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**The Link Between Corporations' (Sponsors') Motives
Behind Sport Sponsorship Activities and the
Attractiveness Characteristics of Sport Sponsorship
Objects:**

A Comparative Case Study of The Norwegian Association of Orienteering and The
Norwegian Football Association as Sponsorship Objects

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Acknowledgements

To get to this point, to hold the end product of my master thesis, has been an exciting, rewarding, learning, and interesting process. I could go on. Through this project I have received new inputs. I have met with inspiring people. I have learned about human relations. I have learned about myself. And most importantly, I have learned about the field of sport sponsorship, which to me is of great interest. That said, this has been even more time-consuming than I predicted. There have been tons of reading, writing, deleting, rewriting, and I have to admit; at times the process has been more frustrating than exciting, more exhaustive than rewarding, more destructive than learning, more boring than interesting. However, here I am, one year later, holding the end product of my master thesis, with a great feeling of: “Mission Accomplished”! To get to this point, there have been people who have helped me and inspired me to whom I am thankful.

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Part One

This paper is presented in two parts; Part one is presented in the format of a scientific article, and additional appendices; Part two is supplemental methodology/method and theory.

1. Abstract

Just a few studies on sponsoring deal with sponsorship motives or sponsorship object attractiveness. However, these research studies focus on events as sponsorship objects and do not combine motives and attractiveness. This paper draws the attention to Sport Associations, exemplified with a comparative case study of The Norwegian Association of Orienteering and The Norwegian Football Association as sponsorship objects, and develops a link between specific sponsorship motives and sponsorship object' attractiveness characteristics, which is important to understand for both parties in order to provide successful sponsorships. The purpose of this research project are threefold as this study aims to (1) provide a map of corporations' (sponsors') sponsorship motives; (2) provide a map of different attractiveness characteristics of a minor and a major Sport Association, represented by The Norwegian Association of Orienteering (NOF) and The Norwegian Football Association (NFF); and (3) provide an overview that links the attractive characteristics sponsorship objects together with the corporations' sponsorship motives, represented by The Norwegian Association of Orienteering and The Norwegian Football Association.

2. Executive summary

Sport sponsorship has grown enormously over the past 30 years. In Norway the expenditure of sponsorships was more than \$US 520 million in 2009. 71% was sports sponsorships (Sponsor Insight, 2011). The growth on expenditures within the sport sponsorship market has resulted in more empirical investigation in the field of sport sponsorship business. Despite the increasing number of research studies on sport sponsorship further empirical research is required in order to establish an overview of corporations' sponsorship motives as well as attractiveness characteristics of a sport sponsorship object, and, further, a link which couple these two sponsorship elements. By mapping corporations' sponsoring motives and sponsorship objects' attractiveness characteristics, and thereby connect them together, this study seeks a theoretical contribution as it add to the increasing number of research within the field of sport sponsorship. Additionally this paper has a practical contribution to corporations' marketing managers and entities' sport organizers as this study provides an understanding of what it takes to establish a successful sponsorship.

The aim of this article was to present a “sponsorship motives/attractiveness” overview, linking corporations' sponsorship motives and attractiveness characteristics by sport sponsorship objects, which provides an understanding for how minor sports associations can increase their attractiveness as a sponsorship prospect. Thus, the theoretical approach was to review the literature on sponsorship motives and sponsorship object attractiveness. The corporations' sponsorship motives were summarized in Table 1: “*map of sponsorship motives*”, which is presented in three categories; external, internal, and hospitality. Next, the theory on attractiveness characteristics by sport sponsorship objects is presented. This study is based on thirteen qualitative open-ended interviews, which were conducted from; The Norwegian Football Association (NFF); The Norwegian Association of Orienteering (NOF); seven of the NFFs and the NOFs sponsors; one additional sponsor; and three different media. The sample was chosen to provide a wide range of respondents. The findings in this research study are outlined here through a comparative analysis of similar and dissimilar attractiveness characteristics between The Norwegian Football Association and The Norwegian Association of Orienteering as one minor and one major sponsorship object. The results suggest that corporations that are focusing on external motives for

sponsoring, such as sales increase, brand awareness, and image enhancement, are likely to gain from sponsoring major sport associations as they provide media exposure and public interest. Corporations that have internal motives for sport sponsorship, such as employee motivation and involvement, are likely to gain from sponsoring major sport association, as it leads to emotional attachment and pride among employees. For hospitality motives for sport sponsorship corporations gain from sponsoring major sport associations, as the major sport associations most often have proper arenas for corporate hospitality. Minor sports associations attract sponsorship interest when their values are perceived as unique and brand differentiating to prospective sponsors.

3. Introduction

The sport sponsorship market has grown enormously ever since the 1980s (O'Reilly & Séguin, 2009). The expenditure on sponsorship, that was about US\$500 million worldwide in 1982 (Gran & Hofplass, 2007), was more than US\$46 billion in 2010 (IEG, n.d.). In Norway the sponsorship market was more than US\$520 million in 2009, whereas 71% was within sport sponsorships (Sponsor Insight, 2011). As this growth continues more research studies on sponsorship business is required in order to provide a better understanding of what it takes to provide a successful sponsorship (Bühler, Heffernan & Hewson, 2007; Madrigal, 2001; Meenaghan, 2001). This research study contributes theoretically as it provides a holistic picture of sponsoring motives and sponsorship object attractiveness characteristics and links those elements together, which is missing in the sponsorship literature. In practical terms, it is necessary to establish such a holistic picture, both for the sport organizers and for marketing managers, to gain an understanding of what it takes to provide a successful sponsorship. Corporations' (sponsors') main sponsorship motives are linked to the four elements of brand equity; increase brand/product awareness; enhance perceived brand quality; increase brand loyalty; and enhance brand associations, in addition to gain more revenues from sales (Henseler, Wilson, De Vreede, 2009; Alexandris, Douka, Bakaloumi, & Tsasousi, 2008; Rifon, Choi, Trimble, & Li, 2004; Aaker 1991). Berret and Slack's (1999) argued that brand differentiation from rival companies was an important sponsorship motive. On the other hand some corporations have cause-related

motives for sponsoring, where the cause itself is worthy to sponsor (Rifon et al., 2004). Additionally corporations use sponsoring as a tool to achieve internal motives (Cunningham, Cornwell, & Coote, 2009).

Within the sponsorship market different sport entities have become increasingly popular sponsorship objects for corporations in their marketing strategies (O'Reilly & Séguin, 2009). According to Mueller & Roberts (2008) sporting events, sport athletes, sport teams, and sport facilities are the most common sport sponsorship objects. However, the characteristics that make sport sponsorship objects attractive to prospective sponsors may differ between events, athletes, teams, facilities, and associations. Prior research on sport sponsorship has mainly focused on sponsorships connected to sporting events (Kim, Smith, & James, 2010; Söderman & Dolles, 2008; Koo, Quarterman, & Flynn, 2006; Rifon et al., 2004) and sport teams (Madrigal 2001). Thus, research on corporations' sponsorship motives linked to sport association' attractiveness characteristics are required in order to expand the field of sport sponsorship research.

Based on corporations' motives to sponsor and sponsorship objects' attractiveness, a sponsorship will gain certain effects for both parties. Corporation's sponsorship motives and the characteristics and values that a prospective sponsors see, calculate, or expect in a sponsorship object, in addition to association transfers, are of great importance for sport organizers in terms of making a sport association more attractive on the sponsorship market. The variables that make a sponsorship object attractive to a prospective sponsor depends on a number of influencing factors connected to the sport, the sponsored activity or association, the sponsor, and the consumers (Grohs & Reisinger, 2005). The partnership between the sponsor and the sponsorship object, and the association transfer such a partnership provides may be used as a tool to attract attention from consumers in the external marketplace, as well as a tool for internal reasons to motivate the firms' employees (Pichot, Tribou, & O'Reilly, 2008; Hickman, Lawrence, & Ward, 2005). Additionally, sport sponsorships may be a tool for corporate hospitality (Collett, 2007).

4. Theoretical Framework

4.1 Corporations' motives behind sport sponsorship activities

4.1.1 Corporations' motives behind sport sponsorship activities in the external marketplace

Sport sponsorship is a commercial agreement between a sponsor and a sponsorship object where the sponsor provides financial support or other kind of support in order to establish an association between the sponsorship object and themselves (Cornwell, Roy & Steinard, 2001). In the external marketplace such an agreement will help promoting a sponsors' brand (Söderman & Dolles, 2008). The sponsorship may help corporations in reaching marketing and corporate motives, such as sales increase, penetrate new markets, brand awareness, and image enhancement, and social motives such as community involvement and corporate social responsibility (Alexandris et al., 2008).

New market penetration

From a marketing point of view an important motive behind sport sponsorships is to penetrate new markets and reach new audiences (Alexandris, et al., 2008). To penetrate new markets one prerequisite is to group the market into segments, and thereby target and position the company's product, in terms of the segments the corporations want to penetrate (Meenaghan, 2001). The Norwegian Bank' (Dnb NOR) commitment to The Norwegian Association of Snowboarding was based on DnB NOR's desire to attract a younger customer segment, and thereby penetrate a new market (seminar, Jacob Lund¹, 2010).

Awareness

According to Liu, Srivastava and Woo (1998) increased brand awareness is the primary goal of 93% of all the corporations that do sport sponsorship activities. One example is VISA's sponsorships with The International Olympic Committee (IOC) and the Fédération Internationale de Football Association (FIFA), which are based on their sponsorship strategy to be visible and provide brand awareness among all ages (Visa,

¹ Jacob Lund, Head of Sponsorships in Dnb NOR (The Norwegian Bank NOR).

2011). Brand awareness leads to brand recall and brand recognition, which increases the probability for consumers develop good brand associations and buy into a brand (O'Reilly & Séguin, 2009; Alexandris, et al., 2008; Söderman & Dolles, 2008; Gwinner, 1997).

Image enhancement

From a corporate point of view good brand associations is one of the most important motives behind sport sponsorship activities as it leads to increased image enhancement (Alexandris et al., 2008). Hatch and Schultz (2002) suggest that a corporations' image enhancement through a sponsorship is driven by four elements; mirroring, the sponsor aims to achieve the image of the sponsorship object; reflecting, the sponsorship provide cultural understanding; expressing, the way the sponsorship is communicated; and impressing, how the consumers and others perceive the communicated image transfer between the sponsor and the sponsorship object (p.991).

Brand Exclusivity

Brand exclusivity is an important corporate motive for companies to involve in sponsorships, and thereby differentiate their brand from their competitors (Rosenthal & Tamin, 2009; Cornwell, Roy, & Steinard, 2001; Copeland, Frisby, & McCarville, 1996). According to Rosenthal and Tamin (2009) a company needs to recognize and address competing brands, and agree sponsorships that provide differentiation from competing companies. Nike's sponsorship strategy seems to be based on values such as excellence and being nr. 1 (Manchester United FC, 2011). Nike partner with some of the leading sports teams and athletes around the world, such as FC Barcelona, Manchester United FC, Rafael Nadal, Roger Federer, Leborn James, and so on, which may help them avoid the clutter of competing brands, and thereby differentiate from competitors. A competing company does not necessarily have to be a company with similar products. It may just as well be a company that targets the same market segments with different products or a different area of interest (Rosenthal & Tamin, 2009).

Community Involvement

Social objectives in sports sponsorship have recently been more and more common for corporations in terms of community involvement and cause-related marketing with the purpose of improving their brand image, building trust and gain social responsibility (Till & Nowak, 2000). By involvement in local communities the corporations are able to create stability by anticipating change and react to customers' needs. Within community involvement the brand is most likely tied up with emotional experience. Thus, community involvement is likely to provide bonding and loyalty from the consumers, which again ensure public goodwill (McManus, 2002). A typical example of a sponsor that sponsors on at local community level is a small local bank which sponsors local sports clubs or organizations, mainly to attract potential customers that have relations to the local sports club or organization (Sparebank Sogn og Fjordane, n.d.).

Corporate Social Responsibility

Corporate social responsibility (CSR) can be understood as an organizations' responsibility to act in an ethical and accountable way as they aim to reach the needs of their society as well as the demands from their stakeholders. CSR has earlier been perceived as philanthropy (Brandish & Cronin, 2009), but research studies suggest that CSR has moved more towards a corporate approach, thereby corporate sponsorship, where economic benefits are just as relevant as the philanthropic reasons (Séguin, Parent, & O'Reilly, 2010; Godfrey, 2009; Babiak & Wolfe, 2009; Walker & Kent, 2009). Tottenham Hotspur Football Club's "local community development" project is based on charity for the local society, in which corporate partners contribute both for the sake of the cause, and for marketing motives (Tottenham Hotspur FC, n.d.). CSR is a way for companies to reach both external and internal marketing motives (Babiak & Wolfe, 2009). However, taking advantage of CSR for external motives, such as improving brand image, building trust, and gaining society and customer goodwill, are recurring (Séguin, Parent, & O'Reilly, 2010; Brandish & Cronin, 2009; Till & Nowak, 2000) and more obvious than for companies' internal motives (Babiak & Wolfe, 2009).

A mapping of corporations' motives behind sport sponsorship in the external marketplace is vital in order to provide a holistic understanding to sport organizers in terms of how to become attractive in the sponsorship market.

4.1.2 Corporations' internal motives behind sport sponsorship activities

Employee Motivation and Involvement

Internal motives behind sport sponsorship activities are more and more common in integrated sponsorships (Pichot, Tribou, & O'Reilly, 2008; Hickman, Lawrence, & Ward, 2005; Apostolopoulou & Papadimitriou, 2004). Improved relations among employees have not been one of the most highly rated sponsorship motives (Apostolopoulou & Papadimitriou, 2004). Thus, internal marketing is a critical factor for corporations as they implement their business strategies (Hickman, Lawrence & Ward, 2005). Sport sponsorship has become a useful tool for some sponsors in their attempt to motivate and involve the employees in the corporation's actions (Pichot, Tribou, & O'Reilly, 2008; Hickman, Lawrence & Ward, 2005). One example is the partnership between Adidas and the FIFA World Cup, where Adidas sponsorship motive is to create shareholder value, which includes motivation and involvement of employees (Adidas, n.d.). Not only may internal marketing be important for the working environment (Apostolopoulou & Papadimitriou, 2004), but also as a tool for employee involvement in terms of communicating the values of the sport of which the sponsor wants to be associated (Pichot, Tribou, & O'Reilly, 2008). Thus, employees are likely to "build purchase intentions and increase consumer desire for the product of interest" (Pichot, Tribou, & O'Reilly, 2008).

Corporate Hospitality

In addition to external and internal motives behind sport sponsorship activities, corporations use sport sponsorship as a tool to gain corporate hospitality. The sponsors of a sports team or a sports association may take employees, partners or clients to events hosted by the sponsorship object. Corporate hospitality is a tool that may gain the company both externally and internally, as it is helpful to build loyalty, to reward and entertain customers, to motivate staff, and to discuss business (Miles & Rines, 2004). For the Coca Cola Company one of the benefits by sponsoring the FIFA World Cup is

corporate hospitality as they bring clients and employees to the arenas during the event (Coca-Cola Company, 2008).

Table 1. Map of Corporations' (sponsors') motives behind sport sponsorship activities. shows corporations' motives behind sport sponsorship activities. The motives are organized into two groups; external sponsorship motives and internal sponsorship motives.

<i>Corporations' Motives Behind Sport Sponsorship Activities:</i>	
External Sponsorship Motives	Sales increase
	New Market Penetration
	Brand/product Awareness
	Image Enhancement
	Brand Exclusivity
	Community Involvement
	Corporate Social Responsibility
	Corporate Hospitality
Internal Sponsorship Motives	Motivation/Involvement
	Corporate Social Responsibility
	Corporate Hospitality

Such a map of the most relevant sponsorship motives is missing in the sponsorship literature. The overview of motives behind sport sponsorship activities that is provided in this map is vital in order to understand why certain characteristics make sport sponsorship objects attractive for sponsoring.

4.2 Attractiveness characteristics by sport sponsorship objects

Each specific sponsorship object has sets of characteristics that make it attractive to prospective sponsors (Mueller & Roberts, 2008). For a sponsor it is important to understand the attractiveness of a sport sponsorship object, as it may help them to choose the right sponsorship object based on their sponsorship motives. Thus, a sports entity must consider itself as a product and identify their strongest characters and qualities to make themselves attractive to prospective sponsors (Stotlar, 2004). The sport entities that are most attractive to prospective sponsors are the entities that hold attractiveness in the sense of variety of values, which establish good association and image enhancement; fit between the sport association and the sponsor; fan involvement; media exposure; employee pride and emotional attachment towards the sport entity; and easy and relevant activation of the sponsorship (Pichot, Tribou, & O'Reilly, 2008; Miloch & Lambrecht, 2006; Crompton, 2004; Meenaghan, 2001).

Variety of values

A sponsorship object's attractiveness often depends on the values it holds, as the sponsors aim for association transfer between themselves and the sponsorship object. Certain sports, such as football, hold values that generate brand congruence and compatibility. The FIFA World Cup or Manchester United Football Club attract huge interest from consumers, fans, media, and sponsors because of values such as great traditions, excellence, quality, youthfulness, joy, excitement, entertainment, teambuilding, individuality, innovation, winning mentality, and so on. Soccer, as well as most sports, holds a grassroots value that is hard to find outside sports. Grassroots may again be associated with community involvement, and is therefore perceived as an attractiveness characteristic of the sponsorship object (Mueller & Roberts, 2008; Miloch & Lambrecht, 2006).

Fit

Grohs and Reisinger (2005) argue that "fit has a positive impact and is the main driver of the strength of image transfer" (p.42). As the main driver of image transfer it is important to the sponsor and the sponsorship object to state a clear definition of natural fit between them to provide a successful sponsorship (O'Reilly & Séguin, 2009; Koo, et al., 2006; Henseler et al, 2007; Söderman & Dolles, 2008; Grohs & Reisinger, 2005;

Meenaghan, 2001), whether it is through brand image, associations between them, or their objectives (O'Reilly & Séguin, 2009). Standard Chartered Banks' sponsorship with Liverpool Football Club is based on two global companies with traditions and excellence for more than 100 years, as well contributing to local communities. The bank operate in markets around the world were Liverpool FC have a growing fan base, which works both ways. All together this provides an ideal sponsorship as it ensures cultural fit and image transfer for both parties (Liverpool FC, n.d.). Simmers, Damron-Martinez, and Haytko (2009) claims that sponsorships with no obvious fit between the sponsor and the sponsorship object does not provide the sponsorship effects as where the fit exists.

Fan involvement

As a result of the emotional relationship between the sponsor and the fans, sport sponsorships are able to differentiate from other tools of promotions, such as advertisements. The emotional relationship that exists provides loyalty from the fan towards the sponsor, which, again, may generate goodwill from fans towards the sponsor and relate image effects (Meenaghan, 2001). Shells' partnership with Ferrari is based on development and supplement of fuel and oil to the Ferrari Formula one team. The goodwill effect from Ferrari Formula one fans is likely to benefit Shell with more customers and thereby sales increase (Ferrari, 2011). Bloxham (1998) found that sponsorships generate goodwill also from fans that only follow their sports activity or sports team through television programs.

Media Exposure

Media exposure has been identified as a key benefit from sport sponsorship programs as it provides brand exposure and awareness (Muller & Roberts, 2008). This may help a brand to differentiate from its competitors when consumers make purchasing decisions (Crompton, 2004). The mega-event National Football League (NFL) Super Bowl is an example of a great sponsorship object in terms of media exposure as the event was broadcasted 106 million television viewers only in America, and became the most watched TV-show ever (Abc, 2010).

Employee Pride and Emotional Attachment

Another aspect of attractiveness characteristics of sport sponsorship objects is the employees' feeling of pride in the corporations' sponsorship endeavours (Pichot, Tribou, & O'Reilly, 2008). According to Rosenberg and Woods (1995) sport sponsorship can generate enthusiasm for the sport among the employees, which indicates that internal marketing is a way to get the employees emotionally attached to the sport as well as to the sponsorship object (Pichot, Tribou, & O'Reilly, 2008; Mitchell, 2002).

Activation

According to Chavanat, Martinent, and Ferrand (2006) activation is key in sponsorship programs in order to optimize the investment, which makes sponsorship objects attractive if they hold characteristics that are easy to activate. The 2010 Vancouver Olympic Games proved to be an attractive sponsorship object to The Royal Bank Canada (RBC) as the RBC's sponsorship activation integrated Canadian Olympic School Programs, activities and programs for grassroots and amateurs in sport, as well as advertisements and logo exposure on elite Canadian athletes and teams (RBC, n. d.).

An overview of the attractiveness characteristics of a sport sponsorship object, reviewed in the preceding discussion, helps marketing managers to search for sponsorship objects that meet the sponsors' motives behind sport sponsoring activities.

In previous literature theory about the elements of sport sponsorship motives and attractiveness characteristics of sport sponsorship objects, which are presented above in this paper, have not been linked together. Research about attractiveness characteristics of sport sponsorship objects tend to focus on sporting events, and in particular mega-events, such as the NFL Super Bowl, The FIFA World Cup, or The Summer Olympic Games (Nufer & Bühler, 2010; Alexandris et al., 2008; O'Reilly, Lyberger, McCarthy, Séguin, & Nadeau, 2008; Alexandris, Tsaousi, & James, 2007). Still, a lack of research and knowledge about motives behind sport sponsorship activities linked to sport association as sponsorship object remains. To add to the existing literature on sport sponsorship, this comparative case study looks at attractive characteristics of a minor and a major sport association as sponsorship objects, represented by The Norwegian

Association of Orienteering and The Norwegian Football Association, and link that attractiveness with their sponsors' motives behind sport sponsorship activities. Moreover, this study adds to our understanding of what it takes to provide successful sport sponsorships. The following research questions (RQ) were proposed in relation to the foregoing discussion.

RQ1: Which motives are behind corporations' (sponsors') sport sponsorship activities?

RQ2: Which similar and dissimilar attractiveness characteristics exist between a minor and a major sponsorship object (represented by The Norwegian Association of Orienteering and The Norwegian Football Association)?

RQ3: How are sponsorship object attractiveness characteristics linked with corporations' (sponsors') motives behind sport sponsorship activities represented by The Norwegian Association of Orienteering and The Norwegian Football Association)?

5. Method

5.1 Design

A multiple case study approach was adopted for this study. Rather than using samples and following a rigid protocol to examine limited number of variables, a case study involves an in-depth, longitude examination of a single instance or event: a case (Flyvebjerg, 2006). According to Flyvebjerg (2006) a case study would provide a systematic way of looking at this event, how to collect data, how to analyse information, and how to report the results. Thus, a case study provides a sharpened understanding of why the instance happened as it did. Case research methodology is often the preferred strategy when “how” or “why” questions are being asked, when the investigator has little control over events, and when the study is focusing on a contemporary phenomenon within some real-life context. The goals by using exploratory case studies are to explore, and develop pertinent hypotheses and propositions for further inquiry (Yin, 1994). Thus, an exploratory case study is an appropriate research methodology as this research study aim to explore how corporations’ motives behind sport sponsorship link with attractiveness characteristics of sport sponsorship object.

5.2 Data collection

In an attempt to address this paper’s research questions, data were collected by a total of thirteen semi-structured, in-depth, open-ended interviews from five different groups of sources: (1) interviews with the NFF and the NOF, (2) interviews with four of the NFF’s sponsors (Postbanken, Bama, Telenor and Umbro), (3) interviews with three of the NOF’s sponsors (Vital, Scatec, and Craft), (4) interview with one actor that is not sponsor of the NFF or the NOF but are sponsor of other sport associations (Aker Solutions), and (5) interviews with three different media, two television broadcasters (NRK and TV2) and one print newspaper (Aftenposten).

The representatives from the first group (1) were managers working in the marketing department within the NFF and the NOF. These two interviews were face-to-face interviews, and were conducted the 8th and the 22nd of September. The interviews lasted for 38.20 minutes, and 56.37 minutes. The representatives from group (2); (3); and (4) were managers in the marketing or sponsorship department of their

companies. These nine interviews were face-to-face interviews and were conducted between 16.11.2010 and 01.02.2011. Each of the interviews lasted between thirty three minutes and one hour and thirteen minutes. The representatives from group (5) were sports journalists in their media. These three interviews were conducted between 26.11.2010 and 10.12.2010. The interviews with NRK and Aftenposten were face-to-face interviews and lasted between twenty seven minutes and forty two minutes. The interview with tv2 was conducted through e-mail. 12 out of these 13 interviews were conducted face-to-face. This enabled the collection of rich data and use of probes that would have been unobtainable otherwise. The sources of data are likely to provide a valid and credible research as there are a variety of perspectives.

The open-ended questions in the interviews were developed based on four main topic areas: (a) corporations' motives behind sport sponsorship in the external marketplace; (b) corporations' internal motives behind sport sponsoring; (c) characteristics of the Norwegian Association of Orienteering that make them attractive as a sponsorship object; and (d) characteristics of the Norwegian Football Association that make them attractive as a sponsorship object. Questions connected to these topic areas are likely to ensure answers that provide an understanding of corporations' motives behind sport sponsoring, as well as attractiveness characteristics by a sport association, and, further, link those two together. As the study progressed, interview questions were modified slightly to incorporate some of the developing themes. With the consent of the interviewees, the discussion were recorded and subsequently transcribed. The recordings were helpful in terms to analysing the data that were collected through the interviews. The data was analysed by conceptual coding in Microsoft Office Word 2010. Some of the interviewees used terms that described different concepts. By coding these terms I was able to interpret and sort statements by content of the concept, theme or event rather than by the interview objects that provided us the data (Rubin & Rubin, 2005). The data is interpreted in light of constructivism, as I construct meaning through coding of the collected data (Crotty, 1998). In most cases I was able to consult secondary data prior to the interviews, helping me to collect specific information regarding the sponsors' brand and marketing initiatives.

6. Results

6.1 Corporations' (sponsors') motives behind sport sponsorship activities

The first section on the findings in this study focuses on mapping corporations' (sponsors') sponsorship motives. The results of this section are based on main interview questions about (1) corporations' motives behind sport sponsorship activities in the external marketplace; and (2) corporations' internal motives behind sport sponsoring activities. The findings in this section are exemplified by quotes from the interviewees, which are marked as italic text within quotation marks.

6.1.1 Corporations' motives behind sport sponsorship activities in the external marketplace

The results of the interviews with the sponsors of the NOF and the NFF suggest that sales increase, new market penetration, brand awareness, image enhancement, and brand exclusivity were the most essential motives behind sport sponsorship in the external marketplace, which supports previous findings on sponsorship motives theory (Meenaghan, 2001). By sponsoring particular objects the sponsors try to avoid clutter and differentiate from competitors, and thereby gain exclusivity in the market, which is an important motive to all of the interviewed sponsors.

“For us an important motive behind sport sponsoring is the brand exclusivity we gain within the particular market” (Telenor).

Additionally, sponsoring is a tool that all the sponsors use to gain goodwill from customers and the public, both by involvement within local communities and through Corporate Social Responsibility (CSR).

“We try to link up with local communities and do good things that are for the benefit of the community” (Aker Solutions)

On the other hand, some sponsors do CSR for altruistic reasons. Altruism is defined as the thought of acting in a way that benefit others, without gaining own benefits (Kuzma & Shanklin, 1994).

“We support some of those who lack resources because it has a general advantage” (Scatec).

Corporate hospitality is another motive for corporations to sponsor within sports. Particularly, this is the case for the NFF’s sponsors.

“We take advantage of the sponsorship with The NFF by using corporate hospitality to have dinners and meetings with clients and customers. Then watch a football game together”. (Umbro).

Additionally, working force recruitment is a main sponsorship motive for several of the interviewed corporations, which is evident as Aker Solutions, Scatec, and Umbro get involved in sport sponsoring partly to recruit working force to their corporations.

“Our sponsorship with the NOF is first and foremost motivated by attracting and recruiting new working force, more than promoting what our business is about”. (Scatec).

6.1.2 Corporations’ internal motives behind sport sponsoring activities

The results of the interviews with the NOF and the NFF’s sponsors suggest that all of the sponsors, except Craft, perceive internal motivation, internal pride, and commitment among the employees as vital motives for sponsoring. Additionally the corporations see sponsoring as a tool to gain identity within the corporation.

“We sponsor to provide motivated and committed employees”. (Aker Solutions).

Some of the sponsors argued that one internal motive for sport sponsoring is to get healthier employees and thereby cut the sick leaves.

“We have had training sessions and other sessions to motivate the employees with some of the most profiled athletes within the sport associations we sponsor. The aim of these sessions is partly to reduce the sick leaves among our employees. A lot of the employees want to participate in those”. (Telenor).

Another internal motive for sport sponsoring is to improve working environment. However, this was the case only for the sponsors that have resources and capacity to

activate the sponsorship internally. For some of the sponsors the improved working environment was a result of their local community involvement and CSR.

“Our employees show more sympathy as we are involved in Corporate Social Responsibility”. (Postbanken).

Table 2. Map of corporations’ (sponsors’) motives behind sport sponsorship activities. The corporations’ sponsorship motives are filled schematic on the left hand side of the Table, separated into corporations’ motives behind sport sponsorship activities in the external marketplace (external), internal motives behind sport sponsorship activities (internal), and hospitality motives behind sport sponsorship activities (hospitality). On the top line of the Table are the names of the interviewed sponsors. The different sponsors’ motives behind sport sponsoring are marked with a tick (✓).

Corporation's Sponsorship Motives:	Postbanken	Telenor	Bama	Umbro	Vital	Scatec	Craft	Aker Solutions	
External	Sales increase	✓	✓	✓	✓	✓	✓	✓	
	New Market Penetration	✓	✓	✓	✓	✓			
	Brand/Product Awareness	✓	✓	✓	✓	✓	✓	✓	
	Image Enhancement	✓	✓	✓	✓		✓	✓	
	Brand Exclusivity	✓	✓		✓	✓	✓	✓	
	Community Involvement		✓	✓	✓		✓	✓	
	Corporate Social Responsibility	✓	✓		✓	✓		✓	
	Internal	Working Force Recruitment				✓		✓	✓
		Employee Motivation	✓	✓	✓	✓	✓	✓	✓
		Reduce Sick Leaves		✓					✓
Corporate Social Responsibility		✓		✓		✓	✓		
Hospitality:		Corporate Hospitality	✓	✓		✓	✓	✓	✓

6.2 Similar and dissimilar attractiveness characteristics that exist between a minor and a major sponsorship object (represented by The Norwegian Association of Orienteering and the Norwegian Football Association)

The second section on the findings in this study focuses on mapping similar and dissimilar attractiveness characteristics that make a minor and a major Sport Association attractive to sponsor, represented by The Norwegian Association of Orienteering (NOF) and The Norwegian Football Association (NFF). The results of this section are based on main interview questions about (1) characteristics of The Norwegian Association of Orienteering that make them attractive as sponsorship object; and (2) characteristics of The Norwegian Football Association that make them attractive as sponsorship object. The findings in this section are exemplified by quotes from the interviewees, which are marked as italic text within quotation marks.

6.2.1 Attractiveness Characteristics of The Norwegian Association of Orienteering that make them attractive as sponsorship object

The results of the interviews with the NOF and the NOF's sponsors suggest that the NOF is a unique sponsorship object. This is mainly through contributions to the society in terms of general health through Public Health programs; lifesaving skills as they teach children and youths in school how to use map and compass; and a green environment through the sport and activity itself.

“We focus on children and youth, as well as general attitudes towards renewability and use of nature and nature resources. This makes The NOF a unique partner” (Scatec).

The NOF holds certain values, such as being nr one, strive to improve, and excellence. These values provide natural fit and transfer good associations with the sponsors. Additionally, orienteering is a sport that provides activity for children and youth on a recreational level. Orienteering is a sport that is performed by highly educated people, which provides the opportunity for exchange of knowledge between the NOF, their athletes, and the sponsors, as well as possibilities for the sponsors to recruit working forces.

“Orienteering is the sport in Norway which most academically educated persons participate in” (Craft).

Compared to bigger sport associations, the NOF has few sponsors. Thus, a sponsorship with the NOF helps their sponsors to avoid the clutter of brands, which provides differentiation in a competitive market.

“To sponsor bigger sport associations, such as the NFF, is quite complex compared to the NOF. There is a great chance we would have been cannibalized” (Scatec).

6.2.2 Attractiveness Characteristics of The Norwegian Football Association that make them attractive as sponsorship object

The results of the interviews with the NFF and the NFF’s sponsors suggest that the NFF holds values that provide good associations and a natural fit with the sponsors, such as joy, excitement, excellence, being nr one, fighting spirit, teamwork, and cohesion.

“The recreation, the joy, the football, the cohesion, the teamwork: This is exactly why it is so important for us to be involved with sponsorship objects that confirm our values”. (Umbro)

The NFF’s sponsors highlight the importance of entertainment and public interest in football as it leads to media exposure, which is crucial in terms of activation of the sponsorship and to provide brand awareness. As they provide media exposure the NFF works as a tool of promotion for the sponsors.

“Through media exposure the NFF has the ability to convey a message and work as a tool of promotion” (Dnb Nor).

Additionally, the NFF have more than 360.000 members who participate at recreational or professional level. Thus, through sponsorship with the NFF, the sponsors have a wide market of potential consumers. A sponsorship with the NFF allows their sponsors to arrange football academies for children and youth at local levels, which makes the sponsors able to involve in local communities. This is an example of two-way communication, were both the sponsors and the NFF learns from each other. At the professional level the NFF has a huge fan base, as they represent the National

Norwegian Football Team. The NFF’s fan base is a market segment the sponsors aim to target.

“Targeting the supporters is extremely important. The NFF, as an organizer of football, is a sponsorship object where we can get closer to the supporters”. (Umbro).

Additionally, The National Norwegian Football Team provides a feeling of pride and emotional attachment among the employees within the sponsoring corporations. Finally, the interviewed sponsors find NFF an attractive partner as the football arenas provide great possibilities for corporate hospitality.

“We still use corporate hospitality to build relations as football has attractive arenas” (Telenor).

Table 3. Similar and dissimilar attractiveness characteristics of The NFF and The NOF. The left hand side of the Table shows what were highlighted by the interviewed sponsors as the most attractive characteristics of the NOF and the NFF. The different attractiveness characteristics the sponsors find attractive about the NOF and the NFF as sponsorship objects are marked with a tick (✓).

<i>Sponsorship Object' Attractiveness Characteristics:</i>	NOF	NFF
Joy	✓	✓
Excitement	✓	✓
Excellence/ Being nr. One	✓	✓
Striving To Improve	✓	✓
Teambuilding/Cohesion		✓
Improve Public Health	✓	
Live Saving Skills (map & compass)	✓	
Promote Green Environment	✓	
Sport in Recreational Level	✓	✓
Sport in Professional Level		✓
Audience Entertainment		✓
Physically/Mentally Demanding	✓	
Good Fit With The Sponsor	✓	✓
Provides Fan Involvement		✓
Media Exposure		✓
Activation Possibilities		✓
Cheap Object to Sponsor	✓	
Expertise Exchange	✓	✓
Arenas Suitable for Hospitality		✓
Avoid Clutter of Brand	✓	
Cause-Related Activities	✓	✓
Employee Pride/Attachment		✓

6.3 The link between the attractiveness characteristics of a sport sponsorship object and the corporations' (sponsors') sponsorship motives (represented by The Norwegian Association of Orienteering and The Norwegian Football Association)

The third section on the findings in this study provides an overview that links the attractive characteristics of the NOF and the NFF as sponsorship objects together with the corporations' sponsorship motives. Such a model is likely to provide an understanding of how attractiveness of sport sponsorship objects' are connected to corporations' motives behind sport sponsorships. The results of this section are based on the main interview questions about corporations' sponsorship motives and attractiveness of the NOF and the NFF as sponsorship objects, which are already described in the two first sections of the findings.

Both the NOF and the NFF hold characteristics that make them attractive sponsorship objects. They both hold a variety of values that provide fit and association transfer to the sponsors. Thus, the sponsors gain image enhancement. The NOF and the NFF offers activity to children and youths in local communities, which for many sponsors is important as they aim for community involvement. Additionally, the NFF do other cause-related activities. Thus, sponsors of the NFF have the chance to contribute with CSR both for corporate objectives, as well as for altruistic reasons. As a result of highly educated athletes within orienteering the NOF is an attractive sponsorship object, as this may provide recruitment of working force to their sponsors. The NFF provide a big fan base, which is important to the NFF's sponsors as they aim to penetrate new markets. The NOF and the NFF have different attractiveness characteristics as sponsorship objects in terms of brand exclusivity. The NOF has few sponsors and not much noise around, which is the reason why their sponsors differentiate from competitors. On the other hand, the NFF's sponsors differentiate from competitors and achieve brand exclusivity as their sponsors reach a much bigger consumer market, both through media exposure and activity. Additionally, media exposure is also a attractiveness that provide awareness of the NFF's sponsors. Through the children and youth football academies that are organized by the NFF and their sponsors, the sponsorship with the NFF is easy

to activate. On the flip side, orienteering is performed in arenas which make sponsorships difficult to activate and to provide good media exposure. This reduces the sponsors' chance to provide awareness and brand exclusivity. Nor are the arenas proper for hospitality. Thus, a sponsorship with the NOF may be difficult to activate internally, and thereby difficult to enhance employee motivation and reduce sick leaves.

Table 4. *The link between attractiveness characteristics of The Norwegian Association of Orienteering and The Norwegian Football Association and the corporations' motives behind sport sponsorship. The corporations' motives behind sport sponsorship activities are filled schematic on the left hand side of the Table. The attractiveness of the NOF's and the NFF's as sponsorship objects are filled on the right hand side of the Table, and linked together with the corporations' motives behind sport sponsorship.*

<i>Corporations' Sport Sponsorship Motives:</i>	<i>Attractiveness Characteristics of Sport Sponsorship Objects:</i>	
Sales Increase	Media Exposure Fan Involvement Sport at Recreational level	Activation Fit with the sponsor Avoid Clutter of Brands
New Market Penetration	Media Exposure Audience Entertainment Sport at Recreational Level Sport at Professional Level	Fit with the sponsor Activation Avoid Clutter of Brands Fan Involvement
Brand/product Awareness	Media Exposure Sport at Professional Level Activation	Fit with the sponsor Avoid Clutter of Brands
Image Enhancement	Media Exposure Fit with the sponsor Sport at Recreational level Sport at Professional level Joy Excitement Teambuilding Cohesion	Saving Lives (map and compass) Promote Green Environments Audience Entertainment Physically/Mentally challenging Excellence Being nr. One Improve Public Health Activation
Brand Exclusivity	Media Exposure Activation	Avoid Clutter of Brands
Community Involvement	Sport at Recreational Level	
Corporate Social Responsibility	Cause-Related Activities	
Working Force Recruitment	Expertise Exchange	
Corporate Hospitality For Clients/Partners/Customers	Media Exposure Activation	Arenas Suitable for Hospitality
Employee Motivation	Employee Pride for Sponsoring Emotional Attachment with the sponsorship object	
Reduce Sick Leaves	Employee Pride/Involvement	
Corporate Hospitality For Employees	Employee Pride for Sponsoring Arenas Suitable for Hospitality Emotional Attachment with the sponsorship object	Activation

7. Discussion

The primary purpose of this study was to gain a better understanding of how corporations' motives behind sport sponsorship activities link with attractiveness characteristics of sport sponsorship objects. In order to provide such an understanding this study aimed to establish a holistic picture of both motives behind sport sponsorship activities, and attractiveness characteristics of sport sponsorship objects, where the latter were exemplified by the Norwegian Association of Orienteering and the Norwegian Football Association. The findings suggest that the corporations target different sponsorship objects based on their sponsorship motives, which is consistent with sponsorship motives theory (Cunningham, et al., 2009). Additionally, the findings indicate that the corporations' motives to sponsor depend on the corporation's size and area of business. Smaller corporations seem less likely to activate big sponsorships. In those cases minor sport associations, such as the NOF, seem suitable as sponsorship objects as the sponsorship costs are low. However, a natural fit between the sponsor and the sponsorship object seems like a prerequisite for such a sponsorship to be successful.

Sport sponsoring in the external marketplace appears to be driven by the motives of penetrating new markets, increasing sales and making more money. Increased brand awareness, image enhancement, and brand exclusivity seem to be the most vital elements to achieve those goals. Media exposure has been highlighted to be a critical factor to gain brand awareness and brand exclusivity (Muller & Roberts, 2008). In addition to top results and x-factor among athletes or teams, renewal, unpredictability, and excitement around objects and events look like factors that are required in order to make the sport entity attractive to media. In that sense, the NOF appears to be an attractive sponsorship object as football is often played in front of a big number of spectators, and generates wide public interest, which provides media exposure. On the other hand, the sponsorship objects' values are determinate for the image transfer, and thereby the corporations' image enhancement. The findings in this study suggest that the NOF holds values that make them an attractive sponsorship object in terms of associated transfer, such as life-saving skills, improving public health, and promoting green environment. However, without the public interest, and sufficient media exposure, the NOF appears unlikely to provide their sponsors with brand awareness.

Community involvement and cause-related marketing are sponsorship motives that generate public goodwill as well as internally pride among employees (Till & Nowak, 2000). The NOF and the NFF organize activities for youth and children on recreational level. Thus, their sponsors look likely to gain public goodwill. Meenaghan (2001) argues that goodwill is vital for a sponsor that target sales increase. He also argues that fan involvement is key for sponsors to provide sponsorship success, which is mutually related to the findings in this study of attractiveness characteristics of the NFF as sponsorship object.

This study found that internal motivation, CSR, and corporate hospitality are main motives for internal sponsoring, which supports sponsorship motives theory (Babiak & Wolfe, 2009). The NFF seems like a more suitable sponsorship object for corporate hospitality as they sit on arenas that are more appropriate for hospitality than the NOF. Additionally, a sponsorship with the NFF may provide employee motivation and thereby be a tool to reduce sick leaves within the corporation. On the other hand, the NOF's sponsors holds recruitment of employees as a sponsorship motive. Recruitment of employees seems important in a more competitive marketplace. Orienteering athletes tend to be athletes with higher academically education, and thereby persons the sponsor find interesting in terms of recruitment. Another finding, professional marketing departments and cooperation between the sponsor and the sponsorship object leads to exchange of knowledge. Both the NOF and the NFF offer their sponsors such a two-way communication. Additionally the sport associations may offer their sponsors to cooperate with the other sponsors, again to provide exchange of knowledge and two-way communication between the sponsors (Doherty & Murray, 2007).

This study is consistent with previous literature in the area of corporations' motives behind sport sponsorship activities, as well as attractiveness characteristics of sport sponsorship objects. However, The findings in this study contributes to existing sponsorship theory in three ways; (1) The motives of recruitment and reducing sick leaves behind sport sponsorship activities expand elements to the theory of sponsorship motives; (2) The focus on sport associations as sponsorship objects adds to the sponsorship literature as only a few sport entities (red. events and teams) are previously reviewed; and (3) Even though a few studies have investigated corporations' sponsorship motives and attractiveness of a sport sponsorship object, this study adds to the theory by linking the two elements together.

8. Conclusion

In summary, this study investigates the link between corporations' motives behind sport sponsorship activities and the attractiveness characteristics of the Norwegian Association of Orienteering and the Norwegian Football Association as sponsorship objects. Corporations' motives behind sport sponsorship activities were found to be essential in determining which sport association to sponsor, based on their attractiveness. Corporations that are focusing on external motives for sponsoring, such as sales increase, brand awareness, and image enhancement, are likely to gain from sponsoring major sport associations as they provide media exposure and public interest. Corporations that have internal motives for sport sponsorship, such as employee motivation and involvement, are likely to gain from sponsoring major sport associations, as it leads to emotional attachment and pride among employees. Behind hospitality motives for sport sponsorship, corporations gain from sponsoring major sport associations, as the major sport associations most often have proper arenas for corporate hospitality. The minor sports associations attract sponsorship interest when their values are perceived as unique and brand differentiating to prospective sponsors. In order to provide an integrated and attractive sponsorship program, the minor sport association should evaluate how their activity and values can benefit prospective sponsors in terms of external motives such as sales, PR, branding, or trades; internal motives such as recruitment, reducing sick leaves, employees motivation, and emotional attachment; communication and exposure, such as media, internet, and advertisements; and cause-related marketing such as CSR or local community involvement. The implications of this study are twofold: (1) theoretically, it links corporations' motives behind sport sponsorship activities together with attractiveness characteristics of sport sponsorship objects, which is missing in the sport sponsorship literature; and (2) it equips sport organizers and marketing managers with a greater understanding of what it takes to provide a successful sponsorship.

9. Limitations and Future Research

This investigation has limitations that suggest important directions for future research in sport sponsorship studies. First, the sample consisted of respondents from sponsors of two sport associations. Thus, the results of this investigation cannot be generalized beyond the present sample. Further research might consider a wider range of sport associations, through interviews and additional questionnaires. A second limitation of this study is the interviews with media to get their perspective of attractive sports objects, where one of the interviews was conducted by e-mail, which prevented complete answers, probes, and follow up questions. Further research would benefit from doing qualitative interviews face-to-face with all of the interviewees. A third limitation of this research is the general range of respondents. Based on the two Federations' stakeholders, the range of interviewees was the NOF and the NFF, their sponsors, and media. Further research might benefit from taking an approach to the study from the fans', the audiences', or the employees' perspective.

Further, except from the media this sample consisted of respondents from sport associations and their sponsors, which prevent us to generalize the findings to other sports entities as sponsorship objects. Further research should focus on other types of sport entities as sponsorship objects, such as sporting events, athletes, or sport teams at different levels. Additionally, further research should try to map differences between these different categories of sponsorship objects.

The geographical restriction is another limitation of this study, as all the respondents were Norwegian actors, either as sponsors, sponsorship objects, or media. Further research should be more diverse in terms of from where the sample was conducted.

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Appendices

Appendix A: Intervjuguide for Sponsorene

F1: Generell informasjon om bedriftenes sponsorstrategi

Q1: Hvilke kanaler bruker dere for å markedsføre selskapet?

Q2: Innen hvilke felt sponser dere i tillegg til idrett (idrett, kunst, osv.)?

Q3: Hva gjør at idrett er et egnet sponsorområde for dere?

Q4: Hvilke sponsorobjekter ser dere etter?

- hvorfor?

Q5: Hva er lengden på sponsoravtalene deres?

F2: Motiver bak sponning i det eksterne markedet

Q1: Hvilke verdier er viktige for dere i organisasjonen?

Q2: Hvordan bruker dere sponning som et verktøy for å differensiere dere fra konkurrenter?

Q3: Hvordan bruker dere sponning som en form for "hospitality" mot kunder?

Q4: Kan sponning på lokalt plan bidra til å oppnå målene dere har med sponning?

Q5: Samarbeider dere med organisasjoner eller andre i form av Corporate Social Responsibility?

- På hvilke måter?

F3: Motiver bak sponning internt i bedriften

Q1: Merker dere om de ansatte i bedriften har noe forhold til bedriftens sponsorater?

- På hvilken måte?

Q2: Kan sponning være et middel for å endre/bedre arbeidsmiljø?

- På hvilken måte?

Q3: Hvordan kan sponning bidra til økt motivasjon og involvering blant deres ansatte?

F4: Eksponeringskanaler i forbindelse med sponning

Q1: På hvilke måter er logo/merkevareeksponering viktig?

Q2: Gjennom hvilke kanaler ser dere muligheter for å bli eksponert?

Q3: På hvilke måter spiller media-dekning av sponsorobjekt en rolle for dere som sponser?

Q4: Gjennom hvilke medier ser dere et potensiale for eksponering?

Q5: Hvordan benytter dere internett som verktøy for eksponering?

F5: Egenskaper ved NOF/NFF som gjør dem attraktive sponsorobjekt

Q1: Hvilke verdier ser dere hos NFF/NOF som gjør at dere ønsker å sponse nettopp dem?

Q2: Hvilke krav stiller dere til NFF/NOF for å inngå i et sponsorsamarbeid?

Q3: Stiller forbundet krav til dere som sponsor i tillegg til økonomisk støtte/utstøysleverandør?

Q4: På hvilken måte kan sponning av NFF/NOF bidra internt

Q5: På hvilke måter aktiverer dere sponsoratet?

Q6: Hvilken betydning har fans/supportere av NOF/NFF for dere som sponsorer?

Q7: Er det andre særforbund som kunne vært aktuelle sponsorobjekter for dere

- Hvorfor?

Q8: Hva tenker dere om hvordan de små forbundene kan nærme seg de store med tanke på å være attraktivt som sponsorobjekt?

Appendix B: Intervjuguide for NOF/NFF

F1. Egenskaper som gjør forbundet attraktivt å sponse

Q1: Hvordan markedsfører dere sporten?

Q2: Hvilke tilbud gir dere til deres nåværende/potensielle sponsorer?

Q3: På hvilken måte blir deres sponsorer synliggjort?

Q4: Hvor mange sponsorer/partnere har dere?

Q5: Over hvor mange år gjelder kontraktene med sponsorene/partnerne deres?

Q6: Hva er deres totale budsjett?

Q7: Hvor mye av det totale budsjettet deres dekkes av sponsorinntekter?

Q8: Hvilke målsetninger har dere angående sponsorinntekter (kroner og øre)?

Q9: Hvordan følger dere opp deres sponsorer?

F2. Sponsing og verdier

Q1: Ser dere noen andre fordeler ved sponsoravtaler utenom økonomiske?

Q2: Hvilke verdier er viktige for dere i forbundet (visjon, misjon)?

Q3: Hvilke verdier er viktig for dere når dere inngår sponsoravtaler?

Q4: Hvilke mål har dere for organisasjonen i forhold til tilbud, rekruttering, bredde-toppidrett, og økte inntekter?

F3. Sammenliknet med andre særforbund

Q1: Samarbeider dere med NIF eller andre særforbund angående sponsoravtaler?

Q2: På hvilken måte merker dere kamp om ressurser (økonomiske eller annet) fra andre særforbund?

Q3: Hvordan ser dere egne muligheter til å skaffe sponsoravtaler sammenliknet med andre forbund?

F4. Fremtiden og sponsorer

Q1: Hvilke muligheter ser dere angående sponsorer i fremtiden?

Q2: Hvilke utfordringer står dere ovenfor?

Q3: Utarbeider dere noen strategi for å gjøre dere mer attraktive i forhold til sponsorer?

Appendix C: Intervjuguide for mediene

F1: Media eksponering

Q1: I form av eksponering i media, hvordan tror du idrett er et egnet felt å sponse sammenliknet med andre områder (kultur etc.)?

Q2: Hva gjør sponsorer gjør i forhold til media da de ønsker å eksponere seg selv? Har de noen ekstra kontakt med media?

Q3: Finnes etiske verdier som du som journalist må ta hensyn til i henhold til eksponering av en sponsor?

Q4: Hva er et godt medieobjekt?

Q5: Hvordan tror du sponsorer har enklest for å eksponere seg selv gjennom sponsorobjekt?

Q6: Hvilke motiver tror du en sponsor har for å bli eksponert gjennom media?

Q7: Hvordan fremstår Norges Orienteringsforbund som medieobjekt?

Q8: Hvordan fremstår Norges Fotballforbund som medieobjekt?

Appendix D: Samtykkeerklæring for deltagelse i forskningsprosjekt.

Samtykkeerklæring for deltagelse i forskningsprosjekt.

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Formålet med denne studien er å bidra til forståelse for hva som kreves for å oppnå et suksessfullt sponsorsamarbeid. Vi ønsker å ta utgangspunkt i norske særforbund som aktuelle sponsorobjekt, og ønsker da og se på likheter og ulikheter i forhold til hva som gjør dem til aktuelle sponsorobjekt. Derfor ser vi det naturlig å sammenligne et stort og "mektig" særforbund, Norges Fotballforbund, med et mindre forbund, Norges Orienteringsforbund, som trolig må jobbe på en annen måte for å nå tilsvarende midler.

Studien innebærer å hente informasjon fra NFF og NOF, sponsorer/partnere til NFF og NOF, samt nøytrale aktører som media og andre store nasjonale sponsorer, angående verdier som gjør et objekt attraktivt for sponning, i tillegg til generelle motiver for å sponse. Studiens problemstilling er todelt:

1. *Hvilke motiver ligger til grunn for å sponse?*
2. *Hvilke ulike- og sammenfallende faktorer gjør Norges Fotballforbund (NFF) og Norges Orienteringsforbund (NOF) til attraktive sponsorobjekt?*

Prosjektet vil bli avsluttet i løpet av mai 2011. Datainnsamlingen vil bli oppbevart på forskers personlige PC og minnepenn, frem til oppgave er ferdig skrevet. Da oppgave er ferdigskrevet vil datamaterialet slettes.

Deltagelsen i prosjektet er frivillig, og intervjuperson kan når som helst, og uten videre konsekvenser trekke seg fra deltagelsen i denne studien. Ved underskrift på denne samtykkeerklæringen samtykkes det kun for at informasjon om prosjektet er mottatt og at du ønsker å delta.

Underskrift

Sted, dato

Part two

1. Supplementary Methodology/Method and Theory

1.1 Methodology/Method

Different researchers may look for, see, experience and interpret data differently based on their experiences, skills, interests, and so on. As an inexperienced researcher I might not possess those skills that come with experience. However, I am a passionate sports fan, and I have a particular interest in sport business, and thereby sport sponsorship. This is something that is likely to affect my approach to the research question(s), and thereby my role as a researcher. Additionally, my epistemology, theoretical perspective, choice of methodology and choice of methods will affect my role as a researcher.

1.1.1 Epistemology

How we perceive the world and how we deal with the nature of knowledge affects how we interpret the collected data within our research. The way we deal with the nature of knowledge is based on our epistemology, which provides our philosophical grounding. Our philosophical grounding determines whether we see the world through objectivism, constructionism, or subjectivism, which are the three main epistemologies (Crotty, 1998). Objectivism deals with the truth as based on the values and based on an understanding that are objectified in the objects we study. Thus, we may discover the objective truth. For example, a fish in the sea is a fish, regardless of whether anyone is aware of its existence or not. So when a human recognises it is a fish, he just discovers what has been lying there all along. On the other hand, a subjectivist would import meaning into the fish somewhere else, such as dreams, unconsciousness, religious beliefs, and so on, as subjectivism deals with meaning that does not come from the object. Thus, the meaning appears from anything but the interaction between the subject and the object. However, constructionism emerge objectivism and subjectivism together, as a constructionist construct meaning based on the interplay between subject and object. There are no meanings to discover or create, but to construct (Crotty, 1998).

We see the world as a place where different people may construct different meaning to the same phenomenon. However, meaning has to originate from the object. Thus, my philosophical grounding for deciding legitimate knowledge is constructionism. This theory of knowledge is embedded in the theoretical perspective we approach as empirical researchers.

1.1.2 Theoretical perspective

The way we look at the world and make sense of it - how we know what we know - is based on our theoretical perspective. That is, which assumptions we bring to our chosen methodology. Such theoretical perspectives may have different approaches to knowledge and truth. Whereas positivism explains meaning through natural realities and abstract phenomena, which evoke consistency and regularities, and thereby seek to establish general laws, interpretivism calls for social reality which is based on individual cases in terms of individual phenomena, with unique development from case to case. Contrary to positivism, which takes an explicative approach and focuses on explaining, the interpretative approach focuses on understanding (Crotty, 1998). In our research we look at two different cases where we as researchers interpret the data uniquely in the different cases. Thus, my theoretical perspective in this research was approached through interpretivism.

1.1.3 Methodology

Methodology is according to Crotty (1998) “the strategy, plan of action, process, or design lying behind the choice and use of particular methods and linking the choice and use of methods to the desired outcomes” (p. 3). Here, it is important to provide a description not only of the methodology, but an account of the rationale it provides for the choice of methods and as well as the particular form in which the methods are employed (Crotty, 1998). In this research I am studying two different cases. Thus, case study is the most appropriate methodology for this study as case study is defined “by interest in an individual case and not by the methods of inquiry used” (Stake, 2005, p. 443). However, researchers before me have argued whether case study is a methodology or a method (Crotty, 1998). The interest in an individual case, which leads to a research question, might form the strategy of the research. According to Crotty (1998), a strategy or a plan of action is what describes the research methodology. Methods, on the other

hand, are the concrete techniques or procedures that will be used to execute the chosen strategy. Case study has a unique strength in its ability to deal with a full variety of evidence, such as documents, artifacts, and interviews, which are research evidences that do not require long time in the “fields”. On the other hand, case studies may use ethnographic methods such as participant-observation if the research requires long time in the “field” and emphasize detailed, observational evidence (Yin, 1994). I would argue that documents, artifacts, interviews, or participant observation are all methods that may be used to follow a certain strategy of a research work, which could be case study. Thus, case study is a methodology.

1.1.4 Design

Case study may be simple or complex (Stake, 2005), depending on the object of the particular case as a single individual, a group, an incident, or a community. A case study involves a wide and in-depth examination of a single case, as opposite to following an inflexible protocol to examine a few numbers of variables (Flyvebjerg, 2006). In this research there are two cases; The Norwegian Football Association and The Norwegian Association of Orienteering. According to Flyvebjerg (2006) a case study would provide a systematic way of looking at these events, how to collect data, how to analyse information, and how to report the results. This may gain a sharpened understanding of why the instance happened as it did. On the other hand, some people argue that case study is not as valid or desirable form of inquiry as for example experiments or surveys. Their arguments might be that there is a lack of rigor of case study research, or that people have confused case study teaching with case study research as case study teaching consists of materials that may be deliberately altered to demonstrate a particular point more effectively, which in research would be strictly forbidden. Other arguments for not using case study as a research methodology are that case studies provide little basis for scientific generalization, case studies take too long, and they result in massive, unreadable documents. Case studies often use both gathering and testing hypotheses. This methodology is often the preferred strategy when “how” or “why” questions are being asked. Then the investigator has little control over events. It is also appropriate as methodology when the study is focusing on a contemporary phenomenon within some real-life context (Yin, 1994). This kind of study allows an investigation to keep the holistic and meaningful characteristics of real-life events.

In a case study the researcher could choose to use one out of three strategies. These strategies are separated into exploratory case study, descriptive case study, or explanatory case study. Each strategy has its distinctive characteristics, but there are still large areas of overlap between them. The goals by using exploratory case studies are to explore, and develop pertinent hypotheses and propositions for further inquiry (Yin, 1994). It is reasonable to assume that descriptive case studies would try to describe and map key phenomena of cultures that have rarely been topics for previous research. Explanatory case studies deal with studies of operational links that need to be traced over time. When choosing the most appropriate strategy, the goal for the research is to avoid misfits, which means to avoid planning to use one strategy type while another is really more advantageous. To decide which strategy the researcher should use, there are three conditions to consider (Yin, 1994). First, the type of research question that is posed is of great importance. These questions are likely to be differentiated between “who”, “what”, “where”, “how”, and “why”. According to Yin (1994), an exploratory strategy would be appropriate if the research question includes “what”. This type of question is a justifiable rationale for conducting an exploratory study. “How” or “why” questions would fit better to an explanatory case study. Second, the extent of control an investigator has over actual behavioural events is important. In a case study the researcher does not have any control over the actual behavioural event in the study. If the researcher had control over the actual behaviour, the methodology would be more likely to be a laboratory experiment. The third condition to consider is the degree of focus on contemporary as opposed to historical events. Some of the strengths of case study are that by using this research methodology the researcher may use direct observation and systematic interviews to collect data, which is not possible in for example histories. Another strength that might be argued within case study is its ability to deal with a variety of evidence, such as documents, artefacts, interviews, and observations. These strengths are usually not included in the historian's repertoire. To sum up, case study would be most appropriate to make use of when “a “what, “how”, or “why” question is being asked about a contemporary set of events over which the investigator has little or no control” (Yin, 1994). In this case study we are taking a descriptive approach to the research by mapping elements of the sponsorship theory in a way that have not been done before. Additionally, we are taking an exploratory

approach to the research as we want to understand how sport managers can make their organization more attractive to prospective sponsors.

1.1.5 Method

Methods are the techniques or procedures used to gather and analyse data related to some research question or hypothesis. For identifying and justifying my research process, I will describe the methods I will use as carefully as possible. According to Crotty (1998) we should talk about more than just the methods in general – which methods we will use. We should also indicate in a very detailed way what kind of methods they are, what techniques are employed, and in what sort of setting the methods are conducted.

Interview

To answer my research questions I will use interviews as method. Interviews used to be a tool for social researchers. They gathered data by using interviews in both qualitative and quantitative ways. In more recent time, interviewing has become popular as a method to use in clinical diagnoses and counselling (Fontana & Frey, 2005). Some people have highlighted the fact that interviews are bound in historical, political, and cultural moments and as those moments change, so does the interview. Thus, there are lacks of validity to the data that are collected, at least according to an objectivist. On the other hand a constructivist or a subjectivist may argue that because of those varieties and changes, as well as a greater breadth than other types of methods, the data collected would provide personal, qualitative meaning and understanding (Fontana & Frey, 2005).

Interviews are separated into structured and unstructured interviews. It may also be group interviewing, which is a qualitative data-gathering technique (Fontana & Frey, 2005). Structured interviews are mostly used to gather quantitative data: there is little room for variation in response, except where open-ended questions are used. Open-ended questions provide qualitative research. An unstructured interview can provide greater breadth than the other types of interview given its qualitative nature. Thus are unstructured interviews open-ended and in-depth interviews. Open-ended questions are questions in the interview where the respondents may use their own words and thoughts about a topic or a question. For my research study I would use a semi structured

interview. By using a semi structured interview I have formalized main questions. The purpose of the main questions is to make sure that all the major parts of my research problem are covered. I can make sure of that by asking main questions such as: Why do you see sponsorship as a beneficial marketing tool for your organization?; Does your organization have any different thoughts about sport sponsorships compared to other types of sponsorships?; What makes a sport association attractive as sponsorship object?; What external motives do have to sponsor?; What internal motives do you have to sponsor?, etc. These questions encourage the interviewee to talk about the research puzzles that motivate my study. I am also free to ask follow-up questions, such as “how” and “why”, if the interview object introduces unfamiliar themes, concepts, or events, to get an explanation on those themes, concepts or events. By asking these types of questions the interview object would be more likely to share subjective points of view, which will provide qualitative data. Additionally, I will use probes, which are techniques that will keep a discussion going while providing clarification. This will add more details without changing the focus of the question (Rubin & Rubin, 2005). I might start by asking some closed questions, just to get the interview object going. This might also make the object feel more comfortable (Fontana & Frey, 2005).

In an attempt to address this paper’s research questions, data were collected through semi-structured interviews from four different sources, in the following order: (a) interviews with managers within the marketing department of The Norwegian Association of Orienteering and The Norwegian Football Association, (b) interviews with managers in former and present sponsor corporations of the two different Associations, hence three sponsors of the Norwegian Association of Orienteering and three sponsors of the Norwegian Football Association, (c) interviews with independent corporation that is a big sponsor on a national basis for other objects than NOF and NFF, and (d) interviews with media that are involved with the sport and the sponsors as media works as a tool for exposure. All the semi-structured interviews were asked with open-ended questions and were primary data collection providing a qualitative method (Rubin & Rubin, 2005).

As I use interview as one of my methods for data collection, I have to make sure that the interview objects are feasible. It may be difficult to provide feasibility as different interviewees put different meaning into a certain issue or domain. On the other hand, with an investigating and interpreting approach, I am likely to put another

meaning into what I have been told (Rubin & Rubin, 2005). However, the data sources are likely to provide a valid and credible research as there are a variety of perspectives from both sides of the scale, the Organizations that are sponsored, the sponsors of the organization, other big company that is big within sport sponsoring in Norway, and additionally media actors that are a tool for exposure by covering sports. Altogether this would enhance my study with complementary understanding (Gratton & Jones, 2004).

Comparative Analysis

Based on the interviews we do we will also provide a comparative analysis of The Norwegian Football Association and The Norwegian Association of Orienteering. In a case-oriented research like this, we will focus on how different aspects of cases fit together within each case, and how they make sense of each case separately. A case-oriented research differs from variable-oriented research, where the key concern is to observe patterns across cases, not the specificity of individual cases (Ragin, 1999).

According to Ragin (1999) to study a small to moderate number is a common strategy in comparative case-oriented research, as this makes sure that the difficulty of knowing cases well does not increase, as it would if the number of cases increases. This again will make it easier to become familiar enough with each case to make a realistic coding of the data (Rubin & Rubin, 2005). A case is sufficient if it is exhaustive followed by the outcome (Haraldsen, 1999). The analysis of similarities and differences among cases will play a key part in the comparative analysis (Ragin, 1999).

This research focuses on similar and different factors that make the Norwegian Football Association and the Norwegian Association of Orienteering attractive as sponsorship objects. Therefore, it is important for this research to investigate similarities and differences both between sponsors for the same Association, as well as between the sponsors across the two Associations.

1.2 Theory

1.2.1 Marketing

Most companies and organizations have goals about becoming more effective and efficient. In connection to effectiveness and efficiency within an organization there are different strategies that may be chosen to reach certain goals (Slack & Parent, 2006). Marketing is one way to reach an organization's goals. The use of segmentation, targeting, and positioning tactics enable the organization to use marketing resources effectively and efficiently. Such tactics includes questions about how the organization can break up the market into homogeneous, reachable groups; which of these groups the organization should commit their resources to reach; and how do the organizations want the selected target(s) to perceive their offering versus the offerings of their competition Sport sponsorship is a more and more common marketing tool for segmenting, targeting and positioning (O'Reilly & Séguin, 2009).

When an organization reaches a fully understanding on which environments it has to handle, the organization should develop a tactic of segmentation, targeting, and positioning in terms of marketing. Based on the segmentation, targeting, and positioning tactics the organization will be able to develop a marketing strategy. Four crucial components are vital in such a strategy; product, price, place, and promotion. These four components are also referred to as the marketing mix. The *product* refers to what the organization will offer to their market. The marketer needs to determine a *price* of the product that will meet both the customers' needs as well as the company's need to make a profit. A factor that may play a part in deciding the price of the product is which *place* the organization decides they want to sell their product. As soon as decisions on product, price and place have been made, the organization needs to plan in which ways they want to communicate critical information about the organization to the publics - how they want to *promote* themselves (O'Reilly & Séguin, 2009).

Promotion makes companies able to target their perceived segments (O'Reilly et al., 2008). The ultimate goal of promotion is to get the attention of existing and potential consumers of the product, generate interest in it, creating desire, thereby getting them to buy the product, and in the end try to build a long lasting loyalty bound with them. According to O'Reilly and Séguin (2009) the different tools for promotion makes up a Promotional Mix, which consists of advertising, publicity, personal sales,

sales promotion, public relations, and sponsorship. To break through the clutter of an extremely competitive marketplace the marketers tend to consider sponsorships as a preferred tool for promotion (Cornwell, Roy, & Steinard, 2001). Earlier research on sponsorship, such as Meenaghan (2001), attempted to establish the role of sponsorship in marketing communications, which is quite obvious as Roy and Graeff's (2003) study showed that sponsorships account for more than 40 per cent of all marketing revenue.

1.2.2 Sponsorship

Kuzma and Shanklin (1994) argue that the corporate business of sponsorship has its roots in philanthropy, and altruistic motives for supporting individuals, events or organizations with funds, resources, and in-kind services. Philanthropy is based on altruistic benefit and charity as the donator has no intentions on receiving a return on the donation, except from public goodwill (Kuzma & Shanklin, 1994). According to Copeland, Frisby, & McCarville (1996), philanthropy is no longer a corporate motive for sponsoring. Sponsorship today is an investment to increase awareness, enhance good associations, and gain more revenues from sales, and thereby due to corporate benefits (Gross, Traylor & Shuman, 1987, as cited in O'Reilly & Séguin, 2009). According to Polonsky and Speed (2001) sponsorship can be described as "a promotional practise that has moved from its roots as a tool for corporate donations to a highly developed marketing discipline where both the sponsors (investors) and the sponsee (property) benefit in a marketing relationship" (as cited in Söderman & Dolles, 2008, p. 97). Skar (2006) points that the enormous growth in sport sponsorships can be explained by companies increasingly focus on commitment for the society, increased costs and reduced effect related to traditional advertising, bigger media coverage of certain events, and also development of more advanced methods to document the effect by sponsorships. These elements are motivated by the sponsors aim to increase sales, penetrate new markets, increase brand awareness, enhance their image, differentiate from other brands, improve the employees motivation, and take advantage of corporate hospitality (Pichot, Tribou, & O'Reilly, 2008; Collett, 2007; Hickman, Lawrence, & Ward, 2005). The sponsorship motives mentioned above are due to corporations' need for brand equity (Meenaghan, 2001).

1.2.3 Brand equity

Aaker (1996) defines brand equity as:

"A set of assets and liabilities linked to a brand's name and symbols that adds to or subtracts from the value provided by a product or service to a firm and/or that firm's customers. The major asset categories are: brand name awareness, brand loyalty, perceived quality, and brand associations" (p.7).

Other researchers find it more difficult to define the different elements of brand equity (Wood, 2000). However, added financial value to the brand is a probable outcome of brand equity (Cornwell, Roy & Steinard, 2001). Brand awareness refers to the strength of a brand's presence in the consumer's mind. The most common way to measure brand awareness is to measure brand recognition and brand recall (Pitts & Slattery, 2004). Brand recognition refers to a consumers' ability to remember the brand based on its attributes and how the brand is communicated. On the other hand, brand recall simply refers to the consumers' ability to remember a certain brand without mentioning the product class or other brand names (Aaker, 1991).

The second element that contributes to brand equity is perceived quality, which is an asset that has driven satisfaction and brand perception (Cornwell et al., 2001). According to Aaker (1991) perceived quality tells something about the consumer's judgment about a product's overall excellence or superiority, and is also measured by consumers' recall of the brand. Perceived quality may benefit the brand in several ways: consumers want to buy the product; it provides brand exclusivity; and it is easier for sport marketers to build brand extensions (O'Reilly & Séguin, 2009).

Brand loyalty is the third element that increases to brand equity (Aaker, 1991). Brand loyalty is a key consideration in brand value because loyal customer bases can be expected to generate predictable sales and income. The brand managers can provide brand loyalty by making sure that: the brand lives up to consumers' expectations; innovation of current products; and invest in marketing support such as sponsorships.

The fourth main element that contributes to brand equity is brand association. According to Aaker (1991) brand association as a contributor to brand equity may be divided into product-related associations, corporate image, brand differentiation, and brand personality, as they all contributes to consumers' brand associations. In addition

to brand awareness, brand image, and perceived quality, these elements of brand associations are the elements to which sport sponsorship as a promotional tool is most likely to contribute (Cornwell, et al., 2001). Keller (1993) argues that different brand associations culminate in the consumer's mind, and thereby provides brand image. One promising strategy for sport marketers to drive sport consumers' preferences and loyalty is to build strong, positive, and unique consumer beliefs about the entity, and thereby construct a strong brand image. Therefore, brand image provides sport marketers a great opportunity to present a consistent and stable sponsorship to the entity's fans and the public (Bauer, Sauer & Exler, 2008). Ultimately, the elements that are decisive for corporations' motives behind sport sponsorship activities is determined by the main elements that drive brand equity.

Further, for a marketing manager to reach the corporations' motives behind sport sponsorship activities, and achieve brand equity, and thereby provide a successful sponsorship, she/he has to be aware of the attractiveness of a prospective sponsorship object, as they are closely linked to the corporations' sponsorship motives.

1.2.4 Attractiveness characteristics of sport sponsorship objects

Each specific sponsorship object has some set of characteristics that makes it attractive to prospective sponsors (Mueller & Roberts, 2008). For a sponsor the sponsorship object' characteristics are important to understand in terms of choosing the right object based on their sponsorship motives. Thus, a sport entity must consider itself as a product and identify their strongest characters and qualities to make themselves attractive to prospective sponsors (Stotlar, 2004). Westerbeek and Smith (2002) argue that some companies' decision to sponsor is based on where the sponsorship prospect is located. Involvement in the local community may be vital, especially to smaller companies, whereas bigger companies tend to operate on a domestic or international level as corporate exposure and media coverage seems to be one main factor for sponsoring (Westerbeek & Smith, 2002; Shaw & Amis, 2001). Additionally event attachment, spectators' involvement with the activity, the fans identification with the sport entity, and the attitudes toward sponsorship have been common characteristics and variables that have affected the corporations' decision of what sport entity to sponsor (Crompton, 2004; Harvery, 2001; Meenaghan, 2001; Pope and Voges, 1999; Cornwell & Maignan,

1998). The sport associations that are most attractive to prospective sponsors are the associations that hold characteristics which provide a variety of values that establish good association and image enhancement; fit between the sport association and the sponsor; fan involvement; media exposure; employee pride and emotional attachment within the corporation towards the sport entity; and easy and relevant activation of the sponsorship (Pichot, Tribou, & O'Reilly, 2008; Miloch & Lambrecht, 2006; Crompton, 2004; Meenaghan, 2001).

Variety of values

The association transfer between a sponsor and the sponsorship object is often a result of the values the sponsorship object holds. Based on their sponsorship motives most corporations want to be associated with their sponsorship object because of certain values the sponsorship object contains, which may provide image enhancement. To gain image enhancement and establish a relationship with consumers the sponsor should search for a sponsorship object that provide trustworthiness and credibility to the sponsorship (Crompton, 2004). Lee (1977) argued that individuals who have positive attitudes toward sponsorship might develop favorable responses toward the sponsor (as cited in Alexandris, Douka, Bakaloumi, & Tsasousi, 2008, p. 3). In contrast, sponsorships associated with commercialization are believed to form negative attitudes toward the sponsorship (Alexandris et al., 2008). It is reasonable to assume that the consumers' positive or negative attitude toward sponsorship can be related to the aspect of goodwill. Goodwill from consumers and the public may also be an effect of the sponsorships where the corporation is sponsoring because they think it is a good cause (Madrigal, 2001).

Fit

Sponsorship fit is achieved if the sponsorship object holds certain values, or have a product that may be associated with the field of business in which the sponsor operates. To provide fit the sponsorship should be tailored to the sponsor's business category (Marcoux & Marcoux, 2007). Fit has effects on consumers' cognitive (corporate image, brand recognition) and affective (brand attitudes) responses of the sponsorship and therefore effects of cognitive and affective responses on their purchasing intentions (Koo, Quarterman, & Flynn, 2006). Thus, the consumers' brand attitude and recall of

brand information are expected to be more positive if the sponsorship object is a good fit with the brand (Speed & Thompson, 2000; Misra & Beatty, 1990).

Fan involvement

Marketing campaigns and sport sponsorships affect consumers differently depending on which sport it is, as well as the degree of interest and involvement of the consumers and the audience (Séguin, Richelieu, & O'Reilly, 2008). For instance some groups of the audience may be marginally committed, whereas others are highly involved individuals. Individuals who are involved as fans will identify themselves with the activity of interest. Thus, their engagement with an activity or a sports team will result in more sensibility toward sponsorships as they are likely to be more emotionally attached to a sport or a team compared to other consumers (Bee & Havitz, 2010; Kim, Smith, & James, 2010; Meenaghen, 2001; D'Astous, & Bitz, 1995).

Media Exposure

Abratt, Clayton and Pitt (1987) found that the ability to provide media exposure is the main sponsorship object characteristic for sponsoring (as cited in O'Reilly & Séguin, 2009). Benefits from traditional media exposure through television, print media, radio, personal contact, and "in-game mentions" include advertising and publicity in terms of promotional efforts related to the product or event (Crompton, 2004). That said, providing an effective sponsorship requires from the sponsorship object to act like a compatible partner, and not only as an information channel (Mueller & Roberts, 2008). Media exposure through television allows consumers to interact with the presenting sponsor's brand on a regular basis. Moreover, television exposure is likely to provide a bond with spectators and fans of the sponsored sport entity (Muller & Roberts, 2008). In addition to traditional media coverage new media, which include broadband, internet websites, wireless and mobile technologies, streaming audio and video, high definition TV, and interactive TV, is developing a new paradigm in promotion in general, and sports sponsorship in particular (Santomier, 2008).

Employee Pride and Emotional Attachment

In addition to an improved employee/company relationship, a sport sponsorship may also improve the relationship between the employees and thereby create an unite which

work toward a common goal (Pichot, Tribou, & O'Reilly, 2008; Apostolopoulou & Papadimitriou, 2004). Those of the employees who are likely to be most positively impacted by a sports sponsorship are those who are fans or emotionally attached with the sponsored sport. They are likely to increase their commitment to the company if they perceive the company, the customers, and the co-workers to be fans of the sponsored sport (Hickman, Lawrence, & Ward, 2005).

Activation

Sponsors have several factors to consider, such as the location of the sport sponsorship object, their arenas, type of sport, activities, hospitality opportunities, and so on, in terms of how easily the sponsors may activate the sponsorship. Thus, if the sponsorship seems to be easily activated, the sponsorship object is likely to be more attractive to prospective sponsors. The activation strategy should be communicated both externally and internally in terms of improving customers, clients, or employees' experiences with the brand. Sponsorship activation is also a suitable tool for recall and recognition of a brand (Chavanat, Martinet, & Ferrand, 2009; Bennet, Cunningham, & Gees, 2006; Miloch & Lambrecht, 2006), which implies that activation of sponsorships is helpful, and often necessary to gain brand awareness. Miloch and Lambrecht (2006) argue that level of consumers brand awareness is influenced by the location of the event, familiarity of with the event, and activation.

Integrated Marketing

A sport entity's ability to provide integrated sponsorship packages is another characteristic that make them attractive to prospective sponsors. The sport entity should develop sponsorship packages that target corporations with compatible and desirable brand attributes that eventually provide brands equity (Muller & Roberts, 2008). An integrated sponsorship should include the length of the agreement, the sponsorship activities, the responsibilities for both parties, and evaluation criteria and methods (Doherty & Murrey, 2007). According to Marcoux and Marcoux (2007) an entity that wants to be sponsored needs to propose to a prospective sponsor with a program that sells benefits for the sponsors; addresses the needs of the sponsor; provides a natural fit with the sponsor's business category; includes other promotional tools that may be used to activate the sponsorship; minimizes the risks by sponsoring the particular sponsorship

object; and offers the sponsor an opportunity to form an alliance, both with the sponsorship object and other sponsors, that provide them access to resources that otherwise would not be available. Thus, the sponsors have to think creatively in the way they activate the sponsorship, which provides a sponsorship that is unique and hard to copy (Zinger & O'Reilly, 2010; Doherty & Murray, 2007; Gran & Hofplass, 2007).

Grassroots sports, such as orienteering, might not appeal to fans or a mass audience in the same way as sports with much exposure, such as football. However, the grassroots sports seem unique in attracting a strong, passionate participant base of spectators. Although the exposure numbers are not as high, individualized sports are also attempting to compete for sponsorship revenues. If they are to succeed, organizers of these grassroots sports need to develop integrated proposals that demonstrate how image enhancement can be gained through the associations and mission of the sponsorship object. Being associated with the sponsorship objects' product will increase the likelihood of brand awareness and brand loyalty (Miloch & Lambrecht, 2006).

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