

**Gold on and off the Field: Testing the Spectator sports
team reputation model to measure organisational
reputation for sporting organisations in the Netherlands.**

Niels Fonville

S2633590

Supervised by Jordy Gosselt

28-7-2023

Communication Science

University of Twente

Abstract

Since reputation in sports is relatively new, the importance of reputation in sporting organisations is less known. The measures of reputation are still in their infancy and the world of reputation in sports is unexplored. To improve current knowledge on reputation in sports, this research aims to evaluate the spectator sports team reputation model (SSTR). This SSTR model is a model that measures the reputation of sporting organisations according to six dimensions, team tradition, team performance, team social responsibility, spectator orientation, management quality, and financial soundness. This research was previously also conducted in the USA so the difference between those results and the results in this research will be compared based on the different cultural values of Hofstede. This research was done in collaboration with the Dutch football club 'Vitesse Arnhem' in the Eredivisie. The results were collected using an online survey distributed on matchdays to fans which yielded 150 respondents. The survey consisted of twenty-four items measuring how important each of the dimensions are for the fans. The results are in favour of the SSTR model's usage, and the model seems to be a reasonable fit in the Netherlands. The results also show that the Netherlands valued every single dimension to be less important than the USA, except spectator orientation. This research, therefore, concludes that the SSTR model can also be used in the Netherlands to measure the reputation of sporting organisations accurately. However, the lower path coefficients and percentage of explained variance in the Dutch context suggest that the model overlooks an additional dimension that is more important in the Netherlands than in the USA.

Table of Contents

Introduction.....	3
Theoretical framework.....	6
Definition of reputation.....	6
Dimensions of reputation.....	6
Dynamic concept.....	7
Managing reputation.....	7
Measuring reputation.....	7
Reputation in sports.....	9
This research.....	11
Methodology.....	15
Design.....	15
Participants.....	15
Procedure.....	15
Measures.....	16
Analyses.....	16
Results.....	19
Factor analysis.....	19
Reliability analysis.....	20
Correlation analysis.....	22
Structural equation modelling.....	22
Discussion.....	25
Discussion of results and interpretations.....	25
Implications.....	27
Limitations and future research.....	28
conclusion.....	29
References.....	30
Appendix 1: The graphs used for the assumptions.....	34
Appendix 2: The survey used.....	37

Introduction

The Professional Golfers' Association (PGA) is the biggest golf organisation that hosts most of the important golf tournaments each year but has received a lot of backlash recently (Brooks, 2023). After condemning the new Saudi golf tour association LIV for more than two years because the PGA tour did not agree with the morality and ethics of the LIV tour, they decided to merge. Fans and participants of the PGA tour feel betrayed as they feel that the LIV tour is merely an effort of 'sports washing' and does not care about golf at all. Sports washing is the act of organisations or countries hosting sporting events to polish the reputation of that organisation or country, think of the Football World Cup in Qatar which also received a lot of backlash as it was also seemed as sports washing (Purcell, 2023). This merger is not going in the way the PGA would have liked, as the reputation of the PGA has tanked. The consequences of this reputation loss for PGA are unknown as reputation in sports is rather unexplored and difficult to predict because of the lack of current knowledge on this matter.

This research is therefore focused on broadening the current knowledge on measuring organisational reputation for sporting organisations. In the last couple of decades, a lot of research and attention has been devoted to discovering what reputation is and what it does. This resulted in many different models and theories that all come down to the same conclusion. Namely, that reputation is difficult to measure. Just like any other organisation, sporting organisations benefit heavily from reputation in terms of income (sponsors, shirt sales, tickets), reputation also plays a huge part in sports. Measuring reputation can therefore be of immense importance to sporting organisations. However, most of the previous research was done regarding corporate reputation. Although sporting organisations are also corporations, this previous research does not apply fully to sporting organisations, since they are different types of organisations. For example, sporting organisations are spectator based whereas corporate organisations are not. This means that sporting organisations are less secretive because the fans have an idea of what happens behind closed doors, resulting in things such as management and finances becoming more important to the outside world in comparison to corporate organisations.

The knowledge and measurement of reputation in a sporting context is something that has been increasing in recent years but is still in its infancy. Jang et al. (2015) conducted a model that measures the reputation of sporting organisations called Spectator-based sport team reputation (SSTR). The SSTR model measures reputation based on six dimensions: team

tradition, team performance, team social responsibility, spectator orientation, management quality, and financial soundness. This research was conducted and used in the USA and therefore might find different results than it would in the Netherlands since the USA and Netherlands are different cultures and thus also value different cultural aspects differently. Hofstede (2001) show that the Netherlands and the USA have different cultural values. The Netherlands is more long-term oriented, whereas the USA is more masculine and individualistic. These differences between the Dutch and American cultures might influence the perception of reputation. This research, therefore, aims to evaluate whether the SSTR model is applicable in a Dutch context as well, and what the differences are when comparing the results in the USA and the Netherlands. This comparison is relevant since it gives a better idea of sports reputation and the influence different cultures might have on the reputation. The research questions, therefore, are: to what extent can the SSTR model be used for Dutch sporting organisations? and what is the difference between the American and Dutch perceptions of reputation for sporting organisations?

In collaboration with Dutch football club “Vitesse Arnhem” fans of this organisation will be asked to fill in a survey measuring Jang et al.’s model to determine if the model also yields significant results in a Dutch context. The results will also be compared to the results found in the USA, to analyse the differences and similarities. This will be done to add to the exciting knowledge of measuring reputation in a sports context.

This research finds its academic relevance in using and improving the research of Jang et al. (2015) and adding to their limitations. They wrote that one of their limitations was that they only gathered data from one American university and therefore cannot conclude anything for the rest of the world. The research hopes to improve the current information and knowledge surrounding reputation in sporting organisations and cultural differences that might be applicable. The knowledge gained in this research can be used to better understand the cultural differences that might influence the perception of reputation in sporting organisations all over the globe.

The practical relevance of this research is found at the participating football club “Vitesse Arnhem.” They can use this research to improve and tailor their communication and marketing to better fit one of their most important stakeholders, the fans. However, this research might also be relevant to all other sporting clubs in the Netherlands since they can also learn about the perception of stakeholders regarding reputation and what is important for that perception. For example, if this research finds that reputation in the Netherlands is largely

dependent on the team history dimension, other sporting organisations can use that information to better tailor their communication and marketing as well. This research also broadens the knowledge in a Dutch context meaning that this research is also relevant for all other sporting organisations in the Netherlands since the research aims to find out if the model can be used in the Netherlands. This research therefore gives exclusion if the SSTR model can be used by sporting organisations in the Netherlands which provides practical relevance for all sporting organisations in the Netherlands.

In the next section, the academic background of this research will be discovered and discussed. First, it will delve more into reputation as a whole, then narrow down to reputation in sports. Lastly, this research and its importance will be discussed. After the theoretical framework, the methodology and results will be shown and explained. The results will be discussed and concluded in the discussion section and lastly, recommendations for future research will be done.

Theoretical Framework

Reputation is a concept that is being discussed a lot in the academic world. Reputation is often described as the perception, evaluation, and rating of others for example a company, person, or organisation. Reputation is being discussed heavily in a corporate sense since it influences the behaviour of stakeholders such as customers, employees, and investors. Because the influence of reputation can be big, it is important to first understand and define the concept based on different perspectives.

Definition of reputation

There does not seem to be a lot of discussion surrounding the definition of reputation. Barnett et al. (2006) researched the definition of reputation and found that most research shares the same underlying definition. Fombrun and Riel (1997), Eccles et al. (2007), and Solikhin et al. (2020) are all examples of researchers who define reputation as the perception of an individual or group on a product, organisation or individual. In prior research from Fombrun (1996), Fombrun stated that reputation is a perception that emerges from mutual relations between an organisation and their stakeholders. Reputation is formed by this continuous interaction between an organisation and their environment and is influenced by many factors such as the credibility, reliability, responsibility, and trustworthiness of a company. Bigus et al. (2023) add that since reputation is based on consensus, the reputation of an individual or organisation is always in comparison to others based on the different dimensions.

Dimensions of Reputation

Reputation has different dimensions that can be divided into three categories: communication, image, and behaviour (Gotsi and Wilson, 2001). First, the communication dimension includes all communication from the organisation to the outside world concerning results and goals. The image dimension is focused on the way the company is perceived by important stakeholders and the way the organisation deals with communication. Lastly, the behavioural dimension contains the norms and values to which an organisation operates. Deephouse and Carter (2005) later agree that the different dimensions can be divided into three categories although labelling them as normative, cognitive, and regulative. The names of the dimensions differ between the two research; however, they agree on what the dimensions entail.

Dynamic concept

Bigus et al. (2023) argue that because reputation is a social construct, and thus derived from a consensus, reputations can change rapidly. A social construct is a concept that only exists in the consensus of humans and is a result of human interaction (Zhao, 2020). Rindova et al. (2005) claim that reputation is a dynamic concept that develops over time and may change as a consequence of internal or external factors. Internal factors that may change reputation are for example marketing campaigns or successful results, whereas external factors could be anything that is out of the hands of the organisation, such as news coverage. The research of Cvrcsek (2004) agrees that reputation is a dynamic concept since it is a social construct. Reputation is therefore not set in stone and can change at any given moment by both external and internal factors. Reputation can be built with positive results and behaviour but also be damaged by negative events such as scandals, conflicts, and bad results. Organisations tend to focus on positive results and behaviour or any other factors that can be used to build reputation, to increase the reputation of that organisation.

Managing reputation

As described previously, reputation can be of great importance, so managing this reputation is therefore something that happens often. It should not come as a surprise that there are a lot of theoretical perspectives on the way organisations proactively and reactively manage their reputation. One of those is the stakeholder theory by Freeman and Mcvea (2001). This theory focuses on the needs of stakeholders, so they maintain or gain a positive perception of the reputation. By focusing on the stakeholders, you can manage the way they view the company and its reputation. Roberts and Dowling (2002) later added that reputation is dependent on the expectations the stakeholder have of the organisation. These expectations are therefore important to successfully manage a reputation.

Measuring reputation

All of the previously discussed topics can make it difficult to measure reputation since it is not set in stone and is multi-faceted. A lot of research has been conducted to create a way to measure organisational reputation. Two of the arguably most known ways of measuring reputation are Reputation Quotient (RQ) and Reptrak.

Reputation Quotient

The reputation quotient is a model that measures corporate reputation based on six dimensions. The model consists of twenty questions that measure those six dimensions and, in the end, give a quotient on the perception of the organisational corporate reputation. These six dimensions are emotional appeal, products and services, financial performance, vision and leadership, workplace environment, and social responsibility as explained by Passow et al. (2005).

Emotional appeal can simply be explained by the overall feeling towards that organisation. The products and services dimension is focussed on the quality of the organisation based on their product or service. Financial performance is based on how well the organisation manages financial situations such as profit, investments, and future deals. Talking about the future, the vision and leadership dimension concerns itself with the longevity and quality of the management. The circumstances for employees are represented in the workplace environment which entails all workplace-related events such as employee happiness and willingness to work there. The last dimension is social responsibility which means how the companies succeed using CSR. According to the RQ model, these six dimensions can accurately measure the organisational reputation of an organisation.

Reprtrak

More recently the reputation institute released a new way to measure organisational reputation in the form of the Reprtrak module. The Reprtrak module looks like the RQ but is a little more in dept. The Reprtrak also measures organisational reputation based on different dimensions. Contrary to the RQ, Reprtrak has seven dimensions namely products/services, innovation, workplace, governance, citizenship, leadership, and performance. These dimensions do overlap with some of the dimensions in RQ, so both modules account for products/services, workplace, and leadership to be predictors of reputation.

The Reprtrak module also views innovation as a dimension. This dimension accounts for the development of new ideas since innovative organisations are more likely to earn respect and admiration. The governance dimension entails all business and processes that surround the organisation such as behaviour and resource control. Citizenship can be compared to RQ's social responsibility since this dimension is structured by the way in which succeeds at partaking and engaging in societal matters. The last dimension that predicts the organisational reputation according to Reprtrak is the performance of the organisation. Although performance

can be perceived differently between stakeholders, success and prospects have a big influence on the reputation of an organisation (Fombrun et al., 2015).

Reputation in sports

Now that the basic understanding and definitions of reputation are set, it is time to look at the implications of reputation in the world of sports. Since sporting organisations are also organisations, reputation and reputation management are therefore also especially important in the world of sports. However, a sporting organisation has other stakeholders and dimensions than traditional organisations.

Primarily, the reputation of a sporting organisation influences the sponsoring. Unlike most other organisations, sponsors are the biggest income for any sporting organisation and therefore particularly important. According to the research of Gwinner (1997), sponsors are more likely to invest in sports organisations if they have a good reputation because connecting with that organisation might also increase the reputation of the sponsor. The idea that sponsors are more likely to sponsor sporting organisations with a good reputation is also shared in another research (Yoon and Shin, 2017; Cornwell et al., 2005).

Not only sponsors but also fans and supporters would rather cheer for a team or organisation with a good reputation. It is easier to identify with an organisation that shares the values of the fans or has a deserved good reputation (Gwinner and Swanson, 2013; Branscombe et al., 1999). Since fans are the driving force of most sporting organisations, the importance of reputation should therefore not be underestimated in this context.

Lastly, as established earlier, results influence the reputation of an organisation, but research has shown that the reputation of a sporting organisation also influences the results. Fombrun and Shanley (1990) described the psychological advantages companies may experience due to their reputation. A positive reputation may make an organisation look big and influential which can be seen as daunting for rivals. The same can be said about sporting organisations. Deheshti et al. (2019) found evidence that Iranian football clubs with better reputations have a higher chance to be successful in the competition because they were seen as stronger and more trustworthy in addition to other psychological advantages over their opponents. Won and Chelladurai (2016) also found this advantage in sporting results as a result of reputation in their research. They argue that a good reputation of a sporting organisation gives that sporting organisation a head start since their actual ability is then easy to be overestimated. The positive reputation of sporting organisations may lead to a more positive

perception of the sporting skills of that organisation and therefore give them a psychological advantage.

Measuring reputation in sporting organisations

Unlike other organisations, the reputation of sporting organisations cannot be measured with either one of the RQ or Reprtrak. This is because the organisations differ so much that some of the dimensions set up by these corporate reputation measurements do not apply to the sporting context. For example, both the RQ and Reprtrak models have products/services as one of the dimensions. Since a sporting organisation does not particularly offer either a product or a service, but rather an experience, these dimensions need to be redetermined in order to make sense in a sporting context.

Jang et al. (2015) succeeded in making a significant instrument that measures the reputation of sports teams based on the spectator's or fan's perceptions in the United States of America called the spectator-based sports team reputation (SSTR) (see Figure 1). First, they determined the six most important dimensions that influence the spectator's perceptions based on prior research and in-depth interviews with experts. After intense testing and validations, the measurement scale can give a good idea of the reputation of a sporting organisation based on the six dimensions. These dimensions are team performance, team tradition, team social responsibility, spectator orientation, management quality, and financial soundness.

Team performance. When measuring corporate reputation in organisations, one of the most important dimensions is product quality since the product creates a connection between the organisation and the customers (Walsh and Beatty, 2007). The Reprtrak measurement therefore also measures the product quality as one of the organisational reputation's most important dimensions. In the sporting context, the product is the results during the games and matches. Therefore, when measuring the reputation of a sporting organisation team performance is a key dimension and explains that the perception of a sporting organisation can be influenced by the infield performance of the team.

Team tradition. If reputation is taken very broadly, it is built from all events and moments that lead up to that point. The history and traditions of a team are therefore important when looking at the reputation of an organisation since everything in the past accumulates to the present reputation. For example, if a sporting organisation has a rich history and a reputation of an unbeatable team, it could be that this history of winning still has an influence on the reputation of the organisation without them still being unbeatable. It is therefore also important to take the history of the sporting organisation into account when measuring its reputation.

Team social responsibility. The social responsibility of teams also influences the reputation of the sports organisation. Walsh and Beatty (2007) used it as a key dimension in their research on measuring corporate reputation. This importance is also reflected in the effort sports organisations put into CSR. This effort is important in sporting organisations since it allows teams to build strong relationships with the most important stakeholders and have an influence on their reputation by engaging in society. Therefore, the contributions and efforts of teams towards society are important when measuring reputation.

Spectator orientation. One of the most important stakeholders in sporting organisations is the fans. Spectator orientation is the way in which sporting organisations care for the fans. The fans are substantially responsible for a large part of the financial performance of the team by for example ticket or merchandise sales. The fans are however not only important for financial performance but also for reputation as a good relationship with one of the most important stakeholders also increases the reputation. The reputation the team has for its spectators is largely influenced by how the team interacts with the fans.

Management quality. Just like corporate organisations, the reputation of a sporting organisation is also dependent on the quality of management. The research of Fombrun and Shanley (1990) shows a connection between the key administrative decisions on business plans and corporate reputation. The Reprtrak model calls this the leadership dimension. In a sporting context, these key decisions are also important. The overall quality of management of sporting organisations determines the perception of their reputation.

Financial soundness. Lastly, the financial situation of a sporting organisation is also influential on the reputation of that organisation. Being financially sound as a sporting organisation means being able to fund every transaction needed to stay afloat and improve the organisation. If a sporting organisation is financially sound it allows the organisation to improve their marketing, communication, and in-field performances. Financial soundness or the financial situation is therefore an important dimension of the reputation of the organisation.

This research

As established earlier, reputation is a social construct as it is not a psychological object or phenomenon. Rindova et al. (2006) state that because reputation is based on perception, it is very susceptible to cultural differences and preferences and can therefore be different for different stakeholders.

This research aims to explore whether or not this can also be concluded for the reputation of sporting organisations. To do this, the research of Jang et al. (2015) will be

translated and used in a European context since they argue that one of their limitations was that they only used samples from one American institution, and thus cannot say anything about the accuracy internationally, it could be interesting to take a look into the differences and/or similarities when using that model in The Netherlands, and if the model can even be used for Dutch sporting organisations.

Cultural differences

According to previous research that has been conducted by Hofstede (2001), there are considerable cultural differences between the United States of America and European countries. Hofstede made a framework of cultural dimensions that emphasize cultural differences based on those dimensions. These dimensions are power distance, individualism, masculinity, uncertainty avoidance, long-term orientation, and indulgence. Hofstede made all collected data on different countries available to the public on their website (<https://www.hofstede-insights.com/country-comparison-tool>). On this site it is shown that the Netherlands and USA have similar scores for power distance (the degree of inequality in societies and how this inequality is handled), individualism (individual rights and privileges), uncertainty avoidance (how threatened members of that culture feel by unknown situations), and indulgence (the extent to which members of that culture can control their impulses and desires). It is important to note that these cultural aspects of Hofstede will be used to hypothesize and predict any differences between the Dutch and American data but are not actual dimensions in this study. Meaning that cultural aspects such as individualism and indulgence are not being measured in the SSTR model.

However, there are considerable differences between USA and Netherlands in the masculinity and long-term orientation dimensions. The masculinity dimension is explained by the values of that society. Countries with high masculinity consider values such as heroism and achievement more important contrary to feminine cultures which value cooperation, modesty and caring for the weak. According to the data from Hofstede, the Netherlands has a more feminine culture, and the USA has a more masculine culture. In this research, it would be expected that American culture values team performance more than the Dutch culture and additionally there should also be a difference in the way these different cultures value team social responsibility since the Netherlands is more feminine.

Lastly, the data shows that the Netherlands is more long-term orientated than the USA. This means that the Dutch culture values the future and new developments higher than tradition

and history in contrast to the USA. In this research, this would mean that people from the USA would value team tradition to be more important for the reputation of football clubs than people from the Netherlands. This would also mean that the Netherlands values financial soundness higher than the USA since longevity and improvement is also more prevalent in the Dutch culture (Pandikow et al., 2007).

Figure 1: The SEM model conducted by Jang et al. (2015).



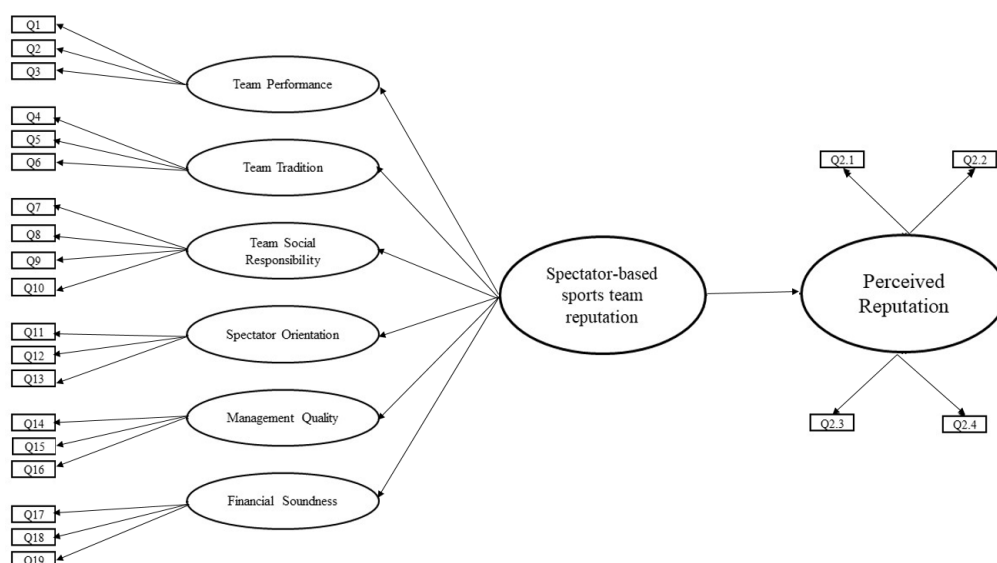
Hypotheses

After examining the SSTR model it can be hypothesised that the SSTR model can also be used in The Netherlands. When looking at the SSTR model there does not seem to be any items or dimensions that would not make any sense in the Netherlands, thus leaving no reason to assume that the model is not fit to use in the Netherlands. The hypothesis is that the SSTR model can be used in the Netherlands to measure the reputation of sporting organisations.

After interpreting the data from Hofstede, it can be hypothesised that there will be differences between the data from Jang et al. (2015) and this research. The main hypotheses are that the Netherlands will score higher when it comes to the importance of both the ‘team social responsibility’ and ‘financial soundness’ dimensions because the Netherlands is more feminine and long-term oriented than the USA. Additionally, it is hypothesised that the USA will score higher on importance when it comes to the ‘team tradition’ and ‘team performance’ dimensions since the USA is more short-term oriented and masculine than the Netherlands. The last hypothesis is that the Netherlands and USA will find the spectator orientation equally important as the Hofstede data does not give any reason to assume a difference between the two cultures which may lead to a difference in the importance of the spectator orientation dimension.

The conceptual model of this research will look similar to the model of Jang et al. (2015) as visible in Figure 2 The Q1, Q2, Q3, etc. are the items measuring that certain dimension. Contrary to the model of Jang et al. (2015) this conceptual model only has one dependent variable rather than two.

Figure 2: A conceptual model of this research.



Methodology

Design

This research used an online survey with twenty-four items measured using a 7-point Likert scale. Qualtrics which is an online survey management software was used to create and administer the survey. It is however important to highlight the strengths and weaknesses of this methodology. Since this research aims to compare the data with the data from Jang et al. (2015), it is important to collect and handle the data in the same way as they did so that the results are comparable. A survey is not always the most accurate representation of real-life situations and behaviours since they can be oversimplified. Still, they are highly effective for testing causal relationships between variables, which is the goal of this research. A survey also allows for anonymity and confidentiality. This allowed respondents to express their opinions anonymously, encouraging them to provide honest and uninhibited responses. This enhanced the likelihood of obtaining accurate and reliable data. Lastly, a survey was time and cost-efficient. Compared to other data collection methods (e.g., interviews, focus groups), surveys are relatively cost-effective and require less time to administer and analyse. This is why the choice of an online survey was made.

Participants

All respondents were Vitesse fans considering they were either season ticket holders or had visited Vitesse Arnhem on multiple occasions during this season. The participants ranged from all ages, ethnicities, and genders. The survey yielded a total of 188 responses, but not all surveys were filled in completely resulting in exactly 150 useful responses. In the surveys that were incomplete but still useful (filled in up to 75%), the missing values were replaced by the mean of that item in R studio.

Procedure

In collaboration with Dutch football club Vitesse Arnhem, Vitesse fans were asked to fill in the survey using a QR-Code during two home games on the 14th and 21st of May 2023. The goal was to get 150 responses. The survey started with a welcome message and an explanation of the research and what to expect. Then the inform-consent message was presented, followed up by a question matrix of all first nineteen items measuring all the six

different dimensions. After that, the last four items measuring the perceived reputation were presented, and finally, a thank you message ended the survey.

Measures

To find out if the SSTR model made by Jang et al. (2015) can be used to measure the reputation of Dutch sporting organisations, the model was translated and used. The dimensions and SSTR are the independent variables. In addition, four questions based on the Reprtrak, and research of Ponzi et al. (2011) were added to measure the perceived reputation to function as the dependent variable.

All the dimensions of the SSTR are represented by three items, except for both team social responsibility and perceived reputation which are represented by four items. There were a total of twenty-three items which the participants were asked to fill out based on important each item was for the football club to focus on their opinion. The questions were answered on a 7-point Likert scale ranging from 'very unimportant' to 'very important'.

For example, one of the items measuring the team performance was "The overall quality of the players." If a participant values the quality of the players highly, they would have filled out "Very important" on this item. An example of an item that measures the spectator orientation was "The way Vitesse Arnhem treats their fans" and the item was answered likewise. An example of the team tradition was "The history of the club." "Player of (favourite team) contributes towards bettering the local community" and (Favourite team) regularly makes donations to the local community (or charity)" are examples of questions asked to measure the team's social responsibility. Managerial quality was measured by questions like "The management of (favourite team) is outstanding." Financial soundness was measured using questions like: "(Favourite team) has a strong record of profitability." Lastly, an item predicting the perceived reputation based on the Reprtrak was "Vitesse Arnhem is a club that can always count on my support." All items were asked using a 7-point Likert scale, all items are closed questions and thus resulting in quantitative data. The complete survey can be found in the appendix.

Analyses

To analyse this data, statistical software R study was used. First, the data was prepared by checking for missing data and other particularities. Then a factor and reliability analysis was

conducted. Afterwards, all items predicting each dimension were grouped in the data to calculate the correlation coefficients, means and standard errors for each dimension. Lastly, a structural model test was calculated based on the data. But first, the assumptions were calculated.

Assumption of linearity

The assumption of linearity is that relationship between the dependent and independent variables can be described using a straight line. To test this, a plot of the Residuals vs Fitted was made. This plot can be seen in Appendix 1a. Ideally, the red line is horizontal around zero and there should not be a pattern present. As visible (Appendix 1A), there does not seem to be any kind of pattern present. The red line however is not completely straight but does stay relatively close to zero. Therefore, it can be assumed that there is a linear relationship between the predictor and outcome variables.

Assumption of independence (of residuals)

The assumption of independence is that the observations share similarities with the dependent variable that are not described in the model. To check this assumption, the residuals vs leverage plot (Appendix 1B) was made. In this figure, it can be seen if any outliers affect the interpretation or if there are any data points that hold leverage meaning they influence the regression results. In this case, two data points can be considered outliers and will therefore be removed. There are no data points that hold leverage since all data points are inside of the Cook's distance so it can be assumed that the data is independent.

Assumption of equal variance (of residuals)

The variance of the residuals is equal across all values of the independent variable. To check this, a scale location plot, which can be seen in Appendix 1C, was made. This plot shows if residuals are spread equally along the ranges of predictors. Ideally, a horizontal line with equally spread points is seen. In this case, the points are equally spread but the line is not horizontal. To fix this, the log transformation of the outcome variable was used. This new plot can be seen in Appendix 1D. This new plot shows a way more horizontal line, so it can be concluded that the residuals have constant equal variance.

Assumption of normality (of residuals)

It is assumed that the residuals come from a population with a normal distribution. To check this, a QQ plot of residuals was made (Appendix 1E). Ideally, all the points fall on the reference line. In this case, this is mostly so. The data points do not all fall perfectly on the reference line, but the vast majority does so therefore it can be assumed that the residuals come from a population with a normal distribution.

Results

The reliability and validity of the research can be found in the results section. It is common for those to be found in the methods section, however since one of the aims of this research is to test and validate the SSTR model, the reliability and validity are part of the results since they will be used to answer one of the research questions.

Factor analysis

To measure the total amount of factors, an exploratory factor analysis was conducted. This analysis produced seven factors with an eigenvalue greater than 1, so according to Kaiser's criterion seven factors should be used. The elbow criterion, as seen in Figure 3, also showed that there are seven dimensions with an eigenvalue greater than 1, suggesting using seven dimensions. These seven factors explained 69% of the total variance. There were no items with factor loadings higher than .35 on multiple factors and with commonalities less than .50, so it was not necessary to delete any of the items to purify the scale since none of the items were redundant. The factor loadings from the pattern matrix for each item ranged from .43 to .87 (see Table 1). In this pattern matrix, it is visible how much each item correlates with that factor. So, for example, item 8 has a 0.83 correlation with factor 1. This table shows that each of the items are highly related to their dimension. It also shows that these seven dimensions have a percentage of explained variance of 69%.

Figure 3: A scree plot of the eigenvalues and components used for the elbow criterion.

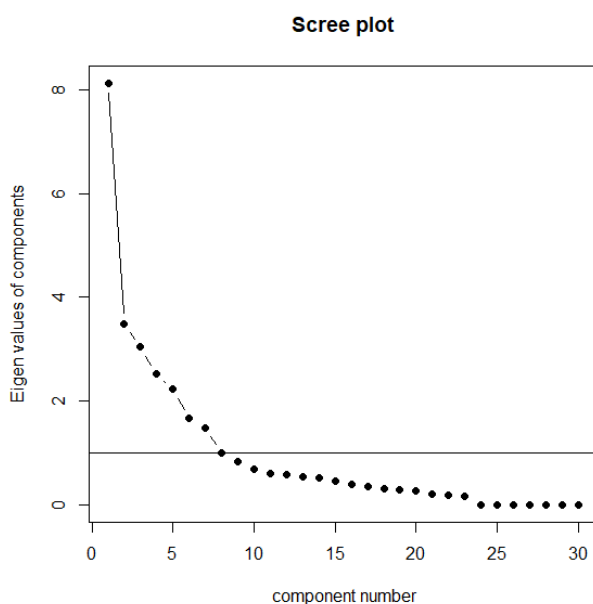


Table 1: Factor loadings, eigenvalues, percentages of explained variance and Cronbach's alphas calculated by the exploratory factor analysis.

Item*	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7
Q1	-0.07	0.07	0.82	0.01	0.04	0.04	-0.03
Q2	0.06	-0.04	0.81	-0.04	0.03	0.05	0.01
Q3	0.02	0.04	0.57	0.15	-0.06	-0.07	0.07
Q4	-0.09	0.00	0.20	0.05	-0.05	0.69	0.07
Q5	0.01	0.07	-0.06	0.03	-0.03	0.81	-0.06
Q6	0.22	-0.02	-0.11	0.06	0.18	0.50	0.07
Q7	0.52	0.01	-0.10	0.03	0.25	0.04	0.06
Q8	0.83	-0.09	0.05	-0.03	-0.01	0.00	0.01
Q9	0.82	0.00	0.07	0.04	-0.04	0.01	0.06
Q10	0.56	0.24	-0.08	0.02	-0.12	0.07	-0.08
Q11	0.06	0.25	-0.05	0.08	-0.03	0.06	0.52
Q12	-0.02	0.05	-0.18	0.08	0.06	0.07	0.68
Q13	0.05	-0.04	0.24	-0.09	0.00	-0.05	0.74
Q14	-0.05	0.63	0.00	0.06	0.00	0.02	0.20
Q15	0.05	0.87	0.04	-0.03	-0.02	0.09	-0.08
Q16	0.03	0.73	0.02	0.01	0.08	-0.05	0.11
Q17	-0.08	0.32	0.04	0.00	0.43	-0.19	0.10
Q18	-0.02	-0.06	-0.03	0.03	0.84	0.04	0.08
Q19	0.09	-0.04	0.05	-0.03	0.80	0.09	-0.10
Q2.1	0.09	-0.09	-0.08	0.51	-0.06	0.15	0.12
Q2.2	0.06	0.06	0.10	0.73	-0.12	-0.09	-0.01
Q2.3	-0.12	0.21	0.07	0.65	0.05	0.10	-0.05
Q2.4	0.04	-0.12	0.01	0.68	0.14	0.01	0.00
Eigenvalue	8.13	3.48	3.04	2.52	2.22	1.68	1.49
% of Variance	11	11	10	10	9	9	9
Cronbach's Alpha	0.78	0.82	0.73	0.73	0.70	0.71	0.70

Notes. Items loading on a specific factor are report in bold.

Reliability analysis

To verify the reliability of the seven factors, the internal consistency coefficients were examined. The Cronbach's alpha was equal or higher than .70 for all dimensions (Table 2). The Cronbach's alpha is a measure of internal consistency (reliability). It shows how closely related a set of items are as a group. This table shows the factor loadings found in Table 1 but connected the items to the correct factors, and also shows Cronbach's alphas for those factors. Table 2 shows that the items of team social responsibility have a Cronbach's alpha of 0.78, for example. Additionally, the mean inter-item correlations and the item-total correlations were examined. All inter-item correlations were higher than .30, ranging from .43 to .71. All the mean item-total correlations of the factors (except 'team performance') were greater than .50, ranging from .41 to .69 (see Table 3).

Table 2: *The dimensions and the Cronbach's alphas with their fitting items and factor loadings.*

Item	α	λ
Team Performance	0.73	
Performance of (favourite team's) players is excellent		0.82
The (favourite team) has high quality players		0.81
The performance of the (favourite team) is first class		0.57
Team Tradition	0.71	
(Favourite team) is a long-established sport team		0.69
(Favourite team) has a rich history		0.81
Its long and storied past makes the (favourite team) of today something special		0.50
Team Social Responsibility	0.78	
Player of (favourite team) contributes towards bettering the local community		0.52
(Favourite team) contributes to charitable foundations		0.83
(Favourite team) regularly makes donations to local community (or charity)		0.82
(Favourite team) has programmes to recognise players for their volunteer work in the community		0.56
Spectator-Orientation	0.70	
(Favourite team) is concerned about its fans		0.52
(Favourite team) takes fan right seriously		0.68
(Favourite team) treats fans courteously		0.74
Management Quality	0.82	
(Favourite team)'s management has clear vision of its future		0.63
The management of (favourite team) is outstanding		0.87
(Favourite team's) management does a great job of running the team		0.73
Financial Soundness	0.70	
(Favourite team) is doing well financially		0.43
(Favourite team) has a strong record of profitability		0.84
(Favourite team) financially outperforms competitors		0.80

Table 3: The means of the inter-item correlations and item-total correlation.

	Mean Inter-Item Correlation	Mean Item-Total Correlation
Team Performance	0.43	0.41
Team Tradition	0.71	0.69
Team Social Responsibility	0.67	0.68
Spectator Orientation	0.55	0.63
Management Quality	0.60	0.63
Financial Soundness	0.58	0.53
Perceived Reputation	0.54	0.63

Correlation analysis

To check the correlation between the dimensions, a correlation analysis was performed (see Table 4). Additionally, the p-value was calculated for each of the possible Pearson's correlations to check the significance. For example, management quality and spectator orientation have a significant correlation of .55 meaning there is a significant relationship between the two factors. Team performance has only three significant correlations which is the least out of all the dimensions. Most of the correlations have a low p-value when they are significant.

Table 4: a correlation matrix including the means (that can range from 0 to 7) and standard deviations.

	1. Team Performance	2. Team Tradition	3. Team Social Responsibility	4. Spectator-orientation	5. Management Quality	6. Financial Soundness	7. Perceived Reputation
1.	1						
2.	.14	1					
3.	.03	.41***	1				
4.	.20*	.32***	.30***	1			
5.	.24**	.31***	.24**	.55***	1		
6.	.11	.24**	.22**	.24**	.28***	1	
7.	.25**	.45***	.27***	.29***	.25**	.13	1
Mean	6.14	5.31	4.84	6.15	6.13	5.57	5.93
Standard deviation	0.76	0.95	1.00	0.67	0.78	0.96	0.72

Note. * p < 0.05; ** p < 0.01; *** p < 0.001

Structural equation modelling

Lastly, a structural equation model (SEM) to test the hypothesised relationship between SSTR and perceived reputation was set up (see Figure 4). The Satorra-Bentler scaled chi-square

for this model was $X^2(df) = 342.649(209)$, which is statistically significant at the $p < .05$ level (p value-scaled = 0.000). The model is a reasonable fit based on the obtained RMSEA point estimate = .066 and the 90% CI [.054, .077]. The standardized root mean square residual (srmr) is .08 which is equal to the threshold of .08 to further prove a reasonable fit between the model and the data. The Comparative Fit Index (CFI) = .80, this is less than the suggested threshold value of .95 and therefore the only indication that this model is not a reasonable fit. All the path coefficients in the model are significant with a p -value of less than 0.05. The SSTR is positively related to the perceived reputation (standardised path coefficient=.58, $p < 0.001$). These path coefficients in the SEM model show how strong each correlation is. So, for example, Spectator-based sports team reputation and spectator orientation have the highest correlation of 0.83 in this model, Management quality follows with 0.73, then team tradition (0.61), team social responsibility (0.46), financial soundness (0.34), and lastly, team performance (0.31). almost all the items show high path coefficients to the dimension they are measuring. The path coefficient between SSTR and Perceived reputation is 0.58.

Figure 4: The results of the structural model test for the proposed model. The Q1, Q2, Q3, etc. are the items and the ovals are the dimensions and SSTR.

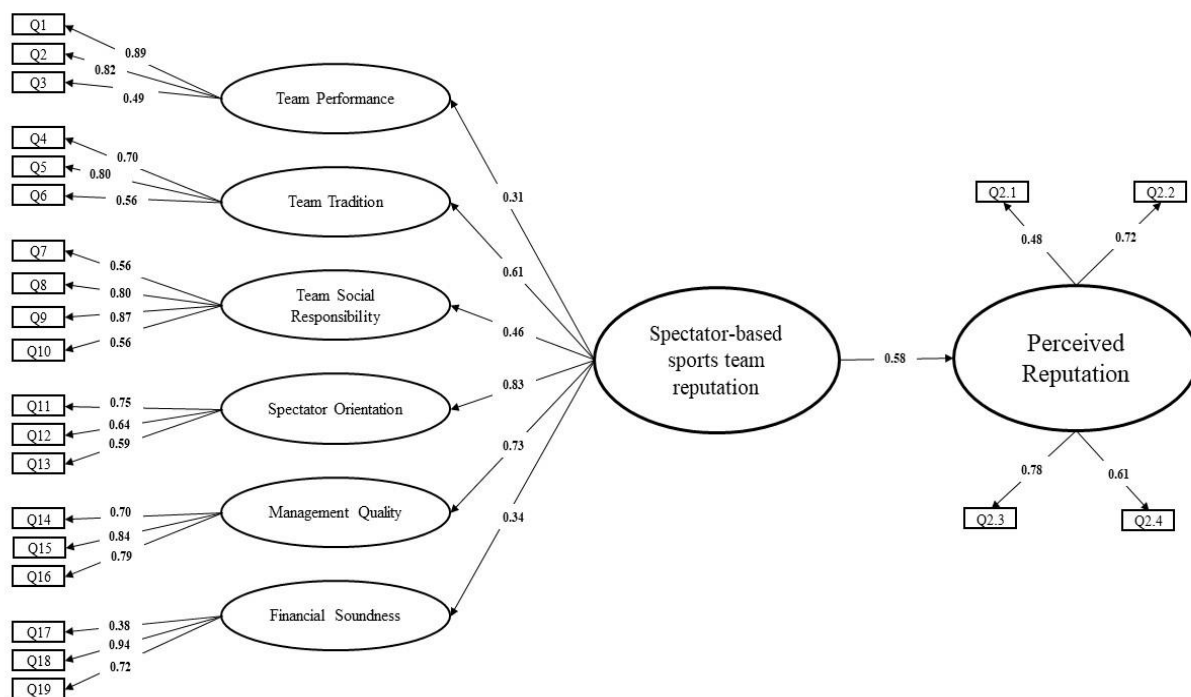


Figure 5: *An overview of the path coefficients of both the Dutch and American SEM models for all six of the dimensions alongside the percentage of explained variance.*

Path coefficients	The Netherlands	The United states of America
Team performance	0.31	0.86
Team Tradition	0.61	0.74
Team Social Responsibility	0.46	0.73
Spectator Orientation	0.83	0.82
Management Quality	0.73	0.91
Financial Soundness	0.34	0.78
% of variance explained	69,00	79,67

Discussion

In the last part of this research, the results, interpretations, implications, limitations, future research, and conclusion will be discussed. This research aimed to test the SSTR model in the Netherlands and analyse the differences between the original American data with the new Dutch data. Based on the results, the hypotheses will be analysed. Also, the research questions: to what extent can the SSTR model be used for Dutch sporting organisations? and what is the difference between the American and Dutch perceptions of reputation for sporting organisations? will be answered. First, the results will be interpreted. Then the implications of the research and results will be analysed and compared with the literature. The limitations are also important to consider and can be used to improve future research and finally, the research will be concluded.

Discussion of results and interpretations

First of all, the majority shows significant correlations (Tables 2 and 4). The results also showed that, except for one part, the proposed model is a good fit according to Hu and Bentler (1999). The SEM model also has a significant p-value and therefore it can be assumed that the path coefficients are significant. This indicates that the SSTR model also yields significant results in the Netherlands. The research of Jang et al. (2015) also showed highly significant results for the SSTR model. This research found the SSTR model to be a reasonable fit, which is in line with the hypothesis that the SSTR model can be used in the Netherlands to measure the reputation of sporting organisations.

The SEM model found spectator orientation to be the biggest predictor of SSTR, and team performance the smallest. Spectator orientation being the biggest predictor for reputation is in line with the literature. Ross (2006) stated in their research that “sports spectatorship is created by subjective attitudes, individual perspective, feelings, values and past personal experience” meaning that the fans come to matches when the feeling and experiences at that club are right. Walsh and Beatty (2007) also stress the importance of good service, communication, and interaction with the fans and firm when talking about the overall evaluation of the sports organisation. The path coefficient of spectator orientation found by Jang et al. (2015) was almost equal to the one found in the Netherlands, which is in line with the hypothesis that the Netherlands and the USA will find spectator orientation equally important because there was no difference between the cultural aspects that would suggest otherwise.

Team performance was the lowest predictor of reputation in the Netherlands. Previous research has shown that the results of a sporting organisation influence the psychological well-being of the fans (Hirt et al., 1992). Meaning that when the results do not go the way the fans want, they can get upset and sad. This however evidently does not translate to having a big impact on the reputation of that organisation. Other literature confirms the expectation the quality and results of an organisation influence its reputation (Fombrun & Shanley, 1990; Walsh & Beatty, 2007). This research shows that team performance does have an influence on reputation but not as big as previously expected.

The results show that all the path coefficients in the SEM model (Figure 4) are lower in this research than in the research of Jang et al. in 2015 (Figure 1). This confirms the hypotheses that the USA will score higher on importance when it comes to the 'team tradition' and 'team performance' dimensions. Jang et al. (2015) found path coefficients that are considerably higher than the Dutch path coefficients when it comes to team tradition' and 'team performance'. These results are in line with the differences between the Netherlands and the USA regarding cultural aspects in data from Hofstede (2001).

Contrary to the hypothesised associations the Netherlands did not value the team social responsibility and financial soundness to be more important than the USA. The coefficients for the Netherlands are considerably lower than the American ones which is not in line with the literature of Hofstede (2001). Brown and Dacin (1997) did however state that social responsibility "offer consumers little information that is directly associated with the products and services it produces". They argue that social responsibility does not influence the reputation of an organisation but rather the general perception. Page and Fearn (2005) also argue that social responsibility does not have a great influence on reputation which would explain this low path coefficient for team social responsibility.

The Financial soundness was also not higher in the Netherlands than in the USA, contrary to the hypothesis. Several previous literatures have argued that the financial aspects of an organisation are a key dimension for the reputation of that organisation (Schwaiger, 2004; Walsh & Beatty, 2007). Hofstede (2001) also showed that the Netherlands is more long-term orientated so would value financial stability and longevity higher than the short-term oriented USA. This research shows however that this is not the case. Although financial soundness is a predictor of SSTR, it is not perceived as more important than in the USA. This may be caused by the way Dutch people manage money. Dutch people are more secretive and stingier when it comes to money, so it is possible that they also expect others to be the same, resulting in the

Dutch fans expecting less money to be invested into their sporting organisation and thus finances having a lower importance when it comes to reputation.

The percentage of explained variance in this research is lower than in the research of Jang et al. (2015). This shows that these dimensions do a better job of giving a complete overview of the reputation of sporting organisations in the USA than in the Netherlands. This is also presented in the overall lower path coefficients in this research than in the American research, meaning that there must be another dimension that predicts the reputation of sporting organisations that is more important for Dutch fans than for American fans.

Implications

This study expands on the findings of Jang et al. (2015) by demonstrating that the Sports Stakeholder Trust and Reputation (SSTR) model can be applied successfully in different cultural contexts. This highlights the robustness and adaptability of the SSTR model, making it a valuable tool for measuring reputation in sporting organizations globally. The validation of the model in diverse cultural settings strengthens its credibility and usefulness for researchers and practitioners working in the field of sports management and reputation. By replicating and verifying previous research, this study contributes to a deeper understanding of reputation in sporting organizations. The findings confirm that the dimensions measured by the SSTR model are relevant and significant indicators of reputation across different cultures. This enhances the theoretical foundation of reputation management in sports and provides a more comprehensive understanding of the factors that influence the perception of reputation in this context.

This research sheds light on how different cultures impact the reputation of sporting organizations. It reveals that the importance and influence of various SSTR dimensions may vary across cultures. Such insights are crucial for international sporting organizations and stakeholders, as they need to adapt their reputation management strategies based on the cultural context in which they operate. Understanding these cultural nuances can help avoid missteps and improve the effectiveness of reputation management efforts.

The study's practical implications offer valuable guidance for Dutch sporting organizations seeking to enhance their reputation positively. The identification of key dimensions, such as spectator orientation and managerial quality, as major predictors of SSTR, provides specific areas for organizations to focus their efforts. Implementing strategies to improve spectator experiences and strengthen managerial practices can lead to a more favourable reputation among stakeholders and the general public. The research offers evidence-

based insights into reputation management strategies for sporting organizations. By emphasizing the importance of spectator orientation and managerial quality, the study highlights the need for organizations to prioritize fan engagement and efficient management practices. Implementing targeted initiatives to improve these aspects can lead to a virtuous cycle of positive reputation, increased trust, and stronger stakeholder relationships.\

Limitations and future research

This research is not perfect and has some limitations. The first limitation is the sample. Although the sample size of 150 participants yielded significant results, the results would still be more accurate if the sample size were bigger. Since the participants were solely fans of a certain Dutch football club the results might say more about that football club rather than sporting organisations in the Netherlands as a whole. The data was sampled in this way for convenience and to find practical relevance, it does, however, limit the research when predicting something about the whole Dutch population. For future research, it is recommended to find more participants who are fans of different football clubs or other sporting organisations to broaden the data sample. Other clubs and sports might have different perceptions of the dimensions or reputation in general, which if included, could result in different results.

This research shares a limitation with the research of Jang et al. (2015). This research only says something about the reputation of sporting organisations in the Netherlands. The SSTR model is now tested in the Netherlands and the USA, but other research could also be conducted in other countries with different cultural aspects than the Netherlands and USA. This addition of tests in other cultures can strengthen the validity of the SSTR model. To fully test whether or not this model can be used to measure reputation all across the world, this model can also be conducted in countries in for example Africa to test what other cultural values (i.e., individualism versus collectivisms; Hofstede, 2001) may influence the results.

This research was designed to increase the current knowledge on reputation in sports. Currently, it only participates in the organisational part of sports. There are also a lot of individual sports or sporters who may benefit from measuring their reputation since reputation is also important to them. The SSTR model does not work when trying to measure the reputation of a professional athlete as most of the dimensions do not make sense for individuals. This is also the case for a sport in general, as it can be interesting to find out what reputation certain sports have in the eye of the public. Future research could be dedicated to translating the SSTR

model or creating a model that can measure the reputation of professional sports players or sports.

During the data collection, it was also found that the understanding of the Dutch language was a limitation for some of the participants. Feedback on multiple occasions explained that some people did not understand a certain word or what one of the questions meant. Since some of the survey items were still a bit too academic for some people to understand it is possible that some participants were not completely sure what the item entailed exactly. For future research, this can be avoided by running a pre-test of the survey items. A pre-test is a test you run before surveying to see if it is a correct fit with the targeted audience and aims to optimise the entire survey to be better understood by the target audience. In this case, it would have probably shown that the questions should have been written in simpler Dutch so that there cannot be any discrepancies about the meaning.

Conclusion

The research questions were: to what extent can the SSTR model be used for Dutch sporting organisations? what is the difference between the American and Dutch perceptions of reputation of sporting organisations? This research has proven that the SSTR model can be used by Dutch sporting organisations to the full extent as it yields significant results in a Dutch context and is a decent fit according to the criteria of Hu and Bentler (1999). The research also shows that there seem to be significant differences for all dimensions of the SSTR but spectator orientation. The overall percentage of explained variance and summed path coefficients are lower for the Netherlands than for the USA. This means that although the model can be used in the Netherlands, it is not accounting an additional dimension that is more important in the Netherlands than in the USA.

This research aimed to add to the academic knowledge on reputation in sporting organisations. Since the discussion of reputation in sporting organisations is relatively new, there is still a lot to be discovered. This research contributes to a better understanding of reputation in sporting organisations by testing and validating an exciting reputation measurement instrument for sporting organisations and contributes to the lack of knowledge of cultural influence on reputation in sports by comparing the same model that was conducted in the USA and Netherlands.

References

- Barnett, M., Jermier, J. M., and Lafferty, B. A. (2006). Corporate reputation: The definitional landscape. *Corporate Reputation Review*, 9(1), 26–38. <https://doi.org/10.1057/palgrave.crr.1550012>
- Bashir, M. (2022). Corporate social responsibility and financial performance – the role of corporate reputation, advertising and competition. *PSU Research Review*. <https://doi.org/10.1108/prr-10-2021-0059>
- Bigus, J., Hua, K. P. M., Raithel, S. (2023). Definitions and measures of corporate reputation in accounting and management: commonalities, differences, and future research. *Accounting and Business Research*, 1–33. <https://doi.org/10.1080/00014788.2022.2149458>
- Branscombe, N. R., Ellemers, N., Spears, R., Doosje, E. (1999). The context and content of social identity threat. *Social Identity: Context, Commitment, Content*, 35–55.
- Brooks, K. J. (2023, June 8). Not everyone is happy about the abrupt merger of PGA and LIV Golf. *CBS News*. <https://www.cbsnews.com/news/pga-liv-merger-reaction-backlash/>
- Brown, T., Dacin, P. A. (1997). The company and the product: corporate associations and consumer product responses. *Journal of Marketing*, 61(1), 68. <https://doi.org/10.2307/1252190>
- Carroll, A. B. (1979). A three-dimensional conceptual model of corporate performance. *Academy of Management Review*, 4(4), 497. <https://doi.org/10.2307/257850>
- Cornwell, T. B., Weeks, C. S., Roy, D. P. (2005). Sponsorship-linked marketing: opening the black box. *Journal of Advertising*, 34(2), 21–42. <https://doi.org/10.1080/00913367.2005.10639194>
- Cvrcek, D. (2004). Dynamics of reputation. *NordSec 2004*. https://www.researchgate.net/publication/259603105_Dynamics_of_Reputation
- Deephouse, D. L., Carter, S. M. (2005). An examination of differences between organisational legitimacy and organisational reputation*. *Journal of Management Studies*, 42(2), 329–360. <https://doi.org/10.1111/j.1467-6486.2005.00499.x>
- Deheshti, M., Azimzadeh, S. M., Mirzazadeh, Z. S., Alimohammadi, H. (2019). Modeling the competitive advantage of Iranian soccer clubs based on the team reputation considering

- the satisfaction level of fans of the selected teams. *Annals of Applied Sport Science*, 7(2), 63–71. <https://doi.org/10.29252/aassjournal.7.2.63>
- Eccles, R. G., Newquist, S. C., Schatz, R. (2007). Reputation and its risks. *Harvard Business Review*, 85(2), 104–114, 156. https://www.researchgate.net/publication/6460600_Reputation_and_its_risks
- Fombrun, C. J. (1996). *Reputation: Realizing Value from the Corporate Image*. https://ri.reptrak.com/hubfs/PDF/RLN/Reputation_Book.pdf
- Fombrun, C. J., Ponzi, L. J., Newburry, W. (2015). Stakeholder tracking and analysis: the RepTrak® system for measuring corporate reputation. *Corporate Reputation Review*, 18(1), 3–24. <https://doi.org/10.1057/crr.2014.21>
- Fombrun, C. J., Shanley, M. (1990). What's in a name? Reputation building and corporate strategy. *Academy of Management Journal*, 33(2), 233–258. <https://doi.org/10.2307/256324>
- Fombrun, C. J., Van Riel, C. B. M. (1997). The reputational landscape. *Corporate Reputation Review*, 1(1), 5–13. <https://doi.org/10.1057/palgrave.crr.1540008>
- Freeman, R. R., McVea, J. F. (2001). A stakeholder approach to strategic management. *Social Science Research Network*. <https://doi.org/10.2139/ssrn.263511>
- Gotsi, M., Wilson, A. A. (2001). Corporate reputation: seeking a definition. *Corporate Communications: An International Journal*, 6(1), 24–30. <https://doi.org/10.1108/13563280110381189>
- Gwinner, K. P. (1997). A model of image creation and image transfer in event sponsorship. *International Marketing Review*, 14(3), 145–158. <https://doi.org/10.1108/02651339710170221>
- Gwinner, K. P., Swanson, S. J. (2003). A model of fan identification: antecedents and sponsorship outcomes. *Journal of Services Marketing*, 17(3), 275–294. <https://doi.org/10.1108/08876040310474828>
- Hirt, E. R., Zillmann, D., Erickson, G., Kennedy, C. (1992). Costs and benefits of allegiance: Changes in fans' self-ascribed competencies after team victory versus defeat. *Journal of Personality and Social Psychology*, 63(5), 724–738. <https://doi.org/10.1037/0022-3514.63.5.724>

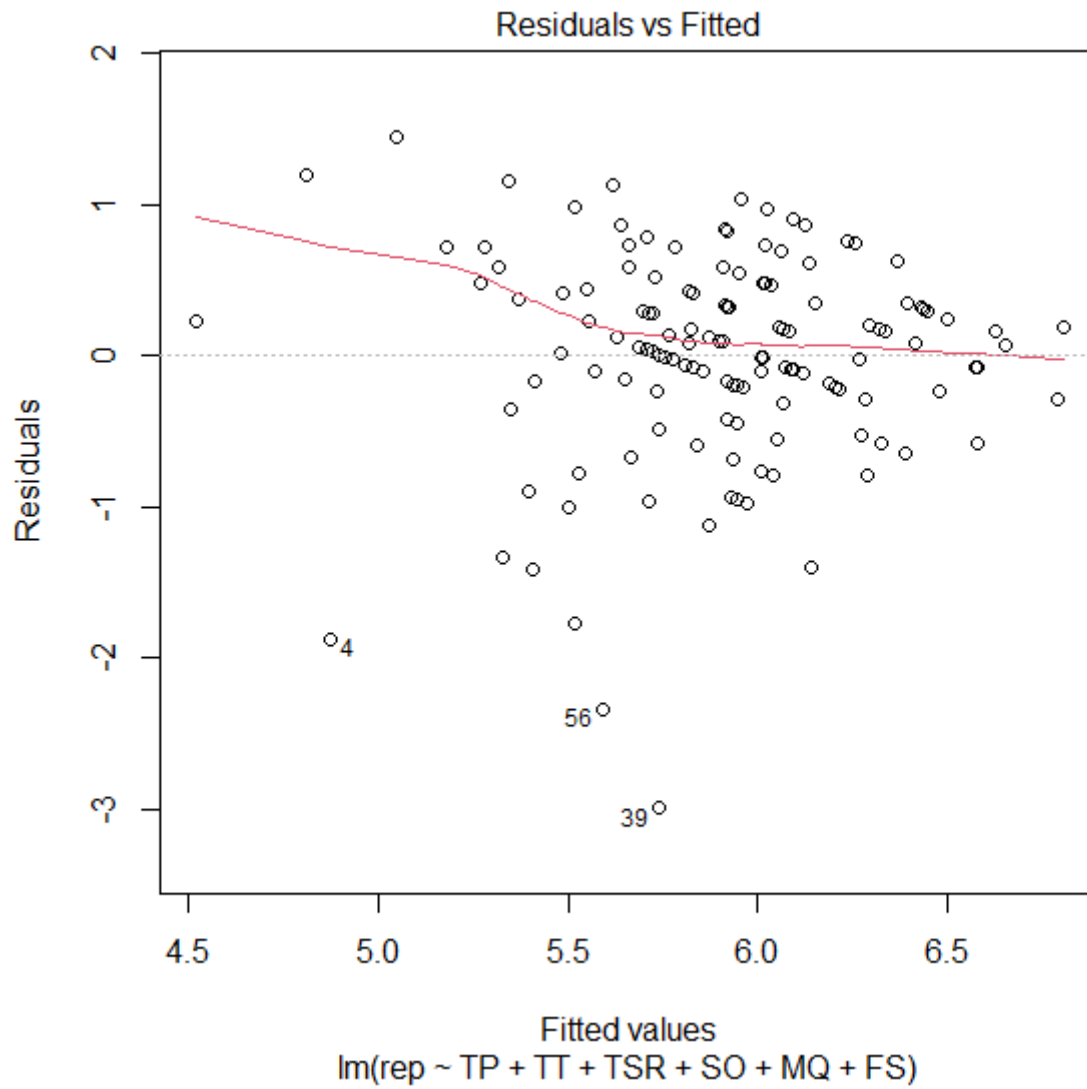
- Hofstede, G. H. (2001). *Culture's Consequences: Comparing Values, Behaviors, Institutions and Organisations Across Nations*. SAGE.
- Hu, L., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling*, 6(1), 1–55. <https://doi.org/10.1080/10705519909540118>
- Jang, W., Ko, Y. J., Chan-Olmsted, S. M. (2015). Spectator-based sports team reputation: scale development and validation. *International Journal of Sports Marketing and Sponsorship*, 16(3), 52–72. <https://doi.org/10.1108/ijsms-16-03-2015-b005>
- Lee, J. (2016). Opportunity or risk? How news organisations frame social media in their guidelines for journalists. *The Communication Review*, 19(2), 106–127. <https://doi.org/10.1080/10714421.2016.1161328>
- Lee, S. (2016). How can companies succeed in forming CSR reputation? *Corporate Communications: An International Journal*, 21(4), 435–449. <https://doi.org/10.1108/ccij-01-2016-0009>
- Page, G., Fearn, H. (2006). Corporate reputation: What do consumers really care about? *Journal of Advertising Research*, 45(03), 305. <https://doi.org/10.1017/s0021849905050361>
- Pandikow, A., Ruhe, L., Herzog, E. D., Larsson, R. (2007). Cultural differences - and how they affect systems engineering. *INCOSE International Symposium*, 17(1), 1916–1926. <https://doi.org/10.1002/j.2334-5837.2007.tb02994.x>
- Passow, T., Fehlmann, R., Grahlow, H. (2005). Country reputation — From measurement to management: The case of Liechtenstein. *Corporate Reputation Review*, 7(4), 309–326. <https://doi.org/10.1057/palgrave.crr.1540229>
- Purcell, J. (2023, March 23). What is sportswashing and why is it such a big problem?. *Greenpeace*. <https://www.greenpeace.org.uk/news/sportswashing-definition-examples/>
- Ponzi, L. J., Fombrun, C. J., Gardberg, N. A. (2011). RepTrak™ pulse: Conceptualizing and validating a short-form measure of corporate reputation. *Corporate Reputation Review*, 14(1), 15–35. <https://doi.org/10.1057/crr.2011.5>
- Rindova, V. P., Pollock, T. G., Hayward, M. L. A. (2006). Celebrity firms: The social construction of market popularity. *Academy of Management Review*, 31(1), 50–71. <https://doi.org/10.5465/amr.2006.19379624>
- Rindova, V. P., Williamson, I., Petkova, A. P., Sever, J. M. (2005). Being good or being known: An empirical examination of the dimensions, antecedents, and consequences of

- organisational reputation. *Academy of Management Journal*, 48(6), 1033–1049.
<https://doi.org/10.5465/amj.2005.19573108>
- Roberts, P., Dowling, G. R. (2002). Corporate reputation and sustained superior financial performance. *Strategic Management Journal*, 23(12), 1077–1093.
<https://doi.org/10.1002/smj.274>
- Ross, S. L. (2006). A conceptual framework for understanding spectator-based brand equity. *Journal of Sport Management*, 20(1), 22–38. <https://doi.org/10.1123/jsm.20.1.22>
- Schwaiger, M. (2004). Components and parameters of corporate reputation — An empirical study. *Schmalenbach Business Review*, 56(1), 46–71.
<https://doi.org/10.1007/bf03396685>
- Singh, J., Crisafulli, B., Quamina, L. T., Xue, M. M. (2020). ‘To trust or not to trust’: The impact of social media influencers on the reputation of corporate brands in crisis. *Journal of Business Research*, 119, 464–480.
<https://doi.org/10.1016/j.jbusres.2020.03.039>
- Solikhin, A., Lubis, T. A., Siregar, A. P. (2020). Role of corporate reputation in corporate social responsibility relations to firm performance in jambi province. *PROCEEDING MICEB (Mulawarman International Conference on Economics and Business)*, 2, 43–50.
- Walsh, G., Beatty, S. E. (2007). Customer-based corporate reputation of a service firm: scale development and validation. *Journal of the Academy of Marketing Science*, 35(1), 127–143. <https://doi.org/10.1007/s11747-007-0015-7>
- Won, D., Chelladurai, P. (2016). Competitive Advantage in Intercollegiate Athletics: Role of Intangible Resources. *PLOS ONE*, 11(1), e0145782.
<https://doi.org/10.1371/journal.pone.0145782>
- Yoon, S., Shin, S. (2017). The role of negative publicity in consumer evaluations of sports stars and their sponsors. *Journal of Consumer Behaviour*, 16(4), 332–342.
<https://doi.org/10.1002/cb.1636>
- Zhao, H. (2020). Explicating the social constructionist perspective on crisis communication and crisis management research: a review of communication and business journals. *Journal of Public Relations Research*, 32(3–4), 98–119.
<https://doi.org/10.1080/1062726x.2020.1802732>

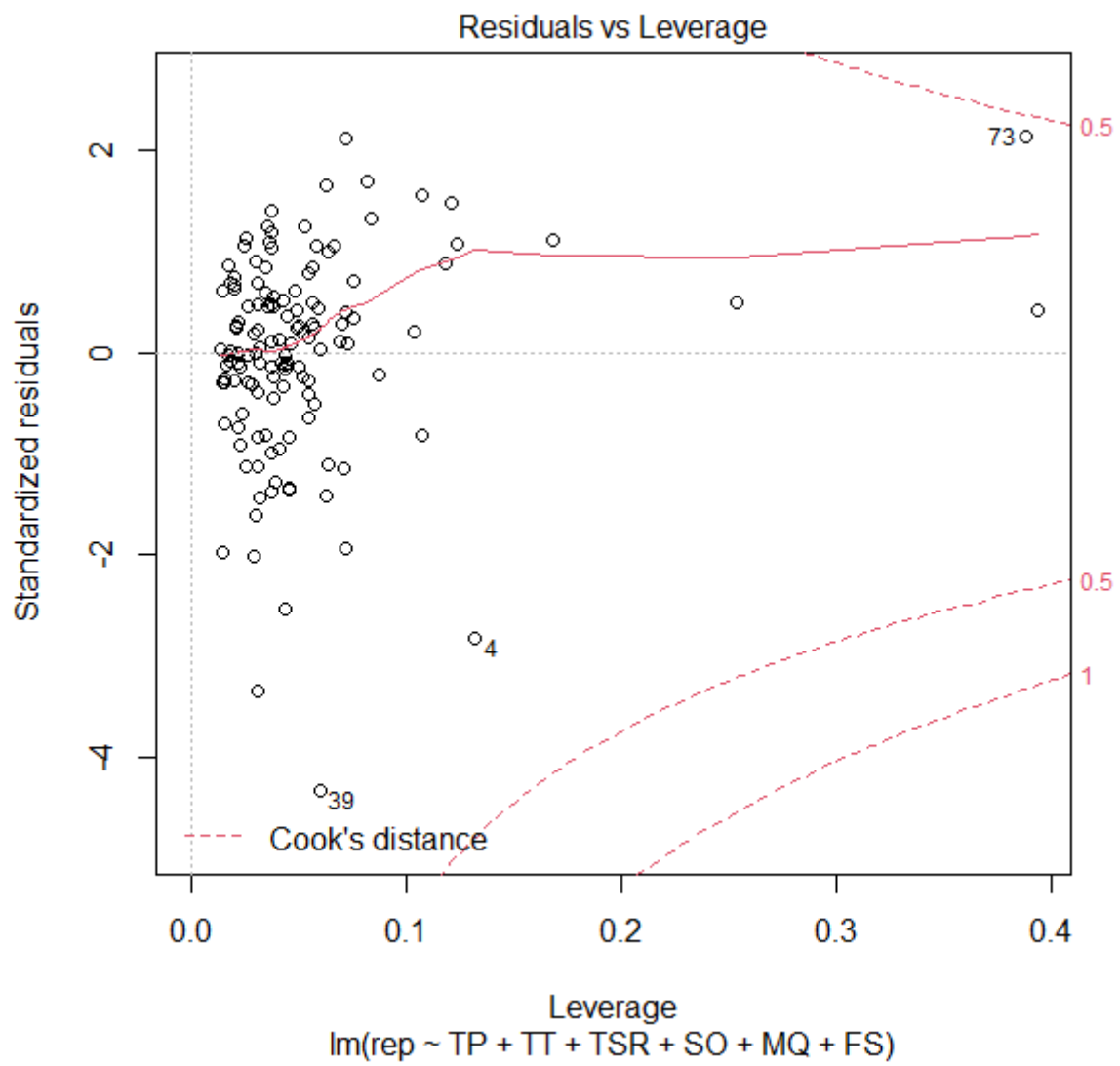
Appendix 1

The graphs used to test the assumptions.

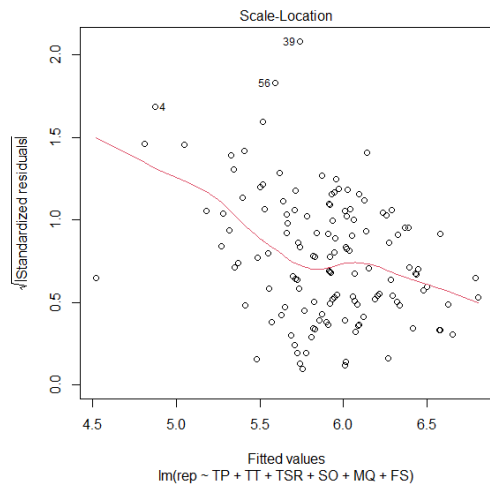
A: A plot of the residuals vs Fitted.



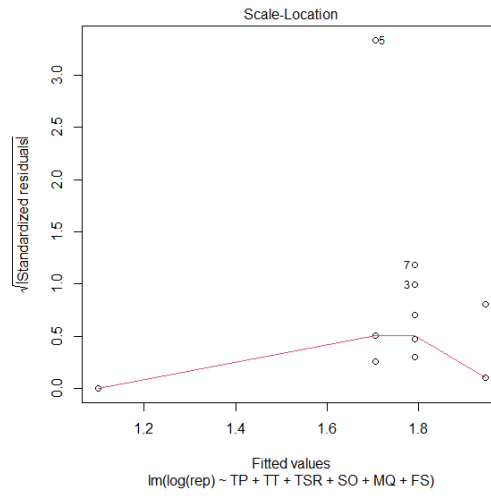
B: A plot of the residuals vs leverage.



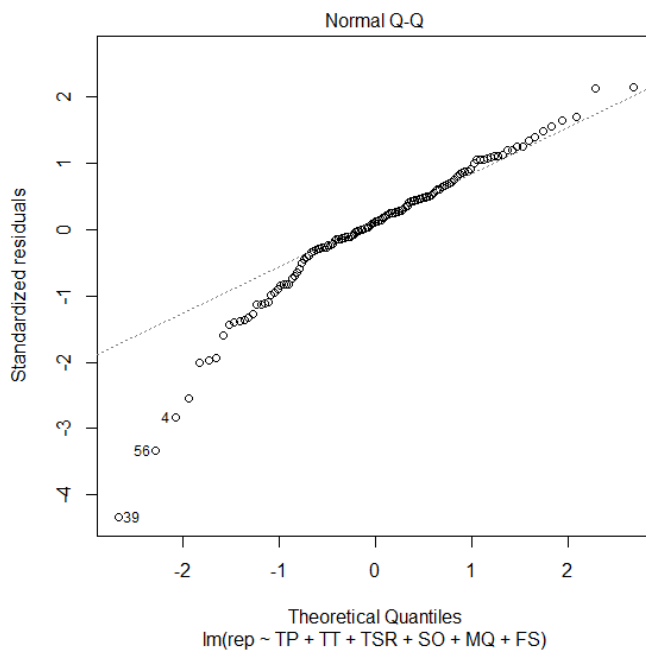
C: A plot of the Scale-location.



D: A plot of the Scale-location with the log of the dependent variable.



E: A QQ plot of residuals.



Appendix 2

The survey used to gather the data.

Vitesse Reputatie onderzoek

Start of Block: Introductie

Q3 Geachte Vitessenaar,

U wordt door Vitesse Arnhem uitgenodigd om mee te doen aan een reputatie onderzoek over onze club. U wordt verzocht om de enkele vragen te beantwoorden over de mate waarin u het belangrijk vindt dat Vitesse zich hiermee bezighoudt. Dit onderzoek kost u ongeveer 3 minuten en geeft de club beter inzicht in de verwachtingen en wensen van de fans.

Alle informatie wordt anoniem verwerkt en kan dus op geen enkele manier terug herleid worden naar u. Ook beloven wij dat deze informatie alleen gebruikt wordt voor interne doeleinden en dus nooit openlijk gedeeld gaat worden. Er worden geen gevoelige of vervelende vragen gesteld, maar mocht u toch niet comfortabel zijn met het beantwoorden van een of meerdere van de vragen, dan mag u op elk moment uw deelname terugtrekken en stoppen.

Bedankt voor jullie inzet het afgelopen seizoen en voor het invullen deze enquête!

End of Block: Introductie

Start of Block: Vragen perceptie

	Heel onbelangrijk (1)	Onbelangrijk (2)	Een beetje onbelangrijk (3)	Neutraal (4)	Een beetje belangrijk (5)	Belangrijk (6)	Heel belangrijk (7)
De prestaties van de spelers (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De kwaliteit van de spelers (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De inzet van de spelers (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De geschiedenis van de club (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De rijke historie van de club (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De successen in de geschiedenis (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het verbeteren van de stad en de wijken (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Items 1,2, and 3 predict
the team performance.

Items 4, 5, and 6 predict
the team tradition.

Contributies van Vitesse aan liefdadigheidsstichtingen (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De donaties van Vitesse aan goede doelen (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De manier waarop spelers gewaardeerd worden voor hun vrijwilligerswerk (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De betrokkenheid met fans (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De belangen en wensen van de fans (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Een goede omgang met fans (13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Een duidelijke visie van het bestuur (14)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De algemene kwaliteit van het bestuur (15)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De manier waarop het bestuur de club draaiend houdt (16)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Items 7, 8, 9, and 10 predict the team social responsibility.

Items 11, 12, and 13 predict the spectator orientation.

Items 14, 15, and 16 predict the managerial quality.

De financiële stabiliteit (17)

De winstgevendheid van de club (18)

Het financieel beter doen dan tegenstanders (19)

Items 17, 18, and 19 predict the financial soundness.

Q4 Als laatste willen we nog een paar vragen stellen over uw mening over de reputatie van Vitesse. Klik aan in hoeverre u het eens bent met de volgende stellingen.

	Helemaal oneens (1)	Oneens (2)	Een beetje oneens (3)	Niet eens maar ook niet oneens (4)	Een beetje eens (5)	Eens (6)	Helemaal eens (7)
Vitesse heeft voor mij een goede reputatie (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vitesse is een club waar ik een goed gevoel bij heb (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vitesse kan altijd op mijn steun rekenen (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik bewonder en respecteer Vitesse (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

These last four items predict the perceived reputation.