

Sponsorship in Sports: Types, Classification and Importance to Sports Organizations

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ABSTRACT

This study provides a valuable insight into the different types of sponsorship in sports. The types of sponsorship in sports are classified into four categories: individual sponsorship, team sponsorship, association sponsorship and event sponsorship. This study also finds that sponsorship is a vital source of funding, an important source of resources and an avenue for sports organizations to increase awareness.

A qualitative research methodology and a multiple case study design was adopted in identifying the various types of sponsorship in sports. Secondary data was collected from existing sponsorship literature, sports websites, sponsor's press releases and other relevant websites.

This study provides a clear roadmap for further academic studies and recommends that future studies in sports sponsorship should focus on investigating specific types of sponsorship. Additionally, past academic inquiries into sponsorship have focused on sponsorship from a sponsor's perspective, or the effects on the audience and this has created a huge research gap in the study of sponsorship from the sponsored entity's perspective.

Keywords: sports, sponsorship, types of sponsorship, classification of sponsorship, importance of sponsorship to sports organizations.

ÖZ

Bu çalışma, spor sektöründeki farklı sponsorluk türleri ile ilgili değerli bilgiler sunmaktadır. Spor sektöründe sponsorluk türleri bireysel sponsorluk, takım sponsorluğu, dernek sponsorluk ve etkinlik sponsorluğu olarak dört kategoriye ayrılmaktadır. Bu çalışma, aynı zamanda sponsorluğun spor işletmeleri için hayati bir gelir unsuru ve önemli bir kaynak olması yanında işletmelerin bilinirliğini ve bilincini artırmak için de önemli bir olgu olduğu üzerinde durmaktadır.

Farklı sponsorluk türlerinin araştırılması ve belirlenmesi amacıyla nitel araştırma yöntemi ve çoklu vaka çalışması kullanılmıştır. Çalışmada sponsorluk ile ilgili çalışmalardan, spor sitelerinden, sponsorların basın bültenlerinden ve spor ile ilgili diğer internet sitelerinden ikinci el veriler kullanılmıştır.

Bu çalışma, gelecekte sponsorluk ile ilgili yapılacak olan akademik çalışmalara bir yol haritası sunması yanında, spor sponsorluğu konusunda gelecekte yapılacak araştırmalarda sponsorluğun belirli türleri üzerine odaklanması gerektiğini önermektedir. Ek olarak, geçmişte yapılan çalışmaların daha çok sponsor odaklı veya sponsorun kitleler üzerindeki etkisi ile ilgili olduğunu, dolayısıyla sponsor olunan işletmeler açısından sponsorluğun önemi ile ilgili yapılabilecek geniş bir araştırma alanının olduğunun ortaya çıktığı ifade edilebilecektir.

Anahtar Kelimeler: Spor, sponsorluk, sponsorluk türleri, sponsorluk sınıflandırılması, spor işletmeleri için sponsorluğun önemi.

To My Family

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LIST OF ABBREVIATIONS

ATP	Association of Tennis Professionals
F1	Formula One
FA	English Football Association
FIE	International Fencing Federation
FIFA	Fédération Internationale de Football Association
FINA	International Swimming Federation
FISA	International Rowing Federation
IEG	International Event Group
IOC	International Olympic Committee
MMA	Mixed Martial Arts
NASCAR	National Association for Stock Car Auto Racing
NBA	National Basketball Association
NCAA	National Collegiate Athletic Association
NFL	National Football League
NHL	National Hockey League
NHRA	National Hot Rod Association
PDC	Professional Darts Corporation
PGMOL	Professional Game Match Officials Board
UEFA	Union of European Football Associations
UNICEF	United Nations Children's Fund
WNBA	Women's National Basketball Association

Chapter 1

INTRODUCTION

1.1 Background of the study

For a long time, sponsorship was considered a charitable activity rather than a marketing activity and as a result the field of sponsorship was largely ignored by marketing literature.

Over the past two decades, sponsorship has grown to become a vital marketing activity. IEG (2015) estimates sponsorship spending for 2015 to be around \$57.5 billion, a remarkable increase from the \$2.3 billion reported in 1989 (Cornwell, 1995). The ability of sponsorship to connect to audiences who have become difficult to reach through traditional advertising methods, as well as the effectiveness of sponsorship as a marketing tool has been the driving force behind the remarkable growth of the sponsorship industry.

The sports industry receives almost two-thirds of sponsorship spending, making it the biggest sponsorship category available (IEG, 2015). The popularity of sports as a form of sponsorship is attributed to the ability of sports to attract a large and diverse audience, as well as the ability of sports to stimulate high involvement in its audience.

1.2 Research gap

The tremendous growth of sponsorship in the past two decades has not gone unnoticed by academic researchers. There is now a growing body of academic research on sponsorship (Arokallio & Tuominen, 2006; Bloxsome, Voges, & Pope, 2011; Cornwell, Weeks, & Roy, 2005; Crompton, 2014; Kourovskaja & Meenaghan, 2013; Meenaghan, 2001). However, the existing body of work on sponsorship have largely investigated sponsorship from a broad perspective. Even when sports sponsorship has been studied, the conclusions of such studies are often too broad. For example, a study on the objectives of sponsorship cannot accurately describe the objectives of a firm that partakes in kit sponsorship of a football team. The implication of this trend is that several aspects of sports sponsorship have remained largely ignored.

Meenaghan (2001) explained the need to deepen the focus of sponsorship research. This study fills this research gap by providing a classification of sponsorship elements in order to provide a clear map that will guide further academic studies and consequently provide a deeper understanding of sponsorship.

1.3 Research objectives

- This study will identify the different types of sponsorship in sports, classify them and investigate the importance of sponsorship for sports organizations.
- This study will also contribute to the growing body of research on sponsorship, more specifically sponsorship in sports.
- This study will provide a clear classification of the types of sponsorship in sports, thereby, allowing further studies to focus on specific types of

sponsorship in sports, so as to provide a deeper understanding of sports sponsorship.

- This study will provide insight into the importance of sponsorship to sports organizations.

1.4 Structure of the study

This thesis is divided into five chapters to allow for clarity of expression and ideas.

Chapter one introduces the concept, identifies the research gap and states the research objectives.

Chapter two examines the past literature on relevant concepts in order to provide a solid theoretical foundation.

Chapter three identifies and justifies the research methodology adopted in this study.

Chapter four contains the main results of this research: the types of sponsorship, classification of the identified types of sponsorship and the importance of sports sponsorship to sports organizations.

Chapter five contains the conclusion, recommendations of the researcher and the limitation of the study.

Chapter 2

LITERATURE REVIEW

2.1 Sponsorship

Although there is no generally acceptable definition, the definition of sponsorship by Meenaghan (1991, p. 36) as "an investment, in cash or in kind, in an activity, in return for access to the exploitable commercial potential associated with that activity" is cited in many sponsorship literature (Biscaia, Correia, Rosado, Ross, & Maroco, 2013; Burks & Jaye, 2012; Faganel & Bratina, 2007; Koc, 2013; Lamont, Hing, & Gainsbury, 2011; Madrigal, 2000; Maher, Wilson, Signal, & Thomson, 2006; Poon & Prendergast, 2006). Speed & Thompson (2000) adds that the participation of the sponsored entity differentiates sponsorship from advertising and the acknowledgement of the sponsor's intent to exploit this association for commercial benefits clearly differentiates sponsorship from charity.

The origin of sports sponsorship can be traced back to the gladiator arenas in Rome where famous public personalities provided support for gladiator games in order to boost their image in the eyes of the public (Carrigan & Carrigan, 1997).

Modern sports sponsorship is traced to the 1912 summer Olympics, when a Swedish firm paid the organizing committee for permission to use the event's image to sell souvenirs (Scharl, Neale, & Murphy, 2004). Coca Cola purchased the first ever official sampling rights to the Olympics when it acquired the rights for the 1928

Winter Olympics held at St. Moritz, Switzerland (Stotlar, 1993). In 1976, the city of Montreal recorded a huge loss for hosting the Olympic Games and this prompted the International Olympic Committee to focus on sponsorship as a way of sourcing funding for the games. By Athens 2004, sponsorship had become the major source of funding for the Olympics games (Scharl et al., 2004).

International Events Group (2014) places the volume of spending on sponsorship in 2014 at \$55.3 billion. This figure is undervalued as it only accounts for sponsorship spending in North America and it does not include the additional amount spent on activating sponsorship (Ashill, Davies, & Joe, 2001). The figure reported by IEG still represents a huge improvement from the \$22 billion worldwide spending reported in 2001 (Lardinois & Quester, 2001). The remarkable growth of sponsorship as a promotional tool can be partly ascribed to the promotional restrictions of tobacco and cigarette in traditional advertising channels (Meenaghan, 1991), the general increase in the amount of free time people have to watch events (Gwinner, 1997), the inflated cost of traditional advertising (Meenaghan, 1998) and the proven effectiveness of sponsorship (Arokallio & Tuominen, 2006).

2.2 Sports sponsorship

The sports industry is the most popular target of corporate sponsorship (Thwaites, 1995). In 2014, sports received \$14.35 billion out of the \$20.59 billion spent on sponsorship in North America. This figure amounts to about 70% of total sponsorship spending (IEG, 2015).

Sports provide sponsors with a blend of features that makes it a popular sponsorship target (Wilkinson, 1993). First, sports attracts a large audience (Arokallio &

Tuominen, 2006). For example, the 2014 FIFA World Cup 2014 final match between Argentina and Germany was watched on TV by over one billion people worldwide (FIFA, 2014). In addition, sports breed an unrivalled level of engagement in its audience (Copeland, Frisby, & McCarville, 1996). Furthermore, sports attracts huge media coverage. Bloxsome & Voges (2011) explains the importance of media coverage using the agenda-setting theory; media coverage indicates the importance of an issue to the public (Wanta, Golan, & Lee, 2004). Also, sports present a platform for sponsors to connect with consumers in a non-commercial situation. Sports audiences are more welcoming towards sponsorship than traditional advertising, because they can perceive the benefits of sponsorship (Walliser, 2003). Meenaghan (1991) adds that sports sponsorship is more efficient in reaching target markets than traditional mass advertising channels. Wilkinson (1993) explains that a company can enhance its brand image by associating with the positive characteristics of a sports entity. This could be the major attraction of alcohol and tobacco companies who are faced with increasing restrictions and government regulations in advertising (Meerabeau et al., 1991). Lastly, sports provides sponsors with flexibility in how sponsorship is leveraged. Stotlar & Johnson (1989) conclude that activation opportunities in sports are limited only by human imagination.

2.3 Objectives of sports sponsorship

The objectives of sponsorship largely depends on the sponsor, therefore objectives tend to vary (McCook, Turco, & Riley, 1997). However, this has not stopped academic researchers from investigating the objectives of sponsorship.

Historically, sponsors provided resources for sponsorship partners without demanding for anything in return, Wilkinson (1993) notes that this is because earlier

sponsorship objectives were predominantly philanthropic in nature. Sponsorship has evolved from a philanthropic activity into a commercial activity (Cornwell, Roy, & Roy, 2001). The demand for a return on investment is evident in the highly cited definition of Meenaghan (1991) where Meenaghan noted that sponsors expect a return on their investment. Stipp (1998) argues that the objectives of sponsorship can still be philanthropic. Dean (2002) counters that even in the sponsorship of charity causes, the objectives of a sponsor is to position itself to the public as a socially responsible organization and use the goodwill it generates from associating with a charity event or cause to enhance its brand image.

The following sponsorship objectives have been identified in existing academic literature.

Table 1: Objectives of Sports Sponsorship

Awareness Objectives	Image Objectives	Financial Objectives	Internal Objectives
Product awareness	Corporate image	Increase sales	Employee relations
Brand awareness	Brand positioning	Shareholder wealth	Client entertainment
Publicity	Public perception		Competition
			Management interest

2.3.1 Awareness objectives

The use of sponsorship to create or increase brand or product awareness is well documented in academic literature (Greenhalgh & Greenwell, 2013; Hoek, Gendall, & West 1990; Meenaghan, 1991; Tripodi, 2001; Mullin, Hardy, & Sutton, 2007; Seguin, Teed, & O'Reilly, 2005; Thjomoe, Olson, & Bronn, 2002). Keller (1993) describes brand awareness as the ability of a consumer to recognize a brand under

varying conditions. For example, Colombia pictures used its shirt sponsorship deal with Spanish club Atletico Madrid to promote its new movies (Footballpink.net, 2015).

Bennett (1999) adds that sponsorship can be also used to generate favourable publicity in a target audience. For example, Heineken's sponsorship of the UEFA Champions league has improved its brand awareness in the USA (Marzilli, 2014).

2.3.2 Image objectives

Association is used to describe the linkage of a brand to the consumer's mind (Tuominen, 1999). A brand image refers to attributes a consumer associates with a brand (Keller, 1993). Sports is associated with attributes such as youth, energy, speed, focus, fitness (Koc, 2013). Farrelly, Quester, & Burton (2006) explains that a major objective of corporate sponsors is to use the image of sports to alter their own brand image.

Several studies have also identified the use of sponsorship to influence a sponsor's brand image (Chadwick & Thwaites, 2004; Cornwell & Maignan, 1998; Easton & Mackie, 1998; Greenhalgh & Greenwell, 2013; Gwinner, Larson, & Swanson, 2009; Meenaghan, 2001; Nicholls, Roslow, & Dubliss, 1999). For example, Phillips International found that its sponsorship of the 1986 World Cup led to a substantial improvement in its corporate image (Thomas, 2014).

Amis, Slack, & Berrett, (1999) acknowledged the use of sports sponsorship to achieve image objectives and proposed that since brand image is a resource, sports sponsorship should be developed into a source of competitive advantage.

2.3.3 Financial objectives

Financial objectives is used to describe objectives that will lead to direct financial rewards for the sponsors; such as product sales. Sales and increasing market share has been regarded as the main objectives of corporate sponsors when they partake in sports sponsorship (Irwin, Sutton, & McCarthy, 2008). Some authors argue that if the primary objective of an organization is to make profit, then increasing sales should be the main objective of a sponsor. However, research has shown that this is not always true. For example, when a charity organization or a country partakes in sponsorship of a sports organization, its objectives are more aligned with awareness objective (Abrahamsson, Forsgren, & Lundgren, 2003).

Also, sponsorship has been found to have an effect on the value of a corporation's stock price; this means that sponsorship of sports can increase the overall value of a public firm (Reiser, 2012). The influence of sponsorship on firm's stock price is often reactionary, therefore its effects are temporary (Pruitt, Cornwell, & Clark, 2004). Reiser (2012) adopted an event methodology to study the influence of sponsorship announcements on the sponsoring firm's value; results showed that sponsorship announcements had a positive influence on the market value of the sponsor.

2.3.4 Internal objectives

Some organizations have been found to sponsor sports just because management was interested in sports (Sleight, 1989). An organization can also use sponsorship to inspire and motivate its own employees (Kourovskiaia & Meenaghan, 2013). Sponsorship also provides corporate sponsors with unique hospitality and entertainment opportunities which could be used to entertain clients or employees (Mullin et al., 2014).

In summary, sports sponsorship possesses the capacity to achieve a wide range of organizational objectives (Thwaites, 1995). Mack (1999) notes that majority of the past inquiries into sponsorship have focused on large scale sponsorship, Mack adds that sponsorship can also be used by small scale enterprises to achieve a range of objectives; the most common one being goodwill.

2.4 Effectiveness of sports sponsorship

Meenaghan (1991) proposed five main approaches for assessing the effectiveness of sponsorship. (a) media exposure, (b) level of audience awareness of sponsorship, (c) sales, (d) audience feedback, and (e) cost-benefit analysis. These approaches are consistent with sponsorship objectives identified earlier in this study, however, many of these approaches have been found to be problematic.

A major problem with studying the impact of sponsorship is the difficulty in isolating sponsorship effects (Pham, 1991). For instance, "awareness" and "increased sales" can easily be influenced by other factors. This makes it almost impossible to identify the volume of sales influenced by sponsorship.

Also, Cornwell, & Maignan (1998) in their review of sponsorship research, identified the lack of a clear methodological approach for investigating sponsorship effects as another issue faced by researchers who have studied sponsorship effects or outcomes. Gordon & Cheah (2014) adds that the lack of clear sponsorship objectives is another issue faced by researchers in investigating sponsorship objectives.

Although, measuring the effectiveness of sponsorship has been problematic (Walliser, 2003), authors have identified certain criteria that must be met in order for sponsorship to achieve initial objectives.

The importance of sponsorship fit in achieving positive sponsorship outcomes is well established in academic literature (Cornwell et al., 2005; D'Astous & Séguin, 1999; Olson, 2010). Several studies stress that sponsorship objectives cannot be achieved if there is no fit between the sponsor and the sponsored entity (Gordon & Cheah, 2014).

Activation has also been identified by several authors as a vital element in achieving positive sponsorship outcomes (Kourovskaja & Meenaghan 2013; Roy & Cornwell, 2005; Zinger & O'Reilly, 2010). Activation or leveraging of sponsorship is used to describe the additional marketing efforts a sponsor engages in to promote and extract the commercial benefits of the sponsorship relationship (Cornwell, Weeks, & Roy, 2005). It is the further communication of a sponsor's relationship with the sponsored entity and it can be accomplished through the use of several marketing communication tools (Roy & Cornwell, 2003). For example, Coca Cola leveraged its sponsorship of the 2014 FIFA Men's World Cup by creating a happiness flag and recording several versions of a happiness song (Olenski, 2014). Shank & Lyberger (2014) identifies lack of activation as a major cause of negative sponsorship outcomes. Crimmins & Horn (1996) adds that a sponsor that cannot afford to invest beyond sponsorship payment, cannot afford sponsorship at all. The advent of new media channels, most especially social media provides further sponsorship activation opportunities (Meenaghan, 2013).

Amis (1997) argued that in order to achieve positive sponsorship outcomes, a sponsorship agreement must be able to increase perceived customer value, provide competitive advantage and it must possess numerous activation opportunities. High fan involvement and length of sponsorship has also been mentioned in academic

literature as conditions for positive sponsorship outcomes (Meenaghan, 2001; Donlan, 2014).

Aaker & Joachimsthaler (2000) identifies seven ways a sponsor can achieve an effective sponsorship campaign.

1. Communicate: A successful sponsorship strategy communicates the brand image of the sponsor, its value proposition and what response it requires from the audience.
2. Purpose: A sponsor must actively seek out the types of sponsorship that aligns to its sponsorship objectives, a good sponsorship strategy cannot simply rely on what is being offered.
3. Fit: The sponsor must ensure there is a strong fit between its brand image and the image of the sports event, individual or team it sponsors.
4. Commit: Longer term sponsorship relationships are recommended for successful sponsorship. If possible a sponsor should also seek out exclusive sponsorship agreements in order to reduce clutter.
5. Visibility: Awareness is one of the major objectives of sponsorship, therefore a sponsor should seek opportunities that generate the greatest publicity and brand exposure.
6. Returns: A sponsor must define what it is an acceptable return on its sponsorship investment.
7. Control: The final step suggests that a sponsor must actively manage its sponsorship programmes. Proper activation programmes must be developed to reap sponsorship benefits.

2.5 Risks of sports sponsorship

Several benefits of sponsorship have been identified in academic literature, however, it is important to point out that sports sponsorship like every other investment carries the risk of a negative outcome (Bloxsome, Voges, & Pope, 2011). This review will examine the possible risks both the sponsor and the sponsored entity are exposed to in a sponsorship relationship.

2.5.1 Sponsor's perspective

Sponsoring a sporting entity is not without its risks. Reputational risks, uncertainty about the performance of the sporting entity and ambush marketing by competitors have been identified in academic literature as some of the risks sponsor assumes in sports sponsorship (Copeland, Frisby, & McCarville, 1996; Meenaghan, 1998; Sandler & Shani, 1989; Stotlar, 1993).

2.5.1.1 Reputational risks

An association of brand image exposes both the sponsor and the sponsored entity to a reputational risk. The association between a sponsor and a sponsored entity is a critical element in sponsorship (Madrigal, 2000; Meenaghan, 1991; Thwaite, 1995), Gwinner et al. (2009) notes that this association is principally about image transfer. Crompton (2014) adds that if there is damage to the image of the sponsored entity, it exposes the sponsor to negative outcomes. Consequently, when there is a damage to the image of the sponsored entity, most sponsors respond by dropping the sponsored entity as a way of disassociating itself from the sponsored entity. For example, when images of Ray Rice assaulting his fiancé surfaced, many corporate sponsors were quick to disassociate their brand from Ray Rice. Vertimax, a sports equipment company and Nike ended their sponsorship relationship with Ray Rice (Roberts, 2014). Apart from sponsors, other companies were also quick to disassociate their

brand from the player. Dick's Sporting Goods pulled his jerseys from their stores. EA Sports announced that it would remove Ray Rice from its Madden NFL 15 video game. Even his team, Baltimore Ravens, offered to exchange his jerseys at its stadium stores. Consequently, Ray Rice had no sponsorship deal left, as no company was willing to risk its brand image by associating it with such a negative image (Castillo, 2014).

Similarly, Emirates and Sony ended their association with FIFA over the allegations of corruption levelled against the federation (Smith, 2014).

2.5.1.2 Uncertainty

Another risk associated with sports sponsorship is uncertainty. Uncertainty is one of the unique elements of sports. The drama and uncertainty involved in sports makes it attractive to sponsors (Arokallio & Tuominen, 2006). Abiodun (2011) explains that when entering into a sponsorship agreement, sponsors must conduct their due diligence in an attempt to reduce risk. However, since sports is not a game of certainty, sponsors cannot be certain of the sporting performance of the sponsored entity.

For instance, in 2006, Juventus, the champions of Italian football were relegated to Serie B, the second division of Italian professional football as a punishment for its involvement in the Calciopoli match fixing scandal (Clayton, 2006). Buraimo, Migali, & Simmons (2015) found that the punishment had a substantial negative effect on attendance of the clubs involved. For the sponsors of Juventus, the scandal resulted in an unexpected loss of audience, a negative image and reduced media exposure.

2.5.1.3 Ambush marketing

Another risk of sponsorship is ambush marketing. Ambush marketing is when another company tries to exploit the benefits of sponsorship without paying sponsorship costs (Meenaghan, 1998). For example, During the UEFA Euro 2012 male tournament, Danish footballer Nicklas Bendtner raised his shirt after scoring to display his branded paddy power briefs, although he claims it was simply his lucky pants, UEFA fined him 80,000 Euros for the act. The Danish FA also announced that due to an exclusive deal with a rival betting company, the player would be prevented from wearing the pants in subsequent matches (Sharma, 2012). Paddy Power reaped bountiful rewards from this act of ambush marketing. The company reports that its Twitter account surpassed five million followers within two weeks of the incident, also the incident provided brand visibility as the story was covered by over 800 different online news outlets. Paddy Power refers to this incident as a mischief that typifies its brand image (Paddypowerplc.com, 2016).

2.5.2 Sponsored entity's perspective

The risks of sponsorship are not limited to sponsors. The sponsored entity also faces some risks when it enters a sponsorship agreement. The loss of control and reputational risk have been identified in several literature as major risks associated with accepting sponsorship funding (Berret, 1993; Crompton, 2014).

2.5.2.1 Loss of control

Berrett (1993) notes that sporting entities risk losing control of their property when they receive sponsorship spending. Crompton (2014) adds that sponsors often demand certain changes in the order to make the game more attractive to spectators and television viewers. For instance, in Tennis, sudden death tie breakers were introduced to speed up the length of games and the traditional white apparel was

changed to multi-coloured (Crompton, 2014). Also, Nike's sponsorship of the Brazil national football team allowed the company to select the date, opponent and venue of the Brazilian national team matches (Berrett, 1993).

2.5.2.2 Reputational risks

Another well publicized risk of receiving sponsorship spending is the risk of a damaged reputation. Sports organizations need to heed caution when associating with companies that could damage their reputation (Crompton, 2014). McDaniel, Mason, & Kinney (2004) adds that sports entities could damage their reputation by promoting products that are harmful to their audience such as alcohol, tobacco and gambling. For example, Stoke City FC, a football club in England faced a backlash from their fans when they entered into a kit sponsorship agreement with Bet365, a gambling company (Crompton, 2014).

Consequently, sporting entities are becoming more aware of the dangers of associating with companies with bad reputation. For example, the English FA refused to allow Qatar Airways sponsor the FA Cup due to the corruption allegations faced by Qatar Airways (Sales, 2015).

2.6 Restrictions on sponsorship in sports

Sports are lauded as an ideal vehicle for promoting health messages because it provides access to groups that are usually difficult to target (Maher et al., 2006). Crompton (1993) maintains that since sports is associated with a healthy and competitive lifestyle, it should not be used to promote unhealthy products such as tobacco and alcohol. Crompton (1993) identified three central issues that have been raised in the call for the restriction or ban of alcohol or tobacco sponsorship in sports.

First, the association of sports with tobacco or alcohol messages conceals the health dangers associated with tobacco. Crompton (1993) explains that when a tobacco company sponsors a sporting event, they are using the image of the sporting entity to promote a product that will harm the user.

Secondly, Crompton notes that sports could provide an avenue for tobacco companies to penetrate the youth market. A document that was subpoenaed by the US Federal Trade Commission showed how tobacco companies planned to turn kids into smokers. The document advises tobacco companies to position smoking a cigarette as a rite of passage into adulthood and avoid health-related points in its promotional messages (Chapman, 1986).

Thirdly, sports sponsorship helps tobacco companies circumvent the media ban on tobacco promotion. When tobacco companies sponsor sports, their brand names and logos are communicated in the broadcasts of sports events, this is a clear avoidance of the ban on tobacco promotion in broadcast media. Also, unlike direct advertising, sports sponsorship enables tobacco sponsors to display brand names on television and radio without health warnings.

Similarly, sponsorship of sports by alcohol companies has seen strong oppositions (Howard & Crompton, 1995; Lamont, Hing, & Gainsbury, 2011). The beer industry plays a key economic role in professional sports (Zimbalist, 1998; Sperber, 2000). Madden & Grube (1994) notes that Alcohol is the most frequently advertised beverage on televised sports programming. Collins & Vamplew (2002) explains that alcohol consumption has historically been associated with male sports. McDaniel & Mason (1999) adds that a lot of people drink alcoholic beverages while watching

sports, consequently alcohol and tobacco companies are eager to invest in sports in order to reach the sports audience.

Several restrictions have been introduced to curtail the promotion of alcohol through sports.

- Spain forbids the association of alcohol with sporting activities. Also, alcohol consumption is prohibited in grounds where sports events are taking place (Österberg & Karlsson, 2002).
- France restricts the sponsorship of sporting events by alcohol beverage companies (Riguad & Craplet, 2004).
- Norway prohibits sports teams from having the brand image of alcohol beverage companies on their (Casswell & Maxwell, 2005).
- Denmark forbids the advertisement and sponsorship of sports teams, events, venues or magazines by alcohol beverage companies (Österberg & Karlsson, 2002).
- Portugal only permits advertisements that do not associate the consumption of alcoholic beverages with sporting activities. (Österberg & Karlsson, 2002).
- UK regulations prevent advertisements from associating the consumption of alcohol with lifestyle improvement, better performance or sporting achievements (Anderson, De Bruijn, Angus, Gordon, & Hastings, 2009).
- As a form of self-regulation, over a dozen national sports organizations in Australia are part of the 'Be the Influence' campaign to rid sports of all forms of alcohol promotion. (Cody & Jackson, 2014).

Some international sporting bodies also have some forms of restrictions on alcohol promotion. The international governing body of rowing, Fédération Internationale des Sociétés d’Aviron (FISA), prohibits alcohol or tobacco sponsors from sponsoring youth events (Cody & Jackson, 2014). Also, the international governing body of swimming, Fédération Internationale de Natation (FINA) prohibits sponsorship by tobacco and alcohol beverage companies (Cody & Jackson, 2014).

It is evident that there is a growing trend of restrictions of sponsorship from companies that sell harmful or unhealthy products or services. Alcohol and tobacco have received the greatest restrictions due to their well-publicized health effects (McDaniel & Mason, 1999).

Also, gambling has been linked with negative attitudes and behaviours (Reith, 2006; Shaffer & Korn, 2002; Volberg, 1994). Studies have shown that youths are at higher risks of succumbing to gambling problems (Bellringer et al., 2003) and there is some evidence that proves that early exposure to gambling increases the chances of an individual developing a gambling problem (Delfabbro, Lambos, King, & Puglies, 2009; Winters, Stinchfield, Botzet, & Slutske, 2005). These findings have led to an increasing call for restrictions of gambling messages in sports (Monaghan, Derevensky & Sklar, 2008).

2.7 Sponsorship selection

Speed & Thompson (2000) identified the sponsorship selection process as a vital piece in achieving positive sponsorship outcomes. McCook, Turco, & Riley (1997) explains that the sponsorship selection criteria adopted in choosing a sponsorship activity will ultimately be decided by the sponsor. Thus, there is a possibility that

companies sponsoring the same event could have different motives for selecting the same event (Irwin & Sutton, 1994).

A variety of selection criteria have been identified by researchers: The cost of the sponsorship opportunity, the demographics of the target audience, perceived fit between the sponsor's product and sponsored entity, image of the potential sponsored entity, length of commitment, geographical reach, exclusivity and the likelihood of integrating sponsorship into the marketing strategy (McCarthy & Irwin, 2000; Meenaghan, 1991; Thwaites, Aguilar-Manjarrez, & Kidd, 1998).

Greenhalgh & Greenwell (2013) notes that selection criteria could be based on specific sponsorship objective. The type of sponsorship selected will therefore be tied to specific marketing objectives such as awareness objectives, image objectives, financial objectives and internal objectives.

Zinger & O'Reilly (2010) argue that sponsorship selection in sports is largely influenced by the property of the sporting entity that can assist the sponsor in achieving its objectives.

2.8 Types of sports sponsorship

Thwaites (1995) identified the supply of kits and provision of stadium funding as common types of sponsorship. Miyazaki & Morgan (2001) notes the benefits of global event sponsorship such as the Olympic Games. Hoek et al. (1990) adds that individual sports athletes can be used to draw attention to a brand. Team sponsorship stimulates high emotional connections and it could be used to portray an image to both customers and employees (Aaker & Joachimsthaler, 2000). Abiodun (2011) notes that event sponsorship represents an opportunity for sponsors to link their

brand attributes with that of an enjoyable experience. Aaker & Joachimsthaler (2000) points out that title sponsorship such as Heineken Cup is the most effective type of sponsorship for achieving awareness objectives. Walliser (2003) believes that individual sponsorship poses the greatest risk to a sponsor.

Arokallio & Tuominen (2006) identified four elements sponsors consider in sponsoring an individual athlete. First, the image of the athlete is considered, the potential reach the athlete offers the sponsor, the risks involved in sponsoring the athlete and the management team of the athlete.

Chapter 3

METHODOLOGY

3.1 Research method

Qualitative research process is dynamic and permits the researcher to refine his theory or approach (Eriksson & Kovalainen, 2008; Massey, Cameron, Ouellette, & Fine 1998). Ghauri & Grønhaug (2005) suggests the use of qualitative research when the research objective is to investigate and gain understanding of concepts that are relatively new or on concepts where there is a lack of general knowledge.

In addition, Meenaghan (1999) recommends the adoption of a qualitative research methodology in investigating sponsorship. Accordingly, several studies on sponsorship have adopted a qualitative approach. For example, Amis et al. (1999) used a qualitative methodology in investigating the role sponsorship strategy plays on sponsorship outcomes. Likewise, Meenaghan (2001) adopted a qualitative methodology in evaluating sponsorship effects on consumers.

Since there is a scarcity of past studies on the types of sponsorship in sports (Poon & Prendergast, 2006; Walliser, 2003), this study adopts a flexible exploratory qualitative research methodology (Eriksson & Kovalainen, 2008; Ghauri & Gronhaug, 2005; Meenaghan, 1999).

3.2 Research design

Baxter & Jack (2008) suggest the use of a multiple case study when more than one case study is needed. Yin (2003) explains that a multiple case study approach can be used to show replication or similarity in results. In identifying the types of sponsorship in sports, this study uses several case studies to identify the types of sponsorship in different sports and show similarity across different sports.

A multiple case study design was adopted by Salo (2011) in investigating the international utility of sponsorship as a marketing instrument. Also, Zinger & O'Reilly (2010) used a multiple case study design to investigate the sponsorship activities of small firms.

3.3 Data collection

The study relied on secondary data which were collected from academic articles and online sources. The use of websites and academic literature to collect secondary data in sponsorship research has also been adopted by Maher et al. (2006) and Abiodun (2011).

3.4 Data analysis

In order to identify the types of sponsorship, several case studies were cited from the websites of sports organizations, press releases on sponsorship deals, online articles and existing academic studies.

The websites of several sports organizations were analyzed by the author but in reporting the analyzed cases, static sources such as press releases, news articles were prioritized over dynamic sources such as the sponsorship pages of sports

organizations websites. This is because dynamic sources are updated regularly, which could lead to unreliability of the information presented.

The classification model was developed from the published studies of Arokallio & Tuominen (2006), Bruhn (1987), Kim (2010) and Zinger & O'Reilly (2010). The classification of sports sponsorship into: individuals, teams, associations and events was adopted from the works of Zinger & O'Reilly (2010), Arokallio & Tuominen (2006) and Bruhn (1987). The sub classification of event sponsorship was adopted from the work of Kim (2010).

In order to explain the importance of sponsorship to sports organization, this study analysed existing concepts in sponsorship literature.

Chapter 4

FINDINGS

This chapter discusses the findings of this study: types of sponsorship, classification of sponsorship and importance of sponsorship to sports organizations.

4.1 Types of sponsorship

Sponsorship has been established as an exchange between a sponsor and the sponsored entity, in which the sponsor provides resources and in exchange the sponsored entity permits the sponsor to exploit its image and fan base for commercial benefits. How the sponsor exploits the sponsorship relationship for commercial benefits will largely depend on the type of sponsorship agreement between both parties.

This study has thoroughly examined existing sponsorship literature and websites of different sporting entities; individuals, organized groups and sporting events to identify and explain the different types of sponsorship in sports.

4.1.1 Kit sponsorship

A sports kit can be described as the outfit or equipment designated for performing a sporting activity. In this type of sponsorship, the sponsor provides resources to the sporting entity in exchange for the right to place its brand image on the kit or equipment of the sporting entity for a specific period of time (Jensen, Bowman, Wang, & Larson, 2012; Rosson, 2001). Kit sponsorship is also referred to as shirt

sponsorship and jersey sponsorship. It involves placing a sponsor's image on the equipment used in performing sporting activities.

This type of sponsorship is very popular in soccer and NASCAR and judging by recent trends it is evidently spreading to other sports or associations such as the NBA, NFL, NBA and NHL that had previously restricted having a kit sponsor.

4.1.2 Kit supplier

In this type of agreement, the sponsor provides resources to the sporting entity and in exchange the sporting entity performs sporting activities in the kits or equipment's manufactured by the kit supplier for a specified period of time (Jensen, Wakefield, Cobbs, & Turner, 2015).

This type of sponsorship is typically reserved for sports apparel or sports equipment manufacturers. The kit or equipment supplier sponsorship type is typically present in all major sports, however in some cases, kit suppliers are visibly absent. For example, Southampton produced its own kit for the 2014/2015 English premier league season, following the club's decision to terminate its deal with its official kit supplier Adidas. Southampton fans criticized Adidas kit design which removed the club's traditional vertical stripes, since Adidas couldn't produce a new design in time for the new season, Southampton decided to produce the kits in-house which meant the club had no official kit supplier deal for that season (Saintsfc.co.uk, 2014).

4.1.3 Title sponsorship

In this agreement, the sponsor provides resources to the sponsored entity and in return, the sponsor acquires the right to have their name on a specified property of the sponsored entity e.g. Facility, competition or event for a specific period of time (Clark, Cornwell, & Pruitt, 2009). Title sponsorship is not exclusive to sports, it is

also common in other industries. For example, in university campuses, it is common to find several buildings named after an entity.

Naming rights which is also referred to as title sponsorship has recently gained more popularity in sports and many sporting entities are letting go of their naming rights in exchange of resources from corporate sponsors.

4.1.4 Media sponsorship

This type of sponsorship is common between media companies and sporting entities. In this agreement, the sponsor provides the resources needed to broadcast the content of the sponsored entity with a view to promoting its own brand image and exploiting other commercial benefits. This agreement typically requires the sponsored entity to grant the sponsor exclusive access or priority access to its sporting properties, in order for the sponsor to create interesting content to broadcast to it's the audience (Wolfe, Meenaghan, & O'Sullivan, 1997).

4.1.5 Technical/Product sponsorship

In this type of sponsorship, the sponsor provides the sponsored entity with resources and in return the sponsor acquires the right to associate its brand with the sponsor's brand image. Technical and product sponsors typically provide technical or product related support to the sporting entity. These sponsors are classified according to the category of product the sponsor offers. For example, a tyre company is referred to as the official tyre sponsor, a gaming company is referred to as the official gaming sponsor, a coffee company is referred to as the official coffee sponsor etc. Hence, there are many variations of product sponsors such as car & van rental sponsor, official smartphone sponsor, official watch sponsor, official beer sponsor, financial sponsor etc.

4.1.6 Match day sponsorship

In this type of sponsorship, the sponsor provides the sponsored entity with resources and in return the sponsor acquires the right to associate its brand with the sponsor's match day properties. Since there are several match day properties in sports, there are several variations of match day sponsors. For example, match programme sponsorship, match ball sponsor etc.

4.1.7 Athlete sponsorship

This sponsorship agreement is usually between a sponsor and an individual athlete. In this agreement, the sponsor provides resources to the sponsored entity, and in return the sponsor associates its brand image with that of the sponsored individual. Athlete's endorsement and celebrity endorsements have become a very popular sponsorship type. Historically, sponsors have always associated their brand image with the best sports athletes but there is a current shift towards using individual endorsements as a market penetration strategy (Bush, Martin, & Bush, 2004).

4.1.8 Event sponsorship

In this type of sponsorship, the sponsor provides the sponsored entity with resources and in return the sponsor acquires the right to associate its brand with the event. Other types of sponsorships can still exist within event sponsorship (Nufer & Buhler, 2010).

4.2 Classification of sports sponsorship

Zinger & O'Reilly (2010) provides the following classification of the sponsored entity: an event, an association, a team or an individual athlete. Amis et al. (1999) found that a sponsor's association with any of these entities could positively influence the way customers perceive a sponsor. In this study, sports sponsorship is classified according to the categories of recipients of sponsorship. This study builds

on the classifications of Zinger & O'Reilly (2010), Arokallio & Tuominen (2006), Bruhn (1987) and Kim (2010).

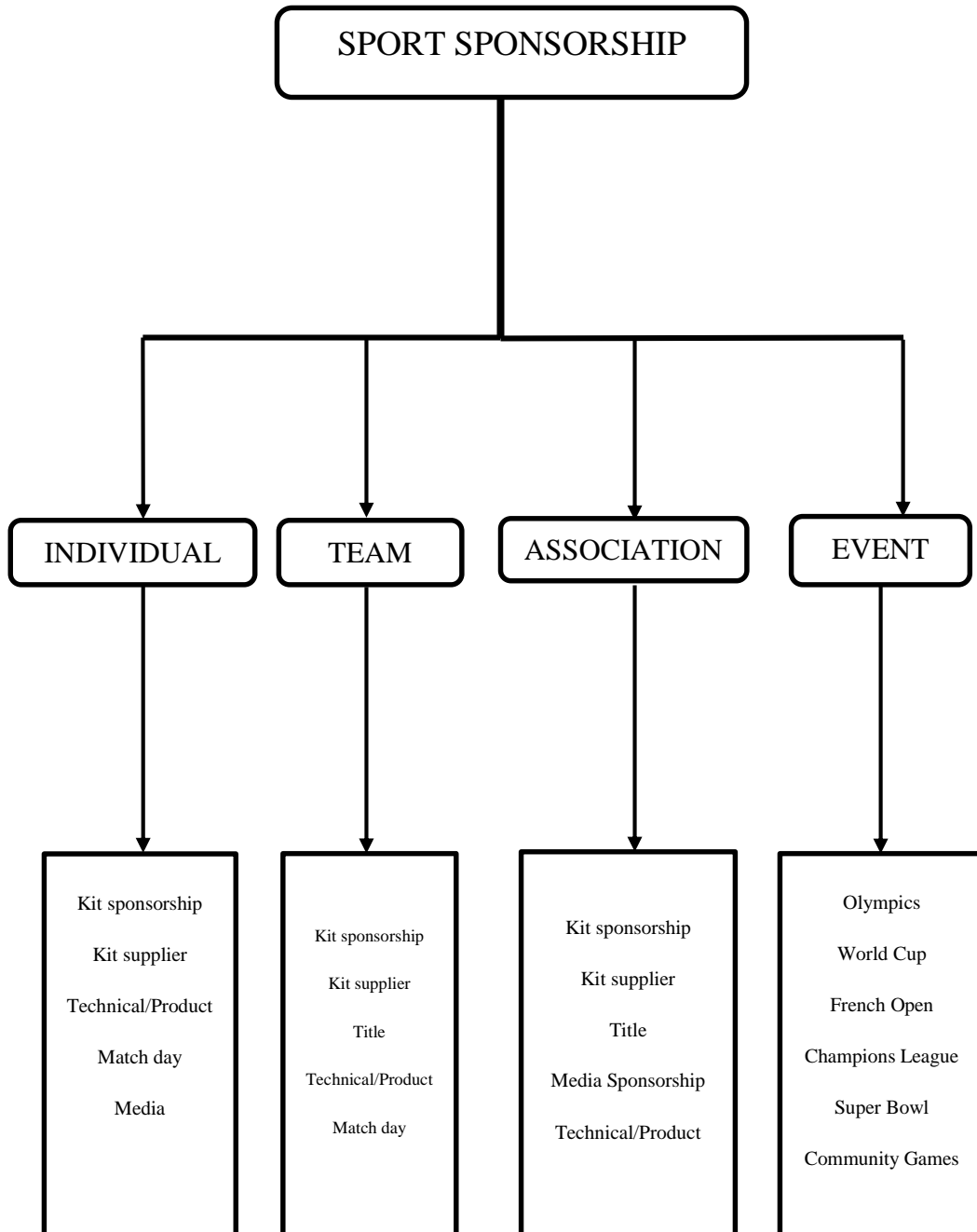


Figure 1: Classification of sports sponsorship

4.2.1 Individual sponsorship

In 2015, tennis star, Roger Federer earned an estimated \$58 million from his sponsorship deals, the highest amount received by any sports athlete for the year (Cronin, 2015). Roger Federer has sponsorship deals with Credit Suisse, Lindt, Moët & Chandon, Nike, Rolex, Jura, Mercedes-Benz, NetJets, Sunrise and Wilson (ATP World Tour, 2015). Federer's deal with Nike dates back to 2002, in 2008, Nike signed a new ten year sponsorship deal that extends its sponsorship relationship with Federer to the sixteen years (Kaplan & Lefton, 2008). In 2006, Federer signed a lifetime deal with Wilson, an improvement over his 1997 deal with the sports equipment manufacturer, the deal will see Roger Federer, who has exclusively used Wilson since the start of his professional career; continue to use Wilson rackets, tennis balls, and tennis accessories (Rogerfederer.com, 2006).

Golfer Tiger Woods relationship with Nike dates back to 1996 when Tiger Woods went pro. Nike has been Tiger woods equipment and apparel sponsors since then, Nike has continued its sponsorship with Tiger woods even during the his infamous infidelity scandal (Harig, 2013). Tiger Woods also has product/technical sponsorship deals with the following companies: Hero, Kowa, MusclePharm, Rolex and Upper Deck. Woods also has a media sponsorship deal which is described as a content exchange partnership between his website and the official PGA Tour website (WhoSponsors, 2016).

In 2013, sprinter Usain Bolt signed the largest sponsorship deal in the history of track and field sports when he extended his deal with sports wear giants Puma. The deal among other things will see Puma continue to kit Usain Bolt till the end of his athletic career (Mayo, 2013). Puma also has several other sponsorship deals with

individual sports athletes. Puma sponsors professional golfers Rickie Fowler and Lexi Thompson and soccer stars Sergio Aguero, Mario Balotelli, Marco Reus and Cesc Fabregas (Puma, 2016).

In basketball, Nike's sponsorship deal with Michael Jordan's sponsorship deal is one of the most successful cases of individual sponsorship in modern sports (Amis, Slack, & Berrett, 1999). Consequently, several basketball stars are now targets of sponsors, especially sports wear manufacturers. In December 2015, NBA star LeBron James signed a lifetime sponsorship deal with Nike, the largest and first of its kind in the kit manufacturer's history. It is reported that LeBron James' signature shoe was the highest selling NBA shoe in 2014 (Badenhausen, 2015).

Arthur McKay sponsorship of professional darts player Gary Anderson, places the company's brand image on the shirt of the two-time world champion (Arthur-mckay.com, 2014). Similarly, Michael van Gerwen has the brand image of his sponsors Keuken Concurrent, Leyland trade and XQ Max Darts on his Matchday shirt (Michaelvangerwen.com, 2016).

In fencing, Olympic gold medalist Rubén Dario Limardo Gascón is sponsored by Absolute Fencing Gear. The deal means the company is now the official equipment supplier of the fencing champion (Harkins, 2015).

In mixed martial arts, Reebok sponsors mixed martial arts fighter Chris Weidman (Guillen, 2015) as well as Jon Jones and Ronda Rousey (Holland, 2014). Adidas sponsors Robbie Lawler and Luke Rockhold (Heitner, 2014).

In boxing, ahead of the Mayweather vs. Pacquiao fight, Hublot signed a sponsorship deal with Floyd Mayweather Jr. Mayweather's boxing trunk for the match had Hublot brand image displayed on the waist. FanDuel, another sponsor had its brand name at the bottom of the trunk (Roberts, 2015).

In an intriguing case of sports staff sponsorship, Liverpool manager Jurgen Klopp signed a sponsorship deal to promote German beer brand Warsteiner in England (Tweedale, 2016).

4.2.2 Team sponsorship

Team sponsorship refers to sponsorship of sports teams.

4.2.2.1 Kit sponsorship

The official English Premier League handbook for the 2015/2016 season describes this arrangement as shirt sponsorship. All 20 English premier league clubs had an official shirt sponsor for the 2015/2016 season (Premier League, 2015). In Germany, a thorough examination of the websites of all clubs participating in the German Bundesliga 2015/2016 season shows that the entire 18 clubs have a shirt sponsor for the 2015/2016 season. Also, in Spain all clubs participating in the 2015/2016 La liga season except Malaga and Sevilla have shirt sponsors and the clubs that do not have shirt sponsors, simply could not to find the right shirt sponsorship deal (Cufi.org.uk, 2015). In Italy, all Serie A clubs participating in the 2015/2016 sponsors had shirt sponsors except Lazio, Palermo and Roma. On a wider scope, all the clubs that participated in the group stage of the 2015/2016 UEFA Champions League had shirt sponsors except Dynamo Kyiv, Maccabi Tel-Aviv, Porto Roma and Sevilla (Score & Change, 2015).

In recent years, football clubs are beginning to create different variations of kit sponsorship in order to have multiple kit sponsors. The flexibility of sports has allowed for these new variations of kit sponsorship agreements. Some teams have differentiated their kit sponsorship agreements according to competitions, match day and training kits and placement options. For example, in 2013 Tottenham Hotspurs announced a deal with AIA Group Limited (AIA), a leading providers of insurance services. According to the terms of the sponsorship deal, AIA became Tottenham's official Cup Shirt sponsor. In that season Tottenham wore shirts with AIA logo in cup matches and shirts with Hewlett Packard (HP) logo during league matches (Tottenhamhotspur.com, 2013).

In terms of placement, several football teams have begun to sell additional placement options in their kit deals. For example, Barcelona has three different brand logos on its shirt. In 2010, Qatar foundation became Barcelona's first commercial shirt sponsor in the club's history (the Guardian, 2010). Additionally, in 2013, Barcelona signed an innovative kit sponsorship deal with Intel. The new kit deal will have the Intel logo placed on the inside of FC Barcelona's jerseys (Fcbarcelona.com, 2013). Furthermore, in 2014, Barcelona signed a kit deal with Beko; the deal places the logo of the home appliance brand on the sleeves of Barcelona's kit (Beko.co.uk, 2014). Similarly, Atletico Madrid has multiple sponsors with Plus500 in front of its kit and Azerbaijan at the back of its kit (Armstrong, 2015).

Bandini (2009) attempted to find out how the highest number of sponsors found on a football kit, the home kit of Swedish side Mjällby AIF for the 2009/2010 season, which had at least 13 different visible sponsors when the images were viewed from the front. Puebla FC's 2009/2010 home shirt boasts nine sponsor images. On a wider

scope, South Melbourne's kit for the 2000 World Club Championships featured six different sponsors, which was more than the limit of five set by the FIFA, the shirts had to be reprinted in order to adhere to the limit.

Clubs have also begun to separate shirt sponsorship deals into match day shirt sponsorship and training kit sponsorship. In 2013, Manchester United signed an eight-year training kit sponsorship deal with Aon Plc. The deal will see Manchester United training kit carry the logo of AON till 2021 (Panja, 2013). Similarly, in 2014 Atletico Madrid and Huawei also signed a training kit deal. The kit deal means training shirts used by Atletico Madrid's players during training sessions will feature Huawei's brand logo (Club Atlético de Madrid, 2014). Also, in 2015 Chelsea signed its first training kit sponsorship deal with Carabao, an energy drink company in Thailand. From the 2016/17 season, Carabao logo will be placed on players' and staff training kit, as well at press conferences, on tours and kits with Carabao's logo will be worn during warm-up for Chelsea's matches (Chelseafc.com, 2015).

QPR adopted a different variation of kit sponsorship in 2011, when it announced it will have separate sponsors for its home matches and away matches. Malaysia Airlines was announced as the home kit sponsor, while Air Asia was its designated away kit sponsor (Long, 2011).

Another variation of shirt sponsorship is the non-commercial kit sponsorship. For example, FC Barcelona signed its first ever shirt sponsorship deal in 2006. The deal was worth 1.5 million euros a year but Barcelona was donating that amount to UNICEF in exchange for having UNICEF on its jersey (UNICEF, 2006). Similarly, Fiorentina signed a shirt sponsorship deal with "SAVE THE CHILDREN" charity

organisation in 2010. Fiorentina regarded this as a donation and did not receive any money from the charity for having the charity's logo on its kit (Long, 2010).

Kit sponsorship can also be found in other sports. In 2009, the Women's National Basketball Association (WNBA) signed its first jersey sponsorship deal. LifeLock, an identity theft protection company, became the shirts sponsor of Phoenix Mercury (Thomaselli, 2009). NASCAR drivers have the highest numbers of sponsor brand image on their uniform (Gill, 2008).

4.2.2.2 Kit supplier

Manchester United kit supplier deal with dwarfs every other kit supplier sponsorship deal in football. In 2014, Adidas replaced Nike as the kit supplier of Manchester United in a deal reported to be worth \$1.3 billion (Thompson, 2014). Adidas is listed as the Official Kit Supplier of Manchester United on the English team's website (Manutd.com, 2016).

New Balance will replace Adidas as the official kit supplier of England's cricket team in 2017 when the Adidas current deal expires (Martin, 2016). New balance also became Liverpool's official kit supplier from the 2015/2016 premier league season. The American sportswear manufacturer also has kit supplier deals with Stoke City, Celtic, FC Porto, Sevilla, and the national teams of Panama and Costa Rica (SI.com, 2015).

Nike signed up as the official apparel and equipment supplier of the Indian Cricket team in 2005 (France-Presse, 2005). In 2014, Surrige Sport became the kit supplier of Sussex County Cricket Club (Sussexcricket.co.uk, 2014).

In 2012, Canterbury replaced Nike as the official kit supplier of England's senior rugby team (Wallop, 2012). In 2015, Bath rugby announced sports clothing brand Canterbury as its official kit supplier (Bath Rugby, 2015).

Belgian cycling wear manufacturer, Vermac has a kit supplier deal with cycling team Etixx-Quick-Step Etixx (Cyclingnews.com, 2014).

4.2.2.3 Title sponsorship

Title sponsorship is not to be confused with brands ownership of sports organizations. For example, German pharmaceutical company founded Bayer Leverkusen and Red Bull bought MLC club Metrostars in 2006 and changed the name to "New York Red Bull" (Bell, 2006).

4.2.2.3.1 Team title sponsorship

The sponsor provides resources for the team and in return the team adopts the sponsor's name.

In 2009, Malaysian state-owned petroleum company Petronas became the title sponsor of the Mercedes Formula One team. The name of the team was changed to Mercedes GP Petronas Formula One Team to reflect the new title sponsorship deal (Cushman, 2009).

Dimension Data replaced MTN as the title sponsor of the first ever African team on the Tour de France. The team which was formerly MTN-Qhubeka now goes by the name Team Dimension Data (Pretot, 2015). In a similar deal, Cervelo cycle became the title sponsor of the Bigla women's professional cycling team, the team name was changed "Cervelo-Bigla Pro Cycling Team" to reflect the title sponsorship agreement (VeloNews.com, 2015). Etixx-Quick Step is a world tour cycling team

with two title sponsors. Quick Step, a floor designer and Etixx, a sports nutrition company are both title sponsors and as a result the team is known as Etixx-Quick Step (Etixxsports.com, 2014). In 2015, Etixx became the title sponsor of Uplace-BMC Pro. The team name was changed to “BMC-Etixx Pro Triathlon Team powered by Uplace” to reflect the new title sponsorship deal (BMC Switzerland, 2015).

4.2.2.3.2 Ground title sponsorship

Vivint Smart Home Arena is the home arena of National Basketball association team Utah Jazz. The arena was opened in 1991 and was then called the “Delta Center” because of the naming rights deal with Delta Air Lines (Ksl.com, 2006). EnergySolutions replaced Delta as the title sponsor of the stadium and the arena was renamed as “EnergySolutions Arena” from 2006 till 2015 when it was renamed “Vivint Smart Home arena” following a deal with Provo, the producers of the Vivint smart home system (NBA, 2015). In 2011, the New Meadowlands Stadium was renamed “MetLife Stadium” following a naming rights deal with MetLife Insurance. The stadium is shared by two National football league clubs: New York Jets and New York Giants (Kercheval & Novy-Williams, 2011). Dallas Cowboys changed the name of its stadium to AT&T Stadium in 2013, following a stadium naming rights deal with AT&T (Garcia, 2013).

Stadium naming rights sponsorship is also present in soccer. In 1997, English football club Bolton wanderers sold the naming rights of its newly built stadium to Reebok. The Reebok Stadium is now known Macron stadium as a result of a subsequent deal with Macron sportswear company (Bwfc.co.uk, 2014). Similarly, Arsenal sold the naming rights of its newly built ground to Emirates airline, the ground has been known as the Emirates stadium since then (Arsenal.com, 2004).

In cricket, Kia acquired the naming rights of the historic Oval stadium, home ground of Surrey County Cricket Club. The ground is now known as the “The KIA Oval” (Connolly, 2010).

In 2015, Lincoln FC signed a deal with Software Europe. The deal is described as a stand sponsorship deal and the St Andrews stand of the Sincil Bank was rebranded as the Software Europe stand (Redimps.co.uk, 2015). This deal is an example of sponsors acquiring title sponsorship of a part of the stadium rather than the whole ground.

If naming rights can be sold for a stadium, then it can be sold for other grounds as well. In 2013, Manchester United sold the naming rights of its Carrington training complex to AON, the complex was renamed “AON training complex” (Panja, 2013). In the same year, Derby County signed a training ground naming rights deal with University of Derby (Derby.ac.uk, 2013).

4.2.2.4 Technical/Product sponsorship

French automobile maker Citroen is an automotive sponsor of Arsenal football club, the deal will see Citroen supply Arsenal with a range of its vehicles for use by the club’s coaches and staff (Arsenal.com, 2014). Manchester united has a deal with Singha that makes the beer brand its official beer brand (Manutd.com, 2013). Real Madrid has an extensive technical sponsorship deal with tech giants Microsoft (Navarro, 2014).

4.2.2.5 Match day sponsorship

There are several variations of match day sponsors. For example, match programme sponsorship, match ball sponsor, man of the match, team sheet sponsor (Hullfc.com, 2016; Tottenhamhotspur.com, 2016; Warrington Wolves, 2016).

4.2.3 Association sponsorship

Association sponsorship is used to classify sponsorship deals of associations, federations and other sports governing bodies.

4.2.3.1 Kit sponsorship

EA sports has a sponsorship deal with Professional Game Match Officials Limited (PGMOL) that allows the gaming company to place its brand image on the sleeves of English premier league match officials (Premierleague.com, 2014). DEKRA is the sponsor of the referees of the German Football Association (DFB). DEKRA's brand image is placed on the sleeves of the kit worn by match officials in all German professional football competitions including the Women's Bundesliga and the women's Cup Final (Dekra.com, 2013). Wurth Espana has its brand image on the sleeves of the shirts of the match officials (Ubha, 2013).

Specsavers Opticians are the official referee sponsors of the Guinness Pro12 rugby league. The company has its brand image on the shirt of the match officials (Specsavers.ie, 2014). Specsavers also has a kit sponsorship deal with the Wales Deaf Rugby Union (Walesdeafrugby.co.uk, 2015). Furthermore, Specsavers has its brand image on the kits of umpires in the English cricket leagues following a deal with the England and Wales Cricket Board (Ecb.co.uk, 2014).

Outsurance is the kit sponsor of the South African Rugby Union referees. According to the details of their sponsorship agreement, Outsurance's brand image will be placed on the kit of the referees (Sport24, 2015).

4.2.3.2 Kit supplier

Nike replaced Adidas-owned Reebok as the manufacturer of the official uniform of the National Football League (NFL.com, 2010). Majestic Athletic is the official

apparel and kit manufacturer of Major League Baseball (Brown, 2015). In 2015, Nike became the official uniform supplier of the National basketball association (NBA) and the deal will see Nike's famous logo become the first kit manufacturer's logo to appear on NBA kits (NBA.com, 2015). Rhino Rugby is the official kit and match ball supplier to the Guinness PRO12 (Pro12rugby.com, 2016).

Aside, kit supplier or apparel, there are also sports equipment supplier sponsorship deals. In football, there is match ball supplier sponsorship. Nike is the official ball supplier of the Barclays Premier League, Serie A TIM and La Liga BBVA (NIKE, 2014). In rugby, Gilbert has supplied the balls used during the Rugby World Cup tournament since 1995 (Rumbles, 2009).

Wilson Sporting Goods Company is the official game ball supplier of the National Basketball League (NBL) of Australia (Kennedy, 2015). In 2015, Absolute Fencing signed a deal to become the official equipment supplier to the Canadian Fencing Federation (Sirc.ca, 2015). In 2014, Reebok became the official kit and apparel sponsor of ultimate fighting championship, forcing out all other individual sponsors who had their logos on athlete shorts (UFC, 2014).

4.2.3.3 Title sponsorship

4.2.3.3.1 Competition naming rights

NASCAR has had a title sponsor for its cup series since 1971. The Winston brand were title sponsors of the NASCAR cup series for 33 years after which Nextel became the title sponsor, Nextel was replaced by Sprint as the title sponsor of NASCAR cup series following its merger with Nextel. Sprint has now announced it would not be renewing its current title sponsorship of the NASCAR cup series which expires at the end of the 2016 series (Turner, 2014).

Orange became the title sponsor of all the major competitions organized by the confederation of African football. The competitions include the Africa Cup of Nations, African Champions League, African Youth Championship, African Super Cup, African Nations Championship and the Confederation Cup (Kick Off, 2009).

In 2015, Emirates became the first title sponsor in the history of the English FA cup. According to the terms of the deal, The English FA Cup will now be called Emirates FA Cup (Thefa.com, 2015).

UK bookmaker William Hill has a great portfolio of title sponsorship deals in sports. In 2009, King George VI Chase became The William Hill Winter Festival as a result of the William Hill title sponsorship deal (Cook, 2009). In 2011, William Hill became the title sponsor of the Scottish cup, the cup was renamed the William Hill Scottish cup (Scottishfa.co.uk, 2011). In 2014, William Hill acquired title sponsorship of World Darts Championship and the competition became “The William Hill World Darts Championship” (Pdc.tv, 2014).

Toyota became the title sponsor of the NHRA Mello Yello Drag Racing Series event in 2015. The name of the event was changed to the “Toyota NHRA Sonoma Nationals” (Racesonoma.com, 2015). Guinness became the official title sponsor of the Pro12 rugby league in 2014, the competition is now referred as “Guinness Pro12” (BT.com, 2014).

The World Marathon Majors was renamed the “Abbott World Marathon Majors” following a title sponsorship deal with Abbott, a global healthcare company (Cushnan, 2014).

Absolute fencing gear was the title sponsor of the 2015 FIE Grand Prix Boston, the tournament was called “the Absolute Fencing Gear FIE Grand Prix Boston” (Jomantas, 2015).

Dafabet has a title sponsorship deal with the “Masters”, an invitational snooker tournament featuring the top 16 players on the world rankings. According to the terms of the deal, the competition will be known as “Dafabet Masters” until 2017 (Menmuir, 2014).

In 2015, Esurance signed a sponsorship deal to sponsor Major League Baseball. The deal will make Esurance will the title sponsor of the MBA All-Star game ballot; it is now called Esurance MLB All-Star Game Ballot (Esurance, 2015).

4.2.3.4 Media sponsorship

Sky Sports is a broadcast sponsor of the professional dart corporation. The media sponsorship deal grants Sky Sports the right to broadcast the various events of the professional darts corporation (Sky Sports, 2013). In 2015, Sky sports and BT sports signed a record broadcast sponsorship deal with the English Premier league (Gibson, 2015). Wierrevue, Het Laatste Nieuws and AD are all listed as media sponsors of the 2015 World Ports Classic (Letour.fr, 2015).

4.2.3.5 Technical/Product sponsorship

Hyundai is the official auto sponsor of the National football league (Pallotta, 2015). Burger King is the official fast food restaurant sponsor of the National Collegiate Athletic Association (NCAA.org, 2013).

Carlsberg is the official beer sponsor of the English Premier League (Premierleague.com, 2013).

Nissan is an automobile sponsor of the Rio 2016 Olympic Games and will supply the organizing committee over 4000 vehicles which will be used for transportation during the event (Mackay, 2012). Omega is a technical sponsor of International Swimming Federation; FINA, the international governing body of aquatic sports (Long, 2014).

Swiss brand Rolex provides technical sponsorship in the form of timekeeping to the Association of Tennis Professionals (ATP) world tour (Long, 2013). Following a sponsorship deal with the Boston Athletic Association, Italian coffee roaster Lavazza was the official coffee supplier during the 2015 Boston Marathon event (Malamut, 2015).

Dimension Data provides technical sponsorship for the Tour de France (Tour de France, 2015). IBM provides extensive technical sponsorship for the four professional tennis tournaments: IBM collects data, provides computing support, and deploys mobile applications, during the U.S. Open, the Australian Open, the French Open and Wimbledon (Snyder, 2015).

4.2.4 Event sponsorship

4.2.4.1 International events

Global events are events that are worldwide in scope. Examples include World Cup, summer and winter Olympics.

The Olympic Games is one of the biggest sporting events in the world. It reaches billions of people across all countries in the world with representation from almost all the countries in the world. Coca Cola has sponsored the Olympic Games for over 86 years and it will continue its sponsorship of the Olympic in Rio 2016

(Olympic.org, 2016). Atos, Bridgestone, Dow, GE, McDonald's, Omega, Panasonic, P&G, Samsung, Visa has a sponsorship commitment with the Olympics that runs till the 2020 Olympics (Klayman, 2009).

Coca cola has been a sponsor of the FIFA world cup events since the 1982 edition and it is also a main partner for the 2018 FIFA world cup. Adidas has sponsored the FIFA world cup since the 1998 FIFA World cup and is listed as a partner for the 2018 FIFA world cup. Hyundai-Kia motors sponsored four FIFA world cup events: 2002, 2006, 2010 and 2014 FIFA world cup. Hyundai is also a main partner for the upcoming 2018 FIFA world cup. Visa has sponsored the 2010, 2014 editions of the FIFA world cup, and will sponsor the 2018 FIFA world cup (FIFA, 2015).

Kia is also the title sponsor of the world extreme games (Kia.com, 2016). Kia is a major sponsor of the Australian open; it has supported the international event since 2002. Heineken is also the title sponsor of the international club rugby competition, known as Heineken Cup (Imrpublications.com, 2013). Emirates Airline was among the sponsors of the Glasgow 2014 Commonwealth Games (Sambidge, 2012).

Tata Consulting Service is the title sponsor of the New York City Marathon, a regional event that attracts athletes from all around the globe (Helliker, 2013). Adidas has sponsored the Boston marathon since 1989 and its current deal runs till 2023 (Baa.org, 2009).

4.2.4.2 Regional events

Kia has also sponsored the UEFA football championships since 2006; it is currently a sponsor of the 2017 edition. Heineken sponsors the UEFA Champions League. MasterCard has sponsored ten consecutive CONMEBOL Copa America

competitions (MasterCard, 2014). Canadian Imperial Bank of Commerce was the lead sponsor of the 2015 Pan Am Games, which was hosted by Canada (Flavelle, 2011).

4.2.4.3 National events

Pepsi sponsors the NFL Superbowl, which one of the biggest national sports event in the world (ESPN.com, 2012). Kay Jewelers sponsors the World wrestling entertainment, an American professional wrestling event (Pritchard, 2015). Nissan sponsors the newly created College Football Playoff in the United States of America (Schultz, 2015).

4.2.4.4 Local events

Tim Hortons cafe & bake shop sponsors Ohio state athletics (Tim Hortons, 2012).

Local community sports events also attract several sponsors.

4.3 Importance of sponsorship to sports organizations

Sprinter Usain Bolt sponsorship earnings in 2014 was estimated to be around \$21 million, a huge contrast to the \$15,000 he earned from his race winning prizes (Oxford, 2015). Similarly, sponsorship has overtaken other sources of revenue such as gate receipts and competition prizes that sports organizations used to rely on.

Shilbury, Westerbeek, Quick & Funk (2009) identified the following reasons as the motives of sports organizations in sponsorship:

4.3.1 Funding

Sponsorship has become a vital source of income for sports organizations (Fortunato, 2013). FIFA relies on sponsorship to finance its programmes and events (Gratton, Liu, Ramchandani, & Wilson, 2012). NASCAR and its related properties also rely extensively on sponsors (Gill, 2008). Emirates and Nike sponsorship deals provided

the much needed cash injection Arsenal needed to complete its stadium (Arrowsmith, 2012).

4.3.2 Resources

Sponsorship agreements provide sports organization with useful resources. Meenaghan (1991) refers to these as non-financial resources as “In-kind” in his definition of sponsorship. For example, automobile manufacturer Nissan in his role as automotive sponsor will provide over 4000 vehicles that will be used for transportation by the organizing committee of the Rio 2016 Olympic Games (Mackay, 2012).

In addition, kit supplier deals provides with the needed kits, saving them the costs of manufacturing their own kits. Media sponsorship deals provide publicity for the sponsored entity. Technical sponsorship deals such as IBM’s deal with the French Open provides the sponsored entity with technical expertise of the sponsor.

4.3.3 Awareness

Successful sponsorship activation programmes of sponsors will also have a positive effect on the profile of the sponsored entity. For example, when regional sponsors leverage their sponsorship agreement in their home country, this provides awareness for the sports organization. This phenomenon has helped several sporting entities increase their popularity in new regions. Football clubs now tour several countries during pre-season in a bid to meet sponsor’s demands and boost their global popularity (Ogden, 2015).

In conclusion, sponsorship is a critical resource for sports organizations. The importance of sponsorship to sports organizations transcends beyond revenue

objectives, sports sponsorship also provides sports organizations with vital resources and it helps them attract a wider audience.

Chapter 5

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

Sports organizations have several properties that could attract sponsorship; this study has identified several ways in which a corporate sponsor can associate with a sporting entity. The identified types of sponsorship are by no means absolute, the flexibility of sports means that sponsors will find new ways to activate sponsorship agreements. Sponsorship without activation is similar to buying an advertising board and leaving it blank. New types of sponsorship agreements have already begun to surface as sponsors and sports organizations become more creative in activating whatever type of sponsorship agreement they can find.

A common trend identified in the websites of sports organizations is that sponsorship is mostly classified according to levels. For example, ATP World Tour classifies its sponsors into the following levels: Premier sponsor, Platinum sponsor, Gold sponsor, official sponsors, and official suppliers. The Premier sponsor level is used to represent the highest level of sponsorship while official suppliers are at the lowest sponsorship level. These sponsorship levels differ across several sports websites and therefore cannot be relied upon for accurate analysis. The classification provided for the types of sponsorship in this study is by no means absolute but it offers a valid method of organizing sponsorship types. However, it must be noted that sponsorship types can overlap the proposed classifications. For example, individual athletes have

kit supplier deals, kit supplier deals with national teams can also be classified under association sponsorship since national teams rights are mostly controlled by associations. Media sponsorship can also be found in all categories. Tiger woods has a media deal with PGA tour, Arsenal has a media seal with BT sports, The English premier league has a media deal with Sky sports and media deals are found in event sponsorship as well.

Studies on the objectives of sponsorship have mostly examined sponsorship from a sponsor's perspective; these studies have largely ignored the sponsored entity. This study finds that sponsorship is a vital resource for sports organizations and it can be used to achieve a wide range of objectives.

5.2 Managerial implications

Managers and sports executive must take advantage of their image and sporting property. Sport organizations are no longer limited to traditional sports sponsorship types, the several types of sponsorship identified provides several creative opportunities for sport organizations to futher utilize the commercial potential of their sporting properties.

5.3 Social implications

Sports is associated with a healthy image and an active lifestyle, this makes sports an appropriate medium for promoting social messages and health campaigns. Sports sponsorship provides a unique opportunity for non-profit organizations to promote social messages, increase public awareness and educate the public. A good example is FC Barcelona and UNICEF and more recently, Fiorentina and Save the Children charity organization.

5.4 Recommendations for future studies

This study provides a clear roadmap for further academic studies. It is recommended that future studies in sports sponsorship should focus on investigating specific types of sponsorship. For example, an inquiry into the objectives of title sponsorship, what type of sponsorship provides the highest return on investment for sponsors.

Several studies have either focused on studying sponsorship from a sponsor's perspective or the effects on the audience. Sponsorship studies from the sponsored entity's perspective are equally important and future studies should consider this perspective as well.

5.5 Limitations of study

This study was limited by lack of access to primary data; this study would have more reliability and validity if it was based on primary data. For example, interviews with the marketing executive of sports organizations will provide more insight into the importance of sponsorship to sports organizations.

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APPENDICES

Appendix A: Individual Sponsorship



(Carbajal, 2012)

Appendix B: F1 Equipment Sponsorship



(Kent, 2009)

Appendix C: Title Sponsorship



(Morgan, 2008)

Appendix D: NASCAR Kit Sponsorship



(Sparkes, 2015)

Appendix E: Kit Supplier



(Footyheadlines, 2015)