizer Chiefs Supporters Club
I am loyal to Kaizer Chiefs
I would recommend the Kaizer Chiefs Supporters Club to my family & friends

The overall reliability of the commitment construct for all items (N=8) in Table 52 was 0.81 (Cronbach's Alpha = 0.817). In the study by Hess and Story (2005), the measure for reliability of the commitment construct delivered a Cronbach's Alpha score of 0.89. This provided a reliable and meaningful measure of the satisfaction construct of this study, as the Cronbach's alpha of this study is .817.

4.5.4 *Propensity to Purchase Construct*

The scale developed to measure propensity to purchase the Kaizer Chiefs Funeral Plan was based on a scale from a related study developed by (Liu, Chu, Wong, Zuniga, Meng and Pan, 2012), which explored the influence of affective loyalty on intention to use a co-branded product.

The overall reliability of the propensity to purchase construct for all items (N=12), as illustrated in Table 34 below was 0.88 (Cronbach's Alpha = 0.883).

Table 34. Propensity to Purchase construct Cronbach's Alpha

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.883	0.864	12

I am interested in buying products from brand that sponsors of Kaizer Chiefs
It is important to buy products from brand sponsors of Kaizer Chiefs
I would buy the Kaizer Chiefs Funeral Plan if I were interested in a Funeral Plan
I look for brands that sponsor Kaizer Chiefs when buying products
It is Important that Kaizer Chiefs offers products that look after the well being of its supporters
I prefer buying product from Kaizer Chiefs' brand sponsors
I consider buying products from Kaizer Chiefs brand sponsors
I prefer buying financial and insurance products from financial institutions
I cannot associate Kaizer Chiefs with financial services products
I would only trust the Kaizer Chiefs Funeral Plan when the financial risks are low
Kaizer Chiefs should only focus on football
I trust Kaizer Chiefs regardless of the product they offer

Based on all the Tables 31, 33, 33 and 34 above, we can conclude that all variables of the research model are reliable. The Cronbach's alpha score for satisfaction is .984, for trust is .969, for commitment is .817, and for propensity to purchase is .883.

4.5.5 *Correlation of Constructs*

According to Deari and Balla (2013), citing Kline (1998), the correlation matrix presents the correlation coefficient between selected variables.

In Table R in Appendix C, the correlation matrix indicates that

- Satisfaction is positively correlated with trust (.967), commitment (.965) and propensity to purchase (.941)
- Trust is highly and positively correlated with commitment (.949) and propensity to purchase (.914)
- Commitment is highly and positively correlated with propensity to purchase (.921)
- All four variables, satisfaction, trust, commitment and propensity to purchase are highly correlated with one another

In the study by Hess and Story (2005), satisfaction was highly correlated with trust ($r = 0.74$, $p<0,001$). Correlation coefficient measures how variables are related to each other. Where the correlation is positive, they both increase or decrease in the same direction. Where correlation is zero, no relationship between the two variables exists. The movement of one variable would have no effect on the other.

4.6 Results pertaining to Hypothesis 1a

H_0. Committed supporters of a brand that has established a co-branding partnership with another brand will demonstrate a higher propensity to purchase the co-brand than non-supporters of that brand

H_1. There is a mean difference in propensity to purchase the co-brand between committed supporters and non-supporters of a brand in a co-branding partnership

Table 35. Propensity to Purchase among Kaizer Chiefs supporters

	Support Kaizer Chiefs	N	Mean	Std. Deviation	Std. Error Mean
Propensity to Purchase	Yes	224	5.0242	.43649	.02916
	No	145	2.7661	.33554	.02787

The results from Table 35 above shows that mean value for propensity to purchase for Kaizer Chiefs supporters (5.02) was higher than the non-supporters group (2.77). Furthermore, the Independent Samples T-test in Appendix D Table A revealed that there is a significant (p-value < 0,05) difference in means between the two groups. This implies that there is a positive relationship between the support for Kaizer Chiefs and propensity to purchase the Kaizer Chiefs Funeral Plan. We can conclude that the results provide evidence to support the acceptance of the hypothesis (H1a).

Therefore, Hypothesis H1a is accepted and committed supporters of Kaizer Chiefs demonstrate a higher propensity to purchase the Kaizer Chiefs Funeral Plan than non-supporters of Kaizer Chiefs.

Table 36. Preference to purchase products from Kaizer Chiefs sponsors' among Kaizer Chiefs supporters

	Support Kaizer Chiefs	N	Mean	Std. Deviation	Std. Error Mean
I would prefer buying product from Chiefs sponsors over those of their competitors	Yes	224	5.51	1.050	.070
	No	145	1.87	.626	.052

Results of Table 36 above and Table B in Appendix D provide further evidence to support the hypothesis (H1a). The results from Table 36 above shows that mean value for preference to purchase products from Kaizer Chiefs sponsors over those of their competitors for Kaizer Chiefs supporters (5.51) was higher than the non-supporters group (1.87). There exists a statistically significant positive relationship between supporting Kaizer Chiefs and the preference to purchase products supplied by Kaizer Chiefs sponsors' over those products that are supplied by Kaizer Chiefs' sponsor's the competitors.

- Sig value not negative
- p-value is less than 0,05 (confidence was set at 95%)

4.7 Results pertaining to Hypothesis 1b

H_0. Committed supporters of a brand that has established a co-branding partnership with another brand will demonstrate a lower propensity to purchase products that compete with the co-brand

H_1. There is a mean difference in propensity to purchase products that compete with the co-brand between committed supporters and non-supporters of a brand that has established the co-branding partnership

Evidence to support this hypothesis (H1b) can be found in Appendix D Table C. There is a mean difference between the numbers of committed Kaizer Chiefs supporters that have bought a policy from Hollard (.64) as compared with the mean differences of Hollard's competitor's policies held Kaizer Chiefs supporters.

Table 37. Kaizer Chiefs supporters' interest to purchase a Funeral Plan

	Support KC	N	Mean	Std. Deviation	Std. Error Mean
I would buy Kaizer Chiefs Funeral Plan if I were interested in a Funeral Plan	Yes	224	5.70	1.066	.071
	No	145	1.95	.974	.081

Results in Table D in Appendix D and Table 37 provide evidence to support the hypothesis (H1b).

The results from Table 37 above shows that the mean value for intention to purchase the Kaizer Chiefs Funeral Plan for Kaizer Chiefs supporters (5.70) was higher than the non-supporters group (1.95).

Table D in Appendix D shows that there exists a significant positive relationship between supporting Kaizer Chiefs and the purchase of the Kaizer Chiefs Funeral Plan only from Hollard.

- Sig value not negative
- p-value is less than 0,05 (confidence was set at 95%)

Therefore, committed supporters of Kaizer Chiefs would prefer buying products marketed by sponsors of Kaizer Chiefs when compared against those marketed by their competitors.

4.8 Results pertaining to Hypothesis 1c

H_0. Committed supporters of a brand that has established a co-branding partnership with another brand are more likely to recommend the co-brand to family and friends than non-supporters of that brand

H_1 There is a mean difference in recommendation of the co-brand to family and friends between committed supporters and non-supporters of a brand that has established the co-branding partnership

Table 38. Kaizer Chiefs supporters recommendation of the Kaizer Chiefs Funeral Plan to family and friends

	Support Kaizer Chiefs	N	Mean	Std. Deviation	Std. Error Mean
I would recommend KCFP to family & friends	Yes	224	5.70	.959	.064
	No	145	1.00	.000	.000

Results in the Table 38 above and Appendix D Table E provide evidence to support the hypothesis (H1c).

The results from Table 38 above shows that the mean value for recommendation of the Kaizer Chiefs Funeral Plan to family and friends for Kaizer Chiefs supporters was (5.70) was higher than the non-supporters group (1.00)

There is a significant positive relationship between supporting Kaizer Chiefs and recommendation of the Kaizer Chiefs Funeral Plan to family and friends (Appendix D Table E)

- Sig value not negative
- p-value is less than 0,05 (confidence was set at 95%)

Therefore, the hypothesis (H1c) is accepted.

4.9 Results pertaining to Hypothesis 2a

H_0. Committed supporters of a brand that has established a co-branding partnership with another brand will demonstrate a higher propensity to purchase other products marketed by that brands' co-branding partner as compared with products marketed by the co-branding partners' competitors

H_1. There is a mean difference in the propensity to purchase other products marketed by a brand in a co-branding partnership between committed supporters and non-supporters of that brands' co-branding partner

Table 39. Kaizer Chiefs supporters' preference to purchase products from Kaizer Chiefs sponsors

	Support KC	N	Mean	Std. Deviation	Std. Error Mean
Prefer buying product from Kaizer Chiefs brand sponsors	Yes	224	5.51	1.050	.070
	No	145	1.87	.626	.052

Table 40. Kaizer Chiefs supporters' response to the importance of buying products from sponsors of Kaizer Chiefs

	Support KC	N	Mean	Std. Deviation	Std. Error Mean
Important to buy products from Kaizer Chiefs brand sponsors	Yes	224	5.30	1.177	.079
	No	145	1.61	.756	.063

Results in Table 39 and Table 40 above, and Table A and Table B in Appendix E, provide evidence to support the hypothesis (H2a).

The results from Table 39 above shows that the mean value for preference to purchase products from Kaizer Chiefs sponsors for Kaizer Chiefs supporters (5.51) was higher than the non-supporters group (1.87).

There is a statistically significant positive relationship between supporting Kaizer Chiefs and preference to purchase products marketed by Kaizer Chiefs brand sponsors (Appendix E Table A).

- Sig value not negative
- p-value is less than 0,05 (confidence was set at 95%)
- Therefore, committed supporters of Kaizer Chiefs are more likely to prefer purchasing products marketed by Kaizer Chiefs brand sponsors, such as Hollard, against their competitors.

The results from Table 40 above shows that the mean value for the importance to purchase products from Kaizer Chiefs sponsors for Kaizer Chiefs supporters (5.30) was higher than the non-supporters group (1.61)

In addition, there is a statistically significant positive relationship between supporting Kaizer Chiefs and the value placed on products marketed by Kaizer Chiefs brand sponsors (Appendix E, Table B).

- Sig value not negative
- p-value is less than 0,05 (confidence was set at 95%)

Therefore, this provides further evidence that committed supporters of Kaizer Chiefs are more likely to prefer purchasing products marketed by Kaizer Chiefs brand sponsors, such as Hollard, against their competitors. Hypothesis H2a is accepted.

4.10 Results pertaining to Hypothesis 2b

H_0 Non-supporters of a brand that has established a co-branding partnership with another brand will demonstrate a lower propensity to purchase products' marketed by that brands' co-branding partner as compared with products marketed by the co-branding partners' competitors

H_1 There is a mean difference in the propensity to purchase the products marketed by the competitors of a brand that is in a co-branding partnership between committed supporters and non-supporters of that brands' co-branding partner

Results of Appendix D Table B provide evidence to support the hypothesis (H2b), as there exists a statistically significant positive relationship between the support for Kaizer Chiefs and preference to purchase products from Kaizer Chiefs sponsors over their competitors.

- Sig value not negative
- p-value is less than 0,05 (confidence was set at 95%)

This suggests that there exists a statistically insignificant relationship between the non-support for Kaizer Chiefs and the preference to purchase products from Kaizer Chiefs sponsors.

In addition, there is a mean difference between non-supporters (1,87) and supporters of Kaizer Chiefs (5,51) regarding the preference to buy products from

Kaizer Chiefs sponsors as shown in Table 39.

4.11 Summary of results

4.11.1 *Summary of results: Demographic profile of Respondents*

The respondents in this study comprised of black South African adult male supporters of Kaizer Chiefs and supporters of other professional football club franchises that compete in the South African Premier Soccer League. There were a total of 369 respondents drawn through quota sampling during football matches between Kaizer Chiefs and their opponents during specific match days. The specific breakdown of the football teams supported in this study were listed in Table 5 and Figure 3, which saw Kaizer Chiefs supporters making up 61% of the total respondents in the sample.

Furthermore, the supporters of Kaizer Chiefs were segmented into two different types of supporters, being card-carrying members of the official Kaizer Chiefs Supporters Club, or ordinary supporters who did not belong to the official supporters club. From Table 6 we saw that 78% of all respondents who support Kaizer Chiefs were also members of the Kaizer Chiefs Supporters Club. The majority of respondents stated they lived in Johannesburg and its surrounding townships and suburbs, whilst all respondents earned above the minimum threshold of R6 500,00 income per month. Table 8 showed us that 72% of all respondents said they had children, whilst 75% of respondents were married or living with a spouse as illustrated in Table 9.

In terms of buying behaviour of financial services products, Table 10 shows us that the respondents' most popular type of insurance product was a funeral policy, as 64% of respondents stated that they had purchased this type of plan. 76% of respondents mentioned that they were aware of the Kaizer Chiefs Funeral Plan as illustrated in Table 11. From Table 12 we can see that 15% of all respondents

attended 1 match in an entire season, whilst 31% mentioned that they attendant between 5 and 10 matches in a footballing season.

We can also provide analysis of responses from the two types of Kaizer Chiefs supporters.

The majority of all Kaizer Chiefs supporters (44%), as illustrated in Table 13, attended between 5 and 10 matches in a season, with the second majority (33%) attending more than 10 matches in a season. Table A in Appendix C informs us that there is an insignificant relationship between supporting Kaizer Chiefs and attending only one match in a season, with significant relationships existing between attending between 1 and 5 matches (Appendix C, Table B), between 5 and 10 matches Appendix C, Table C) and more than 10 matches (Appendix C, Table D).

In financial services brand names purchased by all Kaizer Chiefs supporters, 44% of Kaizer Chiefs supporters had purchased a financial service product from Old Mutual (Table 18); 43% had a policy with Liberty Life (Table 19), 46% had a policy with Mutual & Federal (Table 20), 64% had a policy with Hollard Insurance (Table 21), and 57% had a policy with Sanlam (Table 22). Using Pearson Chi-Square values, there is an insignificant relationship between supporting Kaizer Chiefs and having a policy with Old Mutual (Appendix C Table E), whilst a significant relationship exists between having policies with Liberty Life (Appendix C Table F), Mutual & Federal (Appendix C Table G), Hollard Insurance (Appendix C Table H) and Sanlam (Appendix C Table I). In absolute numbers, Hollard Insurance had the highest percentage (25,18%) patronage amongst all Kaizer Chiefs supporters (Figure 4).

In terms of Kaizer Chiefs branded merchandise, Figure 5 showed us that the majority of all Kaizer Chiefs supporters owned Kaizer Chiefs branded merchandise, whilst Table 23 showed us that the overwhelming majority of supporters (total of 223 out of 224) also wore their merchandise away from formal football matches. The majority of all Kaizer Chiefs supporters demonstrated a high awareness of Kaizer Chiefs' sponsors (67%) as seen on Table 24.

Of the 244 total supporters of Kaizer Chiefs, 78% (175) were also members of the Kaizer Chiefs Supporters Club. Members of the official Kaizer Chiefs Supporters Club made up 47% (175 respondents) of the overall study (Table 37).

From Table 25 we also saw that 66% of members of the Kaizer Chiefs Supporters Club had high awareness of Kaizer Chiefs' sponsors and there is a significant relationship between being a member of the Kaizer Chiefs Supporters Club and high awareness of Kaizer Chiefs' sponsors (Appendix C Table J).

Table 27 shows that between the two groups of supporters, there was less member of KCSC (69) as compared non-KCSC (85) who were Old Mutual policyholders. There is a statistically insignificant relationship at the 5% level of significance between being a member of the KCSC and being an Old Mutual (Appendix C Table K), Liberty Life (Appendix C Table L), and Mutual and Federal (Appendix C Table M). There was a statistically significant relationship however between membership of the KCSC and being holding a policy with Hollard Insurance (Appendix C Table N), and, Sanlam (Appendix C Table O). Table 29 also shows that between the two groups of supporters, more (110) members of KCSC were Hollard policyholders compared to (61) non-KCSC members. Whereas more (133) non-KCSC members did not have a policy with Hollard compared to (65) who were KCSC members.

There is a significant relationship between membership of the KCSC and recalling Hollard as a company that provided insurance and funeral plan policies (Appendix C, Table P). This suggests that increasing membership in KCSC is associated with an increase in awareness of what the Hollard brand offers.

4.11.2 *Summary of results: Constructs of the study*

Using the Trust Based Commitment model, the theoretical framework built by Story & Hess (2005) presented in Figure 1, I have positioned satisfaction and trust as the two requisites for commitment to occur, and these were the core issues of this research. Successful co-branding is presented as one of the favourable outcomes, as a strategic option available to brands as a result of the

establishment of commitment between consumers and a brand. A measurement of propensity to purchase was also included to test whether the committed of Kaizer Chiefs supporters could be leveraged onto the co-brand, the Kaizer Chiefs Funeral Plan, and the other constituent brand, Hollard.

Reliability for satisfaction as a construct delivered a Cronbach's Alpha score of 0,98 (Table 31). This provided a reliable and meaningful measure of the satisfaction construct for this study, as the study by Hess and Story (2005) delivered a satisfaction Cronbach's Alpha score of 0,86.

Reliability for trust as a construct delivered a Cronbach's Alpha score of 0,97 (Table 32). This provided a reliable and meaningful measure of the trust construct for this study, as the study by Hess and Story (2005) delivered a trust Cronbach's Alpha score of 0,91.

Reliability for commitment as a construct delivered a Cronbach's Alpha score of 0,81 (Table 33). This provided a reliable and meaningful measure of the satisfaction construct for this study, as the study by Hess and Story (2005) delivered a satisfaction Cronbach's Alpha score of 0,89.

Reliability of propensity to purchase as a construct delivered a Cronbach's Alpha score of 0,88 (Table 34).

I also measured the correlation between selected variables as illustrated in Appendix C Table R. The analysis of all constructs in this study showed that the constructs are correlated to each other. This suggested that the movement of one variable would have the same movement effect on the other variables.

4.11.3 *Summary of results: Hypothesis 1 (H1a)*

The hypotheses were tested using the t-test or independent sample t-test.

However, to validate the main constructs of this study, reliability tests were first carried out for all variables within each construct in the questionnaire.

The constructs are namely; satisfaction, trust, commitment and propensity to purchase.

The hypothesis (H1a) is that committed supporters of a brand that has established a co-branding partnership with another brand will demonstrate a higher propensity to purchase the co-brand than non-supporters of that brand.

Using the independent samples test for propensity to purchase the Kaizer Chiefs Funeral Plan, results from Table 35 showed that a mean value for propensity to purchase for all Kaizer Chiefs supporters was higher (5.02) than that on non-supporters of the team (2.77). In addition, there is a statistically significant relationship between propensity to purchase a Kaizer Chiefs Funeral Plan and support for Kaizer Chiefs (Appendix D Table A).

This is supported by further results from Appendix D Table B, as the results highlight the existence of a statistically significant positive relationship between supporting Kaizer Chiefs and the preference to purchase the products supplied by Kaizer Chiefs sponsors' over products supplied by companies sponsoring other teams

Hence we can conclude that the results in Table 53 and Appendix D Table A and Appendix D Table B provide evidence to accept the hypothesis H1a .

4.11.4 *Summary of results: Hypothesis 1 (H1b)*

The hypotheses were tested using the t-test or independent sample t-test.

However, to validate the main constructs of this study, reliability tests were first carried out for all variables within each construct in the questionnaire. The constructs are namely; satisfaction, trust, commitment and propensity to purchase.

The hypothesis (H1b) is that committed supporters of a brand that has established a co-branding partnership with another brand will demonstrate a lower propensity to purchase products that compete with the co-brand.

Results from Appendix D Table B provided evidence to accept the hypothesis. There exists a statistically significant positive relationship between supporting Kaizer Chiefs and preference to purchase products from Kaizer Chiefs' sponsors.

Other results in Appendix D Table D also provided evidence to accept the hypothesis (H1b). There exists a statistically significant positive relationship between the support for Kaizer Chiefs and the likelihood of purchasing a funeral plan only from Hollard. Therefore, committed supporters of Kaizer Chiefs demonstrate a higher propensity to purchase a funeral plan from Hollard above any of its competitors. In addition, Appendix D Table C shows a mean difference between the committed Kaizer Chiefs supporters that have bought a policy from Hollard as compared to the mean difference of products bought from Hollard's competitors.

4.11.5 *Summary of results: Hypothesis 1 (H1c)*

The hypotheses were tested using the t-test or independent sample t-test.

However, in order to validate the main constructs of this study, reliability tests were first carried out for all variables within each construct in the questionnaire. The constructs are namely; satisfaction, trust, commitment and propensity to purchase.

The hypothesis (H1c) is that committed supporters of a brand that has established a co-branding partnership with another brand are more likely to recommend the co-brand to family and friends than non-supporters of that brand.

Results from Appendix D Table E and Table 38 provide evidence to support the hypothesis. There is a significant positive relationship between supporting Kaizer Chiefs and recommending the Kaizer Chiefs Funeral Plan to family and friends.

4.11.6 *Summary of results: Hypothesis 2 (H2a)*

The hypotheses were tested using the t-test or independent sample t-test.

However, to validate the main constructs of this study, reliability tests were first carried out for all variables within each construct in the questionnaire. The constructs are namely; satisfaction, trust, commitment and propensity to purchase.

The hypothesis (H2a) is that committed supporters of a brand that has established a co-branding partnership with another brand will demonstrate a higher propensity to purchase other products marketed by that brands' co-branding partner as compared with products marketed by the co-branding partners' competitors.

Results in the study provide evidence to accept the hypothesis (H2a).

There is a statistically significant positive relationship between supporting Kaizer Chiefs and preference to purchase products marketed by Kaizer Chiefs brand sponsors (Appendix E Table A). Therefore, committed supporters of Kaizer Chiefs are more likely to prefer purchasing products marketed by Kaizer Chiefs brand sponsors, such as Hollard, against their competitors.

In addition, there is a statistically significant positive relationship between supporting Kaizer Chiefs and the importance to purchase products marketed by Kaizer Chiefs' brand sponsors' (Appendix E Table B). Therefore, this provides further evidence to suggest that committed supporters of Kaizer Chiefs are more likely to prefer purchasing products marketed by Kaizer Chiefs brand sponsors, such as Hollard, against their competitors.

4.11.7 *Summary of results: Hypothesis 2 (H2b)*

The hypotheses were tested using the t-test or independent sample t-test.

However, validate the main constructs of this study, reliability tests were first carried out for all variables within each construct in the questionnaire. The

constructs are namely; satisfaction, trust, commitment and propensity to purchase.

The hypothesis (H2b) is that non-supporters of a brand that has established a co-branding partnership with another brand will demonstrate a lower propensity to purchase products' marketed by that brands' co-branding partner as compared with products marketed by the co-branding partners' competitors.

Results of Appendix E Table A provide evidence to accept the hypothesis (H2b), as there exists a statistically significant positive relationship between the support for Kaizer Chiefs and preference to purchase products from Kaizer Chiefs sponsors over their competitors. This suggests that there exists a statistically insignificant relationship between the non-support for Kaizer Chiefs and the preference to purchase products from Kaizer Chiefs sponsors.

In addition, Table 39 shows us that there is a mean difference between non-supporters (1,87) and supporters of Kaizer Chiefs (5,51) regarding their preference to buy products from Kaizer Chiefs sponsors.

5 CHAPTER 5: DISCUSSION OF RESULTS

5.1 Introduction

This chapter will focus on interpreting the results of the study into the impact of using co-branding as a strategy to influence consumer brand perceptions in South Africa through leveraging of a stronger brand onto a weaker brand. The study aims to establish whether co-branding could be used as a strategy of leveraging the favourable perceptions and attitudes of the strong constituent brand onto the co-brand, and, onto the weaker constituent brand.

In this study, the Kaizer Chiefs Funeral Plan was the co-brand, Kaizer Chiefs was the stronger constituent brand, whilst Hollard was the weaker constituent brand. The study was an analysis of whether the co-branding partnership between Kaizer Chiefs and Hollard had an influence on the attitudes and perceptions of supporters and non-supporters of Kaizer Chiefs towards the Kaizer Chiefs Funeral Plan and towards Hollard in Johannesburg.

The first sub-problem was to explore whether the co-branding partnership between Kaizer Chiefs and Hollard had influenced the perceptions and attitudes of committed adult black male supporters and non-supporters of Kaizer Chiefs in Johannesburg, on the Kaizer Chiefs Funeral Plan, and, on Hollard.

The second sub-problem was to examine whether the commitment of adult black male supporters of Kaizer Chiefs could be leveraged to influence their attitudes and perceptions favourably towards the football clubs' commercial partners and sponsors.

This research is significant as increases the existing knowledge and the theoretical standing of co-branding as a strategy that marketers can adopt to introduce a new product using the high consumer-based brand equity of their existing brands in South Africa.

Using the Trust Based Commitment Model developed by Hess and Story (2005), where the authors argued that consumers commitment to the brand leads them to

exhibit both primary and secondary loyalty behaviours towards that brand. The implication of the model in this study was that respondents who were committed supporters of Kaizer Chiefs would demonstrate more loyalty behaviours than those respondents who were not supporters of the football brand.

Commitment to the brand would result in primary and secondary loyalty behaviours, such as attending more match days, purchasing the football clubs merchandise, and supporting the co-brand and commercial partners of Kaizer Chiefs, such as the Kaizer Chiefs Funeral Plan and Hollard Insurance.

5.2 Demographic profile of respondents

The respondents of the study comprised of black South African male supporters of Kaizer Chiefs and supporters of other professional football clubs that compete against Kaizer Chiefs in the South African Premier Soccer League. Furthermore, supporters of Kaizer Chiefs were either official card-carrying members of the Kaizer Chiefs Supporters Club, or they were ordinary supporters who were not members of the supporters club. Members of the Kaizer Chiefs Supporters Club were requested to display their official membership cards. Kaizer Chiefs supporters' made up 61% of the total respondents in the sample, where 78% of those Kaizer Chiefs supporters were also members of the Kaizer Chiefs Supporters Club.

In this research study, 71% of respondents said they had children. This is important because children influence their parents purchasing behavior (Shohan and Dalakas, 2005). Having children may be one of the reasons that individuals decide to purchase a funeral plan, as these financial instruments ensure that the members' families are not burdened with the cost associated with arranging a funeral when the need arises, as children are dependent on adults for their wellbeing and survival.

In this research study, 75% of all respondents said that they were married or living with a spouse. The family is considered as a key decision-making unit owing to the large consumption of products and services that form part of daily life within a household, including life and insurance products.

In terms of buying behaviour for financial services products, the respondents most popular type of insurance product was a funeral policy, as 64% of respondents stated that they had purchased this type of plan, whilst 76% of respondents mentioned that they were aware of the Kaizer Chiefs Funeral Plan.

The results from Kaizer Chiefs supporters confirmed the value of the Trust Based Commitment Model. Commitment Kaizer Chiefs supporters exhibited more loyalty behaviours than non-supporters of Kaizer Chiefs. The highest number of Kaizer Chiefs supporters (44%) attended between 5 and 10 matches in a season, with the second majority (33%) attending more than 10 matches in a season. Of the 244 total supporters of Kaizer Chiefs in the study, 78% (175) were also members of the Kaizer Chiefs Supporters Club. Respondents in the study had high awareness of Kaizer Chiefs' sponsors and there is a significant relationship between being a member of the Kaizer Chiefs Supporters Club and high awareness of Kaizer Chiefs' sponsors. There was also a statistically significant relationship between membership of the Kaizer Chiefs Supporters Club and holding a policy with Hollard Insurance.

Table 29 also showed that between the two groups of supporters, more (110) members of Kaizer Chiefs Supporters Club were Hollard policyholders compared to (61) non-members of the Kaizer Chiefs Supporters Club. There was a statistically significant relationship between membership in the Kaizer Chiefs Supporters Club and associating Hollard as a company that provided insurance and funeral plan policies. This suggested that an increase in membership of Kaizer Chiefs Supporters Club could be associated with an increase in awareness of what the Hollard brand offers.

In terms of Kaizer Chiefs branded merchandise, the results of the study presented showed that the majority Kaizer Chiefs supporters owned Kaizer Chiefs branded merchandise and wore that merchandise away from formal football matches. The majority of all Kaizer Chiefs supporters had high awareness of Kaizer Chiefs sponsors (67%).

5.3 Discussion pertaining to Hypothesis 1a

The hypothesis (H1a) is that committed supporters of a brand that has established a co-branding partnership with another brand will demonstrate a higher propensity to purchase the co-brand than non-supporters of that brand.

Results from the study showed that the Kaizer Chiefs supporters had a higher propensity to purchase the Kaizer Chiefs Funeral Plan than non-supporters. In addition, there is a proven relationship between propensity to purchase the Kaizer Chiefs Funeral Plan and supporting Kaizer Chiefs. This is further supported by other results which highlighted there being a statistically significant positive relationship between supporting Kaizer Chiefs and preference to purchase the products supplied by Kaizer Chiefs sponsors' over products supplied by Kaizer Chiefs' sponsor's the competitors.

Chang (2009) noted that companies formed branding alliances to fulfil several goals, such as to increase their revenues by exploring new markets and improving the image of their products, and raising confidence of customers in their products. The combination of two brands in creating a co-brand may provide the consumer with greater confidence about a product's quality than a single branded product ever could (Helmig, Huber and Leeflang, 2008).

Consumers with strong brand trust and commitment to the constituent brands will react more favourably to the co-brand than those with weak brand trust and commitment. Shuv-Ami (2012) stated that committed consumers have a high, favourable attitude and preference to their brand, and are brand advocates. Reast (2005) suggests that brands with high consumer trust benefitted the most with brand extension exercises. A trusted brand creates an enabling environment for the leveraging of the brand name to new categories.

The constituent brands in this co-branding alliance form a partnership that has the potential for commercially benefits to both parties. The results of hypothesis H1a prove that co-branding can be used to increase commercial benefit to both constituent brands.

5.4 Discussion pertaining to Hypothesis 1b

The hypothesis (H1b) is that committed supporters of a brand that has established a co-branding partnership with another brand will demonstrate a lower propensity to purchase products that compete with the co-brand.

Results from the study provided evidence to support this hypothesis. There exists a statistically significant positive relationship between supporting Kaizer Chiefs and preference to purchase products from Kaizer Chiefs' sponsors. Other results also provided evidence to support the hypothesis, as there existed a statistically significant positive relationship between the support for Kaizer Chiefs and the likelihood of purchasing a funeral plan only from Hollard. Therefore, committed supporters of Kaizer Chiefs demonstrate a higher propensity to purchase a funeral plan from Hollard above any of its competitors. In addition, the study showed a mean difference between the committed Kaizer Chiefs supporters who have bought a policy from Hollard as compared to the mean difference of products bought from Hollard's competitors.

Consumers transfer parent brand trust and commitment to the new extended product when these consumers trust the constituent brands and perceive them to be safe (Wu & Yen, 2007). Consumers make judgment about the co-branded product (composite) using the constituent brand names, as they have no prior experience with the composite brand (Washburn *et al*, 2000).

5.5 Discussion pertaining to Hypothesis 1c

The hypothesis (H1c) is that committed supporters of a brand that has established a co-branding partnership with another brand are more likely to recommend the co-brand to family and friends than non-supporters of that brand.

Results from the study provided evidence to support the hypothesis. There is a significant positive relationship between being a committed supporter of Kaizer Chiefs and recommending the Kaizer Chiefs Funeral Plan to family and friends.

The implication of this hypothesis was that supporters of Kaizer Chiefs who were in a committed relationship with the brand should be able to demonstrate more loyalty behaviours than non-supporters of the Kaizer Chiefs. Supporters with commitment to Kaizer Chiefs tended to attend more match days, purchased the football clubs' merchandise, and supported the co-brand and commercial partners of Kaizer Chiefs, such as the Kaizer Chiefs Funeral Plan and Hollard Insurance.

Supporters who strongly identified with the team, relative to those with moderate or low in identification, reported more involvement with the team they support. The model from Abosag *et al* (2012) confirmed that supporters who have formed affective bonds with a team are likely to hold the perception that the team is a commercial brand and this leads them to adopt the teams' product and brand extensions.

Wu & Yen (2007) noted that companies strive to exploit the brand equity of their existing brands through leveraging them onto other product categories through co-branding. Brands that carry strong brand associations are more successful at extending into other product categories if they can differentiate from competing brands existing in the marketplace. Co-branding uses the inherent equity of the constituent brand to build a larger composite brand and capitalize on the brand value of the constituent brand.

5.6 Discussion pertaining to Hypothesis 2a

The hypothesis (H2a) is that committed supporters of a brand that has established a co-branding partnership with another brand will demonstrate a higher propensity to purchase other products marketed by that brands' co-branding partner as compared with products marketed by the co-branding partners' competitors.

Results in the study provide evidence to accept the hypothesis (H2a). There is a statistically significant positive relationship between supporting Kaizer Chiefs and preference to purchase products marketed by Kaizer Chiefs brand sponsors. Therefore, committed supporters of Kaizer Chiefs are more likely to prefer purchasing products marketed by Kaizer Chiefs brand sponsors, such as Hollard, against their competitors.

In addition, there is a statistically significant positive relationship between supporting Kaizer Chiefs and the importance placed on purchasing products marketed by Kaizer Chiefs brand sponsors. Therefore, this provides further evidence to suggest that committed supporters of Kaizer Chiefs are more likely to prefer purchasing products marketed by Kaizer Chiefs brand sponsors, such as Hollard, against their competitors.

The aim of adopting co-branding is to exploit the reputation of the constituent brand to achieve positive evaluation of the co-brand from buyers, as the constituent brands reinforce the reception of high product quality (Chang, 2009).

Andres (2003) cited in Helmig *et al (*2008) noted that the quality of the co-branded product influenced the evaluation of the constituent brands. A study by Saqib and Manchanda (2008) found that a co-branded product with a strong constituent brand was evaluated higher by consumers than a co-branded product without the support of a strong constituent brand. Their study underlines that an alliance between two well-reputed brands could increase the probability the new brand achieving success in the market place.

Where weaker brands being paired with stronger brands, research findings indicate that the stronger brand maintains it positive relationship with the consumer. However there is a noticeable, positive spill over effect onto the weaker brand and the co-brand product itself. Kippenberger (2000) also acknowledged that co-branding could influence consumers' perceptions of the constituent brands. Helmig *et al* (2008) stated that co-branding could be used over brand extension if the objective is to improve a weak brand, due to the complimentary effect.

5.7 Discussion pertaining to Hypothesis 2b

The hypothesis (H2b) is that non-supporters of a brand that has established a co-branding partnership with another brand will demonstrate a lower propensity to purchase products' marketed by that brands' co-branding partner as compared with products marketed by the co-branding partners' competitors.

Results of the study provided evidence to support the hypothesis (H2b), as there exists a statistically significant positive relationship between the support for Kaizer Chiefs and preference to purchase products from Kaizer Chiefs sponsors over their competitors. This suggests that there exists a statistically insignificant relationship between the non-support for Kaizer Chiefs and the preference to purchase products from Kaizer Chiefs sponsors. In addition, there is a mean difference between non-supporters (1,87) and supporters of Kaizer Chiefs (5,51) to the preference to buy products from Kaizer Chiefs sponsors.

Washburn, Till and Priluck (2000) stated that consumers' perceptions and attitudes toward a brand alliance such as a co-branding partnership influenced their perception and attitude toward the constituent brands that formed up the co-brand. It is then inferred from this that the consumer based brand equity of non-supporters of Kaizer Chiefs towards Kaizer Chiefs could influence the attitude and perception of non-supporters of Kaizer Chiefs toward Hollard as the co-branding partner in the Kaizer Chiefs Funeral Plan. Kippenberger (2000) also acknowledges that co-branding can alter customers' perceptions of the constituent brands. It is therefore possible for non-Kaizer Chiefs supporters to exhibit a lower propensity to purchase other products marketed by Hollard due to their non-support to Kaizer Chiefs. The co-brand brand's equity will be affected by the consumer's attitude towards and experience with the individual constituent brands prior to the creation of that co-brand.

6 CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

The study explored the purpose and context of using co-branding as a strategy to leverage a strong brand onto a weaker brand to influence consumer brand perceptions in South Africa. The aim of the study was to establish whether co-branding could be used as a strategy of leveraging the favourable perceptions and attitudes of a strong constituent brand, onto the co-brand, and, onto the weaker constituent brand. The research focused on introducing the product namely the Kaizer Chiefs Funeral Plan which is a product developed by the weaker constituent brand, Hollard Insurance. Kaizer Chiefs Football Club, in this study, is the stronger constituent brand.

In the first chapter of this research, the context for this study was explained and the problems and sub-problems that directed the research were defined. The research study examined the impact of the co-brand, the Kaizer Chiefs Funeral Plan, on the attitude and perception of Kaizer Chiefs' committed supporters and non-supporters towards the weaker constituent brand, Hollard Insurance. This was an investigation into whether co-branding could be used as a strategy by a weaker brand to compete in a marketplace by leveraging the positive consumer-based brand equity of the stronger constituent brand. The second chapter examined the literature of co-branding in greater depth. The definition of the concept of co-branding, how co-branding works, the benefits of co-branding, key decision making and success factors for co-branding, and the pitfalls of adopting a co-branding strategy were discussed. The chapter concludes by discussing the Trust Based Commitment Process Model to analyse the impact of co-branding.

The Trust Based Commitment Process Model, developed by Hess and Story (2005), proposed that consumers' commitment to the brand may lead them to exhibit both primary and secondary loyalty behaviours towards that brand, with co-branding being one of the potential secondary loyalty behaviour outcomes. The premise of this model was that committed customers engaged in deeper loyalty behaviours than those customers who where solely in personal or functional

relationships. Two further models were studied in the literature review. Abosag, Roper and Hind (2012) advocated a model whereby the positive perceptions of sport supporters' towards their club enables positive perceptions towards the club's brand extensions.

Chapter Two concludes by listing the three main constructs of the study, alongside the two broad hypotheses'.

The third chapter dealt with the research methodology and design. For the study into the impact on whether co-branding can be used as a strategy to leverage a strong brand on another brand targeting adult black males in South Africa, the research question is premised on the positivist worldview paradigm. The chapter delved further into the population and sample of the study, the research instrument, construct definition, and scale development. The chapter closed by discussing the data analysis and interpretation plans, including validity and reliability.

Chapter Four presents the results of the study. The implication of this study was that supporters of Kaizer Chiefs who are in committed relationships with the brand demonstrate more loyalty behaviours than non-supporters of the brand. Supporters with both person and functional connections to the Kaizer Chiefs brand tended to develop commitment towards the brand, which enabled them to exhibit primary and secondary loyalty behaviours, such as, attending more match days than non-committed supporters, purchasing the football clubs merchandise, and, supporting the brands commercial sponsors and partners and their branded product, including co-brands such as the Kaizer Chiefs Funeral Plan. The results are first presented through listing the demographic profile of respondents, which is split between supporters and non-supporters of Kaizer Chiefs. This is followed by the presentation of the results pertaining to the four main constructs of the study, being satisfaction, trust, commitment and propensity to purchase, along with the results pertaining to the two main hypotheses. The hypotheses were tested using the t-test or independent sample t-test.

A discussion of the research findings is discussed in Chapter Five. This chapter focused on the interpretation of the results of the study into the impact of using co-branding as a strategy to influence consumer brand perceptions in South Africa through leveraging a stronger brand onto a weaker brand. Results from the study showed that Kaizer Chiefs supporters had a higher propensity to purchase the Kaizer Chiefs Funeral Plan than non-supporters. In addition, there was a proven relationship between propensity to purchase the Kaizer Chiefs Funeral Plan and supporting Kaizer Chiefs. There also existed a statistically significant positive relationship between supporting Kaizer Chiefs and preference to purchase products from Kaizer Chiefs' sponsors. Results also showed a significant positive relationship between supporting Kaizer Chiefs and recommending the Kaizer Chiefs Funeral Plan to family and friends.

An analysis of the results related to the hypothesis, along with an in-depth analysis of the demographic profile of respondents being provided.

6.2 Conclusion of the study

The results from Kaizer Chiefs supporters confirmed the value of adopting the Trust Based Commitment Model. Commitment Kaizer Chiefs supporters exhibited more loyalty behaviours than non-supporters of Kaizer Chiefs. The study will contribute to the existing knowledge and the theoretical standing of co-branding as a strategy that marketers could adopt to introduce new products using the commitment of consumers in their brands in South Africa. Using the Trust Based Commitment Model**,** the results in this study was that respondents who were committed supporters of Kaizer Chiefs would demonstrate more loyalty behaviours than those respondents who were not committed to the football brand. Commitment to the brand would result in primary and secondary loyalty behaviours being exhibited by supporters, such as attending more match days, purchasing the football clubs merchandise, and supporting the co-brand and commercial partners of Kaizer Chiefs, such as the Kaizer Chiefs Funeral Plan and Hollard Insurance.

Research based on the first sub problem focused on co-branding partnerships. Results from the study showed that the Kaizer Chiefs supporters had a higher propensity to purchase the Kaizer Chiefs Funeral Plan than non-supporters. In addition, there was a proven relationship between the propensity to purchase the Kaizer Chiefs Funeral Plan and supporting Kaizer Chiefs. This was further supported by other results that highlighted a statistically significant positive relationship between supporting Kaizer Chiefs and preference to purchase products' supplied by Kaizer Chiefs sponsors' over those products supplied by the competitors of Kaizer Chiefs sponsors.

The second sub-problem examined whether the commitment of adult black male supporters of Kaizer Chiefs could be leveraged to influence their attitudes and perceptions favourably towards the football clubs' commercial partners and sponsors. Results from the study provided evidence to accept the hypothesis, as there exists a statistically significant positive relationship between supporting Kaizer Chiefs and preference in purchase products from Kaizer Chiefs' sponsors. There also existed a statistically significant positive relationship between the support for Kaizer Chiefs and the likelihood of purchasing a funeral plan only from Hollard.

Consumers' transfer parent brand trust and commitment to the new extended product when these consumers trust the constituent brands and perceive them to be safe (Wu & Yen, 2007). Consumers make judgment about the co-branded product using the constituent brands as the brand is still new (Washburn *et al*, 2000). The study found a significant positive relationship between supporting Kaizer Chiefs and recommending the Kaizer Chiefs Funeral Plan to family and friends.

There was also a statistically significant positive relationship between the support for Kaizer Chiefs and the preference to purchase products marketed by Kaizer Chiefs' brand sponsors. Therefore, committed supporters of Kaizer Chiefs were more likely to prefer purchasing products that were marketed by Kaizer Chiefs' brand sponsors, such as Hollard, against their competitors. In addition, there was a statistically significant positive relationship between supporting Kaizer Chiefs

and the importance of purchasing products' marketed by Kaizer Chiefs' brand sponsors'. The aim of adopting the co-branding strategy is to exploit the reputation of the constituent brands to achieve a positive evaluation of the co-brand by the consumer, as the constituent brand reinforce the perception of high quality, that may lead to greater product evaluations and larger share of the market (Chang, 2009). Kippenberger (2000) acknowledged that co-branding could alter the consumers' perception of the constituent brands and that of the co-brand.

6.3 Recommendations

The study contributes to the existing knowledge and the theoretical standing of co-branding as a strategy that marketers could adopt to introduce a new product using the high consumer-based brand equity of their existing brands in South Africa.

The study may also provide guidance for marketers who are interested in co-branding strategies to grow their brands through leveraging the commitment and loyalty of adult black male football supporters towards their favourite football teams in South Africa.

Brand sponsors of sport teams in South Africa may take the findings of the study to explore the feasibility of creating products tailor-made for their supporters and further merchandising opportunities to cater for the needs of the supporters of the teams they sponsor.

In addition, brand sponsors of popular sporting teams such as Kaizer Chiefs, the Chevrolet Warriors in cricket, or the Blue Bulls in rugby, should focus on creating co-branding opportunities for their brands with the teams they sponsor, in order to highlight the link between the teams' sponsored and their own brands. Co-branding may serve to differentiate sponsors of popular sports teams from their competitors, thus creating a unique opportunity to entrench the association between the sponsor and the team. Because markets are cluttered with competitive brands and risks of establishing new brands are high, innovative products are imitated often quickly; co-branding can be used to exploit the brand equity of the constituent brand (Leuthesser *et al*, 2003).

The days of sponsorship relationships where the logo of the sponsor was only the visibility on a team's jersey is out-dated and my not benefit the sponsor. Today sponsors are in a unique position to use their sponsorship to create a unique product that links the loyalty of the fans towards their favourite team with a product that may solve their wants and needs.

6.4 Suggestions for further research

This research focused only Kaizer Chiefs and Hollard and the impact of cobranding, particularly with regards to leveraging Kaizer Chiefs' brand status onto a lesser known brand, namely Hollard Insurance.

Therefore, the study cannot be used to make any inferences on the feasibility of using co-branding strategies to leverage the power of professional sports teams on other market segments in South Africa.

If co-branding literature is indeed reliable and the commitment of a specific target market towards a brand can indeed be leveraged onto another brand or product, then there is presently an opportunity to study the impact of using co-branding to leverage premium products amongst an audience with a higher income and living standard. For example, a question arises whether it would be feasible for instance, for a financial services firm to target the massive population of rugby supporters in South Africa with a bespoke credit card product? Would co-branding be a positive strategic option for a premium brand to leverage the strong consumer based brand equity of premium sporting code supporters, such as those supporters who follow first class cricket or professional rugby in South Africa?

Further research should also be commissioned to study the specific conditions required for successful co-branding to occur between a popular sporting brand and a commercial brand in South Africa, as this study did not focus on determining the conditions required for to enable successful co-branding partnerships.

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APPENDIX A

SUCCESS FACTORS FOR CO-BRANDED PRODUCTS

(Helmig, Huber and Leeflang, 2008)

SUCCESS FACTOR	CO-BRANDED PRODUCT WILL BE MORE SUCCESSFUL IF…	Relative importance
Characteristics of constituent brands		
Awareness	awareness of constituent brand is high	Medium
Quality	perceived quality the constituent brands is positive	High
Brand Equity	brand equity of the constituent brand is high	High
Characteristics of co-branded product		
Advertising	evaluation of advertising campaigns with regard to the co-branded product is positive	High
Retailer acceptance	Retailers accept the co-branded product positively	High
Fit of constituent brands		
Degree of complementariness	constituent brands are highly complementary regarding an attribute of the co-branded product	Medium
Brand fit	brand fit between constituent brands is high	High
Product fit	product fit between the product categories of constituent brands is high	High
Incongruence	partner brands are moderately incongruent under high involvement conditions	Medium
Fit between constituent brands with co-branded product		
Fit between constituent brands and co-branded product	fit between the brands and the co-branded product is high	High

APPENDIX B

ACTUAL RESEARCH INSTRUMENT

SECTION A: BACKGROUND QUESTIONS

1. Do you live within the region of Johannesburg and its surrounding surburbs and townships
    a. Yes
    b. No
2. Do you support Kaizer Chiefs Football Club
    a. Yes
    b. No
3. If you don't support Kaizer Chiefs, which local soccer club do you support
    a. Mamelodi Sundowns
    b. Moroka Swallows
    c. Orlando Pirates
    d. Supersport United
    e. Other
4. Are you a member of your teams' of the Official Supporters Club
    a. Yes
    b. No
5. Are you employed
    a. Yes
    b. No
6. What is the net monthly income in your household per month (after deductions)
    a. Less than R6 500 per month
    b. More than R6 500 per month
7. Do you have any children
    a. Yes
    b. No
8. Are you married or do you have a partner that you live with
    a. Yes
    b. No
9. Do you pay for any of the following policies for either you or members of your family
    a. Life/Death Insurance Policy
    b. Household Contents Insurance Policy
    c. Car Insurance Policy
    d. Legal Protection Cover
    e. Funeral Policy
    f. Retirement Saving Policy

10. In case of your death, is it important to you for your dependants to be financially secure
    a. Yes
    b. No
11. Which of the following brands are sponsors of Kaizer Chiefs
    a. Vodacom
    b. MTN
    c. Cell C
    d. Pick n Pay
    e. Checkers
    f. Woolworths
    g. Old Mutual
    h. Hollard Insurance
    i. Mutual & Federal
    j. FNB
    k. Standard Bank
    l. Absa Bank
    m. Heineken
    n. Amstel
    o. Hansa
    p. Carling Black Label

Awareness about Kaizer Chiefs sponsors (High or Low)

A: High (More than 2 of any of the following sponsors marked): Carling Black Label; Hollard; Vodacom

B: Low (Less than correct 2 sponsors marked)

12. How many matches do you attend in a season
    a. One per season
    b. More than 1, less than 5 per season
    c. More than 5, less than 10 per season
    d. More than 10 per season
13. Do you ever attend Kaizer Chiefs matches when they play away from Johannesburg
    a. Yes
    b. No
14. Do you own a Kaizer Chiefs match jersey or other merchandise (scarf, cap)
    a. Yes
    b. No
15. Do you wear your Kaizer Chiefs jersey when you are not at a match (at home chilling with friends, or at a braai)
    a. Yes
    b. No
16. Who do you bank with
    a. FNB
    b. ABSA
    c. Nedbank
    d. Standard Bank
    e. Capitec Bank
    f. Other_____
17. Please indicate if you have any policies with any of the following companies
    a. Old Mutual
    b. Liberty Life
    c. Mutual & Federal
    d. Hollard Insurance
    e. Sanlam

f. Standard Bank/FNB/ABSA/Nedbank/Capitec
g. Scorpion Legal Services
h. Legal Wise
i. Other_____

18. As you are a member of the Kaizer Chiefs Supporters Club, please indicate why?
    a. It is my way of showing my love and support to Kaizer Chiefs
    b. The supporters club offers me good benefits
    c. Other_____
19. Have you ever heard of the Kaizer Chiefs Funeral Plan
    a. Yes
    b. No
20. Are you a member of the Kaizer Chiefs Funeral Plan
    a. Yes
    b. No
21. If you have the Kaizer Chiefs Funeral Plan, please indicate why
    a. It is well priced for my budget
    b. The benefits are good
    c. It is brought to me by Kaizer Chiefs and I trust and support Kaizer Chiefs
    d. Other_____
22. If you do not have the Kaizer Chiefs Funeral Plan, indicate why not
    a. I have not heard of the Kaizer Chiefs Funeral Plan
    b. I have a funeral plan with another company
    c. A funeral plan is a waste of money
23. Which insurance company underwrites the Kaizer Chiefs Funeral Plan
    a. Old Mutual
    b. Mutual & Federal
    c. Hollard Insurance
    d. Liberty Life
    e. Other_____
24. What is the first thing that comes to mind when you think of Kaizer Chiefs?
    _____
25. What is the first thing that comes to mind when you think of Hollard?
    _____

SECTION B: SATISFACTION SCALE

Please Circle One to indicate how you feel about the statement

(1) Strongly Disagree – (7) Strongly Agree

26. I am happy and satisfied to be a member of the KC Supporters Club
Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
27. I did the right thing by becoming a member of KC Supporters Club
Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
28. I receive benefit from being a member of KC Supporters Club
Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
29. I know what to expect from Kaizer Chiefs Supporters Club
Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
30. I love Kaizer Chiefs
Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
31. It is very important to me to be a supporter of Kaizer Chiefs
Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
32. Kaizer Chiefs never disappoints me
Strongly Disagree 1 — 2 — 3 — 4 — 5 — 6 — 7 Strongly Agree

SECTION D: TRUST SCALE

33. Kaizer Chiefs cares about keeping me happy
Strongly Disagree 1 — 2 — 3 — 4 — 5 — 6 — 7 Strongly Agree
34. Kaizer Chiefs is honest in addressing any of my concerns as supporter
Strongly Disagree 1 — 2 — 3 — 4 — 5 — 6 — 7 Strongly Agree
35. Kaizer Chiefs is trustworthy
Strongly Disagree 1 — 2 — 3 — 4 — 5 — 6 — 7 Strongly Agree
36. Kizer Chiefs responds to my concerns
Strongly Disagree 1 — 2 — 3 — 4 — 5 — 6 — 7 Strongly Agree
37. Kaizer Chiefs stands for quality
Strongly Disagree 1 — 2 — 3 — 4 — 5 — 6 — 7 Strongly Agree
38. I trust Kaizer Chiefs to offer me the best Funeral Plan
Strongly Disagree 1 — 2 — 3 — 4 — 5 — 6 — 7 Strongly Agree
39. I trust Kaizer Chiefs to offer me the best products
Strongly Disagree 1 — 2 — 3 — 4 — 5 — 6 — 7 Strongly Agree
40. Kaizer Chiefs values its supporters
Strongly Disagree 1 — 2 — 3 — 4 — 5 — 6 — 7 Strongly Agree

SECTION E: COMMITMENT SCALE

41. I will be a supporter of Kaizer Chiefs for a long time
    Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
42. It would be difficult for me to change my beliefs about Kaizer Chiefs
    Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
43. Even if close friends and family recommend it, I would not change being a supporter of Kaizer Chiefs
    Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
44. I support Kaizer Chiefs because their image reflects my lifestyle
    Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
45. Kaizer Chiefs makes me feel important
    Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
46. I don't know much about the Kaizer Chiefs Supporters Club
    Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
47. I consider am loyal to Kaizer Chiefs
    Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
48. I would recommend the Kaizer Chiefs Supporters Club to my family and friends
    Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree

SECTION F: PROPENSITY TO PURCHASE SCALE

49. I have an interest in buying products from brands that sponsor Kaizer Chiefs
    Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
50. It is important to buy products from brands that sponsor Kaizer Chiefs
    Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
51. I would buy the Kaizer Chiefs Funeral Plan if I were interested in a funeral plan
    Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
52. I look for brands that sponsor Kaizer Chiefs when buying products
    Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
53. It is important that Kaizer Chiefs offers products that look after the well being of its supporters
    Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
54. When making purchase decisions, I would prefer to buy products from Kaizer Chiefs over other competing products
    Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
55. I prefer buying products from Kaizer Chiefs' brand sponsors
    Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
56. I would prefer to buy financial and insurance products from financial institutions
    Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
57. I cannot associate Kaizer Chiefs with financial service products
    Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
58. I would only trust Kaizer Chiefs Funeral Plan when the financial risks are low
    Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
59. Kaizer Chiefs should only focus on football
    Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree
60. I trust Kaizer Chiefs regardless of the products they would offer
    Strongly Disagree 1 — 2 — 3— 4 — 5 — 6 — 7 Strongly Agree

APPENDIX C

CHI-SQUARE TESTS OF THE DEMOGRAPHIC PROFILE OF RESPONDENTS

Table A: ***Chi-Square test of Kaizer Chiefs supporters who attend only 1 match per season***

Chi-Square Tests					
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.128[a]	1	.288		
Continuity Correction[b]	.837	1	.360		
Likelihood Ratio	1.114	1	.291		
Fisher's Exact Test				.304	.180
Linear-by-Linear Association	1.125	1	.289		
N of Valid Cases	369				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 22.40.					
b. Computed only for a 2x2 table					

Table B: ***Chi-Square Test of Kaizer Chiefs supporters who attend more than one match but less than five matches a season***

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	111.935[a]	1	.000		
Continuity Correction[b]	109.435	1	.000		
Likelihood Ratio	115.034	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	111.632	1	.000		
N of Valid Cases	369				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 40.47.					
b. Computed only for a 2x2 table					

Table C: ***Chi-Square Test of Kaizer Chiefs supporters who attend more than five but less than 10 matches per season***

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	43.062[a]	1	.000		
Continuity Correction[b]	41.568	1	.000		
Likelihood Ratio	47.131	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	42.945	1	.000		
N of Valid Cases	369				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 45.58.					
b. Computed only for a 2x2 table					

Table D: ***Chi-Square test of Kaizer Chiefs Supporters who attend more than 10 matches per season***

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	24.564[a]	1	.000		
Continuity Correction[b]	23.370	1	.000		
Likelihood Ratio	26.576	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	24.497	1	.000		
N of Valid Cases	369				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 37.33.					
b. Computed only for a 2x2 table					

Table E: ***Chi-Square Test of Kaizer Chiefs supporters who have a policy with Old Mutual***

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.952[a]	1	.329		
Continuity Correction[b]	.753	1	.385		
Likelihood Ratio	.955	1	.328		
Fisher's Exact Test				.334	.193
Linear-by-Linear Association	.950	1	.330		
N of Valid Cases	369				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 60.51.					
b. Computed only for a 2x2 table					

Table F: ***Chi-Square Test of Kaizer Chiefs supporters who have a policy with Liberty Life***

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	38.210[a]	1	.000		
Continuity Correction[b]	36.798	1	.000		
Likelihood Ratio	41.552	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	38.107	1	.000		
N of Valid Cases	369				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 44.80.					
b. Computed only for a 2x2 table					

Table G: ***Chi-Square Test of Kaizer Chiefs supporters who have a policy with Mutual & Federal***

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	17.940[a]	1	.000		
Continuity Correction[b]	17.019	1	.000		
Likelihood Ratio	18.494	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	17.891	1	.000		
N of Valid Cases	369				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 54.23.					
b. Computed only for a 2x2 table					

Table H***: Chi-Square Test of Kaizer Chiefs supporters who have a policy with Hollard Insurance***

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	70.188[a]	1	.000		
Continuity Correction[b]	68.409	1	.000		
Likelihood Ratio	74.122	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	69.998	1	.000		
N of Valid Cases	369				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 67.20.					
b. Computed only for a 2x2 table					

Table I: ***Chi-Square Test of Kaizer Chiefs supporters who have a policy with Sanlam***

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	64.268[a]	1	.000		
Continuity Correction[b]	62.540	1	.000		
Likelihood Ratio	69.172	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	64.094	1	.000		
N of Valid Cases	369				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 58.94.					
b. Computed only for a 2x2 table					

Table J: ***Chi-Square Test of awareness levels of Kaizer Chiefs sponsors among members of Kaizer Chiefs Supporters Club***

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	6.063[a]	1	.014		
Continuity Correction[b]	5.552	1	.018		
Likelihood Ratio	6.092	1	.014		
Fisher's Exact Test				.015	.009
Linear-by-Linear Association	6.046	1	.014		
N of Valid Cases	369				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 71.61.					
b. Computed only for a 2x2 table					

Table K: ***Chi-Square Test of the members of the Kaizer Chiefs Supporters Club who have a policy with Old Mutual***

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.728[a]	1	.394		
Continuity Correction[b]	.559	1	.455		
Likelihood Ratio	.728	1	.393		
Fisher's Exact Test				.400	.227
Linear-by-Linear Association	.726	1	.394		
N of Valid Cases	369				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 73.04.					
b. Computed only for a 2x2 table					

Table L: ***Chi-Square Test of the members of the Kaizer Chiefs Supporters Club who have a policy with Liberty Life***

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2.448[a]	1	.118		
Continuity Correction[b]	2.108	1	.147		
Likelihood Ratio	2.447	1	.118		
Fisher's Exact Test				.142	.073
Linear-by-Linear Association	2.442	1	.118		
N of Valid Cases	369				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 54.07.					
b. Computed only for a 2x2 table					

Table M: ***Chi-Square test of the members of the Kaizer Chiefs Supporters Club who have a policy with Mutual & Federal***

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.586[a]	1	.444		
Continuity Correction[b]	.433	1	.511		
Likelihood Ratio	.586	1	.444		
Fisher's Exact Test				.453	.255
Linear-by-Linear Association	.584	1	.445		
N of Valid Cases	369				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 65.45.					
b. Computed only for a 2x2 table					

Table N: ***Chi-Square test of the members of the Kaizer Chiefs Supporters Club who have a policy with Hollard***

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	36.513[a]	1	.000		
Continuity Correction[b]	35.261	1	.000		
Likelihood Ratio	37.097	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	36.414	1	.000		
N of Valid Cases	369				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 81.10.					
b. Computed only for a 2x2 table					

Table O: ***Chi-Square test of the members of the Kaizer Chiefs Supporters Club who have a policy with Sanlam***

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	75.221[a]	1	.000		
Continuity Correction[b]	73.391	1	.000		
Likelihood Ratio	77.950	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	75.017	1	.000		
N of Valid Cases	369				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 71.14.					
b. Computed only for a 2x2 table					

Table P: ***Words that members of Kaizer Chiefs Supporters Club associate with Hollard***

			Member of KCSC		
			No	**Yes**	**Total**
Words that members of Kaizer Chiefs Supporters Club associate with Hollard	Funeral Cover	Count	22	0	22
		% within Words associted with Hollard	100.0%	0.0%	100.0%
	Funeral Plan	Count	17	31	48
		% within Words associated with Hollard	35.4%	64.6%	100.0%
	Insurance	Count	138	144	282
		% within Words associated with Hollard	48.9%	51.1%	100.0%
	Insurance for old people	Count	1	0	1
		% within Words associated with Hollard	100.0%	0.0%	100.0%
	Kaizer Chiefs	Count	15	0	15
		% within Words associated with Hollard	100.0%	0.0%	100.0%
	Nothing distinct. Like other insurers	Count	1	0	1
		% within Words associated with Hollard	100.0%	0.0%	100.0%
Total		**Count**	**194**	**175**	**369**
		% within Words associated with Hollard	52.6%	47.4%	100.0%

Table Q: ***Chi-Square test of the words that members of the Kaizer Chiefs Supporters Club associate with Hollard***

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	42.345[a]	5	.000
Likelihood Ratio	57.358	5	.000
N of Valid Cases	369		
a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is .47.			

Table R: ***Correlations matric between Satisfaction, Trust, Commitment and Propensity to Purchase***

Correlations					
		Satisfaction	Trust	Commitment	Prop
Satisfaction	Pearson Correlation	1	.967**	.965**	.941**
	Sig. (2-tailed)		.000	.000	.000
	N	369	369	369	369
Trust	Pearson Correlation	.967**	1	.949**	.914**
	Sig. (2-tailed)	.000		.000	.000
	N	369	369	369	369
Commitment	Pearson Correlation	.965**	.949**	1	.921**
	Sig. (2-tailed)	.000	.000		.000
	N	369	369	369	369
Propensity to Purchase	Pearson Correlation	.941**	.914**	.921**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	369	369	369	369
**. Correlation is significant at the 0.01 level (2-tailed).					

APPENDIX D

RESULTS PERTAINING TO HYPOTHESIS 1

Table A: ***Independent Samples T-test for Propensity to Purchase amongst Kaizer Chiefs supporters***

		Levene's Test for Equality of Variances	
		F	Sig.
Propensity to purchase	Equal variances assumed	11.220	.001
	Equal variances not assumed		

		t-test for Equality of Means						
		t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
							Lower	Upper
Propensity to purchase	Equal variances assumed	52.973	367	.000	2.25809	.04263	2.17426	2.34191
	Equal variances not assumed	55.982	356.241	.000	2.25809	.04034	2.17876	2.33742

Table B*: Independent Samples T-test for Preference to Purchase products from Kaizer Chiefs sponsors' among Kaizer Chiefs Supporters*

		Levene's Test for Equality of Variances	
		F	Sig.
I would prefer buying product from Chiefs sponsors over those of their competitors	Equal variances assumed	42.008	.000
	Equal variances not assumed		

		t-test for Equality of Means						
		t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
							Lower	Upper
Prefer buying product from Chiefs brand sponsors	Equal variances assumed	37.616	367	.000	3.640	.097	3.450	3.830
	Equal variances not assumed	41.669	364.825	.000	3.640	.087	3.468	3.812

Table C: ***Financial services policies held by Kaizer Chiefs supporters***

	Support KC	N	Mean	Std. Deviation	Std. Error Mean
Have a policy with Old Mutual	Yes	224	.44	.497	.033
	No	145	.39	.489	.041
Have policy with Mutual & Federal	Yes	224	.46	.499	.033
	No	145	.24	.429	.036
Have a policy with Sanlam	Yes	224	.57	.496	.033
	No	145	.15	.360	.030
Have policy with Liberty Life	Yes	224	.43	.496	.033
	No	145	.12	.331	.027
Have a policy with Hollard	Yes	224	.64	.482	.032
	No	145	.19	.396	.033

Table D: ***Independent Samples T-test of Kaizer Chiefs supporters interest to purchase a Funeral Plan***

		Levene's Test for Equality of Variances	
		F	Sig.
I would buy Kaizer Chiefs Funeral Plan if I were interested in a Funeral Plan	Equal variances assumed	7.609	.006
	Equal variances not assumed		
	t-test for Equality of Means		

	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						Lower	Upper
Equal variances assumed	34.080	367	.000	3.745	.110	3.529	3.961
Equal variances not assumed	34.743	326.893	.000	3.745	.108	3.533	3.957

Table E: ***Independent Samples T-test of Kaizer Chiefs Supporters' recommendation of the Kaizer Chiefs Funeral Plan to family and friends***

		Levene's Test for Equality of Variances	
		F	**Sig.**
I recommend KCSC to family & friends	Equal variances assumed	634.427	.000
	Equal variances not assumed		

		t-test for Equality of Means						
		t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
							Lower	Upper
	Equal variances assumed	59.017	367	.000	4.701	.080	4.544	4.858

	Equal variances not assumed	73.388	223.000	.000	4.701	.064	4.575	4.827

APPENDIX E

RESULTS PERTAINING TO HYPOTHESIS 2

TABLE A: ***Independent Samples T-Test of Kaizer Chiefs supporters' preference to purchase products from Kaizer Chiefs' sponsors***

		Levene's Test for Equality of Variances	
		F	Sig.
Prefer buying product from Kaizer Chiefs brand sponsors	Equal variances assumed	42.008	.000
	Equal variances not assumed		

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	42.008	.000	37.616	367	.000	3.640	.097	3.450	3.830
Equal variances not assumed			41.669	364.825	.000	3.640	.087	3.468	3.812

TABLE B: ***Independent Sample T-Test of Kaizer Chiefs supporters' response on the importance of buying products from Kaizer Chiefs sponsors***

		Levene's Test for Equality of Variances	
		F	Sig.
Important to buy products from Kaizer Chiefs brand sponsors	Equal variances assumed	45.462	.000
	Equal variances not assumed		

	t-test for Equality of Means						
	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						Lower	Upper
Equal variances assumed	33.483	367	.000	3.685	.110	3.469	3.902
Equal variances not assumed	36.616	366.987	.000	3.685	.101	3.487	3.883

APPENDIX F

CONSISTENCYMATRIX

Research problem: Evaluate the impact of adopting co-branding as a strategy to leverage a strong brand on a weaker brand to increase the consumer-based brand equity of the weaker brand in Johannesburg.					
Sub-problem	**Literature Review**	**Hypotheses or Propositions or Research questions**	**Source of data**	**Type of data**	**Analysis**
The first sub-problem is to explore whether the co-branding partnership between Kaizer Chiefs and Hollard has influenced the perceptions and attitudes of committed adult supporters and non-supporters of Kaizer Chiefs in Johannesburg, on Hollard.	Kippenberger (2000) Leuthesser, Kohli and Suri (2003) Leong, Ang, and Liau (1997) Davis, S. M. (2000) Wu and Yen (2007) Askegaard and Bengtsson (2005) Washburn, Till & Priluck (2000) d'Astous, Colbert, and Fournier (2007) Chang (2009) Abratt and Motlana (2002) Pitta and Katsanis (1995) Hess and Story (2005) Story and Hess (2006) Punniyamoorthy and Prasanna-Mohan-Raj (2007)	*H1a.*Committed supporters of a brand that has established a co-branding partnership with another brand will demonstrate a higher propensity to purchase the co-brand than non-supporters of that brand. *H1b.*Committed supporters of a brand that has established a co-branding partnership with another brand will demonstrate a lower propensity to purchase products that compete with the co-brand. *H1c.*Committed supporters of a brand that has established a co-branding partnership with another brand are more likely to recommend the co-brand to family and friends than non-supporters of that brand.	Data will be collected during structured interviews using a questionnaire	Quantitative data	Inferential statistics. T-test. Multivariate analysis.

Research problem: Evaluate the impact of adopting co-branding as a strategy to leverage a strong brand on a weaker brand to increase the consumer-based brand equity of the weaker brand in Johannesburg.					
Sub-problem	**Literature Review**	**Hypotheses or Propositions or Research questions**	**Source of data**	**Type of data**	**Analysis**
The second sub-problem is to examine whether the commitment of adult supporters of Kaizer Chiefs can be leveraged to influence their attitudes and perceptions favourably towards the football clubs' commercial partners and sponsors.	Pitta and Katsanis (1995) Sheinin (1998) Blackett and Boad (1999) Grossman (1997) Helmig, Huber and Leeflang (2008) Kippenberger (2000) Leuthesser, Kohli and Suri (2003) Hess and Story (2005) Story and Hess (2006) Punniyamoorthy and Prasanna-Mohan-Raj (2007)	*H2a.*Committed supporters of a brand that has established a co-branding partnership with another brand will demonstrate a higher propensity to purchase other products marketed by that brands' co-branding partner as compared with products marketed by the co-branding partners' competitors. *H2b.*Non-supporters of a brand that has established a co-branding partnership with another brand will demonstrate a lower propensity to purchase products' marketed by that brands' co-branding partner as compared with products marketed by the co-branding partners' competitors.	Data will be collected during structured interviews using a questionnaire	Quantitative data	Inferential statistics. T-test. Multivariate Analysis.