

Sample solution Exercise 5:

Theories on the effects of sponsorship-linked marketing (II)

Task #1

Please search for, and describe, one example of how a (moderately) low-fit company (referring to fit between the sponsor and the sponsored property) increased the positive evaluation of the sponsor by increasing the recipient's information processing. Please use examples from non-sport sponsorship types, meaning that you focus on one example either in the area of social sponsorship, culture and arts sponsorship, education sponsorship, or eco sponsorship.

1. **Commerzbank** is a Global Partner for the **SOS Children's Villages** and has been donating € 100,000 for education and sustainability projects in Ghana, Senegal, and Niger since 2012. For example, they sponsored the installation of solar panels on roof tops of schools. The donations are part of the "Africa-Big Five" campaign in order to expand its operations of the Financial Institutions on the African continent. The executives see the engagement as a "social responsibility," which is an important part of the company's culture. Since people in poorer countries around the world bear another relation to money, banks in particular assumed their responsibilities and thus educate so called bottom-of-the-pyramid people to handle money in a responsible and right way. The articulation of the sponsorship (in order to allow recipients to make sense of the sponsorship) likely influenced the processing of the sponsorship information positively.
The project is an example for a low-fit sponsorship between a sponsor (a large bank) and a sponsored property (non-profit organisation), referring to overall fit. Since financial institutions have the image to care about money and maximize the profit of investors, the **social sponsorship** could increase sponsorship outcomes for the sponsor.

A strong and committed partner:

Commerzbank's Corporate Social Responsibility in Africa

Commerzbank has a long tradition of corporate social responsibility. Our central aim is to integrate environmental, social and ethical criteria into our business decisions. We participate in various projects and initiatives, with a particular commitment to the fields of education and environment. In our selection of projects we concentrate on those that have a lasting impact. In particular, we believe that through quality education, the cycle of exclusion, poverty, domestic violence and breakdown of families can be broken.

In July 2012 Commerzbank Financial Institutions initiated a collaboration with SOS Children's Villages to support SOS Children's Villages in Africa. SOS Children's Villages is an international nongovernmental social development organisation, active in the field of child rights. In our partnership with SOS Children's Villages we share common objectives in the best interest of children, with tangible results that make a long-term difference to children's lives.

Since 2012, we have supported several projects in Ghana, Senegal, and Niger.

We have contributed to SOS Green Projects through the installation of the first photovoltaic systems in an SOS Children's Village in Ghana. SOS Green Projects contribute to sustainable development in Africa. The programme includes the following objectives: high-quality renovation, innovation through sustainable technologies, participation of children and staff in the decision-taking processes, as well as the inclusion of surrounding communities.

We have also supported Hermann Gmeiner International College students in Tema on their way to a successful and independent future through the purchase of new equipment for the chemistry laboratory. The college, established in 1990 to cater for up to 300 students aged 13 to 18, is attended by talented young people from all over Africa, including children from SOS Children's Villages across the continent. The students graduate with an internationally recognised certificate.



Figure 1: Commerzbank's "Africa- Big Five" campaign

2. **Mercedes-Benz and Mercedes-AMG** were represented at the **Cannes Film Festival** with product and brand presentations in 2014. At the 67th Film Festival they had a charity auction of an S 63 AMG Coupé for the benefit of amfAR (American Foundation for AIDS research). The Mercedes-Benz brand was a "signature sponsor" during the landmark "Cinema Against AIDS Gala" in Cannes. We can assume that Mercedes-Benz has a low or moderately low overall fit with the sponsored property, because the brand has nothing to do with film production. However, the car manufacturer is a premium brand and may want to transfer prestige and luxury associations from the event (with many prominent film-stars and filmmakers as guests) to the brand. Still for recipients there is no obvious link from Mercedes Benz to the **culture and arts event**. Recipients' motivation to process the seemingly unfitting message may increase with activation of the sponsorship (e.g., having a charity auction, where the brand provides cars to be auctioned) and articulation, such as mentioning that S- and V-Class shuttle vehicles brings stars to the festival. This may lead to an increase in the recipient's information processing.



Figure 2: Mercedes Benz at the Cannes Film Festival

3. Another example for a **low-fit** condition between a sponsor and a sponsored property, and its solution, is **Canon** and the **WWF** (World Wide Fund For Nature). In 1998 the imaging and optical products became one of the first Conservation partners of WWF. Canon supports activities of WWF financially and provides its imaging expertise to help WWF record the state of the environment and climate change. There is a low fit between Canon and WWF because, especially the electronic industry, uses and exploits natural resources. As an environmental protector it may not seem clear why WWF holds a partnership with Canon. However, based on articulating the functional component that the cameras help make better pictures, and better pictures make individuals more aware of the fact that our environment needs to be preserved better, recipients' processing motivation may increase. Recipients may also come to the conclusion that Canons' funding has allowed WWF to extend their Global Photo Network database into a large image collection which can be used by WWF to communicate their work and priorities. Canons images therefore help to disseminate activities of WWF. This new meaning can be stored in memory and a linkage between the two brands can be established. The collaboration is an example of **eco sponsorship**.



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Figure 3: Picture as a result of the WWF and Canon collaboration

Task #2

What are the potential self-centered motive attributions and other-centered motive attributions that recipients of sponsorship messages hold when processing Heineken's Champions League (CL) sponsorship slogan "enjoy responsibly?" Please list potential attributions according to their valence, that is classify them into positive and negative, as regards their effects on sponsorship outcomes (assuming that individuals make single [not mixed] attributions).

	SELF-CENTERED MOTIVES	OTHER-CENTERED MOTIVES
POSITIVE ATTRIBUTIONS	<p>STRATEGIC MOTIVES</p> <ul style="list-style-type: none"> • Heineken beer can be consumed in a responsible manner by drinking less, this can also lead to pleasure, fun and enjoyment • Drinking Heineken is about taste and not about being drunk. Someone who only wants to be drunk can easily switch to other beers (which are, in contrast to Heineken beer, interchangeable) • Heineken can enlarge its costumer target group • Loyalty (because of its long lasting partnership with UEFA CL) • Security around the stadium (enjoy responsible leads to reduced alcohol consumption, which means less violence among the stadium that would be caused by excessive alcohol consumption) 	<p>VALUE-DRIVEN MOTIVES</p> <ul style="list-style-type: none"> • Drinking a lot of beer has negative effects, e.g. aggressiveness, spectators at the CL should know their limit • Heineken identifies with victims of alcoholism (e.g. car accidents) • Alcoholism should not be promoted • Heineken has an obligation to take care of their costumers, while reading the message one might reconsider the number of consumed beers • Costumers should be educated to drink in a responsible way • Heineken shares enthusiasm and excitement for the sport

	SELF-CENTERED MOTIVES	OTHER-CENTERED MOTIVES
	<ul style="list-style-type: none"> • Heineken planned this campaign with the intention to reduce consequences of drinking too much beer (e.g. car accidents) • Recipients might acknowledge this message as socially acceptable and appropriate at a sporting event, however it is clear, that Heineken cannot promote excessive uncontrolled or unlimited beer consumption on order to increase sales 	<ul style="list-style-type: none"> • Responsibility is also important for „Fair-Play“ that means Heineken cares for the sport and sportsmanship • Soccer is fun and so is beer, which makes Heineken a perfect match as a sponsor for this sport • As a sponsor, Heineken makes the CL accessible to society by supporting it
NEGATIVE ATTRIBUTIONS	EGOISTIC MOTIVES <ul style="list-style-type: none"> • It is evident that there is no link between beer consumption and sports / healthy lifestyle. Heineken as a beer brand needs this slogan to justify its sponsorship in the CL and to gain public attention • “Whitewashing”: Reducing negative associations with alcoholic beverages by claiming a responsible consumption • Increasing sales by addressing new target groups (less drinkers) • The CL as a highly commercialized mega-event is being sponsored by Heineken only to promote its 	STAKEHOLDER-DRIVEN MOTIVES <ul style="list-style-type: none"> • Stakeholders such as the CL, drug informing initiatives, government or consumers are interested in Heineken doing their business responsibly (moral obligation) and do something against abuse of their products • Heineken beer causes people to behave violently (due to violent and drunk fans in the stadium) • Consuming alcohol (and therefore calorie and alcohol intake) while watching sports is conflicting • The meanings of the words “enjoy and responsibly” represent a contradiction. If you want to enjoy a beer, you don’t want to be reminded of the consequences

	SELF-CENTERED MOTIVES	OTHER-CENTERED MOTIVES
	<p>own product and reach huge audiences, and not for real interest in the sport or the event itself</p> <ul style="list-style-type: none"> • Heineken wants to take advantage of the CL's good reputation • Heineken is not really doing anything against alcoholic beverage abuse. This campaign acts as an alibi of engaging on trying to solve the problem • Heineken just wants to improve its attitude by the campaign and get positive media attention 	<ul style="list-style-type: none"> • "Responsibly" indicates that a negative connotation of the product exists