

# Application of a Model for the Effectiveness of Event Marketing

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This article provides empirical evidence of a model for effectiveness of event marketing and illustrates the application of the model. The model is founded on research within sponsorship, advertising effectiveness, and the latest research on emotional responses within consumer behavior and neuropsychological theory. The model is formulated as a structural equation model with latent variables. Based on a golf tournament as the event activity for the well-known Danish corporate brand B&O, it is demonstrated how the model and measurement system can estimate the impact of the event on brand attitude as well as buying intention. It gives a better understanding of how an event influences the perception of a brand in the minds of the customers. Hereby the model can give directions for how an event should be designed to create positive brand attitude and buying intention.

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## **INTRODUCTION**

Marketers are faced with the problem that consumers are less and less responsive to traditional advertising (Belch and Belch, 2007, p. 12), and therefore they are still looking for new marketing communication tools.

Moreover, during recent years focus has been on the consumer as an emotionally acting consumer. Thus Desmet (2005) points out: "Creating differential advantage through emotional benefits is one of the keys to market success."

These factors have led to a growth in creative and emotional marketing communication tools, here among event marketing, which is an increasingly important element of the marketing communication mix (Gupta, 2003; *Marketing News*, 2006; Sneath, Finney, and Close, 2005). However, it is still unclear for many companies how the effect of an event can be measured (Sneath, Finney, and Close, 2005).

Generally, events have only been sporadically treated in literature. It is still more difficult to explain and capture the effect of new media such as events through the use of traditional communication models and effect measurement models,

as the consumer's choices often appear irrational and to a large extent are based on emotional responses. Thus, there is a need for models of event effectiveness.

We have developed a conceptual model for the effectiveness of an event, and the purpose of this article is to empirically validate the new model. In specifying the conceptual model, we use a structural equation modeling approach and the partial least squares (PLS) method is used for estimating the model. Our research objective is to examine how the model's driving variables such as involvement, emotions, and event attitude influence the brand attitude and buying intention.

The model needs to be made measurable, however; that is, a measurement instrument needs to be developed. More specifically, a questionnaire that can be used for data collection to validate the model needs to be designed. We will discuss how this measurement instrument has been developed.

The model validation and application is based on a survey conducted among golfers and participants at a golf tournament event, and the results and practical implications are discussed.

Finally, we review the contribution and propose areas for future research.

**THE MODEL OF EVENT EFFECTIVENESS**

The conceptual model for the effectiveness of an event (illustrated in Figure 1) has been developed particularly with inspiration from the literature concerning sponsorship and advertising effectiveness as well as the latest research on emotional responses within consumer behavior and neuropsychological theory (e.g., Damasio, 1994, 2000, 2003; Du Plessis, 2005; Franzen and Bouwman, 2001; Hansen, 1997, 2005, 2006; Hansen and Christensen, 2007; Heath, 2001; Le Doux, 1998, 2002; Martensen and Hansen, 2004). The model links the response variables of brand attitude and buying intention to the drivers: event

attitude, brand emotions, and event emotions (positive as well as negative emotions). These are in turn linked to brand involvement, event involvement, and the fit between brand and event. The model proposes two routes for creating buying intention—a central brand-related route and a peripheral event-related route, as well as links between these routes.

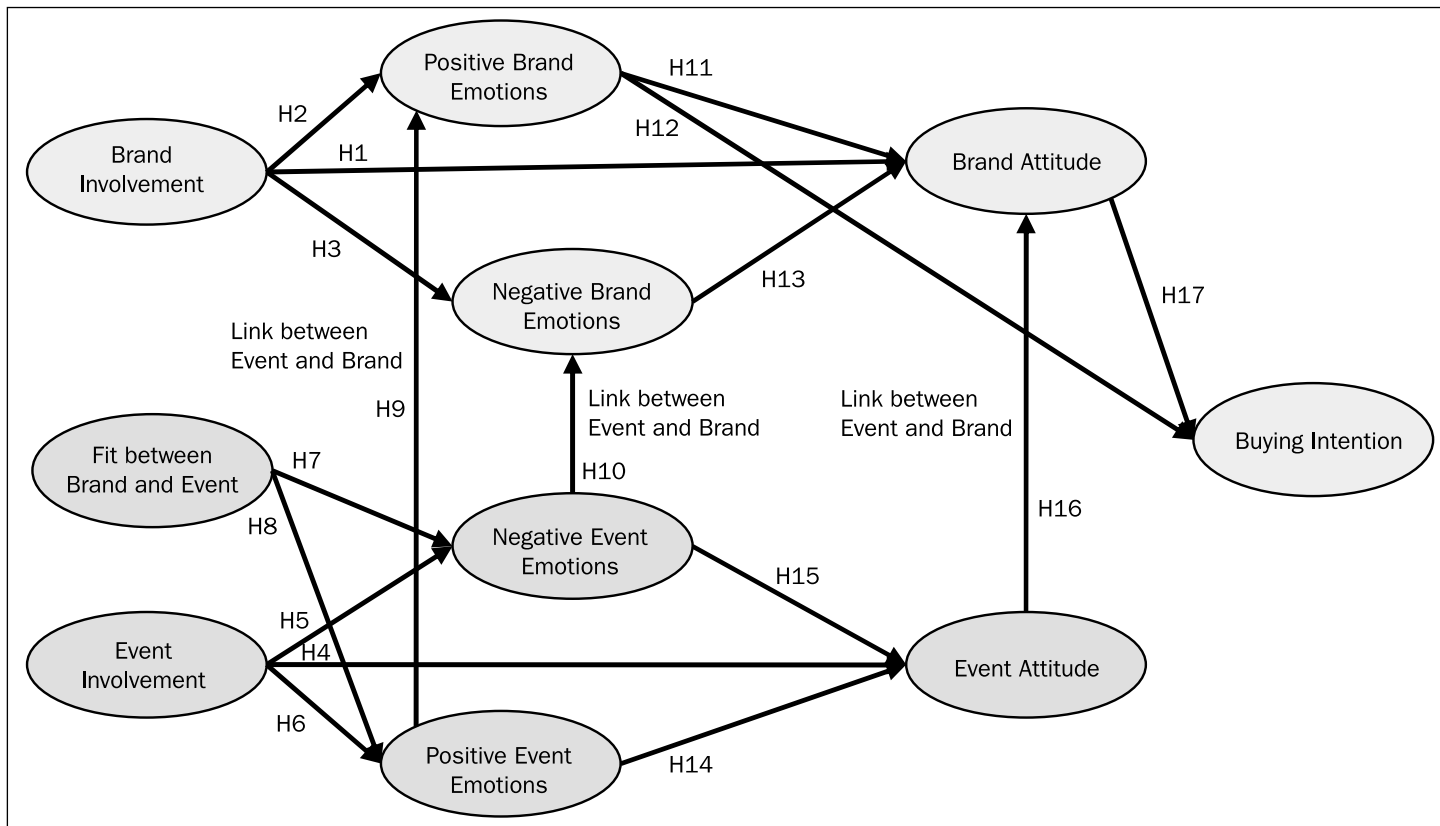
The arrows in Figure 1 show the hypothesized relationships between the variables. These relationships are supported by theoretical arguments and findings from empirical research.

The variables in the model are regarded as latent variables, which are measured by indicators (measurement variables), observed by survey questions to event participants.

**MEASUREMENT INSTRUMENT**

The Appendix lists the selected indicators (survey questions) for the operationalization of the latent variables in the model. The survey questions are designed in a generic way, meaning that they are formulated in general terms, allowing them to be used across brands, companies, and different types of events. One of the methodology's central elements is the use of a harmonized model and measurement instrument with generic questions. Hereby, the estimated results of the model are comparable across brands and events. The questions listed in the Appendix are exemplified by the Danish corporate brand B&O (Bang and Olufsen).

Three question batteries are used to quantify responses and are to be discussed in



**Figure 1** Conceptual Model for the Effectiveness of Event Marketing

more detail below. The first one is concerned with emotional responses to the brand and the event, the second one with attitudes toward the brand and the event, and the third one is concerned with the involvement in the brand and the event.

### Measuring emotions

To quantify emotional responses, we have chosen to use a battery of 16 feeling statements, developed and tested by Hansen (2005) (see also Hansen, 2006; Hansen and Christensen, 2007; Hansen, Percy, and Hansen, 2004; Percy, Hansen, and Randsrup, 2004). The statements date back to the work by Richins (1997) on consumer emotions. A list of 16 items has been selected to cover the more important feeling dimensions that are relevant for events. But before we decided to use these 16 statements, we studied the area thoroughly.

Desmet (2005) has designed a battery based on facial expressions, body expressions, and auditory expressions in relation to a number of emotions through 14 figures that each expresses either a negative or a positive emotion.

Lindstrom's (2005, p. 118) Brand Sense study states that the more positive synergy that is established between our senses, the stronger the emotional relation between sender and receiver is. This means that the more senses that are activated, the more likely it is that people make the brand in question their favorite choice. To capture this multisensory relation to the brand, Lindstrom (2005, p. 173) has in the Brand Sense study designed a feeling battery including the six feelings: desire, calm, satisfaction, joy, dominance, and excitement, which all can be positively or negatively loaded.

Numerous other researchers have also developed emotion batteries including more or fewer items. Thus, Richins (1997) has identified 16 plus 4 consumption-related feelings and Shaver, Schwartz, Kir-

son, and O'Connor (1987) have found 4 feelings close to those reported by Izard (1977), Plutchik (1980), and Richins (1997).

Hansen, Percy, and Hansen (2004), Mehrabien and Russell (1974), Richins (1997), and Vaughn (1980) have tried to reduce the many emotion items into batteries with fewer dimensions. The result of such reduction done by factor analyses is that typically two to four separate dimensions arise: a predominantly positive (approach) dimension, reflected by attraction and pleasure; a predominantly negative (avoidance) dimension, reflected by anger and fear; and sometimes an arousal, involvement, or a similar dimension.

As mentioned we have chosen Hansen's recently updated emotion battery from 2005, as we find it the most balanced and easiest battery to operationalize in practice because it does not include the same sense measurement as Desmet's and Lindstrom's batteries do. Moreover, this battery has successfully been used for measuring emotional responses to 100 Danish brands (Hansen, 2006; Hansen and Christensen, 2007), and it has been derived in accordance with, among others, Damasio's (2003) research and his six primary emotions (joy, sadness, fear, anger, surprise, and dislike).

### Measuring attitude

Brand attitude is defined as consumer's overall evaluation of a brand (Keller, 2003, p. 88; Wilkie, 1990), and the attitude depends on specific considerations concerning the attributes and benefits of the brand (Keller, 2003, p. 88).

In the development of a relevant question battery, we have used questions from three different existing batteries that measured different parts of brand attitude in relation to a test of advertisement effectiveness. The batteries are not chosen on the basis of their own survey purpose, but on the basis of their ability to identify

different parts of brand attitude. In the selection of questions to a general questionnaire, it is necessary to take into account the two overall marketing purposes that are often related to brand attitude. According to Hansen (1998, p. 39) these are:

- to strengthen/maintain brand attitude and
- to change brand perception or brand image through new or existing brands.

The three attitude batteries included in the questionnaire supplement each other, as they measure different parts of the attitude concept in relation to attributes and perceived advantages.

Ha (1996) presents a battery that measures brand equity. According to Ha (1996, p. 78) brand equity is defined as the consumer's perceived value of a product, based on a product's name and its image. The battery was originally used in a survey on how bad advertisements and too many advertisements in the same magazine may cause confusion in the mind of the consumer and reduce his/her ability to remember the advertisements (Ha, 1996, p. 76). Two questions within the area of perceived quality, both reflecting the brand's image, are used.

In relation to the classic effect hierarchies and measurement of brand attitude, Putrevu and Lord's (1994) battery is used. They use the battery in a study on the relative effectiveness of advertisements that compares advertisements for the brand with advertisements for competing brands as well as compare how they differentiate from each other. This is done on the basis of a hypothesis saying that product involvement affects the degree of effectiveness, depending on the nature of the advertisement (Putrevu and Lord, 1994, p. 77). The battery in this study measures the consumer's subjective attitude toward

the brand in general based on its ability to fulfill the consumer's need through the perceived brand characteristics.

The third battery, which we partly use, is Schlinger's (1979, p. 37) attitude battery. The battery is used for describing the consumer's experience of a TV commercial based on the achieved response to the brand and the nature of the commercial. In our study we take our point of departure in the attitude toward the advertisement and focus on the emotional part of the advertising communication. Thus, we include the part of Schlinger's battery that looks at brand strength based on the brand's credibility, as we see this as an important factor in relation to maintaining customers of established brands. Besides attracting new customers a brand should always focus on maintaining existing customer so that a long-term relation is achieved (Schlinger, 1979, p. 55).

The three above-mentioned question batteries include among others the areas of price, quality, advantageous characteristics, and credibility in the measurement of the consumer's attitude toward the brand as well as taking into account the two overall marketing purposes.

### Measuring involvement

Involvement is measured by using Zaichkowsky's (1985) battery. According to Zaichkowsky (1985, p. 342) involvement is defined as "a person's perceived relevance of the object based on inherent needs, values and interests."

In relation to the event model in Figure 1, it is important to measure the consumer's involvement in the event and in the brand. To do so, we use Zaichkowsky's involvement battery consisting of 20 bipolar adjectives, which do not range from negative to positive statements as for instance the concept of like or dislike in the attitude measurements, but from low to high personal relevance.

## The findings indicate good support for the developed model.

The battery has been designed with the purpose of classifying products as either low- or high-involvement products in order to be able to make an overall standard for the involvement concept. In time, there has been some disagreement as to how involvement can be measured within the areas of advertising involvement, product involvement, and involvement in the purchase itself (Zaichkowsky, 1985, p. 341).

One of the strengths of this battery is that it measures the actual level of involvement instead of measuring involvement as the behavior that is a result of the involvement, as for instance measurement of the relation to the brand or perceived difference in product attributes.

It should be mentioned that the battery is only sufficiently validated in relation to involvement in brands and not in relation to involvement in advertisements or the purchase situation. Results do indicate, however, that the battery can also be used in relation to advertising and purchase situations.

According to Zaichkowsky (1985, p. 342) the measurements are done via a semantic differential scale consisting of 7 points containing the 20 bipolar adjectives so that a multiple measurement is arrived at.

### DATA AND METHODOLOGY

#### About the event

The analyzed event is a golf tournament sponsored by the Danish corporate brand B&O. B&O develops and manufactures music systems, televisions, loudspeakers, telephones, digital media, etc. All B&O's products are characterized by being high quality, exclusive, and relatively expensive products. The purpose of the event is

to bring the local B&O shops and the consumers closer together and thereby strengthen the customer loyalty and increase the traffic in the individual shop. Based on an analysis of the target group's interests, golf has been selected as a suitable activity. In total, 22 event tournaments in Danish golf clubs have been held whereof three golf clubs on Sealand have provided the framework for the data collection.

On the day of the tournament, the participants received start packages containing products from B&O and sponsors. Moreover, the tournament included lunch with an award ceremony and an auction for a B&O product. During the tournament the participants were exposed to B&O logos, flags, banners, etc. Each tournament had between 60 and 90 participants.

The rules of the tournament followed the Stapleford principle saying that the winner is the person who did best compared to his usual level. Thus, the tournament did not target only a segment consisting of the best players in the club, but also golfers in general.

#### Data collection

The data for testing the model have been collected through personal interviews with a representative sample of golfers from the three clubs involved in the B&O event. One of the prerequisites for participating in the golf tournament was that you should be a member of one of the three clubs. Two measurements have been conducted: one prior to the event and one after.

The premeasurement was conducted a week before the event including 156

respondents while the postmeasurement was conducted immediately after the event including 162 respondents.

It was not possible to conduct the two measurements with the same people. Therefore, it was decided to make the two samples as comparable as possible.

All survey questions (see the Appendix), besides the questions related to involvement, were evaluated on a 5-point scale. The involvement questions were rated on a 7-point scale.

**Methodology**

The conceptual model is specified as a structural equation model with latent variables and indicators (Bagozzi, 1980; Fornell, 1982; Rigdon, 1998). The model is estimated by using the partial least squares (PLS) method (Chin, 1998; Fornell and Cha, 1994; Wold, 1975) due to this method's advantages: PLS is distribution-free, it is robust, and the method is applicable to small samples (Chin, 1998; Fornell and Bookstein, 1982). Furthermore, PLS is a powerful method for predictive applications, as PLS aims at explaining variances (Fornell and Bookstein, 1982). For the estimation of the structural equation model, the software SmartPLS (Ringle, Wende, and Will, 2005) is used.

**RESULTS**

As often recommended (e.g., Bollen, 1989) a confirmative factor analysis was carried out initially to provide methodology validation of the latent variables and to assess the quality of the indicators more rigorously, based on the loadings of the indicators. Specifically, the confirmatory factor analysis was used to detect the hypothesized unidimensionality of each construct, which the results supported.

The results will be presented in three stages: first, the measurement model is evaluated; second, the structural model is evaluated; and third, the relationships

in the structural model are tested and the estimated model is provided. This sequence allows researchers to ensure latent variables have adequate reliability and validity before drawing conclusions on hypothesized relationships (Bollen, 1989; Fornell and Larcker, 1981; Hulland, 1999).

**Evaluation of the measurement model**

When assessing the measurement model, one must demonstrate satisfactory level of reliability and validity (Fornell and Larcker, 1981, p. 45).

To assess internal consistency reliability, researchers typically calculate Cronbach's coefficient alpha. Cronbach's alpha is first calculated for the items of each latent variable. The items that did not significantly contribute to the reliability were eliminated for parsimony, and the following results are based on the reduced items (listed in the Appendix). For 8 of the 10 latent variables, Cronbach's alpha are higher than the generally recommended lower threshold of 0.70 for Cronbach's alpha (Hair et al., 2006; Robinson, Shower, and Wrightsman, 1991), and for two latent variables (event attitude 0.69 and fit between event and brand 0.62) Cronbach's alpha are greater than Malhotra and Birks' (2006, p. 314) threshold of 0.6 for satisfactory internal consistency reliability, indicating that all the items in each latent variable form a single, strongly cohesive and conceptual construct.

Another measure to assess internal consistency is the composite reliability coefficient (Chin, 1998, p. 320; Fornell and Larcker, 1981). The composite reliability coefficient is superior to Cronbach's alpha because it does not assume that all indicators are equally weighted. Interpreted like a Cronbach's alpha, a composite reliability measure of 0.70 is a threshold for "modest" composite reliability (Hulland, 1999; Nunnally, 1978). The internal consistency

for all latent variables, as shown in Table 1, is very fine with a minimum value of 0.80.

A third measure that has been proposed (Chin, 1998, p. 321) is the average variance extracted (AVE), created by Fornell and Larcker (1981). For a latent variable, the AVE measures the amount of variance captured by the associated indicators relative to the amount due to measurement error. To use a latent variable, the AVE should be greater than 0.50, which meets the criterion that a latent variable's AVE should be at least higher than 50 percent to guarantee more variance explained than error in its measurement (Chin, 1998, p. 321; Fornell and Cha, 1994; Fornell and Larcker, 1981). AVE values reported in Table 2 demonstrate internal consistency for the indicators of all latent variables.

Discriminant validity is the extent to which a latent variable is distinct. To evaluate discriminant validity, the square root of AVE can be compared with the correlation coefficients among the latent

**TABLE 1**  
**Composite Reliability Results**

	<b>Composite Reliability</b>
Positive brand emotions	0.86
Negative brand emotions	0.89
Positive event emotions	0.80
Negative event emotions	0.87
Brand involvement	0.91
Event involvement	0.95
Brand attitude	0.89
Event attitude	0.83
Fit between brand and event	0.84
Buying intention	0.80

**TABLE 2**  
Discriminant Validity Results

	Positive Brand Emotions	Negative Brand Emotions	Positive Event Emotions	Negative Event Emotions	Brand Involvement	Event Involvement	Brand Attitude	Event Attitude	Fit between Brand and Event	Buying Intention
Positive brand emotions	<b>0.71</b>									
Negative brand emotions	-0.37	<b>0.82</b>								
Positive event emotions	0.45	-0.01	<b>0.71</b>							
Negative event emotions	-0.28	0.58	-0.14	<b>0.79</b>						
Brand involvement	0.51	-0.36	0.16	-0.19	<b>0.76</b>					
Event involvement	0.27	-0.23	0.38	-0.25	0.45	<b>0.85</b>				
Brand attitude	0.59	-0.49	0.26	-0.35	0.47	0.25	<b>0.74</b>			
Event attitude	0.33	-0.35	0.32	-0.35	0.30	0.32	0.63	<b>0.69</b>		
Fit between brand and event	0.33	-0.23	0.37	-0.28	0.23	0.33	0.33	0.35	<b>0.72</b>	
Buying intention	0.56	-0.27	0.32	-0.18	0.44	0.26	0.66	0.28	0.36	<b>0.71</b>

Note: Diagonal entries (in bold) are square root of the average variance extracted (AVE). Off-diagonal entries are the correlations between the latent variables.

variables. It is recommended that the square root of AVE of a latent variable should be greater than the correlations between it and any other latent variable in the model (Chin, 1998; Fornell and Larcker, 1981; Hulland, 1999). The results in Table 2 show that the square root of AVE is really greater than the correlation between it and all other latent variables, which indicates strongly that all the latent variables in this study are both conceptually and empirically distinct from each other. Thus, discriminant validity is evidenced.

These initial results provide evidence of internal consistency reliability and discriminant validity.

**Evaluation of the structural model**

To evaluate a PLS model, researchers typically examine the  $R^2$  values for the dependent latent variables (Chin, 1998, p. 316; Hulland, 1999, p. 202). Here the

model goodness of fit is evaluated on the  $R^2$  of brand attitude and buying intention. Generally speaking, we have achieved a relatively high level of explanatory power by estimating the model in Figure 2. The model is able to explain 60 percent of what drives brand attitude ( $R^2 = 0.60$ ) and 48 percent of what drives buying intention ( $R^2 = 0.48$ ). The two  $R^2$  indicate reasonable explanations and good overall fit. Therefore, the findings indicate good support for the developed model.

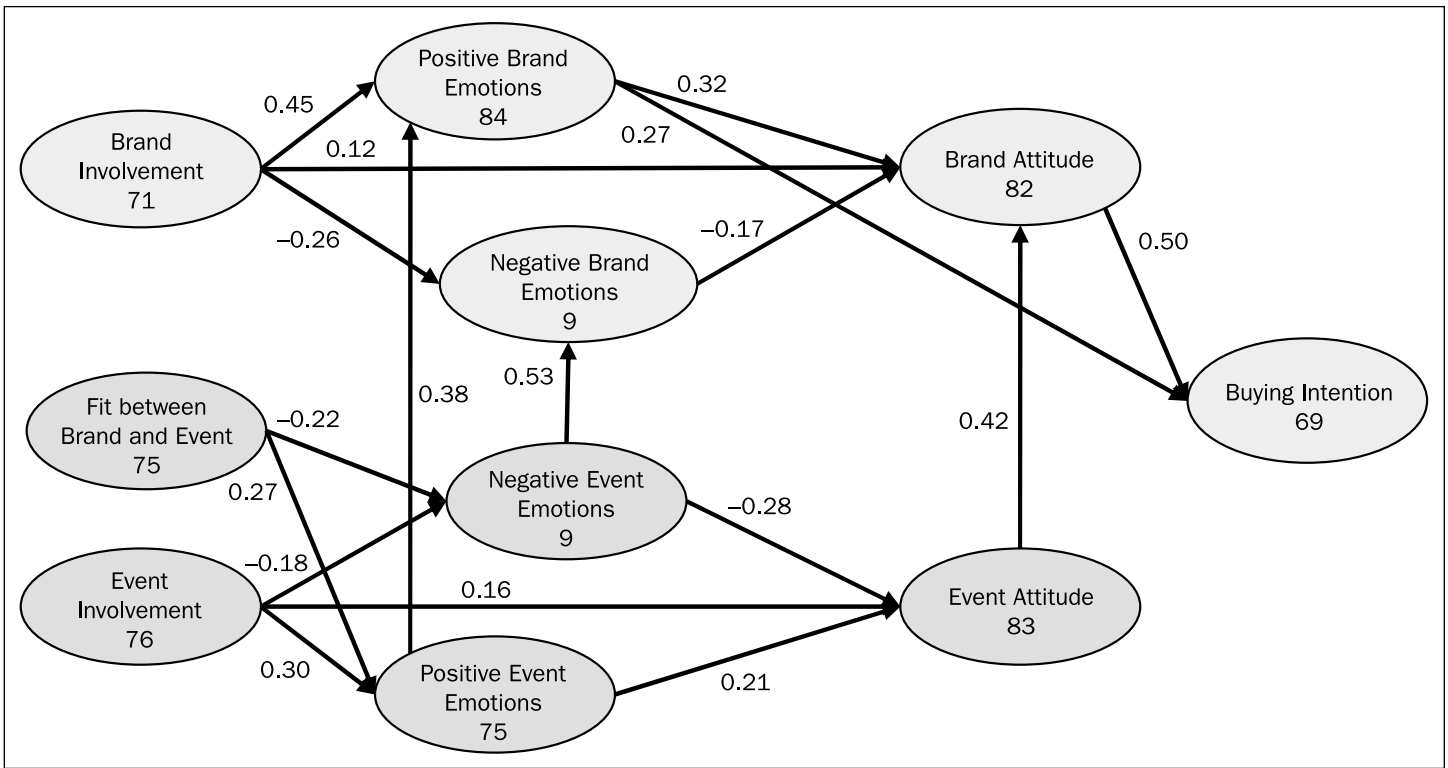
The obtained level of explanatory power is good, compared to other analyses related to attitudes and emotions for especially low-involvement information processing and peripheral information processing. Here it is not unusual to observe explanatory power levels between 30 and 40 percent. This was for instance the case in the study conducted by Martensen and Hansen (2004).

**Estimation and testing of the model**

Figure 2 shows the estimated model for the B&O event with performance indexes for each latent variable (these are shown inside the circles) and path coefficients between the latent variables (these are shown by the arrows).

The performance index for a latent variable is estimated by a weighted average of scores from the corresponding indicators (survey questions), transformed from the original 5-point scale or 7-point scale to a 0- to 100-point (poor-to-excellent) scale. For example, positive brand emotions have an estimated performance index of 84 as shown in Figure 2.

The path coefficients are unstandardized impacts. An impact score represents the effect of a change in the performance index of one point in a latent variable. For example, a 1-point increase in the performance index for positive brand



**Figure 2** The Estimated Model for the Effectiveness of the B&O Event

emotions directly results in a 0.27 increase in the buying intention index as shown in Figure 2.

All the relationships between the latent variables shown in Figure 1 are tested and found to be significant (at the 0.05 level of significance) as indicated in Figure 2. Thus, all 17 hypothesized relationships in Figure 1 are supported. Table 3 shows a summary of the respective hypotheses, estimated impacts, *t*-values to test impact = 0, and the conclusion of the test.

Several interesting results can be derived that also have implications for the planning of events. This will be discussed in the next two sections.

**DISCUSSION AND UNPACKING THE LATENT VARIABLES**

The positive brand emotions achieve the highest index, index 84, followed by the

event attitude index of 83 and a brand attitude index of 82. Positive event emotions achieve a significantly lower index, index 75, than the positive brand emotion, but still very high. The negative brand and event emotions both achieve performance indexes of 9, which is very low and coincidentally the two lowest indexes in the estimated model. The index of the brand-related emotions shows that the negative emotions are only to a low extent related to B&O (index 9) while the positive emotions are highly related to the company (index 84).

One possible explanation for the four emotional indexes' relative high level could be that B&O is a very well-known and well-reputed brand for which many positive feelings and emotions have been generated throughout the consumers' lives.

In Table 4, the performance index (on a 0–100 scale) for the individual indicators

(feeling words) reflecting emotions is shown, and it gives an idea of which feelings are the strengths and weaknesses of the brand and the event. It also shows that when the event participants are asked about their feelings toward B&O, it is especially feelings such as joy, success, pretty, exclusive, wanted, and expectation that are related to the brand, while the event also generates some of the same positive feelings as the brand does, even though it is less. Feelings related to success, pretty, exclusive, and wanted have a significant influence on the positive emotions toward the event.

It is interesting to look into which emotions constitute B&O's emotional strengths—it is important information in relation to future positioning within the industry. B&O during recent years has just changed their strategy in the direction of a more transformational brand

**TABLE 3**  
Summary of Hypotheses, Conclusions, Impacts, and t-Values

Hypotheses	Conclusion	Path Coefficient (Unstandardized Impact)	t-Value
H1: Brand involvement has a positive effect on brand attitude.	Supported	0.12	2.02
H2: Brand involvement has a positive effect on positive brand emotions.	Supported	0.45	7.25
H3: Brand involvement has a negative effect on negative brand emotions.	Supported	-0.26	-4.18
H4: Event involvement has a positive effect on event attitude.	Supported	0.16	2.09
H5: Event involvement has a negative effect on negative event emotions.	Supported	-0.18	-2.3
H6: Event involvement has a positive effect on positive event emotions.	Supported	0.30	3.98
H7: Brand-event fit has a negative effect on negative event emotions.	Supported	-0.22	-2.81
H8: Brand-event fit has a positive effect on positive event emotions.	Supported	0.27	3.64
H9: Positive event emotions have a positive effect on positive brand emotions.	Supported	0.38	6.11
H10: Negative event emotions have a positive effect on negative brand emotions.	Supported	0.53	8.58
H11: Positive brand emotions have a positive effect on brand attitude.	Supported	0.32	5.23
H12: Positive brand emotions have a positive effect on buying intention.	Supported	0.27	3.84
H13: Negative brand emotions have a negative effect on brand attitude.	Supported	-0.17	-3.01
H14: Positive event emotions have a positive effect on event attitude.	Supported	0.21	2.8
H15: Negative event emotions have a negative effect on event attitude.	Supported	-0.28	-3.84
H16: Event attitude has a positive effect on brand attitude.	Supported	0.42	7.58
H17: Brand attitude has a positive effect on buying intention.	Supported	0.50	7.03

**TABLE 4**  
Brand and Event Emotions: Indexes for the Indicators

Negative Brand Emotions (Pre-Event)			Negative Brand Emotions			Negative Event Emotions			Positive Brand Emotions (Pre-Event)			Positive Brand Emotions			Positive Event Emotions		
Emotions	Index		Emotions	Index		Emotions	Index		Emotions	Index		Emotions	Index		Emotions	Index	
Sad	5		Sad	8		Sad	9		Success	81		Success	83		Success	78	
Boring	5		Boring	9		Boring	8		Exclusive	94		Exclusive	94		Exclusive	68	
Doubt	13		Doubt	10		Doubt	10		Wanted	82		Wanted	86		Wanted	80	
Worry	10		Worry	12		Annoyed	15		Pretty	90		Pretty	90		Pretty	73	
									Joy	76		Joy	74				
									Expectation	82		Expectation	79				



strategy with emphasis on a positive buying motive rather than an informational strategy with emphasis on information about the brand. B&O concentrates on appealing to the consumer's emotional side. Therefore it is crucial to plan the communication mix in accordance with the emotions that the brand elicits the most (cf. Percy, Hansen, and Randrup, 2004, p. 14).

The emotions are in good accordance with B&O's commonly known image that among other things is associated with luxurious design and finish (Lindstrom, 2005, p. 177).

Because B&O is a strong brand with many positive associations and only a few negative, it is no surprise that the negative brand emotions only have an index of 9. Here it is particularly negative feelings such as sad, boring, doubt, and worry that have a significant impact on emotional reactions. These feelings might reflect the fact that B&O is an expensive brand and therefore unattainable to many people.

The event generates negative emotions on the same low level as the brand does, that is, index 9. An interesting thing is that three of the negative feelings recur—that is, sad, boring, and doubt—while the event activates the feeling annoyed (index 15) instead of worry. The fact that the event makes the participant annoyed and evokes a feeling of boredom, of course opens up for further development of the creative aspects; however, it is important to notice that the level of negative feelings is already extremely low.

Exclusiveness and pretty are the significantly strongest feelings associated with the brand B&O, both before and after the event—feelings that the event is not fully capable of generating to the same extent. Moreover, the feeling is increased by success and wanted as a result of the event. In return, there is a tendency that

## **The emotional responses created in an event experience have a spillover effect on . . . brand emotions.**

the event reduces the joy and expectations. Three out of the four negative emotions increase a bit after the event, but are still on a very low level.

All in all it can be concluded that the event works satisfactorily for the sponsor as positive emotions have been generated in relation to the event itself, while the event has not generated any strong negative emotions.

It is interesting to note that almost the same emotions are activated toward the brand during the event, which indicates a good fit between event and brand.

Hansen (2005) finds that typically more positive than negative emotions are generated toward a brand. Our study indicates the same result, and Table 4 shows that more positive (six feeling words with high indexes) than negative emotions (four feeling words with low indexes) are generated, which as mentioned may be due to the fact that B&O is a very strong brand with an extremely good reputation.

All in all the above results indicate that it is reasonable to include emotions in both the event route and the brand route in the model.

The brand attitude is on a very high level, namely index 82 (see Figure 2). It is interesting to note that the attitude generated in relation to the event are at the same high level as those related to the brand itself (respectively, index 83 and 82), and the event attitude is on a significantly higher level than the positive event emotions. The high attitude index of the event may be explained by the high level of involvement in the event and because the involvement (cf. Figure 2) has a direct effect on the attitude, it will strengthen

the positive attitude toward the event. In Table 5 the index for brand and event attitude indicators are shown. The event attitude reflects conditions such as the fact that the participants would recommend the B&O golf tournament to others, but also that the tournament is well arranged, that the participants are interested in golf, that it is entertaining to be a part of the tournament, and that the tournament has increased their interest in B&O. The least important statement is that B&O is personally relevant to the participant.

Brand attitude is reflected by seven statements to which the respondent was asked to rate his/her level of agreement (from "strongly disagree" to "strongly agree"). The participants find that B&O is a good brand, they have a positive attitude toward B&O, they think that buying B&O products is a good decision, they find that B&O has advantageous characteristics compared to other brands, they find that B&O is a reliable and credible brand, they are interested in the brand, and they would like to know more about B&O. All seven statements practically weight equally in the brand attitude formation.

The evaluation of the individual event attitude statements shows that the event was a success regarding the performance of the arrangement and its entertainment value, whereas the informative part of the event only was a limited success. Thus, the participants have a neutral attitude toward whether the brand information is relevant (index 54) and the event has only weakly increased the interest in the brand (index 58). It is not a surprising fact that the entertainment element is evaluated positively; events are suitable for

**TABLE 5**  
Brand and Event Attitude: Indexes for the Indicators

Brand Attitude (Pre-Event)		Index	Brand Attitude	Index	Event Attitude	Index
Good brand		87	Good brand	92	Recommend the event to others	93
Interested in learning more about the brand		63	Interested in learning more about the brand	63	The event has increased interest in the brand.	58
Advantageous characteristics compared to other brands		81	Advantageous characteristics compared to other brands	86	The event's brand information is relevant.	54
Interested in the brand		72	Interested in the brand	79	The event is entertaining.	92
Reliable/credible brand		79	Reliable/credible brand	85	The event is well planned.	93
Positive attitude toward the brand		82	Positive attitude toward the brand	88	Interest in the theme of the event (golf)	94
Buying the brand is a good decision.		76	Buying the brand is a good decision.	80		

engaging and entertaining the participants. However, it is surprising that the information value is so poor; but this may be ascribed to two reasons: either (1) the fact that there was not enough information about the brand available during the event and that the participants therefore gave this element low ratings or (2) the fact that the participants were just not interested in receiving information about the brand and that they would rather concentrate on the event itself.

In relation to the Elaboration Likelihood Advertising Model (ELAM) (Hansen, 1997, 2005), it is argued that basically rational information is needed to create a purchase, especially regarding high-involvement products, as B&O in this case. The questions related to brand information score low, and this is not immediately satisfactory to the sponsor. Purchase of electronic product is often connected with a cognitive evaluation of parameters such as the technical attributes of the brand and its advantages. B&O is a fine example of a high-involvement product in the transformational strategy (Rossiter and Percy, 1987), and it can therefore be ar-

gued that it is not intended that the event communicates "heavy" information on B&O's products during the event. This argument is supported by the fact that the type of information that was communicated during the event was limited to logos on banners, flags, and products. However, sales representatives were present and the participants thus had plenty of opportunities to get answers to their questions regarding the products.

It is interesting to compare the brand attitude before and after the event. It is here seen that the individual items under brand attitude increase by 5 to 7 index points except for one area, that is, whether the participants are interested in knowing more about B&O—here a low index of 63 is maintained. Generally, the event has thus had a useful and positive influence on brand attitude.

As mentioned earlier we have used Zaichowsky's (1985) involvement battery, consisting of 20 adjectives. However, it turns out that the model's explanatory power ( $R^2$ ) and additional fit-measures are not deteriorated by including fewer indicators of involvement in the model estima-

tion, which is why we have chosen to exclude 12 and 13 indicators respectively in the final model, based on parsimonious consideration. The exclusion of the items is based on the hierarchical principle where those items with the lowest contribution to  $R^2$  or with a very small outer weight are left out.

In Table 6 indexes for the selected involvement indicators for brand and event are shown. Eight words are found relevant for the brand, while seven are relevant for the event. Three of the involvement words recur—desirable, interested, and exciting. It is remarkable that the event using three dimensions creates a significantly higher level of involvement than the brand does. Thus, there is a fine match between what creates involvement in the brand and what creates involvement in the event. All words are practically equally important in the reflection of involvement—that is, the estimated outer weights are at the same level.

If we look at the specific indexes for those words that reflect the event involvement, essential has the lowest index (index

**TABLE 6**  
Brand and Event Involvement: Indexes for the Indicators

Brand Involvement (Pre-Event)		Brand Involvement		Event Involvement	
	Index		Index		Index
Desirable	70	Desirable	74	Desirable	77
Interested	59	Interested	65	Interested	82
Exciting	68	Exciting	75	Exciting	83
Of concern to me	57	Of concern to me	66	Valuable	76
Appealing	72	Appealing	77	Vital	70
Fascinating	67	Fascinating	73	Relevant	78
Interesting	67	Interesting	74	Essential	65
		Important	61		

65) while exiting scores highest (index 78). For the brand, it is of concern to me (index 66) and important (index 61) that score lowest while appealing scores the highest (index 77).

Even though the event involvement (index 76) is significantly higher than the brand involvement (index 71), the positive emotions are noticeably lower for the event (index 75) than for the brand (index 84). Still, the same high attitude index is achieved for both the event (index 83) and the brand (index 82).

If we compare the level of brand involvement before and after the event, it is seen that the involvement increases significantly on all items, with an increase of 4 to 9 index points. The event has thus had a significant influence on the brand involvement.

According to the theory a high fit between event and brand is a prerequisite for a value transfer from the event to the brand. In our case it seems that a very good fit between event and brand has been achieved, as the index for relationship between the brand and the event is 75 (see Figure 2). However, the evaluation of the individual items varies a lot (see

Table 7). Thus, the participants are fully aware of what brand is advertised for and they also find that there is a good accordance between the brand values and the values reflected by the event. On the other hand, however, the participants do not find that they have learned anything new about the brand by participating in the event. Immediately, this appears to be critical, as there is advantage in telling the participants something they already know. Instead, a new story should be told that can create more or new involvement in the message, the event, and the brand and that can arouse positive emotions and strengthen brand attitude that in the

**TABLE 7**  
Fit between Brand and Event: Indexes for the Indicators

Fit between Brand and Event	Index
The event tells something about the brand.	71
It is clear which brand is advertised for.	90
There is a natural fit between the type of event and what the sponsor stands for.	83
I have learned something new about the brand by participating in the event.	45
The brand image is in accordance with the image of the event.	85

end may influence the buying intention positively.

Now we must comment on buying intention, which has achieved an index of 69. Four indicators have been used, inspired by traditional loyalty measures (EPSI Rating, 2003; Fornell et al., 1996) and brand resonance measures (Keller, 2001a, 2001b, 2003): (a) intention to buy a B&O product, the next time a relevant electronic product needs to be purchased (index 66); (b) the golf tournament supplied me with information on a new B&O product that I would like to try (index 48); (c) willingness to recommend (index 80); and (d) B&O is personally relevant to me (index 65). Indicator (b) has a significantly lower weight for calculating buying intention than the other indicators, and it is also this indicator that achieves the lowest index value. It is a positive thing that willingness to recommend scores that high, so in spite of the fact that a B&O product is not particularly relevant to the participants themselves and that they do not have particularly high intentions to buy a B&O product, they are still positively minded toward recommending it to others. Recommendation has shown to be an excellent indicator for loyalty (EPSI Rating, 2003; Fornell et al., 1996; Reichheld, 2003).

We have also worked with a reduced model without the inclusion of event that

is without the five event variables in Figure 1. This model was estimated on the basis of the 156 respondents interviewed before the event. This premeasuring gave us estimations for brand involvement, positive brand emotions, negative brand emotions, brand attitude, and buying intention. It gives rise to some interesting comparisons of the premeasurement and the postmeasurement (Figure 2).

There is a significant difference between the brand involvement index of the premeasurement of 65 and the postmeasurement of 71. This difference may be due to the fact that the respondents participating in the golf tournament might just have signed up for it because they are more interested in the brand than the persons who were interviewed in the premeasurement. But even though the involvement in the brand is significantly higher for the premeasurement, the positive and negative brand emotions are on the same level.

The difference between pre- and postmeasurements of brand attitude is not significant, even though the indexes are 79 and 82, respectively. Thus, we cannot conclude that the event has had a significantly positive influence on brand attitude. There might be several reasons for that. First, the participants' positive attitude toward B&O was fairly high before the event. It is difficult to change an already high positive attitude toward a brand radically. Second, further analysis of the data shows that it is primarily the exposed B&O users that strengthen the positive attitude as a consequence of the event.

Buying intention changed significantly as it was at index 65 before the event, but at index 69 after the event. Thus, a value transfer from the event to the buying intention for the brand has occurred—and that is the purpose of the event. So even though only one event activity has been carried out, this activity has had a

## **A good fit between event and brand creates . . . value transfer from event to brand.**

positive effect on buying intention. In literature the more short-term effect of advertising is often questioned, but involving and dialogue-making events such as this golf tournament that address all senses make it possible to track a significant and positive effect on buying intention.

All in all, we can conclude that the brand B&O scores high on most effectiveness measures, both before and after the event. Therefore, the major part of the changes is relatively modest, and only leaves room for small improvements. The relatively high values of both the pre- and postmeasurements may be explained by two facts.

First, around two-thirds of all respondents (both before and after) are B&O users and are therefore presumed to have a positive attitude toward B&O. In general, there is a good relationship between previous buying behavior and evaluation of the brand. In the description of the ELAM model, Hansen and Hansen (2003, p. 379) state that: "It is likely that more loyal consumers of a brand are found among those with the highest positive preference for the brand." It is therefore expected that users score higher than non-users on the effect measures. This is also supported by the theory on cognitive dissonance saying that when you are a user you will to a higher extent find arguments that support the purchase decision (Solomon, Bamossy, and Askegaard, 2002, p. 135). This particularly applies for a high-involvement product where the perceived risk of buying the product is often higher.

Second, B&O is a well-established, successful Danish high-involvement brand with very high consumer-based brand

equity. Actually, B&O is the third strongest brand in Denmark according to TNS Gallup's (2003) ranking.

### **DISCUSSION AND PRACTICAL IMPLICATIONS**

#### **Important with both a brand route and an event route**

A central element in working with the model has been to examine the links between the upper part (the brand route) and the lower part of the model (the event route).

The assumption is that the emotional responses created in an event experience have a spillover effect on the variables in the upper part, meaning that for instance a high score on the positive event emotions leads to a higher score on the positive brand emotions. Correspondingly for the negative event emotions, a higher negative score on event emotions leads to a higher score on the negative brand emotions. These links have clearly been confirmed with impacts of 0.38 and 0.53, respectively. It is interesting to note that the link between the negative emotions is stronger than the link between the positive emotions. Therefore it is important that the event does not activate negative feelings.

It is also assumed that the two routes are linked together via the event attitude and the brand attitude in a way that a positive attitude toward the event will lead to a value transfer to brand attitude. This link is also confirmed. The event attitude has a strong positive impact on the brand attitude as an impact of 0.42 is achieved—which is stronger than the one for the link between the positive event and brand emotions, but weaker than the

one for the link between negative event and brand emotions.

#### **Emotions included in both routes and prior to attitude**

Another central element in working with the model has been to verify that the emotional responses play an important part both in relation to the event route that assumes low-involvement information processing, but also in relation to the brand route that builds on the more conscious information processing. The reason is that the consumer's emotional responses are important in relation to his/her decisions, and according to Du Plessis (2005) the responses often precede the rational decision and will therefore occur before the attitude making on both routes.

The validation of the model shows that the proposed division between attitudes and emotions, where positive emotions precede attitude and affects it positively while the opposite happens with the negative emotions, was a good idea. The impact of positive and negative brand emotions is quite different for the brand route itself: 0.32 and  $-0.17$ . For the event route the numeric difference is not as significant, but it can still be seen that the positive—respective negative—event emotions affect the event attitude positively—respective negatively. This provides useful knowledge of how the emotions influence the customers, which can be used in the planning of marketing communications. Thus B&O would benefit much more from designing the marketing communication to create positive brand emotions than by designing it to reduce the negative brand emotions.

#### **Involvement is crucial for the participants' response**

An event is a communication tool that plays on engagement and personal involvement in the experience itself. There-

## **An event's effect on buying intention of the brand is created through a brand-related route as well as an event-related route.**

fore it is important to examine if the participants involved themselves in the arranged event. Involvement in the activity is crucial for the participants' event response.

The assumption is that participants who are highly involved in the event will react more positively in relation to the brand than low-involved participants would, based on the content of the event. According to Meenaghan (2001, p. 108) this is due to the fact that to a higher extent they are susceptible, sensitive, and attentive toward the event stimuli and the experience itself.

Moreover, it is crucial that the participants take part in an activity that they are already familiar with as their frame of interpretation in that way will be more varied.

There is a relationship between the level of involvement and the event attitude so that the attitude increases when the level of involvement increases (impact = 0.16 and Hypothesis H4 is supported). In other words, the relationship tells that in the planning of an event campaign focus must be on exposing the target group to an activity to which they are not unaccustomed and which they are involved in so it can influence the event attitude.

In relation to the execution of the golf tournament, B&O required that the participants should be members of the golf club. Thus, it was guaranteed that they had some involvement and that they had a certain frame of interpretation in relation to the activity itself. In this way chances for a stronger positive attitude

making toward the arrangement were increased.

There is also a relationship between event involvement and event emotions: the higher level of involvement, the more positive emotions and the less negative emotions. It is interesting to notice that the impact of event involvement on the positive event emotions (0.30) is almost twice as high as the impact on both the negative event emotions and the event attitude (the absolute value 0.18 and 0.16, respectively).

The level of brand involvement is important because if a high-involvement brand does not score a high-involvement index among the target group, the marketer should consider adjusting brand elements or brand positioning. According to Robertson (1976, p. 19), this can be done for instance by differentiating to a higher extent the brand from other brands and thereby changing the target group's relation to the brand, so that it is perceived as more relevant to the target group's needs and wants. The involvement will therefore be an important issue in relation to the introduction of new brands and products (Zaichkowsky, 1986, p. 10).

B&O can be characterized as a high-involvement brand, and it is essential to achieve a high level of brand involvement among the target group, so that it will form an attitude toward the brand, maintaining or improving an already existing attitude. A high level of brand involvement will also mean that the consumer in general will pay more attention to the advertisements for the brands, as the

responsiveness toward the message increases concurrently with the involvement. As it appears from the estimated model in Figure 2, involvement helps the consumer through the central brand route. An increased level of involvement in the brand thus creates the conditions for a more positive brand attitude (impact = 0.12).

It is interesting to evaluate whether there is a relationship between brand involvement and the emotional response toward the brand. According to Desmet, Porcelijn, and Dijk (2005, p. 3), the emotional response depends on the degree of interest that the respondent has in the brand. The more involved the participants are, the more they will let themselves be affected emotionally and the more relevant they will find an emotional evaluation of the brand. This can be interpreted to mean that the more involved in the brand the respondent is, the more likely it is that a positive emotional response occurs. This relationship (Hypothesis H2) is confirmed in our study.

Involvement also affects brand emotions; the higher the level of involvement, the higher the positive brand emotions will be and the lower the negative emotions will be (0.45 and -0.26). The same pattern is seen in relation to the impact of the brand route that we saw in the event route. The impact on the positive emotions is twice as high as the impact on the negative emotions and brand attitude.

**A good fit between event and brand is crucial**

Whether there is a good fit between the brand and the event is decisive in relation to the participants' responsiveness toward the message as well as the activation of the emotional moods that is the purpose of the event. A good fit is therefore central for the total effect of the event.

The assumption is that a good fit between event and brand creates the condi-

tions for a value transfer from event to brand. In our model the fit between event and brand has a significant positive impact on the positive event emotions and a corresponding however negative impact on the negative event emotions (0.27 and -0.22).

Therefore it is very important that the participants experience coherence between the brand's image and the event. The advertising agency that organized the event has put great effort into securing such coherence, which is hereby confirmed.

**Total effects**

Based on the impact scores in Figure 2 and Table 3, the total impact, i.e., the direct and indirect impacts on brand attitude and buying intention, can be calculated. These numbers are shown in Table 8.

The highest total impact score for brand attitude is obtained for event attitude: a 1-point improvement in the event attitude index increases the brand attitude by 0.42. In this way a high and positive value transfer from event to brand occurs—which is precisely the purpose of the event.

In Table 8 it can be seen that the brand attitude and the positive brand emotions have the largest impact on buying intention (0.50 and 0.43, respectively) while the brand involvement together with positive event emotions and event attitude has the largest impacts subsequently (0.28, 0.21, and 0.21, respectively).

It is interesting that both negative emotions only have little negative influence on the buying intention and even of the same dimensions (-0.09 and -0.10).

Brand attitude is primarily influenced by event attitude (0.42), but also the positive brand emotions (0.32) and brand involvement (0.31) play an important role.

Naturally, the above results have consequences for the design of future events for B&O.

**CONCLUSION AND FUTURE RESEARCH**

In this study we validate and apply a new model for effectiveness of event marketing. The estimation of the model shows that the model structure gives a very good

**TABLE 8**  
Total Effects of a 1-Point Improvement in the Driving Variables on Brand Attitude and Buying Intention

Determinant	Effect on Brand Attitude	Effect on Buying Intention
Positive brand emotions	0.32	0.43
Negative brand emotions	-0.17	-0.09
Positive event emotions	0.21	0.21
Negative event emotions	-0.21	-0.10
Brand involvement	0.31	0.28
Event involvement	0.17	0.12
Brand attitude	—	0.50
Event attitude	0.42	0.21
Fit between brand and event	0.10	0.08

## Involvement in the event and the brand is crucial for the participants' response to the event.

explanation of how the event affects brand attitude and buying intention among the event participants. Our validation gives strong support for the model and the associated measurement instrument.

The results confirm that an event's effect on buying intention of the brand is created through a brand-related route as well as an event-related route. In our case study, the event route has a significant impact on the brand route, partly via the emotional links and partly via the attitude link. The strongest link is between the negative event and brand emotions whereas the link between the positive event and brand emotions and the link between the event and brand attitudes are approximately at the same level. Thus, a value transfer from event to brand occurs that leads to a higher buying intention toward the brand, which is precisely the purpose of the event activity.

It is important to include the emotional responses that the event arouses and to divide them in into positive and negative emotional responses. The negative emotions toward an event as well as the brand are on a very low level in our case study.

It is clearly supported that the positive and negative emotions precede brand and event attitude, and that they have a positive respectively negative impact on the attitudes.

Involvement in the event and the brand is crucial for the participants' response to the event: the higher the level of involvement, the higher the attitudes (toward event as well as brand), and moreover the more positive and the less negative the emotions (toward event as well as brand).

Our study shows that a good fit between event and brand is very important:

the better fit, the more positive and the less negative the emotions will be.

Our results and the discussion hereof have led to many practical recommendations on development and implementation of events.

The article presents novel findings within event effectiveness and emotional responses, and thereby adds to a green-field with lack of both theory as well as practical recommendations.

The survey questions are designed in a generic way, meaning that they are formulated in general terms, allowing them to be used across brands, companies, and different types of events. One of the methodology's central elements is the use of a harmonized model and measurement instrument with generic questions. Hereby, the estimated results of the model are comparable across brands and events.

Here we have validated and applied the model on one event. It would be desirable to validate the model with more events and likely with more respondents than in our case study. Particularly it could be interesting to examine various types of events and different product areas according to the Rossiter and Percy (1987) grid, where a distinction is made between more and less involving products on the one hand and informational versus transformational products on the other hand. It is possible that the relationships between the model's variables will be different, according to the position of the brand in the Rossiter and Percy (1987) grid. This may be of importance for recommendations to marketers and event organizers and could therefore be very valuable. **JAR**

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Brand attitude     “The following questions concern your attitude toward the brand B&O:”<sup>2</sup>

                          “I think that B&O is a good brand.”

                          “I think that B&O has some advantageous characteristics compared to other similar brands within the relevant product category.”

                          “I have a positive attitude toward B&O.”

                          “Buying B&O is a good decision.”

                          “I am willing to pay a higher price for B&O than for other similar products within the product category.”

                          “B&O is better quality than other similar brands within the product category.”

                          “I think that B&O is a reliable and credible brand.”

                          “I am interested in B&O.”

                          “I am interested in knowing more about B&O.”

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Event attitude     “The following questions concern your attitude toward B&O’s Golf Tournament:”<sup>2</sup>

                          “The golf tournament included brand information relevant to me.”

                          “It was entertaining to participate in the golf tournament.”

                          “The golf tournament succeeded in involving me.”

                          “The golf tournament was well arranged.”

                          “I will be pleased to recommend the B&O’s Golf Tournament to others.”

                          “I am interested in golf.”

                          “The golf tournament has increased my interest in B&O.”

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Buying intention    “How likely is it that you will buy B&O products the next time you need to buy electronic products?”<sup>4</sup>

                          “Would you recommend the brand B&O to others?”<sup>5</sup>

                          “B&O is personally relevant to me.”<sup>2</sup>

                          “The golf tournament gave me information about a new B&O product that I would like to try out.”<sup>2</sup>

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<sup>1</sup>Rated on a 7-point scale.

<sup>2</sup>Rated on a 5-point scale from “strongly disagree” to “strongly agree.”

<sup>3</sup>Rated on a 5-point scale from “to a very low extent” to “to a very high extent.”

<sup>4</sup>Rated on a 5-point scale from “very unlikely” to “very likely.”

<sup>5</sup>Rated on a 5-point scale from “no, definitely not” to “yes, definitely.”