

# **Sponsoring local sports**

- A Case study of Skellefteå FF and three of its sponsors in 2009.

Author: Matti Kilpelä

Supervisor: Anneli Linde

**Student**  
**Umeå School of Business**  
Spring semester 2010  
Bachelor thesis, 15 hp

## Abstract

Sponsorship has grown to be a worldwide multi billion industry and it is only getting bigger and bigger. According to IRM (Institutet för Reklam- och Mediestatistik), sponsorship had a turnover about 5.1 billion crowns in Sweden in 2009, which was 8.9 percentage of the total advertising investments made in that year in Sweden. Sport have by far the biggest market share in sponsorship, and is the area in which sponsorship has had the most significant growth.

The purpose of this study is to gain a deeper understanding of the phenomenon sport sponsorship on local level by describing a case of a football club Skellefteå FF and three of its sponsors. For reaching the purpose of this study, two research questions were posed:

*What objectives can be achieved through sponsoring Skellefteå FF?*

*How the sponsoring companies and the sponsored club experience and evaluate the effectiveness of sponsoring Skellefteå FF?*

Further, semi-structured interviews have been used in this qualitative case study. Three respondents from three sponsoring companies have been interviewed, and one respondent from the sponsored club, Skellefteå FF. The interviews are based on the established theoretical framework, and further used in the analysis of the empirical data.

The main conclusions in this study show that the objectives that can be achieved through sponsoring Skellefteå FF are as follows: 1) Creating or strengthening the awareness of a company/brand or a product by exposure. 2) Affecting a company image by being socially responsible and creating goodwill. 3) Developing relationships through the network of Skellefteå FF. What it comes to experiencing and evaluating the effectiveness of the sponsoring Skellefteå FF, the evaluation processes seem to be based on highly informal methods as feedback and “gut feeling”.

# Table of Contents

<b>1. Introduction.....</b>	<b>1</b>
1.1 Background.....	1
1.2 Problem discussion .....	1
1.3 Research purpose and research questions .....	3
<b>2.Methodology .....</b>	<b>4</b>
2.1 Carrying out the study.....	4
2.2 Perspectives of this study.....	5
2.3 The Sample selection .....	6
2.4 Carrying out the interviews.....	7
2.4.1 The Structure of the interviews.....	8
2.5 Access .....	8
2.6 Data analysis.....	9
2.7 Quality standards .....	10
2.7.1 Credibility .....	10
2.7.2 Transferability.....	10
2.7.3 Dependability.....	10
2.7.4 Confirmability.....	10
2.8 Secondary sources.....	11
<b>3. Theoretical framework.....</b>	<b>12</b>
3.1 Sport sponsorship.....	12
3.2 Objectives with sponsorship .....	13
3.2.1 Achieving or increasing awareness.....	15
3.2.2 Changing or enhancing image.....	15
3.2.3 Developing stakeholder relationship .....	16
3.3 Measuring the effects of sponsorship.....	17
3.3.1 The Evaluation methods.....	18
Exposure based methods.....	18
Sales and commercial result- based methods.....	19
Communication effectiveness- based methods .....	19
Feedback -based methods .....	19

3.4 Conceptual Framework .....	20
3.3.1 Conceptualization of RQ 1: Objectives and motives in sport sponsorship .....	20
3.3.2 Conceptualization of RQ 2: Measuring the effects of sport sponsorship .....	21
<b>4. Empirical findings and analysis.....</b>	<b>22</b>
4.1 Skellefteå FF .....	22
4.1.1 Electrolux Home AB.....	23
4.1.2 Skellefteå Tryckeriaktiebolaget .....	23
4.1.3 Winterkvist.com.....	24
4.2 Objectives and motives of sponsoring Skellefteå FF .....	24
4.2.1 Achieving or increasing awareness .....	24
Skellefteå FF .....	24
Electrolux Home AB in Skellefteå .....	28
Skellefteå Tryckeriaktiebolaget .....	28
Winterkvist.com.....	29
4.2.2 Changing or increasing image.....	29
Skellefteå FF .....	29
Electrolux Home AB.....	31
Skellefteå Tryckeriaktiebolaget .....	31
Winterkvist.com.....	31
4.2.3 Developing stakeholder relationships .....	32
Skellefteå FF .....	32
Electrolux Home AB.....	32
Skellefteå Tryckeriaktiebolaget .....	33
Winterkvist.com.....	33
4.3 The Effectiveness of sponsoring Skellefteå FF.....	<b>33</b>
4.3.1 Exposure- based methods.....	34
Skellefteå FF .....	34
Electrolux Home AB.....	35
Skellefteå Tryckeriaktiebolaget .....	36
Winterkvist.com.....	36
4.3.2 Sales and commercial result- based methods.....	36
Skellefteå FF .....	36
Electrolux Home AB.....	37
Skellefteå Tryckeriaktiebolaget .....	37
Winterkvist.com.....	37

4.3.3 Communication effectiveness –based methods .....	37
Skellefteå FF .....	37
Electrolux Home AB.....	38
Skellefteå Tryckeriaktiebolaget .....	38
Winterkvist.com.....	38
4.3.4 Feedback – based methods.....	38
Skellefteå FF .....	38
Electrolux Home AB.....	38
Skellefteå Tryckeriaktiebolaget AB.....	39
Winterkvist.com.....	39
<b>5. Conclusions and discussion .....</b>	<b>40</b>
5.1 The Purpose and research questions of this study.....	40
5.2 Objectives and motives of sponsoring Skellefteå FF.....	40
Creating and strengthening awareness by exposure.....	41
Affecting image by being socially responsible and creating goodwill .....	42
Being part of Skellefteå FF’s network .....	43
5.3 Effectiveness of sponsoring Skellefteå FF .....	43
Exposure –based methods.....	44
Sales and commercial result –based methods .....	44
Feedback –based methods.....	45
<b>6. Closing chapter.....</b>	<b>46</b>
<b>List of reference.....</b>	<b>47</b>

## Figures

Figure 1: “The Model of the relationship between charity and sponsorship”.....	12
Figure 2: “Sponsorship objective classifications” .....	14
Figure 3: “Norrvalla IP”.....	22
Figure 4: “Stadium advertising at Norrvalla IP”.....	25
Figure 5: “Kit advertising” .....	25
Figure 6: “Advertisement in the club’s game programme .....	26
Figure 7: “Advertisement in the club’s newspaper Hemmamatch” .....	26
Figure 8: “Advertisement of Nordic Light Beach Soccer” .....	27
Figure 9: “Advertisement poster of Drive-in-Football” .....	30

## **Appendix**

Appendix 1: Intervjuguide: Skellefteå FF

Appendix 2: Intervjuguide: Sponsorer

Appendix 3: Interview guide: Skellefteå FF

Appendix 4: Interview guide: The sponsors

# **1. Introduction**

*In this chapter the background of this study is introduced and definitions of sponsorship are presented. Further, problem discussion and the purpose of this study as well as the research questions are presented.*

## **1.1 Background**

In 1990s there was a major growth in expenditure on sponsorship and Jobber (2007, p.655-656) explains the reasons behind that growth by presenting them as 1) restrictive government policies on tobacco and alcohol advertising 2) escalating costs of media advertising 3) increased leisure activities and sporting events 4) the proven record of sponsorship 5) greater media coverage of sponsored events 6) the reduced efficiencies of traditional media advertising (e.g. clutter, and zapping between television programmes).

Sponsorship has grown to be a worldwide multi billion industry and it is still a significant part of companies' marketing investments. According to IRM's (Institutet för Reklam- och Mediestatistik, 2010) web site, sponsorship had a turnover about 5.1 billion crowns in Sweden in 2009, which was 7.9 percentage of the total advertising investments made in 2009 in Sweden. Sport have by far the biggest market share in sponsorship, and is the area in which sponsorship has had the most significant growth (Jobber, 2007, p.652). According to Lagae (2005, p.39) the share of sports within sponsorship as a whole lies between 50 and 70% of the total depending on the country and the definitions, the year being studied.

## **1.2 Problem discussion**

For measuring the effect of sponsorship many authors highlight the meaning of setting clear, well defined objectives (Lagae, 2005, p. 215; Tripodi, 2001, p. 4; and Pope, 1998) to make the evaluation possible. At the same time, discussions have been made about if there is a suitable evaluation technique available. Many authors think there is not (; Karg 2007, p. 7; Quester, 1997, p. 102; Cornwell and Maignan, 1998, p. 14). Tripodi et al. (2003, p. 436) notes, that measuring the effects of sponsorship is considered unclear in the sponsorship literature. Further he explains that it might be due to many companies not articulating sponsorship objectives to justify future measurement and evaluation.

Lagae (2005, p.215) says, that communication managers are measured against the return from all instruments used in their communication mix. He further claims that sponsorship is not an exception and its effectiveness must be estimated. He also states that sponsorship is still way too often being evaluated through the sponsorship manager's intuition or personal interpretation. The author refers to research conducted by the European Sponsorship Consulting Agency (2003). Their research showed that at

least 32 % of sponsorship decision- makers do not use money to research their sponsorship effectiveness, while 48 % spend less than 1% of the rights fee on research (ibid.).

As seen above, many of the authors in reviewed literature are highlighting the meaning of clear defined objectives of sponsorship. Sponsorship can offer a possibility of achieving multiple objectives and these objectives can be mixed and of wide range by their nature (Meenaghan, 1983, p. 16-17; Thwaites, 1994, p. 749; Karg, 2007, p. 4-5). In study made by Thwaites (1994, p. 748), the author has reviewed several earlier studies like (Meenaghan, 1983; Witcher et al. 1991; Crowley, 1991; Irwin and Asimakopoulos, 1992; Kuzma et al. 1992), highlighting several objectives on two different levels; brand –and corporate level. On the brand level the central sponsorship objectives are media coverage, sales leads, sales/market share, target market awareness and quest hospitality while on the corporate level the main objectives with sponsorship are community involvement, public awareness, increase/change public perception/image, build goodwill among opinion formers/trade relations and staff relations/recruitment (ibid.).

There are also several other authors who have the same statement in their research. For example according to Cornwell and Maignan (1998, p. 13), researchers have tried to identify the reasons why an increasing number of businesses invest in sponsorships. The authors quote an analysis provided by Hoek, Gendall and West (1990). They obtained the following rankings of objectives based on a survey of 19 companies in New Zealand, from most to least important: improving goodwill, enhancing image, increasing awareness, improving profitability, management interests, and staff recruitment. Tripodi (2001, p. 4) opines that promoting communication objectives of brand awareness and corporate / brand image are the two main reasons why companies participate in sponsorships. His statement is based on numerous studies (e.g. Irwin and Sutton, 1994; Cornwell, 1995). Walliser’s research (2003, p. 11) reveals as well that enhancing image and increasing awareness for brands and/or companies have traditionally dominated the list of most common sponsorship objectives. Despite of the different sponsorship objectives found in the past research, some of the authors find the objectives to be vague (Javalgi et. al.1994, p. 48).

Cornwell and Maignan (1998, p. 13) quote Mount & De Niro (1995) by claiming that “marketing and communication objectives are adopted mainly by large corporations”. Their research revealed that small and mid-sized businesses in small towns see sponsorship as a way to support their community and to establish relations in the community. In addition, Grönqvist (2000, p. 123) opines that the biggest part of the sponsorship still applies smaller activities on local level. Another research, made by Mack (1999, p. 25), revealed that small businesses had main objectives like 1) giving back to the community and 2) overall image/goodwill 3) concern about the actual event, when they were asked about the main objectives for their involvement in event sponsorships. The author further states as well that a big part of the sponsorship

literature focuses on large corporations and international events (ibid.) and this can be clearly seen in reviewed literature.

As the sports have the biggest share in sponsorship market and a significant part of the sponsorship applies smaller activities on local level, it is important to try to fill the gap in the previous research. By conducting a case study of a football club Skellefteå FF and three of its sponsors in 2009, I hope to provide and describe a different insight into the research of sport sponsorship because there a very little research available of sport sponsorship on local level.

### **1.3 Research Purpose and Research Questions**

On the basis of the problem discussion above, the purpose of this study can be stated as “to gain deeper understanding of sport sponsorship on local level”. To accomplish the purpose, two research questions are outlined as:

- What are the objectives of sponsoring Skellefteå FF?
- How the sponsoring companies and the sponsored club evaluate the effectiveness of sponsoring Skellefteå FF?

## **2. Methodology**

*The purpose of this chapter is to carefully describe how this study was conducted and carried out.*

### **2.1 Carrying out this study**

The choice of sponsorship as a research object of this study was pretty clear for me from the beginning of my thesis project. Sponsorship is something that has captured my interest for a long time. I have played football on various levels for over 20 years, and specially, the years on senior and professional level, as well as my c-level marketing studies at Umeå University's School of Business have deepened my interest in sponsorship as a marketing tool used by various businesses in different contexts.

Sponsorship as a topic is of current interest in media, not least because of the financial crisis and its possible effect on decreasing sponsorships on all levels. My experiences as a player and my studies at the Umeå University's School of Business have taken me to a position where importance of sponsorships in sports context has become clear to me. I claim that without sponsoring companies it would be highly difficult, I would say impossible, for sport clubs to survive with their daily activities. That is because of the fact that to be able to survive, sport clubs need economical resources and those resources are provided by sponsoring companies. Furthermore, the choice of researching sport sponsorship on local level was based on a fact that majorities of theories provided by earlier research, discussions and examples in media, are based on big corporations sponsoring well known top level teams – or athletes. There is very little information available of sponsorship in smaller contexts in previous research.

As I am trying to gain a deeper understanding of sport sponsorship on local level, and also being aware of complexity of sponsorship as a phenomenon, I have an intension to carry out this study from two different perspectives. By including both, the sponsored club's perspective as well as the sponsoring companies' perspective in this study, I am hoping to provide a deeper and clearer description of the phenomenon sponsorship on local level. I also think that by including these two perspectives in this study creates a good starting point for comparing the theories, the sources, and the different aspects of this study against each other. That in its turn will hopefully increase the deepness of this study, because of the wider perspective of the problem researched.

Considering the purpose of this study and the provided research questions, this study has an ambition to describe the phenomenon of sport sponsorship on local level in neutral way. In other words, I hope to be able to describe the phenomenon in a way that

reflects the reality. At the same time, according to me as an author, sponsorship in general is highly complex and social phenomenon by its nature. By that I mean that as this study's purpose is to gain a deeper understanding of the notion sport sponsorship on local level, it is done by interpreting human actions in a context of sport sponsorship. Bryman and Bell (2007, p. 17) explain that when studying the social world requires a different logic of research procedure, one that reflects the distinctiveness of humans as against the natural order. That in mind, it can be said that the ground I stand on as the researcher in this study, makes it more difficult to maintain perfect neutrality throughout the study. It means that my background as a student of Umeå University's School of Business, as well as an active football player is surely affecting the way I see and experience the reality and how I interpret the collected data of this study. Based on discussion above, this study is more interpretative than positivistic.

In my opinion, conducting a case study is the most suitable way to reach the purpose of this study. By including only few entities in this study (a club being sponsored and three sponsoring companies) I am hoping to capture a comprehensive description of their sponsorship activities. Saunders et al. (2007, p.139) refer to Robson (2002) who defines case study by saying that it is "a strategy for doing research which involves an empirical investigation of particular contemporary phenomenon within its real life context using multiple sources of evidence". Furthermore, this study is qualitative by its nature because the data is both collected and analysed by emphasizing words and pictures instead of numerical data (Saunders et al. 2007, p.145; Bryman and Bell, 2007, p.425).

As a foundation to this study, existing theories from reviewed literature have been used for creating a basis for this qualitative study. It means that the empirical data is both collected and analysed by using the theoretical review as its foundation. Based on the description above, a deductive research approach felt most natural for this study (Saunders et al. 2007, p. 117; Bryman and Bell, 2007, p. 11).

## **2.2 Perspectives of this study**

It is obvious that the central part of any sponsorship activity is a relation between a sponsored entity and a sponsoring entity. In this study I am conducting both perspectives for getting deeper and richer understanding of sport sponsorship on local, small- scale level. My choice of the "double perspective" gives me an opportunity to create understanding for both sides of sponsorship relationships and in that way to provide a wider view to this study.

The sponsored entity's perspective is mainly captured by studying material that is got from the sponsored entity, and by interviewing the person responsible for marketing actions of the organisation. I have also, as an author of this study, collected empirical evidence in form of pictures. The purpose of the interview is to provide information about what objectives and motives can be reached by sponsoring, and to capture the

sponsored entity's view on effectiveness of sponsoring. Other empirical evidence in form of material got from the sponsored entity and pictures taken by me, has a purpose to illustrate how the different objectives can be reached in practice. Certain parts of this study will reflect my own thoughts and opinions, foremost in conclusions and discussion part in the end of this study. It means that my perspective as an author is also included to this study.

The sponsoring companies' view on sport sponsorship on local level is captured by interviewing the persons responsible for their companies' sponsorship decisions. The purpose of the interviews is to get an understanding of sponsors' objectives and motives of their sponsorship activities, as well as finding out how they evaluate the effectiveness of the activities. Studying of the companies' websites is also included in this study with the purpose of providing the basic information of the sponsoring companies.

According to my opinion, interviewing is the most suitable way to collect data considering the sponsored club's as well as the sponsoring companies' perspective. Bryman and Bell (2007, p. 472) state that interviewing is probably the most widely employed method in qualitative research. As I claimed earlier in this thesis, sponsorship is a complex phenomenon and that in mind, interviewing feels like the best tool when gathering data of the sponsored club and the sponsoring companies.

### **2.3 Sample selection**

The method of selecting samples to this study can be described as a judgemental (purposive) sampling method (Saunders et al. 2007, p. 230). Judgemental (or purposive) sampling makes it possible to use your judgement to select cases that will best enable you to answer the research questions and to achieve the objectives of your study (ibid.).

Considering that I am hoping to provide a deeper understanding of sport sponsorship on local, it feels natural for me to choose the studied entity from my hometown of Skellefteå. Skellefteå FF, a football club, currently plays in Swedish division 1 (third highest league in Sweden), provides a relevant level to the study of researching sport sponsorship on local level. That can be motivated by saying that Skellefteå FF is a club on a level which does not provide lot of national visibility by any means but does it on a local level. Furthermore, by doing this study in my hometown makes it easier to conduct face-to-face interviews and save resources (time & money). In addition, my background and status as a current player of the club make it possible to me as a researcher to gain a good access to the club and its sponsors. In that way, I am hoping to gain a deeper understanding of sport sponsorship on a local level.

What it comes to choosing samples of the sponsoring entities (companies), the same method of judgemental (purposive) sampling is used in this study. As a result, three companies which all are sponsors to Skellefteå FF are included to this study. Further, I want to study companies that are visible in their connection with Skellefteå FF. This

results in the choice of three following companies, Electrolux Home AB in Skellefteå, Skellefteå Tryckeriaktiebolaget and Winterkvist.com.

It is crucial for this thesis to be able to gather data (in this case, interviews) from relevant sources (persons). It is important to get in contact with persons who are highly responsible for sponsorship activities in their organisations. That is why I first contacted Adam Stigäll, Skellefteå FF's marketing responsible who is responsible for the club's sponsorship programme. Considering the respondents of the sponsoring companies I got help from Skellefteå FF and Adam Stigäll. He gave me a list of sponsors which are most active in the context of Skellefteå FF. The list consisted of about 10 sponsors and I got contact with Josef Lundqvist at Electrolux Home AB in Skellefteå, Jonas Malmén at Skellefteå Tryckeriaktiebolaget and Mikael Winterkvist at Winterkvist.com. They are all part owners in their companies and highly suitable to answer the research questions of this thesis.

## **2.4 Carrying out the interviews**

All the respondents were first contacted by phone when the requests for the interviews were made. After getting a positive response to the interviews from all the respondents, they were contacted by e-mail where more information about the interview was provided more in detail. Each of the respondents got to choose the location for the interviews and all the interviews were conducted at their work places. It has to be mentioned that all the interviews took place in a setting that was quiet and private. The importance of that matter is highlighted by Bryman and Bell (2007, p. 484). It has to be mentioned that all the interviews were booked to last one hour though I knew that the interviews would probably last less than that. It made it possible to conduct all the interviews without any rush.

All the interviews were recorded digitally with a help of my laptop and a microphone and the quality of the recordings is very good. It also gave me a good opportunity to listen to the interviews several times without decreased quality of the recordings. The interviews conducted in this study were made in Swedish and then translated into English. Further, all the respondents had an opportunity to read the parts of this thesis that concern their companies and answers.

In this study, I have conducted five interviews. I interviewed Josef Lundqvist, one of the owners of Electrolux AB, Jonas Malmén at Skellefteå Tryckeriaktiebolag (one of the owners) and Mikael Winterkvist at Winterkvist.com, who also is an owner of the company. What it comes to Skellefteå FF, I interviewed the marketing responsible Adam Stigäll in two different occasions. All the interviews lasted between 35-45 minutes.

### **2.4.1 The Structure of the interviews**

Before the interviews were conducted, I made two different interview guides which are very similar by their nature (see appendix). The reason why there are two different interview guides is the ambition to capture a picture of local sport sponsorship from two different perspectives; from the sponsored club and the sponsoring companies'. Furthermore, the first interview of the respondent of Skellefteå FF brought up answers which led to a decision to make one more interview with the purpose of getting more information to this study. That is why the interview guide 1 and 3 are shared into two parts. I tried to create guides which reflect the research questions, the purpose, as well as the theoretical review of this study. All the interviews conducted in this study were semi-structured by their approach. In a semi-structured interview the researcher has a list of pretty specific topics to be covered, often called as an interview guide, but the interviewee (the respondent) has a great deal of leeway in how to reply (Bryman and Bell, 2007, p. 474). Questions might not follow on exactly in the way planned on the schedule. During the interview, questions that are not included in the guide might arise and still be asked (ibid.).

The interview guides used in this study has three main categories of questions. The first one provides basic information of the respondent and the organization/company in question, followed by the second group of questions which hopefully provide information about the sponsoring companies' objectives considering their sponsoring of Skellefteå FF as well as the sponsored club's view on what objectives can be achieved through sponsoring it. Furthermore, the third group of questions aim to gather information about how the sponsoring companies experience and evaluate the effectiveness of their sponsorship activities. Moreover, what it comes to second interview with the respondent (part two in the interview guide 1 and 3: Skellefteå FF) of the club the questions consider the following main categories: exposure, the network of the club and Nordic Light Beach Soccer & Drive-in-Football. All the questions have an aim to gather information that is relevant to the purpose of this study as well as the posed research questions.

### **2.5 Access**

Gummesson (2000, p.14) defines access by saying that "access refers to the opportunities available to find empirical data (real-world data) and information". What it comes to access problem of this study I have to claim that I have had a very good access to both Skellefteå FF and the three studied companies. It was important for me from the start when I contacted the club and the companies that I would reach out to them with good access. When I contacted the club and the companies I explained the

purpose of the study and why I would like to include them to my study. Both the club and the companies responded positively from the beginning.

Another aspect of access is to be able to gather information that is relevant to the study during the interviews. The studied club and the three studied companies of this study are not anonymous, and that can obviously lead to carefulness in answering questions. At the same time I experienced all the interviews and respondents as very open by their nature. I think that I have interviewed the most suitable and highly responsible respondents what it comes to the purpose of this thesis and collecting relevant data. By saying so, I mean that I have had a very good access to the respondents who can provide an objective perspective on sport sponsorship on local level.

## **2.6 Data Analysis**

According to Yin (2003, p.109), data analysis “consists of examining, categorizing, tabulating, testing or otherwise recombining both quantitative and qualitative evidence to address the initial propositions of a study”. This study is based on theoretical propositions which led to this case study. The collected data will be compared with already existing theories. It will be done by conducting a with-in case analysis. Miles and Huberman (1994) explain a with-in case analysis as comparing the data collected against the theory used in a study.

Since the data collected in this study is qualitative by its nature (in form of words and pictures), it is natural to analyse it with a qualitative method as well. It will be done by following three steps provided by Miles & Huberman (1994, p.10) which are showed as:

- Data reduction: the process of selecting, focusing, simplifying, abstracting, and transforming the gathered data (ibid.).
- Data display: when the data is reduced, it should be displayed in an organized, compressing way simplifying conclusion drawing (ibid.)
- Conclusion drawing: in this third stage the researcher decides the meaning of occurrences, noting regularities, patterns, explanations, possible configurations, casual flows, and propositions (ibid.)

## **2.7 Quality standards**

According to Bryman and Bell (2007) the trustworthiness of a qualitative research can be judged based on four different criteria: credibility, transferability, dependability and confirmability.

### **2.7.1 Credibility**

If there can be more than one possible accounts of an aspect of social reality, it is the credibility or feasibility of the account that a researcher arrives at that determines its acceptability to others (Bryman and Bell, 2007, p. 411). To increase the credibility of this study the research findings were submitted to the members of the social world (respondents) who were studied for confirmation that I as a researcher have correctly understood their world. This is recommended by Bryman and Bell (2007, p. 411) for establishing credibility to a study. I have also used various data collection methods, perspectives and sources for establishing credibility for material and the interpretation of reality I have presented in this study. This technique is called triangulation by Bryman and Bell (2007, p. 412).

### **2.7.2 Transferability**

Qualitative research tends to include the intensive study of a small group, or of individuals sharing certain characteristics, it will say depth rather than breadth (Bryman and Bell, 2007, p. 413). Furthermore, qualitative findings are typically oriented to the contextual uniqueness and significance of the aspect of the social world being researched. Bryman & Bell refer to Geertz (1973) who claims that qualitative researchers are encouraged to produce rich accounts of the details of a culture, something that he calls for thick description. In addition Bryman and Bell also refer to Guba & Lincoln (1985) who state that a thick description provides a database for others for making judgements about the possible transferability of findings to other circumstances (ibid.). Based on the description above, it can also be stated that the purpose of this study is not to generalise the research results by any means but give an opportunity for others to make judgements about the possible generalizations.

### **2.7.3 Dependability**

As a synonym to reliability in quantitative research, Guba and Lincoln propose the idea of dependability and argue that researchers should adopt an auditing approach (Bryman and Bell, 2007, p. 414). In chapter 2, I have carefully described how this study was carried out methodologically. The interviews used in this study were digitally recorded and all the field notes have been spared

### **2.7.4 Confirmability**

According to Bryman and Bell (2007, p. 414), complete objectivity is somewhat impossible in business research but the researcher can be shown to have acted in good faith without allowing personal values or theoretical inclinations manifestly sway the

conduct of the research and findings deriving from it. All the respondents have had an opportunity to read the parts of this thesis that concern their companies and answers. That secures that I have interpreted their answers in a correct way which in its turn increases the confirmability of this study.

## **2.8 Secondary sources**

The secondary sources used in this study consist of books and articles. The following search words have been used in the search process: sponsorship, sport sponsorship, sports marketing, local sponsorship, sponsorship objectives and sponsorship effectiveness. The databases Business Source Premier, Emerald Fulltext have been used in the search of articles. In the search process for books, the databases Album and Lucia were used.

### 3. Theoretical Framework

*In this chapter, an overview of past research related to the chosen research area is presented. In the end of this chapter, a conceptual framework is displayed.*

#### 3.1 Sports sponsorship

It can be seen in reviewed literature that sponsorship is not about charitable donations or patronage (Jiffer and Roos, 1999, p.25; Lagae; 2005, p.35). Jiffer and Roos (1999, p.26) state that sponsorship consists of both the demand for something in return and the expectation of results from the sponsor. The model below illustrates the relationship between charity and sponsorship.

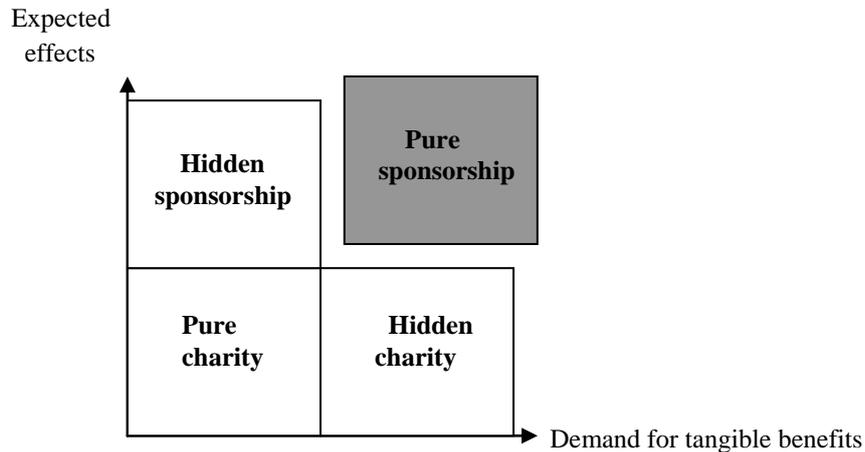


Figure 1: The Model of the relationship between charity and sponsorship (remodelled). Source: Jiffer and Roos, 1999, p. 26

**Pure charity** – The sponsor requires and expects nothing

**Hidden sponsorship** – The sponsor imposes no requirements, but expects effects

**Hidden charity** – the sponsor has some requirements, but anticipates no effects

**Pure sponsorship** – the sponsor expects and requires something specific with anticipated effects

Many authors in the past research claim that sponsorship as a phenomenon lacks a clear definition (Hoek et al. 1997, p.21; Cornwell and Maignan, 1998, p.11).

It is important to notice, that sponsors have a possibility to choose from a wide range of entities and activities, including sports, arts, community activities, teams, tournaments, individual personalities or events, competition, fairs and shows (Jobber, 2007, p. 652).

As this study is about sport sponsorship, it is important to define it. Tripodi (2001, p. 2) defines sports sponsorship as:

*“The provision of assistance by a commercial organisation (sponsor), in cash or kind, to a sports property (sponsee), in exchange for the rights to be associated with that sports property for the purpose of gaining commercial and economic advantage”*

### **3.2 Sponsorship Objectives and Motives**

The first step in planning a sponsorship program is to carefully consider the sponsorship objectives (Shank, 1999, p.372). As a one part of promotion, the sponsorship objectives should be linked to the wider promotional planning process and its objectives. Sponsorship objectives function either directly or indirectly, in that way differing from advertising objectives. Direct sponsorship objectives have a focus on enhancing sales and a short-term impact on consumption behaviour. Shank further explains that indirect objectives will in the end lead to the desired goal of increasing sales by creating awareness and a desired image of the product before consumers purchase the product (ibid.).

Well defined, clear and measurable sponsorship objectives are seen as a foundation for successful sponsorship activities (Tripodi 2001, p. 4; Shank 1999, p. 372). The setting of objectives makes it possible for sponsoring company to evaluate the sponsorship in accordance with these objectives (Tripodi, 2001, p. 4). In that way companies have effective management of sponsorship via tangible evident of their investment (ibid.).

As it can be seen on the next page in figure 2, there are various sponsorship objective classifications available. Olkkonen (1999, p. 111) has gathered a summary of different classifications by various authors. The summary can be seen on the following page.

Moreover, Olkkonen (1999, p. 112-116) also states that most of these classifications are lacking clarity and consistency. He presents three central, partly overlapping benefits that can be achieved by pursuing sponsorship which are 1) achieving or increasing awareness, 2) changing or enhancing image and 3) stakeholder relationships.

<u>Author</u>	<u>Objectives of Sponsorship</u>
Meenaghan (1983)	<ol style="list-style-type: none"> <li>1) Broad corporate objectives</li> <li>2) Product related objectives</li> <li>3) Sales objectives</li> <li>4) Media coverage</li> <li>5) Guest hospitality</li> <li>6) Personal objectives</li> </ol>
Shuman (1986)	<ol style="list-style-type: none"> <li>1) Improving financial relations</li> <li>2) Increasing goodwill among trade customers</li> <li>3) Raise employee morale</li> <li>4) Improving product image</li> <li>5) Product positioning</li> </ol>
Bruhn (1987)	<ol style="list-style-type: none"> <li>1) Economical objectives</li> <li>2) Psychographic objectives <ul style="list-style-type: none"> <li>• Awareness</li> <li>• Image enhancement</li> <li>• Goodwill</li> </ul> </li> </ol>
Sleight (1989)	<ol style="list-style-type: none"> <li>1) Name awareness</li> <li>2) Image reinforcement</li> <li>3) Media exposure</li> <li>4) Hospitality</li> <li>5) New market development</li> <li>6) Sales promotion and incentives</li> <li>7) Workforce communication and motivation</li> <li>8) Access to decision makers</li> <li>9) Community relations</li> <li>10) Product sampling</li> </ol>
Crowley (1991)	<ol style="list-style-type: none"> <li>1) Objectives related to community relations</li> <li>2) Awareness/recognition linked objectives</li> <li>3) Image/reputation linked objectives</li> <li>4) Objectives related to corporate responsibility</li> </ol>
Wragg (1994)	<ol style="list-style-type: none"> <li>1) Name awareness/image</li> <li>2) Product promotion</li> <li>3) Corporate hospitality</li> </ol>

Figure 2: Sponsorship objective classifications (remodelled). Source: Olkkonen, 1999, p.111

### **3.2.1 Achieving or increasing awareness**

In studied literature, one of the basic objectives with sponsorship is to generate and create awareness of a company or its brands/products and services (Walliser, 2003, p. 11; Tripodi, 2001, p. 4; Shank, 1999, p. 372-373; Olkkonen, 1999, p. 112; Cornwell and Maignan, 1998, p. 12). According to Olkkonen (1999, p.112), creating, developing, refining or sustaining the awareness of the company or its brands/products is one of the most important missions of a company's marketing communications activities. According to Cornwell et al. (2001, p. 42), generating brand awareness increases naturally from sponsorships. Moreover, the awareness is closely linked to the concept of image and it is mentioned in most articles and research reports concerning the benefits sponsorship creates (Olkkonen, 1999, p.112). Olkkonen (1999, p.112-113) further explains that the concept of awareness can also be linked to the hierarchy of effects models which assume that a series of steps a possible customer must pass through, in sequential order, from unawareness to purchase. In other words, the increased awareness of the company among customers leads to the purchasing process. At the same time, the author also says that finding buying customers does not always have to be the main goal of creating of awareness. The goal can be stated as creating a positive atmosphere round the sponsoring company towards the general public. Further he explains by referring to Fill (1995) that organizations use awareness campaigns and invest lot of money and resources in establishing their brand or corporate name. Olkkonen also says that sponsorship with its features linked to achieving awareness, alongside for example advertising, be a part of this kind of campaign. (ibid)

In reviewed literature, a closely linked term to awareness comes up; exposure (Jiffer and Roos, 1999, p. 65). By exposure, the authors mean that the sponsoring company is exposed in many different ways through the sponsored activity – its brand name, logo, or a product without message (ibid.). This usually means traditional advertising contexts like stadium advertising, kit advertising, or a logo in the event programme (Jiffer and Roos, 1999, p. 59). The authors also state that there are three media relevant to the exposure element. These are TV, newspapers, and the place where the event takes place (Jiffer and Roos, 1999, p. 65)

### **3.2.2 Changing or enhancing an image**

In addition to awareness, changing or enhancing image is another objective/motive which is often mentioned in reviewed literature as objectives/motives of sponsorships (Walliser, 2003, p. 11; Tripodi 2001, p. 4; Olkkonen 1999, p. 113; Shank 1999, p. 380; Cornwell and Maignan, 1998, p. 12). Olkkonen (1999, p.113) refers to Kotler (1997) who defines image as a set of beliefs, ideas and impressions that a person holds regarding an object. Further Olkkonen (1999) says that by having an effective image following things can be achieved for a product/company: It conveys a singular message that establishes products/company's character and value proposition and then conveys this message in a distinctive way differing from similar messages from a competitor. In

addition, it delivers emotional power and it affects the hearts and minds of buyers. The author sees image as a complex concept and claims that development of the image is a very complicated process involving both manageable and non-manageable factors (ibid). In addition, Olkkonen (1999, p.114) tries to capture the basic idea of image formation in the following way: a company (with some personality) sending, unconsciously or consciously, a set of cues or signals (identity) which further creates a basis for perception by its several publics (image).

Lagae (2005, p.45), states that sport offers the opportunity to associate a young, dynamic or friendly image of a sport with a brand. He continues by saying that every sport contains a number of values, which can have a positive effect on the sponsoring brand. The sponsor can try to associate its company/brand with an event, a sport, an organisation etc. and the values communicated link the target group with the brand (ibid.) Jiffer and Roos (1999, p.58) claim that today's society is full of advertising messages and companies should associate themselves with more gentle values that enhance their image, create preferences, and influence attitudes towards their companies and brands. If the values that a company tries to associate itself with are not in tune with the company's communication objectives can lead to confusing message to its target group and harm the integrated communication. They continue by saying that sponsorship and association are very good tools for this purpose (ibid.).

According to Meenaghan (1983, p. 19) companies who have involved themselves in improving life of the community are seen as "Good citizens" in their communities. In addition, he claims, that having the desire to influence society in general way may often be a significant part of companies' image building. "Good citizenship" is often mentioned as a sponsorship objective in the past researches (Meenaghan, 1983, p. 19; Grönkvist, 2000, p. 46-47) as well as "Giving back to community" (Mack 1999, p. 28) and "Goodwill" (Meenaghan, 1983, p. 20-21; Mack, 1999, p. 28). Moreover, Grönkvist (1999, p. 16) claims that companies often want to be associated with positive values that different objects represent and create goodwill by doing so. In this thesis, above mentioned objectives are seen as image building by their nature.

### **3.2.3 Developing stakeholder relationships**

Organizations interact with many other organizations and it is very important to understand that and also to determine the nature and the form of the relationships. Olkkonen (1999, p. 115) gives examples of stakeholders that a company can have. These stakeholders can be defined as suppliers, community, employees, customers and financiers. Further he explains that stakeholder relationships can be developed interactively through sponsorship. Olkkonen means that for example by inviting the important representatives of the various stakeholders to the sponsored event and enhancing the relationships on an individual level at informal occasions (ibid.). Jiffer and Roos (1999, p.68) mention customers (existing and potential, the participants in the event, the audience, the TV- audience), personnel, decision-makers, business partners,

other sponsors and opinion-formers as vital relationships that can be reached by sponsorships.

Jiffer and Roos (1999, p.53), share Olkkonen's view of the importance of relationships in sponsorship context. According to their opinion, sponsorship can offer a new and different meeting place where the company's important contacts can be entertained.

They continue by saying that sponsorship makes it possible for the sponsor to form significant relationships in pleasant and exciting circumstances. The basis for the chosen sponsored activity is defined target groups which should have an identifiable interest in the chosen activity. Sponsorship can be an asset to involve the sponsor's own personnel in sponsorship activities. It can have a positive effect on team spirit and gives colleagues a common talking point. Moreover, the authors also remind that it may be useful to be linked with the other sponsors in activity that is sponsored. Being noticed in the same context as the right kind of company can give a certain prestige. There are possibilities to make contact with the other companies in the environment provided by the sponsored event. It can lead to interesting further contacts and even new business. (ibid)

Another relationship related objective of sponsorship can be a sponsor's willingness to be a part of a network which exists around the sponsored entity (Grönkvist, 1999, p. 17). In these networks sponsorship is used as an instrument for "planting" contacts which can be much of worth in business activities (ibid.).

### **3.3 Measuring the effects of sponsorship**

According to Meenaghan (1983, p. 47) sponsorship effects should be measured against the objectives which have been chosen for involvement in sponsoring activities in first place. As mentioned in problem discussion, Lagae (2005, p. 215) and Tripodi (2001, p. 4) highlight the meaning of well-defined, clear sponsorship objectives which make the evaluation of sponsorship effectiveness possible.

The past research have questioned if there is any specific theoretical framework that could lead the process of evaluating consumers' reactions to sponsorship (Cornwell and Maignan 1998, p. 14). Thwaites (1994, p. 750) continues by saying that one fundamental point of debate, concerning sponsorship evaluation, is whether sponsorship effects are capable of measurement. Meenaghan (1983, p. 48-49) offers multiple reasons to support Thwaites' view.

- The simultaneous use of ingredients within both the communication and marketing mix;
- The carry-over effect of earlier activities;
- Synergy derived from marketing communication variables;
- Exogenous environmental factors;

- Creative management issues;
- The pursuit of multiple objectives;
- The discretionary nature of media coverage.

### **3.3.1 Evaluation methods**

Meenaghan (1983, p. 48) quotes ISBA's suggestion to have three logical stages at which a company can/should evaluate the position it have on any sponsorship programme:

1. At the outset: What is our current position in terms of awareness level, attitudes, brand image etc.
2. Tracking: Are we going to right direction? Are there any strong positive/negative pointers to adjustments or change?
3. Final: How well have we succeeded in attaining our main objective?

Thwaites (1994, p. 751) states that there is a strong support in the literature for multiple evaluation techniques which offer useful insights into the effectiveness of sponsorship projects and refers to studies made by Meenaghan, 1983; Abratt and Grobler 1983, Meenaghan, 1991a; McDonald 1991; Parker 1991; Witcher et al. 1991; Marshall 1992 and Shanklin and Kuzma 1992. These approaches consist of measurements of exposure, awareness, image etc., sales effectiveness and guest feedback (ibid.).

### **Exposure-Based Methods**

Cornwell and Maignan (1998, p.14) mention that there are two main techniques involving this group: monitoring the quantity and nature of the media coverage obtained for sponsored event and estimating direct and indirect audiences. Lagae (2005, p. 220) refer to Segers (1996) by claiming that media evaluation is the measurement of internet, television, radio, and press exposure resulting from sponsoring sports. Meenaghan (1983, p. 56) provides three basic measures for measuring the media coverage, a) the duration of television coverage including verbal and visual credits; b) the extent of press coverage as measured in single column inches and c) monitored radio coverage. Shank (1999, p. 508), shares Meenaghan's opinion by saying that a measure of exposure can be done by researching the number of stories and mentions in popular media. Cornwell and Maignan (1998, p. 14) find exposure-based methods heavily criticized by scholars (Pham 1991; Sparks 1995).

### **Sales and commercial result-based methods**

According to Shank (1999, p.508) sale figures for products and services can be examined both before and after the event to estimate the possible impact of the sponsorship. On the other hand, Lagae (2005, p.225-226) claims that because the main objectives of sponsorship is usually to generate awareness and change brand image, most evaluations do not attempt to measure the direct impact of sports sponsorship on sales. Meenaghan (1983, p.50) opines that it is very difficult to establish a direct relationship between sponsorship activities and sales. Tripodi (2003, p. 436-437) highlights the presence of other communication mix elements working parallel with the sponsorship in a company-wide effort to attract sales. He continues by saying that the contribution of sponsorship is difficult to isolate to a company's sales results.

### **Communication effectiveness-based methods**

Tripodi (2003, p. 437) states that the companies measure awareness and image variables among customers to measure the effectiveness of sponsorship in communications terms. Further he explains that this kind of approach is planned to allow evaluation of the cognitive effects of the sponsorship, and at the same time, has an advantage that genuine consumer perceptions are taken in consideration. Meenaghan (1983, p. 52) refer to Baker (1980) who suggests five basic methods of measurement in measuring the effectiveness of advertising. They are 1) the measurement of awareness, 2) The measurement of recall, 3) Attitude surveys, 4) Psychological measurement and 5) Sort and count. Meenaghan (1983) continues by saying that several of these measures above are already used to evaluate sponsorship results.

### **Feedback-based evaluation**

According to Meenaghan (1983, p. 61), a useful indication of sponsorship effects can be garnered through the monitoring of feedback from the company's different audiences which are the focus of its marketing communications effort. Where the objective of sponsorship involvement is the provision of guest hospitality to trade contacts, business associates or decision makers, the monitoring of their opinions or impressions will provide a direct measure of sponsorship impact and thereby affect the design of future sponsorship involvements.

Lagae (2005, p.224) says that feedback can be measured in various ways: response/reaction, thankyou letters, word of mouth, improved relationships, upward selling, etc. He continues by stating that to measure the effect of hospitality include techniques like internal interviews, audits, event research, intranet, market research, self-completion questionnaires and diverse evaluation forms (ibid.). Often, monitoring feedback is done in a casual or informal way, but usage of more formalised methods of data collection will secure the provision of a more accurate assessment of sponsorship effects (Meenaghan, 1983, p. 64).

## **3.4 Conceptual framework**

Miles and Huberman (1994, p.18) say that “a conceptual framework explains, either graphically or in a using narrative form, the main things to be studied”. I have collected the theories which are most suitable to serve the research area and to answer the research questions. The chosen theories will form a conceptual framework, which will be the foundation for the data collection and a basis for analysing the collected data.

### **3.3.1 Conceptualization of RQ 1: Objectives and motives in sport sponsorship.**

The theories most relevant to answer to the first research question, why do companies sponsors local sports? To be able to answer the first research question I have chosen and used the theory by Olkkonen (1999). His theory is supported by other authors (Meenaghan, 1983; Jiffer & Roos, 1999; Shank, 1999; Mack, 1999; Grönkvist, 1999; Lagae 2005).

- Achieving and increasing awareness
  - Company awareness
  - Brand / Product awareness
  
- Changing or enhancing an image
  - Company image
  - Brand / Product image
  - “Good citizenship”, Goodwill
  
- Stakeholder relationships
  - Customers
  - Employees
  - Community
  - Business partners (suppliers, resellers, manufacturers, etc.)
  - Financiers
  - Other sponsors
  - Network

### **3.3.2 Conceptualization of RQ 2: Measuring the effects of sport sponsorship**

To be able to answer the second research question, this thesis will rely on theories by Lagae, 2005; Tripodi, 2003; Cornwell et al.; and Meenaghan, 1983. The chosen theories consist of four central evaluation methods of sponsorships:

- Exposure-based methods
- Sales and commercial result-based methods
- Communication effectiveness- based methods
- Feedback-based methods

## 4. Empirical findings and analysis

*In this chapter I will first give an overview of Skellefteå FF and three of their sponsors. Further, the empirical findings in form of pictures and five interviews are presented and analyzed in the context of the theoretical framework of this study.*

### 4.1 Skellefteå FF

Skellefteå FF is a football club which was founded in 1921 by name Skellefteå AIK. The club changed its name in the end of 2005 to Skellefteå FF. The club has about 600 members, and at the moment, the club's senior team plays in Swedish division 1, in the third highest league of the country after winning the championship in division 2 in 2008. The team plays its home games at Norrvalla IP in Skellefteå.



Figure 3: Norrvalla IP. Source: Kilpelä, 2009

Adam Stighäll, a 22- year old male who works in the marketing department of the club was interviewed to provide information about the sponsorship objectives which can be achieved via sponsoring Skellefteå FF, as well as the club's view in the effectiveness of sponsorship regarding the club.

Stigäll says that Skellefteå FF has about 150 sponsors who sponsor the club with different motives and to differing extent. Anyhow, in 2009 the club has gathered about 2 million crowns of sponsor incomes which means the average of about 13000 crowns per sponsor, according to the respondent. He also mentions that there is less than 10 sponsors who use pretty much all the "tools" that Skellefteå FF offers in their package what it comes to sponsoring the club. According to the respondent, the club provides three different main objectives that can be achieved via sponsorship, 1) create and

strength awareness by exposure, 2) be a part of the club's network 3) affect the image of a company by being exposed in positive context of sports and create goodwill

#### **4.1.1 Electrolux Home AB in Skellefteå**

Electrolux Home AB in Skellefteå is one of the about 70 stores which a store chain Electrolux AB has in Sweden. Electrolux Home AB sells kitchen and home appliances and each of the stores is owned by a local franchisee. The store in Skellefteå was founded 33 years ago and has 12 employees at the moment.

Electrolux Home AB in Skellefteå has sponsored Skellefteå FF since the first season with the club's new name, it will say 2006. Josef Lundqvist, one of the two owners of the store was interviewed and provided information about Electrolux Home AB's objectives and motives of their sponsoring regarding to Skellefteå FF, as well as their view on the effectiveness of that sponsorship.

As a foundation of any sponsorship activity the company gets involved in, there is a requirement to get something in return. By that Lundqvist means that the sponsored object has to provide something in return for the investment which the company makes. According to the respondent, there are several objectives/motives for their sponsorship of Skellefteå FF, as he mentions 1) creating and enhancing the awareness of their local brand, 2) objectives regarding relationships of different kind 3) taking social responsibility in the community, and by doing so, creating goodwill.

#### **4.1.2 Skellefteå Tryckeriaktiebolaget**

Skellefteå Tryckeriaktiebolaget is a printing company which was founded 7 years ago in town of Skellefteå. The company has 5 employees and provides different kinds of printing services, as they print, for example, brochures, business cards, posters, different kind of advertisement etc.

It is their first year as a Skellefteå FF's sponsor though they have co-operated with the club earlier as well. Jonas Malmén, who runs the company together with his wife, was interviewed to provide information about the company's objectives/motives regarding the sponsorship of Skellefteå FF, as well as the company's view in the effectiveness of the sponsorship.

The company's main objectives of sponsoring Skellefteå FF are, to 1) get exposure and further to strengthen the company's local brand, and 2) establish new business relationships via Skellefteå FF's network

### **4.1.3 Winterkvist.com**

Winterkvist.com is a family owned company that provides different kind of internet services mainly to other companies. The company was founded in 2001. At the moment, the company has six employees of which four are working on consultant basis. Winterkvist.com has been sponsoring Skellefteå FF since the “birth” of the club in 2005. As a foundation to the company’s sponsorship activities, they have chosen a strategy where the company only focuses on a couple of sponsored objects at most. Their main object has been Skellefteå FF since the early mentioned birth of the club. The most significant part of their sponsoring is that they are responsible for the club’s website Skellefteaff.se.

Mikael Winterkvist, one of the two owners of the company, was interviewed to provide information to this thesis regarding the company’s objectives on sponsoring Skellefteå FF and the company’s view in the effectiveness of the sponsorship. According to the respondent, the company’s main objectives of sponsoring Skellefteå FF is to 1) reach to the network which is connected to Skellefteå FF, 2) create goodwill among the local people and give back to the community, and 3) get exposure.

## **4.2 Objectives and motives of sponsoring Skellefteå FF**

According to Olkkonen (1999, p. 112-116), the main objectives for companies to engage in sponsorship can be divided as follows: 1) achieve or increase awareness, 2) change or enhance image, and 3) develop stakeholder relationships.

### **4.2.1 Achieving or increasing awareness**

According to Olkkonen (1999, p. 112), creating, developing, refining or sustaining the awareness of the company or its brands/products is one of the most important missions of a company’s marketing communications activities. His view is supported by various other authors as Walliser, 2003, p. 11; Tripodi, 2001, p. 4; Shank, 1999, p. 372-373; Olkkonen, 1999, p. 112; and Cornwell & Maignan, 1998, p. 12. In reviewed literature, a closely linked term to awareness comes up; exposure (Jiffer & Roos, 1999, p. 65). By exposure, the authors mean that the sponsoring company is exposed in many different ways through the sponsored activity – its brand name, logo, or a product without message (ibid.). This usually means traditional advertising contexts like stadium advertising, kit advertising, or a logo in the event programme (Jiffer & Roos, 1999, p. 59)

#### Skellefteå FF

What it comes to the objectives regarding achieving or enhancing awareness, the club offers different type of exposure in different contexts. The sponsoring companies have a

possibility to expose a company/brand name or logotype in the team's home games via stadium advertising, kit advertising (or prints in other clothes/textiles used by the team).



Figure 4: Stadium advertising at Norrvalla IP. Source: Kilpelä, 2009



Figure 5: Kit advertising. Source: Skellefteå FF, 2009.  
(Reprinted with permission.)

The sponsoring companies have also a possibility to advertise their company/brand, or special products and campaigns, in a game programme or a club newspaper Hemmamatch. The game programme is sold in the team's home games and the club newspaper Hemmamatch is distributed as an attachment to the local newspaper Norra Västerbotten and comes out four times per year.



Figure 6: Advertisement in Skellefteå FF's game programme.  
Source: Matchprogrammet, 2009. (Reprinted with permission.)



Figure 7: Advertisement in the club's newspaper Hemmamatch.  
Source: Hemmamatch, 2009. (Reprinted with permission.)

The companies can also be exposed via Skellefteå FF's website. The respondent also highlights a special event which the club organizes. The event is Nordic Light Beach Soccer –tournament, which was held in 2008 for the first time in the history of the club.



Figure 8: Advertisement poster of Nordic Light Beach Soccer- tournament.  
 Source: Matchprogrammet, 2009. (Reprinted with Permission.)

The tournament gathers lot of people to the beach of Boviken and offers different types of opportunities for the sponsoring companies to expose their companies/brands or products and meet their customers in positive and fun having atmosphere, according to the respondent.

Stighäll states that providing different types of exposure is probably the most traditional part of sponsorship, but still one of the most important things that can be achieved through the club’s sponsorship activities. He continues by saying that it is up to the sponsoring companies to decide what message is send through the channels that the club provides. The respondent also highlights the meaning of the event (in this case, the beach soccer tournament), because this event gathers more people together than for example the team’s home games.

What it comes to objectives regarding achieving and increasing awareness, the collected empirical data indicates that Skellefteå focuses on providing exposure via different channels for their sponsors. The channels are as follows:

- stadium advertising,
- kit and cloth advertising
- advertising via the club newspaper Hemmamatch ,
- advertising via club’s game programmes
- exposure provided by Nordic Light Beach Soccer –tournament.

By doing so, the sponsoring companies are able to create and enhance their local brands or products. According to Olkkonen (1999, p. 112), creating, developing, refining or sustaining the awareness of the company or its brands/products is one of the most important missions of a company's marketing communications activities. His view is supported by various other authors as Walliser, 2003, p. 11; Tripodi, 2001, p. 4; Shank, 1999, p. 372-373; Olkkonen, 1999, p. 112; and Cornwell & Maignan, 1998, p. 12.

According to Jiffer & Roos (1999, p. 65) a closely linked term to awareness is exposure. By exposure, the authors mean that the sponsoring company is exposed in many different ways through the sponsored activity – its brand name, logo, or a product without message (ibid.). This usually means traditional advertising contexts like stadium advertising, kit advertising, or a logo in the event programme (Jiffer & Roos, 1999, p. 59)., awareness is created by exposure. Further, Skellefteå FF provides a possibility for the sponsors to create or enhance awareness of a company/brand or products by exposure, which is consistent with the theories found in the conceptual framework.

#### Electrolux Home AB

Considering the objectives/motives of achieving and enhancing awareness of a company or a brand, the respondent thinks that sponsoring Skellefteå FF is an excellent way to achieve and enhance their local brand. He also mentions that it is their primary objective/motive in sponsorship of Skellefteå FF. The respondent continues by saying that by being visible in context of sport hopefully affects the people in Skellefteå, both unconsciously and consciously.

The respondent also says that it is good for the company to have a chance to expose their products or special campaigns through the club's newspaper, match programme and the event Nordic Light Beach Soccer- tournament, as well as the company brand in association with the club in different contexts.

Creating, developing, refining or sustaining the awareness of the company/brand or products is a central objective of sponsorship in past research (Walliser, 2003, p. 11; Tripodi, 2001, p. 4; Shank, 1999, p. 372-373; Olkkonen, 1999, p. 112; and Cornwell & Maignan, 1998, p. 12). Thus, Electrolux Home AB's main objective regarding to their sponsorship of Skellefteå FF is in line with the existing theories.

#### Skellefteå Tryckeriaktiebolaget

As a primary objective for the company's sponsorship of Skellefteå FF the respondent mentions the company's desire "to be out there" and be exposed locally, because the biggest part of the company's clients have their base in town of Skellefteå. Considering the objectives of the sponsorship related to achieving and increasing awareness, Malmén thinks that by being exposed in different ways with connection to Skellefteå

FF, the company has a possibility to create and enhance the awareness of their local brand.

He also says that it important for the company that people in Skellefteå FF's network, as in the community, knows their logo type and what the company does. Further he believes that it will hopefully lead to increased turnover for the company. As mentioned earlier in this thesis, achieving and enhancing the awareness of the company/brand or products is often mentioned objective of sponsorship in past research (Walliser, 2003, p. 11; Tripodi, 2001, p. 4; Shank, 1999, p. 372-373; Olkkonen, 1999, p. 112; and Cornwell & Maignan, 1998, p. 12).

#### Winterkvist.com

Considering the objectives/motives related to achieving and increasing the awareness, Winterkvist.com is visible mainly via the club's website which the company has created. According to the respondent, the website and the co-operation with the club, create possibilities to enhance the awareness of the company in general. As an example, he mentions the creation of web television broadcasting via Skellefteå FF's website. Skellefteå FF was the first club on division 1 level to broadcast their home games live via internet, with the help of Winterkvist.com. The respondent says that their sponsoring of the club makes it possible to try such technical solutions without risking that much, as they would do in other contexts. At the same time, the company is visible by doing so and the image of the company may be strength, according to the respondent. This objective is consistent with theories presented in earlier research (Walliser, 2003, p. 11; Tripodi, 2001, p. 4; Shank, 1999, p. 372-373; Olkkonen, 1999, p. 112; and Cornwell & Maignan, 1998, p. 12).

#### **4.2.2 Changing or increasing image**

According to Lagae (2005, p. 45), companies want to be associated with the values which sport in general has, and by doing so, to be visible in a right context which is in harmony with the company's image. In addition, according to Meenaghan (1983, p. 19), companies who have involved themselves in improving life of the community are seen as "Good citizens" in their communities. In addition, he claims, that having the desire to influence society in general way may often be a significant part of companies' image building. Moreover, Grönkvist (1999, p. 16) claims that companies often want to be associated with positive values that different objects represent and create goodwill by doing so.

#### Skellefteå FF

Changing or enhancing image of a company/brand is also something that can be achieved via sponsoring Skellefteå FF, according to the respondent. Stighäll says that

especially sports, is seen as something positive in general, and that gives the sponsoring companies a possibility to be associated with that positivity.

He also highlights the meaning of social and local responsibility which companies can take via sponsoring local sports. The respondent also says that by showing “we care” on a local small-town level, the sponsoring companies can create goodwill around the company. Stighäll continues by pointing out that the club itself also takes responsibility in their society by organising certain activities. As an example he mentions a project called “Drive-in Football”. According to Stighäll, “Drive-in football” means that Skellefteå FF offers an opportunity for children and teenagers to play spontaneous football in controlled circumstances. As a child or teenager you can come and go as you want, without paying anything for the activity. In that way, the club wants to encourage children and teenagers to play soccer and be active.

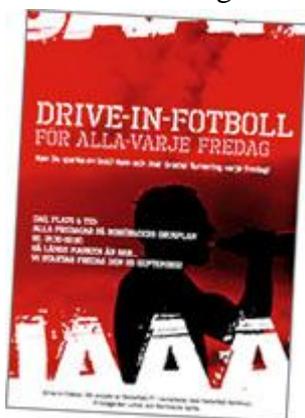


Figure 9: Advertisement poster of Drive-In-Football. Source: Skellefteå FF, 2009. (Reprinted with permission.)

Considering the objectives of changing or enhancing image, Skellefteå FF provides their sponsors an opportunity to be associated with positive values of sport in general, and a possibility to take social responsibility in community and create goodwill by doing so.

According to Lagae (2005, p. 45), companies want to be associated with the values which sport in general has, and by doing so, to be visible in a right context which is in harmony with the company’s image. In addition, according to Meenaghan (1983, p. 19), companies who have involved themselves in improving life of the community are seen as “Good citizens” in their communities. In addition, he claims, that having the desire to influence society in general way may often be a significant part of companies’ image building. Moreover, Grönkvist (1999, p. 16) claims that companies often want to be associated with positive values that different objects represent and create goodwill by doing so. Again, the findings in the collected empirical data are consistent with the theories presented in the conceptual framework.

### Electrolux Home AB

What it comes to the objectives/motives of changing and enhancing the image, the respondent tells that sport provides a good opportunity to be associated with the values which sport in general has. He thinks that it is important to be visible in a right context which is in harmony with the company's image. Further he explains that by sponsoring a local football team, in this case Skellefteå FF, it hopefully gives a positive picture of his company among the people in Skellefteå.

Lundqvist also thinks that as an entrepreneur he and his company have a responsibility towards the community. He clarifies it by saying that as an entrepreneur he hopes that the town of Skellefteå would have a positive development in terms of growth and that people would enjoy their lives in the community. By sponsoring local sports he hopes to contribute to the development of the community, and by doing so, create goodwill among the people living in the community.

Electrolux Home AB mostly focuses on taking responsibility in the community and creating goodwill by doing so. The company will also be associated with the values of sport and be visible in a context which is in harmony with the company's image. These objectives are coherent with theories by Meenaghan (1983, p. 19), Grönkvist (1999, p. 16), and Lagae (2005, p. 45).

### Skellefteå Tryckeriaktiebolaget

The company does not have any particular motive or objective regarding changing or enhancing image.

### Winterkvist.com

What it comes to the objectives/motives regarding changing and enhancing image, Winterkvist highlights the objectives of goodwill and giving back to community. He clarifies these objectives by saying that sponsoring local sports, hopefully, gives a good picture of the company in general, and contributes to the development of the town of Skellefteå (community). In that way, the company is also giving something back to the community, as it is part of their policies in doing business, Winterkvist says. Moreover, for Winterkvist.com the objectives of goodwill and giving back to community are important regarding the image of the company. These objectives are in line with the theories by Grönkvist (1999, p. 16), Mack (1999, p. 28) and Meenaghan (1983, p. 19), as they are image related according to the authors.

### **4.2.3 Developing Stakeholder relationships**

#### Skellefteå FF

Developing stakeholder relations is also a central objective which can be achieved through sponsorship. Skellefteå FF provides a network for their sponsors, and that is the most significant part of developing relationships via sponsoring Skellefteå FF. The network consists mostly of the sponsors which the club has. The club organizes different types of get-togethers for the sponsors, as for example breakfast meetings, meetings in connection with the club's home games etc. So far, during 2009, the network has gathered three times and will have three more get-togethers. The purpose of the network, according to Stighäll, is to provide a possibility to establish new contacts with other sponsors, companies and people from different organizations. By providing that opportunity, the club hopes that these contacts which club provides lead further to business relations and increased business activities for the members of the network. Stighäll points out that the club also invites no sponsoring companies to the meetings especially in the beginning of the season.

Regarding the objectives of developing stakeholder relationships, Skellefteå FF is highly focusing on a network model of relationships (sponsors) as presented in collected empirical data. This objective is in line with a theory by Grönkvist (1999, p. 17) who says that sponsorship can be used as an instrument for "planting" contacts which can be much of worth in business activities.

#### Electrolux Home AB

Considering the objectives/motives related to developing stakeholder relationship, the respondent thinks that by sponsoring Skellefteå FF he can manage a variety of relationship. He states that building relationships with different stakeholders is especially important when a company operates locally. He considers that the players, their families and all the members of the Skellefteå FF's are also his customers, and the sponsoring gives his company a good opportunity to communicate with those customers. Lundqvist also mentions that by sponsoring Skellefteå FF he is able to build relationships with other companies (other sponsors) via the sponsor network that is provided by Skellefteå FF. He continues by claiming that it would be much difficult to reach those companies without this common activity (sponsoring Skellefteå FF). According to Lundqvist, in that way, the sponsors can create business deals both for each other, -and between each other.

Regarding the objective of developing stakeholder relationships, the company mostly focuses on developing relationship with the customers and other companies via Skellefteå FF's network for the sponsors. Grönkvist (1999, p. 17) brings up the theory of networks where sponsorship can be used as an instrument for "planting" contacts which can be much of worth in business activities. The collected empirical data

considering Electrolux Home AB in Skellefteå, indicates that the company communicates mostly with the customers and other sponsor/companies through their sponsorship of Skellefteå FF. It can be noticed that the objectives which the company has regarding the developing stakeholder relationships is consistent with the conceptual framework used in this thesis (Olkkonen, 1999, p. 115; Jiffer & Roos, 1999, p. 68)

#### Skellefteå Tryckeriaktiebolaget

Regarding the objectives/motives that are related to developing stakeholder relationships, the respondent finds it important to be a part of Skellefteå FF's network and in that way he hopes it will lead to new customer contacts. He has noticed that Skellefteå FF is marketing his company to other companies that are involved with the club and he thinks it is a very important factor in the sponsorship activity.

What it comes to relationship aspect of the company's sponsorship regarding Skellefteå FF, the company's main objective to establish business relationships through Skellefteå FF's network is in line with the already mentioned network theory by Grönkvist (1999, p. 17).

#### Winterkvist.com

Regarding the relation related objectives, the respondent finds that aspect of sponsoring as their main objective for sponsoring Skellefteå FF. According to Winterkvist, there are always networks connected to sport clubs. By networks he means other companies, other sponsors, people working in other companies and people in general who are in some way involved in activities provided by sport clubs. The respondent says that reaching out to the Skellefteå FF's network is their main objective regarding the sponsorship. He continues by saying that it is an excellent way to create new relationships which hopefully lead to getting new customers for the company. Again, their objective of reaching out to Skellefteå FF's network is consistent with Grönkvist's theory (1999, p. 17).

### **4.3 The Effectiveness of sponsoring Skellefteå FF**

According to the conceptual framework of this study, the effectiveness of sponsorship can be evaluated and measured by using 1) exposure based evaluation methods (Lagae, 2005, p. 220; Cornwell & Maignan, 1998, p. 14), 2) sales and commercial result-based methods (Lagae, 2005, p. 225-226; Shank, 1999, p. 508), 3) communication effectiveness- based methods (Tripodi, 2003, p. 437; Meenaghan, 1983, p. 52), and 4) feedback based methods (Lagae, 2005, p. 224; Meenaghan, 1983, p. 61).

### 4.3.1 Exposure -based evaluation methods

#### Skellefteå FF

The respondent starts with by saying that he believes that it is highly possible to sponsor Skellefteå FF effectively. By that he means that sponsoring Skellefteå FF can give a positive effect on the sponsoring companies' business. The respondent highlights the meaning of well defined objectives of sponsorship as he thinks that companies should know what they are looking for to reach by sponsorship as a part of their marketing activities.

What it comes to the evaluation or measurement of exposure, there is some statistics available.

- 1) According to Stighäll and also Svenska Fotbollsförbundet's (Swedish Football Association, 2010) website, in 2009 Skellefteå had an average attendande of 346 persons in their home games.
- 2) The club newspaper Hemmamatch has a distribution of 36,000 copies should meet about 50,000 readers according to the estimation that Skellefteå FF has got from the local newspaper Norra Västerbotten. At the same time, the respondent says that it is highly difficult to know how many people actually read the newspaper. In addition, he continues by saying that it is hard to evaluate or measure how, for example a certain ad, has reached and affected the readers.
- 3) Skellefteå FF has statistics on how many people visit their web site (277 000 in 2008), but the information about how many times their sponsors' banners are clicked is unavailable for the club.
- 4) According to Stighäll, in 2008 Skellefteå FF was shown in more than 100 pictures in the local newspaper Norra Västerbotten and nearly 200 articles were written considering the club to some extent.
- 5) In 2009, The Nordic Light Beach Soccer- tournament gathered 82 teams and about 800 players on the beach of Boviken, Skellefteå. Stighäll says that because the tournament was held on a common beach and no payment was required from the viewers, there is no information about how many people visited the three-day long tournament. Still, he estimates that thousands of people visited the tournament. The respondent also says that it is easier to measure how many people are attending to the team's games, events and so on, but to evaluate how and if they have been affected is much more difficult.

It seems that the club has some evaluations considering the exposure that can be achieved through different channels (the amount of visitors on the club's website,

estimation of the club's newspaper readers, attendance on home games and Nordic Light Beach Soccer). Cornwel & Maignan (1998, p. 14) mention that there are two main techniques involving this group: monitoring the quantity and nature of the media coverage obtained for sponsored event and estimating direct and indirect audiences. Lagae (2005, p. 220) refer to Segers (1996) by claiming that media evaluation is the measurement of internet, television, radio, and press exposure resulting from sponsoring sports.

The club's view on measuring exposure is to some extent pretty sceptical, because according to the club, exposure can be measured but making a conclusion of an effect of that exposure is much more difficult. Cornwell & Maignan (1998, p. 14) find exposure-based methods heavily criticized by scholars (Pham 1991; Sparks 1995). It can be seen that Skellefteå FF is evaluating the exposure that can be reached through the sponsorship in a formal way to some extent. Their evaluation methods are in line with theories by Cornwell & Maignan (1998, p. 14) and Lagae (2005, p. 220).

#### Electrolux Home AB in Skellefteå

According to Josef Lundqvist, Electrolux Home AB in Skellefteå does not evaluate the effectiveness of their sponsorship regarding Skellefteå FF in formal way. However, the respondent says that Skellefteå FF provides them information about the amount of exposure the company has had for example in the local newspaper. At the same time he says that each year they analyze all the marketing activities which the company has taken, but the answer to question if money was well invested is mostly based on a "gut feeling".

So, the company is aware of the amount exposure gained through Skellefteå FF, but at the same time, according to the company it is very difficult for the company to measure and evaluate the effect of that exposure because the company is exposed in other contexts with same message. So, the company is taking into account the amount of exposure achieved through Skellefteå FF, and in that way is in line with the theories by Cornwell (1998, p. 14) and Lagae (2005, p. 220), but is also critical towards the possibilities for measuring the true effect of that exposure.

Lundqvist adds that the analyzing is an ongoing process, which occurs in the start, during and after the sponsorship activity, and that is in line with the theory of Meenaghan (1983, p. 48). Meenaghan quotes ISBA's suggestion to have three logical stages at which a company can/should evaluate the position it have on any sponsorship programme, presented as: 1) at the outset: what is our current position in terms of awareness level, attitudes, brand image etc., 2) tracking: Are we going to right direction? Are there any strong positive/negative pointers to adjustments or change? And 3) final: How well have we succeeded in attaining our main objective? (ibid.)

### Skellefteå Tryckeriaktiebolaget

Skellefteå Tryckeriaktiebolag does not evaluate the effectiveness of their sponsorship regarding Skellefteå FF in any formal way at the moment. In current situation, the company does not use any formal statistics about the exposure they have got or could get via Skellefteå FF.

### Winterkvist.com

Considering the exposure based evaluation methods, Winterkvist.com are aware of, for example, the amount of visitors in Skellefteå FF's website, which the company has created and still maintains it. This is in line with the theory presented by Cornwell et al. (1998, p. 14) who say that there are two main techniques involving this group: monitoring the quantity and nature of the media coverage obtained for sponsored event and estimating direct and indirect audiences. Also Lagae's (2005, p. 220) reference to Segers (1996) who claims that media evaluation is the measurement of internet, television, radio, and press exposure resulting from sponsoring sports is consistent with the method used by Winterkvist.com

### **4.3.2 Sales and commercial result-based methods**

#### Skellefteå FF

What it comes to the evaluation methods based on sales or commercial results, the respondent brings up the network perspective with which the club works with. The only possible way to find a connection between sales and sponsoring Skellefteå FF is to measure the worth of business transactions which have their roots in contacts established through Skellefteå FF's network of sponsors, according to the club. He says that if a company has got, for example 20 new business contacts via the network provided by the club, the company can measure the worth of possible deals which have their roots in the club's network. Regarding the sales and commercial based evaluation methods, Shank (1999, p. 508) says that sale figures for products and services can be examined both before and after the event to estimate the possible impact of the sponsorship. Otherwise, the respondent thinks that it is highly difficult to find a clear connection between sponsorship efforts made by a company and the company's sales or commercial results. From Skellefteå FF's point of view it is very difficult to establish a clear connection with the sponsorship of the club and sales and commercial results in any another way than described above. The club's view is supported by theories by Meenaghan (1983, p. 50), Tripodi (2003, p. 436-437) who claims that it is very difficult to establish a direct relationship between sponsorship activities and sales and contribution of sponsorship is difficult to isolate to a company's sales results.

### Electrolux Home AB in Skellefteå

Generally, the respondent thinks that it is very difficult to find a connection between sales figures and the sponsoring activities. Again, the only way for the company to find a connection between their sponsorship of Skellefteå FF and sales figures, is to evaluate if their established relationships via FF's network has led to sales. That is somewhat consistent with Shank's (1999) theory. Moreover, it is generally very difficult to find a connection between sales figures and the sponsoring activities according to the company. That is in line with the criticism provided by theories of Meenaghan (1983, p. 50) and Tripodi (2003, p. 436-437) who claims that it is very difficult to establish a direct relationship between sponsorship activities and sales and contribution of sponsorship is difficult to isolate to a company's sales results.

### Skellefteå Tryckeriaktiebolaget

As mentioned earlier in this thesis, Shank (1999, p. 508) says that sale figures for products and services can be examined both before and after the sponsorship to estimate the possible impact of the sponsorship. The company's view on that issue is similar to the Shank's in theory but they do not evaluate their sponsorship of Skellefteå FF with sales or commercial based methods at the moment.

### Winterkvist.com

Before starting sponsoring Skellefteå FF, the company had a goal to get a certain amount of new customers through Skellefteå FF's network, during a certain period of time, and that goal was achieved according to the company. The sales resulting from those customers can be easily measured, according to Winterkvist.com. In the case of Winterkvist.com, the empirical collected data is consistent with the theory by Shank (1999, p. 508).

## **4.3.3 Communication based evaluation methods**

### Skellefteå FF

Considering the evaluation of communication effectiveness as awareness and image in a formal way, is possible but probably unusual in context of Skellefteå FF, according to the respondent. He thinks that there are for sure tools available which could be used for measuring, for example, achieved awareness of a company/brand. At the same time, on a local small-town level, he thinks that informal methods are maybe most suitable. By informal methods, the respondent refers to good verbal communication with a company's customers, business partners, other sponsors and contacts.

#### Electrolux Home AB in Skellefteå

The company does not evaluate communication effectiveness, as awareness or image by any formal way as presented in the conceptual framework.

#### Skellefteå Tryckeriaktiebolaget

The company does not evaluate communication effectiveness, as awareness or image by any formal way as presented in the conceptual framework.

#### Winterkvist.com

The company does not evaluate communication effectiveness, as awareness or image by any formal way as presented in the conceptual framework.

### **4.3.4 Feedback based methods**

#### Skellefteå FF

Regarding the evaluation which is based on feedback, the respondent thinks that it is the most usual and probably easiest way to evaluate the effectiveness of sponsorship on a local small-town level. By talking and asking for feedback from a company's stakeholders can provide very valuable information to the sponsoring company for helping the evaluation of sponsorship effectiveness. Meenaghan (1983, p. 61) says that feedback based evaluation methods have their basis on the monitoring of feedback from the company's different audiences which are the focus of its marketing communications effort. This is the main method of evaluating the effectiveness of sponsoring Skellefteå FF, according to the club's view. In words of Lagae (2005, p. 224) feedback can be measured in various ways: of response/reaction, thankyou letters, word mouth, improved relationships, upward selling, etc. In the case of Skellefteå FF, the club itself thinks that the easiest way to evaluate feedback is done by asking and listening to word of mouth. Skellefteå FF's views on using the feedback from different audiences is in line with the theories by Meenaghan (1983, p. 61) and Lagae (2005, p. 224), as it can be seen above.

#### Electrolux Home AB in Skellefteå

What it comes to informal evaluation methods of the effectiveness of their sponsoring regarding Skellefteå FF, Lundqvist mentions that by being part of the network of Skellefteå FF's sponsors, it is easier to know if those relationships have led to increased deals. That is because of the fact that Electrolux Home AB gets feedback mostly from

the network of Skellefteå FF's sponsors in an informal way when they might discuss sponsorship related issues with each other. The company is evaluating the feedback in at least one of the ways presented by Lagae (2005, p. 224), which are improved relationships.

#### Skellefteå Tryckeriaktiebolaget

The respondent states that some of the company's customers have mentioned that they have noticed the company's ads in connection with Skellefteå FF but it is not something that the company asks about from their stakeholders.

#### Winterkvist.com

Before starting sponsoring Skellefteå FF, the company had a goal to get a certain amount of new customers during a certain period of time and that goal was achieved according to Winterkvist. Again, according to Meenaghan (1983, p. 61), feedback based evaluation methods have their basis on the monitoring of feedback from the company's different audiences which are the focus of its marketing communications effort.

As the main objective of Winterkvist.com's sponsorship considering Skellefteå FF was to reach out to the club's network, and by doing so, get new customers, the company always ask the new customers how they heard about the company and why did they come to Winterkvist.com. As a result of asking that question the company gets the information about if the customer did "find" them via Skellefteå FF's network or via some other marketing channel the company uses. The company gathers feedback by using an informal method of verbal communication with the new customers, and by doing so the company evaluates both the effectiveness of exposure and the club's network. The collected empirical data is in line with Meenaghan's (1983) theory.

Also Winterkvist.com evaluates their marketing activities in continuous way. It will say before, during and after each sponsorship activity. It is in line with Meenaghan's theory (1983, p. 54). Meenaghan quotes ISBA's suggestion to have three logical stages at which a company can/should evaluate the position it have on any sponsorship programme, presented as: 1) at the outset: what is our current position in terms of awareness level, attitudes, brand image etc., 2) tracking: Are we going to right direction? Are there any strong positive/negative pointers to adjustments or change? And 3) final: How well have we succeeded in attaining our main objective (ibid.)?

## 5. Conclusions and discussion

*In this chapter, the conclusions and discussion based on the empirical findings and analysis are presented. The aim of this chapter is to answer to the research questions and fulfil the purpose of this study.*

### 5.1 The Purpose and the research questions of this study

By conducting this case study of a football club Skellefteå FF and three of its sponsors, the purpose of this study, as earlier mentioned, is to get a deeper understanding of sport sponsorship on local, small-scale level. This deeper understanding is hopefully achieved by finding answers to the two research questions of this study:

- What are the objectives of sponsoring Skellefteå FF?
- How the sponsoring companies, and the sponsored club evaluate the effectiveness of sponsoring Skellefteå FF

#### 5.1.1 Objectives and motives of sponsoring Skellefteå FF

In this case study, I chose to focus on local sponsorship because the past research in sponsorship is mostly concentrating on bigger scale sponsorship.

When looking at the analysis of this thesis, the similarity of the objectives between the studied companies have in their sponsoring activities and the objectives provided by the club is pretty clear. Findings in this study indicate that there are three central objectives which can be achieved through sponsoring Skellefteå FF:

- 1) Creating or strengthening the awareness of a company/brand or a product by exposure.
- 2) Affecting a company image by being socially responsible and creating goodwill.
- 3) Developing relationships through the network of Skellefteå FF.

The club's view on the objectives that can be achieved through sponsoring Skellefteå FF is both in line with the sponsoring companies' views and the conceptual framework presented in this study. On the other hand, the similarity of the views that the sponsoring companies and the sponsored club have regarding the objectives of the sponsorship is not that surprising, especially after conducting this study. Why is that? One explanation could be that Skellefteå FF surely presents the benefits that can be achieved through sponsoring the club to the possible sponsors. In other words, it can be seen as the club has succeeded in selling the idea regarding the objectives that can be

achieved. That could be an explanation to the similarities between the objectives which the studied companies have in their sponsoring of Skellefteå FF.

### **Create and strengthen awareness by exposure**

This study indicates that two of the three studied companies (Electrolux Home AB and Skellefteå Tryckeriaktiebolaget) have their main objective of sponsoring Skellefteå FF in creating and strengthening their brand awareness locally. The study indicates that the sponsoring companies can be exposed in different ways through sponsoring Skellefteå FF, and in that way create awareness of the company/brand or a product:

- Stadium advertising
- Kit advertising
- Advertise in the club's game programmes
- Advertise in the club newspaper Hemmamatch
- Via the event Nordic Light Beach Soccer- tournament
- Via the club's website

Surely it can be said that getting exposure is one of the traditional objectives that can be reached through sponsorship in general. In Skellefteå FF's case it must be analyzed what kind and how much of exposure can be reached.

In the case of Skellefteå FF, this study reveals that Skellefteå FF provides some statistics considering the exposure that can be achieved through sponsoring the club:

- 346 – The average of attendance at the club's home games in 2009.
- 277 000 – The amount of visitors on the club's web site in 2008.
- 36 000 – The number of distributed copies of the club's newspaper Hemmamatch (each number).
- 82 teams and about 800 players participated in Nordic Light Beach Soccer-tournament and thousands of visitors/viewers in 2009.
- About 100 – The number of times Skellefteå FF was shown in picture form in the local newspaper Norra Västerbotten in 2008.
- Nearly 200 – The number of articles (considering the club to some extent) were written in Norra Västerbotten in 2008.

As mentioned earlier, both stadium advertising and kit advertising are possible channels for the sponsors to expose their company or brand. In 2009 Skellefteå FF had an average of 346 viewers in their home games. According to my own experiences as a player of the club, I would say that it is to great extent the same people who come to see

those games. In addition, the game programmes which are sold in home games do not even reach all those 346 people. So it can surely be concluded that the numbers of attendance in Skellefteå FF's home games are pretty modest and low, especially when analyzing in a context of exposure.

It is important to notice that Skellefteå FF seems to have been aware of the low level of exposure that can be offered in connection to the team's home games. The club has created other ways to provide exposure for their sponsors in form of the club newspaper Hemmamatch and the event Nordic Light Beach Soccer – tournament.

As mentioned earlier, the club produces a newspaper called Hemmamatch which has a distribution of 36,000 copies should meet about 50,000 readers according to the estimation which Skellefteå FF has got from Norra Västerbotten. It can be claimed that the club newspaper provides an opportunity for the local companies to advertise their company/brand and products, but the question is why they do it? To advertise in a newspaper published by a football team, is it sponsoring or traditional advertising? Of course there is a possibility that it is something between sponsoring and advertising. By that I mean that a company can use traditional advertising provided by a football club, and at the same time, support the football club by choosing to advertise via the channel which the club provides. One way to see it could be that the club has created a product (the club newspaper) which gives the sponsors and also other companies with traditional advertising motives an opportunity to expose their brands and products.

What it comes to Nordic Light Beach Soccer- tournament, the club has succeeded to create an event that has been very popular during the past two years. As mentioned earlier in this thesis, in 2009 the tournament gathered 82 teams, about 800 players, and thousands of spectators (Skellefteå FF's estimation, no official numbers available) on the beach of Boviken in Skellefteå. I think that the event can be seen as a product that the club has created. The companies that sponsor the event are most likely sponsoring the event Nordic Light Beach Soccer, not the club Skellefteå FF which organizes the tournament or are they? That is a question worth to think about.

### **Affecting company image by being socially responsible and creating goodwill**

What it comes to affecting image of a company, two of the studied companies (Electrolux Home AB and Winterkvist.com) want to be associated with the positive values of sport in general, and to take social responsibility in the community by acting as a “good citizens”. This thesis also indicates that both the sponsoring companies and Skellefteå FF think that by taking social responsibility in the community, goodwill among the people in the community can be created.

None of the sponsors said that they want to be associated with Skellefteå FF's image and values in particular. It brings up questions about what is Skellefteå FF's image and how would the club like to be seen in its community? Drive-in soccer is a great example

of how a club can take social responsibility in a community and projects like that should be highlighted by the club itself. But still, it is pretty unclear to me as an author, what is the image of Skellefteå FF and what would the club want it to be?

### **Being part of Skellefteå FF's network**

Moreover, this study indicates that the most central part of relationship related objectives that the studied companies have is to be a part of Skellefteå FF's network. All the three studied companies and the club itself highlighted the meaning of developing relationships via the network of sponsors which Skellefteå FF provides.

Still, different dimensions can be found considering this objective. The club, Skellefteå FF, sees the network consisting of sponsors and the purpose of the network is to give all the sponsors an opportunity to meet each other (breakfast meetings, home games) and build relationships that hopefully will lead to business transactions in future.

- Electrolux Home AB brings up another relationship related objectives, as the company sees all the members of the club and its public as their customers and part of the network they want to reach at.
- Skellefteå Tryckeriaktiebolaget sees Skellefteå FF as their “marketing agent”, as Skellefteå FF is marketing his company to other companies that are involved with the club.
- Winterkvist.com states that there are always networks connected to sport clubs. By networks the company means other companies, other sponsors, people working in other companies and people in general who are in some way involved in activities provided by sport clubs.

I think it is interesting that the sponsoring companies see Skellefteå FF's network in wider view than the club itself. This study also revealed that all the sponsoring companies hope that being part of Skellefteå FF's network lead to new business opportunities.

### **5.3 The effectiveness of sponsoring Skellefteå FF**

All the three studied companies are satisfied with the sponsorship of Skellefteå FF. At least two of the three companies (Electrolux Home AB and Winterkvist.com) try to evaluate the effectiveness of the sponsorship to some extent. The study indicates that the evaluation is made by highly informal methods, mostly relying on feedback based methods or just a “gut feeling”. This is also in line with the club's view on evaluating the effectiveness of sponsoring. I find the methods, that the companies and the club prefer, very limited. Because of that it is almost impossible to say if sponsoring the club

has been effective. At the same time, this thesis also indicates that having precise, clear objectives makes it easier to measure the effectiveness of sponsorship. This is proved by Winterkvist.com's example of having a clear objective of the amount of new customers they want to get through the sponsoring of Skellefteå FF.

### **Exposure -based evaluation methods**

As this study reveals some statistics of exposure that can be reached by sponsoring Skellefteå FF, it is much more difficult to measure the level and effectiveness of that exposure. For example, 36 000 copies of the club's newspaper are distributed to households in Skellefteå but how much worth is it to advertise through that channel and what is the effect of the advertising? Skellefteå FF was shown in about 100 times in picture form in Norra Västerbotten in 2008. Still, the crucial question to ask is how much is it worth? Of course the club can use that fact as an argument for selling for example kit advertising space but as long as the argument is based on the number of occasions on which the kit has been visible in newspaper pictures rather than what is it worth, it is kind of shallow argument according to my personal opinion. In 2008 the club had 277 000 visitors on their website and the same question can be raised here: how much is it worth for the sponsors?

Further, it is important to notice that Skellefteå FF and the three studied sponsors are not evaluating the awareness or image by any formal means. In fact, according to my personal interpretation, the companies are not that interested in statistics of exposure which are provided by Skellefteå FF. It is quite interesting because this study also indicates that the sponsoring companies believe that exposure leads to increased awareness of the company. Maybe the lacking interest in formal evaluation methods among the sponsors could be explained by stating that perhaps the investments made in sponsoring Skellefteå FF are modest and only a little part of the companies' marketing activities, so it might not be worth of measuring the effectiveness of them.

This study also indicates that it can also be difficult to differentiate the effect of exposure provided by Skellefteå FF from other marketing activities that the companies have, as in the case of Electrolux Home AB.

### **Sales and commercial result-based methods**

What it comes to evaluating effectiveness of sponsorship based on sales or commercial methods, the study shows that it is possible to find a connection between sales figures and sponsoring Skellefteå FF. It is done by measuring sales which have their origin in relationships that have been established via Skellefteå FF's network of sponsors. On the other hand, study also reveals that it can be very difficult to find a connection between sales and the sponsoring Skellefteå FF. This might be because of the different main objectives that the studied companies have. In my opinion, it is very difficult to measure the effectiveness of exposure, and further find a connection between possibly increased

awareness of a company/brand and increased sales figures. Moreover, if the main objective is to get new customers via the club's network, measurement of sales becomes easier as seen in the case of Winterkvist.com

### **Feedback -based methods**

This study reveals that both the sponsored club and the sponsoring companies think that the evaluation of the sponsorship is mostly based on feedback. According to the club, by talking and asking for feedback from a company's stakeholders can provide very valuable information to the sponsoring company for helping the evaluation of sponsorship effectiveness.

Electrolux Home AB gets feedback mostly from the network of Skellefteå FF's sponsors in an informal way when they might discuss sponsorship related issues with each other. Being a part of the network of Skellefteå FF's sponsors, makes it is easier to know if those relationships have led to increased deals. I think it is crucial to know what to ask if sponsorship effectiveness is based on feedback. Winterkvist.com always ask the new customers how they heard about the company and why did they come to them. As a result of asking that question the company gets the information about if the customer did "find" them via Skellefteå FF's network or via some other marketing channel the company uses. The company gathers feedback by using an informal method of verbal communication with the new customers, and by doing so the company evaluates both the effectiveness of exposure and the club's network. If you only ask for example: have you seen that we are sponsoring Skellefteå FF and the answer is yes, what conclusions can be made then? We have been seen but so what, one might say. Another thing that might matter here is the size of the sponsoring company and the nature of business it does. It might be harder for a local grocery shop to ask every customer how did they find us compared with a small business-to-business company which does not have that many clients/customers.

This study also indicates that it is possible to evaluate the sport sponsorship process on local level in three different stages: before, during and in the end of the process.

## 6. Closing chapter

*In this closing chapter of this thesis, the possible use and benefits of this study are discussed.*

In this study I have researched the phenomena of sport sponsorship on local level by conducting a case study of a football club Skellefteå FF and three of its' sponsors. My ambition has been to provide a description with rich details of the phenomena of sport sponsorship on local level. Still, the crucial questions is who could benefit from this study worth and how could it be used to serve a purpose?

Firstly, I strongly believe that the club Skellefteå FF and the studied companies can use this study as a foundation in their work and development of the sponsorship activities. I think this study can bring up new dimensions to their work with sport sponsorship, and it might help them to evaluate the process from more critical point of view.

As this study is limited to the context of one sponsored club and three sponsoring companies, it is important to discuss if any results/conclusions can be taken outside of that context. Skellefteå FF has about 150 sponsors and I think that many of them could benefit from reading this thesis in planning and evaluating the sponsorship activities. Further, I believe that there are many sponsored clubs and sponsoring companies working with sport sponsorship to large extent in the similar surroundings as described in this study. That is why, I state that they might benefit from reading this thesis based on same arguments as given to Skellefteå FF and its sponsors.

Finally, I hope that this thesis can awake an interest among the researchers for conducting more studies in the field of sports sponsorship on local level. It would be interesting to see a quantitative study of objectives and motives in sport sponsorship on local level. Another interesting research subject could be the networks in local sport sponsorship contexts.

## List of reference:

### **Books and articles**

Bryman, A. & Bell, E. (2007). *Business Research Methods* (2.ed.). New York: Oxford University

Cornwell, T.B. & Maignan, I., (1998), "An international review of sponsorship research". *Journal of Advertising*, 27 (1), Spring, p. 1-22.

Cornwell, T.B. et al. (2001). Exploring managers' perceptions of the impact of sponsorship on brand equity. *American Academy of Advertising*. Vol. 30 (2), p. 41-57.

Grönkvist, U. (2000). *Sponsoring & event marketing*. Näsviken: Björn Lundén Information AB.

Grönkvist, U. (1999). *Framgångsrik Sponsoring*. Sisu Idrottsböcker. Farsta.

Gummesson, E. (2000). *Qualitative Methods in Management Research* (2. ed.). London: Sage Publications.

Hoek, J. et al. (1997). Sponsorship and advertising: a comparison of their effects. *Journal of Marketing Communications*, Vol.3, p.21-32.

Javalgi, R.G. et al. (1994). Awareness of sponsorship and corporate image: an empirical investigation. *Journal of Advertising*. Vol.23 (4). December.

Jiffer, M & Roos, M. (1999). *Sponsorship – A Way of Communicating*. Stockholm: Ekerlids Förlags.

Jobber, D. (2007). *Principles and Practice of Marketing* (5.ed.). Maidenhead: McGraw Hill.

Karg, A. (2007), *Sport sponsorship Management: Practices in Objective Setting and Measurement*, UNSW Honours Colloquium (online), available at:  
[http://wwwdocs.fce.unsw.edu.au/fce/Research/NHCPapers2007/MARK7\\_Karg.pdf](http://wwwdocs.fce.unsw.edu.au/fce/Research/NHCPapers2007/MARK7_Karg.pdf)

Lagae, W. (2005). *Sport Sponsorship and Marketing Communication: A European Perspective*. Harlow: Pearson Education Limited.

Meenaghan, J.A (1983). Commercial Sponsorship. *European Journal of Marketing*, 17 (7), 5-73.

Meenaghan, T. (1991b), Sponsorship – Legimitising the medium, *European Journal of Marketing*, Vol. 25 (11), p. 5-10.

Miles, M.B., & Huberman, M.A. (1994). *Qualitative data analysis* (2.edition). Thousand Oaks: Sage publications.

Mack, R.W. (1999), Event sponsorship: an exploratory study of small business objectives, practices and perceptions”, *Journal of Small Business Management*, July, Vol. 37 (3), p. 25-30.

Olkkonen, R. (1999). Forging links between marketing and sponsorship – A theoretical investigation. Åbo: Publication of the Turku School of Economics and Business Administration.

Pope, N.K.L. (1998b), “Overview of current sponsorship thought”, *Cyber-Journal of Sport Marketing* (online), ISSN: 1327-6816, available at <http://fulltext.ausport.gov.au/fulltext/1998/cjism/v2n1/pope21.htm>

Quester, P. (1997), “Sponsorship returns: the value of naming rights”, *Corporate Communications: An international journal*. Vol.2 (3), p. 101-108.

Saunders, M., Lewis, P., & Thornhill, A. (2007). *Research Methods for Business Students*. Harlow: Pearson Education Limited.

Shank, M.D. (1999). *Sports Marketing – A Strategic Perspective*. Upper Saddle River: Prentice Hall Inc. ISBN 0-13-621871-7.

Thwaites, D. (1994). Corporate sponsorship by financial services industry. *Journal of Marketing Management*. Vol. 10 (8), p. 743-763.

Tripodi, J.A. (2001), “Sponsorship – a confirmed weapon in the promotional armoury”, *International Journal of Sports Marketing and Sponsorship*, March/April.

Tripodi, J.A. et al. (2003), “Cognitive evaluation: prompts used to measure sponsorship awareness”, *International Journal of Market Research*, Vol. 45, Quarter 4, p. 436-455.

Walliser, B. (2003). An International Review of Sponsorship Research: Extension and Update. *International Journal of Advertising*, 22, p. 5-40.

Yin, R.K. (2004). *Case Study Research: Design and Methods* (3.ed.). Thousand Oaks, CA: Sage Publications

## **Newspaper**

Stighäll, A. (2009). Electrolux Home. Hemmamatch, [Online], 7th of July. Available at: [http://www4.idrottonline.se/ImageVault/Images/scope\\_0/id\\_210220/ImageVaultHandler.aspx](http://www4.idrottonline.se/ImageVault/Images/scope_0/id_210220/ImageVaultHandler.aspx). [Visited 24th of April 2010].

## **Broschures**

Skellefteå FF. (2009). Drive-in-Football [Broschure]. Skellefteå: Skellefteå FF.  
Skellefteå FF. (2009). Matchprogrammet [Broschure]. Skellefteå: Skellefteå FF.

## **Photographs**

Kilpelä, M. (2009). Norrvalla IP. (Photograph).  
Skellefteå FF. (2009). Andre Calisir. (Photograph).

## **Internet**

IRM (Institutet för reklam –och mediastatistik), (2010). Reklamkakan. Available at: <http://www.irm-media.se/reklamkakan.aspx>. [Visited 12th of May 2010].

SFF (Svenska fotbollsförbundet). Publikisiffror i förbundserierna 2009. Available at: [http://svenskfotboll.se/ImageVault/Images/id\\_27920/ImageVaultHandler.aspx](http://svenskfotboll.se/ImageVault/Images/id_27920/ImageVaultHandler.aspx). [Visited 19th of April 2010].

## **Interviews**

Lundqvist, J. (2009). Interview about the objectives and effectiveness of sponsorship considering Skellefteå FF. [interview] (personal communication, 2009-05-06)

Malmén, J. (2009). Interview about the objectives and effectiveness of sponsorship considering Skellefteå FF. [interview] (personal communication, 2009-05-07)

Stighäll, A. (2009). Interview about the objectives and effectiveness of sponsorship considering Skellefteå FF. [interview] (personal communication, 2009-05-19)

Stighäll, A. (2009). Interview about exposure, the network of Skellefteå FF and projects. [interview] (personal communication, 2009-08-18)

Winterkvist, M. (2009). Interview about the objectives and effectiveness of sponsorship considering Skellefteå FF. [interview] (personal communication, 2009-05-11)

# Appendix 1

## Intervjuguide: Skellefteå FF

### Del 1:

#### Bakgrundsfakta:

1. Namn och ålder
2. Förenings info
3. Position
4. Antal medlemmar
5. Hur många sponsorer har ni?

#### Mål och motiv med sponsringen av Skellefteå FF

1. Vilka mål/motiv kan uppnås via sponsringen av Skellefteå FF?
  - Kan man öka medvetenhet på sitt varumärke/företag/produkt? Om ja, på vilket sätt
  - Kan man påverka företagsimage? Om ja, på vilket sätt?
  - Kan man skapa nya relationer? Om ja, på vilket sätt
2. Har ni något att tillägga angående mål/motiv av sponsringen (Skellefteå FF)?

#### Effektiviteten med sponsringen av Skellefteå FF

1. Tror ni att sponsringen av Skellefteå FF kan vara effektivt?
2. Är det möjligt att kartlägga/mäta vad man kan få ut av sponsringen angående Skellefteå FF?
  - om ja, hur?
    - Mäta exponeringen i media? (Tv, radio, utrymme i tryckt media) Om ja, hur?
    - Mäta kommunikation effektiviteten? (medvetenhetsnivå, attityder och åsikter) Om ja, hur?
    - Mäta försäljnings – och kommersiellt resultat (sambandet mellan sponsring och försäljning)? Om ja, hur?
    - Mäta feedback från deltagande grupper? Om ja, hur?
3. Har ni något att tillägga angående effektiviteten med sponsringen av Skellefteå FF?

## Del 2:

### Exponering

1. Har Skellefteå FF någon statistik på exponering av:
  - klubbtidningen Hemmamatch
  - klubben's hemsida
  - Skellefteå FF i Norra Västerbotten (local newspaper)
  - Nordic Light Beach Soccer

### Skellefteå FF's nätverk

1. Består nätverket bara av sponsorer?
2. Kan du berätta mer om hur Skellefteå FF's nätverk fungerar?

### Nordic Light Beach Soccer och Drive-in-Football

1. Kan du berätta mer om Nordic Light Beach Soccer –turneringen?
  - Varför och när startade ni turneringen?
2. Kan du berätta mer om projektet ”Drive-in-Fotboll”?
  - Vad är syftet med projektet?

## Appendix 2

### Intervjuguide: Sponsorer

#### Bakgrundsfakta:

1. Namn
2. Företagsinfo
3. Position
4. Antal anställda
5. Hur länge har ni sponsrat Skellefteå FF?

#### Mål och motiv med sponsringen av Skellefteå FF

1. Har ni någon övergripande strategi eller plan angående er sponsringverksamhet?
2. Varför har ni valt att sponsra en lokal idrottsförening (i detta fall Skellefteå FF)?
3. Vad hoppas ni på att få ut av er sponsring angående Skellefteå FF?
4. Vilka motiv och mål har ni med sponsringen av Skellefteå FF?
  - Har ni några medvetenhets relaterade mål med er sponsring?
  - Har ni några image relaterade mål/motiv med er sponsring av Skellefteå FF?
  - Har ni några relation relaterade mål/motiv med er sponsring av Skellefteå FF?
5. Har ni något att tillägga angående er mål/motiv av sponsringen (Skellefteå FF)?

#### Effektiviteten med sponsringen av Skellefteå FF

1. Är ni nöjda med effektiviteten på sponsringen av Skellefteå FF?
2. Försöker ni kartlägga/mäta vad ni får ut av er sponsring angående Skellefteå FF?
  - om ja, hur?
3. Hur utvärderar ni effektiviteten av sponsringen angående Skellefteå FF?
  - Mäter ni exponeringen i media? (Tv, radio, utrymme i tryckt media) Om ja, hur?
  - Mäter ni kommunikation effektiviteten? (medvetenhetsnivå, attityder och åsikter) Om ja, hur?
  - Mäter ni försäljnings – och kommersiellt resultat (sambandet mellan sponsring och försäljning)? Om ja, hur?
  - Mäter ni feedback från deltagande grupper? Om ja, hur?

4. När utvärderar ni effektiviteten av sponsringen?
  - i början av sponsringsprocessen? (Nuvarande situation)
  - under sponsringsprocessen? (Går det enligt planerna? )
  - i slutet av sponsringsprocessen? (Har målen blivit nådda?).
  
5. Har ni något att tillägga angående effektiviteten med sponsringen av Skellefteå FF?

## Appendix 3

### Interview guide: Skellefteå FF

#### Background facts:

1. Name and age
2. Club information
3. Position
4. Number of members
5. How many sponsors do you have?

#### Objectives and motives of sponsoring Skellefteå FF

1. What objectives can be achieved through sponsoring Skellefteå FF?
  - Is it possible to increase the awareness of brand/company/product? If yes , how?
  - Is it possible to affect on company image? If yes, how?
  - Is it possible to develop relationships? If yes, how?
2. Do you have anything more to say about objectives of sponsoring Skellefteå FF?

#### Effectiveness of sponsoring Skellefteå FF

1. Do you think that sponsoring Skellefteå FF can be effective?
2. Is it possible to evaluate/measure the effectiveness of sponsoring Skellefteå FF? If yes, how?
  - Measure media exposure? (Tv, Radio, the extent of press coverage) If yes, how?
  - Measure communication effectiveness? (awareness levels, attitudes, opinions) If yes, how?
  - Measure sales and commercial results? (connection between sponsoring and sales) If yes, how?
  - Measure feedback from stakeholders? If yes, how?
3. Do you want to add something what it comes to the effectiveness of sponsoring Skellefteå FF?

## Part two:

### Exposure

1. Does Skellefteå FF have any statistics considering the exposure of:
  - The club newspaper Hemmamatch?
  - The club's website?
  - Skellefteå FF in Norra Västerbotten (local newspaper)
  - Nordic Light Beach Soccer- tournament?

### The Network of Skellefteå FF

1. Does the network consist of sponsors only?
2. Can you tell us more about how the network of Skellefteå FF works?

### Nordic Light Beach Soccer and Drive-in-Football

1. Can you tell us more about the Nordic Light Beach Soccer -tournament?
  - Why and when was it started
2. Can you tell us more about the project "Drive-in-Football"
  - What is the purpose of the project?

# Appendix 4

## Interview guide: Sponsors

### Background facts:

1. Name and age
2. Company
3. Position
4. Number of employees
5. How long have you sponsored Skellefteå FF?

### Objectives and motives of sponsoring Skellefteå FF

1. Do you have an overall strategy or plan what it comes to your sponsorship activities?
2. Why have you chosen to sponsor a local sports club (in this case Skellefteå FF)?
3. What do you hope to achieve with your sponsoring of Skellefteå FF?
4. What objectives or motives do you have in sponsoring Skellefteå FF?
  - Do you have any awareness/exposure – related objectives/motives?
  - Do you have any image related objectives/motives
  - Do you have any relationship related objectives/motives?
5. Do you want to add something what it comes to your objectives and motives of sponsoring Skellefteå FF

### Effectiveness of sponsoring Skellefteå FF

1. Are you satisfied with your sponsorship of Skellefteå FF?
2. Do you try to survey or measure the effectiveness of sponsoring Skellefteå FF?
3. How do you evaluate the effectiveness of sponsoring Skellefteå FF?
  - Do you measure media exposure? (Tv, Radio, the extent of press coverage) If yes, how?
  - Do you measure communication effectiveness? (awareness levels, attitudes, opinions) If yes, how?
  - Do you measure sales and commercial results? (connection between sponsoring and sales) If yes, how?
  - Do you measure feedback from stakeholders? If yes, how?
4. When do you evaluate the effectiveness of sponsorship?

- In the beginning of the sponsorship process (current situation)?
  - During the sponsorship process (does it go as planned)?
  - In the end of the sponsorship process (did we achieve the objectives)?
5. Do you want to add something what it comes to the effectiveness of sponsoring Skellefteå FF?

