The effect of sport sponsorship on brand awareness, corporate image and brand association.

Submitted by: Mirna Grimaldi
Student number: 10045819
Supervisor: John Staunton

Dublin Business School

August 2014
Table of Contents

Acknowledges .......................................................................................................................... 1

Abstract .................................................................................................................................... 2

1. Introduction ........................................................................................................................... 3

1.1 Background ......................................................................................................................... 3

1.2 Research questions, objectives and hypothesis ................................................................... 5

1.3 Research organization ......................................................................................................... 6

2. Literature Review .................................................................................................................. 7

2.1 Literature Introduction ....................................................................................................... 7

2.2 Marketing communication & Sponsorship ......................................................................... 7

2.2.1 Communication theory ................................................................................................... 7

2.2.2 Marketing mix and promotion ......................................................................................... 19

2.2.3 Sponsorship and the promotional mix ............................................................................. 23

2.2.4 Integrated marketing communications (IMC) ................................................................. 24

2.3 Sponsorship ......................................................................................................................... 27

2.3.1 Sponsorship definitions and concepts ............................................................................. 27

2.3.2 Sponsorship background ................................................................................................. 29

2.3.3 Sponsorship characteristics ......................................................................................... 29

2.3.4 Sponsorship objectives ................................................................................................... 30

2.3.5 Types of sponsorship ...................................................................................................... 33

2.3.6 Sponsorship fit ............................................................................................................... 35

2.3.7 Audience engagement and sponsorship ....................................................................... 35

2.3.8 Attitudes towards a sponsored event ............................................................................ 36

2.3.9 Growth and expenditure in sponsorship ....................................................................... 37

2.3.10 Measurement of sponsorship effectiveness ................................................................. 38

2.4 Sport Sponsorship ............................................................................................................. 41

2.4.1 Sports Management & Sport Marketing ......................................................................... 41

2.4.2 Sport Sponsorship definition ........................................................................................ 42

2.4.3 Sport Sponsorship goals ................................................................................................ 43

2.5 UEFA Champions League ................................................................................................. 44

2.5.1 Facts and figures of the Union of European Football UEFA ............................................ 44

2.5.2 UEFA Champions League ............................................................................................. 45

2.5.3 UEFA Champions League Sponsorship ........................................................................ 45

2.5.4 Heineken as official sponsor of the UEFA Champions League ..................................... 47

2.6 Literature conclusion ........................................................................................................ 50

3. Methodology ......................................................................................................................... 51

3.1 Methodology Introduction ............................................................................................... 51

3.2 Research Design ............................................................................................................... 52

3.2.1 Research Philosophy ..................................................................................................... 52

3.2.2 Research Approach ....................................................................................................... 54

3.2.3 Research Strategy .......................................................................................................... 55

3.2.4 Selecting Respondents ................................................................................................. 57

3.2.5 Research Ethics .............................................................................................................. 57

3.3 Data Collection Instruments ............................................................................................. 58

3.3.1 Questionnaires .............................................................................................................. 58

3.3.2 Pilot test ......................................................................................................................... 59

3.4 Data Analysis Procedures ................................................................................................. 60

4. Data analysis and findings .................................................................................................... 61
4.1 Introduction ......................................................................................................................... 61
4.2 Demographics .................................................................................................................... 62
4.3 Objective 1 findings and observations ................................................................................ 66
  4.3.1 Sub objective 1.1 ........................................................................................................... 66
  4.3.2 Hypothesis 1 findings and observations .................................................................... 67
  4.3.3 Sub objective 1.2 ........................................................................................................... 68
  4.3.4 Hypothesis 2 and 3 findings and observations ......................................................... 71
  4.3.5 Sub objective 1.3 ........................................................................................................... 71
  4.3.6 Hypothesis 4 findings and observations .................................................................... 73
4.4 Objective 2 findings and observations .............................................................................. 73
  4.4.1 Sub objective 2.1 ........................................................................................................... 74
  4.4.2 Hypothesis 5 findings and observations .................................................................... 76
  4.4.3 Sub objective 2.2 ........................................................................................................... 77
  4.4.4 Hypothesis 6 findings and observations .................................................................... 78
4.5 Objective 3 findings and observations .............................................................................. 78
  4.5.1 Hypothesis 7 findings and observations .................................................................... 80
5. Discussion ............................................................................................................................. 81
  5.1 Contribution to the research area ...................................................................................... 81
  5.2 Limitations of this research ............................................................................................... 82
  5.3 Critical evaluation of the author's work ........................................................................... 83
6. Conclusion ............................................................................................................................. 84
  6.1 Introduction ....................................................................................................................... 84
  6.2 Summary of findings ......................................................................................................... 84
    6.2.1 Objective 1 summary of findings ............................................................................. 85
    6.2.2 Objective 2 summary of findings ............................................................................. 86
    6.2.3 Objective 3 summary of findings ............................................................................. 86
  6.3 Recommendations of future work .................................................................................... 87
References ................................................................................................................................. 88
Appendix .................................................................................................................................... 94
  Appendix 1 ............................................................................................................................. 94
List of Tables and Figures

Figure 1. A linear model of communication ..........................................................8
Figure 2. AIDA model .........................................................................................11
Figure 3. AIDA model and The Hierarchy of effects ...........................................11
Figure 4. Non-personal media categories ...........................................................15
Figure 5. Communication effectiveness by feedback .........................................18
Figure 6. Promotional mix distinctive qualities ..................................................22
Figure 7. The role of sponsorship in the promotion mix .....................................23
Figure 8. Sponsorship & the promotion mix .......................................................24
Figure 9. Sponsorship definitions ......................................................................28
Figure 10. The history of sponsorship ...............................................................29
Figure 11. Image transfer process in sponsorship .............................................30
Figure 12. Sponsorship main objectives .............................................................31
Figure 13. Total global sponsorship spending ...................................................38
Figure 14. Stages in the communication process at which sponsorship is measured......39
Figure 15. The sports marketing communication mix .......................................41
Figure 16. Sport sponsorship examples .............................................................42
Figure 17. Goals in sport sponsorship linked with stages ..................................43
Figure 18. UEFA ...............................................................................................44
Figure 19. UEFA Champions League official sponsors .....................................46
Figure 20. Heineken’s Sponsorship Activation strategy: Trophy tour ..............48
Figure 21. Heineken’s Sponsorship Activation strategy: Social media ............48
Figure 22. Enjoy Responsibility Heineken Logo ..............................................49
Figure 23. The research onion .........................................................................51
Figure 24. Types of research philosophies .......................................................53
Figure 25. Major differences between deductive and inductive approaches to research .....54
Figure 26. Types of questionnaires .................................................................58
Figure 27. Gender .......................................................................................62
Figure 28. Age ............................................................................................63
Figure 29. Current occupation ...............................................................64
Figure 30. Country .....................................................................................65
Figure 31. Heineken’s brand awareness on UEFA Champions league ..........67
Figure 32. Cross tabulation level of involvement (generic level) and brand awareness.....69
Figure 33. Cross tabulation level of involvement (specific level) and brand awareness ….70
Figure 34. Cross tabulation between brand consumption and brand awareness.........72
Figure 35. More likeable perception of the brand based on the sponsorship ............75
Figure 36. Premium brand association based on the sponsorship .........................76
Figure 37. Spearman correlation between sponsorship fit and brand association ........77
Figure 38. Heineken’s corporate image perception ........................................79
Figure 39. Heineken’s corporate image campaign...........................................80
**Acknowledgements**

First and foremost, I would like to thank my parents for giving me the opportunity to study this one year Master Course at Dublin Business School and supported me not only in my studies but also through all my life. Without their help and support I would not have been able to accomplish all the goals that I have set for myself and I will always be thankful for all the things they have done and sacrifice for me.

I would also like to thank my host Irish family, that throughout the year that I lived with them made me feel like another member of their family and always helped me and supported me when I most needed it.

My sincere thanks to my best friend Dainius, who was always encouraging me to do my best and constantly motivated me to keep working and achieve my personal and professional goals.

Finally but not least, I would like to thank my supervisor John Staunton, who has been a great support throughout my thesis and helped me complete this research in the best way possible.
Abstract

Sponsorship is a fast growing marketing tool mainly used by companies that want to promote their products or services. According to the last spending report done by the professional authority in sponsorship consulting and research (IEG), sponsorship is positioned as the main tool used by the companies worldwide with over $51 billion dollars investments in 2013. This could be deemed mainly because of the proven effectiveness of sponsorship over traditional methods. As a result of this, answering the question of how effective is for a company to invest in sponsorship has become increasingly important.

Previous studies of sponsorship show that there is a lack of both theoretical research and sponsorship effectiveness measures. Therefore, the purpose of this study is to explore the effects of sport sponsorship based on brand awareness, corporate image and brand association. This research was integrated by primary and secondary research in order to first establish the concepts and theories stated by different authors and further determine a link or connection with the primary data gathered. The primary research was undertaken using the study of Heineken as an official sponsor of the UEFA Champions League and it involved people from different nationalities using quantitative techniques. Hundred respondents between the ages of 18 and 37 were approached and requested to fill up an online self-administered questionnaire. The outcome of the results from the questionnaires was used for evaluating the effectiveness of three of the main objectives of sponsoring a sport event: brand awareness, corporate image and brand awareness, as well as measuring the influence of key variables that might affect these objectives.

The results gathered by the primary research undertaken in this investigation, suggest that the majority of the respondents involved in this study are aware of the sponsor of the event, have a positive corporate image towards the sponsor and associate positively the sponsor with the status of the sponsored event. In other words, Heineken’s sponsorship strategy is effective while sponsoring the UEFA Champions League, focusing on three of their main objectives: brand awareness, corporate image and brand association.

Finally it can be stated that the final results of this thesis are similar and congruent with the views expressed by several authors cited in the secondary research, however, further research needs to be done in this area in order to have a better understanding and perspective of the effects of sport sponsorship.
1.0 Introduction

1.1 Background

In the last decade, more and more companies have experienced changes in their organizational structure placing marketing on a more equal position with other C-level executives and using highest marketing investments as a way to obtain a competitive advantage among the competitors and survive in this aggressive market. More recently as a result of globalization and digitalization, the use and selection of different marketing tools among the organizations is playing a key role in which the marketing ability impacts the financial success of a company. Indeed, in this environment, the ability to develop and implement new strategic communication tools such as sponsorship is becoming a key differentiator.

Marketing communications also known as the “promotion” element of the four Ps, is perhaps the most persistent element of the marketing mix (Medcalf, 2004, p. 2) and the one who carries a brand’s promise to customers (Fill, 2011, p. 7) trying to influence or persuade the potential consumer by conveying a message. (Pelsmacker et al, 2001, cited in Medcalf 2004, p. 2) However, practitioners estimate that people are exposed to anything between 500 and 3000 messages everyday and most individuals only notice a very small proportion of these messages. (Medcalf, 2004, p. 3) Therefore there is a big challenge for the organizations regarding the marketing communications in order to be noticed by their target audiences and retain them.

The promotion mix comprises different tools that are available for the organization to communicate with their target audiences, including advertising, public relations, personal selling, direct marketing, sales promotions and sponsorship. (Medcalf, 2004, p.8) For the purpose of this research, the “sponsorship” tool will be the focus component of the literature review.

Sponsorship can be defined as the provision of resources (e.g., money, people, equipment) by an organization (the sponsor) directly to an individual, authority or body (the sponsee), to enable the latter to pursue some activity in return for benefits contemplated in terms of the
Sponsor’s promotion strategy, and which can be expressed in terms of corporate, marketing or media objectives. (Pope, 1988, p.1)

Sponsorship is a promotional marketing tool that can be traced back as far as the roman period in 1600 B.C. However, regardless the extended time in the marketing industry, it is an issue that needs further research, as several authors such as Meenaghan (1994) and Pope (1998) indicate that the literature of sponsorship has extremely limited coverage. According to Fill, (2013, p.485) the limited amount of theoretical research into sponsorship suggests that the role of sponsorship has not yet been fully understood. But these statements relate to sponsorship purely from the academic point of view. Kuzma et al (1993, cited in Pope, 1998) argue that the practice of sponsorship by marketing practitioners has developed by trial and error and that much has been learnt in this manner. Therefore, regardless the lack of theoretical research, sponsorship has become and increasingly popular element of the communication mix where companies are implementing this tool more and more mainly because of the effectiveness in comparison to the traditional media.

Sponsorship continue growing and according to the 2014 spending report by the professional authority in sponsorship consulting and research IEG, the worldwide sponsorship spending increased 3.9% in 2013 and forecasts 4.1% sponsorship spending growth over 2013, to $55.3 billion. This data position sponsorship as the main tool used by the companies worldwide with over $51 billion dollars devoted in 2013 (IEG, 2014), and therefore, a better understanding of how consumers react to sponsorship efforts is necessary.

Several studies have been done in the past in regard to sponsorship, however this research will aim to recognize the relation between sport sponsorship and awareness, corporate image and brand association, in order to understand better the consumer attitudes and perceptions, based on the study of Heineken as an official sponsor of the UEFA Champions League. As the practice of sponsorship marketing becomes an increasingly more important element of the marketing mix, this research pursues to contribute to the emergent body of theoretical research that supports sponsorship as a way to increase awareness, corporate image and brand association from the target audience.
1.2. Research question, objectives and hypothesis.

For the purposes of this research, the author established the following primary research question, objectives and hypothesis as the guideline to follow:

Research Question:

Primary research question:

- Does sport sponsorship increase brand awareness, corporate image and brand association?

Research Objectives:

- Objective 1: Investigate if sport sponsorship has an impact on people’s brand awareness
  - Sub objective 1.1: Analyse if Heineken’s sponsorship on the UEFA Champions League increases brand awareness
  - Sub objective 1.2: Analyse if brand awareness increases depending on the level of involvement with the event.
  - Sub objective 1.3: Analyse if brand awareness increases depending on brand consumption

- Objective 2: Investigate if sport sponsorship has an impact on people’s brand association
  - Sub objective 2.1: Analyse if Heineken’s sponsorship on the UEFA Champions League creates brand association
  - Sub objective 2.2: Analyse if Heineken’s sponsorship fit with UEFA Champions League has an impact on brand association.

- Objective 3: Investigate if sport sponsorship creates an impact on the corporate image of the sponsor.
  - Sub objective 3.1: Analyse if Heineken’s sponsorship on the UEFA Champions League generates a positive image of the company
Hypothesis:

• H1. Exposure to a sponsorship enhances the unaided recall ability and brand awareness of the sponsor’s brand.
• H2. Consumers’ involvement at the generic level (soccer) has a positive effect on sponsorship awareness.
• H3. Consumers’ involvement at the specific level (UEFA Champions League) has positive effects on sponsorship awareness.
• H4. Brand consumption positively affects brand awareness
• H5. Perceived status of an event positively affects brand association
• H6. Perceived fit between the sponsor and the sponsored event positively affects brand association.
• H7. Sponsoring an event generates a positive image of the sponsor.

1.3 Research organization

This research is divided in six sections. The first section is the introduction. The second section establish the literature review, where the main concepts and theory of marketing and sponsorship are introduced, analysed and compared in order to provide a solid base for the second part of this study. The third section involves the methodology used in this research including, the research design such as philosophy and approach, data collection methods and data analysis procedures. The fourth section analyse and evaluate the findings of the data obtained after conducting the primary research, expressed in terms of quantitative data by the use of graphs and statistics. The fifth section states the research discussion, which involves how this investigation has contributed to the research area, limitations of this research, as well as a critical evaluation of the author’s own work. Finally the sixth section presents the final conclusion of this research divided by objectives and based on the results gathered by primary and secondary data.
2.0 Literature Review

2.1 Literature Introduction

The purpose of this second chapter is to present the literature review that will be used as secondary data and will be taken as a solid foundation for this research. Several authors’ opinions regard sponsorship and sport sponsorship will be analysed and criticized in order to fit the necessities of this research.

This chapter is divided in four sections: Marketing communication and sponsorship, Sponsorship, Sport Sponsorship and finally, UEFA Champions league. The last section was incorporated to this research given that this research primary data analysis was selected to be done in this specific tournament, therefore an introduction to what it stands for and its different components was important to establish, before moving to the second part of this research. The literature review for this thesis cover the general aspects of marketing, such as communication theory, promotion mix, covering all the topics that involve sponsorship from the definitions, types, background and the recent growing expenditure in this area. Furthermore, the review moves to a more specific angle in which sport sponsorship will be analysed more in depth given the relevance of this topic for the objectives and research questions of this thesis.

2.2 Marketing communication & Sponsorship

2.2.1 Communication theory

Nowadays organizations pursue to engage or create a bond with their audience by the use of communication in order to achieve their business objectives, therefore, communication theory is an important factor that needs to be analysed to understand better the communication strategy used for marketing purposes. Communication itself is the process by which individuals share meaning (Fill, 2009, p.41) the passing of information, the exchange of ideas, or the process of establishing a commonness or oneness of thought between a sender and a receiver. (Belch, 2012, p. 147) However, from a marketing perspective, communication can inform, persuade, reinforce and build images to differentiate a product or service. (Fill, 2009, p. 9)
The communication process can be really complex. Success depends on factors such as the nature of the message, the interpretation of it, and the environment in which it is received. The receiver’s perception of the source and the medium used to transmit the message may also affect the ability to communicate. Words, pictures, sounds and colours may have different meanings to different audiences and people’s perceptions and interpretations of them vary. (Belch, 2012, p. 147)

As a result of the complexity in the communication process and as a way to better understand it, several models were created based on Schramm 1995 linear communication model and the subsequent versions refined by Weaver and Shannon in 1963 (Fig. 1). The purpose of this framework is that the marketing messages are transmitted from a source to a receiver through some sort of media conduit. (Dahlen, et al, 201 p.36) According to Fill (2007, p. 42) this linear model emphasizes the transmission of information, ideas, attitudes, or emotions from one person or group to another, primarily through symbols, signs and words. In other words, this communication model provides an overview of how information created by the source or the sender reaches its target/target audience. A fundamental aspect to highlight of this model is the necessity of an active participation from the source and the receiver, as well as a strong link between all the elements in the model, so the communication process can be considered successful and effective.

Figure 1: A linear model of communication Schramm (1995) and Shannon and Weaver (1962), cited in (Fill, 2007, p.42)
In order to better understand the linear model of communication, how it works, what advantages it possesses and how individual parts of it are linked together, a deeper look will take place. Looking at Schramm model, seven components of the communication process can be identified: source, process of encoding and decoding, message, receiver, feedback, that helps to evaluate and change the communication process and finally, noise that acts as an distraction or difficulty when interpreting the message between the source and the receiver. Each one of these components will be analysed individually and connections between them will be established.

First the sender or source of the communication process is the person or organization that has information to share with a person or group of people. (Belch & Belch, 2009, p. 146) The source may be an individual (salesperson or spokesperson such as a celebrity) or a non-personal entity (corporation or organization). It is the one who recognizes the need to communicate with another person (Medcalf, 2004, p.25) by the selection of appropriate words, pictures, symbols and music to represent the message to be transmitted. (Fill, 2007, p.42) In other words, it is the one who recognizes a market opportunity and wants to deliver a message to a target audience. When the sender recognizes the need to communicate, it can also be acknowledged that it is trying to fulfil different objectives. According to Medcalf, (2004, p.25) these objectives could be launch a new product or service, reposition of a brand or an organization, generate good publicity, strength customer loyalty among others. As it was mentioned before, the communication process can be really complex; therefore for the communication to be effective, it is necessary that the sender find out as much as possible about the audience or receivers. (Medcalf, 2004, p.25) In the context of marketing communications, this can be achieved by a market research. Another critical factor to considerate for communication to be deemed effective is the necessity of the receiver to feel that the source is credible, attractive and has power. The sender’s credibility is assessed in accordance with their expertise and trustworthiness. (Medcalf, 2004, p. 26) Some companies select a spokesperson or celebrity as a communicator; the receiver believes is knowledgeable and trustworthy or with whom the receiver can identify or relate in some manner. (Belch & Belch, 2009, p.148) However, this selection needs to be made carefully in order to avoid a negative effect generated by a brand or person who does not fit the message objectives the sender is trying to send. Furthermore, sender’s attractiveness does not mean that the sender or source of the message should be good looking; it means that the receiver should be able to relate to the sender and empathize with them. (Medcalf, 2004, p. 26) Finally sender’s power
is considered encouraging if the source has power to affect behaviour because of perceived reward or punishment. (Dahlen, et al, 201 p.37)

Moreover, in order to get the message across effectively, careful attention must be given to encoding, which is the next component of the communication model. Encoding is the representative element of the brand message or idea use to convey meaning: words, colour, pictures, signs, symbols or even music. (Dahlen, et al, 201 p.37). Mecalf (2004, p.27) states that a success factor at this stage is an in-depth understanding of the audience. Indeed, when the target audience’s cultural and attitudinal factors are well known, the selection of symbols, colours, imagery and language will be more appropriate and simpler to receive. The main objective of the sender is to encode the message in a way that will be understood by the receiver. (Belch & Belch, 2004, p. 148) While encoding the message, special attention needs to be taken in order to avoid jargon or technical language that the receiver will not understand, as well as be aware of cultural boundaries that may affect the achievement of an effective communication. According to Kotler and Armstrong (2010 p. 433) the sender’s encoding process must mesh with the receiving process and the best way to accomplish this is by sending a message with components that are familiar to the receiver. Summarizing, a deeper understanding of the target audience it is a key factor that will lead to the appropriate selection of elements that the audience is familiar with, therefore making it easier to understand and receive.

The encoding process leads to the development of a message that contains the information or meaning the source tries to deliver. The sender must be sure that what is being put into the message is what is required to be decoded by the receiver. (Fill, 2009, p.44) According to Clow and Baak, (2007, p.152) the message should describe the benefit or promise the advertiser wants to use to reach consumers or businesses. In other words, this “promise” should define the major benefit the product or service offers to the target audience. Ideally this message should get attention, hold interest, arouse desire, and obtain action. (Kotler and Armstrong 2010, p. 434) This is also known as the AIDA model (fig. 2)
The AIDA model can also be linked to the buyer-readiness stages defined by Clow and Baack. (2007, p. 202) These stages include awareness, knowledge, liking, preference, conviction and purchase and normally the consumers pass through these stages on their way to make a purchase. Kotler and Armstrong state that the message objectives should be defined once there is a clear target audience in mind. These objectives must be linked with the response that is been sought. In most of the cases, the result that is been sought is purchase, however the sender needs to know where the target audience now stands and to what stage it needs to be moved. As shown in Figure 3, the AIDA model, the categories of message strategies (cognitive, affective and conative) and the buyer-readiness stages model can be linked while defining the message that is trying to be sent; Therefore these links will be explain deeper.
Initially, the target audience may be totally unaware of the product/service or know only a few things about it, therefore the sender must first build awareness and knowledge that will mean the message goal’s to achieve is to create attention. This will also focuses the message in a cognitive strategy; Clow and Baack (2007, p. 202) stated that in this strategy the message presents rational arguments or pieces of information to consumers that require cognitive processing. The key factor in this messages is to present the product/services’ attributes or benefits. Subsequently if the sender assumes the target audience already knows the product/service, the message should aim to create interest among the audience by focusing on aspects that emphasizes on liking (feeling favourable about the product/service) and preference (preferring the product/service to what is offered by the competitors). Furthermore, in order to create conviction (the receiver believes the product/service is the best for them) the message’s objective delivered by the sender should be concentrated on creating desire. On the interest and desire sections the sender is appealing to an affective strategy, which invoke feelings or emotions and match those feelings with the product/service or company in order to enhance the likeability, preference and conviction. (Clow and Baack 2007, p. 202) Finally some members of the target audience might be already convinced about the product/service but still do not make a purchase, therefore, the message’s purpose should be focused on create an action and the message strategy will be based in a conative strategy, which goal is to stimulate behaviour.

Once the message objectives and the target audiences are clearly defined, another factor to considerate is what to say (message content) and how to say it (message structure and format) (Kotler & Armstrong, 2010, p. 435) During the message content decision, the sender has to decide and appeal or theme that will produce the desired response. According to Fill, (2009, p. 518) there are two types of appeal: Information-based and emotion and feelings based. However, according to Kotler & Armstrong (2010, p. 435) there are three types: emotional, rational and moral. Both authors agreed that emotional appeals attempt to stir up either negative or positive emotions that can motivate purchase. Fill (2009, p.520) states that given the high amount of competition offering the same products or services, the need to differentiate becomes more important, increasing the number of messages that pursues to appeal to their target’s emotions and feelings, a “soft sell”. Advocates of emotional messages claim that they attract more attention and create more belief in the sponsor and brand. (Kotler & Armstrong, 2010, p.435) Some of the most used techniques are fear, humour, animation, sex, music and surrealism. Furthermore, rational appeals relate to the audience’s self-interest,
showing that the product or service will produce the desired benefits (Kotler & Armstrong, 2010, p.435) and it is based on logic and reason. (Fill 2009, p.520) Finally the moral appeal is directed to the audience’s sense of what is “right” and “proper” (Kotler & Armstrong, 2010, p.435) This type of appeal is mostly used to support social causes such as a cleaner environment or aid to the disadvantaged.

As it was mentioned before, the sender also needs to decide the message structure and format, in other words, the best way to communicate the main message. First of all, the sender needs to consider whether to draw a conclusion or leave it to the audience. (Kotler & Armstrong, 2010, p.435) According to Fill, (2009, p.517) explicit conclusions are more easily understood and stand a better chance of being effective. However, Kotler and Armstrong (2010, p.435) stated that rather than drawing a conclusion, the sender is better off asking question and letting the audience come to their own conclusion. Whether or not a conclusion should be drawn for the receiver can depend on the following factors: The complexity of the issue, the level of education possessed by the receiver, whether immediate action is required or not and the level of involvement. (Fill, 2009, p.517) In simpler terms, the composition of the target audience, the nature of the issue and the particular situation are key factors that influence the effectiveness of conclusion drawing. Simultaneously, the sender needs to decide whether to present the strongest argument first or last. According to Kolter and Armstrong (2010, p.435) presenting a strong argument first get strong attention, however it can lead to an anticlimating ending. Furthermore, this decision as well as the conclusion issue should be based on the target audience position towards the product or service. Fill (2009, p.518) states that if the target has a low level of involvement, it requires an attention-getting message component at the beginning. Moreover, a strong argument at the end of the message should be appropriate when the receiver agree with the position adopted by the source or has a high positive level of involvement. Finally, the last structure issue to define by the sender is whether to present a one-sided argument (mentioning only the product’s strengths) or a two-sided argument (touting the product’s strengths while also admitting its shortcomings) (Kotler & Armstrong, 2010, p.435) In this issue the target audience also plays a key role in order to make a decision. According to Fill (2009, p.517) one-sided messages are more effective when receivers favour the opinion offered in the message and when are less well educated. On the other hand, two-sided messages should be used when the receiver’s initial opinion is opposite to that presented in the message and when they are well educated. Altogether, it is clear that the target audience is a key factor while defining the message that wants to be transmitted and
decisions should be made carefully taking this in consideration to avoid encouraging objections and opposing points of view.

The next phase in the communication model is selecting channels of communication or choosing media. The message must be put into a form that is capable of transmission. It may be verbal or nonverbal, oral or written or symbolic. (Belch & Belch, 2009, p.148) According to several authors, (Kotler and Armstrong 2010, p. 436, Belch & Belch, 2009, p. 149, Medcalf, 2004, p.28, Fill, 2009, p.44) there are to broad types of communication channels: personal and non-personal. Personal channels of communication are direct interpersonal contact with target audience. (Belch & Belch, 2009, p. 149) They might communicate face-to-face, on the phone, thorough mail or e-mail, or even thorough Internet chat. (Kotler and Armstrong 2010, p. 436) It also often represents word-of-mouth communications between friends, neighbours, and family members, creating a powerful source of information for the consumers and can be extremely influential. Another common way to use this cannel is by “buzz marketing” which involves cultivating opinion leaders and getting them to spread information about a product or service to others in their communities. (Kotler and Armstrong 2010, p. 436) For example, the sender can create opinion leaders for their products or service educating them so that they can inform others. One of the main advantages of the personal channel is that it allows personal addressing and feedback. On the other hand non-personal channels are media that carry messages without interpersonal contact between sender and receiver. (Belch & Belch, 2009, p. 149) and are characterized by mass media advertising, which can reach large audiences. (Fill, 2009, p.44) Non-personal channels can be divided in several categories as shown in figure 4 depending on the author perspective, however notwithstanding the kind of division, they all agreed in the main media channels: television, magazines, radio, internet, billboards, posters, ambient, public relations, sponsorship and sales promotions.
<table>
<thead>
<tr>
<th>Author</th>
<th>Year</th>
<th>#</th>
<th>Categories description</th>
</tr>
</thead>
</table>
| Kotler & Armstrong | 2010 | 3 | **Major media:** print media (newspapers, magazines, direct-mail) broadcast media (radio, television,) display media (billboards, signs, posters) and online media (e-mail, company Websites, online social and sharing networks)  
**Atmospheres:** Designed environments that create or reinforce the buyer’s leanings towards a product/service.  
**Events:** public relations, press conferences, shows, exhibits, and sponsorship. |
| Medcalf         | 2004 | 6 | **Broadcast media:** Television and radio  
**Print media:** Newspapers, magazines, outdoor.  
**Ambient media:** packaging, shopping receipts, and shopping bags.  
**Public relations**  
**Sponsorship**  
**The internet** |
| Belch & Belch   | 2009 | 2 | **Print media:** newspapers, magazines, direct mail and billboards.  
**Broadcast media:** radio and television |
| Kotler & Keller | 2009 | 4 | **Media:** print media (newspapers and magazines) broadcast media (radio and television) network media (telephone, cable, satellite, wireless) electronic media (audiotape, videotape, videodisk, CD-ROM, webpage) display media: billboards, signs, and posters.  
**Sales promotions:** samples, coupons, and trade promotions.  
**Events and experiences:** sports, arts, entertainment and cause events.  
**Public relations** |

Figure 4. Non-personal media categories. (Kotler & Keller, 2009; Belch & Belch, 2009; Medcalf, 2004; Kotler and Armstrong, 2010)
According to Kotler and Keller, (2009, p. 523) much of the recent growth of non-personal channels has taken place through events and experiences. A company can build its brand image by creating or sponsoring events. Sponsoring events was mainly used for sports events; however, lately marketers are often using other venues such as museums, zoos or other shows to communicate with the audience. One of the reasons why the use of event sponsorship is growing rapidly is the fragmentation of the media. Kotler and Keller (2009, p.523) stated that consumers can turn to hundreds of cable channels, thousands of magazines and millions of Internet pages; in contrast, event sponsorship can create more attention, awareness and preference at the same time that reaches a bigger audience. Furthermore, awareness, knowledge and preference are not the only reasons to select event sponsorship as the media channel. Other events are also being created and designed to surprise the public and create a buzz. As it was mentioned before, buzz can be categorized in the personal media, which tell us that the selection of communication channels does not have to exclusive of only one kind, in fact, the best way to achieve a successful communication process with the target audience is by the integration of channels, each channel supporting the ideas sent by the other as a way to try to reach as much audience as possible. This will be explained in-depth in section 2.2.4 Medcalf (2004, p.28) suggest that when selecting the most appropriate media, the sender must take the following factors in consideration: the receiver’s ability to gain particular media, the receiver’s desire to gain access to particular media, the ability of the media to deliver the message and the type of message being transmitted. Indeed taking in consideration this factors can make a huge difference in the effectiveness of the message that it is being transmitted. In the same way as the other components of the communication process, the knowledge of the target audience is key in this process. Furthermore, in either personal or non-personal communication channels, the message’s impact on the target audience is also affected by how the audience views the communicator. (Kotler & Armstrong, 2010, p.438) The sender can hire celebrity endorsers (well-known athletes, musicians) as the communicator for their message, as well as sponsor them or an event. As it was mentioned before, messages delivered by highly credible sources are more persuasive. However, the sender must be careful when selecting the communicator to represent their brands. Picking the wrong person or event can result in embarrassment and a tarnished image.

Following the message and the selection of the channel or media, the next phase on the communication model is decoding. The receiver carries out this part of the process. Receiver is the person with whom the sender shares thoughts or information. (Belch & Belch, 2009,
Receivers in the communication process are also known as the target audience. As mentioned before, the target audience may consist of individuals who have specific needs and a second level of audience represented by groups. Normally is the target audience who read, hears and/or see the senders’ message and decode it. Decoding is the process by which the receiver assigns meaning to the symbols encoded by the sender. (Kotler & Armstrong, 2010, p.432) In other words, is the process where the sender’s message is transformed into thought. Belch and Belch (2009, p.152) stated that this process is heavily influenced by the receiver’s frame of reference or field of experience –experiences, perceptions, attitudes and values he or she brings to the communication situation-. Misunderstandings occur easily if the receiver interprets the message differently than intended by the sender. For effective communication to occur, the receiver must understand and correctly interpret what the sender is trying to communicate. The more knowledge the sender has about the receiver, the better the sender can understand their needs, empathize with them, and communicate effectively. (Belch & Belch, 2009, p.152)

Throughout the communication process, the message is subject to external factors that can interfere with its reception. This distortion is known as noise. According to Dahlen, et al, (2010 p.37) noise is the physical or psychological elements either from inside or outside of the process, which may block or interfere with communications. Physical noise is often badly produced images or massages, for example poor print quality; this weakens the message and may prevent successful message transmission. Physiological noise could be mixed meanings, poor credibility of source or the irrelevance of the message to consumer requirements. However, Medcalf (1994, p.29) and Fill, (2009, p.46) stated that not only those elements can interfere in the communication process, sometimes the channel through which the message is transmitted experiences shortcomings in quality as well as distraction on the receiver, for example: a telephone rang, someone asking a question, a cough. Finally the competitors’ activity can also be seen as noise given that target audiences are being bombarded with an increasing number of messages from numerous sources; therefore, as mentioned before, the correct selection of the media channel according to the target audience as well as media channel integration are essential factors in order to try to keep the noise levels to a minimum.

Finally the last factor to considerate in the communication model is response/feedback. The receiver’s set of reactions after seeing, hearing or reading the message is known as a response. (Belch & Belch, 2009, p.154) Receiver’s responses can range from non-observable
actions such as storing information in memory, to immediate action: purchase. Feedback is part of the response that is sent back to the sender to understand not just whether the message has been received, but also which message has been received. (Fill, 2009, p.45) For example, the receiver may have decoded the message incorrectly and a completely different set of responses may have been produced. According to Belch and Belch, (2009, p. 154) feedback closes the loop in the communications flow and lets the sender monitor how the intended message is being decoded and received. In other words, feedback allows a two-way dialogue between the sender and receiver by which the receiver is able to monitor the successfulness of the message and sent, and more important, make future changes in order to make it more appropriate and effective. Furthermore, feedback not only measures whether the message has been received correctly or not, figure 5 shows other measures in which feedback may help the sender.

<table>
<thead>
<tr>
<th>Measuring communication effectiveness by feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asses target audience’s awareness and understanding of the message</td>
</tr>
<tr>
<td>Identification of noise sources</td>
</tr>
<tr>
<td>Direct response rates. (Number of calls made, website visits)</td>
</tr>
<tr>
<td>Uptake of sales promotions (Coupons, gifts)</td>
</tr>
</tbody>
</table>

Figure 5. Communication effectiveness by feedback (Adapted from, Medcalf, 2004, p.30)

To summarize, it was observed that throughout the linear communication model made by Schramm, all the components (source or sender, encoding, message and media channels, decoding, receiver and response and feedback) play a fundamental role in the communication process and they are not exclusive to each other. In fact, it can be said that each one complements each other and the successfulness of the communication is based on finding harmony and synergy between them. The communication theory gives a solid base in order to move to a more specific area of communication, followed by sponsorship.
2.2.2 Marketing mix and Promotion

Before further examining the concept of promotion, it is important to mention the traditional framework of marketing from which it was originated. The starting point is the marketing mix, composed by the “4 P’s”. This mix has its origins in the 60’s: Neil Borden identified twelve controllable marketing elements that would result to a profitable business operation but Jerome McCarthy reduced Borden’s factors to a simple four element framework: Product, Price, Promotion and Place. (Constantinides, 2006, p. 408) From this 4P’s model, the next point to focus on, is the Promotion component also called “the promotional mix”. Belch and Belch (2009, p.18) describe promotion as the coordination of all seller initiated efforts to set up channels of information and persuasion in order to sell goods and services or promote an idea. These tools of promotion are used by organizations to create awareness of the existence of a product or service and their benefits to the customers; In other words, is the basic tool used to accomplish an organization’s communication objectives. Several authors have created their own model of elements of the promotional mix showing different components from one another. Clow and Baack (2007, p. 8) stated that the promotional mix is comprised by advertising, sales promotions and personal selling activities. However due the changes in the promotional efforts, this model has expanded beyond the three traditional elements, now including database marketing, direct marketing, sponsorship marketing, internet marketing and public relations. Similarly, according to Belch & Belch (2009, p. 18) the promotion mix consist of advertising, direct marketing, Internet marketing, sales promotion, publicity/public relations and personal selling. However, regardless each author’s additional promotion components, most of them agreed in the “traditional” elements of the promotional mix: advertising, sales promotion, publicity/public relations and personal selling. A deeper explanation of these tools will be given in order to understand their purpose and establish the relationship with one and other.

The first element to be analysed is advertising. Belch and Belch (2009, p.18) defined advertising as any paid for form of non-personal communication about an organization, product, service or idea by an identified sponsor. This tool transmits messages utilizing mass media (TV, radio, newspapers, magazines catalogues and directories) (Medcalf, 2004, p. 192) in order to influence, inform or persuade. (Dahlen et all, 2010, p. 280) It is very effective when a company or organization is trying to reach a large number of people at a relatively low cost. Advertising can be seen as one of the most important tools used by marketers for several reasons. First, is the most cost-effective way to reach large audiences. It is also a valuable
tool for building brand equity, as it is a powerful way to provide consumers with information as well as to influence their perceptions. (Belch & Belch, 2009, p. 19) Similarly, according to Medcalf (2004, p. 193) the role of advertising and the main reasons why companies use this tool are: 1) to increase the sales of a product or the usage rates of a service, 2) to improve corporate image; advertising might be used by organizations to improve their image if they have been involved in adverse publicity. 3) To change attitudes and behaviour, used commonly to change attitudes towards harmful activities such as smoking, drug taking, sex, and drink driving. 4) To address generic issues; used when an entire industry is threatened or has an important message to communicate. 5) To reassure consumers; used to reduce discomfort and reassure the customer that they made the right purchase decision. 5) To remind loyal consumers, to buy advertiser’s products or services. 6) To generate awareness; used mainly for the launching of a new product. 7) To encourage trial of new products. And finally 8) To encourage users of competitors brand to switch.

The second element to analyse is sales promotion. Belch & Belch, (2009, p. 19) define this tool as those marketing activities that provide extra value or incentives to the sales force, the distributors, or the ultimate consumer and stimulate immediate sales. According to Fill (2009, p. 538) the main task of sales promotion is to encourage the target audience to behave in a particular way, often to buy a product. On the contrary of advertisement that is used to work over the long term, sales promotion can achieve short-term results. This tool offers buyers additional value, as an inducement to generate and immediate sale. (Fill, 2009, p. 528) for example: price deals, coupons, samples, refunds, and guarantees, among others. According to Medcalf (2004, p. 288) and (Fill, 2009, p. 538) sales promotion are often perceived purely as a price discount mechanism trough price deals and coupons. However, there are other kinds of incentives that can be offered to the consumer. In order to make a distinction between these kinds of incentives, Peattie and Peattie (1994, cited in Fill, 2009, p. 528) created two sales promotion categories: Value-increasing and value-adding. Value increasing offers a change in the product by lowering the price; for example coupons, refunds, payment terms and multipacks. On the other hand, value-adding offers something to augment the fundamental product/service offered; for example samples, in-pack gifts, loyalty programs and special features.

The third tool to analyse is publicity/public relations. It is important to recognize the distinction between publicity and public relations. Public relations is the management of relationships between organizations and their stakeholders (Fill, 2009, p. 565) While publicity refers to non-personal communications regarding an organization, product, service
or idea not directly paid for, or run under identified sponsorship. (Belch and Belch, 2009, p. 24) Public relations generally have a broader objective than publicity, as its purpose is to establish and maintain a positive image of the company among its various publics. (Belch and Belch, 2009, p. 25) It usually comes in the form of a new story, editorial or announcement about an organization and/or its products and services; however it can also relate to participation in community activities, fundraising, sponsorship and various public affair activities. By the use of this tool, the company attempts to get media coverage or run a favourable story on a product, service, cause, or event to affect awareness, knowledge, opinions and/or behaviour. (Belch and Belch, 2009, p. 24) According to Fill (2009, p. 566) the costs associated with public relations make this an important tool in the marketing communication mix. The absolute costs are minimal and it can be used to reach specific audiences in a way that paid media cannot. In other words, public relations represent a cost-effective way of reaching specific markets and audiences. Medcalf (2004, p. 237) states that public relations/publicity main roles are: build an organization positive image, draw attention to new products, make advertising campaigns more effective and counters bad publicity.

The last tool to analyse is personal selling. It is a form of person-to-person communication in which a seller attempts to assist and/or persuade prospective buyers to purchase the company’s product/service or to act on idea. (Belch & Belch, 2009, p. 25) The “carrier” of the organization’s message is the sales representative or salesperson. Unlike other tools, personal selling involves direct contact between seller and buyer either face to face or through some kind of telecommunications. Also, another unique characteristic of this tool is that the message can be adaptable and capable of being targeted in order to appeal directly to the need and reactions of an individual or group of buyers. (Mecalf, 2004, p.337) It can be said that personal selling is a highly effective tool, used mainly to build and maintain strong long-lasting customer relationships as well as encourage action from the target audience. However, it also has a major disadvantage, according to Fill, (2009, p.656) personal selling is also the most expensive element of the promotional mix.

Throughout the analysis of the traditional tools of the promotional mix a broad overview of the objectives and how each of this tools work was shown enhancing their key characteristics. A link can be made between them and how they can and should complement each other. Each tool has distinctive qualities summarized in figure 6, and the decision and selection of them should be based on the objectives trying to achieve by the company or organization as well as the characteristics of the product or service.
<table>
<thead>
<tr>
<th>Communication tool</th>
<th>Distinctive qualities</th>
</tr>
</thead>
</table>
| Advertising           | 1. Pervasiveness: Advertising permits the seller to repeat the message many times. It also allows the buyer to receive and compare the messages of various competitors.  
2. Amplified Expressiveness: Advertising provides opportunities for dramatizing the company and its products through the use of print, sound and colour.  
3. Impersonality: the audience does not feel obligated to pay attention or respond to advertising.  |
| Sales promotion       | 1. Communication: They gain attention and may lead the consumer to the product  
2. Incentive: They incorporate some concession, inducement, or contribution that gives value to the consumer.  
3. Invitation: They include a distinctive invitation to engage in a transaction now  |
| Publicity/PR          | 1. High credibility: news stories and publicity are more authentic and credible to readers than ads.  
2. Ability to catch buyers guard off: Public relations can reach prospects who prefer to avoid salespeople and advertisements  
3. Dramatization: Public relations have the potential for dramatizing a company or product.  |
| Personal Selling      | 1. Personal interaction: personal selling creates an immediate and interactive episode between two or more persons.  
2. Cultivation: personal selling also permits all kinds or relationships to spring up, ranging from the matter of fact selling relationship to a deep personal friendship.  
3. Response: The buyer may feel under some obligation for having listening to the sales talk.  |

Figure 6. Promotional mix distinctive qualities (Kotler & Keller, 2009, p. 529)

Furthermore, it is important to highlight and as it was mentioned before, the traditional promotional mix has been changing throughout the years given the changes in the markets, globalization and technological advances, and several tools or elements has been added by
different marketers including database marketing, direct marketing, sponsorship marketing and internet marketing among others. This tools arisen from the necessity of communicating effectively and as a way to complement the disadvantages of the traditional tools. The importance of this “complementation” between tools will be further explained in the section 2.2.4.

2.2.3 Sponsorship and the promotional mix

As it was stated in section 2.2.2 the promotion mix is comprised by advertising, sales promotion, publicity/public relations and personal selling. Now that each of these tools has been defined and explained, it is easier to establish a connection between them and see how sponsorship fits in this model. The limited amount of theoretical research into sponsorship, suggest that the role of sponsorship within the promotional mix has not been clearly understood (Fill, 2009, p. 606) There has been a debate on whether sponsorship is a part of advertising, sales promotion or public relationships; however according to Fill, (2013, p.493) since awareness is regarded as the principal objective of using sponsorship, advertising is the more complementary part of the mix to accommodate sponsorship. Figure 7 shows the sponsorship’s role in the promotion mix:

![Figure 7: The role of sponsorship in the promotion mix (Abrahamson, Forsgren & Lundgren, 2003, cited in Mäki & Sjöstrand 2007, p.1)]
Sponsorship can also be seen as a mix of advertising with its capacity for message control, and public relations with its potential for high levels of credibility and message diffusion directed through or with a third party. (Fill, 2013, p.478) However, changes in trends and consumer necessities are causing an impact in the way marketing tools are implemented among the organizations. Successful sponsorship requires a “total marketing package” not just been used as a single marketing tool. In order to maximize the benefits of a sponsorship it is recommended that all four elements of the traditional promotional mix (i.e. advertising, public relations, sales promotions and personal selling) as well as other promotional tools are implemented together with the sponsorship. (Figure 8) Indeed, industry analysts are persistent that any sponsorship needs to be carefully integrated into the other components of the marketing mix. (Pickton & Broderick, 2005, p.582)

![Figure 8: Sponsorship & the promotion mix](Abrahamson, Forsgren & Lundgren, 2003, cited in Mäki & Sjöstrand 2007 p. 8)

**2.2.4 Integrated Marketing Communications (IMC)**

Nearly everyone in the modern world is influenced to some degree by marketing communications under some other commonly used names such as advertising and promotion. (Pickton & Broderick, 2005, p.4) To put it differently, as it was mentioned in the section 2.2.1, messages transmitted from the sender to the receiver through the communication model. Organizations in both the private and public sectors have learned that the ability to communicate effectively and efficiently with their target audiences is critical to their success;
Also as a result of market changes, technological advances, the Internet and new communications tools, geographical, political and cultural boundaries have now disappeared allowing people to make decisions about who or what suits them better and even influence others. In this concern, companies that realized this fact have established a new way to approach their customers and prospects consolidating every one of its communications tools in a more strategic and planned process but in an integrated manner.

The awareness that communication needs should be achieved more efficiently and effectively than previously, led to a change in marketing strategies. Traditional communications strategies based on mass communications, direct generalized messages moved to huge segmented audiences playing a part in the development of the IMC. Contemporary strategies are based more on personalized customer-oriented approaches and technology-driven approaches are often referred to as integrated marketing communications. (Fill 2009, p. 257)

For several years various definitions of the IMC concept have been given, although so far there are still difficulties in obtaining a universally accepted definition of the concept. One of the first widely discussed definitions of IMC came from the American Association of Advertising Agencies (AAAA) which states that IMC is a concept of marketing communication planning that recognizes the added value of a comprehensive plan, that evaluates the strategic roles of a variety of communication tools (advertising, direct marketing, sales promotion, PR) and combines them to provide clarity, consistency and maximum communication impact. (Duncan and Caywood, 1996, p. 16) Further definitions of IMC have been developed to date, although this has been the most accepted since it defines what are the essential characteristics that identify the integration approach, emphasizing consistency as a key issue. Some other authors have also cited certain aspects that may be essential for the design of an integration strategy. Duncan and Caywood (1998, p. 17) stated that to integrate is necessary the existence of a consistency in the message or the information contained in each of the tools of the plan. Keller (2001, p.102) argues that for the development of an integration strategy is necessary to consider factors such as cost and coverage of each individual tool and on the whole, the complementarity between tools and the degree of consistency between them. Meanwhile, Madhavaram, et al, (2005, p. 80) stated that the consistency of information between tools is a starting point for the design of an integration strategy. This suggests that the degree of “consistency” between the communication tools is the most widely accepted concept for both scholars and practitioners to identify the approach to integration. The consistency between communication tools is
based on the existence of certain sound, visual or verbal elements that are shared by the different tools used in the plan (Keller, 2001 p. 108), that is, a common way to communicate a message (one key element of the brand, the same visual element, same text, same music, etc.) that is also called “one voice”. This does not mean that all communication tools should say exactly the same, but that the message delivered attempts to transmit the same idea, characteristic or brand association.

Besides the concept of consistency, some authors have suggested that other relevant characteristic of an integration strategy is the “complementarity” between the different communication tools of the plan. According to Keller (2001, p. 150) “two communication tools are complementary when there is mutual reinforcement between them and the benefits of one reduce the disadvantages of the other.” For example, sponsorship complements publicity enhancing the reputation and brand image transmitted through advertising campaigns. This is important given that if the messages transmitted by several tools or media channels are not well connected to each other, the brand image that is communicated to the consumer can create confusion. Altogether, the integrated marketing communications approach has given way to a new marketing strategy where each communication tool should be combined with others to maximize their strengths and minimize their weaknesses.
2.3 Sponsorship

2.3.1. Sponsorship definitions and concepts

Now that the promotional tools have been explained and the importance of integration between one and other was established, sponsorship as a marketing tool will be explained in depth. In order to understand how sponsorship works and its objectives, it is important to first establish what sponsorship is. There are several ways to define sponsorship. Different authors and institutions throughout the years, have given several definitions of sponsorship, however a consensus on the definition of sponsorship has not been reached. Figure 9 shows several sponsorships definitions

<table>
<thead>
<tr>
<th>Author/Institution</th>
<th>Year</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ueberroth</td>
<td>1992</td>
<td>Sponsorship in its simplest form, sponsors provides funds or “in-kind” contributions to promoters of events and receives consideration in the dorm of logo usage and identity with the event.</td>
</tr>
<tr>
<td>Fill</td>
<td>2013</td>
<td>Sponsorship is a commercial activity in which one party permits another an opportunity to exploit an association with a target audience in return for funds, services or resources.</td>
</tr>
<tr>
<td>Medcalf</td>
<td>2004</td>
<td>Sponsorship is an investment, in cash or any kind, in an activity, in return for access to the exploitable commercial potential associated with that activity.</td>
</tr>
<tr>
<td>Incorporated Society of British Advertisers (ISBA)</td>
<td>2003</td>
<td>Sponsorship is the payment of a fee by a company in return for the right to a public association with an activity, item or person, where the purpose is the achievement of a commercial objective.</td>
</tr>
<tr>
<td>Pickton &amp; Broderick</td>
<td>2005</td>
<td>Sponsorship is a contribution to an activity by and organization in cash, or in kind, with the expectation of achieving corporate and marketing objectives.</td>
</tr>
<tr>
<td>IEG</td>
<td>2001</td>
<td>A cash and/or in-kind fee paid to a property (typically sports, entertainment, non-profit event or organization) in return for access to the exploitable commercial potential associated with that property</td>
</tr>
</tbody>
</table>
Sponsorship is the provision of assistance either financial or in-kind to an activity by a commercial organization for the purpose of achieving commercial objectives.

Sponsorship is the provision of resources (e.g., money, people, equipment) by an organization (the sponsor) directly to an individual, authority or body (the sponsee), to enable the latter to pursue some activity in return for benefits contemplated in terms of the sponsor’s promotion strategy, and which can be expressed in terms of corporate, marketing or media objectives.

From the definitions mentioned above, it can be identified that several authors such as Medcalf and Meenaghan focuses on sponsor an “activity” which nowadays have changed and became more sophisticated allowing organizations to sponsor not just activities, but also items or persons as well, as stated by the Incorporated Society of British Advertisers. Indeed as trends and consumer changes, marketing tools such as sponsorship, needs to evolve and adapt in order to be able to accomplish the new market necessities.

It can also be identified from the definitions mentioned before, an absence of a statement in which both parties (sponsor and sponsee) get a benefit from a sponsorship. In this competitive industry there is a crescent necessity of having a “win-win” situation in order to maintain a successful sponsorship relationship. Indeed the greater the reciprocity, the greater the commitment between the two parties. Cheng and Stotlar (1999, cited in Boyle, 1996, p.3) compared sponsorship relationship to a marriage stating “both require long-term commitments to assist each other in reaching mutual fulfilment.”

While the leading professional authority in sponsorship consulting and research, IEG links sponsorship only to a cash contribution, it also offers a different aspect from the other definitions, the idea that associating with an entity has value by itself. In other words, organizations should deem sponsorships not only for the awareness they provide, but also for the opportunity to be associated with the event per se and develop value in terms of strategic branding.
2.3.2. Sponsorship background

Sponsorship can be traced back as far as the roman period in 1600 B.C. where sponsorship was not what it is in modern days. It was the era of patronage in which instead of companies sponsoring, the individuals (rulers and army commanders, later the church and aristocratic patrons) sponsored artists. (e.g. the roman popes were supporters of artists such as Michelangelo and Leonardo da Vinci) (Skinner, B. & Rukavina, V. 2002, p. 1) In 924, the first sponsored radio program occurred and started an early pioneer era where cigarettes, alcohol and automobile companies became the pioneers of modern-day sponsorship. However it was not until 1983 when the sponsorship explosion occurred in the Los Angeles Olympic Games where $400 million were sold worth of sponsorship. Companies realized that they could increase sales and awareness through sponsorship and 40,000 events were created in the next ten years because of sponsorship funding. (Skinner, B. & Rukavina, V. 2002, p. 1) In the 90s, companies stopped expecting just hospitality opportunities and sponsorship became more sophisticated where more value was desired. Finally in 2000, -the technological era-, just as in other areas, technology affected the way sponsorship was being used arising the website sponsorship partners and other cyber sponsorship uses. These stages are shown in figure 10.

![Figure 10. The history of sponsorship](Skinner, B & Rukavina, V. 2002, p.2)

2.3.3 Sponsorship Characteristics

Sponsorship allows companies to meet with prospects, customer, vendors and others in unique situations. According to Clow and Baack (2007, p. 384) people who attend sponsored activities or special events already have favourable feelings about the activity taking place. These positive attitudes are easily transferred to a company that has provided funding. Furthermore, the main focus of sponsorship is not just exposure of the brand to a target
audience, it is image transfer: the sponsor ties itself to the event, organization or team so that it becomes associated with its image in people’s minds. (Dahlen et al, 2010, p. 419) This image transfer process is shown in Figure 11.

Figure 11. Image transfer process in sponsorship (Dahlen et al, 2010, p. 419)

According to Dahlen et al, (2010, p. 419) sponsorship has four main characteristics:

- **Domain**: refers to the type of sponsorship, for example: arts, sports, media or charity.
- **Composition**: refers to the exclusivity of the sponsor. The more the sponsors, the weaker becomes the association to the event and the greater the risk that people will confuse, not notice or forget the sponsors.
- **Status**: refers to the size and prestige of the event; the bigger the event, the greater the potential boost to a sponsor’s image. However, a small event may involve a more personal experience.
- **Duration**: refers to the length of the sponsorship. The longer the sponsorship, the stronger image transfer is.

### 2.3.4 Sponsorship objectives

Properly executed sponsorship is capable of meeting a wide range of objectives. These objectives have been presented by several authors in different forms or divisions throughout the years. According to Kotler and Keller (2009, p.560) the main reasons why a company chose sponsorship as one of their communication tools are: To identify with a particular target market or lifestyle, to increase awareness of company or product name by exposure to
a brand, to create or reinforce perceptions of key brand image associations, to enhance corporate image, to create experiences and evoke feelings, to express commitment to the community or on social issues, to entertain key clients or reward key employees and to permit merchandising or promotional opportunities. Moreover, according to Fill (2009, p. 603) sponsorship objectives can be divided in primary and secondary objectives. Primary objectives are aimed to build awareness, developing customer loyalty and improving the perception or image held of the brand or organization. Furthermore, the secondary objectives are more contentious, but generally they can be seen to attract new users, to support dealers and other intermediaries and to act as a form of staff motivation and morale building. While Fill, and Kotler and Keller stated similar objectives, Medcalf (2004, p. 268) incorporates two more objectives to the ones stated before: building a company database, and launch a new product or service. Figure 12 shows a summary of sponsorship main objectives.

<table>
<thead>
<tr>
<th>Sponsorship Main Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generate awareness of the company or an specific product or service</td>
</tr>
<tr>
<td>Developing customer loyalty or build relationships with the audience</td>
</tr>
<tr>
<td>To change or reinforce perceptions held by target audiences</td>
</tr>
<tr>
<td>To enhance corporate image</td>
</tr>
<tr>
<td>Building a company database</td>
</tr>
<tr>
<td>Launch a new product or service</td>
</tr>
<tr>
<td>To attract new employees and channel members as well as motivate existent ones.</td>
</tr>
<tr>
<td>To create experience and evoke feelings</td>
</tr>
<tr>
<td>To express commitment to the community or social issues</td>
</tr>
</tbody>
</table>

Figure 12. Sponsorship main objectives (Adapted from Medcalf, 2004, p. 268, Kotler & Keller, 2009, p.560 and Fill, 2009, p. 603)

For the purposes of this research, the following sponsorship objectives, brand awareness, corporate image and brand association will be explain in depth in order to establish the basic aspects and characteristics that will guide the primary research of this thesis.
Brand awareness

According to Gwinner, (1997, p. 146) brand awareness is achieved by exposing the brand to as many potential consumers as possible (Aaker, 1991). Brand awareness consists of two different elements: brand recognition and brand recall. Brand recognition describes the ability of consumers to confirm prior exposure to the brand (Tuominen 1999, p. 76), while brand recall is the ability of a consumer to call up a brand, given some hints such as product category, corporate involvements or needs that have to be fulfilled (Tuominen 1999). Gwinner stated that sponsorship activities present multiple opportunities for achieving awareness objectives, and much of the research to date in the sponsorship literature has focused on awareness issues such as sponsor recall.

Brand association

Brand image can be defined as “perceptions about a brand as reflected by the brand associations held in memory” (Keller, 1993, p. 3 cited in Gwinner, 1997). Keller suggests that the favourability, uniqueness, and strength of the associations are critical to a brand’s success. Brand associations are developed from a variety of sources including product use, informational sources (e.g., advertising, packaging, word-of-mouth), and association with other entities. The “association with other entities” source is of particular relevance to sponsorship activity. Keller suggested that when a brand becomes associated with an event, some of the associations linked with the event (e.g., youthful, relaxing, enjoyable, disappointing, sophisticated, élite, etc.) might become linked in memory with the brand. Similarly, Tuominen, (1999, p. 87) stated that brand association can be leveraged to create favourable, strong, and unique associations that otherwise may not be present.

Corporate image

According to Kotler and Armstrong (2009, p. 786) image” is defined as “the set of beliefs, ideas, and impressions a person holds regarding an object”. In the case of corporate image, object refers to the corporation or company. While a lot of companies utilize sponsorship as a vehicle for brand exposure, many firms view sponsorship as an opportunity to foster a favourable image of their brand or firm. (Milne & Mcdonald, 1999, p. 122) In other words,
create a positive corporate image. According to Ko et al., (2008, p. 79) corporate image dimensions can be divided and evaluated as:

- The company has good product/services
- The company is well managed
- The company only wants to make money
- The company is involved in the community
- The company responds to consumer needs
- Is a good company to work for

2.3.5 Types of Sponsorships

Several types of sponsorships have been developed throughout the years; however, according to Fill (2013, p. 486) it is possible to identify particular areas in which sponsorship has been used. These areas are: programme/broadcast, arts, caused-related and sports. From those areas, sport sponsorship is the one that has attracted most attention and money. These four main types of sponsorship are not mutually exclusive and the use of one does not necessarily prevent the use of either of the others.

Programme/Broadcast sponsorship

Programme/Broadcast sponsorship entails the sponsorship of parts, or entire, television or radio programmes. It is one of the fastest-growing types of sponsorship and is predicted to continue to enjoy popularity among sponsors mostly because of the relaxation in the regulations. (Medcalf, 2004, p.269) There are several reasons why programme sponsorship is appealing. First, it allows companies to avoid the clutter associated with advertising. Second it represents a cost-effective medium compared to other tools and third, the use of credits around the programme offers opportunities for the target audience to make associations between the programme and the sponsor. (Fill, 2009, p. 610) Therefore, by sponsoring a very popular programme, the audience’s goodwill is transferred to the sponsor’s brand. Programme or broadcast sponsorship also includes product placement used in the film and entertainment industry (Medcalf, 2004, p.271) Companies negotiate with production companies to have their products featured in films or television programmes in exchange for a fee. As it was mentioned before, this kind of sponsorship offers a cost-effective
communication medium in comparison to other tools, however, as its popularity keeps growing, sponsors are bidding up the costs of being associated with popular programmes.

**Art sponsorship**

Art sponsorship covers a wide range of disciplines including popular, classical, jazz and blues music, visual arts such as painting and photography and sculpture, and performing arts, such as dance theatre and film. (Medcalf, 2004, p. 272) It is often used as a way for companies to enhance their corporate status and as a means of clarifying their name. Moreover, according to Fill (2009, p. 612) it is also used to establish and maintain favourable contact with key business people and significant public figures. Recently art sponsorship became very appealing to sponsors given that it allows targeting a specific market segment. It moved from being a means of supporting the community to a sophisticated means of targeting and positioning brands. (Fill, 2013, p. 488)

**Caused-related sponsorship**

There is a significant difference between cause-related sponsorship and charitable donations. While in charitable donations an organization makes a donation to a particular cause without benefiting from it in commercial terms, cause-related sponsorship is done with a view to having a positive impact on an organization’s corporate or brand image obtaining benefit to both parties. (Medcalf, 2004, p.274) Another way of caused-related sponsorship is the use of transactional-based programmes. This is when the sponsor undertakes to make a donation to a worthy cause every time a customer buys one of their products or uses their service.

**Sport sponsorship**

Sports activities have been very attractive to sponsors, partly because of the high media coverage they attract. Sport is the leading type of sponsorship mainly for the following reasons: propensity to attract large audiences not only at each event, but also through the media attached to these activities. Moreover, it provides a simplistic measure of segmentation and higher visibility opportunities for the sponsor because of the duration of each event. (Fill, 2013, p. 487) One example can be Barclaycard’s sponsoring the football Premier League
motivated by the attraction of large and specific audiences with whom a degree of fit is considered to exist. Moreover, sport sponsorship not only entitles sponsoring events, also includes the athletes involved. According to Medcalf (2004, p. 272) sponsorship of specific athletes involved in high-profile events is an effective way of attracting attention of consumers. Furthermore, within particular sports, there exists a wide range of sponsorship opportunities. For example on football, it is common to sponsor the teams clothing, clubs, players, man of the match, stadium, equipment (ball) and the pitch, among others. For the purpose of this thesis, sport sponsorship will be explained in depth in section 2.3

2.3.6 Sponsorship Fit

For people to remember and notice the sponsor, and for and image to be transferred, there should be a good fit between the sponsor and the event or individual. (Dahlen et all, 2010, p. 419) In other words, there should be compatibility between the target audience, the event or individual being sponsored and the organization itself. As it was mentioned before, normally sponsorship involves two parties, the sponsor and the sponsee. The degree of fit between these two parties partly determines the relative effectiveness of the relationship. (Fill, 2009, p. 600) According to Fill, (2009, p. 600) the fit can be considered and divided in two dimensions, however according to Dahlen et all, (2010, p.420) it can be divided not just in two, but four. These dimensions are:

Function-based fit: Often occurs when the product is used in the event being sponsored. For example: Shell sponsoring motor sports or Adidas sponsoring athletics

Image-based fit: Reflects the image of the product in the event. For example: Swatch sponsoring avant-garde sports or Lexus sponsoring the Los Angeles Philharmonic Orchestra

Under-based fit: financial service institute GGNU sponsoring national cricket games because they share the same target audience

Experience-based fit: Heineken sponsoring the World Cup Rugby because they are both part of the same experience when people socialize: drinking beer and watching the games.

2.3.7 Audience engagement and Sponsorship

According to Dahlen et all, (2010, p. 419) the more engaged the audience is with an event, the stronger will be the perceived associations, the easier these will transfer to the sponsor,
and the more enjoyable will be the audience experience which will reinforce associations with the sponsor. The degree to which an audience engages can vary from: not being at all interest in the event domain, interested in the domain but does not care for the chosen entertainment, interested in the event only and finally visit the event. The greater the engagement with the event, the better will be the experience.

2.3.8 Attitudes towards a sponsored event

While sponsoring an event, audience’s attitudes towards the sponsored event may affect their response and need to be considered while examining sponsorship’s effects. Several studies were made in order to analyse this issue, such as Mitchell and Olsen, (1981) and Petty et all, (1983) highlighting the importance of attitudes towards an unconditioned stimulus, in this case the event. (Speed and Thompson, 2000, p. 228) According to Burke and Edell, (1989, cited in Speed and Thompson, 2000, p. 229) it can be argued that positive attitude toward the event will be associated with a positive response towards the sponsor.

Speed and Thompson (2000, p.229) proposed a model to analyse the consumers’ attitudes towards a sponsored event, dividing it on two sections: personal liking for the event and perceived status of the event. On the personal liking for the event section, D’Astous and Bits (1995 cited in Speed and Thompson, 2000, p. 228) previous studies suggest that the consumers who perceived the event to be attractive and interesting believed it would have a stronger impact on the sponsor’s image. Similarly a study made by Crimmins and Horn (1996, cited in Speed and Thompson, 2000, p. 228) suggests that sponsor can benefit from “gratitude” that arises among fans, those with a strong liking for the event. In other words, both authors advocate that sponsors can increase the response to their sponsorship if they select events that are liked by they target audience. On the other hand, on the perceived status of the sponsored event section, Stipp and Schiavone (1996, cited in Speed and Thompson, 2000, p. 228) suggest that a special, high-status event, such as the Olympics, creates opportunities for sponsors because the audience has a high regard for the event. Therefore, it can be stated that sponsoring a high-status event may benefit sponsors.
2.3.9 Growth and expenditure in Sponsorships

Sponsorship has become an increasingly popular element of the communication mix. Many authors and researchers agree that the use of sponsorship by organizations is increasing (Fill, 2013, p.480). There has been a major development of the use of sponsorship since the early 1990s. A variety of factors impacted in this increase, Fill (2013, p.480) and Pickton and Broderick (2005, p. 574) identified the main driver as: the proven effectiveness of sponsorship over traditional methods; Sponsorship is seen as a cheap form of gaining exposure that avoids clutter. Also offers new opportunities due to increase leisure activity; Greater media coverage of sponsored events and creation of favourable associations: it can generate audience awareness while at the same time create an association between the values the sponsored entity exemplifies and the sponsoring company. Also overcomes linguistic/cultural barriers as well as legal barriers. For example products such as alcohol and tobacco, which for legal regulations are banned to be advertised, often use sponsorship as a legitimate platform to communicate with their audiences. Finally, the last factor that impacts the growth in sponsorship is the ability to select target audiences; it allows a particular audience to be targeted with a particular message.

According to the 2014 spending report by the professional authority in sponsorship consulting and research IEG, the worldwide sponsorship spending increased 3.9% in 2013, and forecasts 4.1% sponsorship spending growth over 2013, to $55.3 billion. As we can see in figure 13 below, the global sponsorship spending has been increasing every year, showing a steadily growing proportion of companies’ marketing budgets.
2.2.10 Measurement of Sponsorship effectiveness

According to Crompton (2004, p.268) the literature relating to sponsorship evaluation is underdeveloped. For the most part, it consists of anecdotal information and case studies from which it is difficult to make useful generalizations. It can be said that the usefulness of an evaluation will be strongly influenced by the specification of its sponsorship objectives. As companies pursue to achieve different objectives from their sponsorships - awareness, image, demonstration platform, product trial, product sales, etc.- different types of measures and designs are required for each objective. However, measure sponsorship effectiveness can be really challenging; According to Crompton (2004, p.269) this is caused mainly because of two factors: First, sponsorship is typically used as a platform for focusing the message of multiple other promotional tools. This makes it difficult to isolate the specific impact of a sponsorship. Furthermore, even if other promotional tools are not being used simultaneously, there is likely to be some carry-over effect from previous marketing communications efforts that make isolating the impact of a specific sponsorship difficult. A second challenge in measurement of sponsorship is the uncontrollable environmental factors. Changes in sales levels may be attributable to changes in the marketing environment, rather than the sponsorship per se. (Meenaghan, 1991, cited in Crompton 2004, p.270) For example, an
increase or reduction in the intensity of competitive effort and changes in economic conditions.

As it was seen in section 2.2.1, the sender or in this case companies or organizations pursue to communicate a message to their target audience through a communication process. Figure 14 shows the stages in this communication process at which the effectiveness of sponsorship can be measured established by Crompton. (2004, p. 271)

![Diagram of communication process]

According to Crompton and as illustrated in figure 14, sponsorship effectiveness can be measured in three stages: media exposure, changes in awareness, image and purchase of intention and finally change in sales. The further through the process that the measurement takes place, the stronger the evidence of sponsorship contributing to sales. However, short-
term sales is often no the primary goal of sponsorship. Crompton stated that sponsorship objectives are frequently related to create an environment in which more sales can be made in the future rather than to stimulate immediate sales. Therefore, most evaluations are undertaken earlier in the communication process and will be explained in depth.

While measuring sponsorship at the media exposure stage, most of the companies compare the value of sponsorship-generated media coverage to the cost of equivalent advertising space or time. (Crompton, 2005, p.272) It usually involves quantifying the following:

- Duration of television coverage
- Duration of radio mentions
- Extent of press coverage

Furthermore, while evaluating the second stage that involves brand awareness, image and purchase of intention, different techniques are used based on the companies’ objectives. In order to measure awareness a research design must incorporate a two-part survey conducted before and after the event. (Crompton, 2005, p.273) On the other hand, Crompton suggests that in order to measure image, trust and credibility dimensions (which are component of image) should be incorporated into the evaluation. Finally intent of purchase measurement should be done given that it suggest that the potential consumers moved from awareness, to interest, to intent of purchase and it’s the most useful indicator of the impact of sponsorship in future sales. (Crompton, 2005, p.278)

Finally the last stage in the measurement of sponsorship effectiveness is the change in sales. According to Crompton (2005, p. 279) change in sales objectives can be expressed in three ways: First, they may be accomplished by boosting traffic at retail points of sale. Second is an actual increase in sales associated with the sponsorship, for example redemption of coupons or ticket discounts. Finally, the third way is to compare sales for the two or three months periods surrounding the sponsorship to sales during a comparable period.
2.4 Sport Sponsorship

2.4.1. Sport management & sport marketing

During the past decades, sport has evolved from a relaxing activity into a complex industry. (Lagae, 2005, p.2) On one hand, sports are magnified daily in the media while on the other hand the socioeconomic developments such as the explosive growth of the fitness sector and the increasing attitudes towards a healthy lifestyle, are acting as a positive factor for the sport sector who is taking advantage of this opportunities. Thus, this changes developed this new industry in which sport management and sport marketing arise as a solution to fulfil customer demands.

According to Lagae (2005, p. 10) sports management is a field concerned with the coordination of limited human and material resources, relevant technologies, and situational contingencies for the efficient production and exchange (marketing) of sport services. Moreover, sport marketing can be defined as all the activities designed to meet the need and wants of sport consumers through exchange processes. (Lagae, 2005, p.12) In other words, sport management involves the production and marketing of a sport, while sport marketing involves not only the marketing of a sport but also all the marketing activities utilizing sports. These marketing activities can be summarized in the sport marketing communications mix shown below in figure 15.

Figure 15. The sports marketing communication mix (Lagae, 2005, p.13)
2.4.2. Sport Sponsorship definition

As it was mentioned above, sport sponsorship is the more attractive type of sponsorship and the one who have the highest investments on the industry; therefore it can be seen as the most implemented type.

In the same way as traditional sponsorship, there have been difficulties in defining sport sponsorship itself and in delimiting the group(s) of activities that are involved in it. (Pope, 1998, p.1) However, for the purpose of this research Lagae’s definition was chosen given that it comprises the main elements regard this topic:

“Sport sponsorship is any commercial agreement by which a sponsor contractually provides financing or other support in order to establish an association between the sponsor's image, brands or products and a sport sponsorship property in return for rights to promote this association and/or for granting certain agreed direct or indirect benefits.” (Lagae, 2005, p.13)

Sport sponsorship can take the form of sponsoring a tournament or event, an organization or team or an individual. (Dahlen et al, 2009, p. 421) Some examples are shown in figure 16

<table>
<thead>
<tr>
<th>Sponsorship</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shirt and team sponsorship</td>
<td>Samsung mobile and Chelsea FC</td>
</tr>
<tr>
<td>Squad sponsorship</td>
<td>Skandia and GB Sailing team</td>
</tr>
<tr>
<td>Athlete sponsorship</td>
<td>Nike and Tiger Woods</td>
</tr>
<tr>
<td>Event sponsorship</td>
<td>The Barclays English Football Premiership</td>
</tr>
<tr>
<td>Venue/stadium sponsorship</td>
<td>The Britt Oval</td>
</tr>
<tr>
<td>Technology sponsorship</td>
<td>Omega and the Olympic Games</td>
</tr>
<tr>
<td>Broadcast sponsorship</td>
<td>Heineken and ITV’s Rugby World Cup</td>
</tr>
</tbody>
</table>

Figure 16. Sport sponsorship examples (Dahlen et al, 2009 p.421)
2.4.3. Sport Sponsorship goals.

Several marketing communication operation models have been created by authors such as Pope, (2001) & Geneuns (2004) in order to monitor and evaluate how the consumer respond to promotions such as the AIDA models and the Hierarchy of effects. From these models it can be identified that consumers move through three major stages in response to the promotional instruments: cognitive, affective and behavioural. (Figure 17)

<table>
<thead>
<tr>
<th>Stages</th>
<th>Hierarchy-of-effects model</th>
<th>AIDA model</th>
<th>Goals in sport sponsorship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cognitive</td>
<td>Awareness</td>
<td>Attention</td>
<td>Increase brand awareness</td>
</tr>
<tr>
<td></td>
<td>Knowledge</td>
<td></td>
<td>Clarifying brand interpretation</td>
</tr>
<tr>
<td>Affective</td>
<td>Linking</td>
<td>Interest</td>
<td>Support or change brand image</td>
</tr>
<tr>
<td></td>
<td>Preference</td>
<td>Desire</td>
<td>Accentuate brand experience</td>
</tr>
<tr>
<td></td>
<td>Conviction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Behavioural</td>
<td>Purchase</td>
<td>Action</td>
<td>Increase brand loyalty</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Support and stimulate sales.</td>
</tr>
</tbody>
</table>

Figure 17. Goals in sport sponsorship linked with stages. (Adapted from Lagae, 2005, p.14, 44)

The motives or goals for sport sponsorship can vary depending on the respond the organization or individual wants to obtain from the consumers or target audience. However, an important restriction regards sports sponsorship is that it communicates a limited message, usually nothing more that the brand name and the logo. (Lagae, 2005, p.44) Therefore, sports sponsorship acts first and primarily on cognitive goals but that does not limit the possibility of achieving affective and behavioural goals. By the use of the correct sport sponsorship, an association of a brand with a friendly, young and dynamic image of a sport can be created, developing a number of values that can have a positive effect on the brand image, indeed achieving affecting goals. Furthermore, in order to achieve behavioural goals, is necessary to implement a combination of sponsorship and other marketing communication tools.
2.5 UEFA Champions League

2.5.1 Facts and figures of the Union of European Football (UEFA)

As stated in the official UEFA website, the Union of European Football mostly referred to by its acronym, UEFA is the administrative body for association football in Europe and part of Asia. It is one of six continental confederations of world football's governing body FIFA, and 54 national association members integrate it. (Figure 18)

![UEFA Map]

It was founded in Basel, Switzerland, on 15 June 1954. Since then, it has grown into the foundation of the European game, working with and acting on behalf of Europe's national football associations and other stakeholders to promote football and strengthen the game's position. UEFA represents the national football associations of Europe, runs nation and club competitions including the UEFA European Championship, UEFA Champions League, UEFA Europa League, and UEFA Super Cup, and controls the prize money, regulations, and media rights to those competitions. (UEFA, no date) For the purposes of this thesis, UEFA Champions League will be further explained in the next section.
2.5.2 UEFA Champions League.

The UEFA Champions League, known simply as the Champions League, is an annual continental club football competition organized by the Union of European Football Associations (UEFA) since 1992. It replaced the European Champion Clubs' Cup, or European Cup, which had run since 1955. (UEFA, no date)

The history of the UEFA Champions League dates back to 1955, when Gabriel Hanot, editor of the French sports daily *L'Equipe* petitioned UEFA to set up a competition for some of the most popular teams in Europe’s various domestic leagues. As a result of this petition, meetings were held in April of 1955 with representatives of Europe’s most popular clubs and a set of competition rules was established, in which only the club champions of each European country could enter. (UEFA, no date) The major turning point in the evolution of the competition came in the 1992/93 season when the UEFA Champions League, involving a group stage in addition to the traditional knockout elements, was officially inaugurated after a pilot round during the previous season. (UEFA, no date)

According to the IEG, (2013, p.1) the Champions League is the most significant annual club soccer tournament in the world. Its reach extends well beyond Europe to include 70 countries in Asia, Africa, Middle East and North and South America and it features the world’s top players competing in the world’s most popular sport.

2.5.3 UEFA Champions League Sponsorship

Like other main football events as the World Cup, UEFA Champions League is sponsored by a group a companies or organizations who consider their product/service fits their believes and objectives with the tournament. Beginning in 1992, UEFA kept the number of sponsors at eight and built in key rights and benefits, including tickets and hospitality, perimeter signage visible to broadcast viewers, marketing and promotional rights, priority on TV ads during matches, category exclusivity, etc. (IEG, 2013, p.1)
The eight official sponsors for the UEFA Champions League are: Ford, Gazprom, Heineken, MasterCard, Sony, UniCredit, Adidas and HTC. (Figure 19)

<table>
<thead>
<tr>
<th>Brand</th>
<th>Since</th>
<th>Through</th>
<th>Additional Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ford</td>
<td>1992</td>
<td>2015</td>
<td>Official Vehicle</td>
</tr>
<tr>
<td>Gazprom</td>
<td>2013</td>
<td>2015</td>
<td></td>
</tr>
<tr>
<td>Heineken</td>
<td>1994</td>
<td>2015</td>
<td></td>
</tr>
<tr>
<td>MasterCard</td>
<td>1996</td>
<td>2015</td>
<td>Payment Systems</td>
</tr>
<tr>
<td>Sony</td>
<td>1997</td>
<td>2015</td>
<td>PlayStation</td>
</tr>
<tr>
<td>UniCredit</td>
<td>2009</td>
<td>2015</td>
<td>Official Bank</td>
</tr>
<tr>
<td>Adidas</td>
<td>2003</td>
<td>2017</td>
<td>Balls</td>
</tr>
<tr>
<td>HTC</td>
<td>2003</td>
<td>2015</td>
<td>Mobile Phone &amp; Tablet</td>
</tr>
</tbody>
</table>

Figure 19. UEFA Champions League official sponsors (IEG, 2013, p.1)

Furthermore, according to the IEG, (2013, p.1) these are some of the reasons why this competition is so attractive for the sponsors:

- High audience reach: The final of the tournament is the most watched annual sporting event in the world, surpassing the Super Bowl.
- Long activation window: Eight months and 144 matches.
- Maximum exposure and promotional opportunities and minimal clutter: Only eight official sponsors.
- Strong digital media and active social communities: UEFA controls its digital assets, which benefits its sponsors in terms of delivering fans, protecting them from ambush and providing additional touch points.
- Strong track record partnering with leading brands: Long-term deals, high renewal rates

According to Ukman (IEG, 2013) UEFA Champions League sponsors are not just buying into a sporting event, but rather a piece of Europe’s cultural fabric with its own protocols, icons, traditions and heritage, including the UEFA Champions Festival, Champions League Trophy, Trophy Handover, UEFA Champions League Ball, the eight-star UCL logo, and the UCL Anthem, which is played before every game.
Although the UEFA Champions League is sponsored by different companies that cover different industry fields such as technology, automotive, sportswear, payment or credit unions, for the purposes of this research the official sponsor from the alcohol beverages industry, Heineken, will be explain in depth in the next section.

2.5.4 Heineken as official sponsor of the UEFA Champions League

As it was mentioned before in the last section, UEFA Champions League offers a high appealing partnership opportunity for brands. Heineken’s biggest sponsorship deal is $70 million per year partnership with UEFA for Champions League rights. (IEG, 2013) The relationship dates back to 1994 when the competition (previously the European Cup) was in its beginning. For the first 11 years, the sponsorship was designed to promote the Amstel brand, partly because the Champions League was primarily aimed at a European audience. Since 2005 the company switched to using the event to promote Heineken on a global basis as the Champions League television coverage expanded throughout the world. Their strategy was to focus on a handful of high profile sports and entertainment properties, around which it can activate in unique, one-of-a-kind ways to enhance the beer-drinking experience. (IEG, 2011)

In 2011, the IEG conducted an interview with Hans-Erik Tuijt, Heineken’s activation director, about the company’s sponsorship philosophy and its activation tactics. He stated that “for Heineken, it’s not what you sponsor, but how you sponsor; how you bring a sponsorship to life. As a premium beer, we want to be associated with premium events. Also, the Champions League helps us create awareness in countries where we have a more limited presence.” (IEG, 2011) According to the IEG (2008) the UEFA Champions League has over 150 million TV viewers watching live coverage of the UEFA Champions League in 230 countries and territories every match week, this premier sporting event has become global and fits perfectly with the Heineken brand, which is enjoyed in almost every country in the world. Moreover, he stated that Sponsorship lets them leverage their associations to engage consumer passion. One example of how Heineken activates to tap consumer passion is the trophy tour organized around the sponsorship of the UEFA Champions League. Heineken takes the Champions League trophy on a tour to big cities around the world and organize a final event where consumers can have an amazing experience in an amazing location. According to Hans-Erik Tuijtit, the core focus of Heineken's activation of the sponsorship is
to bring fans in Europe and abroad high quality UEFA Champions League experiences. (IEG, 2008) (Figure 20)

Moreover, Heineken has been one of the pioneers of developing social media to activate its sponsorships and its Champions League Star Player online competition, in which fans have the chance to predict match outcomes live, has been hailed as one of the most effective social media activations produced to date. (IEG, 2013) (Figure 21)
Furthermore Heineken aims to enhance corporate image and to express commitment to the community on social issues encouraging responsible attitudes to alcohol and actively discourage abuse of alcohol by including on their sponsorship communication strategy the “Enjoy Heineken Responsibility” logo on the Champions League pitches as shown in figure 22. (Heineken, 2014)

![Enjoy Responsibility Heineken Logo](image)

Figure 22 Enjoy Responsibility Heineken Logo (Heineken, 2014)

From the interview with Heineken’s activation director and the research about their sponsorship philosophy mentioned before, Heineken’s sponsorship objectives can be summarized as:

- Brand association (Premium beer with premium events)
- Reach countries with less presence
- To create experience and evoke feelings (Engage consumer passion)
- Generate awareness
- To enhance corporate image (Responsible drinking)
2.6 Literature Conclusion

Throughout the literature review chapter, sponsorship definitions and main aspects were analysed and compared to different authors’ opinions. The basic foundations of marketing such as communication theory and promotional mix where stated in order to make a connection with the main topic of this research. Moreover, a link was established between traditional sponsorship and sport sponsorship, which is the main topic in this research. Furthermore, the author presented an introduction of the specific topic on which this research will be based, the UEFA Champions League and Heineken as an official sponsor, in order give the reader an overview of the tournament on which the primary data research will be based. Finally, by the depth analysis of sport sponsorship, the goals and stages were stated showing the model that this research will follow in order to confirm or deny the hypothesis raised: Cognitive and affective.
3.0 Methodology

3.1 Methodology Introduction

The purpose of this third chapter is to present the research methodology, as well as to introduce the research strategy and the data instruments and procedures that will be used for the purposes of this thesis.

In order to achieve the objectives of this research, a combination of both primary and secondary research was undertaken. This provided the researcher a solid base of information and a complete perspective of the situation analysed. The research methodology used in this thesis was chosen following the model given by Saunders & Lewis, (2012, p.10) also known as “the research onion” shown in figure 23. This onion is a metaphor used to describe the layers of the research process. The outer layers of the onion contain research philosophies and approaches and the central ones reflect the choices that will be taken in order to carry out a research.

Figure 23. The research onion  (Saunders & Lewis, 2012, p. 108)
The philosophical postulation established in this research followed a positivistic approach based on a quantitative method, in order to measure and analyse different variables. Moreover, a deductive approach was used, by which the hypothesis stated in this research were tested in order to confirm or refute them. Furthermore, the research strategy was based on surveys by the use of questionnaires administered online.

This chapter is divided into three sections that explain in depth the strategies undertaken for the purposes of this research. In the first section, the research design such as philosophy, approach and strategy is examined and selected. The next section justifies the data collection instruments selection. Finally the last section deals with the data analysis procedures.

3.2 Research Design

3.2.1 Research Philosophy

According to Neville, (2007, p. 4) research is not “neutral”, but reflects a range of the researcher’s personal interests, values, abilities, assumptions, aims and ambitions. Indeed, the combinations of these elements were factors that determined the subject of the research as well as influence the approach to it.

Saunders & Lewis, (2012, p. 104) stated that research philosophy is the overall term that relates to the development of knowledge and the nature of that knowledge in relation to research. In other words, is the philosophical position that influences the way in which a research is conducted. Two main research philosophies can be identified: positivistic and phenomenological, although there can be overlap between the two and both positions may be identifiable in any research project (Neville, 2007, p. 5) as shown in figure 24.
Positivistic approaches pursue to identify, measure and evaluate any phenomena and to provide rational explanation for it. This explanation will attempt to establish causal links and relationships between the different elements (or variables) of the subject and relate them to a particular theory or practice. (Neville, 2007, p.5) The main concern in a positivistic approach is to study observable and measurable variables in certain controllable conditions and to describe the reactions of these variables to treatment applied by the researcher. (Saunders and Lewis, 2012, p. 105) On the contrary, the phenomenological approach assumes that people will often influence events and act in unpredictable ways that upset any constructed rules or identifiable norms. This perspective is particularly concerned with understanding behaviour from the participants’ own subjective frames of reference. (Neville, 2007, p.5)

The research philosophy of this thesis can be framed within the Positivism philosophy. This thesis investigates the effectiveness of sport sponsorship focusing on awareness, brand association and corporate image, based on the UEFA Champions League and Heineken as an official sponsor. The present research gathered numeric data of consumers who were exposed to the sponsorship and their reactions and perceptions towards it were obtained from measurable variables. Therefore, taking in consideration that positivism is based on gathering numerical data, focus on facts and relies on measurable variables, (Saunders and Lewis, 2012, p. 103) this philosophy was chosen due its’ fittingness with the objectives and the quantitative method used in this research.
3.2.2 Research Approach

Research approach refers to the extent to which the researcher is clear about the theory at the beginning of the research as it raises an important question concerning the design of the research. This is, what kind of approach should be selected and used for the research: deduction or induction. (Saunders et al, 2007, p.117)

Deduction can be defined as a research approach which involves the testing of a theoretical proposition by using a research strategy specifically designed for the purpose of its testing. Furthermore, deduction is directly linked with scientific research. While on the other hand, induction can be described as a research approach that involves the development of theory as a result of analysing data already collected. (Saunders and Lewis, 2012, p. 109) Researches using an inductive approach are likely to be principally concerned with the context in which events are taking place. Therefore, the study of a small sample of subjects might be more appropriate. (Saunders, 2009, p.126) The major differences between deduction and induction approaches stated by Saunders (2009, p.127) are summarized in figure 25.

<table>
<thead>
<tr>
<th>Deduction emphasises</th>
<th>Induction emphasises</th>
</tr>
</thead>
<tbody>
<tr>
<td>scientific principles</td>
<td>gaining an understanding of the meanings</td>
</tr>
<tr>
<td>moving from theory to data</td>
<td>humans attach to events</td>
</tr>
<tr>
<td>the need to explain causal relationships</td>
<td>a close understanding of the research context</td>
</tr>
<tr>
<td>between variables</td>
<td>the collection of qualitative data</td>
</tr>
<tr>
<td>the collection of quantitative data</td>
<td>a more flexible structure to permit changes</td>
</tr>
<tr>
<td>the application of controls to ensure</td>
<td>of research emphasis as the research progresses</td>
</tr>
<tr>
<td>validity of data</td>
<td>a realisation that the researcher is part of the research</td>
</tr>
<tr>
<td>the operationalisation of concepts to</td>
<td>process</td>
</tr>
<tr>
<td>ensure clarity of definition</td>
<td>less concern with the need to generalise</td>
</tr>
<tr>
<td>a highly structured approach</td>
<td></td>
</tr>
<tr>
<td>researcher independence of what is</td>
<td></td>
</tr>
<tr>
<td>being researched</td>
<td></td>
</tr>
<tr>
<td>the necessity to select samples of</td>
<td></td>
</tr>
<tr>
<td>sufficient size in order to generalise</td>
<td></td>
</tr>
<tr>
<td>conclusions</td>
<td></td>
</tr>
</tbody>
</table>

Figure 25. Major differences between deductive and inductive approaches to research (Saunders, 2009, p.127)

Based on the characteristics of each approach and for the purpose of this research, the approach selected and used was Deductive. This approach was chosen due the quantitative method that was selected for this research, which is aligned with the characteristics of deductive approach. Moreover, according to Saunders, (2009, p.129) by the use of deduction
approach, a hypothesis (or hypotheses) is developed and a research strategy is designed to test the hypothesis. In this case, this research went from the more general information to specific, in order to create the following hypothesis:

- **H1.** Exposure to a sponsorship enhances the unaided recall ability and brand awareness of the sponsor’s brand.
- **H2.** Consumers’ involvement at the generic level (soccer) has a positive effect on sponsorship awareness.
- **H3.** Consumers’ involvement at the specific level (UEFA Champions League) has positive effects on sponsorship awareness.
- **H4.** Brand consumption positively affects brand awareness
- **H5.** Perceived status of an event positively affects brand association
- **H6.** Perceived fit between the sponsor and the sponsored event positively affects brand association.
- **H7.** Sponsoring an event generates a positive image of the sponsor.

Furthermore, the numerical data gathered by the use of quantitative tools lead to statistical analysis, thus providing a rational explanation to establish a causal relationship between the variables analysed, (sport sponsorship and awareness, sport sponsorship and brand image and sport sponsorship and corporate image) which also collaborates with the deduction approach.

### 3.2.3 Research Strategy

For the purpose of this research, the strategy used was *Survey*. According to Saunders et al, (2007, p.138) survey is clearly associated with the deductive approach, which was selected and explained in section 3.2.2 Survey involves the structured collection of data from sizeable population in a highly economical way. In addition the data collected using a survey strategy can be used to suggest possible reasons for particular relationships between variables. (Saunders and Lewis, 2012, p. 115) In this research, survey was used as a way to collect data and analyse variables’ relations in a cost-effective manner by the use of questionnaires administered online. This will be explained further on section 3.3
According to Saunders, (2009, p. 141) the choice of a research strategy is based on the research question(s) and objectives. In view of the present research, it requires to answer the following objectives which justifies the strategy adopted:

• Objective 1: Investigate if sport sponsorship has an impact on people’s brand awareness
  o Sub objective 1.1: Analyse if Heineken’s sponsorship on the UEFA Champions League increases brand awareness
  o Sub objective 1.2: Analyse if brand awareness increases depending on the level of involvement with the event.
  o Sub objective 1.3: Analyse if brand awareness increases depending on brand consumption

• Objective 2: Investigate if sport sponsorship has an impact on people’s brand association
  o Sub objective 2.1: Analyse if Heineken’s sponsorship on the UEFA Champions League creates brand association
  o Sub objective 2.2: Analyse if Heineken’s sponsorship fit with UEFA Champions League has an impact on brand association.

• Objective 3: Investigate if sport sponsorship creates an impact on the corporate image of the sponsor.
  o Sub objective 3.1: Analyse if Heineken’s sponsorship on the UEFA Champions League generates a positive image of the company

Furthermore, the time horizon applied for this research was *cross-sectional* as the research is based only on one period of time or what is also called “snapshot” (Saunders and Lewis, 2012, p. 116) and it aims to describe the impact of sport sponsorship and the relation of awareness, brand image and corporate image of Heineken as official sponsor of the UEFA Champions League.
3.2.4 Selecting Respondents

According to Kumar (2012, p. 193) sampling is the process of selecting a few people (a sample) from a bigger group (the sampling population) to become the basis for estimating or predicting the prevalence of an unknown piece of information, situation or outcome regarding the bigger group. In other words, a sample is a subgroup of the population you are interested in. All empirical research involves sampling, as Miles and Huberman stated, “You cannot study everyone, everywhere doing everything” (1994, cited in Punch, 2006, p. 50) Therefore the sampling aspects of the study need to be considerate before starting a research investigation.

The type of sample that was used for the purposes of this research is Random/ probability sampling. According to Kumar (2012, p.199) for a design to be called Random or Probability sampling it is imperative that each element in the population has an equal and independent chance of selection in the sample. Hence, no personal preferences or other considerations will be taken in account while selecting the sample. Therefore, this kind of sample fits the type of research undertaken.

For the purposes of this research, the sample consisted of males and females, between 18 and 37 years old, from different nationalities since UEFA Champions league coverage is extended in a global basis. Moreover, this was chosen due that it guarantee that the sample is interested in sports (in this case soccer) and they have been exposed to the league sponsors frequently or at least at some point.

3.2.5 Research Ethics

All social research involves consent, access and associated ethical issues, since it is based on data from people and about people (Punch, 2006, p.69) According to Saunders, (2009, p. 160) the general ethical issue in research studies is that the research design should not subject those who are being researched (the research population) to embarrassment, harm or any other material disadvantage.
For the purposes of this research, the main ethical issue that can be faced is to be sure of obtain the informed consent of the participants that are going to be part of the research strategy by answering the questionnaires. It can also be identified the importance of an appropriate use of the data gathered in order to be used only for research purposes and maintaining the confidentiality of the participants.

3.3 Data Collection Instruments

3.3.1 Questionnaires

As it was mentioned before on section 3.2.3 this research was based on a Survey strategy, specifically by the use of anonym online questionnaires. According to Saunders (2009, p. 360) a questionnaire can be defined as a general term to include all techniques of data collection in which each person is asked to respond to the same set of questions in a predetermined order. Therefore it includes structured interviews, telephone questionnaires as well as online questionnaires as shown in Figure 26.

![Figure 26. Types of questionnaires (Saunders 2009, p.363)](image)

Online questionnaire was selected for this research given that it provides an easy access to potential respondents and it is a cost-effective method. Online questionnaires can be managed in two ways: e-mails and web pages. Saunders, (2009, p. 360) For this research the questionnaires were administrated through a web page on the Internet given the lack of an e-mail database and in order to avoid the risk of considering the e-mail as spam. Face-to-face or telephone questionnaires were not consider given the large size of the sample and the lack of time for this research.

There are four sections to this questionnaire. The first section consists of questions regarding to football involvement, UEFA champions league involvement, and brand recognition and awareness. The second section consists of questions regarding beer consumption, Heineken’s
consumption specifically, and perception and brand image towards Heineken as an official sponsor of the UEFA champions league. The third sections consist of questions regarding Heineken’s corporate image due their association with UEFA champions league as well as fittingness between the sponsor and the event. Finally the fourth section consists of demographic variables such as gender, age, country and current occupation.

Furthermore, the questionnaire was elaborated in order to measure the different variables that this research aims to analyse: sport sponsorship and awareness, sport sponsorship and brand image and sport sponsorship and corporate image. In order to measure awareness and based on the objective 1: **Investigate if sport sponsorship has an impact on people’s brand awareness**, the questionnaire used an unaided recall method. According to Kosicki (2008, p.1) this method is used to encourage the respondent to spontaneously mention items of interest. In this case, the respondents were given a business category and they have to recall unaided if there is a sponsor in this category; if yes, name the sponsor. On the other hand, in order to measure brand image and based on the second objective: **Investigate if sport sponsorship has an impact on people’s brand association**, the questionnaire used a four-item likert scale developed by Christie and Geis (1970 cited in Balnaves and Caputi. 2001, p.80) in which the respondents were asked to answer weather to agree, most likely, not, necessarily or not at all, on their perceptions of Heineken as a sponsor of the UEFA champions league. Finally in order to measure corporate image based on the third objective: **Investigate if sport sponsorship creates an impact on the corporate image of the sponsor**, the researcher adapted a 5-item scale used by Javalgi et al (1994 cited in Ko et all, 2008, p.88) which assesses five dimensions of corporate image: (1) sponsors have good products/services, (2) sponsors only want to make money, (3) sponsors are involved in the community, (4) sponsors respond to consumer needs, and (5) sponsors are a good company to work for. The format was a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

3.3.2 Pilot test

According to Saunders and Lewis (2012, p. 148) pilot testing of a questionnaire is a critical factor prior to the survey. This test will help to confirm that the actual respondents will understand the meaning of the questions and be able to follow the instruction on the questionnaire. Kumar (2012, p. 158) stated that the pilot test should be carried out under
actual field conditions on a group of people similar to the study population. For the purposes of this research, a pre-test was executed after the first draft of the questionnaire was made. The researcher obtained the assistance of 8 students from the Dublin Business School MBA program given their demographic characteristics that made them fit the population for this study. The participants were given the instructions to complete the questionnaire in order to identify problems with either understanding or interpreting a question, as well as any other aspect of it. After the feedback from this pre-test was obtained, the researcher made the last changes and developed the last version of the questionnaire used in this research and also shown in Appendix 1

3.4 Data Analysis Procedures

Due to the number of variables in the research model, the data analysis was made using SPSS software. Through the use of SPPS software the quantitative variables gathered from the questionnaires were analysed in the following particular aspects:

Frequency distribution in terms of:

- Age
- Gender
- Occupation
- Country

Cross tabulations:

- Levels of involvement (generic and specific) and Awareness
- Previous consumption of the product and Awareness

Statistical tests to be applied:

- Spearman correlation coefficient: level of sponsorship fit and brand image association.
4.0 Data Analysis and Findings

4.1 Introduction

This section aims to analyse and evaluate the findings of the data obtained after conducting the primary research. The findings are expressed in terms of quantitative data. Quantitative data was obtained through anonym online questionnaires.

As it was mentioned on section 3.3.1, quantitative data was gained through online questionnaires (Appendix 1), which generated 100 responses considering the criteria of the respondents being males and females between 18 and 37 year, from different nationalities. The respondents of the questionnaire consisted of 70 males and 30 females. Furthermore, the questionnaire was constituted by four sections and each section aimed to justify the objectives stated for this research, as well as to establish a causal relationship between the variables analysed: sport sponsorship and awareness, sport sponsorship and brand image and sport sponsorship and corporate image. The findings and observations in relation to each of the research objectives, as well as demographics are summarized and presented in the next sections by the use of graphs and statistical analysis.
4.2 Demographics

Before moving to the findings and observations obtained by this research, it is important to mention the demographic variables embraced by the questionnaire applied. These research demographics are divided in gender, age, occupation and country.

First of all, as it was stated before, 100 respondents comprised this research sample from which 70% were males and 30% females as shown in figure 27.

Figure 27. Gender
Furthermore, the respondents were asked to state their age from the following categories: 18-22, 23-27, 28-32 and 33-37. The results shown in figure 28 show that the majority of the respondents fall in the 23-27 category with 70% of the answers, followed by 15% in 28-32 category, 14% in 18-22 category and 1% in 33-37 category.

<table>
<thead>
<tr>
<th>What is your age?</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid 18–22</td>
<td>14</td>
<td>14,0</td>
<td>14,0</td>
<td>14,0</td>
</tr>
<tr>
<td>23–27</td>
<td>70</td>
<td>70,0</td>
<td>70,0</td>
<td>84,0</td>
</tr>
<tr>
<td>28–32</td>
<td>15</td>
<td>15,0</td>
<td>15,0</td>
<td>99,0</td>
</tr>
<tr>
<td>33–37</td>
<td>1</td>
<td>1,0</td>
<td>1,0</td>
<td>100,0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100,0</td>
<td>100,0</td>
<td></td>
</tr>
</tbody>
</table>

Figure 28. Age
Further, the majority of the participants were students with 71% of the responses, followed by 26% employed, 1% unemployed and 2% in “other” category, as shown in figure 29.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Student</td>
<td>71</td>
<td>71.0</td>
<td>71.0</td>
<td>71.0</td>
</tr>
<tr>
<td>Employed</td>
<td>26</td>
<td>26.0</td>
<td>26.0</td>
<td>97.0</td>
</tr>
<tr>
<td>Unemployed</td>
<td>1</td>
<td>1.0</td>
<td>1.0</td>
<td>98.0</td>
</tr>
<tr>
<td>Other</td>
<td>2</td>
<td>2.0</td>
<td>2.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Figure 29. Current occupation

Finally, the last demographic variable analysed was the participants’ country. As it was stated before, the UEFA Champions league coverage is extended in a global basis; therefore this research sample included responses from a wide variety of countries. The results show responses from 21 countries, from which Mexico and Spain had the majority of the answers with 11% each, followed by France and India with 10% each, Ireland with 9%, Germany and
England with 8%, Italy, Russia and Netherlands with 5%, Greece and Portugal with 4%, Lithuania with 2% and 1% the rest of the countries. These results are shown in figure 30.

<table>
<thead>
<tr>
<th>N</th>
<th>Valid</th>
<th>Missing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>100</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Country</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brazil</td>
<td>1</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td>China</td>
<td>1</td>
<td>1.0</td>
<td>1.0</td>
<td>2.0</td>
</tr>
<tr>
<td>Denmark</td>
<td>1</td>
<td>1.0</td>
<td>1.0</td>
<td>3.0</td>
</tr>
<tr>
<td>England</td>
<td>8</td>
<td>8.0</td>
<td>8.0</td>
<td>11.0</td>
</tr>
<tr>
<td>France</td>
<td>10</td>
<td>10.0</td>
<td>10.0</td>
<td>21.0</td>
</tr>
<tr>
<td>Germany</td>
<td>8</td>
<td>8.0</td>
<td>8.0</td>
<td>29.0</td>
</tr>
<tr>
<td>Greece</td>
<td>4</td>
<td>4.0</td>
<td>4.0</td>
<td>33.0</td>
</tr>
<tr>
<td>India</td>
<td>10</td>
<td>10.0</td>
<td>10.0</td>
<td>43.0</td>
</tr>
<tr>
<td>Ireland</td>
<td>9</td>
<td>9.0</td>
<td>9.0</td>
<td>52.0</td>
</tr>
<tr>
<td>Italy</td>
<td>5</td>
<td>5.0</td>
<td>5.0</td>
<td>57.0</td>
</tr>
<tr>
<td>Lithuania</td>
<td>2</td>
<td>2.0</td>
<td>2.0</td>
<td>59.0</td>
</tr>
<tr>
<td>Mexico</td>
<td>11</td>
<td>11.0</td>
<td>11.0</td>
<td>70.0</td>
</tr>
<tr>
<td>Netherlands</td>
<td>5</td>
<td>5.0</td>
<td>5.0</td>
<td>75.0</td>
</tr>
<tr>
<td>Poland</td>
<td>1</td>
<td>1.0</td>
<td>1.0</td>
<td>76.0</td>
</tr>
<tr>
<td>Portugal</td>
<td>4</td>
<td>4.0</td>
<td>4.0</td>
<td>80.0</td>
</tr>
<tr>
<td>Russia</td>
<td>5</td>
<td>5.0</td>
<td>5.0</td>
<td>85.0</td>
</tr>
<tr>
<td>Spain</td>
<td>11</td>
<td>11.0</td>
<td>11.0</td>
<td>96.0</td>
</tr>
<tr>
<td>Syria</td>
<td>1</td>
<td>1.0</td>
<td>1.0</td>
<td>97.0</td>
</tr>
<tr>
<td>Thailand</td>
<td>1</td>
<td>1.0</td>
<td>1.0</td>
<td>98.0</td>
</tr>
<tr>
<td>Turkey</td>
<td>1</td>
<td>1.0</td>
<td>1.0</td>
<td>99.0</td>
</tr>
<tr>
<td>USA</td>
<td>1</td>
<td>1.0</td>
<td>1.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Figure 30. Country
4.3 Objective 1 findings and observations

This research’s objective 1 is *Investigate if sport sponsorship has an impact on people’s brand awareness*. The main aim of this objective is to analyse the effect of consumer exposure to sport sponsorship, in this case Heineken as a sponsor of the UEFA champions league, in order to define whether if brand awareness is created or not. Furthermore, it also aims to establish a relation between brand awareness and level of involvement with the event, previous consumption and country participation on the league, based on the following sub objectives:

- **Sub objective 1.1 Analyse if Heineken’s sponsorship on the UEFA Champions League increases brand awareness**
- **Sub objective 1.2 Analyse if brand awareness increases depending on the level of involvement with the event.**
- **Sub objective 1.3 Analyse if brand awareness increases depending on brand consumption**

4.3.1. **Sub objective 1.1**

In order to investigate the first sub objective: *Analyse if Heineken’s sponsorship on the UEFA Champions League increases brand awareness*, the researcher used an unaided recall method. In this case, the respondents were given a business category and they had to recall unaided if there is a sponsor in this category for the UEFA Champions League; if yes, could they name the sponsor. Figure 3 show the results obtained. 66% of the respondents recalled Heineken as the sponsor on the Alcoholic-beverage category, 6% named other brands like Budweiser, Carlsberg and Amstel, while 28% couldn’t remember an alcoholic-beverage sponsor at all.
4.3.2 Hypothesis 1 finding and observations

While defining this research objectives and sub objectives, the author also stated several hypotheses related to the objectives aimed to study, in order to confirm or refute them with the information gathered by the quantitative method. For the first sub objective *Analyse if Heineken’s sponsorship on the UEFA Champions League increases brand awareness*, the author established the following hypothesis.
• H1. Exposure to a sponsorship enhances the unaided recall ability and brand awareness of the sponsor’s brand.

Based on the results gathered by the author, and shown in the past section (4.3.1), Hypothesis 1 can be confirmed with 66% of the respondents remembering Heineken as the alcoholic-beverage sponsor of the UEFA Champions League.

4.3.3 Sub objective 1.2

For this research second sub objective, *Analyze if brand awareness increases depending on the level of involvement with the event*, the researcher aimed to analyse if the participants’ level of involvement with the event has a positive effect on brand awareness based on two levels: generic level: soccer; and specific level: UEFA Champions League. As it was mentioned on the literature review, the more engaged the audience is with an event, the stronger will be the perceived associations, the easier these will transfer to the sponsor, and the more enjoyable will be the audience experience which will reinforce associations with the sponsor. (Dahlen et al., 2010, p. 419) Therefore, statistical analysis was used by the researcher, specifically cross tabulation, in order to analyse if there is a relation between the variables level of involvement and brand awareness on UEFA Champions league. According to Bryman and Cramer (2011, p. 196) cross tabulation is one of the simplest ways of demonstrating the presence or absence of a relationship between two variables.

The first analysis between level of involvement and brand awareness was made at the generic level: involvement to football using cross tabulation given that the variables analysed are ordinal and nominal. As shown in figure 32, from the people who remembered Heineken as the alcoholic-beverage sponsor for the UEFA Champions league, 59.1% of agreed that football is important for them, and 29.3% strongly agree to this statement. While only 3.0% disagree and 1.5% strongly disagree.
Alcoholic beverage: Based on the following categories, please name the company that you remember sponsors UEFA Champions League. If you don’t remember write none.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Count</th>
<th>Heineken</th>
<th>Budweiser</th>
<th>Carlsberg</th>
<th>Amstel</th>
<th>None</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>% within To me, football is important</td>
<td>20,0%</td>
<td>60,0%</td>
<td>0,0%</td>
<td>0,0%</td>
<td>20,0%</td>
<td>100,0%</td>
<td>1,5%</td>
</tr>
<tr>
<td>% within Alcoholic beverage company that you remember sponsors UEFA Champions League</td>
<td>1,5%</td>
<td>75,0%</td>
<td>0,0%</td>
<td>0,0%</td>
<td>3,6%</td>
<td>5,0%</td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td>Count</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>% within To me, football is important</td>
<td>28,6%</td>
<td>0,0%</td>
<td>0,0%</td>
<td>0,0%</td>
<td>71,4%</td>
<td>100,0%</td>
<td>3,0%</td>
</tr>
<tr>
<td>% within Alcoholic beverage you remember sponsors UEFA Champions League</td>
<td>3,0%</td>
<td>0,0%</td>
<td>0,0%</td>
<td>0,0%</td>
<td>17,9%</td>
<td>7,0%</td>
<td></td>
</tr>
<tr>
<td>Neither Disagree Nor Agree</td>
<td>Count</td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>15</td>
<td>21</td>
</tr>
<tr>
<td>% within To me, football is important</td>
<td>28,6%</td>
<td>0,0%</td>
<td>0,0%</td>
<td>0,0%</td>
<td>71,4%</td>
<td>100,0%</td>
<td>9,1%</td>
</tr>
<tr>
<td>% within Alcoholic beverage you remember sponsors UEFA Champions League</td>
<td>9,1%</td>
<td>0,0%</td>
<td>0,0%</td>
<td>0,0%</td>
<td>53,6%</td>
<td>21,0%</td>
<td></td>
</tr>
<tr>
<td>Agree</td>
<td>Count</td>
<td>39</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>5</td>
<td>45</td>
</tr>
<tr>
<td>% within To me, football is important</td>
<td>86,7%</td>
<td>0,0%</td>
<td>2,2%</td>
<td>0,0%</td>
<td>11,1%</td>
<td>100,0%</td>
<td>59,1%</td>
</tr>
<tr>
<td>% within Alcoholic beverage you remember sponsors UEFA Champions League</td>
<td>59,1%</td>
<td>0,0%</td>
<td>100,0%</td>
<td>0,0%</td>
<td>17,9%</td>
<td>45,0%</td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>Count</td>
<td>18</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>22</td>
</tr>
<tr>
<td>% within To me, football is important</td>
<td>81,8%</td>
<td>4,5%</td>
<td>0,0%</td>
<td>4,5%</td>
<td>9,1%</td>
<td>100,0%</td>
<td>27,3%</td>
</tr>
<tr>
<td>% within Alcoholic beverage you remember sponsors UEFA Champions League</td>
<td>27,3%</td>
<td>25,0%</td>
<td>0,0%</td>
<td>100,0%</td>
<td>7,1%</td>
<td>22,0%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>Count</td>
<td>66</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>28</td>
<td>100</td>
</tr>
<tr>
<td>% within statement: To me, football is important</td>
<td>86,0%</td>
<td>4,0%</td>
<td>1,0%</td>
<td>1,0%</td>
<td>28,0%</td>
<td>100,0%</td>
<td>100,0%</td>
</tr>
</tbody>
</table>

Figure 32. Cross tabulation between level of involvement (generic level) and brand awareness.

The second analysis between level of involvement and brand awareness was made at the specific level: involvement to UEFA Champions League. This investigation was made using
as well as cross-tabulation analysis. As shown in figure 33, from the people who remembered Heineken as the alcoholic-beverage sponsor for the UEFA Champions League, 53.0% agreed that they are strong supporters of the UEFA Champions League, and 30.3% strongly agree to this statement. While only 4.5% disagree and 1.5% strongly disagree.

| Alcoholic beverage: Based on the following categories, please name the company that you remember sponsors UEFA Champions League if you don’t remember write none | | | | Strongly agree | Agree | Neutral | Disagree | Strongly disagree | Total |
|---|---|---|---|---|---|---|---|---|---|---|
| Heineken | Count | 20 | 35 | 7 | 3 | 1 | 66 |
| | % within Alcoholic beverage you remember sponsors UEFA Champions League | 30.2% | 53.0% | 10.8% | 4.5% | 1.5% | 100.0% |
| | % within I am a strong supporter of this event: the UEFA Champions League | 83.3% | 85.4% | 30.4% | 33.3% | 33.3% | 66.0% |
| Budweiser | Count | 1 | 1 | 0 | 0 | 2 | 4 |
| | % within Alcoholic beverage you remember sponsors UEFA Champions League | 25.0% | 25.0% | 0.0% | 0.0% | 50.0% | 100.0% |
| | % within I am a strong supporter of this event: the UEFA Champions League | 4.2% | 2.4% | 0.0% | 0.0% | 66.7% | 4.0% |
| Carlsberg | Count | 0 | 1 | 0 | 0 | 0 | 1 |
| | % within Alcoholic beverage you remember sponsors UEFA Champions League | 0.0% | 100.0% | 0.0% | 0.0% | 0.0% | 100.0% |
| | % within I am a strong supporter of this event: the UEFA Champions League | 0.0% | 2.4% | 0.0% | 0.0% | 0.0% | 1.0% |
| Amstel | Count | 1 | 0 | 0 | 0 | 0 | 1 |
| | % within Alcoholic beverage you remember sponsors UEFA Champions League | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 100.0% |
| | % within I am a strong supporter of this event: the UEFA Champions League | 4.2% | 0.0% | 0.0% | 0.0% | 0.0% | 1.0% |
| None | Count | 2 | 4 | 16 | 6 | 0 | 28 |
| | % within Alcoholic beverage you remember sponsors UEFA Champions League | 7.1% | 14.3% | 57.1% | 21.4% | 0.0% | 100.0% |
| | % within I am a strong supporter of this event: the UEFA Champions League | 8.3% | 9.8% | 69.6% | 66.7% | 0.0% | 28.0% |
| Total | Count | 24 | 41 | 23 | 9 | 3 | 100 |
| | % within Alcoholic beverage you remember sponsors UEFA Champions League | 24.0% | 41.0% | 23.0% | 9.0% | 3.0% | 100.0% |
4.3.4 Hypothesis 2 and 3 findings and observations

For the second sub objective: Analyse if brand awareness increases depending on the level of involvement with the event, the author divided the analysis in two categories generic level of involvement and specific level of involvement. Therefore, the author established the following hypotheses:

- H2. Consumers’ involvement at the generic level (soccer) has a positive effect on sponsorship awareness.
- H3. Consumers’ involvement at the specific level (UEFA Champions League) has positive effects on sponsorship awareness.

Hypothesis 2 can be confirmed with the cross tabulation analysis completed and explained in last section (4.3.2), which show that from the people who remembered Heineken as the alcoholic-beverage sponsor for the UEFA Champions league, 88.4% of the participants responses of the statement “Football is important to me” were located in the “agree” and “strongly agree” categories.

Furthermore, hypothesis 3 was evaluated by cross tabulation analysis as well, and can be confirmed with the majority of the participants responses (83.3%) located in the agree and strongly agree categories for the statement “I am a strong supporter of the UEFA Champions league” and could remember Heineken as the alcoholic-beverage sponsor for the UEFA Champions league

4.3.5 Sub objective 1.3

For this research third sub objective, Analyse if brand awareness increases depending on brand consumption, the researcher aimed to analyse if the participants’ previous consumption of the brand, in this case Heineken, has a positive effect on brand awareness in the UEFA
Champions League. Statistical analysis was used by the researcher, specifically cross tabulation, in order to analyse if there is a relation between the variables: previous brand consumption and brand awareness on UEFA Champions league. Figure 34 shows that from the people who remembered Heineken as the alcoholic-beverage sponsor for the UEFA Champions league, 92.4% drinks Heineken, while only 7.6% said they did not drink Heineken.

<table>
<thead>
<tr>
<th></th>
<th>Alcoholic beverage: Based on the following categories, please name the company that you remember sponsors UEFA Champions League If you don't remember write none</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Heineken</td>
</tr>
<tr>
<td>Do you drink Heineken?</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>61</td>
</tr>
</tbody>
</table>
| % within Do you drink Heineken? | 68.5% | 3.4% | 1.1% | 1.1% | 25.8% | 100.0%
| % within Alcoholic beverage: you remember sponsors UEFA Champions League | 92.4% | 75.0% | 100.0% | 100.0% | 82.1% | 89.0%
| No                        | 5        | 1         | 0         | 0      | 5    | 11    |
| % within Do you drink Heineken? | 45.5% | 9.1% | 0.0% | 0.0% | 45.5% | 100.0%
| % within Alcoholic beverage: you remember sponsors UEFA Champions League | 7.6% | 25.0% | 0.0% | 0.0% | 17.9% | 11.0%
| Total                     | 66       | 4         | 1         | 1      | 28   | 100   |
| % within Do you drink Heineken? | 66.0% | 4.0% | 1.0% | 1.0% | 28.0% | 100.0%
| % within Alcoholic beverage you remember sponsors UEFA Champions League | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0%

Figure 34. Cross tabulation between brand consumption and brand awareness
4.3.6 Hypothesis 4 findings and observations

For the third sub objective: *Analyse if brand awareness increases depending on brand consumption*, the author stated the following hypothesis:

- **H4.** Brand consumption positively affects brand awareness

Based on the results gathered by the cross tabulation analysis, and shown in the past section (4.3.1), Hypothesis 4 can be confirmed with 92.4% of the participants’ responses to drink Heineken and also remembered Heineken as the alcoholic-beverage sponsor of the UEFA Champions League.

4.4 Objective 2 findings and observations

This research’s objective 2 is *Investigate if sport sponsorship has an impact on people’s brand association*. Based on this objective, the researcher aimed to analyse the effect of consumer exposure to sport sponsorship, in this case Heineken as a sponsor of the UEFA champions league, in order to define whether brand association is developed by sponsoring a specific event (premium beer – premium event). Furthermore, it also aims to establish a relation between brand association and the perceived fit between the sponsor and the sponsored event based on the following sub objectives:

- *Analyse if Heineken’s sponsorship on the UEFA Champions League creates brand association*
- *Analyse if Heineken’s sponsorship fit with UEFA Champions League has an impact on brand association.*
4.4.1 Sub objective 2.1

Sport sponsorship can be used to build associations between products or services and the event that is being sponsored, based on the perceived status of the event. For the purposes of this research, the author used the questionnaire in order to measure the responses of the respondents’ perceptions towards their association of Heineken and UEFA champions League. Keller (1993, cited in Gwinner and Eaton, 2000, p. 48) stated that the pre-existing associations held in consumers’ memories regarding a sporting event become linked in memory with the sponsoring brand. In essence the event image is transferred to the brand. In this case, UEFA champions league can be recognized as a premium event, therefore as it was stated on the literature review, one of Heineken’s sponsorship objectives is to create brand association among their target audience based on the status of the league: a premium event and a premium beer. This objective was analysed by the author using two variables: more likeable perception of the brand based on the sponsorship and premium brand association based on the sponsorship.

For the first variable analysed shown on figure 35, the respondents were given four response options (agree, most likely, not necessarily and not at all) in order to answer if they perceived Heineken more positively/likeable due to their sponsorship in the UEFA Champions League. The results indicated that 27% of the respondents agree with the statement and 43% most likely perceived Heineken more positively or likeable, while the 30% of the respondents left felt that not necessarily or not at all perceive Heineken in this way. Altogether, it can be stated that 70% of the respondents have a more positive than negative association of Heineken due their sponsorship in the UEFA Champions League.
Furthermore, figure 36 shows the findings obtained from analysing the second variable, premium brand association based on the sponsorship. The respondents were asked if they perceived Heineken as a premium beer due to their Sponsorship with UEFA Champions League. The results show that the majority of the respondents (73%) have a positive association (perceive Heineken as a premium beer based on the sponsorship) with 41% agree and 32% most likely answers to the statement.
4.4.2 Hypothesis 5 findings and observations

For the first sub objective: *Analyse if Heineken’s sponsorship on the UEFA Champions League creates brand association*, the author stated the following hypothesis:

- H5. Perceived status of an event positively affects brand association

Based on the results gathered by the author, and shown in the past section (4.4.1), Hypothesis 5 can be confirmed with 73% of the respondents perceiving Heineken as a premium beer due to their Sponsorship with UEFA Champions.
4.4.3 Sub objective 2.2

As it was stated on the literature review, the level of “fittingness” between the sponsor and the sponsored event plays a key role on the effectiveness of the sponsorship, including brand awareness, brand association, among others. According to Qwinner and Eaton, (2000, p. 48) many scholars have examined the importance of matching characteristics between the sponsor and the sponsored event. Generally these studies have found that a match between sponsor and a sponsored event leads to a variety of positive outcomes for the sponsor including a more positive attitude towards the brand, higher brand recall and enhanced brand association. For the purposes of this research, the author aimed to analyse if there is a relation between the sponsorship fit and the brand’s image association by the use of statistical analysis, specifically spearman correlation given that the variables analysed are ordinal. According to Hinton et all (2008, p. 296) correlation analysis is used to describe the strength and direction of the linear relationship between two variables. In other words, the extent to which the variation in the scores of one variable results in a corresponding variation in the scores of the second variable. Figure 37 shows the results obtained from Spearman correlation between the variables sponsorship fit and brand image association.

Figure 37. Spearman correlation between sponsorship fit and brand association
The relationship between the two variables sponsorship fit and brand association (premium event – premium beer) was investigated using Pearson correlation coefficient. After analysing the results, the author found that there was a significant correlation between the two variables, $\rho = .43$, $n =100$, $p < 0.01$

Therefore, it can be stated that as sponsorship fit perception increases, the brand association increases as well.

### 4.4.4 Hypothesis 6 findings and observations

For the second sub objective: Analyse if Heineken’s sponsorship fit with UEFA Champions League has an impact on brand association, the author stated the following hypothesis:

- H6. Perceived fit between the sponsor and the sponsored event positively affects brand association.

Based on the results gathered by spearman correlation analysis, and shown in the past section (4.4.1), Hypothesis 6 can be confirmed with the results $\rho = .43$, $n =100$, $p < 0.01$ which suggest that there is a significant correlation between sponsorship fit and brand association.

### 4.5 Objective 3 findings and observations

This research’s objective 3 is Investigate if sport sponsorship creates an impact on the corporate image of the sponsor. Based on this objective, the researcher aimed to analyse the effect of consumer exposure to sport sponsorship, in order to define whether it creates a positive corporate image on the consumer or not. Furthermore, it also aimed to analyse if the respondents remember and recognize one of Heineken’s strategies to support social issues and express commitment to the society, as a way to enhance their corporate image: Drink responsible.
For this objective, the researcher used a five-item likert scale, where the respondents were asked to answer whether they strongly agree, agree, neutral, disagree or strongly disagree, on different statements that make allusion to Heineken’s corporate image due to their UEFA champions league sponsorship. Figure 38 show that 30% of the respondents strongly agree that Heineken have good products; similarly 56% agrees the same statement with only 2% of the respondents having a negative perception of Heineken’s products. Moreover, 43% of the respondents felt neutral towards the statement “Heineken only wants to make money”. However, 32% of the respondents agree with it, which can show a relative negative perception of the brand’s image among the respondents. The respondents were also asked if they feel that Heineken is involved in community issues. The results show that 58% agree and 4% strongly agree with this statement, with only 10% having a negative opinion towards it. Moreover, 59% of the respondents believe that Heineken responds to consumers needs and 36% believes that Heineken is a good company to work for.

![Figure 38. Heineken’s corporate image perception](image)

As it was mentioned on the literature review, Heineken aims to enhance corporate image and to express commitment to the community on social issues encouraging responsible attitudes to alcohol and actively discourage abuse of alcohol by including on their sponsorship communication strategy the “Enjoy Heineken Responsibility” logo on the Champions League pitches and bottles. For this research, the respondents were asked if they remember Heineken’s sponsorship strategy in the UEFA champions league in which they show commitment to the community in a social issue, and if they remembered could they name the
issue. The results shown in figure 39 reveal that 91% of the respondents didn’t remember Heineken’s strategy and only 9% could remember and identify it.

4.5.1 Hypothesis 7 findings and observations

For this objective: *Investigate if sport sponsorship creates an impact on the corporate image of the sponsor*, the author stated the following hypothesis:

- H7. Sponsoring an event generates a positive image of the sponsor.

Based on the results gathered by the author, and shown in the past section (4.4.3), Hypothesis 7 can be confirmed with the majority of the answers towards the statements “Heineken has good products”, “Heineken is involved on community issues” and “Heineken responds to consumers needs”, placed on the positive side of the scale, specifically on the “agree” response option.
5.0 Discussion

In this section of this thesis the researcher will review the work done through primary data and secondary data. The author will refer back to the research questions and objectives in order to discuss how the research has contributed to the research area. Furthermore, limitations of this research will be given as well as a critical evaluation of the author’s own work.

5.1 Contributions to the research area

While defining what this thesis aimed to analyse at the beginning of this process, the author had to define research questions in order to establish the basis segments on which the research needed to be guided and further contribute to the research area. From the secondary data, or the literature review segment for the purposes of this research, the author established the basis aspects of communication theory and promotion mix moving to the specific aspects of this research, sponsorship. The author contributed to the research area by gathering information and perspectives from different authors in order to establish a personal opinion based on the knowledge obtained from a depth research done. The issues raised throughout analysing the secondary data, not only contributed to the primary research done in this thesis, but as well to the general sport sponsorship research area. Furthermore, this research contribute to the sponsorship research area by doing a study based on a globally and internationally well known event (UEFA Champions league) which is known as one of the most important events not only for the European community, but also popular in other continents. Moreover, another contribution was made by doing the research on one of the biggest industries that are involved in sport sponsorship alcohol-beverages, in this case Heineken. This research throughout the use of primary research, established a better relation between alcohol-beverages as sponsors and sports events, in terms of brand awareness, corporate image and brand association.
5.2 Limitations of this research

As in any other research paper, through the execution of this thesis the author encountered limitations mainly regarding sampling, cross sectional research strategy and method of implementation. Furthermore, it is important to mention that the limitations encountered in this research, are highly research specific and the choices made were justified by the nature of the study. However, these limitations were acknowledge by the author and will be further explained.

One of the first limitations that can be deemed to this research is regarding the sample. In this case, the study is restricted to one specific sport event (UEFA Champions League) with a specific sponsor (Heineken) using a sample of only soccer followers, in order to explore the perceptions and attitudes involving a soccer event and their sponsors. Therefore, the restrictions of this study can cause that the research outcomes cannot be generalized further than the population of interest.

Another limitation to considerate is the use of a cross sectional research strategy, which by its nature is limited. While for the purpose of evaluating sponsorship effects, in this case brand awareness, corporate image and brand association, a longitudinal research strategy could lead to a better understanding of this factor. However, due to the short amount of time given to complete this research, a longitudinal study could not be selected.

Finally the questionnaire method of implementation (self administered online questionnaire) was also deemed as a limitation given the following reasons. First of all by the use of online questionnaires, there is a lack of opportunity to clarify issues. (e.g. if a respondent does not understand a question) Another important limitation is the fact that online questionnaires give the respondents time to reflect before answering, therefore, instead of spontaneous responses the response could be conscious. Finally there is a risk that the respondents consult with other people before responding, creating an impact on the overall result of the research. However, this method was selected given that it provides an easy access to potential respondents and it is a cost-effective method.
5.3 Critical evaluation of the author’s work

A critical evaluation of the author’s own work was made as a way to pinpoint the positive and negative aspects that were involved while conducting this research. The author believes that a strong literature review is a key factor in order to understand the basis aspects of the research topic, in this case the effects of sport sponsorship, as well as previous research done in the area, in order to be able to move to the research by primary data. Throughout the literature review the author was able to explain and clarify the main aspects that involve sponsorship, establishing the initial components of the process through the communication model, and moved to the specific areas like sponsorship definitions, characteristics, objectives, etc. in order to have a well-defined overview of the topic and establish a clear relation of it for the readers. Furthermore, a strong literature review was beneficial for the author given that the author did not have previous experience on the sponsorship area. Therefore, while conducting this research, the author first gained expertise on the topic and then was able to establish a relationship between the secondary data and the primary data gathered and analysed.

From the primary data analysis, the author believes that the use of online self-administered questionnaires was the most appropriate tool in order to measure the variables that take part in this investigation. The author’s previous knowledge in quantitative research was a good factor that aided this investigation.
6.0 Conclusion

6.1 Introduction

Up until now, this research has presented a depth analysis of theories, perceptions and other studies made by different authors, including the general aspects of marketing, such as communication theory and promotion mix, covering all the topics that involve sponsorship from the definitions, types, background, objectives and characteristics. It also presented the research design and methodology followed and finally analysed the findings of this study.

As a next step, it is necessary to link everything back together and draw conclusions to the objectives stated. This last chapter is divided in two sections. The first section summarizes the findings gathered by the use of primary and secondary data, based on the objectives stated at the beginning of this research. Furthermore, the second section presents recommendations of future work.

6.2 Summary of findings

This research covered the main aspects of sponsorship and sport sponsorship as a marketing tool used by many companies nowadays. The recent grow and expenditure on sponsorship is a key factor to develop successful ways to measure the effectiveness of this tool. As it was mentioned before, several studies have been done in the past in regard to sponsorship, trying to evaluate the effectiveness based on the objectives that are aimed to achieve by each company. For the purposes of this research, the author aimed to analyse the relation between sport sponsorship and awareness as well as corporate image and brand association, in order to measure the effectiveness of sponsorship as well as understand better the consumer attitudes and perceptions.

This study was established on the specific case of Heineken as a sponsor of the UEFA champions league and analysed based on the objectives and hypothesis stated before. Therefore, this research summary of findings is presented by the author on the same division format based on primary and secondary data.
6.2.1. Objective 1 summary of findings

Objective 1: Investigate if sport sponsorship has an impact on people’s brand awareness

Using primary data gathered, the majority of the participants remember and identify Heineken as the alcoholic-beverage sponsor of the UEFA champions league. From the 100 responses, 66% of the respondents recalled Heineken as the sponsor on the Alcoholic-beverage category. Additionally, secondary data states that brand awareness is achieved by exposing the brand to as many potential consumers as possible. (Aaker, 1991, cited in Gwinner, 1997, p.1) Therefore it can be stated that Heineken’s brand awareness is created and is increasing by sponsoring the UEFA Champions League.

Furthermore, as part of analysing brand awareness, the researcher aimed to analyse if the participants’ level of involvement with the event has a positive effect on brand awareness based on two levels: generic level: soccer; and specific level: UEFA Champions League. Primary data for both generic and specific level of involvement suggested that the majority of the respondents that consider football important for them and consider themselves strong supporters of the UEFA Champions league, could remember Heineken as a sponsor of the UEFA Champions league. By the use of cross tabulation the researcher found that the level of involvement in both cases, generic and specific is an important factor that has a significant relation with the participants brand awareness. Moreover, secondary data states that the more engaged the audience is with an event, the stronger will be the perceived associations. (Dahlen et al, 2010, p. 419) Therefore, it can be stated that Heineken’s brand awareness increases depending on the level of involvement with the event; the more involved the consumers are with the event, the more brand awareness is created.

Finally, in terms of brand awareness the author also aimed to analyse if respondents’ brand consumption, in this case Heineken has a positive effect on brand awareness in the UEFA Champions League. From the primary data, it can be stated that the majority of the respondents that drink Heineken, can remember Heineken as a sponsor of the UEFA Champions league. Therefore, a significant positive relation can be attributed to brand consumption and brand awareness.
6.2.2. Objective 2 summary of findings

Objective 2: Investigate if sport sponsorship has an impact on people’s brand association

In terms of brand association and based on one of Heineken’s sponsorship objectives: be associated as a premium beer with a premium event, the author aimed to analyse if sponsoring a specific event develops brand association. Primary data suggests that the majority of the respondents (73%) have a positive association (perceive Heineken as a premium beer based on the sponsorship). Additionally secondary data states that through sponsorship, an event’s image, which may be relatively distinct for different consumer groups, may be transferred through association to the sponsoring product. (Gwinner, 1997, p.1) Therefore it can be affirmed that by the use of sponsorship brand association between the type of sponsored event and the sponsor can be created.

Furthermore, as part of analysing brand association, the author aimed to investigate if there is a relation between the brand’s image association and the sponsorship fit. Primary data suggest that as sponsorship fit perception increases, the brand association increases as well. Similarly secondary data states that event-sponsor congruity leads to positive attitudes or affect toward the sponsor (Lacey & Close, no date, p.3) Therefore, it can be stated that the level of “Fittingness” between the sponsor and the sponsored event is a significant factor that lead to an increment in brand association.

6.2.3. Objective 3 summary of findings

Objective 3: Investigate if sport sponsorship creates an impact on the corporate image of the sponsor.

The third and last objective of this research aimed to analyse if a positive corporate image is created by the use of sponsorship. Primary data indicates that the majority of the respondents agreed towards the statements “Heineken has good products”, “Heineken is involved on community issues” and “Heineken responds to consumers needs”, while the majority of the respondents felt neutral towards the statements “Heineken only wants to make money” and “Heineken is a good company to work for”. Which in summary indicates a positive corporate image towards Heineken. Furthermore, the author aimed to analyse if the respondents could
remember Heineken’s corporate image strategy “Enjoy Heineken Responsibility”. Primary data shows that the majority of the respondents (91%) could not remember or identify this strategy. This indicates that this strategy is not being perceived by the audience and could be deemed as stated by Marshal and Cook, (2012, p.82) due to the fact that people are primarily involved in the sponsored activity thus paying less attention to the environment, i.e. the sponsors. Furthermore, it is important to mention that although the majority of the respondents didn’t remember Heineken’s “drink responsible” strategy, 62% of the respondents agreed that Heineken is involved in community issues. Therefore, it can be stated that the respondents have a positive perception of Heineken’s corporate image, on regard to community issues involvement, notwithstanding a specific campaign or strategy.

Altogether based on the results gathered by the primary data and supported by the theories from the secondary data, it can be stated that Heineken’s sponsorship strategy is effective while sponsoring the UEFA Champions League, focusing on three of their objectives: brand awareness, corporate image and brand association.

6.3 Recommendations of future work

Even though this paper gives an insight of the main factors and characteristics of sport sponsorship, further research is required. According to the IEG (2011) sport sponsorship growth and expenditure does not seem to decline in the future. Moreover, as it was mentioned before, the lack of measurement in this topic is a concern not only for academics, also for practitioners. Therefore, complementary studies need to be done in order to better understand the different components of this tool and how can it be used to maximize results and effectiveness.
References


History of UEFA (no date) UEFA. Available at: http://www.uefa.org/aboutuefa/history/index.htm (Accessed: 20 July 2014)


Peltier, J, Schibrowsky, J, & Schultz, D 2003, “Interactive integrated marketing communication: combining the power of IMC, the new media and databases marketing”,

91


APPENDICES

Appendix 1. Questionnaire

SPONSORSHIP ON UEFA CHAMPIONS LEAGUE

Sponsorship on UEFA Champions League

Page description:
I am a Masters student in Dublin Business School currently doing my research for my MBA degree. This short questionnaire is anonymous and the result will only be used for the purpose of this research. If you have any questions or inquiries, please contact me at 10045819@mydbs.ie Thank your for your time and for participating in this research.

1. How many hours a week do you spend watching Football programming on television/online? *
   - None
   - 1 hour
   - 2-4 hours
   - 4-6 hours
   - More than 6 hours

2. How many hours a week do you spend reading Football periodicals/news? *
   - None
   - 1 hour
   - 2-4 hours
   - 4-6 hours
   - More than 6 hours
3. How many times did you attend Football events last year? *
   - None
   - 1 time
   - 2-4 times
   - 4-6 times
   - More than 6 times

4. Where do you normally watch Football? *
   - Home
   - Restaurant/Pub
   - Stadium/Arena
   - Other

5. Please answer what best define your position to the following statement: To me, football is important *

   ![Likert Scale]

   - Strongly disagree
   - Disagree
   - Neither
   - Agree
   - Strongly agree
6. Please select the answer that best define your position towards the UEFA Champions League *

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am a strong supporter of this event *</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>I would want to attend this event *</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>I enjoy following coverage of this event *</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>This event is important to me *</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

7. Based on the following categories, please name the company that you remember sponsors UEFA Champions League. If you don't remember write "none" *

- Non-alcoholic beverage
- Alcoholic beverage
- Food
- Car
- Bank
- Technology
- Sporting goods

8. Do you drink beer? *

- Yes
- No
9. How many times a week do you drink beer? *
   - None
   - 1 time
   - 2-3 times
   - 4-6 times
   - Daily

10. Do you drink beer while watching a football game? *
   - Yes
   - No

11. Do you drink Heineken? *
   - Yes
   - No

12. Do you perceive Heineken more positively/likeable due to their sponsorship in the UEFA Champions League? *
   - Agree
   - Most likely
   - Not necessarily
   - Not at all
13. Would you prefer Heineken due to their UEFA Champions League sponsorship to any other brand regarding the assumption that quality and price are similar? *

<table>
<thead>
<tr>
<th>Agree</th>
<th>Most likely</th>
<th>Not necessarily</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

14. Due to Heineken's sponsorship to the UEFA Champions League, Do you perceived Heineken as a premium beer? *

<table>
<thead>
<tr>
<th>Agree</th>
<th>Most likely</th>
<th>Not necessarily</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

15. Mark your feeling on image of HEINEKEN sponsoring UEFA Champions League *

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heineken have good products</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heineken only wants to make money</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heineken is involved in community</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>issues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heineken responds to consumer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>needs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heineken is a good company to</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>work for</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

16. Do you remember a marketing campaign regarding Heineken's sponsorship to the UEFA Champions League in which they show commitment to the community in a social issue? If your answer is "Yes" please name the social issue. *

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
17. Mark your feeling on how you perceived HEINEKEN sponsoring UEFA champions League *

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a logical connection between the event and the sponsor *</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>The image of the event and the image of the sponsor are similar *</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>The sponsor and the event fit together well *</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>The company and the event stand for similar things *</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>It makes sense to me that this company sponsors this event *</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

18. Gender *

- ○ Male
- ○ Female

19. What is your age? *

- ○ 18-22
- ○ 23-27
- ○ 28-32
- ○ 33-37

20. Which country are you from? *

[Blank space]
21. What is your current occupation? *

- Student
- Employed
- Unemployed
- Other

Thank You!

Thank you for taking our survey. Your response is very important to us.