Sport Sponsorship

As a Promotional Tool

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PREFACE

This bachelor thesis is the result of 10 weeks of work during the spring of 2004. There are a few people that we would like to take the advantage to give thanks to. First of all we would like to thank our supervisor Tim Foster at the division of Industrial Marketing at Luleå University of Technology, for all his valuable guidance and always present support. We would also like to thank Eva Wärn, the sponsorship assistant for sport sponsorship at Vattenfall AB, in Stockholm, Sweden. Finally we would like to give thanks to all the other people who have contributed to the completion of this thesis.

Luleå 2004-05-27

__________________________  _________________________

Cecilia Ivarsson                  Malin Johansson
Abstract

ABSTRACT

The highly cluttered market environment has forced companies to find new media in order to become more effective in their market communication. Corporate sponsorship of sports and other events is one of the fastest growing areas in market communications. The purpose of this study is to investigate how sport sponsorship is used as a promotional tool. To reach this purpose we have conducted a single case study of Vattenfall AB. We have investigated the objectives with sport sponsorship, the selects of a sports sponsorship, and the evaluation of sport sponsorship effectiveness.

The study shows that the most important objectives with sport sponsorship are to increase the public awareness of the company, affect the company image, create goodwill and to achieve media coverage. Further there are several criteria taken into consideration when selecting an event such as the image association potential and media coverage of a sport sponsorship. Further it was found that the evaluation of the sport sponsorship was carried out in three stages and that it was conducted through media and consumers.
SAMMANFATTNING

Det brus som finns i dagens kommunikations kanaler har gjort att alltfler företag har sökt nya medier för att bli mer effektiva i sin marknads kommunikation. Företags sponsring av sport och events är en av de snabbast växande områden inom marknadskommunikation. Målet med denna studie är att undersöka hur sponsring har använts som ett kommunikationsverktyg. För att nå detta mål har vi utfört en fall studie av Vattenfall AB. Vi har undersökt deras mål med sport sponsring, vilka kriterier företaget tar hänsyn till vid val av sport sponsring samt hur de utvärderar effektiviteten av sponsringen.

Våran studie visar att de viktigaste målen med sponsring är att öka medvetenheten om företaget bland allmänheten, förstärka företagets image, skapa goodwill samt att öka företagets media täckningen. Vad det gäller deras kriterier vid val av sponsrings aktivitet är bland annat den potentiella image associationen samt den potentiella media täckningen av stor vikt. Slutligen vad det gäller företagets utvärdering av hur effektiv sponsringen har varit sker den i tre steg och den utfärdas genom media och företagets kunder.
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1. INTRODUCTION

This chapter will begin with a presentation of the background of our research area. The presentation will thereafter be followed by a problem discussion that will result in the statement of the purpose, research questions as well as demarcation for our study.

1.1 BACKGROUND

The marketing communication mix are tools an organization has to use in order to persuade, incite, and remind - both directly and indirectly- about their brands/products. Nowadays there are a variety of communication options for a marketer to choose from in order to communicate a brand, such as TV, print, radio and sports sponsorship (Keller, 2001).

Sponsorship is a fairly new development and is an area of marketing where the basic principles are still being laid down (Meenaghan, 1991). The term sponsorship has its origin from the Greek horigia, which is a combination of the words horos (the dance) and iigoumai (I direct or I lead) (Quester, 2001). Many people have been under the impression that sponsorship has been around for centuries. This “sponsorship” has however been mistaken for charity donations in various forms. Long before Arts were tax financed they received contributions of this kind. It was not until the 1970’s that the term sponsorship was introduced into the business world (Grönpqvist 2000).

Abratt, Clayton and Pitt (1987, p.6) have defined sponsorship as:

“An agreement in terms of which a sponsor provides some aid to a beneficiary, which may be an association, a team or an individual, to enable the latter to pursue some activity and thereby derives the benefits contemplated in terms of its promotion strategy”.

The authors continue by saying that the aid could be financial, or a guarantee of financial assistance (e.g. paying the shortfall of any cost incurred by a service) or provision of expertise (e.g. providing transport or supplying computer operators). Meenaghan (1991 p.10) further strengthen this definition by defining commercial sponsorship in the following quotation:

“Commercial sponsorship is an investment in cash or in kind, in an activity, in return for access to the exploitable commercial potential associated with that activity”.

Meenaghan (1983) continues by clarifying that the sponsor is essentially buying two things:

1. The exposure potential which the activity has in terms of audience.
2. The image associated with that activity in terms of how it is perceived.
Meenaghan (1983) argues that it is important to distinguish between sponsorships and other types of corporate donations even though its classification in certain instances is difficult. For the most part companies will at some time make a donation in cash or in kind (e.g. products, materials and labour) to a charitable organisation or deserving causes. Under these circumstances companies rarely expect something in return in form of public recognition. However, if a donation is placed to a worthy cause such as Christmas toys for disadvantaged children, and it is being used for company publicity purposes then it should be considered commercial sponsorship. Where an individual performer, club or organisation is being paid a sum of money to use specific products, then it is considered endorsement and represents a mainstream brand or product advertising. These endorsements often take place in sports or arts and are often used in conjunction with a sponsorship program. Historically the term patronage has often been confused with sponsorship; it is now generally agreed that the main factors distinguishing sponsorship from patronage is the commercial related return (ibid.). Diggle (1975, referred by Meenaghan, 1983 p. 10) argues the following:

“Patronage, by other definition and usage, is essential an altruistic activity carried out with no expectation of return other than the satisfaction of knowing that goods is being done....Sponsorship....implies a financial outlay with some form of material benefit as its primary justification.”

Corporate sponsorship of sports and other events is one of the fastest growing areas in market communications. Corporate sponsorship spending world-wide was estimated to grow 12 percent in 2001. In North America the expenditures in 2001 was estimated at $9.5 billion, and in that same year world-wide expenditures were estimated at $24.4 billion (Roy and Cornwell, 2003). It is estimated that world-wide sponsor expenditures will reach $45.2 billion by 2005 (Verity 2002).

The growth in sponsorship expenditures can be explained by various reasons. Government restrictions regarding alcohol and tobacco advertising has forced manufacturers of alcohol and cigarettes to seek alternative ways to promote their products. The escalating cost of media advertising has made commercial sponsorship attractive since it is believed to provide a highly cost-effective marketing communication tool compared to traditional advertising. Modern society is more leisure-conscious and therefore provides opportunities for sponsorship involvement. This can be reflected by the wide range of activities being pursued in both sports and arts compared to earlier years. There is as an increase of media coverage, particularly on television, directed towards sports and cultural activities. The increase in media coverage creates an attractive opportunity for broadcast sponsorship. There is decreased effectiveness of traditional media advertising, for example increased clutter and zapping between TV-channels. The proven ability of commercial sponsorship to achieve marketing objectives might also be another factor responsible for the increased sponsorship expenditures (Meenaghan, 1991).

Sponsorship is a flexible promotion tool that can be used in many forms and in various activities (Abratt, Clayton and Pitt, 1987). Jefkins (1984, referred by Abratt, Clayton and Pitt, 1987) gives a comprehensive list of categories where sponsorship can be used: books
(e.g. tax guides, encyclopaedias, road maps and educational textbooks), exhibitions, education (e.g. scholarships), expeditions, cultural activities, local events, film, and sports.

1.1.2 Sport Sponsorship

Of all the areas of sponsorship, sport events are the area which draws the largest contributions. Historically, sports have had almost a monopoly on sponsorship expenditures. Today other stakeholders have started to take up the battle for sponsorship contributions, sports however still tends to draw around 70 per cent of all expenditures (Verity, 2002). Shank (1999, referred by Abrahamsson, Forsgren and Lundgren, 2003) has defined sport sponsorship as:

“Investing in a sports entity (athlete, team, league, or event) to support overall organisational objectives, marketing goals and/or promotional strategies”

The main reasons to make sport sponsorship a part of the marketing communication mix is because of the widespread appeal of sports across all ages, areas and lifestyles (Brassington and Pettit, 2000 referred by Abrahamsson, Forsgren and Lundgren, 2003). Grönqvist (2000) further suggests that sport sponsorship growth is due to the fact that over half the population are involved in sports and exercise, and that sport is a grand “stage” which can offer laughter, humour, drama and tears, as well as draw superior media coverage.

Abratt, Clayton and Pitt (1987) present five main methods by which a sport can be sponsored:

- Sponsorship of sport in general
- Sponsorship of a specific sport
- Sponsorship of a competition within a sport
- Sponsorship of a team within a competition
- Sponsorship of an individual

In general companies with philanthropic motives often undertake sponsorship of sports, in other words for the general benefit of society as a whole. This type of event is not limited to large-scale or a national involvement. Support in form of sponsorship is sought from local industries and commerce to help local authorities fund programs that develop sports in general. Local leisure centres receive the funds in order to promote social and sporting activities: karate, tennis, table tennis and gymnastic are some of the sports that are being offered. Sponsorship of this kind is with the purpose of offering the sport at affordable price. Sponsorship of a sport in particular can be illustrated by Kentucky Fried Chicken in the USA, which for many years has supported youth programs in athletics by financing training courses and training facilities. Most companies, however, are more interested in supporting a specific competition (e.g. Canon Football League, Virginia Slims Tournament (tennis; USA), IGI Sunday League (cricket)). With sponsorship of an individual team or an individual person, the sponsored activity may receive money,
equipment, coaching assistance, managerial expertise, transport or a combination of these (ibid.)

1.2 PROBLEM DISCUSSION

Sponsorship is highly valued for its ability to achieve certain objectives relating to the overall corporate communications (Javalgi and Traylor, 1994). There are a number of corporate and product related objectives for an organisation to engage in sponsorship. These may include increasing public awareness for the organisation/product/brand, altering public perception, enhancing organisations/product/brand image, as well as boosting sales (Verity, 2002). Historically, organisations entered sponsorship arrangements with the objectives revolving around community assistance and giving something back to the community supporting the organisation (Walker, 1999). Nowadays the two most common objectives to sponsorship engagement are to increase brand/corporate awareness, and to establish, strengthen or change brand image (Gwinner, 1997; Meenaghan, 1991; Shanklin and Kuzma, 1992).

Once the sponsorships role has been established then, the next logical step in the management process is the sponsorship selection (Meenaghan, 1991). In the 1980’s, companies tended to choose events intuitively or because the upper-level management happened to be a fan of a particular area. However with large amounts of money involved, corporation tend to be more selective in the roles they take on (Shanklin and Kuzma, 1992). Corporations in the pursuit of stated objectives must select its strategic options and allocate their expenditures in a planned, coherent framework. Sponsorship must like any other strategic option establish its credentials in terms of its ability to fulfil particular objectives and must also represent a rational choice against stated criteria (Meenaghan, 1983).

Companies must specify certain criteria that they deem appropriate for their company overall. There are certain criteria that generally will be a part of the selection process, i.e. target audience coverage, company/product compatibility, guest hospitality (Meenaghan, 1991). Furthermore, image association potential is also seen as key criterion in the selection process due to the fact that a particular sponsorship has its own personality and perception in the public mind (Meenaghan, 1991). By engaging in sponsorship activities an organisation and its product can be seen as soft and warm (Turner, 1989).

Sport sponsorship is often being pursued due to the potential image rub off effect of the sport. Sport is being viewed as “healthy, character building activity, important in the development of an individual in our competitive society” (Abratt, Clayton and Pitt, 1987, p. 304). Where as individual sporting activities like horse jumping are perceived as highly prestigious and high class, rugby is viewed as rough and hard, and motor sports is seen as exciting and international (Turner, 1989).

Most sponsorship relationships are long-term, thus a well directed sponsorship could have great impact and enhance the perception of the company and most likely also the products. An ill-designed sponsorship on the other hand can generate little or no benefits
for the company, or in the worst scenario it may backfire on the company (McDonald, 1991).

The failure to measure results is often the weakest link in corporate sponsorship. Too often companies make large investments without knowing how they will determine if they have reached their objectives or not. Still, executives generally do not hold sponsorships accountable to the same extent as in other marketing communication media, especially in sports, where executives tend to lose some of the detachment in which they view other marketing forms (Shanklin and Kuzma, 1992). Sedmark (1989, referred by Javalgi and Traylor, 1994) even suggests that people responsible for sponsorship may be reluctant to examine the effects of a sponsored event. The reason behind this is a possible career risk, especially considering the large sums devoted to sponsorship. It can also be that managers simply are not concerned about the effect since it might fulfil personal needs that might not be inline with conventional communication objectives (ibid.).

1.3 PURPOSE

The purpose of this study is to gain a better understanding of how sport sponsorship is being used as a promotional tool. In order to reach this purpose we intend to answer the following research questions.

1.4 RESEARCH QUESTIONS

R1. How can the corporate objectives in sport sponsoring be described?

R2. How do companies select a specific sport sponsorship?

R3. How do companies evaluate the effectiveness of their sport sponsorship?
2. LITERATURE REVIEW

The previous chapter presented a background to the research area, a problem discussion, and a stated research purpose and research questions. This chapter will present previous studies and relevant theories regarding the previously stated research question. It will begin with the objectives of sport sponsorship which will be followed up by the selection criteria within sport sponsorship, and finally the evaluation of the effectiveness will be presented.

2.1 CORPORATE OBJECTIVES WITH SPORT SPONSORSHIP

Historically, the main objectives of sponsorship were community assistance and the aim of giving back to the communities who supported the organization. Those objectives are inconsistent with today’s way of viewing sponsorship more as a marketing vehicle (Walker, 1999).

Meenaghan (1983) mentions various objectives with sponsorship. The main objectives have been summarized in Table 1 below. Abratt Clayton and Pitt (1987) have further mentioned these in their study “Corporate objectives in Sport Sponsorship”.

Table 2.1: Summary of Objectives in Sponsorship

<table>
<thead>
<tr>
<th>Objectives in Sponsorship</th>
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<tbody>
<tr>
<td><strong>Broad Corporate Objectives</strong></td>
<td></td>
</tr>
<tr>
<td>- Community involvement</td>
<td></td>
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<tr>
<td>- Increase the public awareness of the company</td>
<td></td>
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<tr>
<td>- Alter public perception of the company</td>
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<tr>
<td>- Build goodwill among opinion-formers and decision-makers</td>
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<tr>
<td>- Reassure policy holders and stockholders</td>
<td></td>
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<tr>
<td>- Counter adverse publicity</td>
<td></td>
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<tr>
<td>- An aid to staff relations</td>
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<tr>
<td>- An aid to staff recruitment</td>
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<tr>
<td>- Identify with a particular market segment</td>
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<tr>
<td>- Facilitate prospecting for the sales people</td>
<td></td>
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<tr>
<td><strong>Product-Related Objectives</strong></td>
<td></td>
</tr>
<tr>
<td>- Affect the brand or product image</td>
<td></td>
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<tr>
<td>- Generate brand or product awareness</td>
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<tr>
<td>- Product identification with target group</td>
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<tr>
<td><strong>Sales objectives</strong></td>
<td></td>
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<tr>
<td>- Increase short-term sales</td>
<td></td>
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<tr>
<td>- Increase long term sales</td>
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<tr>
<td><strong>Achieve Media Coverage</strong></td>
<td></td>
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<tr>
<td>- Build product/company awareness</td>
<td></td>
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<tr>
<td><strong>Guest Hospitality</strong></td>
<td></td>
</tr>
<tr>
<td>- Influence invited guests</td>
<td></td>
</tr>
<tr>
<td>- Entertain invited guests</td>
<td></td>
</tr>
<tr>
<td><strong>Personal Objectives</strong></td>
<td></td>
</tr>
<tr>
<td>- Deliver personal satisfaction</td>
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Source: Meenaghan, 1983
2.1.1 Broad Corporate Objectives

Meenaghan (1983) argues that all business organisations exist within an environment. To some extent the success of companies is the result from companies’ dynamic interaction between it and its environment. Meenaghan (1983) has identified the following sponsorship objectives within this interaction:

Community involvement has been stated as an important corporate objective. Sponsors involve themselves in improving the life of the community, either at local or national level. This is done in order to show their manner of good citizenship (Meenaghan, 1983). Jobber (2001) continues by talking about the improvement of community involvement. Developing community relations is, according to a survey in the Republic of Ireland, the most common sponsorship objective for the industrial as well as the consumer companies. An example of a good way to raise a socially responsible and caring reputation for a company is to sponsor schools with, for example, low cost personal computers, and by supporting community programs (ibid.). Moreover, sponsorship is also a way to expose the product/service directly to the market, while it also provides a superior mechanism for the organisation to give back to the community by which it is supported (Walker, 1999).

Another important objective mentioned by Meenaghan (1983) is to increase the public awareness of the company. Sports, arts and other sponsorships have been very effectively used in order to increase public awareness. Gwinner (1997) and Meenaghan (1991) have further supported this by mentioning awareness to be one of the most important objectives for sponsorship involvement.

Meenaghan (1983) and Taranto (1998) discuss the alteration of public perception of a company as an important objective for companies’ sponsorship involvement. A company can take advantage of the specific personality attributes of that sponsorship in order to achieve a desired image (ibid.). Miyazaki (2001) and Abrahamsson, Forsgren and Lundgren (2003) have further found image building as the core objective for sport sponsorship involvement.

Sponsorships of specific events and other activities provide companies with the opportunity to build goodwill among opinion-formers and decision-makers, and are therefore often stated as a specific objective for sponsorship involvement. Furthermore, companies can use sponsorship in order to reassure their shareholders and policyholders. This is of particular importance in the areas of banking, insurance and finance (Meenaghan, 1983).

Sponsorship offers the opportunity to counter adverse publicity, and is therefore brought up by Meenaghan (1983) as an important objective. As an example, a tobacco company can engage in certain sponsorship in order to move away from the negative association the tobacco industry brings. Furthermore, the desire to aid staff relations and aid staff recruitment are also stated by Meenaghan (1983) as important objectives. Sponsorship can aid staff relations by encouraging employee relations and improving the work environment. Where as the potential recruits can be influenced by a company’s image through its involvement in sponsorship, the particular sponsorship selected as well as the
company’s manner when selecting an event are also important factors (Meenaghan, 1983). Walker (1999) also supports the view that sponsorship is a perfect vehicle in order to improve employee’s motivation.

Meenaghan (1983) further suggests that companies could have the objective to identify themselves with a particular market segment, since it can pay rich dividends. Meenaghan (1983) also discusses facilitated prospecting for the sales people as a potential corporate objective.

2.1.2 Product-Related Objectives

It is in agreement that sponsorship should not be a substitute for advertising. It is more often chosen due to its ability to achieve product and brand related objectives. Many objectives are the same as under corporate related objectives: increased product/brand awareness, reinforced or altered market perception of the product/brand, and identifying the product/brand with a particular market segment (Meenaghan, 1983). In order to achieve product or- brand- related objectives, companies tend to link a brand name with a particular sponsorship (Abratt, Clayton & Pitt, 1987).

2.1.3 Sales Objectives

The ultimate aim of sponsorship is to increase sales and profit (Abratt, Clayton and Pitt, 1987). Abrahamsson, Forsgren and Lundgren (2003) have further brought up the sales objective in sport sponsorship. Although companies might not use sponsorship in order to immediately, or in short term, increase sales results, this is still a long term aim. For example, a bicycle manufacturer can claim that their bikes are being used in a race in order to test the products under competitive conditions. The ultimate goal is always an increase in sales (Meenaghan, 1983). Buckley, (1980, refereed by Meenaghan, 1983, p.23) states that;

“Few marketing or public relations exponents would argue that sponsorship actually sells products. Help to say, yes; create a background against which to sell, yes; create an awareness of the product or service, yes; but actually sell, no.”

2.1.4 The achievement of Media Coverage

The achievement of media coverage is one of the most important objectives for companies who are involved in sponsorship. This objective is especially of great importance in the tobacco and drinks industry since they use sponsorship as an access to media cover. Moreover, the coverage of an event is extremely important, particularly for companies who consider brand awareness and company awareness as the main reason for entering into the sponsorship. However, even though media coverage is an objective, it is more an intermediate objective rather than end or final objective, such as market awareness (Meenaghan, 1983). Moreover sponsorship provides various opportunities of creating publicity in the news media. World-wide events such as major golf, football and tennis tournaments supply the platform for global media coverage. The publicity opportunities of a sponsorship can promote a superior awareness shift. For example,
Canons raised their brand awareness by 45% through their sponsorship of football in the United Kingdom (Jobber, 2001).

2.1.5 Guest Hospitality

The sponsorship of special events or activities can provide companies with the opportunity for guest hospitality in a suitable, informal environment. The guests a company might wish to communicate with can often include opinion formers and decision-makers in both business and government circles, trade acquaintances, dealers, wholesalers and retailers. In other circumstances it might be the media and the company’s own staff and consumers they wish to influence. There are various ways in providing hospitality. An example is Alcan, which over a four year period invested £1 million in the British Open Golf tournament providing hospitality for over 1000 business associations that Alcan flew over from the United States in order to enhance business relationships (Meenaghan, 1983). Special events can be arranged in order to put the customer under some form of obligation in the hope that future sales will continue (Abratt, Clayton & Pitt, 1987).

Jobber (2001) further adds to the objective of guest hospitality by mentioning that much sponsorship creates entertainment opportunities for the consumers and the trade. To sponsor sport events can be very effective (ibid.). Quinn (1982, referred by Meenaghan, 1983) found in a study that 75 per cent of the respondents had as one of their objectives the entertainment of invited guests.

2.1.6 Personal Objectives

Sponsorship has the capacity of delivering personal satisfaction that no other marketing communication tool can offer. It has been shown that the delivery of personal satisfaction is of significant importance (Meenaghan, 1983). Quinn (1982 refereed by Meenaghan, 1983) found that among Irish sponsors, one third of the decision-makers had strong personal interest, or participated in the sponsored event.

2.2 SELECTING A SPECIFIC SPORT SPONSORSHIP

Selecting a particular sponsorship calls upon the establishment of relevant criteria. Even a broad stated policy would function as guidelines when choosing a particular sponsorship. The sponsorship policy should be company specific and reflect the vision of itself and the products of the company. For most part the policy will generally present both acceptable as well as unacceptable areas of activity (Meenaghan 1991).

Meenaghan (1983) has presented 14 criteria (listed in Table 2.2) that generally is a part of the selection process when companies select a specific sponsorship.
2.2.1 The ability to fulfil objectives

As a first step in the sponsorship selection process companies should assess each individual activity’s ability to achieve earlier stated objectives. It is important due to the fact that where no objectives are set, or where they are stated in loose terms, the quality of sponsorship will most likely suffer. Sponsorship is being valued for its ability to achieve multiple objectives within one sponsorship engagement. Where there is a case of multiple objectives, they should be ranked in a hierarchical order. However, it is of great importance to understand the interplay between the different objectives (Meenaghan, 1983). Eriksson & Hjälmsson (2000) further support the importance of these criteria.

2.2.2 Image association potential of the particular sponsorship

Image association has been recognised as an important selection criterion (Meenaghan 1983; Ericsson and Hjälmsson, 2000, Hägglund and Åberg, 2002). The association for Business Sponsorship (1981, referred by Meenaghan 1983, p.31) has stated the following:

“Possibly the most important element in setting up a sponsorship arrangement is achieving the proper match between sponsor and recipient. Sponsorship is a way of associating your company with an event or organisation of artistic excellence in such a way as to convey your message to the chosen audience; the artistic activity must be chosen with this in mind”
Individual activities or events possess particular personality attributes in the mind of the public (Meenaghan, 1983; Parker, 1991). Thus, much of the sponsorship activity is directed towards a rub-off effect to the company or its products by being associated with a specific activity or event (Meenaghan, 1983). Jobber (2001) further discusses that in sponsorship both the sponsor and the sponsored activity become involved in a relationship where the value is transferred from the activity to the sponsor. This is due to the fact that the audience will find the sponsor’s name, logotype and other symbols threaded through the event; they automatically will associate the company and the event with one and another (ibid.). Meenaghan and Shipley (1999) have defined some of these image values derived from various categories of sponsorship in Table 2.3.

<table>
<thead>
<tr>
<th>Category</th>
<th>Transferred value</th>
<th>Recipient</th>
</tr>
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<tbody>
<tr>
<td>Sport</td>
<td>Healthy, Young, Energetic, Fast, Vibrant, Masculine</td>
<td>Sponsor</td>
</tr>
<tr>
<td>High-Brow Arts</td>
<td>Sophisticated, Elite, Discriminating, Up-Market, Serious, Pretentious</td>
<td>Sponsor</td>
</tr>
<tr>
<td>Mass Arts</td>
<td>Young, Accessible, Friendly, Current, Innovative, Commercial</td>
<td>Sponsor</td>
</tr>
<tr>
<td>Social Causes</td>
<td>Admirable, Concerned, Caring, Intelligent, Exploitive</td>
<td>Sponsor</td>
</tr>
<tr>
<td>Environmental Program</td>
<td>Caring, Concerned, Exploitive</td>
<td>Sponsor</td>
</tr>
</tbody>
</table>

Source: Adapted Meenaghan and Shipley, 1999

Meenaghan and Shipley (1999) argue that within each category (e.g. Sport) the image is formed by a collective opinion about all the activities making up that category. This image can widely vary between different sports or events within the same category (e.g. snooker and boxing). The atmospherics, the physical setting, the nature and history of the sport activity suggests very different value transfers (Ibid.).

2.2.3 Sponsorship Choice and Company/Product Compatibility

Meenaghan (1983) argues that the degree of compatibility between event and sponsor/product is important when selecting an activity, which moreover is supported by
Eriksson and Hjälmsson (2000), and Hägglund and Wiklund Åberg (2002). There should be some kind of linkage between the event and the company/products image, or at least no contradictions between the sponsor and the sponsored activity since it might attract negative attention (Meenaghan, 1983). It is suggested that that a successful sponsorship is more likely when an already logical and real link between the sponsor and sport/event exists (Otker 1988, referred by Ferrand and Pages, 1999; Gwinner, 1997). Waite (1979, referred by Meenaghan, 1983) presents the various sponsor/sponsored linked in Table 2.4

Table 2.4: Sponsor/Sponsored Link Groups

| Product Linked | In this category the activity sponsored uses or is closely associated with the company’s products or services, as when an oil company or motor manufacturer sponsors motor racing or where a turf accountant sponsors a feature race at a race meeting. |
| Product Image Linked | In this instance the activity sponsored has image similar to that of the sponsor’s product Lee Cooper, a company whose product is essentially youth oriented sponsored the 1982 Rolling Stones’ European concert tour. |
| Corporate Image Linked | Here the activity sponsored has an image, which is similar to the sponsor’s corporate image. An example under this heading is where a banking group sponsors a schools business project or some form of enterprise award. |
| Non-Linked | Under this heading the activity sponsored exhibits none of the types of association with the company as indicated. |

Source: Adapted Waite 1979, referred by Meenaghan 1983, p.34

2.2.4 Media Coverage Potential

Almost every sponsor is grateful for media coverage and the resulting enhancement of their public profile, however, the importance of media coverage potential of sponsorship activities will vary. Some companies view the media coverage as a bonus, where as for others it is of major importance for their involvement in sponsorship. Where media coverage is sought as a primary criterion the sponsor should seek involvement with sponsorships whose established audience profile matches that of the target market (Meenaghan, 1983). Abratt, Clayton and Pitt (1987) highlight some aspects of media coverage in regards of sport sponsorship. The downside to sponsorship of a team is that if a team does badly in a competition, it will either be eliminated in an early stage or not receive much media coverage at all. The same goes for sponsoring an individual, where the loss of form by the player, leading to poor performance or injury results in a loss of publicity and exposure (ibid.).

2.2.5 The Funding Requirement

Limited sponsorship budget constrains a company in engaging in certain activities. Activities with great potential mass media coverage might have high entry thresholds in financial terms and thus are inaccessible to many companies. It is also so that the visible costs of an event is often only half of what can be expected when undertaking a sponsorship. The investment in physical resources and staff time and talent should also be
viewed as a cost factor (Meenaghan, 1983). Eriksson and Hjälmssson (2000) have further supported the importance of this criterion in the selection process.

2.2.6 Target Audience Coverage

Meenaghan (1983) argues that a precise definition of a target audience will greatly facilitate the sponsorship choice and increase the effectiveness on the sponsorship expenditures. It is further argued that an up-market target group will be best reached by up-market sponsorships. This fact is illustrated by Rolex, which engaged in polo sponsorship, an activity where potential customers in the higher society bracket could be reached. A company that is looking to achieve a mass appeal should choose activities which have a broad appeal, such as popular music festivals or sporting activities (Meenaghan, 1983). The ability to reflect the target audience lifestyle is another important selection criterion. It is for this reason that companies such as Volvo engage in tennis and golf, where as brewing companies are more likely to engage in sponsoring darts and snooker (Meenaghan, 1991).

2.2.7 The Opportunities for Guest Hospitality

Guest hospitality is an opportunity for companies to get a face-to-face contact with selected people in a prestigious social context. As a result companies can strengthen and personalise relationships with decision-makers, trade channels and business associates. The guest hospitality potential will vary in importance for companies (Meenaghan, 1983), but Eriksson’s and Hjälmssson’s (2000) study revealed it to be of high importance.

2.2.8 Executive Preference

Waite (1979, referred by Meenaghan, 1983) has found that preferences of senior management are significant factors in the selection process of sponsorship activity. Fletcher (1980, referred by Meenaghan, 1983) does not however see the chairman’s choice of activity as a wrong decision. This due to the fact that it will ensure commitment from the top as well as if the chairman is interested in an activity - the company is less likely to engage in a bad decision.

2.2.9 Geographical Coverage of the defined Audience

The ability to geographically cover the defined audience is an important criterion in the selection process (Meenaghan, 1983; Eriksson and Hjälmssson 2000). According to Meenaghan (1983) those sponsorships whose potential geographical coverage is either excessive or insufficient in terms of the defined target audience should be precluded. The company must also consider if the market is best reached through a series of sponsorships or by the use of a single sponsorship. (Meenaghan, 1983).
2.2.10 Staff Knowledge of the Proposed Sponsorship

The in-house expertise of the sponsored activity or event can be of great importance for a company (Meenaghan, 1983; Eriksson and Hjälmsson, 2000). It is the opinion of many sponsorship companies that some staff members should be involved and act as an expert link between the event and the company, thereby allowing companies to avoid potential obstacles and pitfalls (Meenaghan, 1983).

2.2.11 Sponsorship Type

Sponsorship is a flexible promotion tool, which can be used in a number of forms and activities (e.g. Sports, arts, education, and medicine). Other than just choosing the activity, the company needs to consider other potential classifications to choose the most appropriate involvement (Meenaghan, 1983).

- **An established or new sponsorship**
  An established event will provide an immediate audience, however companies might lose out if it sponsors an event better known than the company itself. Furthermore, drawbacks are that events that have successfully been sponsored by other companies are that they are the companies linked in people’s memory. New events are not seen as either better or worse. It is up to the company to decide which one they think is best suited for them (Meenaghan, 1983).

- **Once-off or longer term commitment**
  Events may take place on a one-time or recurring basis. The downside of a one-time event is that the association between the event and sponsor can not be developed over time. However, some events might be of that unique nature that they attract a great deal of media attention (Gwinner, 1997; Meenaghan, 1983). Long-term commitment can however bring benefits such as repeat publicity and more durable recognition (Meenaghan, 1983).

- **The seasonality of the sponsorship**
  If a company takes on a seasonal sponsorship, the company is better of if it undertakes additional sponsorship in order to reach coverage requirements. If a company seeks to have year round exposure they should engage in either a single sponsorship or a series of sponsorship covering the entire year. However, in some cases companies only seek exposure for a short period of time, thus the selection process will be reduced (Meenaghan, 1983).

2.2.12 Solus Position

Another important factor that companies need to take into consideration is if the sponsorship will be exclusive to the company or whether it should involve in co-sponsorship which might affect the effectiveness of company involvement (Meenaghan, 1983). An inquiry in Sports Council (1971, referred by Meenaghan, 1983) found that co-sponsorship was not very attractive among sponsors. However, Beherer and Larsson
(1998) discuss that co-sponsorship can be effective if the sponsors can complement and take advantage of one another, regarding credibility and image for example.

### 2.2.13 The Possibility for Adverse Publicity

It is necessary to examine all possible dimensions of a proposed event, in order to avoid adverse publicity. In sponsorship, the relationship between sports and politics has been a dilemma for many organizations. Many sponsors came face to face with the problems in relation to the Olympic Games in 1980 when the Soviet Union invaded Afghanistan. Furthermore, adverse publicity can evolve through the involvement of individuals and teams associated to certain sports (Meenaghan, 1983). If a sponsored team continuously is associated with, for instance, crowd violence and disturbance at soccer matches then the public associates a particular team with violence and not with the product of the sponsor (Abratt, Clayton and Pitt, 1987).

### 2.2.14 The Organisation Behind the Sponsored Activity

There are many questions that a company should ask itself in relation to the sponsored event and its ability to carry out the proper management of the event, for example, will the sponsored event react favourable to the suggestion from a sponsoring company? Some activities might not wish to be associated with certain types of business. Other questions to be asked are if a sponsorship was failing to meet its objectives, could the company withdraw without creating ill feeling? Does the company feel that it can develop a cordial working relationship with the organisers with mutual respect and trust? Do the sponsored have a clear and full understanding of sponsor’s interest or are they just looking for another source of revenue (Meenaghan, 1983).

### 2.3 EVALUATING SPORT SPONSORSHIP EFFECTIVENESS

Meenaghan (1991) states that once the sponsorship has been chosen and implemented, it is necessary to evaluate the sponsorship program. Meenaghan (1991) further suggests that the evaluation can take place during three stages in a sponsoring program.

1. *At the outset*: to determine the company’s present position in terms of awareness and image among the target audience.

2. *Interim tracking*: detect movement on the chosen dimension of awareness, image and market attitude.

3. *Final evaluation*: when the sponsorship is completed the performance should be compared to stated objectives.

This three-step method has further gained support from Bennet (1999, referred by Abrahamsson, Forsgren and Lundgren, 2003). Meenaghan (1991) mentions five main methods in which the results of a sponsorship’s effectiveness can be measured.
1. Measuring the level of media coverage/exposure gained

Sponsors often use the level media coverage gained from sponsorship involvement as an indicator of performance, mostly because it is practical. The evaluation of this could be measured in: the duration of television coverage, monitored radio coverage, and the extent of press coverage in terms of single column inches. What is important to recognise by using this method is that the level of media coverage only indicates the extent of the publicity gained from a particular sponsorship. Thus, it does not measure the effectiveness of the gained exposure (Meenaghan, 1991).

2. Measuring the communications effectiveness of sponsorship involvement

There is a tendency among sponsors to evaluate the results in communication since sponsorship is used to achieve basic communication objectives such as awareness and image. The level of awareness achieved, attitudes created, perceptions changed or associations suggested are measured against stated objectives. There are also some sponsors that attempt to measure the results from a sponsorship by focusing on the degree by which respondents associate the company or the product with the sponsored activity (Meenaghan, 1991).

3. Measuring the sales effectiveness of sponsorship

Sponsorship is faced with the same problem as in the case of advertising or all other marketing communications in general, that of keying sales results to given expenditures. This is due to a variety of reasons:

- The simultaneous usage of other marketing inputs.
- The carry-over effect of previous marketing communications efforts.
- Uncontrollable variables in the business environment such as competitor activity or changing economic conditions.

However, many sponsors use sales results as evidence of a sponsorship investment, even if conclusive proof of this effect is hard to measure (Meenaghan, 1991).

4. Monitoring guest feedback

In the case where guest hospitality is stated as an objective in sponsorship, monitoring guest feedback can provide a good measurement of a sponsorship impact. Furthermore, guest feedback can also be considered a useful measure of effectiveness where the company’s staff or local community are being targeted. Other sources of feedback can be derived from participants, spectators and activity organizers as well as the company’s own sales force (Meenaghan, 1991).

5. Cost-benefit analysis

When companies have more philanthropic than commercial motives towards their sponsorship then the companies should go beyond the traditional marketing measurement
when evaluating the effects. In this kind of situation it might be necessary to view the collective opinions of the senior management as a basis for evaluation (Meenaghan, 1991).

Stanley (1995, refereed by Behrer and Larsson, 1998) has suggested the following three step model through which the effectiveness of events can be measured:

*Through retailers* – sales, increased exposure, price campaigns and follow-up customer surveys that retailers initiate.

*Through media* – how much publicity the event generates, as well as how the event has been used in other media purposes, such as contests etc.

*Through consumers* - market statistics on sales and other specific surveys.
3. CONCEPTUALISATION AND FRAME OF REFERENCE

The previous chapter provided a literature review of previous research relevant to the research questions. In this chapter the conceptualisation of the research questions based on the literature review will be discussed. This conceptualisation will work as a frame of reference for the empirical research. Further, an emerged frame of reference will also be presented.

3.1 CONCEPTUAL FRAMEWORK

Miles and Huberman (1994, p. 18) state that “a conceptual framework explains, either graphically or in a using narrative form, the main things to be studied”. In this conceptual framework the main topics and issues to be studied has be lifted out and presented. An emerged frame of reference has further been developed to graphically illustrate how the research questions connect to one another.

3.2 CORPORATE OBJECTIVES WITH SPORT SPONSORSHIP

Regarding the objectives within sports sponsorship, we are basing our conceptualisation on six common sponsorship objectives stated by Meenaghan (1983). We have found these objectives most appropriate since they often are referred to sports. Many of these objectives have further been supported by Abratt, Clayton and Pitt (1987), in their study “Corporate objectives in sport sponsorship”.

- Corporate-related objectives
  - Increase the public awareness of the company
  - Alter public perception of the company
  - Build goodwill among opinion-formers and decision-makers
  - Reassure policy holders and stockholders
  - Counter adverse publicity
  - An aid to staff relations
  - An aid to staff recruitment
  - Identify with a particular market segment
  - Facilitate prospecting for the sales people

- Product-related objectives
  - Increase product/brand awareness
  - Reinforce or alter market perception of the product/brand
  - Identify the product/brand with a particular market segment

- Sales objectives
  - Increase short-term sales
  - Increase long-term sales

- Achieve media coverage
  - Build product/company awareness
• Guest Hospitality
  - Influence invited guests
  - Entertain invited guests

• Personal objectives
  - Deliver personal satisfaction

3.3 HOW A SPECIFIC SPORT SPONSORSHIP IS SELECTED

In order to answer the question on how organisations choose events the decision has been made to base the conceptualisation on Meenaghan’s (1983) 14 criteria, which generally are a part in the selection process of specific events. This was found to be the most extensive list of considerations and they are shown in the list below. Since Meenaghan (1983) has been the source of our model we have only included other researchers that add to the model.

- Sponsorship Policy (Meenaghan, 1991)
- The ability to fulfil objectives
- Image association potential of the particular sponsorship
- Sponsorship Choice and Company/Product Compatibility
  - Product usage; product image; company image
- Media Coverage Potential
  - Matching the audience profile of an event with the company’s target market
- The Funding Requirement
  - Enough funds to properly engage in a sponsorship
  - Cost considerations taken in terms of physical resources, staff time and talent
- Target Audience Coverage
- The Opportunities for Guest Hospitality
- Executive Preference
- Geographical Coverage of the defined Audience
- Staff Knowledge of the Proposed Sponsorship
- Sponsorship Type
  - A new or established event
  - One time event activity or repeated commitment
  - The seasonality
- Solus Position
  - Sponsor exclusivity or co-sponsored event
- The Possibility for Adverse Publicity
- The Organisation of the Sponsored Activity
3.4 EVALUATION OF SPORT SPONSORSHIP EFFECTIVENESS

We have chosen to rely on Stanley (1995, refereed by Behrer and Larsson, 1998). After surveying the literature, Stanley’s methods for evaluation were found to be the most recent suggestions.

- Through retailers
- Through media
- Through consumers

In regards of when to evaluate the sponsorship we will rely on Meenaghan’s (1991) three-step method. This process has further been supported by Bennet (1999, referred by Abrahamsson, Forsgren and Lundgren, 2003).

- Before the sponsorship
  - Company’s present position in terms of awareness and image among the target audience.
- During the sponsorship
  - Detect movement on the chosen dimension of awareness, image and market attitude.
- After the sponsorship
  - When the sponsorship is completed the performance should be compared to stated objectives.

3.5 EMERGED FRAME OF REFERENCE

Previously in this chapter relevant theories have been conceptualised. The frame of reference which as emerged has been developed in order to understand how our research questions relate to one another and will serve as a base to reach our research purpose.

Table 3.1: Emerged Frame of Reference

| Objectives of Sport Sponsorship | Sport Sponsorship Selection | Sport Sponsorship Evaluation |

Source: Authors’ own construction

Objectives in sport sponsorship show what companies want to achieve with their sponsorship. These objectives set the frame through which a sponsorship should be selected in order to reach those objectives. Furthermore, the evaluation of the sponsorship will show the effectiveness of it.
4. METHODOLOGY

The previous chapter has presented a conceptualization framework of the research questions. This chapter will explain how we have gone about when conducting our research. We will motivate and clarify the methodological approach we have adopted in order to answer the research questions posed.

Figure 4.1 Research Methodology

Source: Adapted Tim Foster (1998), p.81

4.1 RESEARCH PURPOSE

According to Yin (2003), the purpose of an academic study can be exploratory, descriptive, or explanatory.

Exploratory studies are useful if you wish to clarify your understanding of a problem (Saunders, Lewis & Thornhill, 2000). Robson (1993, referred by Saunders, Lewis & Thornhill, 2000, p. 97) describes exploratory studies as a means of finding out “what is happening; to seek new insights; to ask questions and to assess phenomena in a new light”.

Descriptive studies are appropriate when you wish to portray phenomenon such as events, situations or a process. Furthermore, a descriptive study is also appropriate when the problem is clearly structured, but the intention is not to conduct research about the connections between causes and symptoms (Eriksson & Weidersheim-Paul, 2001).

Explanatory studies are useful when you wish to establish casual relationships between variables. The emphasis in this type of study is to study a situation or a problem in order to explain the relationships between the variables (Saunders, Lewis & Thornhill, 2000).

The purpose of our thesis is somewhat exploratory since we wish to gain a better understanding of how sport sponsorship is used as a promotional tool. We are descriptive in the sense that we portray the objectives, the selection process and the evaluation process in sport sponsorship. The descriptive purpose is also justified by the sense that our research purpose is clearly structured. Finally, our research purpose is partly explanatory since we are trying to summarise and explain the findings in our study by answering our research questions and drawing conclusions. However, our study is foremost descriptive in nature.
4.2 RESEARCH APPROACH

Qualitative and quantitative research are two terms in social science which are frequently used in order to explain the approach from which direction researchers conduct their studies (Denscombe, 2000).

Qualitative research is useful when a researcher wants to transform what has been observed, reported or registered into written words and not numbers. Qualitative research tends to rely on detailed and thorough descriptions of events or people. These types of studies are often associated with small-scale studies and due to its penetrating nature it is considered to be an excellent tool to handle complex situations (Denscombe, 2000).

Quantitative research is useful if the researcher wants to bring forth numeric data, and transform what has been observed, reported, or registered into quantifiable units. Quantitative research is often large-scale studies, since the results are more trustworthy in larger data collections. The opportunity to generalise the results increases the more units that are involved (Denscombe, 2000).

The aim of this study is to gain a better understanding of how sport sponsorship is being used as a promotional tool; therefore we have decided to use a qualitative approach in this study. By using a small-scale study we could investigate certain variables in depth and thus, gain a better understanding of our research area.

4.3 RESEARCH STRATEGY

Patel and Davidsson (1991) present three research strategies: survey, case study and experiment. These strategies are agreed upon by Yin (2003), but complement the list with archival analysis and histories (Listed in Table: 4.2). According to Yin (2003), the strategy to be used can be determined by looking at three conditions. These conditions are: the type of research question posed, the extent of control an investigator has over behavioural events, and the degree of focus on contemporary events as opposed to historical events (ibid).

Table: 4.2: Relevant Situations for Different Research Strategies

<table>
<thead>
<tr>
<th>Strategy</th>
<th>For of research question</th>
<th>Requires control over behavioral events</th>
<th>Focuses on contemporary events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experiment</td>
<td>How, why</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>Survey</td>
<td>Who, what, where, how many, how much</td>
<td>NO</td>
<td>YES</td>
</tr>
<tr>
<td>Archival analysis</td>
<td>Who, what, where, how many, how much</td>
<td>NO</td>
<td>YES/NO</td>
</tr>
<tr>
<td>History</td>
<td>How, why</td>
<td>NO</td>
<td>NO</td>
</tr>
<tr>
<td>Case Study</td>
<td>How, why</td>
<td>NO</td>
<td>YES</td>
</tr>
</tbody>
</table>

Source: Yin, 2003, p. 5

Case studies focus on one or a small number of research units. The in-depth analysis of an individual unit increases the chances for a researcher to gain valuable and unique...
insights that would not have been revealed in a shallower yet broader investigation (Denscombe, 2000). According to Yin (2003) a single case study is appropriate in order to test a well-formulated theory. In other words, the single case can be used to determine if a theory’s propositions are correct or if some other explanation might be more appropriate (ibid).

We have decided to use a case study based on Yin’s (2003) model. We found this strategy to be best suited to gain the valuable data in order to answer the purpose of our thesis. Furthermore, we are focusing on contemporary events and our research questions are formulated as “how” questions. Further, we have no control over behavioural events which excludes experiments and leaves us with a case study. In addition, we have decided to use a single case study since we wish to compare well-formulated theories to empirical data. This is inline with Yin’s (2003) recommendation of a use single case study.

4.4 DATA COLLECTION METHOD

According to Yin (2003), there are six sources of evidence when collecting data for case studies. Documentation, archival records, interviews, direct observations, participant observation, and physical artefacts make up these six sources and can be viewed in Table: 4.3 below. Yin (2003) also argues that no source is better than the other. In fact, they should be considered complementary, and therefore a good case study will rely on as many sources as possible (ibid).

Table 4.3: Six Sources of Evidence: Strengths and Weaknesses

<table>
<thead>
<tr>
<th>Sources of evidence</th>
<th>Strength</th>
<th>Weaknesses</th>
</tr>
</thead>
</table>
| Documentation       | • Stable: can be reviewed repeatedly  
                      • Unobtrusive: not created as a result of the case  
                      • Exact: contains exact names, references, and details of an event  
                      • Broad coverage: long span of time, many events, and many settings  
                      • Retriviality: can be low  
                      • Biased selectivity: if collection is incomplete  
                      • Reporting bias: reflects (unknown) bias of author  
                      • Access: may be deliberately blocked |
| Archival records    | • Same as above for documentation  
                      • Precise and quantitative |
| Interviews          | • Targeted: focuses directly on case study topic  
                      • Insightful: provides perceived casual inferences  
                      • Bias due to poorly constructed questions  
                      • Response bias  
                      • Inaccuracies due to poor recall  
                      • Reflexivity: interviewee says what interviewer wants to hear |
| Direct observations | • Reality: cover events in real time  
                      • Contextual: covers context of event  
                      • Time consuming  
                      • Selectivity: unless broad coverage  
                      • Reflexivity: even may proceed differently because it is observed  
                      • Cost: hours needed by human observers |
| Participant observations | • Same as for direct observations  
                        • Insightful into interpersonal behaviour and motives  
                        • Same as for direct observations  
                        • Bias due to investigator’s manipulation of events |
| Physical artefacts  | • Insightful into cultural features  
                      • Insightful in to technical operations  
                      • Selectivity  
                      • Availability |

Source: Yin (2003), p. 86
Data can be divided into primary and secondary data. Data that is collected directly for a specific purpose by a researcher is termed primary data. Data that has been gathered for some other purpose is classified as secondary data. There are three main types of secondary data: documentary, survey and those from multiple sources (Saunders, Lewis & Thornhill, 2000). We have collected primary data in terms of an interview and secondary data in terms of documentation.

According to Yin (2003) interviews are one of the most important sources for case study information. Eriksson & Weiderheim-Paul (1997) explain that there are several techniques to interview respondents: postal interview, telephone interview, personal interview or a combination. Telephone interviews are valuable since it gives the interviewer the opportunity to explain questions, is fast and the cost per person is low (ibid). Due to the limited time and geographical distance between the respondent and us, we decided to conduct a telephone interview.

According to Yin (2003) case study interviews can take the form of being open-ended, focused, or structured. In an open ended interview, the key respondent is asked about facts of a matter as well as their opinions about an event. In a focused interview, the respondent is interviewed for a very short period of time. A focused interview can still remain open-ended but you will most likely follow a certain set of questions derived from the case study protocol. Finally, the structured interview follows the same lines of a formal survey (ibid). We decided to conduct a focused interview since we had a certain set of questions that needed to be answered in order for us to obtain relevant data to our research questions. Furthermore, we wanted to keep the interview open ended to some extent, in order to preserve the flexibility of the interview as well as the opportunity of probing.

The interview was conducted in Swedish. We used an interview guide as a base to guideline our discussion. The interview guide was sent in advance to give the respondent time to prepare answer our questions as correctly and accurately as possible.

To complement the interview, we also used documentation. Data was collected from the chosen company’s homepage in the purpose of gathering information in order to describe the company’s background.

4.5 SAMPLE SELECTION

Saunders, Lewis and Thornhill (2000) suggest that there are two ways to select a sample: probability sampling and non-probability sampling. Probability sampling is a process whereby units are selected randomly, and so all units have the same chance of being selected. Non-probability sampling is done without chance selection procedures. Purposive sampling or judgmental sampling is a non-probability sampling method that basically allows a researcher to select cases that seems to be best suited to answer the research questions. This form of sampling is often used when working with small samples, especially in a case study when a researcher is looking for cases that are particularly informative (ibid).
In our sample selection we have chosen to look at companies within Sweden that are involved in sport sponsorship. We have chosen to look at Vattenfall AB, the largest energy producer in Sweden, since the company is a highly visible sport sponsor, from local sporting halls to international arenas. We believe that Vattenfall would be a good candidate to give us valuable information. In order to get a respondent we contacted Vattenfall by sending an e-mail to the sponsorship department. Eva Wärn, a sponsorship assistant at Vattenfall, responded to our e-mail. Eva is the person responsible for Vattenfall’s sport sponsorship which made her a suitable respondent to our thesis.

4.6 DATA ANALYSIS

Our objective with the analysis of our empirical findings is to answer the previously stated objectives. Our research only presents one case study, and therefore we will only use a within-case analysis.

Miles and Huberman (1994, p.10) present the following three concurrent flows of activity.

- **Data reduction**: The process of selecting, focusing, simplifying, abstracting and transforming the data. The purpose is to organise the data so that the final conclusion can be drawn and verified.

- **Data display**: Taking the reduced data and displaying it in an organised compressed way so that conclusions can be more easily drawn.

- **Conclusion drawing/verification**: Deciding what things mean—noting regularities, patterns, explanations, possible configurations, casual flows, and propositions.

Miles and Huberman (1994) further present pattern coding as a way to present data. For a qualitative analyst, pattern coding is important since it reduces large amounts of data into a smaller number of analytic units. This facilitates the researcher since they can stay more focused and helps the researcher to elaborate a cognitive map in order to understand local incidents and interactions (ibid).

We reduced data via a within-case analysis. The within-case analysis was conducted in a way in which we compared existing theory, according to our conceptualisation, to our empirical findings. Thereafter, we summarised key findings in pattern coded tables in regards to our research questions. Finally, conclusions of the research were drawn.

4.7 QUALITY STANDARDS: VALIDITY AND RELIABILITY

In order to establish the quality standards, Yin (2003) has presented four commonly used tests. These include construct validity, internal validity, external validity and reliability.

*Construct validity*: establishing correct operational measures for the concepts being studied.
**Methodology**

**Internal validity:** (For explanatory or casual studies only, and not for descriptive or exploratory studies): establishing a casual relationship, whereby certain conditions are shown to lead to other conditions, as distinguished from spurious relationships.

**External validity:** establishing the domain to which a study’s findings can be generalised.

**Reliability:** demonstrating that the operations of a study, such as the data collection procedures, can be repeated with the same results.

The table below shows the recommended case study tactics for the different case study tactics, as well as the phase when the tactic is recommended to be used.

<table>
<thead>
<tr>
<th>Tests</th>
<th>Case Study Tactic</th>
<th>Phase of research in which Tactic occurs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construct validity</td>
<td>- Use multiple sources of evidence</td>
<td>Data collection</td>
</tr>
<tr>
<td></td>
<td>- Establish chain of evidence</td>
<td>Data collection</td>
</tr>
<tr>
<td></td>
<td>- Have key informants review draft case study report</td>
<td>Composition</td>
</tr>
<tr>
<td>Internal validity</td>
<td>- Do pattern-matching</td>
<td>Data analysis</td>
</tr>
<tr>
<td></td>
<td>- Do explanation-building</td>
<td>Data analysis</td>
</tr>
<tr>
<td></td>
<td>- Do time-series analysis</td>
<td>Data analysis</td>
</tr>
<tr>
<td>External validity</td>
<td>- Use replication logic in multiple-case studies</td>
<td>Research design</td>
</tr>
<tr>
<td>Reliability</td>
<td>- Use case study protocol</td>
<td>Data collection</td>
</tr>
<tr>
<td></td>
<td>- Develop case study data base</td>
<td>Data collection</td>
</tr>
</tbody>
</table>

*Source: COSMOS Corporation as refereed by Yin (2003), p. 34*

Yin (1994) claims that internal validity only is used for explanatory or causal studies this study mainly is descriptive and therefore the test will not be dealt with further. Yin (1994) also states that external validity deals with the problems of making generalizations of the case study. This study is not aiming to make any generalizations, thus this test will not be taken into consideration.

### 4.7.1 Construct validity

As shown in the matrix above there are three tactics according to construct validity. In our research we have used documents and interviews as sources of evidence. However, the documents have been used to complement the interviews and are not included in the analysis. To establish a chain of evidence is, according to Yin (2003, p. 105), “to allow the derivation of any evidence, ranging from initial research questions to ultimate case study conclusion”. Throughout this study we have made references to all the sources from which evidence has been collected. Our supervisor has reviewed our draft report. Furthermore, after designing the interview guide, we had it approved by our supervisor before conducting the interview with our respondent.

We put effort into finding the most suitable and most knowledgeable respondent for answering our research questions. In the case where our respondent could not answer the
questions our respondent collected the answers from more knowledgeable people and forwarded the answers to us. We also used probing to make sure the respondent really understood what we were asking about. The interview was conducted in Swedish and later translated to English, which increases the risk for interpretation errors. However we decided to conduct the interview in Swedish since the respondent otherwise might have misunderstood our questions, and might have felt constrained with the language barrier and not been able to talk as freely. In order to avoid misunderstandings the interview guide was sent in advance. We used a tape recorder when conducting our interview, so that we could double-check the answers in order to reduce the possibility for wrongly interpreting or translating the answers.

4.7.2 Reliability

Yin (2003) has suggested that the use of a case study protocol and develop a case study databases are techniques which increase research reliability. The purpose of this is so that a future researcher can repeat the same exact procedures and research, and thus come to the same conclusions. We have throughout this report explained the procedures of our research. We have also designed an interview guide, which reflects the conceptualisation of our research questions. We have further organised the thesis in a way so that any reader or researcher can retrieve any desired material. There is a risk that personal biases might have been present in the interview to some extent, therefore the results could be questioned due to the influence from the respondent as well as our own attitudes and values. Some of the answers were not collected directly from our respondent; they were forwarded to us from her later when she had checked with more knowledgeable people. The reason for not doing these additional interviews ourselves is because we ran out of time. Therefore we might have lowered our reliability slightly.
5. DATA COLLECTION

The last chapter presented the methodology of our study. This chapter will present the empirical data from our company will be presented. To begin with, we will present a background of the company and thereafter the data collected will be presented in the same order as our research questions are presented. Thus, this chapter will include objectives with sport sponsorship, followed by how companies select a sport to sponsor, and finally how the effectiveness of sport sponsorship is evaluated.

5.1 COMPANY INFORMATION – VATTENFALL AB

Vattenfall AB is wholly owned by the Swedish Government and has it’s headquarter in Stockholm, Sweden. The company was officially established in 1909 in Trollhättan, Sweden. It was established primarily to process and exploit the Swedish Government’s rights to harness energy from the waterfalls.

Today, Vattenfall is the fifth largest Energy Company in Europe and its core business is concentrated to Finland, Germany, Poland and Sweden. In the end of 2003, the company had 35,300 employees and a turnover of more than 111 billion SEK. Vattenfall operates in all segments of the electrical value chain – trade on financial and physical markets, distribution and sales (both in business-to-business sales as well as to household customers). Furthermore, the company generates and sells district heating and energy solutions, as well as maintenance and consulting services. Vattenfall sells 185 TWh per year and it is mostly produced at hydro and nuclear plants, with back up from various other energy sources. Vattenfall invests heavily in research and has set up an ambitious programme to develop sustainable energy solutions.

Vattenfall has been involved in sport sponsoring since 1994, and the sponsorship has mainly been focused on skiing. In the beginning the company only sponsored the Swedish cross-country ski team. They later expanded their sponsoring by becoming head sponsor for the Swedish alpine team and the Swedish ski orienteering team. Other examples of Vattenfall’s sport sponsoring are Gothenburg Horse Show as well as local sports halls and competitions.

Eva Wärn, a sponsorship assistant with responsibility for the sport sponsorship at Vattenfall has given us her view on Vattenfall’s objectives, selection and evaluation of sport sponsorship.

5.2 CORPORATE OBJECTIVES WITH SPORT SPONSORSHIP

Vattenfall has mentions several different objectives for their sport sponsorship. These objectives do not remain constant but tends to change in regards of the activity being sponsored. Community involvement is important for Vattenfall, even if they do not state
it as a specific objective. By sponsoring local sport activities the company feel that they can contribute to the success of their sponsored activities and thus show their good manners of citizenship. They further views community involvement as a way to improve their goodwill amongst the general public. One of Vattenfall’s most important objectives is to increase the public awareness of the company. Vattenfall also views improving company image as an important objective. Vattenfall seeks to be associated with a sport activity’s image and wishes to be perceived as a company that is down to earth, with close relations to their customers and to the general public. Another main objective for Vattenfall’s sport sponsorship involvement is to create goodwill among the general public. Vattenfall feels proud when they can contribute to the success of important organisations within sports, culture and other activities. Since Vattenfall AB is wholly owned by the Swedish Government, reassuring shareholders is thus not stated as an objective. Further, Vattenfall do not state counteracting adverse publicity since they do not see the reason for it. Improving employee relations and motivating employees are not stated as important objectives for Vattenfall. However, the company tries to influence their employees to take part in the sport sponsorship activities to give employees the opportunity to experience all the positive feedback that sport sponsorship delivers. Vattenfall’s willingness in supporting others may result in better relations between employees. Good relations and motivation with employees are thus viewed more as a positive outcome in the sponsorship than a core objective. Further the recruitment of future employees can benefit from the sponsorship, since people become aware of the company and may view it as an interesting and positive place to work. As well as with good relations and motivation of employees, it is also seen as a positive outcome and not a specific goal. The objective to be related with a specific market segment is not of relevance for Vattenfall since they are seeking mass appeal. The sponsorship effect can facilitate for Vattenfall’s sales people due to the fact that the sponsorship commitment has gained more awareness among the general public.

Product related objectives are not stated as important objectives. Vattenfall puts their effort into promoting the company as a whole and thus the interest lies in the broad corporate objectives. Further, Vattenfall do not have any stated sales objectives with their sponsorship. However the sponsorship might have sales effects in the long run as a result of improved image and increased awareness of the company.

Media coverage is of extreme importance for Vattenfall since they are trying to increase their name awareness. Due to the fact that media are experts in reducing sponsors from publicity Vattenfall uses logo t-shirts in order to take advantage of every possible opportunity to media exposure.

Vattenfall feels that it is important with guest hospitality but they do not consider it as a primary objective. Many sports related events have been created in order to entertain guests and not to influence them into a purchase. In other words events are created in order to make people feel more positively about Vattenfall as a company. Moreover, working with sport sponsorship can give employees personal satisfaction. This however is considered more a bonus than a goal.
5.3 SELECTING A SPECIFIC SPORT SPONSORSHIP

Vattenfall have a policy concerning their sponsorship, which includes the fact that they will not sponsor on individual basis. The risk for injuries of an individual athlete can jeopardise the entire sponsorship program. If the sponsored athlete gets sick or injured the sponsor will loose all their publicity and all the sponsorship will disappear. Vattenfall have in the past sponsored internal individuals from Vattenfall who have participated in ski events such as Vasaloppet in order to gain media exposure and PR for the company. Vattenfall has now, however, moved beyond those kinds of sponsorships.

Vattenfall considers teams and specific competitions as their optimal sponsorship activities in their sponsorship selection. The benefit of working with a team is that the company always have someone to work with. The Swedish cross-country ski team is an example that illustrates this fact. When Per Elofsson got injured during competitions, Vattenfall could still be exposed in media through other skiers in the team, such as Mattias Eriksson and Tobias Fredriksson. Thus, Vattenfall did not loose out on any potential publicity.

One of Vattenfall’s biggest objectives with sport sponsorship is to influence their image. Thus, the potential for image transfer within a sport activity is of high importance. Vattenfall seeks to be associated with factor such as endurance, energy, and a down to earth company that one can trust in the long run. The ski teams are a great complement in order to raise the image of the company, since the skiers help to deliver a message of being sporty, persistent, powerful and trustworthy. Vattenfall find it important that there is a natural link between the image of the sponsored activity and the image of the company. The image of the ski teams should bleed into the image of Vattenfall.

Alpine, as well as cross-country skiing, has over the years gained a lot of publicity through televisions increased media exposure of the events. This media potential has been of great interest for Vattenfall in their choice of sport activities. Further, it is of great concern for the company that the media profile matches the target audience.

The budget is another important criterion when entering a sponsorship. If it was not for the extreme expense a sponsorship conveys, Vattenfall would be able to sponsor more often. Moreover, Vattenfall would never enter a sponsorship if they would not be able to properly undertake it. Vattenfall does not state physical resources, staff time and staff talent as a cost factor.

Vattenfall’s target audience is the general public and as a result they are seeking mass appeal. It is therefore of great importance for the company to find a sport activity with a widespread appeal. Vattenfall have chosen to focus their sponsoring on ski activities since it is a “public” sport that covers an extensive area, demographically as well as geographically.

Vattenfall also consider the potential to guest hospitality in their selection process. They arrange events for their customers, where sponsored athletes play an active role in the activities during the day. Vattenfall sees these events as terrific occasion for the company
to treat and entertain their most important customer. The choice of sponsorship activity thus plays an important part since the athletes have the potential to increase the relationship between Vattenfall and their customers.

The upper management are the ones who make the final decision before sponsoring an event. The sponsorship department gives ideas of potential sponsorships, which they pass on to the upper management department, who later will decide if they like the idea or not. An idea can be presented several times, with some adjustments in between, before the upper management finally agrees with the sponsorship department’s concept. The final decision is not based on the management’s personal interest in special areas, but rather with the company’s best in mind.

Since Vattenfall works in an international business environment the geographical coverage of a specific activity becomes an important selection criterion. Vattenfall’s ability to geographically cover their target market is however somewhat restricted due to the fact that they show great respect to competitors. Vattenfall do not want to create any “bad will” amongst their competitors. Umeå is an example of one area where Vattenfall are careful before entering into sponsorships, due to the fact that they do not want to interrupt Umeå Energi’s main market. The same problem occurs in Gothenburg where Plus Energi is operating. The difference here is that Vattenfall owns 50% of Plus Energi and works more as a backup. The companies can sponsor the same sport activity, the only difference is that Plus Energi will represent the local region were as Vattenfall represent the entire country.

Vattenfall do not consider employees’ knowledge and competence about a sponsored activity when selecting any sport sponsorship. Instead, the company seeks to actively involve their employees as much as possible in order for them to understand and appreciate the company’s sponsorship programs.

Vattenfall seeks to refine their sponsoring into the same type of sponsoring in both their domestic as well as their international market. Therefore, Vattenfall prefers to be involved in pre-existing and well established sports activities, such as skiing and horse jumping, which has gained media coverage not just in Sweden but internationally. However, even though Vattenfall seeks established sports activities, they do not necessarily need to sponsor a team that is successful from the beginning. An example of that is when Vattenfall started to sponsor the cross-country ski team in 1994. The cross country ski team was at the time not in their best shape; Vattenfall saw that as a challenge and wanted to support them in order to get them back on track again. It took three years until the cross-country ski team started to get successful again which additionally led to more media exposure for Vattenfall.

Vattenfall seeks long-term relationships with their sport sponsorship. They believe that short-term relationships will not be able to meet or exceed the company’s goals concerning their sponsorship. Therefore, Vattenfall often involve themselves in long-term commitment and seldom in one-time arrangements. Vattenfall’s sport sponsorship is mainly directed towards ski activities, thus the sponsoring becomes restricted to the
winter season. The seasonality of the sponsored activity has been taken into consideration in a way where Vattenfall can use the sponsored teams during off-season as well, since the ski teams are used as ambassadors for the company. They are often present at dinners for important customers, as well as at Vattenfall’s own arranged events, such as “Fallens Dagar”, in which the public is invited.

Moreover, Vattenfall prefers to be engaged in sponsorship alongside other sponsors. The reason for this are the extensive costs involved by being the solus sponsor, as well as the fact that co-sponsors can take advantage of each other. However, Vattenfall do prefer to be head sponsors when possible.

Vattenfall take adverse publicity into consideration but do not let it restrict a potential sponsorship. Vattenfall tries to counteract some of the risks concerning adverse publicity by having an agreement with the sponsored entity concerning doping. Vattenfall will immediately cancel the sponsorship contract if any kind of doping occurs.

Another criterion that is of high importance for Vattenfall is the organisation behind the sponsored activity. For example, the Swedish cross-country ski team travelled down to Gothenburg for a conference with their head sponsor Vattenfall in May, 2004. This conference gave Vattenfall the opportunity to teach the sponsored ski team about Vattenfall as a company and also to explain their goals, purposes and strategies behind their sponsorship involvement. Guided tours on the nuclear power plants in Forsmark as well as in Ringhals are also ways for the sponsored teams to get a better understanding about Vattenfall as a company. The teams will meet the employees in person and thereby get a better understanding about the rules and regulations within the company.

Vattenfall do also focus on the feedback from the sponsored ski teams. Since the sponsored athletes are very important ambassadors for the company it is in Vattenfall's best interest that the sponsored are willing to present on special occasion in order to show goodwill to Vattenfall for being their head sponsor. Vattenfall also find it important that the athletes understand many of these aspects since they functions as ambassadors for the company. An understanding for each other will make the co-operation much easier and more effective.

5.4 EVALUATION OF SPONSORSHIP EFFECTIVENESS

Vattenfall do evaluate the sponsorship effectiveness even though they state it to be very difficult. Vattenfall uses two methods by doing this: media coverage and consumer response.

Vattenfall uses media coverage in order to measure how much publicity the company has gained during the season. Vattenfall uses all sorts of media, such as TV and newspapers in order to measure the media gained.

Further, Vattenfall uses the consumer as a way to measure the effectiveness of their sport sponsorship. Vattenfall uses recall and association test to examine how well the
sponsorship works. An example of this would be when company representatives conduct recall tests among random people in the streets. These people are shown three different pictures of the Swedish skistar Pernilla Wiberg, and are asked to state who the sponsor is.

The following pictures are shown to the respondent.

- Pernilla without a headband,
- Pernilla with a headband but without Vattenfall’s logo
- Pernilla with headband and with Vattenfall’s logo.

These recall and association tests are conducted in order to see how well people can recall and associate the sponsored athlete with Vattenfall.

Vattenfall measures the effectiveness of sport sponsorship in three steps:

1. Before the season starts
2. Continuously during the season
3. And a total measurement when the season is over.

The reason way Vattenfall has chosen this three step process is in order to detect movements in their sponsorship effectiveness over time. When the season starts the media does not cover sports activities in the same extent as they do when the season reaches the end. Further success amongst sponsored athletes will also gain more publicity during the season and will thus affect Vattenfall’s media coverage.
6. DATA ANALYSIS

The last chapter presented empirical data from our chosen company. The following chapter presents an analysis of the empirical data gathered and presented theory from previous research. Our study is a single-case study and therefore we will only conduct a within-case analysis. Each research question will be analyzed in separate sections, and will show similarities and differences between theory and empirical data. Every research question will be summarized in a table in order to see patterns more clear.

6.1 CORPORATE OBJECTIVES WITH SPORT SPONSORSHIP

Vattenfall’s main objectives for their involvement in sport sponsorship are to create awareness, create the “right” image and to build goodwill for the company and its products. These objectives are in line with what Meenaghan (1983) suggests as important objectives. Further, Meenaghan (1983) mentions community involvement as an important objective. Vattenfall has not stated this as an objective. However, by sponsoring different local sports activities, Vattenfall states that they show good manners of citizenship and further feels that this can build goodwill in the community.

Vattenfall is a government owned company and so do not have any stockholders. Therefore they do not go along with Meenaghan (1983), who suggests that companies enter sponsorships with the objective to reassure stockholders. According to Meenaghan (1983) companies can enter into sponsorship in order to counteract adverse publicity. Vattenfall however does not consider this. To strengthen internal relations or to motivate employees are further objectives suggested by Meenaghan (1983). Even though Vattenfall does not state this as specific objectives, they support the fact by trying to involve and influence their staff in their sponsored activities. Thus their staff can take part of all positive feedback that has been generated from the sponsored activity. In addition, Vattenfall’s involvement in sport sponsorship shows their willingness in supporting others, which they believe can increase the relations between employees.

Meenaghan (1983) has also mentioned aid to staff recruitment, as well as facilitating for sales people, to be important broad corporate objectives. Vattenfall has mentioned these objectives, but they are not stated as specific goals, it is more viewed as a positive outcome. Identification with a particular market segment is not relevant for Vattenfall since they are seeking mass appeal. Meenaghan (1983), on the other hand, indicates that in order to make the sponsorship involvement as effective and successful as possible, one should select a specific market segment to target.

Vattenfall are focusing on corporate objectives and therefore they do not really consider the product-related objectives that Meenaghan (1983) has suggested in theory. Further, Vattenfall do not have any stated sales objectives for their use of sport sponsorship. This correlates with Meenaghan (1983) who suggests that few companies view sponsorship in terms of immediate or short-term sales results. In addition, Buckley (1980, referred by Meenaghan, 1983) states that sponsorship only helps to create a background on which to sell, and does not actually lead to direct sales. This is in line with the response from
Vattenfall, which views sales effects in the long run as a result of improved image and increased awareness of the company and its products.

Another important objective for Vattenfall in terms of their sport sponsorship involvement is to gain *media coverage* since they seek to gain awareness of their company. This is supported by Meenaghan (1983), who states that the achievement of media coverage is of great importance particularly by companies that consider name awareness and company awareness as the main reason to enter into the sponsorship.

Vattenfall make use of special events in order to create *guest hospitality*. Those events are mainly invented with the intention to entertain the customer but are also seen as an opportunity for Vattenfall to show their appreciation towards their clients. Guest hospitality is however not an objective of primary importance for Vattenfall, and is therefore not in line with what Meenaghan (1983) and Jobber (2001) suggest.

Meenaghan (1983) suggests that sponsorship is the most effective promotional tool in order to receive *personal satisfaction*. Vattenfall imply that their work with sponsorship can give personal satisfaction but is not considered as an objective.

Table 6.1: Summarized Analysis of Sport Sponsorship Objectives

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>VATTENFALL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Broad Corporate Objectives</strong></td>
<td></td>
</tr>
<tr>
<td>- Community involvement</td>
<td>+ / -</td>
</tr>
<tr>
<td>- Increase the public awareness of the company</td>
<td>+ / +</td>
</tr>
<tr>
<td>- Alter public perception of the company</td>
<td>+ / +</td>
</tr>
<tr>
<td>- Build goodwill among opinion formers and decision makers</td>
<td>+ / +</td>
</tr>
<tr>
<td>- Reassure policy holders and stockholders</td>
<td>- / -</td>
</tr>
<tr>
<td>- Counter adverse publicity</td>
<td>- / -</td>
</tr>
<tr>
<td>- An aid to staff relations</td>
<td>+ / -</td>
</tr>
<tr>
<td>- An aid to staff recruitment</td>
<td>+ / -</td>
</tr>
<tr>
<td>- Identify with a particular market segment</td>
<td>- / -</td>
</tr>
<tr>
<td>- Facilitate prospecting for the sales people</td>
<td>+ / -</td>
</tr>
<tr>
<td><strong>Product Related Objectives</strong></td>
<td></td>
</tr>
<tr>
<td>- Increase product/brand awareness</td>
<td>- / -</td>
</tr>
<tr>
<td>- Reinforce or alter market perception of the product/brand</td>
<td>- / -</td>
</tr>
<tr>
<td>- Identify the product /brand with a particular mark</td>
<td>- / -</td>
</tr>
<tr>
<td><strong>Sales Objective</strong></td>
<td></td>
</tr>
<tr>
<td>- Increase short term sales</td>
<td>- / -</td>
</tr>
<tr>
<td>- Increase long term sales</td>
<td>+ / -</td>
</tr>
<tr>
<td><strong>Achieve Media Coverage</strong></td>
<td>+ / +</td>
</tr>
<tr>
<td><strong>Guest Hospitality</strong></td>
<td></td>
</tr>
<tr>
<td>- Influence invited guests</td>
<td>- / -</td>
</tr>
<tr>
<td>- Entertain invited guests</td>
<td>+ / -</td>
</tr>
<tr>
<td><strong>Personal Objectives</strong></td>
<td></td>
</tr>
<tr>
<td>- Deliver personal satisfaction</td>
<td>+ / -</td>
</tr>
</tbody>
</table>

*Source: Authors’ own construction*
6.2 SELECTING A SPECIFIC SPORT SPONSORSHIP

Meenaghan (1991) suggests companies should establish a policy which would function as a guideline when choosing a particular sport sponsorship. For most parts the policies generally present both acceptable as well as unacceptable areas of activity. Vattenfall works in line with Meenaghan's theory since they have a policy that restricts individual sponsoring.

In line with Meenaghan (1983), Vattenfall consider the sponsorships overall ability to fulfill previously stated objectives. Image association and the potential rub off effect to the company are also of great importance for Vattenfall when selecting a sponsorship, which is further supported by Meenaghan (1983). Meenaghan (1983) underlines the importance of a proper match between the sponsor and the recipient. Vattenfall goes in line with Meenaghan (1983) theory since they find it important that there is a natural link between the company image and the sponsored sport activity.

In accordance to Meenaghan (1983), Vattenfall argues that it is of great importance that a specific sponsorship activity can achieve media coverage. Vattenfall further consider the match between the sponsorship media profile and the company’s target audience, which has also been suggested by Meenaghan.

As supported by Meenaghan’s (1983) suggestions, Vattenfall takes the budget into great consideration when selecting a sport activity and will not undertake any kind of sponsorship activities if they are not able to execute it properly. Vattenfall states that they would have been able to sponsor more often if it would not have been for the great expenses a sponsorship conveys.

Meenaghan (1983) claims that a precise definition of the target audience will ease the choice of sponsorship as well as it will increase the effectiveness on the sponsorship expenditures. Meenaghan (1983) also state that a company that seeks a mass appeal should choose activities with a broad appeal such as popular music festivals or sporting activities. Vattenfall works in line with Meenaghan’s (1983) theory since they have chosen sport activities to reach their extensive target audience.

The possibility to provide guest hospitality that a sport activity offers is viewed by Meenaghan (1983) as other important selection criteria. Vattenfall is in agreement with this, since they want their sponsored teams to be actively involved in Vattenfalls’s special events that are created in order to improve customer relations.

According to Meenaghan (1983) executive preferences are often taken into consideration in the event selection. This contradicts Vattenfall, since the upper management is totally based on professional basis; the decisions should be taken with the company’s best in mind.

In earlier stated theories Meenaghan (1983) argues the importance of the ability to geographically cover the defined audience. Vattenfall is in agreement with Meenaghan (1983) since they need to consider how to effectively reach their target audience in both
their domestic as well as their international market. Vattenfall adds to the theory by saying that they take their competitors in specific geographically areas into consideration when choosing their sponsorship.

According to Meenaghan (1983) the *in-house expertise* could be of great importance when selecting a sponsorship, thereby potential pitfalls could be avoided. Vattenfall, on the other hand, do not consider in-house knowledge as an essential factor when entering a sponsorship. Even though they focus on the employees’ involvement in the sponsorship, they still believe that their knowledge is of minor importance.

Meenaghan (1983) moreover argues that there are other criterions needs to be taken into consideration during the selection process. These factors are: an established or new sport activity, once-off or longer-term commitment and the seasonality of the sponsorship. Vattenfall goes in line with Meenaghan’s (1983) theory since they prefer to be involved in already established activities, while they also prefer to engage in sponsorships that offer the opportunity of long-term commitments. A short-term commitment will not be able to generate the rub-off effect of their desired image. Seasonality of a sponsored activity is also considered by Vattenfall, but rather than involving themselves in other sports activities during the off seasons they use their sponsored ski team’s year around in various promotional activities.

Meenaghan (1983) suggests that *co-sponsorship* is not attractive amongst companies. In contradiction, Vattenfall consider co-sponsorship preferable since sponsorship demands a lot of resources and co-sponsors can take advantage of each other. This would be more in line with what Beheren and Larsson (1998) suggest, in their claim that co-sponsorship can be effective if the sponsors can complement and take advantage of one another, regarding credibility and image for example.

Meenaghan (1983) and Abratt, Clayton and Pitt (1987) state that *adverse publicity* should be taken into consideration. Vattenfall consider the risk of adverse publicity, but it does not restrain them when selecting a sponsorship activity. However, they have restrictions against doping and any other kind of drug use, which will immediately terminate the sponsorship contract.

Meenaghan’s (1983) criteria suggest that a company should take the *organization behind the sponsorship* into consideration. Vattenfall do take the organization behind the sponsored activity into deep consideration, but do not let it become a decisive factor. Vattenfall tries to work close to the organization behind the sponsored activity in order to build a good relationship between the two entities. Vattenfall makes sure that the sponsored organization has an understanding about Vattenfall’s policies as well as their interest and goals with sponsoring.
Table 6.2: Summarized Analysis of Selection Criteria for Sport Sponsorship

<table>
<thead>
<tr>
<th>Selection Criteria</th>
<th>Vattenfall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy</td>
<td>+</td>
</tr>
<tr>
<td>The ability to fulfill previously stated objectives</td>
<td>+</td>
</tr>
<tr>
<td>The image association potential of a particular sports unit</td>
<td>+</td>
</tr>
<tr>
<td>Compatibility between:</td>
<td>-</td>
</tr>
<tr>
<td>- Sport activity and product usage</td>
<td>-</td>
</tr>
<tr>
<td>- Sport activity and product image</td>
<td>-</td>
</tr>
<tr>
<td>- Sport activity and company image</td>
<td>+</td>
</tr>
<tr>
<td>Media coverage potential of a sport unit</td>
<td>+</td>
</tr>
<tr>
<td>- Matching the audience profile of a sport unit with the company’s target market</td>
<td>+</td>
</tr>
<tr>
<td>Budget</td>
<td>+</td>
</tr>
<tr>
<td>- Enough funds to properly engage in a sponsorship</td>
<td>+</td>
</tr>
<tr>
<td>- Cost considerations taken in terms of physical resources, staff time and talent</td>
<td>-</td>
</tr>
<tr>
<td>Target audience coverage</td>
<td>+</td>
</tr>
<tr>
<td>The opportunity for guest hospitality</td>
<td>+</td>
</tr>
<tr>
<td>Executive’s preferences and interests</td>
<td>-</td>
</tr>
<tr>
<td>Geographical coverage of the defined audience</td>
<td>+</td>
</tr>
<tr>
<td>Staff knowledge/talent</td>
<td>-</td>
</tr>
<tr>
<td>Type of event</td>
<td>-</td>
</tr>
<tr>
<td>- A new or established event</td>
<td>+</td>
</tr>
<tr>
<td>- One time event activity or repeated commitment</td>
<td>+</td>
</tr>
<tr>
<td>- The seasonality</td>
<td>-</td>
</tr>
<tr>
<td>Solus position</td>
<td>-</td>
</tr>
<tr>
<td>Possibility for adverse publicity</td>
<td>-</td>
</tr>
<tr>
<td>The organisation behind the sponsored activity</td>
<td>+</td>
</tr>
</tbody>
</table>

*Source: Authors’ own construction
+ = stated criterion
- = not stated criterion

### 6.3 EVALUATION OF A SPONSORSHIPS EFFECTIVENESS

Stanley (1995, referred by Behrer and Larsson, 1998) has suggested a three step model in which a company can measure the effect of a sponsorship. According to Stanley (1998) the evaluation can be done through retailers, media or consumers. Vattenfall is inline with Stanley’s (1998) theory since they evaluate their sponsorship effectiveness through media and consumers. However, Vattenfall does not state retailers as a possible way to measure the sponsorships effectiveness.
Table 6.3: Summarized Analysis of Evaluation Methods in Sport Sponsorship

<table>
<thead>
<tr>
<th>Evaluation Methods</th>
<th>Vattenfall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Through retailers</td>
<td>-</td>
</tr>
<tr>
<td>Through media</td>
<td>+</td>
</tr>
<tr>
<td>Through consumers</td>
<td>+</td>
</tr>
</tbody>
</table>

Source: Authors’ own construction
+ = stated criterion
- = not stated criterion

Vattenfall measures their sport sponsorship in three steps: before the season starts, continuously during the season, and finally a total measurement when the season is over. This is completely in line with Meenaghan’s (1991) stated theory.

Table 6.4: Summarized Analysis of When to Evaluate Sport Sponsorship

<table>
<thead>
<tr>
<th>When to evaluate</th>
<th>Vattenfall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before</td>
<td>●</td>
</tr>
<tr>
<td>During</td>
<td>●</td>
</tr>
<tr>
<td>After</td>
<td>●</td>
</tr>
</tbody>
</table>

Source: Authors’ own construction
+ = stated criterion
- = not stated criterion
7. CONCLUSIONS AND IMPLICATIONS

The previous chapter presented an analysis of empirical data and earlier stated theory. This chapter will provide the answers to the earlier stated research questions by drawing conclusions based on theory and the analysed data. Finally, implications for management, theory, and further research will be presented.

7.1 CORPORATE OBJECTIVES WITH SPORT SPONSORSHIP

Our research indicates that there are several different objectives that can be taken into consideration when entering sport sponsorship. However, when looking at it broadly creating awareness, image building and creating goodwill are important objectives for sport sponsorship involvement.

We found that sport sponsorship is a good way for community involvement. In our view this is a good way for a company to further create goodwill and feel proud to be a part of any success the sponsored activity brings. Our research has not shown counteracting adverse publicity to be an important objective for sport sponsorship. We found this interesting since sponsorship seems to be a good way to lead the public eye from associating the company with negative charges areas such as nuclear power to areas that would portray a more positive image of the company.

In addition we found sport sponsorship to be a suitable tool to strengthen internal relations as well as motivating employees. By sponsoring sports, employees can take part of all the positive feedback a sponsorship conveys and thus improve employees’ motivation and commitment to the company.

Further, we have found that identification with a specific target audience is less important when seeking mass appeal. In addition, sport sponsorship, in particular ski activities have a widespread appeal across all ages, areas and lifestyles and thus is a good way to reach a mass audience.

We found that a company that focuses on broad corporate objectives gave very little attention to product related objectives. A reason behind this fact could be that when the company and the products are synonymous the need to give the two entities separate attention decreases.

Interestingly enough we did not find sales objectives as an important objective with sport sponsorship. However, we feel that it could be an underlying objective since a company can view sales as a positive outcome in the long-run. In other words as a result from increased awareness and improved image of the company and its products.

Further, our research found that media coverage is seen as a very important objective within sport sponsorship. We found that a company who states media coverage as an important sponsorship objective is also seeking to improve the awareness of the company. Thus, there are indications that media coverage and improving awareness are strongly related to one another.
Another objective we have found to be of importance is guest hospitality. Sports related events seem to be a good way for a company to entertain and show their gratitude towards the customers. Sponsored athletes can play an important role as ambassadors for the company and thus further show the appreciation to the company’s customers.

Personal satisfaction has not been found to be a core objective. However, one can suggest that personal satisfaction can develop over time while working with sponsorship. In our view personal satisfaction should therefore be seen more as a positive outcome than a specific objective.

**Conclusion:** In order to briefly summarize the main objectives with sport sponsorship, we will list the primary objectives we found in our study.

Primary objectives:

- Increase the public awareness of the company
- Affect company image
- Build goodwill
- Achieving media coverage.

We have also listed secondary objectives brought up in our research. These objectives have not been stated as specific objectives but they are thought and considered important and therefore we feel the need to bring these objectives attention as well.

Secondary objectives:

- Community involvement
- An aid to staff relation
- An aid to staff recruitment
- Facilitate prospecting for the sales people
- Guest hospitality with the ambition to entertain invited guests
- Deliver personal satisfaction

**7.2 SELECTING A SPECIFIC SPORT SPONSORSHIP**

In our research we have found sponsorship policies as a good way to restrict some areas of activity. By having a sponsorship policy, a company can facilitate the selection process since it can result in a more effective sponsorship for the company.

Furthermore, our research has shown that the sponsorship’s ability to fulfil the earlier stated objectives is seen as vital criterion. Thus, the selection process is sometimes specifically related to the company’s previously stated objectives. Where media coverage is stated as important objective, potential media coverage should also be carefully considered in the selection process. Further, if a company desires to affect their image, they should also consider the potential image transfer of a specific sports activity.
The potential of image association with a sport activity is a thorough consideration, since the company wishes to deliver the desired rub-off effect to the company image. In addition to this, it is also of importance that there should be some sort of image link between the company and the sport activity in order for the two entities to “bleed” into another.

Further on, we found that the budget plays an integral part in the selection process. Our research indicates that a company will not get involved in sport sponsorship unless they have enough funds in order to properly undertake it. Furthermore, the event should have the ability to reach the target audience, demographically as well as geographically. There are indications that a company takes consideration to competitors in order not to create bad will. Thus, sometimes geographic coverage becomes restrained.

Moreover, we have found that the possibility to guest hospitality is also taken into consideration in order for the company to establish relationships with its customers. Furthermore, we found the type of event to also be of great concern in the selection process. Considerations are taken into whether the sponsored sport activity is a one-time activity or a long-term commitment. However, it seems that a company prefer to be involved on a long-term basis, since short term relations simply do not provide the opportunity to deliver a desired message. Newly established or existing activities are also taken into consideration. Our research however, indicates that existing activities are preferred since it is easier to reach a large target audience due to the fact that the sport activity has been around for a while. The seasonality is also considered but not in the way we thought it would be. The company thinks in terms of how to use the same sponsored activity in order to cover the whole year, including the off-season, in order to really make use of their sponsorship.

Further, solus position was not as attractive as we thought. Co-sponsorship seems to be more preferred when selecting a sponsorship due to the large costs a solus position conveys. In addition, co-sponsors seem to be attractive since co-sponsors can benefit from one another. However, being the head sponsor seems to be desired since it makes it easier for people to automatically link the company with the sport activity. Further, we have found that the possibility for adverse publicity in connection to a sport activity is an important consideration but not a decisive factor when selecting a sponsorship. Our research further indicated that there are ways of getting around adverse publicity by having a sponsorship contract which will terminate the sponsorship if necessary. Our research further shows that a company takes organisation behind the sponsored sport activity into consideration. By working close to the organisation and its active athletes they hopefully understand the company’s goals, interests and policies in regards to the sponsorship involvement. Even though it might not be viewed as a decisive criterion in the selection process it is something that could be developed over time.

Finally, one criterion that we did not find to be of importance is the preferences of executives influence in the selection process. It seems that the professionalism within the company have influenced the selection process in doing everything with the company’s best in mind.
Conclusion: To briefly summarize how a specific sport sponsorship is selected, we have listed our main conclusions as follows.

- A sponsorship policy can facilitate the selection process, and can therefore result in a more effective sponsorship for the company.

- Sport sponsorship has the ability to fulfil earlier stated objectives, thus sometimes the selection process is specifically related to particular objectives.

Further, the following factors have been revealed to be important sponsorship selection criteria:

- Image association potential.
- Compatibility of sport activity and company image.
- Media coverage potential as well as the match of audience profile of a sport unit with the company’s target market.
- The budget. There should be enough funds to properly engage in a sponsorship.
- Target audience coverage of the immediate audience attending the event.
- Opportunities for guest hospitality.
- Geographical coverage of defined target audience.
- The type of event: New or established event and one time activity or recurring commitment.
- The organisation behind the event.

7.3 EVALUATION OF A SPORT SPONSORSHIP

Our findings show that a company do evaluate the effectiveness of the sport sponsorship, even though we found the measurements very limited. We believe that the lack of an extensive evaluation method is due to the fact that evaluation of sponsorship effectiveness is difficult and probably not sufficiently effective in relation to what they cost.

Our research also indicates that the evaluation seems to be related to earlier stated objectives. A company that has stated media coverage as a major objective has also evaluated their effectiveness by measuring the media coverage gained over the season. In our view media coverage seems to be a hard way of evaluating the effectiveness of a sponsorship since it simply does just measure the level of media coverage. Market research amongst the general public seems to be a more appropriate way to measure the sponsorships effectiveness. By getting direct feedback the company can get important information of things like company awareness and image association, which can easier be related to the company’s sponsorship objectives.

We have further come to the conclusion that a company could carry out the evaluation in three stages - before, during and after a season. The success of sponsored athletes and the interest from media to cover the sport activity can highly influence the effectiveness of
the sport sponsorship. By doing the evaluation through these three stages a company can detect movements during the season.

**Conclusion:** In order to give a brief summary, we will below list our conclusions regarding the evaluation of sport sponsorship effectiveness.

- It is difficult to evaluate a sport sponsorship’s effectiveness and ineffective in relation to what they cost.
- The evaluation is at times related to the earlier stated objectives for sport sponsorship.
- The evaluation is mainly conducted through media and consumers.
- Evaluation is done before, during, and after a season.

### 7.4 IMPLICATION

This final section will present our recommendations to the management of companies using sport sponsorship as a promotional tool, based on the findings in this research. We will also give implications for the theory and for further research within the area.

#### 7.4.1 Implication of Management

This study has investigated how an organization handles sport sponsorship in a management context. The implication for management will concern both the specific company in our sample and other companies using sport sponsorship or planning to do so.

Our recommendation to the management is to state clear objectives, since these create the background for both the sponsorship selection and evaluation of the sponsorship effectiveness. Clear objectives help to facilitate the selection process as well as they make the evaluation easier. This will increase the chances for a more successful sponsorship involvement. A sponsorship policy is also suitable in order to facilitate the selection process and make sponsorship involvement more constant since the policy states both acceptable as well as unacceptable areas of activity.

The evaluation of sponsorship effectiveness is relatively difficult to measure. However, we do suggest companies to put more effort into finding suitable evaluation methods for each sponsorship. Companies should also conduct the evaluation before, during, and after the season in order to detect important movements. Finally, the sponsorship should be viewed as a way to improve, and strengthen internal relation and motivate employees by either inviting or involving the staff in the sponsored activity.

#### 7.4.2 Implication for Theory

Previous research has provided theories from which the purpose and research questions were formed. The overall purpose of this thesis was to gain a better understanding of sport sponsorship. In order to fulfill this purpose, we investigated how an organization handles sport sponsorship. In order to gain this understanding we have described the goals, selection criteria and the evaluation of a sport sponsorship. There is much research
Conclusions and Implications

focused on sponsorship, but few of them are completely focused on sport sponsorship. The contribution this thesis has made to theory is that it has given an idea of how sponsorship theory can be applied in sports related sponsorship. Further, the empirical findings are very much in line with the suggested theory. However, some aspects are somewhat divergent.

7.4.3 Implication for Further Research

There are few studies conducted in the area of sport sponsorship. With this study we have not been seeking to generalize results but rather seeking a deeper understanding of sport sponsorship. We therefore suggest that a more extensive and more quantitative research in the area of sport sponsorship should be conducted, in order to get results that could be generalized.

In addition, we have found other interesting areas to be explored.

• The above stated conclusions for each research question could also be of interest for future studies.

• The role sport sponsorships can play in other promotional tools.

• Investigating the differences or similarities of the objectives, selection and evaluation of the different sport sponsorship methods.

• Finding methods that can evaluate the sponsorship effectiveness.

• The importance of success with a sport entity, in a sport sponsorship perspective.

• Investigate the impact adverse publicity has on sport sponsorship
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Hägglund, A. & Wiklund Åberg, F. (2002). Event Marketing aimed at the labor market. Luleå University of Technology, Department of Business Administration and Social Sciences, 971 87 Luleå, Sweden.


Homepages:

www.vattenfall.se last visited 2004-05-12

Interview:

Eva Wärn, Sponsorship Assistant at Vattenfall AB, 2004-05-05 at 14:00
Interview Guide – English Version

General Information
Name of the company:
Name of the respondent:
Position of the respondent:
Field of business:
Number of employees:
Turnover by the company:

Background to Sport Sponsorship within the company

1. When did you start using sport sponsorship?

2. How does your company sponsor sports?

Objectives in sport sponsorship

3. What objectives do you have with Sport Sponsorship? Are they constant or do they change in regards of sponsored sport unit?

4. Do you have corporate-related objectives with sport sponsorship?
   - Community involvement
   - Increase the public awareness of the company
   - Alter public perception of the company
   - Build goodwill among opinion-formers and decision-makers
   - Reassure policy holders and stockholders
   - Counter adverse publicity
   - An aid to staff relations
   - An aid to staff recruitment
   - Identify with a particular market segment
   - Facilitate prospecting for the sales people

5. Do you have product-related objectives with sport sponsorship?
   - Increase product/brand awareness
   - Reinforce or alter market perception of the product/brand
   - Identify the product/brand with a particular market segment

6. Do you have any sales objectives with sport sponsorship?
   - Increase short-term sales
   - Increase long-term sales

7. Do you strive to achieve media coverage?
   - Build product/company awareness

8. Is guest hospitality a stated objective for your sport sponsorship engagement?
   - Influence invited guests
   - Entertain invited guests
9. Personal objectives
   - Deliver personal satisfaction

10. Do you have anything to add about regarding your objectives?

**HOW A SPECIFIC SPORT SPONSORSHIP IS SELECTED**

11. How do you select a specific sport sponsorship?

12. Do you have specific criteria that you consider in your choice? If yes, which?

13. Do you consider the specific sport unit’s ability to fulfil objectives?

14. Do you consider the image association potential of the particular sport unit?

15. Do you consider compatibility between the sport unit and:
    - Product usage
    - Product image
    - Company image

16. Do you consider the media coverage potential of a sport unit?
    - Matching the audience profile of an event with the company’s target market

17. Do you consider the budget?
    - Enough funds to properly engage in a sponsorship
    - Cost considerations taken in terms of physical resources, staff time and talent

18. Do you consider target audience coverage?

19. Do you consider the opportunity for guest hospitality?

20. Are the executive’s preferences and interests important in the sport unit selection?

21. Do you consider the geographical coverage of the defined audience?

22. What role does staff knowledge/talent in the selection of sport sponsorship?

23. Do you consider the type of event?
    - A new or established event
    - One time event activity or repeated commitment
    - The seasonality

24. Do you consider the possibility to be solus sponsor in your selection?

25. Do you consider the possibility for adverse publicity?
26. Do you consider the organization behind the sponsored activity?

27. Do you have anything to add regarding how you choose sport sponsorship?

**EVALUATION OF SPORT SPONSORSHIP EFFECTIVENESS**

28. How do you evaluate the events effectiveness?
   - Do your measure sponsorship effectiveness through retailers
     - if yes, how?
   - Do you measure sponsorship effectiveness through media
     - if yes, how?
   - Do you measure sponsorship effectiveness consumers
     - if yes, how?

29. When do you evaluate the effectiveness of the sponsorship?
   - Before the sponsorship
   - During the sponsorship
   - After the sponsorship

30. Do you have anything to add in regards of the evaluation of sponsorship effectiveness?
Intervju Guide – Svensk Version

Generell Information
Företagets namn:
Respondentens namn:
Respondentens befattning:
Företagets verksamhet:
Antal anställda på företaget:
Företagets omsättning:

Bakgrund till Sport Sponsring inom företaget

1. När började Ni använda sponsring av sport?

2. Hur sponsrar Ert företag sport?

Målsättning med Sport Sponsring

3. Har ni övergripande mål vad det gäller Sport Sponsring? År de konstanta eller varierar beroende på sponsringen?
   - Samhälls engagemang?
   - Skapa medvetenhet om företaget?
   - Påverka imagen av företaget
   - Skapa goodwill
   - ”Försäkra” aktieägare
   - Motverka mindre gynnsam publicitet
   - Påverka relationer till anställda
   - Underlätta rekrytering av personal
   - Identifiera företaget med ett specifikt marknadssegment
   - Underlätta för försäljare

4. Har ni produktrelaterade målsättningar med sport sponsring?
   - Påverka imagen av produkt/märke
   - Skapa medvetenhet om produkt/märke
   - Identifiera produkten med mål marknaden

5. Har ni några försäljningsmål har ni med sport sponsring?
   - Kortsiktigt
   - Långsiktigt

6. Är media täckning en målsättning med er sport sponsring?

7. Är gästfrihet ett mål med er sport sponsring?
   - påverka inbjudna gäster
   - underhålla inbjudna gäster

8. Är personliga mål av betydelse?
   - personlig tillfredsställelse
Appendix B: Interview Guide – Swedish Version

9. Har Ni nått att lägga att tillägga om era mål med sport sponsring?

Företags val av sport sponsring

10. Hur väljer ert företag ut en specifik sport enhet för sponsring?

11. Har Ni satt upp kriterier för ert val? Vilka?

12. Tar Ni hänsyn till sport enhet förmåga att uppnå de tidigare målsättningar Ni har med sport sponsring?

13. Tar ni hänsyn till att företaget/produkter kan associeras till en sport enhetens image?
   - Om ja, på vilket sätt?

14. Ser ni till sammankoppling mellan sport enheten och:
   - användningsområdet för er produkt
   - image av produkten
   - image av företaget

16. Tar ni hänsyn till sport enhetens möjlighet till media täckning?
   - Om ja, hur?
   - Företagets målgrupp och sportenhetens media profil överensstämmelse

17. Vid val av sport enhet, vilken roll spelar budgeten?
   - Nog med resurser för att ordentligt kunna genomföra sponsringen.
   - Kostnader i form a fysiska resurser, anställdas kompetens och arbetstid

18. Tar ni hänsyn till sport enhetens förmåga att nå ut till/täcka målgruppen?
   - Om ja,hur?

19. Ser ni till möjligheten till gästfrihet som en sport enhet kan erbjuda?
   - Om ja,hur?

20. Spelar företagsledningens intressen in i valet av sponsrings enhet?

21. Tar Ni hänsyn till sport enhetens geografiska täckning?
   - Om ja, hur?

22. Spelar personalens kompetens/kunskap om en sportenhet in vid val av sportenhet?

23. Ser ni till sorten av sport enhet?
   - Ny eller redan etablerad sport aktivitet
   - Engångsaktivitet eller långsiktigt engagemang
   - Säsongs aktivitet

24. Ser ni till möjligheten till att vara ensam sponsor i ert val av sponsring?
25. Ser ni till möjligheten att sponsringen kan leda till mindre gynnsam publicitet?
   - Om ja, hur?
26. Ser ni till organisationen bakom sport enheten?
    - Om ja, hur?

27. Är det något annat ni vill tillägga angående ert val av sponsrings enhet?

Företags utvärdering av effekten av sport sponsringen

28. Hur utvärderar ni effekten av sport sponsringen?

   • Måts effektivitet genom återförsäljare
      - Om ja, hur?

   • Måts effektivitet genom media?
     - Om ja, hur?

   • Måts effektivitet genom konsumenter?
     - Om ja hur?

29. När utvärderar Ni effektiviteten?

    - I början
    - Løpande under sponsringens gång
    - Efteråt

30. Finns det något mer ni skulle vilja tillägga om utvärderingen av sport sponsring?