

SPONSORSHIP-LINKED MARKETING

Sponsorship	<p>Indirect marketing instrument: consumers hear about brands, products or services via non-direct ways (alternative to advertising)</p> <p>→ Combine business and citizenship to create enthusiasm in the community</p> <ul style="list-style-type: none"> • Investments in causes or events to support overall corporate objectives or marketing objectives • An exchange between sponsor and event property whereby the event property receives compensation and the sponsor obtains the right to associate itself with the event • An investment in cash or in kind an activity, person or event in return for access to the exploitable commercial potential associated with that activity, person, event by the investor <p>Sponsorship requires coordination between audiences, volunteers, employees, events, activities, sales promotions, merchandise, co-sponsors and media.</p>	
Sponsorship (Walliser)	<p>Business relationship between a corporation and an individual, event or organization that is based on an exchange relationship between the sponsor and the sponsored entity, and where marketing communication objectives are pursued through associations</p>	
Direct Link	<p>Sponsorships link directly to the product or service as it is used, consumed or demonstrated (self-evident link)</p>	
Indirect Link	<p>Sponsorships link indirectly to consumer as they watch, attend or participate (Strategic links)</p>	
Accomplishment of links	<ul style="list-style-type: none"> • Simple financial investment (non-participatory sponsorship) • Investment and arm's length participation in the sponsorship • Investment and extensive participation in the sponsorship 	
Areas of Sponsorship	<ul style="list-style-type: none"> • Sport sponsorship • Arts and culture sponsorship • Social sponsorship • Science and education sponsorship • Eco sponsorship • Media sponsorship 	
Sport sponsorship	<p>(+) Wide audiences often highly involved</p> <p>(+) High arousal and excitement</p> <p>(+) Values of sport represent what recipients strive for</p>	<p>(-) Sporting performance is unpredictable</p> <p>(-) Offenses against social norms in sports</p> <p>(-) Perspective of rivalry</p> <p>(-) Over-commercialization of sport</p>
Arts and culture sponsorship	<p>(+) More specific group of individuals</p> <p>(+) More luxurious or down-to-earth</p>	<p>(-) Appropriateness and the authenticity depend on sponsorship intrusiveness</p>
Social sponsorship	<p>(+) Company is doing something good for society</p>	<p>(-) Skepticism of public</p> <p>(-) Interest of the media is low</p>
Science and education sponsorship	<p>(+) Associations in regard with innovativeness, forward-looking, youth support</p> <p>(+) Intrinsic motivation may be more prevalent</p>	<p>(-) Perceived as intrusive</p> <p>(-) Unethical sponsorship in some cases</p>
Eco sponsorship	<p>(+) Take responsibility for the environment</p> <p>(+) Credibility and evidence based</p>	<p>(-) Potential transgressions</p>
Intermediaries	<p>Several intermediaries may be involved in the mediation between the sponsor and the sponsored property. Conferences provide venues for intermediaries to meet sponsors and sponsored properties</p>	
Sponsorship steps	<ol style="list-style-type: none"> 1. <i>Planning</i>: establishing goals and objectives and selecting a future course of action <ul style="list-style-type: none"> ○ Situation analysis ○ Definition of objectives ○ Strategy development ○ Establishment of sponsorship links 2. <i>Organizing</i>: division of organizational units among work groups (human, physical, technological, financial and informational resources) 3. <i>Leadership</i>: motivates employees to achieve organizational goals (motivation, communicating, coaching, showing people how to achieve goals) 4. <i>Controlling</i>: measures and evaluates sponsorship-linked marketing performances 	
Planning questions	<ul style="list-style-type: none"> • Who communicate? • What? • And sponsor whom? • Under which circumstances? 	

	<ul style="list-style-type: none"> • Via which channels? • With which instruments? • Directed at whom? • Where? • At what cost? • With what consequences
Situational analysis	<p>Planning a sponsorship begins with an assessment of the current situation</p> <ul style="list-style-type: none"> • <i>Market</i> • <i>Competition</i> • <i>Sponsorship-specific considerations</i>
Sponsorship policy statement	<p>Informs the public and properties that aim to be sponsored about the company's perspective on sponsorship. Guarantees that each evolving sponsorship is aligned with the high order goals of the company</p>
Objectives	<ul style="list-style-type: none"> • <i>Marketing objectives</i> (Sales, focus attention of public, brand awareness, ...) • <i>Sponsorship objectives</i> (improve brand, visibility, boost perception, ...)
Ambushing	<p>When another company, usually a competitor, gives the impression that they are associated with the event</p>
Segmenting	<p>Group of customers who share a similar set of needs and wants</p> <ul style="list-style-type: none"> • <i>Geographic segmentation</i>: dividing the market into different geographical units • <i>Demographic segmentation</i>: dividing consumers according to demographic criteria <ul style="list-style-type: none"> ○ Life stage ○ Income segmentation ○ Social class ○ Generation • <i>Psychographic segmentation</i>: categorizing customers by latent variables • <i>Behavioral segmentation</i>: segmenting according to behavior <ul style="list-style-type: none"> ○ Benefits (option used) ○ User status ○ Usage rate ○ Loyalty status
Targeting	<ul style="list-style-type: none"> • <i>Targeting consumers</i>: customers of target group have high customer lifetime value to the sponsor • <i>Targeting employees</i>: company rewards employees via sponsorship-related activities
Positioning	<p>Act of designing the company's offering and image to occupy a distinctive place in the mind of the target market → gain a sustained competitive advantage</p> <ul style="list-style-type: none"> • <i>Points-of-difference associations</i> (associations that are strong) → Also for portfolios <ul style="list-style-type: none"> ○ Relevance: point of difference personally relevant and important to the customer ○ Distinctiveness: point of difference must be distinctive and superior ○ Believability: point of difference must be believable and credible ○ Feasibility: offering must support the desired association ○ Communicability: competitive reasons and understandable rationales ○ Sustainability: create enduring positioning • <i>Points-of-parity associations</i> (not necessarily unique to the brand) <p>A positioning analysis helps companies understand the dimensions along which target customers perceive the company and how they view the company relative to competitors</p>
Establishing a link	<p>Increase the likelihood that positive associations transfer from a sponsored property to the sponsor, and that (possibly) none of the competitors profit from such transfer</p>
Fit	<p>Fit is high when sponsored property and sponsor are perceived as congruent, whether that congruity is derived from mission, products, markets, technologies, attributes, brand concepts, or any other key association.</p> <ul style="list-style-type: none"> • <i>Relevancy</i>: degree to which the information contained in the stimulus favors the identification of the theme or message being communicated • <i>Expectancy</i>: degree to which an item or information falls into a predetermined scheme or a structure evoked by the theme <p>Fit is moderated by variables such as consumers' perception of the firms' motives, affinity customers hold for the property, and customers' level of brand consciousness</p>
Fit classification	<ul style="list-style-type: none"> • <i>Functional brand similarity</i>: brand is actually used during the event • <i>Image based similarity</i>: image of the event is related to image of the brand

Marketing communication program	<ul style="list-style-type: none"> • <i>Advertising</i>: paid form of non-personal presentation of ideas, goods, or services by a company • <i>Sales promotion</i>: short-term incentives to encourage trial or purchase of a product • <i>Events and experiences</i>: daily or special brand-related interactions • <i>Public relations and publicity</i> • <i>Interactive marketing</i>: encourage customer to increase awareness • <i>Word-of-mouth marketing</i> • <i>Personal selling</i>: face-to-face interaction with customer • <i>Direct marketing</i>: mail, telephone, internet to communicate directly with the customer
Issues of service process delivery	<ul style="list-style-type: none"> • Process duration • People's efforts • Reliability • Physical evidence
Sponsorship messages	<p>Messages that are sent out to recipients as part of a sponsorship-linked marketing aim to influence the visual attention, attitudes and finally behavior of the recipients</p> <p>→ Stimulus-Organism-Response paradigm: explains how messages influence the behavior of individuals.</p> <p>The stimulus will cause the organism of individuals to react given that the individuals encounter the stimulus (observable for example through purchasing behavior)</p> <ul style="list-style-type: none"> • <i>Cognitive processes</i> <ul style="list-style-type: none"> ○ Perception ○ Learning ○ Memory • <i>Arousing processes</i> <ul style="list-style-type: none"> ○ Arousal ○ Emotion ○ Motivation <p>Sponsorship messages are most effective when they are directed at individuals via multiple sensory channels</p>
Perception	Perception is the process by which sensations are selected, organized and interpreted. In sponsorship-linked marketing perception is more important than reality, because it is perception that that affect consumers' actual behavior
Sensation	Sensation is the immediate of our sensory receptors to basic stimuli
Selective attention	Screening most stimuli out. Selective attention has the implication that marketers must work hard to attract consumers' attention
Memory	<ul style="list-style-type: none"> • <i>Sensory memory</i>: stores information that individuals receive from their senses (very temporary) • <i>Short-term memory</i>: stores information for a limited period of time (info we are currently processing). Sensory → Attention --> Short-term • <i>Long-term memory</i>: is the system that allows to retain information for a long period of time. Short-term → Elaborative rehearsal → Long-term • <i>Implicit memory</i>: the implicit memory is conceptualized as the non-intentional and non-conscious retrieval of information previously encoded in memory <ul style="list-style-type: none"> ○ Perceptual implicit memory (physical properties) ○ Conceptual implicit memory (semantic properties) • <i>Explicit memory</i>: stores information that can be retrieved intentionally and consciously
Classical conditioning	<p>Occurs when a stimulus that elicits a response is paired with another stimulus that initially does nt elicit a response on its own. The transfer of meaning from an unconditioned stimulus to a conditioned stimulus explains why made-up brand names (e.g. Marlboro) exert such powerful effects on customers.</p> <p>The magnitude of the conditioned response depends on:</p> <ul style="list-style-type: none"> • Respondents' attitude toward the unconditioned stimulus • Respondents' prior attitude toward the conditioned stimulus • Respondents' perception of the fit between the unconditioned and the conditioned stimulus
Instrumental conditioning	Occurs when we learn to perform behaviors that produce positive outcomes and avoid those that yield negative outcomes (positive reinforcement in the form of a reward)

Stimulus generalization	Refers to the tendency of stimuli similar to the conditioned stimulus to evoke similar conditional responses
Stimulus discrimination	Occurs when an unconditioned stimulus does not follow a stimulus similar to a conditioned stimulus (reaction weakens and will soon disappear)
Arousal	<p>Represents the intensity of emotional reactions</p> <ul style="list-style-type: none"> • <i>Tonic arousal</i>: consciousness of individuals (changes very slowly over time) • <i>Phasic arousal</i>: is affected in situations where the human body readily reacts to stimuli and prepares for body reaction (most relevant for sponsorship) <p>Primary and secondary inducers can induce somatic states and thereby shape the influence of emotions on subsequent behavioral performances.</p> <ul style="list-style-type: none"> • <i>Primary inducers</i>: stimuli that are innate or learned to be pleasant or unpleasant • <i>Secondary inducers</i>: recalling an emotional event in terms of thoughts and memories
Motivation	<p>Motivation refers to the processes that lead people to behave as they do. It occurs when a need is aroused that the consumer wishes to satisfy.</p> <p>→ Pyramid of needs:</p> <ol style="list-style-type: none"> 1. <i>Physiological needs</i> 2. <i>Safety needs</i> 3. <i>Social needs</i> 4. <i>Esteem needs</i> 5. <i>Self-actualization needs</i>
Elaboration likelihood model	<p>The elaboration likelihood model proposes two routes of how marketing communication messages are being processed:</p> <ul style="list-style-type: none"> • <i>Central route</i>: refers to high involvement situations requiring in-depth consideration that leads to brand attitude formation or change (if the recipient's motivation and ability to process information is high) • <i>Peripheral route</i>: refers to low-involvement situations where individuals form or change attitudes without active deliberation or consideration (if the recipient's motivation and ability to process information is low) <p>Peripheral routes are most likely when recipients process sponsorship messages</p>
Heuristic-Systematic Model	<p>The model proposes that individuals process messages either heuristically or systematically</p> <ul style="list-style-type: none"> • <i>Heuristic processing</i>: individuals use rules that are known and that they have learned (short cuts) • <i>Systematic processing</i>: individuals comprehensively process the information. The process is effortful and asks for high involvement levels in recipients
Dual-attitude model	<p>Assumption that individuals can evaluate the same attitude object differently, depending on how conscious and cognitively controlled the attitude formation process is.</p> <ul style="list-style-type: none"> • <i>Implicit attitudes</i>: evaluations that have an unknown origin, are activated automatically, and influence implicit responses. Shaping implicit attitudes of recipients in a favorable way is also a central goal of brands to ensure sponsorship success against ambushers
MODE Model	<p>(<u>M</u>otivation and <u>O</u>pportunity as <u>D</u>eterminants of whether the attitude-to-behavior process is primarily spontaneous or deliberative in nature)</p> <p>The model proposes that attitudes influence judgements and behaviors via more spontaneous or more deliberative processes. (interplay between automatic and controlled processes)</p>
Mere-Exposure Hypothesis	<p>Repeated exposure to a stimulus will engender an affective response. The more often the recipients see the stimuli the more positive is their attitude toward these stimuli.</p> <p>→ The mere exposure of brand names or logos during a sponsored event influences recipients' attitudinal responses (less prominent sponsors and sponsors with low fit to the sponsored property were still unlikely to be recalled)</p> <p>Repeated Exposure: the brands will become more familiar and that familiarity increases liking</p>
Yerkes-Dodson Law	<p>The relationship between arousal and cognitive performance (in the context of sponsorship) can be described best by an inverted U curve.</p> <ul style="list-style-type: none"> • <i>Processing efficiency principle</i>: increases in arousal increase the attention to processing results in greater acquisition and storage of information • <i>Intensity principle</i>: increased arousal focuses so much attention on the arousal-inducing stimulus that processing of peripheral information is inhibited <p>A moderate level of arousal is thought to be optimal, and has been found to result in greater advertisement memory and more favorable attitudes toward advertisement.</p> <ul style="list-style-type: none"> • <i>Selection effect</i>: as arousal increases, so does the influence of diagnostic cues that provide the relevant information to the recipient

	<ul style="list-style-type: none"> • <i>Representation effect</i>: arousal reduces the reliance on cues that are cognitively demanding → Highly arousing events or activities likely reduce the elaboration of sponsorship messages. <p>Sending sponsorship messages in moderately arousing media contexts, inducing states of pleasure, is a fruitful strategy for sponsors of events if their main goal is to increase sponsor memorization (However, event organizers want to deliver a highly arousing experience).</p>
Involvement	<p>An individual level, internal state variable that indicates the amount of arousal, interest, or drive evoked by a particular stimulus or situation.</p> <ul style="list-style-type: none"> • <i>Product and media involvement</i> (the most important forms of involvement) • <i>Sport involvement</i> (most prominent type of involvement) • <i>Event involvement</i> (highly depends on perceived fit) <p>Highly motivated consumers are more likely to skip the less informative pictorial on the examined product packages and are more likely to concentrate on the brand name (influences visual attention).</p>
Team involvement in sports	<p>A spectator is highly involved with a team when he or she perceives a “connectedness” to the team and feels that the team’s successes and failures are also his or her successes and failures. In sports, the consequences of involvement depend on the outcomes of the competition:</p> <ul style="list-style-type: none"> • <i>Basking-in-reflected-glory</i> (BIRG) • <i>Cutting-off-reflected-failure</i> (CORF) <p>Those fans who are most attached to the team may also be most loyal to the sponsors of the team. Rival sponsors: the higher the team involvement, the more negatively spectators perceive rival teams, this rivalry has also a negative effect on the perception of the rival’s sponsor (no effect when the sponsor is the same)</p>
Similarity encoding	<p>Good memory performance requires that an episode be encoded in an organized manner. (Similar features across various items produce overlap in memory, and overlap results in the various related items within an episode being organized as a single, organized representation (Organizational memory theorists))</p>
Distinctiveness encoding	<p>Argue that good memory is based on the encoding differences. Items are stored as unique representation in memory, identifiable through a lack of overlapping features or lack of integration across representations (levels-of-processing theorists)</p>
Relational information	<p>Serves primarily as generative function, by activating the general class or category to which a specific stimulus belongs</p> <ul style="list-style-type: none"> • <i>Relational processing</i>: is required to activate memories related to a specific category • <i>Item processing</i>: discriminate among all those activated representations of the category
Sponsor articulation	<p>Articulation means that a sponsor provides an explanation for why the sponsorship makes sense → additional links between the sponsor and the event are formed</p>
Attitude	<p>Attitudes are defined as a “psychological tendency that is expressed by evaluating a particular entity with some degree of favor and disfavor. This (dis-)favor is based on both emotions and cognitions, and is accompanied by both conscious and unconscious processes</p> <ul style="list-style-type: none"> • <i>Explicit Attitude</i>: attitudes that consumers are consciously aware of • <i>Implicit Attitude</i>: attitudes that are outside of an individual’s awareness
Attitude transfer	<p>The attitude of the event is being transferred to the attitude of the sponsoring brand.</p> <ul style="list-style-type: none"> • <i>Degree of cognitive control</i>: whether the associations are transferred implicitly and/or explicitly • <i>Valence</i>: whether positive or negative associations are transferred • <i>Direction</i>: the attitudes can be transferred from the sponsored property to the sponsor or vice versa <p>Transfer will be weaker in instances of multiple sponsors and lower sponsorship levels.</p> <p>Measurement of attitude transfer</p> <ol style="list-style-type: none"> 1. Measure attitude toward the sponsor before and after the sponsored event 2. Examine incremental effect that sponsored event attitude has on sponsor attitude after the event 3. Assessing the similarity between the attitude toward the sponsored event and the attitude toward the brand
Theory of meaning transfer	<p>Consumers assign “meaning” to celebrities based upon an individual’s interpretation of the celebrity’s public image. Meaning then moves from the celebrity endorser to the product when the two are paired in an endorsement capacity.</p>
Risks of attitude transfer	<p>There are some risks that attitudes that are transferred are negative and/or inconsistent with the positioning goals of the company.</p>

Schema	A schema is a cognitive structure, stored in memory that represents information about an object, concept or stimulus domain, including its attributes. Consumers' schemas represent structured memory traces about the presence and the activities of brands based on prior knowledge that is gained through personal experience. (The stored schemas guide individuals' sponsorship expectations)
Schema Theory	<p>Has been used to account for the positive effects of sponsorships with high fits:</p> <ul style="list-style-type: none"> • <i>High fit</i> → cognitive satisfaction, cognitive consistency → Integration in the brand schema • <i>Low fit</i> → inconsistency in individuals' minds (however, schema incongruities may be positive) <p>Schema incongruity theory: information that is moderately incongruent to existing schemas leads to more favorable outcomes because moderate incongruity increases consumers' arousal, cognitive evaluations and processing motivation. Sponsors with moderately low fit profit from leveraging their commercial sport sponsorship via corporate social responsibility (CSR-linked sport sponsorship)</p>
Congruency theory	<p>Suggests that the storage in memory and the retrieval of information from memory are influenced by their relatedness or similarity (theoretical basis for the positive effect of high-fits). Individuals remember information best that is congruent with prior expectations.</p> <p>The theory makes the same predictions as schema theory.</p> <ul style="list-style-type: none"> • For small brands, a market prominence bias may operate against the true high-fit sponsor when a competitor with a large market share is more readily recalled and therefore thought to be the sponsor (The reverse is true for large brands) • Brands at parity may be particularly vulnerable to confusion and misattributions when both major competitors are engaged in similar sponsorship activities
Attribution theory	<p>Attribution theory is based on the covariance model, in particular the assumption that individuals make causal inferences about events that they observe and experience. These inferences are beliefs that allow for understanding and prediction of the observable world.</p> <p>Discounting principle (Kelley's): consumers discount or minimize an explanation if an alternative explanation exists. When situational factors explain an event, personal factors are discounted.</p> <p>Motive perception of sponsorship.</p> <ul style="list-style-type: none"> • <i>Extrinsic</i> (self-serving or egoistic, profit oriented) - e.g. sponsorship of sport mega-events • <i>Intrinsic</i> (benefitting society or altruistic, non-profit oriented) <p>Sponsorship activities that are perceived as intrinsically motivated result in the more positive reactions of the recipients. The attribution of altruistic motives mediates the effect of a brand's activity on consumer reactions.</p>
Social Identity theory	<p>People place themselves and others into social categories. Individuals make these classifications because they provide a systematic way to define others and to locate oneself in the social environment.</p> <p>Organizational identification with a sponsored cause increases commitment for the products of sponsors. Favorable purchase intentions are positively related to team identification, and were more common when such intentions were perceived as a group norm. (team identification moderates the effect of attitude on intention to purchase).</p> <p><u>In sports:</u> as identification with the sport property increases, so do the intentions to purchase products from the sponsors</p>
Visual Attention	<p>Attention is the process that allows individuals to select the information that is relevant to them and disregard irrelevant and interrupting information. (selective attention: move eyes to aim the fovea at objects of interest)</p> <p>Mental factors also include learning experiences from the past as well as the nature of the task:</p> <ul style="list-style-type: none"> • <i>Knowledge about scenes:</i> knowledge of objects and circumstances • <i>Learning from past experience:</i> the learning process helps direct the attention to the objects that are relevant to the task or scene • <i>Nature of the observer's task:</i> the demands of a task can override environmental factors such as stimulus saliency if a person carries out a task <p>Sponsors must be aware of that most sponsorship messages that they send out will not be considered as a task itself by the recipients.</p> <p>Bottom-up factors</p> <p>Stimuli that are part of the environment and may thus affect the attention of individuals (mainly automatic processes and do not depend on cognition or task demands). Attention shifts to salient visual features that are of potential importance (Saliency: more informative environment regions). Sponsors can make use of these attention principles of bottom-up guiding factors when they use visual marketing to exploit their sponsorship.</p> <p>Top-down factors</p>

	<p>Stimuli that are part of an individual and may thus affect the attention of individuals. Attention and working memory are closely related and may share common neural mechanisms. However, salient distractors can override top-down control, because they influence visual attention via automatic pathways. (in sponsorship: emotions are highly relevant beside cognition). When no top-down information is present, bottom-up signals exert a stronger influence guidance. Top-down factors that may increase or decrease visual attention:</p> <ul style="list-style-type: none"> • <i>Arousal</i> • <i>Emotions</i> • <i>Involvement</i> • <i>Attitudes</i> <p>Attention functions as a mediator between exposure and memory effects (pyramid of sponsorship).</p> <ol style="list-style-type: none"> 1. <i>Exposure stage</i> (input, visible information): all information that a person is exposed to 2. <i>Attention stage</i> (throughput, sighted information): selected information of the viewer 3. <i>Recall stage</i> (output, stored information): participant's memory of sponsorship information <p>Sponsor recall significantly increases with the attention paid to the respective sponsor signage.</p>
Neural Pathways	<p>Individuals capacity for information processing is limited and unwanted information must be filtered:</p> <ul style="list-style-type: none"> • <i>Ventral stream</i>: contains receptive fields, which are the critical resource for visual processing (important for object recognition) • <i>Dorsal stream</i>: relevant for spatial perception and visuomotor performance
Scanpath theory	<p>Internal cognitive representations control both the visual perception and eye movements. Viewers fixate the important characteristics of a scene, but do not fixate every detail within the scene (the brain processes the information piece by piece).</p> <p>Scanpath: ways how patterns are remembered and recognized (eye movements follow same path) The theory has not received much attention in research into sponsorship-linked marketing (recipients rarely focus their attention to sponsor's stimuli).</p>
Guided search theory	<p>Pre-attentively available visual information is compared to high-level descriptions of the respective object in order to generate evidence for the location of the target within the field of search (efficient).</p>
Return on Objectives (ROO)	<p>Non-financial goal outcomes that try to measure what the return is with regard to an outcome (against pre-defined level of goal achievement). Based on memory effects, recipients recognize sponsors and form evaluations of sponsors (positive or negative reaction)</p>
Media exposure metrics	<p>The frequency of the contact with the sponsored entity is a frequent measured that is used in SLM.</p> <ul style="list-style-type: none"> • <i>Cost per Mille (CPM)</i> = (Sponsorship cost / Audience) x 1000 <p>(+) Easy to interpret and provides a simple overview (-) No evidence that recipients actually attend to, does not directly evaluate sponsorship, does not take into account size differences, does not take into account the emotional context In the internet practitioners can analyze clicking behavior and online purchase behavior:</p> <ul style="list-style-type: none"> • <i>View-Through Rate (VTR)</i> = (Viewthroughs / Impressions) x 100% → measures the passive but self-directed impact from a particular online sponsorship • <i>Click-Through Rate (CTR)</i> = (Clicks / Impressions) x 100% → measures the immediate impact of an online sponsorship • <i>Conversion Rate (CR)</i> = (Users purchasing / Users clicking on campaign) x 100% → proportion of visitors to a website who take action beyond a casual content view <p>Social Media require the measurement of further variables, depending on the type of social media:</p> <ul style="list-style-type: none"> • <i>Buzz monitoring</i>: indicates the "noise" and dimensions of this • <i>Sentiment</i>: examine the positivity or otherwise of comments in the social media • <i>Engagement</i>: can be operationalized via "likes", "fans", "content engagement",...
Eye tracking	<p>Eye-tracking methodologies is used to capture visual attention in consumers. Major eye movements are fixation and fovea:</p> <ol style="list-style-type: none"> 1. <i>Fixation</i>: the target object is positioned on the fovea (eye remains relatively still --> Attention) Eye-mind Hypothesis: as long as an object is being fixated, the respective electrical signal also being processed (has not been rejected) 2. <i>Tracking</i> <ol style="list-style-type: none"> a. <i>Static Eye Trackers</i>: both illumination and eye camera on the table (tower-mounted eye trackers are in close contact with the participant) b. <i>Remote Eye Trackers</i>: capable of viewing the participant's eye form the distance c. <i>Head-mounted Eye Trackers</i>: have both illumination and cameras on top of the head of the participant

	<p>In order to match the participant's view with the stimulus material the subject is looking at, so called frames of reference must be defined.</p> <ul style="list-style-type: none"> • <i>Areas of Interest (AOI)</i>: define regions that the researcher is interested in gathering data <p>Pros/Cons Eye Tracking measures:</p> <p>(+) Attention (not exposure) is measured, differences in size and clutter can be accounted, bottom-up factors can be examined and combined with top-down factors</p> <p>(-) Recipient have to wear a device and come into a lab, information is not easy to interpret</p>
Recall	<p>Recall assesses whether recipients remember sponsors (correctly)</p> <ul style="list-style-type: none"> • <i>Unaided recall</i>: participant is asked to recall a sponsor without help • <i>Aided recall</i>: participant gets help through different aids in recalling a sponsor <p>Pros/Cons assessment of recall:</p> <p>(+) Easy to measure, do not need technological equipment, supplies information that is compatible with traditional (cognition-based) models of marketing communication success.</p> <p>(-) Rely on the memory of recipients and their degree to which they can retrieve information consciously, participants come up with plausible answers (new response construction bias), percentage of sponsors recalled depends on research context</p>
Recognition	<p>Recognition measures how good participants are able to recognize sponsors (explicit memory). Pros/Cons of recall hold true for recognition (market prominence bias may be even more relevant)</p>
Market prominence bias	<p>The presence of a minor sponsor is confused with a major brand of the same industry. The market prominence bias is more likely in situations where the learning of the event-sponsor associations is difficult and the event-sponsor association is therefore weak (individuals rely first on their direct recollections).</p> <ul style="list-style-type: none"> • Recollection can be much faster mode of identification • Recollection capture traces of the external reality (may be perceived as more valid) <p>To prevent market prominence bias brands of comparable prominence in the market should be present (the brands that are not sponsors but are presented are called foils)</p> <p>Matrix of potential recall and recognition outcomes:</p> <ul style="list-style-type: none"> • <i>Hit</i>: correct identification of an actual sponsor as a "sponsor" • <i>Miss</i>: incorrect identification of an actual sponsor as "not a sponsor" • <i>Correct rejection</i>: correct identification of a foil as "not a sponsor" • <i>False alarm</i>: incorrect identification of a foil as a "sponsor" <p>Corrected accuracy = $[P(\text{hit}) - P(\text{false alarm})] / 1 - P(\text{false alarm})$</p>
Implicit memory measurement	<p>The measurement of the implicit memory means that the assessment must not require conscious or intentional recollection of memories. Implicit memory plays a major role in the processing of sponsorship information.</p> <p>Priming: the concept of priming provides evidence for implicit memory, that is, a process by which individuals improve in task performance after they have been unconsciously prepared for the task.</p> <p>Measurement tools:</p> <ul style="list-style-type: none"> • <i>Implicit association test</i> • <i>Lexical decision task</i> • <i>Word Stem Completion Task</i> • <i>Artificial Grammar Learning</i> • <i>Word Fragment completion</i> • <i>Perceptual tests</i> • <i>Non-verbal tests</i> • <i>Conceptual tests</i>
Implicit Association Test	<p>The IAT is the most popular measure to assess indirect associations in individuals. Several stimuli are presented one by one on a computer screen; in a dual categorization task, participants have to classify attributes with regard of their valence, and targets with regard to their category membership by pressing one response keys, typically assigned to the left and right hand (two categories are always assigned to the same response key, switched in the second block).</p>
Explicit Sponsor evaluation	<ul style="list-style-type: none"> • <i>Brand credibility</i>: perceived expertise and trustworthiness of a brand • <i>CSR perception</i>: brand's general character with respect to its perceived societal obligations • <i>Brand personality</i>: human characteristics that are associated with a brand (e.g. sincerity, excitement, competence, sophistication, ruggedness,... → human traits) • <i>Brand attitude</i> (several possibilities to measure attitudes) • <i>Brand experience</i>: subjective, internal consumer responses and behavioral responses evoked by brand-related stimuli that are part of brand's design and identity, packaging,

Implicit Sponsor evaluation	<ul style="list-style-type: none"> • <i>Affective Priming Task</i> • <i>(Extrinsic) Affective Simon Task</i> • <i>Evaluating Priming Task</i> • <i>Semantic Priming Task</i> • <i>Approach-Avoidance Task</i> <p>Pros/Cons implicit measures: (+) Reducing social desirability concerns, reducing intentional faking, reducing self-deception, reducing self-presentation (-) Laboratory setting are needed, measures are more difficult to interpret, controlled situations cannot be guaranteed in the field, interviewers need psychological training, sample sizes are often smaller. Researchers hope that participants are not aware of which attitude is measured. Implicit measures depend heavily on a variety of extraneous factors and, therefore, are not “miracle” measures that provide an unbiased view of the true and stable attitudes that are assumed to underlie behavior</p>
Employee outcomes	<p>Strengthening the relationship with employees is important because committed and satisfied employees are more motivated to achieve company's goals.</p> <ul style="list-style-type: none"> • Commitment to, and identification with, the employer • Job satisfaction and motivation • Loyalty to the employer • Company pride <p>SLM may also help recruiting staff by positively influencing corporate awareness and brand associations among potential employees</p>
Effects of sponsorship	<p>The effect of SLM on the behavior of stakeholders is hard to measure because of:</p> <ul style="list-style-type: none"> • Time lag between the sponsorship activities and when behavioral decisions take place • Several parallel marketing activities employed by the sponsor that may influence the behavior of stakeholders • The range of possible behaviors is large and any controlling activities of whether these behaviors have been influenced or not by SLM depend on pre-defined goals of the strategy <p>Marketing managers often try to analyze whether SLM contributes to the financial success of brands, using overall measures of financial success (i.e. shareholder value)</p>
Shareholder Value	<p>Shareholder value represents the equity as part of the capitalization of the company (publicly traded companies --> stock return data). Information is harder to get for not publicly traded companies --> valuation methods (e.g. discounted cash flow model).</p> <p>Studies found either positive and significant or non-significant effects of sponsorship announcements on shareholder value (up to 1.65% for stadium sponsors and 2.37% for NASCAR sponsorship).</p> <p>The value a brand receives for its sponsorship investments is about equal to the price paid (zero net present value) → sponsorships with higher ROIs are preferred</p>
Signaling theory	<p>Investors respond to announcements about a company's decisions by buying stocks if they see any potential of the company.</p> <p>Stock return is a good indicator for financial success. Stock prices reflect their intrinsic values; any change in stock price should therefore be generally reflected in previously undiscounted information.</p>
Moderators for shareholder increase (stock)	<ul style="list-style-type: none"> • <i>Fit between sponsor and sponsored property</i>: investors reward high-fit sponsorships • <i>Leveraging and activation of sponsorship</i> <ul style="list-style-type: none"> ○ Leveraging: brands use collateral marketing communications to exploit the association with the sponsored activity ○ Activation: brands try to engage with and involve audiences, and have them participate in the sponsor's activities • <i>Sponsorship by high-tech brands</i>: communicating power and strength (signaling theory imp.) • <i>Duration of the sponsorship</i>: investors reward loyalty as regards to sponsorship contracts • <i>Sponsorship motive</i>: sponsorships with philanthropic motive yield more positive stock return • <i>Success in sports</i>: success of the sponsored property is positively related with positive abnormal return
Agency problems	<p>Agents may behave opportunistically and promote their personal interests by engaging in oral hazard (“Chairman's choice syndrome”, “spouse-driven projects”)</p>

Event Study	<p>The event study methodology allows researchers to make a statement whether the company's investors view SLM activities favorably or not.</p> <p>Event studies measure the effect of an unanticipated event on stock prices. The data basis is a time-series of stock market returns. Researchers define a period in time prior to the event and the method uses regression model to estimate what the normal stock return should be at the day of the event, as well as some days prior to and after the event. (data comes from existing data sources). Event studies have also been used to study the impact of the sponsorship celebrities on shareholder value.</p> <p>Abnormal returns: are the differences between the returns observed and those that the regression model predicts.</p> <p>→ This method can calculate net present values without having to know the costs of the events</p>
Event study limitations	<ul style="list-style-type: none"> • Event studies preclude the need to analyze accounting-based measures of profit (that may not be good indicators for firm performance) • The approach implies that all publicly available information is reflected in a firm's share price (investors often do not behave economically and do not have all information available)
Market model	<p>The market model calculates the relationship between the brand's stock and a reference index via regression analyses → normal returns then project the figures that are used to calculate abnormal returns. (The precision-weighted Scholes-Williams standardized cross sectional model allows to control for problems that are associated with less actively traded brands.</p>
Return On Invest (ROI) in sponsorship programs	<p>ROI reflects the benefit (profit) that an investor gets from the investment.</p> <p>Variable contribution margin (VCM): variable profit per volume unit = unit price – unit costs</p> <p>Incremental volume: represents the number of units sold in excess of normal sales volume</p> $ROI = \frac{(VCM \times \text{Incremental Volume}) - \text{Total Cost}}{\text{Total Cost}}$ <p>Issues that need to be decided first:</p> <ul style="list-style-type: none"> • The level of analysis to calculate costs can be the macro or micro level (funnel-shape ROI) • The time perspective of the analysis can focus on short-term or on long-term effects <p>Companies should invest 3-5% of a sponsorship investment in market research</p> <p>Limitations of the ROI calculation:</p> <ul style="list-style-type: none"> • Evidence about incremental volume that is caused by sponsorship is hard to get • Not all product categories are bought frequently • Internal cost accounting is needed to provide the data on costs
Brand Equity Model	<p>Brand equity models allow researchers to combine consumer-related antecedents of purchase decision-making with financial success variables of a company. The models consider brand equity as the added value endowed on products and services which may be reflected in the way customers think, feel and act with respect to the brand</p> <ul style="list-style-type: none"> • <i>Diagnosis based on brand equity measures:</i> test if marketing instruments increase brand equity • <i>Evaluation based on brand equity measures:</i> determine the price for the company or the licensing contract <p>Customer-based brand equity model: represents the differential effect of brand knowledge on consumer response to the marketing of the brand. (Brand knowledge includes brand awareness and brand image)</p> <p>Customers are the assets of a brand.</p>
Brand associations (Keller)	<ul style="list-style-type: none"> • <i>Attributes:</i> descriptive features that can be product- and service-related or non product-related • <i>Benefits:</i> represent what the consumer think the product or service can do for them • <i>Attitudes:</i> attitudes are overall evaluation of a brand and form the basis for consumer behavior responses
4 steps for building a strong brand (Keller)	<ol style="list-style-type: none"> 1. <i>Ensure brand identity</i> (brand salience must exist) 2. <i>Brand meaning:</i> helps define and differentiate associations 3. <i>Brand response</i> <ol style="list-style-type: none"> a. Judgements: cognitive responses consumers have to brand stimuli b. Feelings: affective responses 4. <i>Consumer engagement:</i> results in higher levels of involvement with the brand, increases brand loyalty and develops strong brand relationships <p>These steps are influenced by the fit of the sponsor to the sponsored property</p>
Brand salience	<p>Consumers are aware of the brand and a range of purchase and consumption situations comes to mind when consumers think of the brand. Subdimensions:</p>

	<ul style="list-style-type: none"> • <i>Need satisfaction</i> • <i>Category identification</i>
Brand equity sources (Aaker)	<ul style="list-style-type: none"> • <i>Brand awareness</i> • <i>Brand associations</i> • <i>Other proprietary assets</i> • <i>Perceived quality</i> • <i>Loyalty</i>
Sponsorship leveraging	<p>Act of using collateral marketing communications to exploit the commercial potential of the association between a sponsee and sponsor (if the brand cannot afford to spend to communicate its sponsorship, then the brand cannot afford sponsorship at all → leveraging cost 2:1 sponsorship fees).</p> <p>Leveraging is an important tool that facilitates coordination and aims to make sure that the full potential of a sponsorship is used in order to reach the pre-defined goals.</p> <p>→ Sponsors with a low fit can use leveraging to facilitate consumer brand-event associations (articulate relatedness between sponsor and the event in the media)</p>
Articulation	Act of explaining the relationship between entities
Leveraging tools	<ul style="list-style-type: none"> • <i>Public relations</i> (77%): organizations share information with the public and manage the relationship to the public • <i>Internal communications</i> (77%) • <i>Hospitality</i> (75%) • <i>Social Media</i> (74%): create, share, and exchange user-generated content in virtual networks • <i>Traditional advertising</i> (72%) (most popular prior to the internet) • <i>Internet tie-ins</i> (60%) • <i>Sampling on-site</i> (59%) • <i>B2B communications</i> (51%) • <i>Sales promotion offers</i> (44%) • <i>Direct marketing</i> (43%): organizations directly communicate with their (potential) customers <p>The presence of leveraging tools in the sponsorship may increase sponsorship awareness and correct sponsor identification, increase attitude towards the sponsor, create differentiation between sponsors and non-sponsors, and provide preventive protection against ambush marketing</p>
Activation	<p>Communications that promote the engagement, involvement, or participation of the sponsorship audience with the sponsor. The concept may include activities such as:</p> <ul style="list-style-type: none"> • <i>Event-related sweepstakes</i> • <i>Event-driven mobile internet competitions</i> • <i>Event-themed brand websites</i>
Non-activational communication	Brands communicate to target groups to promote the sponsorship associations (the processing is passive) → on-site signage, sponsor name mentions, event-concurrent brand advertising,...
On-site activation	<p>Activities involving event attendees such as event-based competitions and product sampling.</p> <p>→ Aim to create an attractive and memorable sponsorship experience that tries to engage consumers with the brand.</p> <p>Low-fit sponsors particularly profit from on-site activation of sponsorship as regards brand attitudes and attitude transfer from the event to the brand. (→ improved audience participation)</p>
Activation via media	<p>Advertisement during live broadcasts on television, websites, ...</p> <p>→ more favorable attitudes than non-activational websites</p>
Brandfest	Corporate-sponsored events where customers come together to experience and celebrate brand ownership
Commercial Sponsorship	<p>Investment in an activity, person, event, in return for access to the exploitable commercial potential associated with that activity, person or event by the investor.</p> <p>Leveraging: link the commercial sponsorship with corporate social responsibility (CSR) activities</p> <p>→ reduce reactance in recipients, increase outcomes of the sponsorship</p> <p>Sponsor make a two-level decision:</p> <ol style="list-style-type: none"> 1. <i>Decide whether or not to link CSR to sponsorship</i> (communication content) <ul style="list-style-type: none"> ○ Sponsorship only ○ CSR-linked sponsorship --> higher CSR perception 2. <i>(if sponsor have decided for CSR) Select focus of the CSR-linked sponsorship communication</i> <ul style="list-style-type: none"> ○ Focus on CSR information (brand is "doing good") --> higher CSR perception ○ Focus on Sponsorship information

	<p>There is a higher increase in consumer CSR perception for brands with moderately low fit to the sponsored event (activation of more memory centers associated with the importance of social giving)</p> <p>For brands with a moderately high fit to the sponsored event, additional information about CSR has no effects on brand evaluations.</p> <p>Financial success is more positively affected when sponsors engage in social sponsorship in addition to commercial sponsorship.</p>
CSR perception	Consumer beliefs about a brand's activities when they are positioned around social causes (positive effects on brand evaluations and brand credibility)
Brand credibility	Consumers' tendency to perceive a brand as trustworthy, reliable, and high in expertise (positive influence on brand attitudes)
Ambush marketing	<p>Ambush marketing is the successful communication of the association of a brand with a property without the purchase of legitimate sponsorship rights (not illegal and common practice). Ambush marketing creates confusion in consumers, thereby denying the legitimate sponsor association. The popularity of ambush marketing has increased over recent years as competitors of official sponsors have reacted to the policy of event organizers and other property rights holders to limit the number of sponsors and guarantee exclusivity in a product category, as well as to the high cost of sponsorship rights. (used by both local and global companies)</p> <p>Ambush marketing is used by brand managers depending on:</p> <ul style="list-style-type: none"> • <i>Financial budget for brand communication</i> • <i>Communication strategies and channels for their brands</i> • <i>Brand evaluations</i> <p>Today television and social media is often used to distribute and leverage an ambush marketing campaign.</p> <p>When ambush marketing takes place in the context of social marketing, it may also generate increase in a brand's CSR perception</p>
Ambush marketing strategies	<p>Ambush marketing campaigns can be classified into eleven subcategories that can be divided in three main categories:</p> <ul style="list-style-type: none"> • <i>Direct ambush activities</i>: the intended, targeted association brand (by an ambusher) with an event or property, through a clear, explicit reference to an intended connection to the ambushee • <i>Indirect ambush activities</i>: the association of a brand with an event or property, through suggestion or indirect reference, drawing on the awareness and attention of consumers surrounding an event, without expressing reference or attachment to the property • <i>Incidental ambush activities</i>: the presumed association of a brand with an event or property, without that brand establishing a clear, explicit, or intended connection <p>After the successful implementation of the strategy, sponsor make sure that ambush marketing does not happen.</p> <p>Ambush strategies are still a threat to official sponsors because ethical and fairness concerns about the practice of ambush marketing are low and appear not to harm evaluations of ambushers' brands</p> <p>Humor: humor may also help ambushers to form a positive brand attitude</p>
Direct ambush activities	<ul style="list-style-type: none"> • <i>Predatory ambush marketing</i>: deliberate ambushing of a market competitor, intentionally and knowingly attacking a rival's official sponsorship in an effort to gain market share and to confuse consumers as to who is the official sponsor • <i>Coattail ambush marketing</i>: the attempt by an organization to directly associate itself with a property for the purpose of ambushing through a legitimate link (e.g. sponsoring of participating athletes) • <i>Property infringement ambush marketing</i>: the intentional use of protected intellectual property or knowingly infringing the rules and regulations of an event, in a brand's marketing a means to attaching itself in the eyes of consumers to a particular property or event
Indirect ambush activities	<ul style="list-style-type: none"> • <i>Sponsor self- ambush marketing</i>: marketing communications activities by an official sponsor that go above and beyond what has been agreed to in the sponsorship contract, effectively ambushing the property that they support and infringing upon other official sponsors • <i>Associative ambush marketing</i>: the use of imagery or terminology to create an illusion that an organization has links to a property, without making any specific references or implying an official association with the property • <i>Distractive ambush marketing</i>: the creation of a presence or disruption at or around a property or an event in order to promote a brand, without specific reference to the

	<p>property or event itself in order to intrude upon public consciousness and gain audience awareness</p> <ul style="list-style-type: none"> • <i>Values ambush marketing</i>: the use of an event or property's central value or theme to imply an association with the property in the mind of the consumer • <i>Insurgent ambush marketing</i>: the use of surprise, aggressively promoted, one-off street-style promotions or giveaways at an event, in order to maximize awareness, while minimizing investment and distracting attention away from official sponsors and the event itself. • <i>Parallel property ambush marketing</i>: the creation of, or sponsorship of, a rival event or property to be run in parallel to the main ambush target, associating the brand with the sport or industry at the time of the event, thus capitalizing on the main event's goodwill
Incidental ambush activities	<ul style="list-style-type: none"> • <i>Unintentional ambush marketing</i>: the incorrect consumer identification of a non-sponsoring company as an official sponsor, unknowingly or inexplicitly, based on a previous or expected association with the event • <i>Saturation ambush marketing</i>: the strategic increase in the amount of marketing communications around the time of the event by a non-sponsor in order to maximize awareness of the brand during the event (before, during and after broadcast in the media)
Sponsor vs. Ambusher	<p>Official sponsors have access on a broad range of media for communication, such as board signage or interview backdrops, which are denied to ambushers. Official sponsors also achieve higher levels of awareness than ambushers. Attitude change is more positive for official sponsors than for ambushers</p>
Anti-ambusher strategies	<p>Property owners and corporate communication managers who are aware of the potential ambush strategies can preemptively protect their investments. (However, a complete prevention of ambush marketing seems impossible.)</p> <ul style="list-style-type: none"> • <i>Legal or legislative action</i> • <i>Naming and shaming</i>: sponsors or event organizers disclose the inappropriate behavior of the ambusher and publicly criticize the ambusher brand or its CEO <ul style="list-style-type: none"> → (-) naming the ambusher produces the unintended effect of strengthening the link → (-) attacking a competitor in an ad often produces a backlash effect on the sponsor (may be perceived as unfair, offensive and less believable) • <i>Educational instruments</i>: sponsors inform the public about the negative consequences of ambush marketing • <i>Making fun of the ambusher</i> <p>A counter-strategy can be considered a success if it helps sponsors reach their goals / prevents ambushers from reaching their goals.</p> <p>Property rights holders or event organizers are responsible for the installment of counter-ambush strategies depending on the contractual frameworks governing sponsorship arrangements</p>
Consumer attitude to ambushers	<p>The degree to which consumers think the execution of the protection rights inhibit ambushing is justified might be determined by three factors:</p> <ul style="list-style-type: none"> • <i>Attitude to commercialization</i>: general view held by consumers of the marketing activities surrounding events or sponsored properties (ex. Over commercialization of sport) • <i>Attitude to the event organizers or property holders</i>: addresses spectators' view on the organizers and how successful they are at delivering a fascinating and perfectly run event • <i>Indifference of consumers to the use of ambush marketing</i>: consumers' attitudes may not be affected by their general sense that a brand's ambush behavior is inappropriate or unfair
Types of purchasing opportunity	<ul style="list-style-type: none"> - <i>New sponsorship</i>: sponsorship is taken over from another company (competitor) - <i>Modified sponsorship rebuy</i> - <i>Straight sponsorship rebuy</i>
Sponsorship stages	<ol style="list-style-type: none"> 1- <i>Pre-approach context</i>: analyzing the current situation of sponsorship 2- <i>Approach stage</i>: approaching potential properties to be sponsored 3- <i>Evaluation stage</i>: evaluating the potential properties to be sponsored 4- <i>Decision stage</i>: deciding which property to sponsor 5- <i>Post-decision stage</i>: managing the relationship with the sponsored property
Barriers in the decision-making process	<ul style="list-style-type: none"> - Managers should not consider sponsorship as an instrument that affects one division only <ul style="list-style-type: none"> ➔ Reach the company's marketing goals - Managers should not be afraid of using controlling instruments when evaluating the success of sponsorship <ul style="list-style-type: none"> ➔ Measure relevant sponsorship outcomes - Managers should not just do the same sponsorship like many competitors do (be creative)

	<p>➔ Consider non-conforming ways</p> <ul style="list-style-type: none"> - Managers in the area of communication should not be afraid of budget cuts when adopting a new sponsorship, but see the possibilities to link existing communication instruments with sponsorship to leverage the company's communication with the recipient
Principal-Agent problem	Principal-agent problem exists when managers who are non-owners put their own interests first and above those of the company they work for (sponsor). Empirical evidence shows that this problem exists in sponsorship.
Intermediaries	<ul style="list-style-type: none"> - <i>Matching services</i>: help sponsors and sponsored properties to identify and locate each other. There are also services that match sponsors with specific agencies, according to the sponsors' needs and interests - <i>Proposal manager services</i>: helps to manage requests from sponsor seekers to sponsor areas such as sports, arts and culture, etc.. Proposal management services are needed, because stakeholders may perceive the option of having no engagement or not responding to a request negatively.
Sponsorship portfolio	<p>A sponsorship portfolio is the collection of brand and/or company sponsorships comprising sequential and/or simultaneous involvement with events, activities and individuals utilized with various audiences.</p> <p>Multiple sponsorships have the potential to reach more recipient and recipients from different target groups.</p> <p>However, the sponsorships as part of the portfolio often do not have identical properties, meaning that they are distinctive in associations, sometimes even seemingly incompatible (challenging).</p>
Degree of portfolio change	<ul style="list-style-type: none"> - <i>Commonality</i>: extent to which the same associations are reinforced - <i>Complementarity</i>: extent to which new associations are added by any new communication element
Characteristics of sponsorships	<ul style="list-style-type: none"> - <i>Type of sponsorship</i> (sport, art and culture, social, science and education, eco, ...) - <i>Area</i> (within type): soccer, tennis, ... - <i>Level of sponsorship involvement</i> (individual athlete, team, event, ...) - <i>Depth of sponsorship involvement</i> (title sponsor, major sponsor, co-sponsor,...) - <i>Grade of sponsorship</i> (professional, amateur, grass roots) - <i>Geographical coverage</i> (local, regional, national, international, global)
Depth of sponsorship involvement	<p>The deeper the involvement, the more expensive the sponsorship-</p> <ul style="list-style-type: none"> - <i>Title sponsorship</i>: represents the deepest involvement of the sponsor - <i>Co-sponsors</i>: rely on sponsorship instruments at a lower level
Exclusive sponsorships	Exclude within-industry competitors from sponsorship ➔ sponsorship more effective
Level of sponsorship involvement	<p>The decision what the level of sponsorship involvement is and what specific entity to sponsor depends on the goals of sponsorship-linked marketing, the possibility to communicate with the target group and the possibility to link the company to the sponsored entity.</p> <ul style="list-style-type: none"> - <i>Sponsorship of individual</i>: awareness of the individual, performance and success of the individual, associations with recipients, credibility - <i>Sponsorship of teams</i>: lower risks in comparison to individual sponsorship - <i>Sponsorship of events</i>: provides sponsors the opportunity to interact with their target group in an emotional setting on-site (more independent of the success of athlete or team) - <i>Sponsorship of leagues, federations or institutions</i>
Geographical coverage	Decision on the geographical coverage should be made according to the goals of sponsorship engagement, the possibility to communicate with target groups, and the possibility to produce high-fit sponsorship portfolios
Sponsorship portfolio fit	<p>Individuals also perceive some fit between the various sponsored properties of the sponsor. The fit among sponsorship properties influences the recipients' processing of the sponsorship portfolio and their evaluations of the sponsor's brand attitude</p> <p>Brand personality: the set of human personality traits that are both applicable to and relevant for brands ➔ Fit in brand personality between sponsored properties</p> <p>Loosely related sponsorships may dilute the desired brand concept</p>
Sponsorship policy statement	<p>A sponsorship policy statement typically explains what a company will sponsor, which audiences should be targeted, the quantity of sponsorship that should be undertaken over a given period, and the level of sponsorship devoted to each of the sponsorships.</p> <p>Policies are often made public in order to inform potential sponsored properties and be transparent</p>

Terminating sponsorships	When relationships are fading, the commitment between partners decreases. Fading may be the first step towards sponsorship ending. The perception of exit strategies is crucial, because it affects important brand outcomes: <ul style="list-style-type: none">- <i>Extrinsic motive</i> (self-serving or egoistic, mainly serving economic ends)- <i>Intrinsic motive</i> (benefitting society or altruistic, mainly serving non-economic ends) Ending a sponsorship relationship can result in more negative attitudes towards the existing brand. Sponsorship termination can have positive effects for the sponsor's brand attitude if consumers trust this decision and feel that the brand has a sincere interest in event's proper conduct		
Search for sponsorship	1- <i>Definition of needs</i> 2- <i>Develop sponsorship-specific objectives</i> Determining needs and objectives is helpful, because it gives you an indication of what company fits to your sponsorship goals. It is important to formulate a profile that reflects what you do to make it easier to find a matching company that has the same characteristics. 3- <i>Define your competitive advantage</i> : identify characteristics and features that are unique compared to what competitors already do Sponsors should think of any services they can offer and use creative and innovative ways to help sponsors associate with the entity. 4- <i>Identify prospective sponsors</i> : fit and identification between the sponsor and the sponsored property are crucial in sponsoring (credibility of sponsorship) Copying what others do is not always a good thing to do because it does not help companies differentiate from their competitors → be creative!		
Recruitment of potential sponsor	1- <i>Gaining knowledge about your highest-priority potential sponsor</i> (company's strategy, resources and competences): having a good knowledge about prospective sponsors prepares you well when you approach the company → research background information 2- <i>Make the sponsorship most attractive for potential sponsors</i> : the sponsor want to gain additional value by supporting you → design a flexible sponsorship offer which you may modify in order to fit the objectives and strategies of each potential sponsor It is important to know and address the potential sponsor's needs because this may be the driver that pushes its decision to engage in a sponsorship. <ul style="list-style-type: none">o Fit the budget of the potential sponsor: you can offer different sponsorship options and packages. 3- <i>Emphasize advantages of the sponsorship</i> : reveal possible outcomes and provide data that you are reliable as regards your activities and performance. Underline your reliability and seriousness also by listing sponsors that you have already successfully worked with		
Development of a sponsorship strategy	Creating a unique strategy is one of the hardest parts because it often requires creativity. The strategy builds upon the situational analyses and should meet the predefined goals and describe how this can put into practice. Examples: <ul style="list-style-type: none">- <i>Viral sponsorship marketing</i>: focuses on spreading information and opinions about a product or service from person to person, especially using social internet networks- <i>Event ownership</i>: sponsors have started to create new events as a company		
Setting up a sponsorship contract	A contract is a document that formalizes the agreement between the two partners sponsor and sponsored entity (legally binding). The contract should define sponsors' performance and the consideration to be provided by the sponsored entity, specified in type, place, time, and other details. The contract has to regulate date of entry into force and duration of the sponsorship and should include provisions relating prolongation options and extraordinary termination. It should include the sponsorship status (main sponsor, co-sponsor, ...). There is little information about the prices paid for sponsorship contracts (negotiated privately)		
Types of contract in sport sponsorship	Advertising contract	Sponsor ↔ Athlete or Sponsor ↔ Organizer of a sporting event	Performance (autograph session/appearance in commercials) and rewards (payment) or Performance (provision of advertising measures) and rewards (payment)
	Endorsement/ Equipment contract	Provider of sport equipment ↔ Athlete	Equipment for competitions, winning bonus
	License contract	Provider of sport equipment ↔ Athlete	Conditions when providing an athlete's name for a certain sport equipment product line (e.g. Nike CR7 collection of Cristiano Ronaldo, Nike Air Jordan); Normally, athletes receive a fixed fee and sales performance payments
	Labour contract	Sports club ↔ Athlete	Rights (liberties in conclusion of own contracts) and obligations (jersey advertising, promotion activities) of the athlete;
Implementation and controlling	<ul style="list-style-type: none">- <i>Project-based approach</i> (meeting expectations, risk management, tools, ...)<ul style="list-style-type: none">o <i>Ensuring leveraging</i>: ensure that sponsors get the most out of their sponsorship		

	<ul style="list-style-type: none"> ○ <i>Protecting sponsors against ambushers</i>: the sponsored entity should make sure that it uses its legal rights to provide exclusiveness to sponsors on-site ○ <i>Supporting a sponsor's portfolio</i>: sponsored entities should make sure that the specific sponsorship contributes to the uniqueness and authenticity of a sponsor's sponsorship portfolio ○ <i>Engaging in lifetime management with sponsorship partners</i>: you should treat the sponsor like you want to be treated
Evaluation of the sponsorship	<p>Sponsorship begins with the goals and sponsorship ends with the goals.</p> <p>If the sponsor is considered as a partner, both parties should be honest with each other and make decisions based on empirical data.</p> <ul style="list-style-type: none"> - Document your media exposure and other sponsorship outcomes - Document the sponsorship implementation - Figure out what has failed and provide solutions to avoid these problems in the future <p>Remind the sponsor that even if the sponsorship outcomes do not occur immediately, an increased awareness of the sponsors' brand can lead to financial outcomes in the future.</p>