

THE STUDY OF SPORT MARKETING CAMPAIGNS
IN SAILING WITH ELABORATION OF
A SPONSORSHIP DECISION MODEL

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THANK YOU!

Abstract

ENG: The purpose of marketing is to add value, and companies are constantly looking for the ways to do it in the most efficient way. Sport sponsorship gets more and more popular, but why does it pay back so well? Corporates are always looking for new areas and fresh ideas, which brings them to sport. Traditionally sports have been followed by people, who passionately associate themselves with a certain sport. However, in case of sailing I am willing to prove, that there is no direct attachment and that possible consumers of a brand are not only those who are sport fans. Sailing sponsorship as one of the dimensions of sport marketing is evolving. Despite the presumable expensiveness, there are plenty of ways to get involved. It also becomes more prominent as sport, rather than leisure with lots of competitions happening globally.

Being a sailing enthusiast, this field is also interesting to me for research from the marketing perspective. The advantage of studying in the country, where sailing history is rich and the area is saturated with many sailing competitions, is another reason, why I chose this topic. The result of my work will benefit the companies, that consider 'testing the waters' of sailing sponsorship. On the other hand my thesis could be useful for the teams and sailors, who are looking for funding. Last, but not least, I hope, that my research could be useful for academic purposes as the number of available publications is very limited.

POR: O objectivo do marketing é a adição de valor e as Empresas estão permanentemente em busca da forma mais eficiente de o fazer. Os patrocínios ao desporto estão cada vez mais populares, mas por que motivo têm um retorno tão vantajoso? A permanente pesquisa das Empresas de novas áreas e ideias leva-as ao patrocínio do desporto. Os desportos tradicionais têm vindo a ser amplamente seguidos, e as pessoas identificam-se apaixonadamente com um determinado desporto. Porém, no caso da Vela tenciono provar que não há esse tipo de ligação directa, e que os possíveis consumidores de uma marca vão para além do universo de adeptos. Apesar de ser presumivelmente uma actividade dispendiosa, há muitas maneiras de estar nela envolvido. A Vela, como uma das vertentes do marketing desportivo, está a evoluir, tornando-se mais relevante como desporto em detrimento do seu aspecto meramente lúdico, surgindo competições um pouco por toda a parte.

Sendo eu uma entusiasta da Vela, esta é uma área que me despertou um enorme interesse e que me pretendo investigar na perspectiva do marketing. A isso acresce a vantagem de estar a estudar em Portugal, onde a história da Vela é imensamente rica e abundam os eventos competitivos nesta área. O resultado do meu trabalho será relevante para Empresas que considerem «testar as águas» na área do patrocínio de Vela. Por outro lado, a minha tese pode beneficiar as equipas e velejadores que procurem subsídios. E finalmente, uma vez que o número de publicações disponíveis nesta área é limitado, a minha investigação pode também ser útil do ponto académico.

Keywords: marketing, sport marketing, sponsorship in sailing

JEL Classification Code: M31, Z2

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Before the reader continues further, I'd like to include some definitions, used in this thesis:

- *Sailing* and *sailing racing* refer to using sailboats for sport competitions
- *Off-shore* - sailing in open waters, far distance from the shore
- *In-shore/In-port* - sailing inside or nearby harbour or port often visible from the shore
- *Skipper* - the main responsible crew member on the boat during sailing
- *Crew* - onboard team of sailors operating a boat

The work will be using a number of abbreviations, hence the major sailing events tend to have longer names, it is common to shorten them:

- AC - for the America's Cup
- VOR - for the Volvo Ocean Race
- ESS - for the Extreme Sailing Series

Definition of the problem

There are great sailing competitions and there are great sailing places in the world. There are also outstanding athletes and teams, but most of them often face the same problem - and this problem is funding. In such a technical sport as sailing, where an athlete cannot compete without a boat, the budgets even for a solo sailor can be massive. Any type of sport requires constant training, but in the case of sailing, unlike for example football, it cannot be just done with a ball and a grass field. A sailing athlete needs the proximity of water, suitable wind conditions, special clothes to keep the body warm, as well as good nutrition and regular exercising. To maintain all that a young athlete struggles without support and most often depends on the funding from parents at the early stage. Later in the career, when some achievements are already put in the bank, the sailor may seek a sponsor's support.

There are at the same time companies and institutions of various levels, that are looking for new ways of getting customers' attention. Creative ways to out-stand their brand among others are sought after to promote the company's image on the B2C and B2B level. New technologies and innovative ideas are used every day to impress people in order to make them buy a product or use a service. Sailing team sponsorship is a great way of increasing brand awareness as well as building strong emotional bonds with existing and potential customers, corporate clients and staff. The feedback from the sponsoring companies as well as sailors, who participated in my research, will prove it.

I strongly believe that by efficient combination of company efforts looking to reach out to their partners, customers and staff together with meeting the need of sailing teams and athletes to be supported financially, the problem can be solved. This, however, requires the help of marketing professionals, who would constantly keep the focus on adding value to the company as well as on the returns for the sponsor.

1. Introduction

Sailing is not always *champagne on deck*, it can be a tough and challenging mission as well as a great and inspiring platform for company promotion. Sponsorship in sailing offers added value to the companies who seek media coverage, emotional connection with stakeholders or brand exposure in the targeted geographical location or worldwide. Many companies have already discovered the power of sailing and the benefits it can deliver. Competitions are being sponsored by variety of brands and the choice of sailing events these days allows any company to get involved at the level, which is within the marketing budget and according to the values. The important part of this work is to prove that any company could promote through sailing. I will be looking at the existing examples and formulating the criteria, which are to be followed for more successful partnerships of the corporate and the sailing worlds. What is missing in this duo is the element that recognise the importance of adding value to purely sport side of things? The marketers, who are equally driven by the power of the sport and by the modern marketing tools, who can help the industry grow and profit as well as to guide the companies to promote through sailing. Those marketers, who realise the power of creative content and engaging activities, that will enrich the attractive image that sailing already has.

As a sport sailing has one of the best reputations with clean and positive image, not having been involved in any major drug abuse and financial scandals or environmentally questionable practices. The off-shore or round the world racing would add a touch of adventure and endurance, that makes it even better fit for those companies who pursue these values. Technology is always behind sailing - recent achievements in making the boat weight lighter, more stable and solid are remarkable. For example the new foiling generation of the boats take technology to the new level. For certain companies like engineering, communications, energy and high-tech firms this is a unique chance to showcase their products. It is also a green sport - you can go round the world with no fuel, using hydro and wind generators, solar panels and bio diesel, you can even use a re-cycled boat. Brands promoting healthy lifestyle, food products and sustainable energy - through sailing all of them have an incredible possibility to connect with the power of the wind and the nature. Non-for-profit organisations and funds find their ways to gain exposure for social matters through sailing. It's a great way to engage kids and teenagers and take them away from mobile phones and out of the streets. Let me take you on a journey to the amazing world of sailing!

2. Literature review

2.1. The importance of marketing in company's strategy

Nowadays it is hard to imagine any business without marketing activity, rarely a firm can survive without investing into some promotional efforts, even if the demand for its products or services is high. With the current level of competition marketing becomes essential, and it is the creativity of the promotional concept that drives sales and attracts customers. "The aim of marketing is to know and understand the customer so well that the product or service fits him and sells itself. Ideally, marketing should result in a customer who is ready to buy," as quoted by Philip Kotler in his Millennium edition of Marketing Management from Peter Drucker, a leading management theorist (Kotler, 2011).

From the classes of ISCTE Master in Marketing course we've learned about the diversity of promotional efforts, that companies make to attract customers and how those efforts have transformed throughout the years. The recent development of sharing economy and the speedy spread of information directly from person to person makes it harder for companies to fight for customers and interfere in the process of making purchase decisions, thus boosting new marketing solutions. Since the beginning of its formation as a common practice marketing has been evolving as follows (Kotler, 2001; Ellis et al, 2011): Production orientation era -> Product orientation era -> Sales orientation era -> Market orientation era. Further to those the following eras came into force: Customer orientation -> Relationship orientation -> Social/mobile marketing orientation -> Positive Word of Mouth generation.

The "father of marketing", as Philip Kotler is often called, who first introduced his "Marketing Management" book in 1967, proposed the following marketing evolution timeline¹, where we witness the development of emotional and sponsorship marketing in the 90's with the progress of internet, followed by customer equity, social media and co-creation marketing in the 2000's with the boost of digital platforms (Fig. 1).

Once business opened its eyes towards the importance of customer relation, the role of marketing for company's success became essential. Marketing is the principal value adding tool, as it serves to spread the information about company's product in a creative way. Without integrated marketing communications, which include advertising, direct response, sales promotions and public relations, it is impossible to survive in the competition of the 21st century. That's why a thoroughly

¹ Source: <http://forbesindia.com/article/ckgsb/the-thinker-interview-with-philip-kotler-the-father-of-marketing/36951/0>

thought-out plan is essential. Addressing back to the “father of marketing” let’s look at the Marketing Management Process, that every company should pursue in the marketing activity.

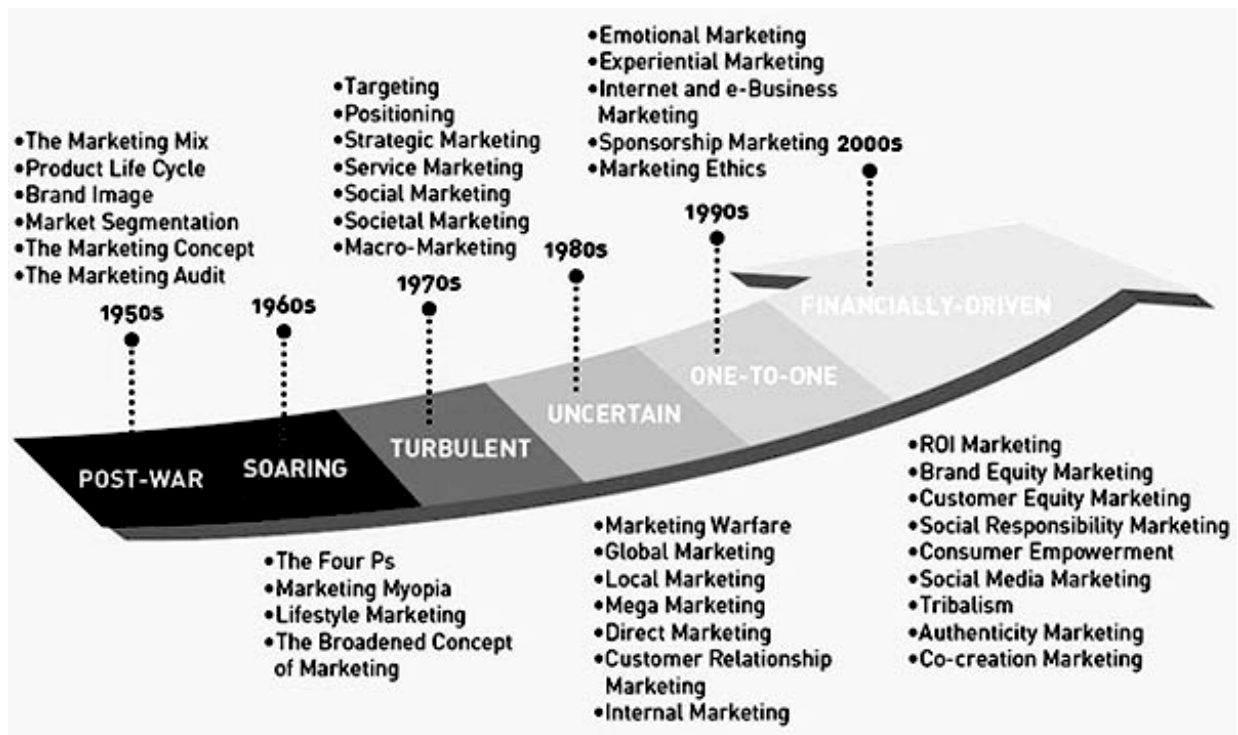


Fig. 1: “The Evolution of Marketing” according to Philip Kotler (2014)

2.1.1. Marketing Management Process

The classic marketing process model (commonly known by marketing practitioners as MMP) created by Philip Kotler consists of 4 main steps:

- 1) Analyzing market opportunities: Identifying opportunities -> Conducting market research
- 2) Developing marketing strategies: Selection of product -> Positioning of the product -> Product development -> Testing -> Launching.
- 3) Planning marketing programs: Marketing expenditure - allocating the budget and Formulating the Marketing mix (Decide on the 4 Ps -> Product, Place, Price, Promotion)
- 4) Managing marketing effort/Control process: Annual plan control; Profitability control; Strategic control (Kotler, 2011).

However, throughout the literature review I had come up to a sport marketing adapted and more detailed plan of MMP, which was suggested by Mullin, Hardy and Sutton in their book “Sport marketing”. The authors proposed to *blend Kotler’s model with others* and presented a structured

model, visualized in the Fig. 2. One of the main additions to Kotler’s vision is integrating the marketing plan into the broader organisational strategy, which includes finance, asset management, resource allocations, personnel management and other elements. Also as most commonly used in sports, the authors propose that *tactical set of efforts*, that are used for various situations, collectively make a *strategic plan for victory*. As in any sport the winning combination often depends on the perfect combination of strategy and tactics.

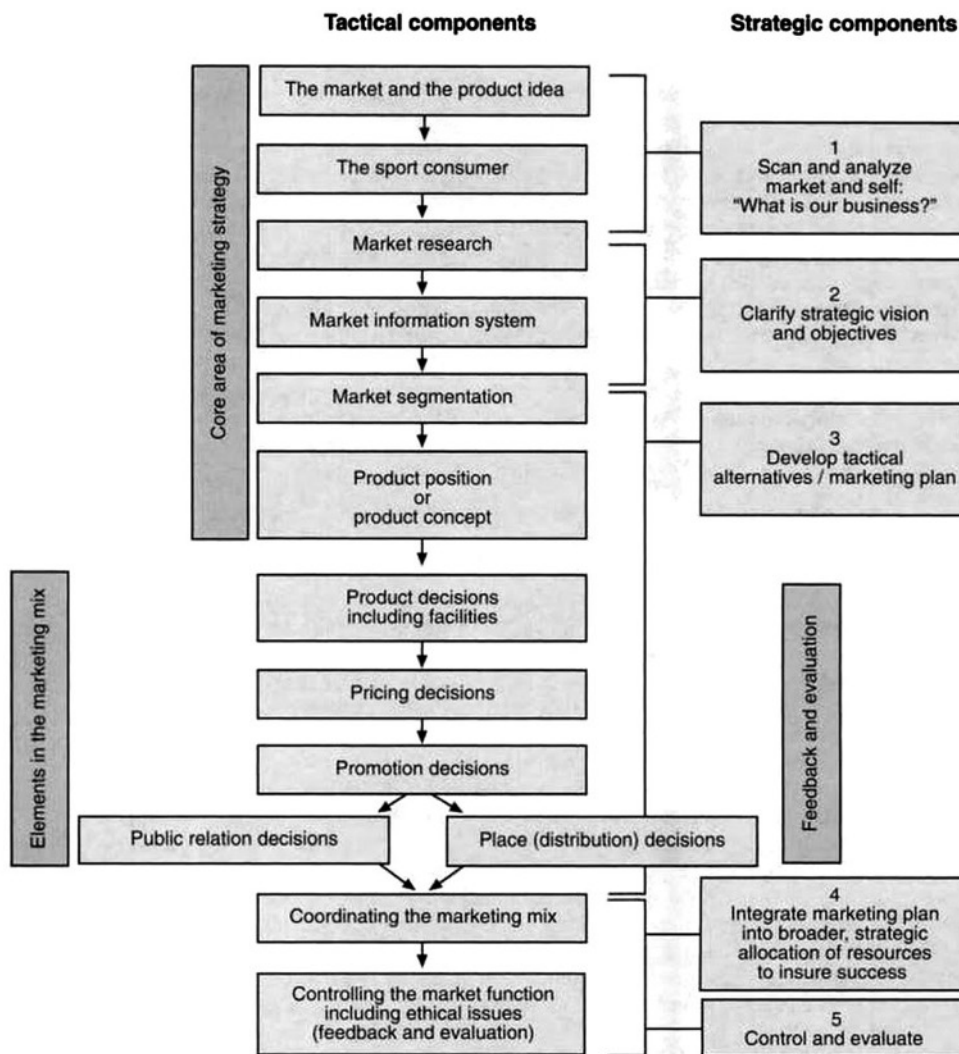


Fig. 2: ‘Blended’ Marketing Management Process

(Source: Mullin, Hardy and Sutton, 2014. Sport Marketing p. 32)

2.1.2. 21st century reality

Trying to persuade consumers to buy certain products has a long story dating back to the late 19th century, when marketing as a discipline started to evolve (the use of telegraph for mass unsolicited spam in 1864 can be considered as the pioneering marketing effort). For a long time

marketing has been a research field, collecting data and analysing users' preferences. Studying the behaviour of the consumers, their habits and desires has always been a large part of any commercial campaign.

Marketers today are using less traditional tools due to the spread of internet and development of social networks, when people choose content they want to see. Capturing particular audience and sending it a message has become a difficult task for companies. That's why more of them prefer targeted marketing communications, rather than aiming at bigger audiences in hope that the core part of the consumers will respond to the message. In the shaping up of relationship marketing since the 1980's sponsorship campaigns started to play a bigger role. Through supporting sport, art or entertainment, companies began to build relationships not only with the sponsored object, but with their stakeholders, including business partners, employees and, of course, consumers.

2.2. Sponsorship as a relationship marketing tool

Relationship marketing has the aim of building "long-term mutually satisfying relations with the key parties - customers, suppliers, distributors - in order to maintain their long-term loyalty" (Kotler, 2011). André Bühler and Gerd Nufer in their book "Relationship Marketing in Sports" considered that the literature on this topic had been poor, remarkably no major publications were released until 2009.

Every day of our lives depends on relations, personal or professional ones. And what are the multimillion budget campaigns, but not relationships between a sponsor and an athlete or a sport team? Sport is now highly commercialised and the governing bodies have turned into medium to large business organisations.

These authors state that sport organisations that build and maintain healthy relationships with their stakeholders and have the resources and the know-how to implement sophisticated relationship marketing strategies gain a competitive advantage over their rivals (Nufer, Bühler 2011). Fig. 3 demonstrates the key stakeholders for a sport organisation.

Relationship marketing activity must be built upon trust as it involves people and their feelings. Potential success depends on the connections we make and what they think about us, it's a mutually benefiting exchange, which is natural opposed to simple one-way communication. Advertising, cold sales and other company-to-customer message delivery tools are not working any more. Some authors confirm my thinking, stating that in the digital era of social media and direct

communication, listening, networking and enhancing relationships has become a priority, whereas selling is secondary (Shank, Lyberger, 2015).

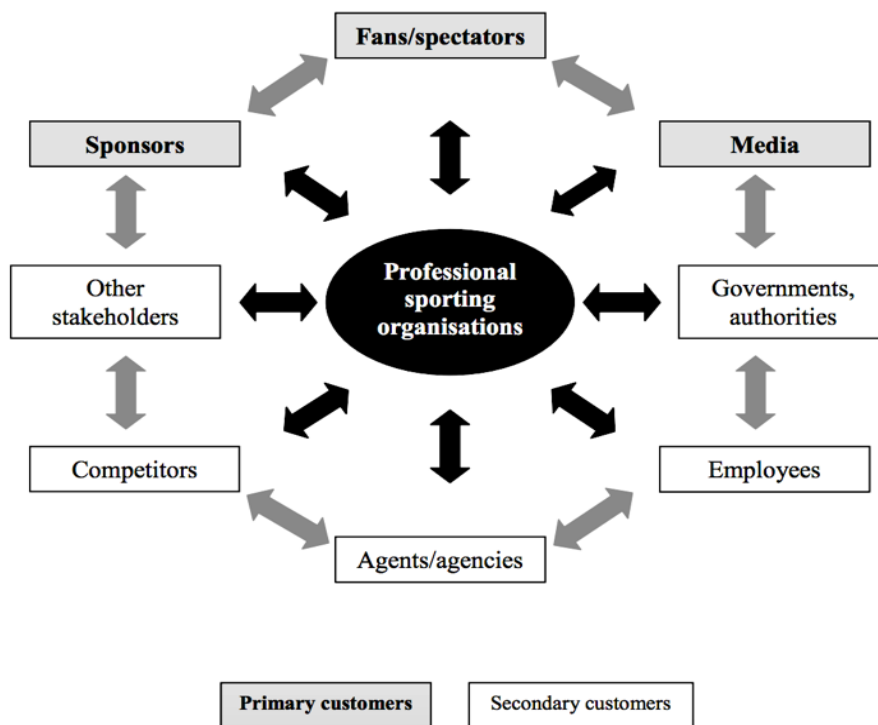


Fig. 3: Professional sporting organisations and their main stakeholders

(Source: Bühler, Nufer 2011, p. 29)

On the other hand Bühler still adds personal connection of companies' decision makers to certain sports as one of the criteria for brands to opt for them, the 'sweetheart-deals' as he named them. These sponsorships, precisely in sports, are based more on the personal and emotional involvement, than on the commercial drivers. Despite some companies are happy with transactional type of relationship (i.e., financially successful deal on a short-term basis), changing for a new sponsor after each event, authors stress the growing importance of relationship building between sponsors and sponsored.

Among the key factors to establish long-term successful relationships these authors list the following five:

- 1) *Trust* - this includes keeping the promises given and communicating as well as good news, the *unpleasant truths* (problems inside the team, conflicts etc);
- 2) *Mutual understanding* - the sponsored side has to clearly understand the sponsor's objectives, whilst the sponsor to understand the needs, primarily, the financial ones of the sponsoree;

- 3) *Long-term perspective* - more and more companies are thinking strategically, relying on the *quality relationship*, that leads to a more successful sponsorship;
- 4) *Communication* is key. In the form of phone, e-mail or face-to-face meetings, the sport organisations should keep up the flow of information to the sponsor. Bühler presents the example of some sports sending newsletters to their sponsors or releasing some insider's information prior for it to become public, thus providing a sense of exclusivity for the sponsor ;
- 5) *Cooperation* - experience and skills exchange, for example the sponsors usually have better marketing, whilst the sport organisations possess the knowledge in technology of sport, that can serve for the sponsor to interact better with the fans or other stakeholders. (Nufer, Bühler 2011).

Concluding on the relationship side of sponsoring, I think that it is essential to keep in mind not only the sponsored side needs (i.e. funding), but also the sponsors' needs in their commercial objectives. Literally each party has to consider the other's perspective more often and seek for mutual benefits on a regular basis. The importance of relationship building has come to the top in the recent decades, but what makes the companies address to sponsorship in general? In the following section I look at the reasons, why more companies choose this platform for promotion.

2.3 Why companies sponsor?

"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

Maya Angelou, African-American poet, actress and civil rights activist

I believe that in sponsorship the main idea is to make the audience experience positive emotions and memorable moments, while being involved in a process of some exciting activity. It is further transferred onto the supporting company, leading towards brand recognition, higher loyalty and ultimately the increase in sales. Such experience also shows that a sponsoring company cares about other things other than just selling their products or services, allowing it to build an image of a responsible brand. I addressed to the literature about why companies opt for sponsorship. As defined by IEG² "Sponsorship is a cash and/or in-kind fee paid to a property³ (typically in sports, arts, entertainment or causes) in return for access to the exploitable commercial potential associated

² IEG stands for International Events Group, research company behind www.sponsorship.com

³ The terms "property", "sponsee" or "sponsee" are related to the organisation that is sponsored

with that property” (IEG Guide, 2008). While the sponsored organisation may be non-profit, the sponsorship is done with the expectation of commercial return.

According to the research of Cornwell, Weeks and Roy, who have published extensive reviews on sponsorship-linked marketing some sponsorships are “self-evident” (for example petrol companies for car racing), but when the relationship between the sponsor and the sponsored object is not obvious (like alcohol beverages, cosmetics or banking services for sport events), “articulating this relationship becomes the responsibility of the marketer” (Cornwell et al, 2006 p. 312).

According to IEG Guide “Why companies sponsor” (2008), 90% of all sponsorship money went to sports since the middle of the 80’s. Nowadays sports continues to accommodate the most of the sponsorship budgets. However, the rising demand of corporations to better communicate with their stakeholders benefits all types of sponsorship. Companies use sponsorship to compliment their expenditures on advertising, PR or sales promotion. The benefits sponsorship offers are different from common marketing tools, and the sponsored object pays back better as part of integrated marketing communications. Following goals were listed in the IEG Guide mentioned above, applied to various fields of sponsorship projects:

- Increase brand loyalty
- Create awareness & visibility
- Change/reinforce image
- Drive retail traffic
- Showcase community responsibility
- Drive sales
- Sample/display brand attributes
- Entertain clients
- Narrowcasting (niche markets targeting)
- Recruit/retain employees
- Merchandising opportunities
- Differentiate product from competitors
- Combat larger ad budgets of competitors
- Achievement of multiple objectives

As a practical example of the above, I found the following criteria, that Visa, the global financial corporation, considers when opting for sponsorship in the book “Sports Marketing: Creating Long Term Value” (Davis, Hilbert, 2013 p. 166):

- Brand fit
- Usage stimulation
- Event history/credibility
- Broad reach
- Governing body control
- Advocacy creation
- *Low risk*
- Event’s marketing plan
- Ease of implementation
- Strong member interest

Visa states “low risk” as one of the important criteria, therefore tries to avoid highly technical and risky sports, instead they opt to sponsor the Olympics, FIFA World Cup and NFL. In addition to that Visa “shifted focus to tailored programs that directly support our clients’ needs. Today we may go to the extreme of signing a new sponsorship for a specific client, because it’s important to them. The motivation is always the client,” - said Ricardo Fort, Visa senior vice president of global brand product and sponsorship marketing of Visa in online interview for IEG⁴.

Schwarz, Hunter and LaFleur in their book “Advanced Theory and Practice in Sport Marketing” named the following reasons for corporate sponsorship: increase public awareness and enhance company image. In addition to those quite obvious ones they also list business goals, like building trade relationships with other organisations. From PR perspective - to change or improve the perception of the company by public. From HR side - to enhance internal relations with staff either through bringing employees to the events or inviting the athletes to their offices to meet people, because it increases the *morale of the employees* through the perceived association with the brand (Schwarz, Hunter, LaFleur, 2013). On the sales scale of course many companies are aiming at increasing as well as enlarging the market share against the competitors. Through sponsorship companies are aiming to add value to their brand, fulfilling the key task of marketing. In order to stand out with sponsorship, companies search for outstanding projects to support, that will wow audiences and make them remember.

Positioning, awareness and market growth - these three main triggers towards sport marketing the authors of “Sports Marketing: Creating Long Term Value” are listing in their book (Davis, Hilbert, 2013). I believe, that thanks to successful implementation of sponsorship campaigns in general in addition to the media value, that companies gain by supporting dependent organisations, the growth of the industry and the budgets can be explained. Let’s look at some numbers.

2.3.1. Growth of sponsorship and split per industry by IEG

IEG is one of the leading research companies in the field of sponsorship and annually provides data on the topic to its subscribers. The areas of sponsorship application are diverse, but there are some historically formed, which include culture and art, sport, science, technology, healthcare, entertainment.

⁴ Source: <http://www.sponsorship.com/iegsrc/2015/01/20/Inside-Visa-s-Evolving-Sponsorship-Strategy.aspx>

According to IEG research sport sponsorship is still at the top of all sponsorship types, it occupied 70% of all sponsorship budgets in 2015, as seen in Fig. 3. Sport sponsors spent globally \$34.7 billion in 2014, increased by 4% to \$36.1 billion in 2015 (IEG sponsorship report, 2016).

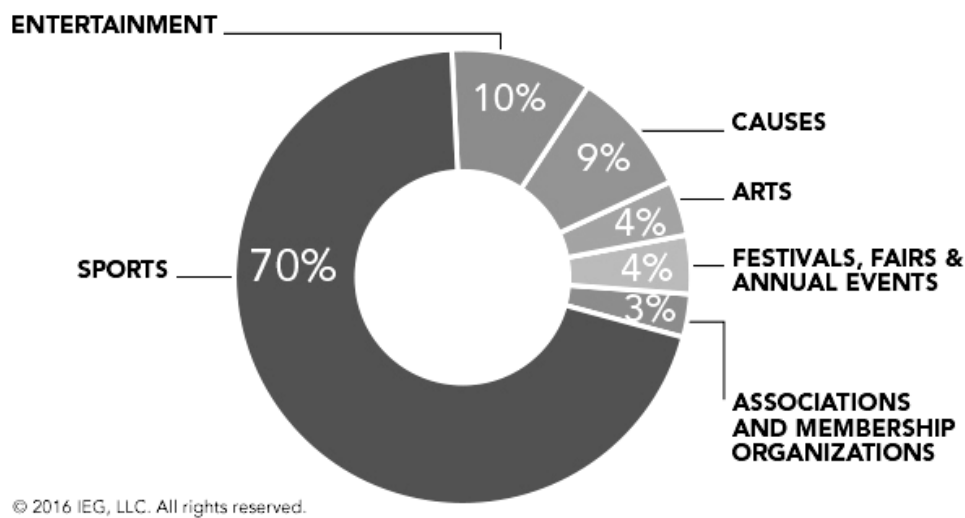


Fig. 3: IEG report: global sponsorship types split. Source: sponsorship.com (2016)

As seen on Fig. 3, entertainment continues to follow sports in the sponsorships allocation, it is also an emotional touchpoint for brands with fans of theatre, music and other staged events, that are appealing to people’s feelings. I think it stresses the point, that emotional involvement pays back very well and sponsors are aware of that.

	2014 SPENDING	2015 SPENDING	INCREASE FROM 2014	2016 SPENDING (PROJECTED)	INCREASE FROM 2015 (PROJECTED)
EUROPE	\$14.8 BILLION	\$15.3 BILLION	3.3%	\$15.9 BILLION	3.9%
ASIA PACIFIC	\$13.3 BILLION	\$14 BILLION	5.2%	\$14.8 BILLION	5.7%
CENTRAL/SOUTH AMERICA	\$4.2 BILLION	\$4.3 BILLION	4.8%	\$4.5 BILLION	4.7%
ALL OTHER COUNTRIES	\$2.4 BILLION	\$2.5 BILLION	4.2%	\$2.6 BILLION	4.0%

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Fig. 4: IEG report: sponsorship spendings by continents. Source: sponsorship.com (2016)

With regard to countries split, Europe is still considered to be on the low end of sponsorship spendings growth, but IEG shows the increase of 3.3% from 2014 to 2015, which is better compared to the previous year, when the increase was only 2.1%. As seen on Fig. 5 (next page) a confident annual growth with the highest increase of 4,7% is demonstrated since the last year, which allows to think that there will be more and more companies wishing to be involved in sponsorships. This may also be the indicator of how well the sponsorship is paying back, returning the investment (ROI) for a sponsor.

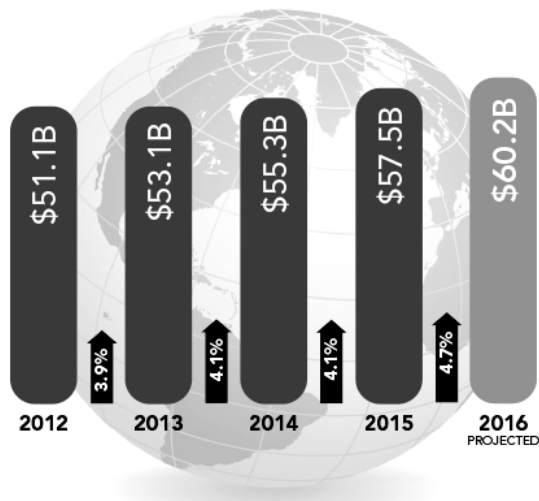


Fig. 5: IEG research: global sponsorship spendings 2012 - 2016. Source: sponsorship.com (2016)

2.3.2 Some examples of ROI in sponsorship

Cirque du Soleil’s sponsorship program has proved its success throughout the years, having grown from a local show in the Canadian province of Quebec into an internationally recognised showcase of human’s abilities and creative skills. The number of employees increased from 73 to 4,000 people, delivering 18 shows around the globe. Number of suppliers is around 16,000 for the decorations, costumes, music and light production and many more. Daily operations each year include selling in 19 currencies about 12 million tickets (SAP Sports YouTube, 2016). These numbers are impressive, and the help of sponsoring partners to execute operations comes essential.

The Cirque du Soleil’s mission statement is as follows: “To develop partnerships with a small number of like-minded brands that will connect with millions of people around the world, building loyal relationships in a creative and inspirational manner” (IEG Sponsorship report, 2016). Notably the Cirque limits its sponsors to not more than six, as, according to Ryan Sandilands, the Corporate Alliances Director back in 2006, this is the most appropriate number of companies the Cirque is able to *deliver real value*. Cirque du Soleil is doing it by meeting the following objectives:

- Limiting the number of sponsors to achieve better quality return for each partner
- Making sense of the brand fit in audience’s mind between the sponsor and the property
- Adding value to the audience’s experience, extending it outside the performance time
- Becoming an extension of each sponsor’s agency network, connecting people
- Measuring carefully the results and communicating them (sponsorship.com, 2006).

Looking deeper into nowadays returns of sponsorship expenses I addressed one more time to IEG resources. One of the articles from March, 2016 by Sam Yardley stated, that “audience remains

at the heart of the sponsorship proposition. However, it is no longer exposure, impressions generated or image transfer that drives and determines value. Rather—thanks to data—it is the ability to engage, involve and connect with fans that raises sports, events, entertainment, nonprofit, cultural, association and other partnerships above mere marketing.⁵” Once again this confirms the importance of relationship building in sponsorship deals, because it also pays back beyond the media coverage and numbers. In the example of Cirque du Soleil the stepping-in of companies like SAP, who is one of Cirque’s main sponsors, proves its importance. In the second part of the thesis I will be looking at SAP’s sponsorship platform as an example of successful sport marketing.

2.4. Sport marketing

2.4.1. History of sport marketing

When it comes to sport and human’s physical achievements it is important to be witnessed by others or recorded and further broadcasted to a wider audience, otherwise there is no evidence of the record being beaten or achievement made. That triggers another possibility - to show the success of an athlete supported by a brand, which in this case seems to be quite natural. Competition is in the human’s DNA, so as a regulated entertaining activity sport has appeared naturally, already established as early as Upper Paleolithic (Crowther, 2007). Further in 2000 BC in China, in Egypt and Ancient Greece ever since then the sport developed into a form of art with the human physical skills being demonstrated at their top.

The increase of organisation in sport as well as its regulation since the Greek Olympics to the present times have developed it into a separate world, where athletes pursue only a sport career. Thanks to the industrial progress of the 19th century, people could increase their leisure time, which allowed them to attend spectator sports and participate in recreational activities. This trend continued with the advance of mass media and communication boost in the 20th century (Shank, Lyberger, 2015). Professionalism gained top priority in sport, which added even more popularity as fans started to follow and support the achievements of professional athletes.

For over 100 years the brands have been using the emotional connection, evolved by sport, to market their products. Some authors claim that the first campaigns appeared already in 1850-60s (Shank, Lyberger, 2015) namely the first staged rowing competition between Yale and Harvard Universities was held in 1952 *to produce economic and commercial profits* for the local area. Others

⁵ Source: <http://www.sponsorship.com/About-IEG/Sponsorship-Blogs/Guest/March-2016/Game-Changer--The-Growing-Role-Of-Data-In-Sponsors.aspx>

mention sport marketing in the form of tobacco cards that featured baseball players of the era some time in 1870s (Mullin, 2014). Raynaud and Bolos in their article “Sport at the heart of marketing” note the first sponsorship campaign of Kodak for the Olympics in Athens (1896) when it ran advertisements in the scoring program (Raynaud and Bolos, 2008).

The history of the first sport marketing campaigns on a wider scale dates back to the early 20th century with American baseball and other disciplines. In 1922 a 20-year old golfer Gene Sarazen signed his lifetime endorsement deal with Wilson Sporting Goods after winning both the U.S. Open and PGA Championship that year. Goodyear Tire and Rubber Company launched the Pilgrim, the first blimp to fly over athletic events. Coca-Cola signed its first partnership with the Olympics in 1928, which continues to this day (Swayne, Dodds, 2011).

The most considerable development boosted in the last 80 years thanks to broadcasting by means of TV and radio. In its initial stage sport marketing concerned only the product placement into sports to develop its credibility. In the 1980s marketers began to use sports as one of the marketing tools more frequently (Shank, Lyberger). Since the beginning of the century the sport industry has grown to have the potential of about \$620-750 billion in 2013, whilst the number of fans for certain disciplines estimates hundreds of millions of people (Davis, Hilbert, 2013).

2.4.2. Definitions: marketing of sport and marketing through sport

When it comes to sport marketing, most authors (Milne, McDonald; Fullerton, Merz; Peetz, Reams et al) tend to precise the application of this term to marketing strategy. Some (Milne, McDonald) define two dimensions, that present the promotion of the sport teams or sport brands themselves (Marketing of Sports) as well as associating a company’s values by means of competitive sport, i.e. transmitting the brand through sport (Marketing through Sports). However, some other authors indicate three types: the promotion of sport itself, such as large worldwide competitions or Olympic Games, called “Marketing of Sports”. The second one is called “Marketing through sports” and involves sports events, athletes or teams to promote products. It covers marketing of products or services of companies to the public by using different channels including the sponsorships of athletes and teams, advertising on TV and radio during the sport events broadcasting and also displaying their advertisement at sporting venues. (Mullin, 2014) The third type is called "Grassroots Sports Marketing" and is about increasing participation in sports among the public.

2.4.3 The place of sport marketing in the marketing mix

As per some authors the traditional 4P's of marketing, that are *Product, Price, Place and Promotion* in case of sports marketing need more P's because sport is considered to be a service. The additional P's can include Planning, Packaging, Positioning and Perception. Mullin, Hardy and Sutton propose to put the 5th P for Public Relations (usually included in Promotion) separately (see Fig. 8), hence the sport industry relies so much on the media. With the addition of more elements

the Mix, according to these authors, should be called the "Sport Marketing Mix". In the sport perspective there may be even more P's considered: "People", "Process" or "Passion" for example, that would appeal to the public and create more value (Mullin et al, 2014).

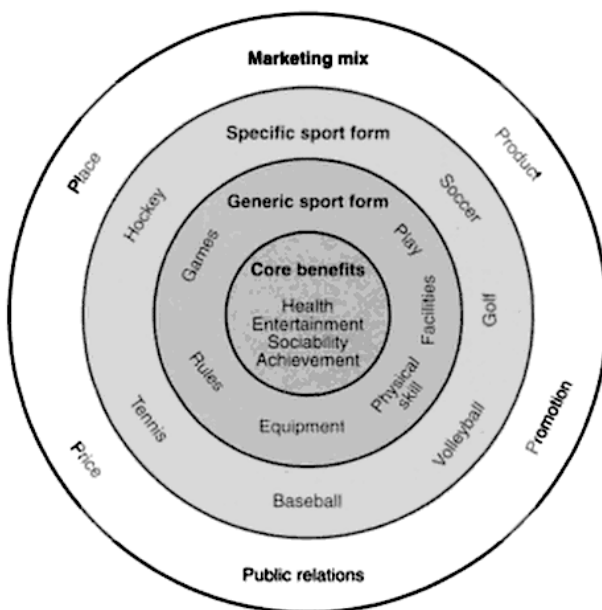


Fig. 8: The characteristics of the sport product.

Source: Mullin, Hardy, Sutton 2014. *Sport Marketing* (p. 17)

In the same book "Sport Marketing" by Mullin, Hardy and Sutton I discovered the main challenges, features and advantages of the sport industry, that I would like to indicate before I continue looking at sport as a product:

- 1) **The intangible, ephemeral nature of sport** that can cause arguments as well as be unpredictable, but drives the interest of the public and makes it so thrilling. "Marketing baseball is not the same as selling soap or bread. You're selling a memory, an illusion," - as quoted in the book from Peter Bavasi, a baseball executive (Mullin et al, 2014 p. 18);
- 2) There is always a strong **personal identification** in sport ("I could do it better, if I was a player" type of thinking) and some level of **addiction** from the fans;
- 3) **Sport is very social**, with no competitions held for only 1 person, usually there are several athletes or teams competing as well groups of people watching them;

- 4) The connection of sport to **hospitality**: eating and drinking during a competition are almost inseparable from observing sports;
- 5) **Sexuality** - the perfection of athlete bodies allow sport organisations appeal to certain audiences, like for example to women in case of male sport teams;
- 6) Sport can be a **form of religion** with certain signs of it, including ceremonies, sacred places and symbols. With the way fans treat their favourite athletes and how athletes are usually dedicated to their sport career with no space for anything else in their lives;
- 7) Sport is almost **integrated into politics** or holds hands with it tightly. Many sport organisations take the advantage and benefit from it;
- 8) *The indirect revenues* from sport activity are higher than direct operating revenues, which is gained by means of PR and media coverage;
- 9) Thanks to its competing nature sport gets **free media attention** and takes the advantage out of it: as example Mullin et al share the record number of sport articles, published by Chicago Sun and Chicago Tribune in 1997, that used the name of newly elected Bill Clinton;
- 10) Sport creates **celebrities** and nurtures them, whether that is a bad or a good feature I wouldn't be able to agree, but it definitely drives the industry and gains revenues from their success (Mullin et al, 2014).

Depending on how well the sport organisations can use the benefits and advantages of sport avoiding risky and unpredictable scenarios, they succeed financially. Nowadays the source of revenues for many sports is still selling tickets at the door for watching the competition, but there are more ways of generating income, including membership fees, selling the branded clubs apparel and others. However, with the development of the digital world many organisers are thinking of the ways to use it more effectively. In case of sports the Product is an athlete or a team itself, so when it comes to sponsorship, what a marketer or the athlete needs to “sell” is him/herself or a team. In case of an event the product already has a shape of a staged competition, media & communications, online coverage and the program for the spectators. It is the Packaging that various types of sponsorship projects have to decide (Davis, Hilbert, 2013).

Successful campaign may depend on whether the athlete is a middle-aged male who has a long record of achievements or a 17-year old female who wants to go to the Olympics for the first time. The sponsor has to understand why this or that brand ambassador will be good to represent the brand. The Product also includes the list of “sponsorable” assets. Apart from the athlete, it can

include putting the brand logo on the equipment, if used, according to the competition rules. As part of a Product offer in the 21st century an athlete or a team would have a web-site with a Facebook or Twitter account to follow their professional activity. In addition to the main Product proposal (i. e. the athlete or team) the licensing rights for clothing or merchandise could be considered as well as some sampling opportunities for those brands that have tangible products to present to the potential audience (Fuller, 2009).

The Place is an important “P” in sport sponsorship, as the markets potentially targeted by a sponsor are key in the project, those will be the areas and publics where the sponsor’s brand will be introduced. Not all companies need worldwide coverage, so the geographical needs of the sponsor are to be taken into account, when a sponsorship is sought. With regard to the Price it is not how much the potential campaign will cost to the sponsor. An athlete or team or their manager is responsible for calculating the necessary financial funds not only for the marketing side of things, but also for the logistics. For Promotion, as well as People, Passion and other P’s it is necessary to think about how to attract the audience, what it looks like and already have a brand in mind for more narrow sponsor targeting. Decisions that are made at this stage will affect which sponsors an athlete or team will approach later (Turner, 2009).

2.4.4 Brand perception in sport sponsorship

How does it work that a consumer perceives a brand through the association better, than when directly advertised on TV with a commercial, when shown an example of use or with a staged funny situation? In the modern marketing reality sport sponsorship reflects how important brand management has been viewed by professional sport executives who are strategically managing their teams as ‘brands’ leveraging long-term benefits (Ross, 2006). In the US an unsponsored event often considered to be second rate or of little significance. Although sponsorship funding is important to all sport properties, some professional niche sports face great pressure to secure sponsorship funding (Greenhalgh et al, 2013).

Overall there are six types of sport sponsorship application: sport governing body sponsorship, sport team or athlete, broadcast and media, sport facility and sport event sponsorship. All the categories are widely present in the industry, including sailing. As per Schwarz, Hunter and LaFleur the majority of sport sponsors are not sport corporations - those are brands targeting the consumers of sport lifestyle through non-advertising efforts. According the IEG reports in the US

most sponsorships comes from the automotive industry. General Motors, Toyota and Ford are reported to have spent last year \$388m, \$245m and \$197m accordingly (sponsorship.com, 2016).

As per Bernard James Mullin and his book *Sports Marketing*, “sports has an almost universal appeal and pervades all elements of life” (Mullin, Hardy, Sutton, 2014 p. 20) talking about sport as a market. Sport fans differ according to a number of attributes including motivations to attend sporting events, emotional and economic attachment, identity and loyalty. These attributes also make the sport different from other entertainment, as sport fans behave differently than consumers of other products and services (Greenhalgh, Greenwell, 2013). It has been already acknowledged in the beginning of the 20th century that visuals with text made it easier for people to learn about sports and in particular the brands of sports. Later it developed into silent movies and with technology boost, has lead the marketers to leverage all 5 senses into the promotional process. The authors of the article “Toward a history of sport branding” quote M. Lindstrom from his book “Brand Sense”: “The higher the number of sensory memories activated, the stronger the bonding between brand and consumer” (Hardy, S., Norman, B., Sceery, 2012, p. 495). With the development of technology fans are looking into additional possibilities to be involved, through online platforms, by means of digital marketing and other forms of inclusion. Mullin, Hardy and Sutton (2013) give the example of NASCAR, where the spectators could *sit next to the driver* by means of a new generation phone, that transmitted video directly from the race car. Engagement allows to connect on the emotional level and make a link in customer’s mind, building a stronger brand equity (Hardy, Norman, Sceery 2012).

In sport sponsorship the goal is to associate the object in sport with a brand through creating an emotional connection. The *sport marketing*, as defined earlier, lies in two dimensions: the marketing of sport and marketing of non-sport products through sports, the latter one being the case for this thesis, applied to a niche sport.

2.5 Sport sponsorship in sailing

"It's more of a story than just sport. Instead of the 'Just do it' cliché this actually does it"

Glenn Bourke, CEO of the Volvo Ocean Race 2005-2008

This dissertation is looking at the activity, which is sometimes considered to be an expensive hobby, rather than a sport. In fact is it not the only sport perceived as a rich men’s destiny. In reality the sport side of it has a vast opportunity for brand promotion and holds the niche, which is not

heavily occupied by large number of other sponsors. In this case we are talking about sailing. I have to admit that the academic publications on sailing sponsorship are limited, and most of the information in the following sections has been compiled from the sailing magazines published by industry journalists and trusted online resources, that are available for public.

The history of organised sailing dates back to some 18th century regattas, held in the most “sailing” county in the world - the Great Britain. The invention of *sailing* is prehistoric, but the *sailing racing* is believed to have started in the Netherlands at some point in the 17th century. In 1782 a class of sailing boats known for their ability to sail close to the wind, were racing in the Thames River with spectators viewing from the bridge (Johnson, 1989). Much like today this obsession of sailing with speed, engaged a lot of enthusiasts. Some time after in England custom-built racing yachts began to emerge and in 1815 the Royal Yacht Squadron was established. Bringing yacht racing to the front for the public, the America's Cup was first raced in 1851 between New York and Southampton. These days yacht racing is a common participant around the developed world's sports, particularly where favourable wind conditions and access to reasonably deep waters are available (americascup.com/en/history, 2016).

The reputation of sailing traditionally occupies similar spot as golf with a label like *elite*, transmitting some extent of social exclusiveness. Also starting from the beginning of yachting as an organised activity, it was treated as a leisure for wealthy gentlemen (Spalding, Brown 2009). Together with rugby and cricket sailing started as an amateur sport, that was played by gentlemen from privileged classes (Fuller, 2009).

How does sailing sponsorship work? With a series of races or one big competition planned, it can take up to 4 years to prepare a team (with a boat), depending on the scale of the campaign (local, European, transatlantic, round-the-world etc). The team delivers the values of a brand through communication, that is build around the team's competition in the race. Sometimes a regatta has a number of events, through which the sponsors gain online, TV/other media coverage. Large scale events feature a shore activity program, which is organised at the start and finish stops or in the stopovers on the route at the *race villages*, being a pavilion accessible for public (Black Sailing Book, 2015). This is the area, where sponsors engage with their audience, using the boats and sailors as the means for transmitting their message.

Some well-known brands that support sailing competitions include companies like Rolex, that is known to be one of the leading sailing sponsor with over 10 regattas per annum held worldwide⁶.

⁶ Source: <http://www.sponsorship.com/iegsr/2011/08/22/Sponsorship-Watch--Luxury-Timepieces.aspx>

Among others - Groupama, Macif, and Banque Populaire from France, Telefonica and Camper from Spain, Oracle, SAP, Nespresso, Corum watches, Emirates and Oman Air, Hugo Boss, GAC Pindar, Red Bull, as well as such automotive giants like BMW and Volvo.

Among top-tier sailing events there are such races as the America's Cup, which is the oldest ever prize race, Volvo Ocean Race, Kieler Woche (Kiel's Week), the Extreme Sailing Series™, World Match Racing Tour, Vendée Globe, Transat Barmalee and many others (Black Sailing Book, 2015). Some competitions require large basins and more intense conditions, like for example large fleet races and maxi boats. Some regattas are tied to certain locations, where historically the sail racing has been held (Les Voiles de Saint-Tropez, Rolex Fastnet, Sydney Hobart race, Giraglia). Others are held in tight space of rivers, bays and even lakes.

2.5.1 Types of sailing: diverse sea of opportunities

“Sailing is a great sport because you can push and push yourself and always become better and learn something new everyday. There's always a record to break.”

Charles Caudrelier, top-tier off-shore skipper (France)

As in other sports the most common sponsorship implementation in sailing has a form of one of the following options: sponsorship of an event or governing body, sponsorship of a team or an athlete. Applied to sailing all of the options are used and there is a wide circle of boat classes, associations, clubs, competitions and individual athletes, that a sponsor can support. From a single Laser sailor to a maxi-yacht team with 20 people onboard as well as dinghy championship or round-the-world race, the potential of sailing as a sport marketing area is really vast. In the research part of this work I will be looking at different campaigns and sailing sponsorships examples.

As a marketing strategy sport sponsorship can be a great investment and sailing in particular has a lot to offer as a vehicle to deliver a brand's message. John Davis and Jessica Hilbert in their book “Sports Marketing. Creating Long Term Value” claim that even people who are not active sport fans usually have some basic awareness of known sports entities, teams, clubs, athletes (Davis, Hilbert 2013). Following this logic the marketers can build the strategy on top of this awareness. Sailing creates an affection and has the image of an adventurous affair, that attracts not only those closely related to active lifestyle or competitions. Therefore I concluded that the sailing market potential is much bigger than those, who attend and participate in the regattas as sport fans, which is the case for many other sports. Sponsors gain brand benefits by the alignment of the

extreme conditions, to which an athlete is exposed, to their brand values, and often to the quality of products they produce. For example in Formula 1 the sponsorship dominance is taken by technology and industrial brands. Whilst in sailing some precise measurements (time, speed & distance) and means of communication (satellite) use it as a platform to show their cutting edge expertise in the severe conditions of the seas (Black Sailing Book, 2015).

When a sponsorship campaign works well, the return on investment can be massive, overcoming the initial budget 4-5 times in media value. ROI (or Return On Investment) is a common financial metrics to evaluate projects. With application to sponsorship it allows to compare the investment against other promotional efforts and represents the Investment Gain minus Investment Cost divided by Investment Cost. Multiplied by 100 would give a value in percentage, that is more common in perception of ROI (Collett, Fenton 2011). Ideal for sponsors is to maximise the ROI at a minimum risk. “The return on investment, in terms of coverage, is 300 to 400 per cent of what we put into the race, ‘excluding’ the cars we sell,” - claimed Lex Kerssemakers, senior vice-president of Volvo Car Corporation in 2009 (Fuller, 2009 p. 19). Media coverage is not the only ROI measure, some sponsorship projects integrate sport, business and entertainment and get additional benefits of involving more people of those who are attracted by the sports (families, friends, business partners, company employees etc). Creating additional value for the potential consumers becomes key in the success of the project.

2.5.2 The *World Sailing* (ISAF) and types of competitions

Sailing is a variety of yachting, and in the case of sports it is called a *competitive sailing* or *yacht racing* (sailing.org, 2016). A sailing competition is known as a regatta, which usually consists of several races, where the boat that performs best in each race is the overall winner. Competitive sailing is organised over a race course according to wind direction around marks (buoys) in protected waters, while the off-shore races cross open waters. The sailing racing is usually organised by Yacht Clubs and Schools, Boat Class Associations, National and Regional Sport Federations as well as private organisations, that should be certified the ISAF, the International Sailing Federation. Recently ISAF has been renamed into *World Sailing* for popularisation of the discipline and better recognition by public. It is the world governing body for the sport of sailing, officially recognised by the International Olympic Committee (IOC) (sailing.org/about, 2016). Every official regatta has to be recognised and accredited by World Sailing, one of its objectives is

to “control, organise, conduct, license or sanction other championships, sailing events or activities” (sailing.org/about/objectives, 2016).

World Sailing (known as www.sailing.org) is the official source of all the information with regard to sailing as a sport, including registered athletes and boat classes, set of rules and other useful material. As a non-profit organisation, World Sailing is comprised of volunteers with the exception of a small paid staff team in Southampton. Due to its non-profit nature the Federation relies on the help of sponsors, among which there currently are: Zhik (the Official Clothing Supplier), Nautivela and Ovington Boats (small boat manufacturers), McLaren (UK brand for strollers and children's furniture), NeilPryde (windsurfing equipment and yacht sails, official supplier of the Olympic Games) and Nacra Racing (builder and supplier of NACRA sport catamarans). The history of International Sailing Federation dates back to October 1907, when International Yacht Racing Union (IYRU) was created in Paris out in the need to regulate the rules for organised sailing competitions and boat measurement standards.

Types of sailing competitions

There are the following organised types of sailing racing according to ISAF⁷:

- 1) **Fleet racing**: from 4 boats to hundreds in one race. A regatta accounts at least for three races. The final score is an overall lowest score in each race;
- 2) **Match racing**: only 2 boats compete against each other. The tactics are different from fleet racing, the objective to arrive at the finish line before the opponent;
- 3) **Team racing**: between 2 teams of 3 boats each. The technique is similar to match racing, but the overall scoring is for all boats. The team that scores ten or less points wins;
- 4) **Off-shore/Oceanic racing**: long distances, open water races that last for at least a number of hours or days. The longest off-shore race is a circumnavigation around the world;
- 5) **Paralympic sailing**: is for people with all types and degrees of disability. In 1996 Para sailing was included on the programme of the Paralympic Games;
- 6) **Cruising**: as a discipline it is not included in the official sail racing calendar, but it has to be supervised as activity by the ISAF. There were 17.67 million boats⁸ registered for

⁷ Source - ISAF official website: <http://www.sailing.org/new-to-sailing/>

⁸ Source: <https://www.statista.com/statistics/184587/number-of-recreational-boats-in-the-us/>

recreational purposes only in the US in 2015. The boating industry in Europe claimed a turnover of €20 billion in 2011⁹. Just like driving a car, sailing a boat must be licensed.

There are also professional Olympic sailing and boat classes, that youth sailors pass throughout their career: 470, 49er, Laser, Nacra 17¹⁰ and others. World Sailing also recognises and certifies a numerous list of keel boats, multihulls and yachts¹¹, that participate in the official competitions, like for example SB20, RC44, TP52 et al, some of abbreviations the reader may encounter further in my work.

I included the list of available types of sailing competitions and classes to show the diverse opportunities of the sport, hence the knowledge about sailing is very limited among wider public. In my research I will be investigating, if people, who are not connected to sailing, have understanding about it as sport. I wanted to describe the pivotal basics of racing in order to demonstrate that the world of sailing can be better explored by companies and supported at various levels.

A sailing media professional and a world class sailor - Gary Jobson, TV commentator and author from the US expressed some concerns about the prevailing time of sports other than sailing on the national TV channels: "It's difficult for sailing to stand out in the television landscape. Sports that transcend limited viewership, such as soccer or the Olympics, attract a huge amount of interest. Sailing is a relatively obscure sport, and we seem to get headlines only when there are disasters at sea, or occasionally when something extraordinary happens."¹² I hope, that this is bound to change with more people getting to understand and enjoy the sailing competitions.

2.5.3 Budgets: the misbelief about sailing

"If you have to ask how much it costs [a yacht], you can't afford it."

J.P. Morgan, American financier

Traditionally the budget for organizing sailing as activity (i.e. the list of minimum expenses, that an athlete or a sailing team would need to request from a sponsor) includes the following items:

- Boat and sails (depending on the costs, the boat can be rented or purchased)

⁹ Source: <http://www.icomia.com/>

¹⁰ The numbers in boat classes normally relate to the boat length in foot (ft.)

¹¹ World Sailing registered Classes & Equipment: <http://www.sailing.org/classesandequipment/>

¹² Ideal America's Cup by Gary Jobson - <http://www.sailingworld.com/ideal-americas-cup>

- Logistics for the boat and the athlete/team
- Accommodation and food for the athlete/team
- Coach with a rib (the motor boats are usually rented from the clubs, but some teams prefer to bring their own depending on location)
- Transport expenses/car rentals, parking for the car/boat, toll roads, fuel
- Personal expenses and needs of the athlete/team (gym admission, nutrition etc)
- Entry fees for competitions (depending on the class, the fees vary).

Depending on the boat size and the boat class association some of the above expenses would be covered by the class or the organizing body of the competition as well as may be included in the fees that the participants pay, when they enter a competition. Like for example the logistics of bigger boats, that cannot be transported by means of road cars and have to be disassembled and shipped by sea in bulk.

The main focus of this work is to brim with light the possibilities in sailing sponsorship compared to other sports. As example of sport sponsorship budget I decided to look at sailing against Formula One, to which it is often equated in technology, risk and relation to a relatively niche type of sport. As I was able to investigate in the available written resources for a budget of \$1 million the Formula One team will give certain benefits to sponsor, but won't be branded on the car. With a similar budget a sponsor can organise a sailing team with a boat of 30-40 ft, that will compete in the largest markets of the world (Fuller, 2009).

Looking at such important item as cost, the expenses are rather affordable for a company seeking global exposure. You will not find any sailor in the Forbes most paid athletes list. In professional sailing there are no such salaries like those in Formula 1, tennis and golf. Football still remains the leader with Cristiano Ronaldo topping the list. For his partners Ronaldo is a walking media, gaining brand exposure on a daily basis through 215 million social media followers¹³. Of course none of the sailing athletes can reach that, but the Volvo Ocean Race with over 1.2 million Facebook fans might be going in the right direction.

Sailing can be an attractive proposition to potential sponsors. Compared to football or Formula 1 the title sponsorship is only part of this cost. It can costs €1-3,5 million for a global sailing campaign, nowadays €10-12 million for the Volvo Ocean Race (over €20 m in previous

¹³ Source: <http://www.forbes.com/sites/nickdesantis/2016/06/20/the-top-25-highest-paid-athletes-of-2016-visualized/#25a6e1d721e4>

years) with superb boats managed by the race to optimise teams' expenses, compared to over €15 m for a minor Formula 1 team (Jones, 2003). Additional sponsors in VOR can rely on budgets from €20,000 to €1.5 m euro depending on the input. As another example the Global Challenge race from 2001- 2005 editions keep the following numbers in their archives: title sponsor - BG Group (£5 mln +); 12 boat sponsors (each £120,000); 135 business club' sponsors (each £32,000).¹⁴

Summarising the budget perspective towards opting for sailing there are more things to keep in mind. Indeed a boat and a good set of sails can be expensive, but after this initial big investment the other costs are relatively low. There is no expensive fuel and a team of mechanics, the boat can be supervised by 1 or 2 people even over 40ft in size. For smaller boats the athletes are usually doing their maintenance themselves. No additional costs are required to build a stadium or provide a field, the open sea is just there available at any time. What is important to invest in, is a dedicated sailor, who will lead the campaign. Which skills and characteristics are important for a sailor to win not only on the water, but in sponsor negotiations, I will investigate in the conclusions of my work. One point that makes some corporates worried, is the high risk involved in off-shore sailing, but can it damage the image of the sponsor, I will try to investigate in the next section.

2.5.4 The risky business: extreme nature of sailing

The consequence of a negative association of an athlete's or team's failure during a competition is the one, the people's memory tends to not only last, but also to amplify the effect of - a failure, that may overcome the athletic achievement (Davis, Hilbert, 2013).

"Sailing and Formula 1 depend on technology so much, that there is an acceptance because it is cutting edge," explained Mark Turner, current CEO of the Volvo Ocean Race. He adds that pushing the boundaries too far is quite risky - "continually failing isn't acceptable. The real problem is not the trauma itself, but how you deal with it after it's happened" (Turner, 2009). There is one part of sailing which in other circumstances would probably drive sponsors away. It is absolutely unpredictable, anything can happen, including boat capsize and even death of a crew-member. Hardly any sailing race happens without at least one accident. However, it is surprising that the brands involved, actually welcome the presence of this risky element. Sailing is not the only sport, where the level of risk is elevated. Climbing, snowboarding, cliff diving, motocross - all those that have the label of *extreme* - can be potentially much more dangerous for the life of an athlete and

¹⁴ BT Challenge archive: http://web.archive.org/web/20010627030447/http://www.btchallenge.com/race_info/race_organisation/press_rel/BTGdw_____012800_01_WFC.html

therefore presumably transmit a negative image on the sponsor. The reasoning of brands going extreme, I believe, is in their DNA. Looking at the action sports brands you understand, that most of them are the extreme competitions' clothing brands, accessories or equipment suppliers, that eventually are run by individuals, who practice (or used to) those sports themselves.

The first brand that probably comes to mind, that is not from any of these categories, is Red Bull. It supports a plethora of athletes and sport events around the world and has built its marketing upon being involved in the most extreme competitions. "If you look at the Land Rover involvement [...] they did a lot of research [...] and they wanted to make sure they were putting money into events that reflected the interests of their customer base. They made a strong commitment to sailing as something that was relevant to them. The same applies to Red Bull, their interests are in anything that's exciting – hence Extreme Sailing, and this sailing certainly does get extreme" (Andrew Pindar, 2015)¹⁵. Indeed the niche of energy drinks works well for extreme sports as it clinches the target audience the same way as, probably, a polo shirt would work for a golf lover. Nevertheless the elevated risk factor can be one of the criteria that would sift some brands away and some towards the certain sports (Raynaud, Bolos 2008). However, later in my research I will present some campaign examples, where the brand connection was not obvious in the sponsorship pair. Also I will be looking at the examples, when boat damage and tough conditions of the seas are turned into stories of success.

2.6 Conclusions from the literature review

Sports touches the core of people's emotions and it's constantly present in people's lives; it delivers a massive, highly-engaged, targeted audience for a brand. The process of decision-making, implementation and activation of sport sponsorship is more sophisticated and require a professional approach, which also contributes to its success. Sport is not a science — it is hard to predict the outcome, and there is an element of risk involved — but in a way this uncertainty is the beauty of it, which drives more and more sponsors towards it. Going through the literature on the subject I summarised the following decisive criteria, that companies consider when they choose to promote their brands through sports:

1. Primarily the **media coverage** that companies get, thanks to the buzz, that the sponsorship creates, the story behind an athlete or team, as they are always on the news.

¹⁵ Source: http://www.sportspromedia.com/quick_fire_questions/andrew_pindar_on_wearing_two_hats_at_the_extreme_sailing_series

2. The **brand exposure** possibilities - fantastic options to demonstrate the brand: on the uniform of some of the renowned athletes, in stadiums and fields precisely made for sport competitions, on merchandise, that could be created specially for the event (umbrellas, fans, flags etc)

3. Ability to directly **interact with the target audience, with existing and perspective customers**. Sport collects people, who are already interested in something uncommon, that doesn't happen every day and with an attractive proposition (hospitality, engagement) sponsor can reach even bigger additional audiences.

4. **Geographical coverage** of the sport competitions that are held in certain locations or in a circuit around the globe.

For a sailing sponsorship the drivers would be the same, which I could confirm in the few academic resources and media reviews on sailing events, that I could find. According to David Fuller, the media professional in the world of sailing, the following reasoning team Ericsson has pursued in the Volvo Ocean Race 2008/09 edition:

1. A global sporting event that would strengthen its **brand**, provide a **platform to meet with key customers and clients** on an **international scale** and **showcase** its leading edge technologies.

2. In-port stopovers, its sales and marketing activity centred on a hi-tech **hospitality** structure, which provided an environment for **networking**, technology showcasing and extensive **internal engagement**.

3. As the official supplier of mobile technology, Ericsson has taken global **sports coverage** into a brave new world of multimedia **audience interaction** (Fuller, 2009)

I conclude that these several important criteria to consider a sport sponsorship campaign also work for sailing. Addressing back to the problem of companies looking for new ways of promoting their brands and the athletes, sailing teams and sailing clubs in need of funding, I can propose that more companies should take a look at sailing sponsorship opportunities. Understanding the positive paybacks of sponsorship in sailing, let's look at whether roughly *any* company can use sailing sponsorship for successful promotion or is it only certain companies with certain brand values and audiences that should opt for it.

3. Objectives

The objective of this work was to look at the examples of sponsorship campaigns already implemented, followed with developing a hypothesis that practically all companies can sponsor through sailing. To prove the hypothesis I aim at collecting feedback from people involved in the industry by means of personal interviews as well as through a public questionnaire to those, who is not related to sailing. Based on that I will make conclusions in the form of elaborating a decision model for choosing this type of sponsorship.

Hence I have concluded on the main criteria for sport sponsorship my objectives are to find practical evidence of the implementation of sponsorship campaigns in sailing, that demonstrate the use of the above criteria and elaborate a decisive instrument with key points that will serve for both athletes and companies looking at sponsorship in sailing.

The following steps illustrate the objectives I am setting. In order to facilitate conclusions I need to conduct a research in the field of sailing sponsorship:

I. Collect relevant data for research:

- Conduct a public survey on people's awareness and interest in sailing;
- Arrange in-depth interviews with the sailing industry insiders to understand the insides of the sport and its concerns, benefits and perspectives;
- Observe the successful sailing sponsorship campaigns, that were already implemented to find the example of a winning strategy.

II. Analyse the results of collected data and list the main key-points correlating them with the literature review findings.

III. Elaborate the decision model for potential sponsors and create a helpful guide for the athletes and sailing teams for future reference.

IV. Indicate, if the research has yielded any limitations.

4. Methodology and data collection

The methodology in my opinion should include both some inside the industry point of views as well as information about potential market opportunities. The market research should include the potential fans, who are likely to follow and visit sailing events. Hereby are the three types of research that I conducted during the period of the summer season with three main methodologies:

1) Public survey. With the general survey I was trying to find out whether sailing as sport had the potential to be followed by wider public. With the overall dominance of sports like football, I was wondering, how many people would potentially follow a niche sport. The questions of the survey were worked out in order to see, if a person had any attachment to sailing or would be following any sport at all. Then I was investigating if a person was not related to sport and sailing precisely and was keen to get in touch with it by means of attending an event or following through broadcasting or online.

2) In-depth interviews with the industry insiders. Taking the advantage of being closely related to the sailing world I have created a list of potential people to approach, questioning them about what they considered to be the most important in the sailing sponsorship, which was implemented through direct talks, whenever possible, or by means of email or phone conversations. I tried to reach those, who were working in marketing and in sailing for many years and those boat owners and sailors, who compete in the world renowned regattas. Some personal connections I had with sailing journalists allowed me to reach out for deeper insight of the industry as well as network for wider range of contacts to enable research for my thesis work.

3) Study of the existing campaigns. Being exposed to sailing in the last two years I have witnessed several large world level regattas, annual sailing events, circuits of series of various level, yacht club operations as well as met many sailing teams, athletes, coaches and their managers. This allowed me to not only observe the process, but also interact with them for valuable feedback. My sailing media experience included coverage of such events as RC44 Championship Tour, Volvo Ocean Race, Extreme Sailing Series, TP52 Super Series, M32 Sailing Series, Dragon and SB20 Winter Series in Cascais and other local events in Lisbon area; annual regattas like Copa del Rey, Les Voiles de St. Tropez, Cascais Vela and others.

The data collected as well as the results of the survey, an example of interview questions and answers, visual materials of sponsorship campaigns can be found in the Attachment (№2 & №3).

5. Data analysis - the results of data collection

5.1 Public survey results

The data collection was implemented by means of anonymous online questionnaire (name indication was optional). I personally addressed everyone by means of online communication, whom, I knew, who was not involved in sailing. That way I secured that most of the respondents were not associated with any related activity. I indicated in the first section of the questionnaire the main purpose - *to find out if sailing had the potential to become the sport supported on the level as, for example, football*. I also tried to avoid posting the questionnaire to student boards and groups in order to get a more realistic picture with various age, income and occupation involved. I also wanted to avoid having all the answers only from Portugal. The overall results yielded 125 responses. Out of approximately 110 people, that I approached personally, around 90 gave their feedback. The rest number of respondents was gained by means of distributing the questions of the survey to the international online communities through Facebook groups as well as through the respondents' network at work or at home. The data received within this research can be found in the Attachment, including the graphical representation of the results (Attachments №1).

5.1.1. Descriptive statistics

The majority (118 people) of my respondents are aged between 25-49, coming from all over the world. The countries, where they live include Portugal, Russia, UK, France, USA, Netherlands, Belgium, New Zealand, Spain, Germany, Malta, Italy, Canada, Sweden, Greece, Poland, Lithuania, Czech Republic and Indonesia. Sometimes the nationalities of the respondents didn't match the countries they lived in, but I left it as an optional question to answer, since I didn't consider it important. Also I didn't include the gender indication as the purpose of the survey was to understand the interest in following sports and attitude to sailing with no preference to any gender. With regard to occupation I asked people to indicate their employment status and the prevailing number of people were full-time managers (28%), other slices of the pie included business owners (18,4%) and freelancers (almost 17%). Despite a variable selection of employment types (eight in number), some people still chose "Other" (8.8%), that didn't fit into any characteristics. For example, one person, whom I know personally, was an airline pilot and another person, who is a doctor, opted for "Other". For further research on this, if more thorough understanding of

occupation is needed, I believe, the number of choices should be less with no option to select “Other”. Same way as gender I don’t think this was an important variable.

The majority of the respondents was from the developed European countries, that have a high level of income and therefore are exposed to more expensive leisure and sport activities. Unfortunately, I have not reached out much to the countries, which traditionally have lower income, but I believe Russia with 24 representatives as well as one from China and one from India could be the ones potentially related to such markets. Additionally Portugal (with 60 respondents) and Greece (1), that have the lowest salaries across Europe could be the ones to demonstrate the lower paying ability. I think the data collected could serve as a starting point for further analysis.

I decided that the income indication was important in order to understand, if there was a relation between following sailing and having more financial resources. Overall the average income was less than €25,000 per year with 54% of the respondents, almost 30% earn between €25,000 to €50,000 per annum. Only 16,8% claim their income higher than €50,000 per year. Only 17 people responded that they follow sailing as sport, and I concluded that it was an inconsiderable number to affect the dependancy of income to being a fan of sailing. Only one person of 125 follows sailing on a regular basis and earns more than €50,000 per year, which can prove, that there is no relation.

Only 7,2% of people who responded, were involved in sailing, which means that I managed to avoid having the majority of my sailing connections to participate in this survey! Still there were 12 people out 125, who answered “yes” to whether they were a practising sailor with any level of involvement. At least 113 people from my survey had no sailing experience, so it didn’t affect the answers about sailing as a sport, having the emotional connection, because they do it.

100% of my respondents are present on social media, However, I never approached anyone in the streets to ask random people, I used only online tools to reach out for people to find respondents - some of them were friends and part of the family, living in various locations around the globe. 92% of them are active on social media posting content and interacting with friends, 8% of them never post or share anything.

5.1.2. Main findings from the survey

1. The total of almost 70% of the respondents are interested in some sports or activities. Most of the respondents follow football (38.4%), tennis (26.4%) and surfing (22.1%) with over 30%

indicating other types of activities and exercising, like fitness, running, yoga and even dancing. 17 people indicated that they follow sailing (that's almost 20%), followed by 16.3% with fans of cycling. My next question was to investigate, if people, who don't follow any sport on the regular basis, would be interested to participate in a public event organised by a sponsor, to which they would receive an invitation for free. Out of the 39 people, who answered that they don't follow any sport, 31 respondents (80%) were interested to attend such event and only 8 people said they would not be interested at all. First important finding of my survey was that 86 people out of 125 were interested in some kind of sport or activity. I was surprised with this level of interest and I think it gives perspectives to future research on what exactly they consider to be following as a sport. Almost 20% of my respondents said they were sailing fans, but I don't think that this is a realistic picture, as it outnumbers such a popular sport as cycling. Most likely people wanted to think that they followed sailing as sport or just saw a local regatta, living in proximity to the sea.

2. After I confirmed which sports my respondents were following, I was curious to know how they did it (Fig. 8). In a multiple-answer question "How do you follow it [sport]?" the results were as follows: live broadcasting of the competitions (online streaming, TV or radio) attract almost 60% of the followers, social media feed satisfies 51%, those who make an effort to go to a website and check the sport updates are 46% and finally those who actually attend the events comprise 35% out of 86 respondents, who regularly follow sports. Still there were 26 people, who included "Don't

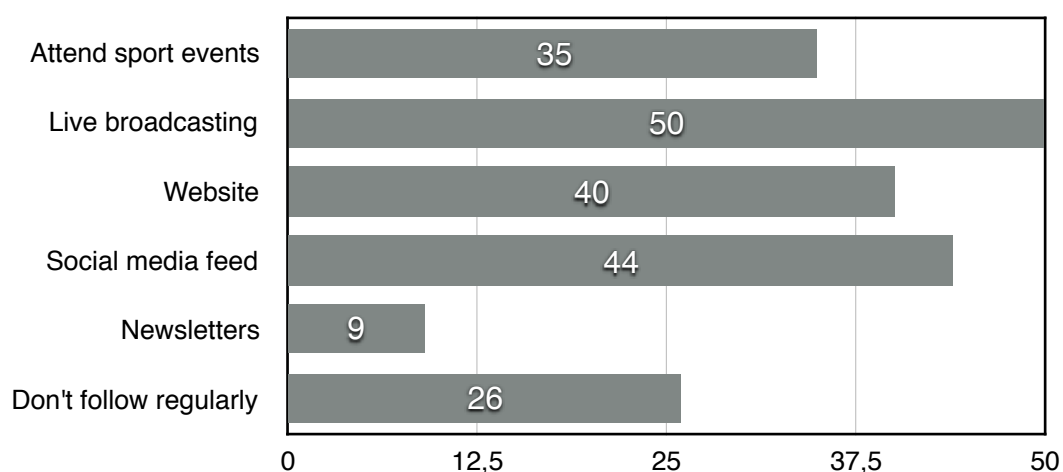


Fig. 8 How the respondents follow sports

follow on a regular basis" in their answers, even if they chose some sports they followed. For example there were people, who answered, that they use live broadcasting, but at the same time *don't follow on a regular basis*. I believe that this relates not to the way people follow their sport, but how often they do it, which in response to this question is not essential. However, I wanted to

give an option for the answer to those, who follow sport occasionally, by chance and don't make special efforts to get in touch with it. The fact that live broadcasting is still the main source of following sports was a little disappointing for me together with the low results on following sport teams on Facebook (nearly a half follow 1 or 2 pages), as I was expecting more use of the social media as a source of information. However 51% replied that they use social networks to get the results and less make an effort to go to a website, which gives hope to that all those young athletes, who are sharing their stories through Facebook, do get viewed.

3. With the prevailing interest in more public sports, that I predicted to be football and tennis, I wanted to find out, what was the attitude towards sailing from the people, who were not exposed to it and didn't have any attachment to it (Fig. 9). 50% of the respondents considered sailing to be a "beautiful sport", that they would like to get in touch with, but there were 38 people (30%) still thinking, that it was a niche sport for people, who do it and didn't feel any attachment to it. Only 6,4% added some negative attitude considering it "a sport for posh people".

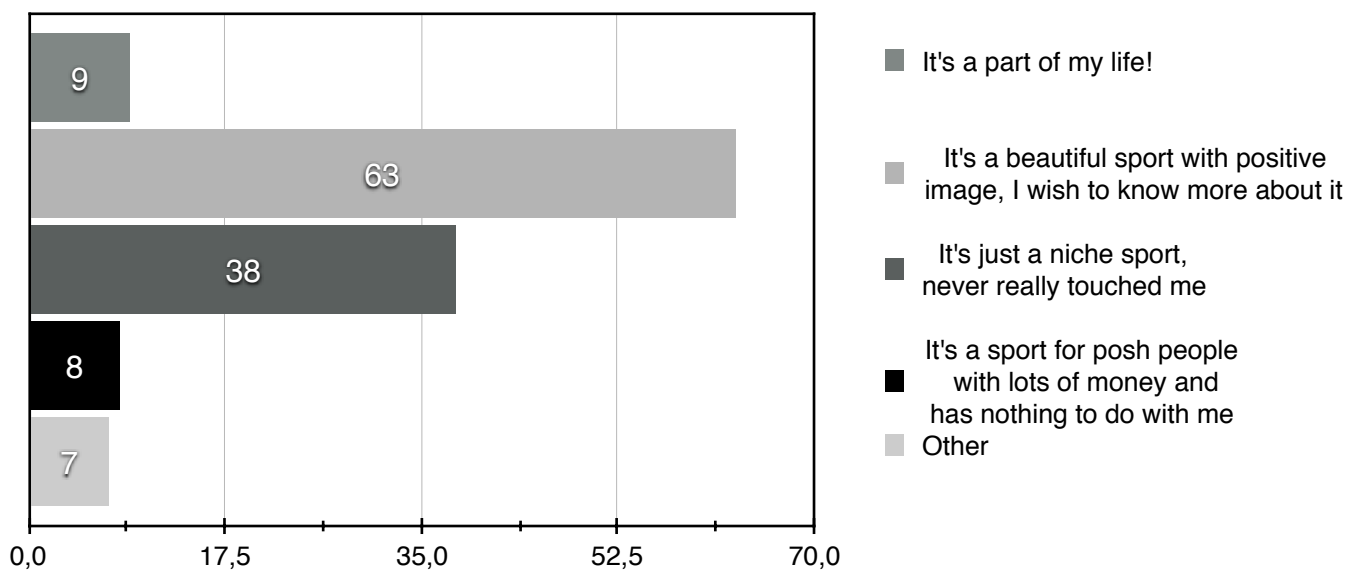


Fig. 9 Attitude towards sailing

There were also 7 responses, that went into the "Other" category, where people answered:

- "Don't understand it," — a person from New Zealand - the country that historically has one of the highest interest in sailing.
- "It's a beautiful sport for people with lots of money," — was the answer of a Portuguese lady on maternity leave.

- “Not very familiar with sailing, but would be open to try,” — said an Austrian manager, who regularly follows football, skiing and snowboarding.

- “Champagne on deck,” — answered a British Business Owner/Entrepreneur, who is not familiar with any sailing terms or regattas.

- “I dont like it” - said a Belgium Senior Executive residing in Portugal.

- “It is adventurous!! challenging! a great example of pure strength, focused decisions made under hard conditions”, — was the response from someone, who is already following sailing as a sport and does it on the regular basis, However, didn’t opt to choose the “It’s part of my life!”

- “I don't know much at all about the sport or really understand it, but I love boats and I used to sail when I was younger,” — a British citizen, who is not following any sport, replied.

Gladly I discovered that the attitude of people, who are not related to sailing or any sport in general, was mostly positive with some stereotypical perception of sailing of a more elite sport for people with higher financial standards of life, which I believe is transferrable by means of proper marketing communications and enough efforts.

4. Whilst looking at sailing as the potential sport, where you can involve people into the action, I asked the respondents, if they were keen to try sailing and almost 60% answered “Yes”. There were only 10%, who have no interest in it at all (could be those, who get seasick). Other 30% of the respondents have either tried it before or already do it regularly.

5. Further to that there is a large number of people who would attend a sailing event, if it was happening in their city or in the area near them (Fig. 10). Almost 60% (74 people out of 125) are interested to attend a sailing event, if the entrance is free and 24% are ready to pay for the entrance. Only 14% would not visit in any case. The majority of people are open to sailing as an activity and with the possibility to try it, wouldn’t miss the chance. The sailing events should be organised in the proximity to or inside large settlements with a free entrance to the action area, giving people a chance to try some sort of sailing, it is likely that the majority of people would attend it. I think with regard to sailing people are not yet ready to pay for the entrance (also it is hard to hide boats into a secluded area to limit the access to the action), so the organisers have to keep this in mind and rely on revenue resources, other than a paid ticket.

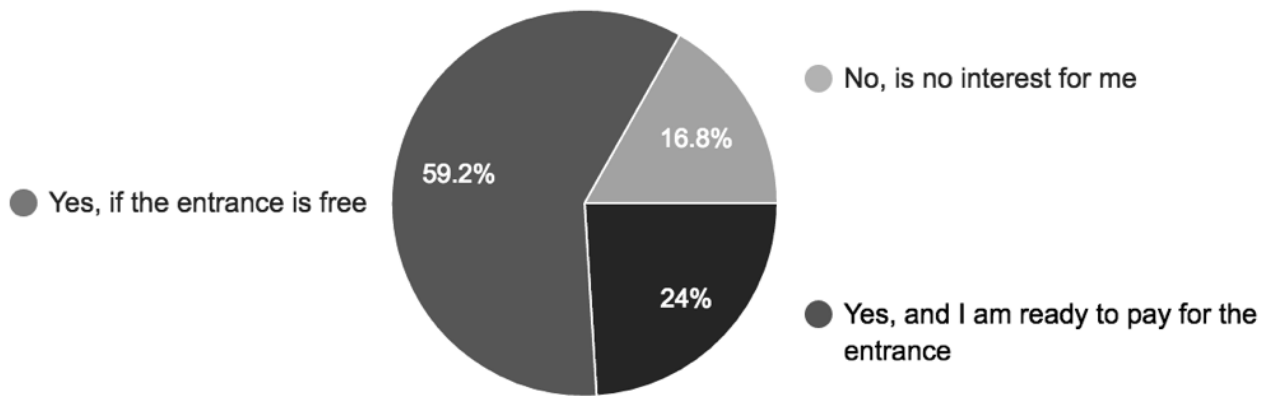


Fig. 10 Interest towards attending a sport event in the area of living

6. With my research I was also trying to see the reasoning behind why people don't follow sailing and what was the potential reason driving them away from it. Sailing is sometimes called "chess of the water", and I don't know anyone who is a fan of watching chess competitions, that last for hours. I thought that maybe sailing race could look like a chess match - people can not figure out what's going on. After experiencing sailing events together with people, who were attending it for the first time, I noticed that they always ask a lot of questions about what is happening on the water, why the boats are heading towards this or that direction and what is the main purpose of their actions. To find out, if people understood sailboat racing, I offered them the following answers to choose (Fig. 11):

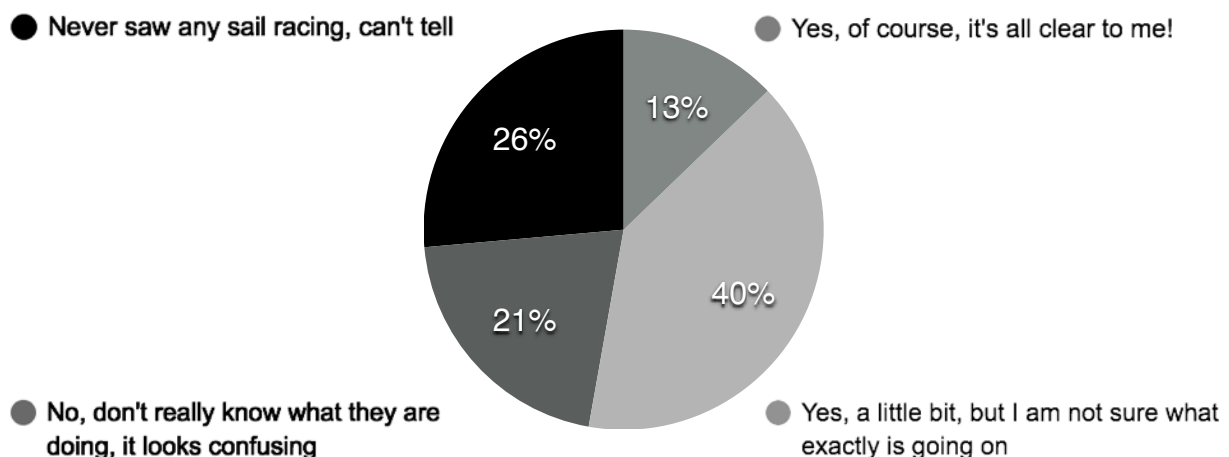


Fig. 11 Understanding of sailing racing

I found out that only 13% understand sailing racing (16 out of 125 people), almost 40% of respondents are confused when they watch it and need explanation, 21% don't know, what the boats are doing. Still a large number of the respondents - 33 people (26,4%) never saw any sailing races

and couldn't tell, if they understood it. Those who understand this kind of sport activity were regularly following this sport (8 people) or considered themselves "sailors" - 12 out of 16 in total, who answered "It's all clear to me").

7. To deepen the research around understanding of sailing as such a technical sport, which has its own terminology, I asked the respondents if they understood the terms used in sailing (Fig. 12). The answers fell into 2 main categories: 62,4% are aware that there are sailing terms, but confused what they mean and need explanation; 32% never knew there were sailing terms, probably because they never witnessed a regatta. Only 5 people chose the answer "Of course, it's all clear to me", which demonstrates, that even some of those who do follow sailing (at least 16 people), are not 100% aware of the sailing terms meanings or get confused when they are used.

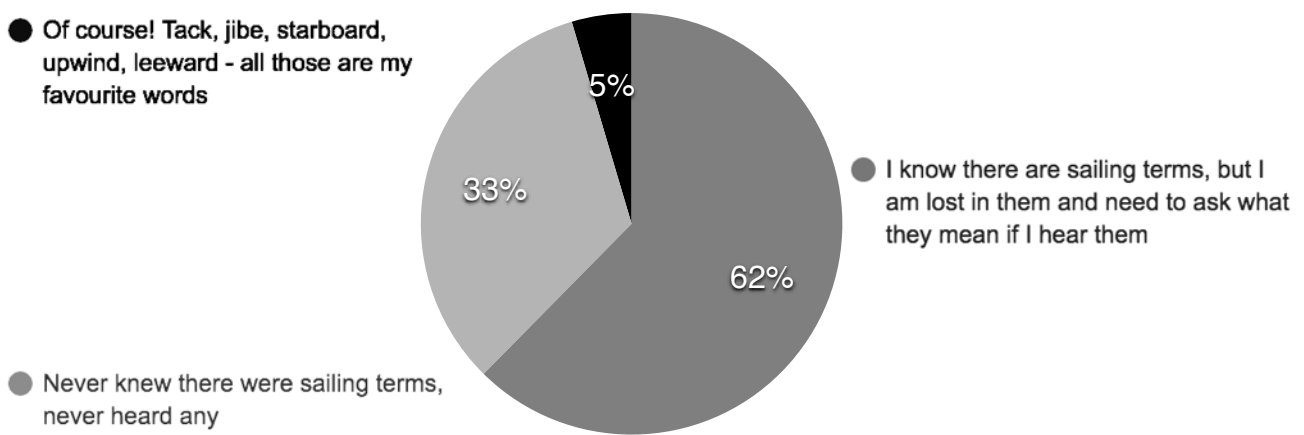


Fig. 12 Knowing of sailing terms by public

8. After I questioned the respondents about understanding of sailing I wanted to find out, if people understood this sport better, would it attract them to follow. I asked people, who had no relation to sailing, to choose from a scale of 1 to 5, if they understood it better, would they support

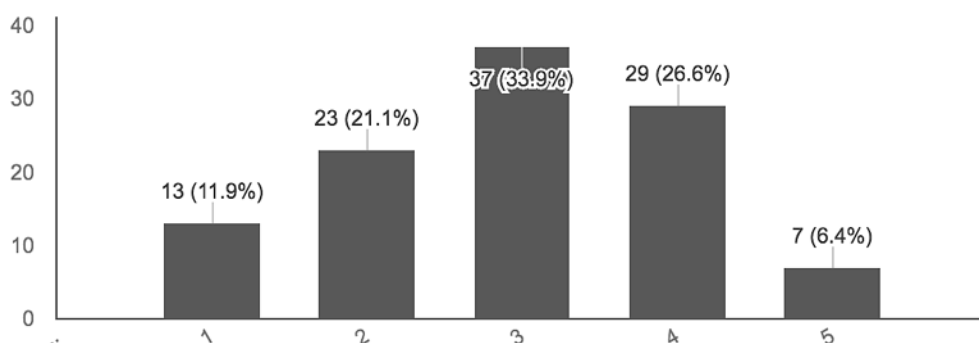


Fig. 13 Tendency to follow sailing, if understood better (Likert scale 1 to 5)

it. Out of 109 respondents, who didn't consider themselves to be sailors in any way, the spread of answers was as follows (Fig. 13): 33% were more likely to follow sailing, if they understood it better (people who chose the score of 4 and 5 - 26.6% and 6.4% accordingly), 34% were neutral about it giving the score of 3 to the question and another 33% opted for the score of 1 and 2 (12% and 21% respectively). Clearly the pattern of responses is an average spread showing that there is no definite relation towards following sports, that are understood better.

In the first fact that very little number of people in general understand sailing racing (13%) I believe hides the truth about, why sailing as a sport is not popular - people don't understand, what the boats are doing, and those who think they do, are not always sure what's going on. Maybe the key to making the sport available to public is by explaining the rules of it? While analyzing the results I thought that another question I could have asked, was whether the people, who attend sport games or watch them on TV during a lazy weekend, actually understood everything. For example, if everyone could explain the scoring system or penalties? I guess this gives an opportunity for additional research on, if it's actually the sport itself, that drives people to watch it. In my study I was trying to concentrate on the possibility to attract people to sailing event, if they were not following it on the regular basis or were not somehow related to it. Also the fact that there was no 100% consent with the statement "If you understood better, what was going on in sailing racing, would you support it" allows us to admit that understanding is not the primary reason, that drives people to certain sport. I thought it was important to ask about the sailing terms in order to demonstrate for sailing event organisers, how important it was to comment on the sailing action in the appropriate language for the audience, who may not clearly understand it.

9. Searching for other drivers towards following certain sport, I asked the respondents, if the participation of their national team was important for them (see Fig. 14 next page), and 68 people out of 125 (approx. 54%) gave it a score of 4 and 5, 18.4% gave a 3 on a scale of 5. With regard to the knowledge about sailors and teams from their own countries 75% of the respondents don't know any sailors. Additionally out of 125 respondents only 16,8% don't know any regattas, others (almost 40%) at least heard of some of them, but could not remember any names. 26% of the respondents knew some names (the Volvo Ocean Race being the leader, America's Cup, the Extreme Sailing Series and the Tall Ships Race - formerly the Cutty Sark regatta). 30% are unlikely to attend an event with a sailor or a sailing team from their country, if there was such a possibility, 28% remained neutral and 41,6% were keen to visit the event, that would be held in their city, if an athlete/team from their country was participating in an event.

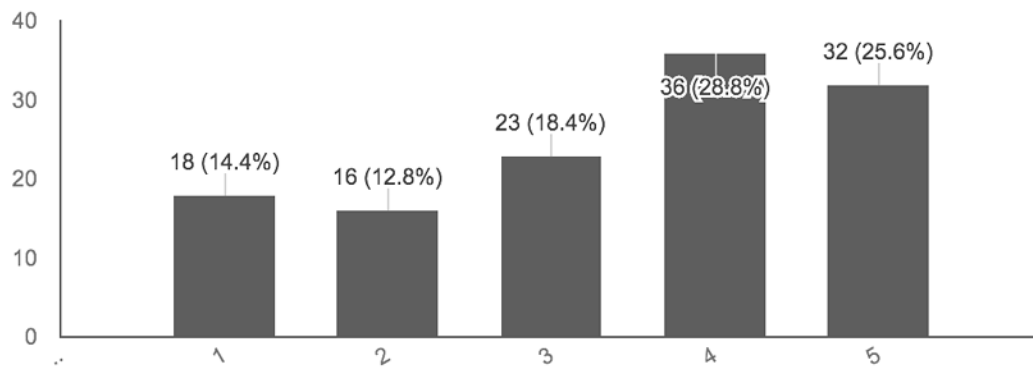


Fig. 14 Importance of the national team participation in sports (Likert scale 1 to 5)

The majority of people don't know any sailors from their own countries. This clearly shows lack of media coverage and marketing efforts in the field for the participated countries, despite that most of them have great athletes, organise some big regattas or even possess the image of a country with strong maritime traditions.

According to my research *sponsoring a national athlete or team in the country of racing* could drive at least 1/3 of the public to the project, which I think is a good number. Then, a good story by a talented PR would add enough value to attract another 1/3. Remembering the previous findings about the *proximity of the racing* and *free entrance* as well as *understandable commentary of the racing action*, we may shortlist the criteria, which serves as a working platform for the decision model towards promoting through sailing.

12. The last set of questions has covered people's activity on social networks, hence 100% of my respondents were present in them. I found out the 45% of the respondents are following 1 or 2 sport pages, almost 17% are following "many pages" and 37% don't follow any sport pages. As part of this activity 50% of my respondents were happy to share some content in their profiles upon participation in some sport event.

With regard to being *likeable* sailing sits on two chairs: being initially a cool visual content to share (pictures and videos of sail boats always get higher number of likes - I can judge by my own Instagram), but also hence the image of sailing is still on the elite side or, either way, it is simply a great experience, and a good time spending activity, the desire to show it to friends is natural. So my findings on the possibility of people to share content from an event are probably underestimated with much higher capacity of sailing to be shared and liked giving the idea for further research.

5.2 Results of in-depth interviews with the sailing industry insiders

As a sailing enthusiast, for me it was a great experience to talk to all the people I managed to include in my research and I admit that most of them were very responsive. Unfortunately not all of them could dedicate time to answer my questions. I believe that the number of people, and most importantly their profiles, are significant enough to trust the opinions, allowing to shed light on the sponsoring possibilities and perspectives of sailing as a sport. The fact that I managed to include in the interviews at least three people from the sponsors' side (Andrew Pindar, Stefan Lacher and Morten Kamp Jørgensen) paid greatly to the research. Also the top managers from the sailing event organisers was a great asset, allowing me to experience the inside world of the events (Scott Over and Martin Sohtell). The participation of two sailing media gurus (James Boyd and Justin Chisholm) provided a balanced view over the industry, without them belonging to either side of the sponsorship field. And of course the great number of sailors (9 out of 17 respondents) from so many different environments, made it possible to have even deeper view to understand the problems, that they struggle with, and to think of the solutions for my future work as a professional sport marketer. I, once again, would like to thank every one of them.

The request for an interview was addressed to the following number of people who are now or were earlier involved in sailing sponsorship campaigns and have solid experience in the field. Those who returned feedback and answered my questions are marked in **BOLD** (Attachment №3):

- 1. Andrew Pindar, Business partner and Sailing Team Head at GAC Pindar (UK)**
- 2. Stefan Lacher, Head of Sponsorship Innovations, SAP (Denmark)**
- 3. Carlos Leitão, professional sailor (Portugal)**
- 4. Ian Walker, skipper of the winning team Abu Dhabi in VOR edition of 2014/15 (UK)**
- 5. John Tavares, top corporate manager, experienced sailor and boat owner (Portugal)**
- 6. Alex Matias Kossack, owner Guilletta team/boat (Portugal)**
- 7. Charles Caudrelier, Dongfeng Race Team skipper in VOR 2014/15 (France)**
- 8. Justin Chisholm, Former Communications Officer at Abu Dhabi Ocean Racing (USA)**
- 9. Martin Sohtell, Commercial Director at M32 Sailing Series (Sweden)**
- 10. Scott Over, Commercial Director, OC Sport - organising body of the ESS (UK)**
- 11. Dee Caffari, professional female sailor, SCA Team in VOR 2014/15 (UK)**
- 12. Gustavo Lima, professional Laser class sailor (Portugal)**

- 13. Hugo Mastbaum, Director, Secil and boat owner (Portugal)**
- 14. James Boyd, editor and founder of www.thedailysail.com (UK)**
- 15. Morten Kamp Jørgensen, former Director, Global Brand Management at Vestas Wind Systems (Denmark)**
- 16. Oleg Chugunov, Master of International Sports, coach and sailor (Russia)**
- 17. Rodrigo Morreira Rato, Director LX Sailing; VOR media agency in Lisbon (Portugal)**
18. Rodion Luka, President of Kiev Yachting Club (Ukraine)
19. Oscar Konyukhov, Russian sports sponsorship guru (Russia)
20. Vasco Serpa, entrepreneur & SB20 boat owner (Portugal)
21. Bertrand Favre, Class Manager, RC44 Championship Tour (Switzerland)
22. Gillian Clarke, Marketing & Sponsorship Director, Softbank Team Japan, America's Cup (UK)
23. Victoria Low, Head of Communications, Team SCA (Sweden)
24. Richard Busius, CEO, Team SCA (UK)
25. Michael Zarin, Head of External Communications & Media Relations, Vestas Wind Systems - officially declined the request (Denmark)
26. Amalia Infante, Multimedia Reporter, Volvo Ocean Race (Spain)

In my reach out to the sailing industry insiders I tried to target those with international profile and experience. However, residing currently in Portugal a certain impact of that is clearly visible on the people, whom I managed to interview. Despite this, I think, I managed to get an insight from almost all over the world, and even if sometimes I was not able to get people to answer all of my questions, I searched for their opinions in published articles and online resources. This was the case for example with Mark Turner, the current CEO of Volvo Ocean Race, or his predecessor - Knut Frostad, who was managing the VOR from 2008 to 2016.

As an overall summary on the sailing's payback to its sponsors, the interviewees named the return in the media value and possibilities to involve not only the business partners and VIP guests, but also the staff of the company in the activity. If a sponsor cannot bring its employees to the racing area, they can bring the sailing team to their place of work. "It is great motivation for the staff," - thinks Charles Caudrelier, the skipper of Dongfeng Race Team (Dongfeng Commercial Vehicles Co. is a Chinese automotive manufacturer, part of Volvo Group), that organised the sailing team's trip to China across several factories to meet the employees of their sponsor. He named the

communication part of a campaign to be at the top of the objectives. In his native France, where generally sailing is very popular, this is the way that sailors get involved with their sponsoring companies. It is the mass-market companies in France that support sailing and get exposure on the local level, even when the sailors are going around the world. Martin Sohtell, Commercial Director at M32 Sailing Series, gave a great summary on the return of sailing sponsorship: “Combination of great values, good visibility with good branding platforms, attractive demographics and fantastic hospitality.”

Dee Caffari (See Attachment №4), renowned British female sailor and the participant of Team SCA in the VOR 2014/15 named “Global Reach” as the main driver for large-scale sailing sponsorship campaigns. Their sponsor SCA, one of the leading hygiene products producer, reached their corporate and media targets already after 5 legs of this round-the-world-race supporting the all-female crew. Carefully Andrew Pindar, Business partner and sailing team head at GAC Pindar (maritime transportation company responsible for fleet logistics for many regattas) made a notice that the “payback [on sailing sponsorship campaign] is only received, if the marketing side is worked out properly and professionally. With a well thought through and executed plan the returns can be excellent, as the sport contains many good metaphors and is visually attractive.”

Stefan Lacher, Head of Sponsorship Innovations at SAP commented later in a private email: “Sailing provides the perfect platform for SAP to showcase innovative solutions and help the sport run like never before. SAP’s involvement in the sports has the power to transform the experience by providing tools which:

- Help athletes & teams analyse their performance and optimize strategy
- Bring fans closer to the action
- Provide the media with information and insights to deliver a better informed commentary.”

Other interviewees also mentioned the positive and “green” image of sailing, which, in their opinion, is very attractive to some sponsors that are working in the sustainable development and new clear energy resources. Tax reductions for supporting sport and charity in some countries (Spain for Europe) are also driving corporates to look into sailing as one of the solutions, most likely thanks to its ROI compared to other sports.

As a conclusion here is the list of main drivers that attract sponsors to support sailing events, teams and athletes according to my sailing industry research:

- **Media value:** PR and coverage that companies get thanks to the campaign
- **Targeting the key audience:** mostly ABC1/male, CEO, CFO level => decision makers
- **Commercial goals:** exposure in the key markets and partnership deals signage at events
- **Brand activation:** involving the stakeholders in sailing activities and hospitality at events
- **Advertising and branding** through the exposure on the boats, athletes, venues
- **Non-commercial projects promotion:** clean energy, plastic recycling, youth programs.

When questioned about the values, that a sponsoring company would transmit using sailing as their marketing platform the respondents mostly listed words like “free”, “green”, “adventurous”, “technical” and “challenging”, some even mentioned “romantic” and “sexy” in addition to “beauty” and “prestige”. Most of the respondents answered, what I was expecting to hear about the values: “Any, that they want to connect the work force, reach the consumer or send a message on a global scale,” - said Dee Caffari, who knows well, that it’s possible to communicate the hygiene products values through a sailing campaign, and not only to reach, but to overcome the expected targets. Martin Sohtell also agreed that the values are not so important and the key is to “clearly define your mission and that you think through the whole process and make sure you have gone through exposure, activation, hospitality, PR, sales etc.”

Justin Chisholm, Communications Officer of the Abu Dhabi Ocean Racing team in the 2014/15 Volvo Ocean Race edition, has formulated, in my opinion, the best response to this question: “There are a million different tags you can hang on sailing - athleticism, dedication, teamwork, adaptability and so on and so on. The trick is to understand enough about the potential sponsor, that you can highlight the brand values that matter to them.”

Despite the overall agreement to transmit almost any values, many respondents listed a number of them, that they considered more suitable for sailing, of which I created a visual word cloud - see Fig. 9. The Word Cloud technology analyses a list of words and creates a visual representation, enlarging those words that occur in the list several times. As seen above five main words were used several times by the respondents, describing the values that are most applicable to sailing: *teamwork*, *adventure*, *technical*, *athletic*, *adrenalin*. No wonder that among sailing sponsors we find many companies that look into producing an image of high-performance technical company. However, among other words that you can find, that there were words, that would apply not only to watch makers, banks and high-tech companies. Like for example: *Beauty*, *Healthy*,

reasonable to look at car racing for a better match of their company profile and the sport as my respondents commented.

If a company was not associated with any of the above values, could it still promote through sailing?

Would you roughly agree that ANY company could promote through sailing?

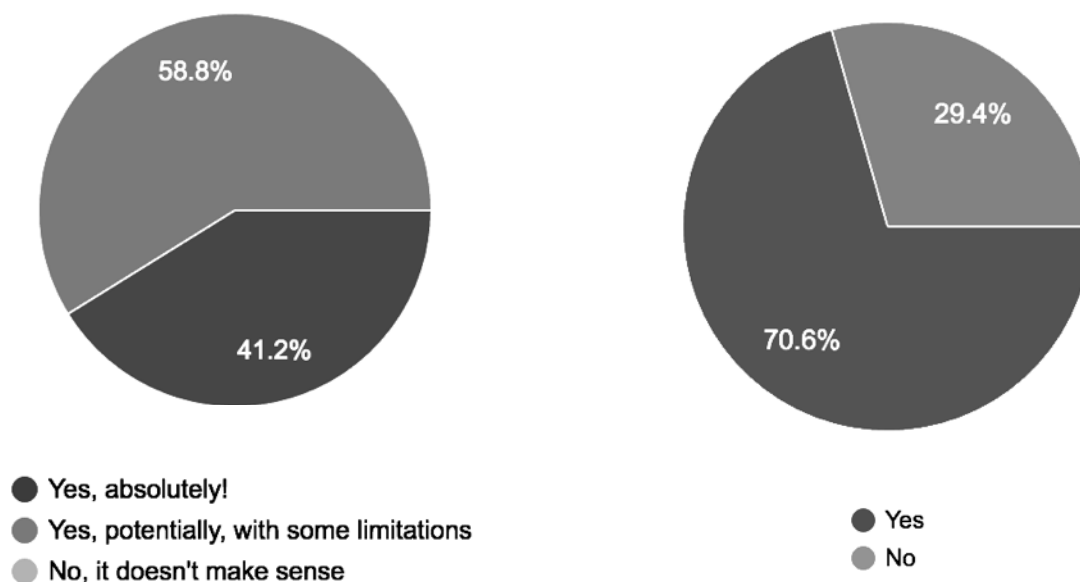


Fig. 17 Consent of interview participant on promoting any company through sailing

In the case of brand values applied to sailing sponsorship I think Morten Kamp Jørgensen, ex-Director, Global Brand Management at Vestas Wind Systems A/S (a sponsor of team in the previous VOR edition of 2014/15) shared the best example: “For us the values were perfect for the Volvo Ocean Race campaign - Vestas knows exactly where the wind, that drives boats forward, blows. It was the match made in heaven.”

Thinking of other successful factors that would attract sponsors to sailing I reckoned that the potential sponsors would only support the winning athletes and those teams who take the top places in competitions. So I asked about the importance of winning in applying or prolonging the sponsorship and I think the best answer I received came from Ian Walker, the skipper of the winning team Abu Dhabi in the previous VOR edition 2014/15, he said: “It depends, if the campaign is built around winning. If the sponsor relies only on winning, it probably should not go into sailing. It is much more powerful to show the progress of a team or tell the story of failing and challenge, than to support only the winning team.” His personal example counts three Volvo Ocean Race campaigns, out of which it was only the third one that he has won. In case of Abu Dhabi Sultanate, their title sponsor for the both last editions of the race, the contract was initially signed for two races - which means that the sponsor was looking strategically ahead. The main goal of the sponsorship was to

attract as many people as possible to Abu Dhabi and promote it as a tourist destination. The race report shows the 3,2% increase in economic impact from 2011/12 edition of the Race to 2014/15 with almost 42 million Euro generated thanks to the VOR stopover in Abu Dhabi (Race Report VOR, 2015).

I also proposed to evaluate the importance of winning on a scale from 1 to 5, However, I didn't include the scale, so I allowed the participants to provide an open answer with some comments. Out of the ones that opted to include a number from the scale I counted 8 people and the average score was 3,2. The scale choice varied from 1 to 5 and some comments included statements that depending on the case the winning could be important at 1 or in other cases at 5. As the example of most winning importance support there was the Portuguese boat owner, who actively transmits the story of competitions on the Facebook profile of his team, saying that the importance nowadays of the "social media, the word and related imagery and video, are often carried further, thus increasing branding exposure. Sponsors like to be associated with winning teams, not only because of the exposure, but also because of the image of excellence that is often tied closely to winning success." However, a member of his team, racing on his boat, an experienced professional Portuguese sailor, considered that "[winning] is important, but not mandatory. It is always good for a sponsor's image, but there are associated values that go beyond winning." I believe the associated values account for the return of sponsor's investment into sailing with brand activation and hospitality options as well as media value, that the respondents included in the first question of the survey. "The idea is to create the value regardless of the win," - summed up Ian Walker.

On the contrary to the winning part of sailing as sport I also wanted to understand the cost of failure and the influence of it on the sponsor's image, if a boat gets broken or member of the team or athlete suffers from a major accident. In the following sections of my work I am looking at examples of how brands cope with failures and manage to deliver successful campaign. However, it was interesting to see what those, who actually have to deal with the "disaster", have to say about it. All the industry insiders agreed that careful PR & communications as well as crisis management "need careful planning and execution" (Dee Caffari). She also stated, that the "return has to be met before the event starts". Alex Kossack added that "failing or withdrawal from a sailing event, much like in automobile racing, is not normally associated with defeat, or with losing, but rather with coping with adversity and the opposing elements." The media attention and the result of it may be even larger than in case of average results or even winning. Several people suggested that I look into Team Vestas example of coping with the failure in the first place and then, after all, gaining

huge benefits from the media coverage of the boat grounding, that they suffered in the VOR edition 2014/15. Later in my research work I dedicate section 5.3.5 to this amazing example.

Luckily I was able to interview the person, who was responsible for PR & Communications for the Team Vestas at that time - Morten Kamp Jørgensen, and here is what he had to say on the matter: “We looked at different scenarios, including pulling the boat out of the race, we had budget restriction by the management to not overspend a single euro more, than was budgeted. In addition the VOR was interested in having us back to the race, so we started a new campaign "A race to re-join the race" and in very tight deadlines managed to almost rebuilt the boat and deliver it to the stopover in Lisbon. Before the start of the race, the VOR management of course prepared us to various scenarios, which you think would never happen to you. But it is impossible to predict everything, so there should always be a crisis plan, that you can implement, when something happens. For us it was a test of our own abilities as a team to overcome and succeed. Overall the campaign was very successful despite losing the boat and spending 6 months to restore it.”

On a smaller scale of boat damage both the sailors themselves as well as the representatives of sponsoring companies did not see catastrophic outcomes for a sponsor in case of failures or accidents. The main focus should be preparation and crisis management prior to the start of any campaign. Key messages and files should be ready at any moment of the project, including some of the most unpleasant scenarios. Sailing particularly off-shore can be potentially very risky, but thats exactly the area, where most of the sponsors want to enter to play on the edge of endurance and challenge against ‘Mother Nature’. “Normally [damage is] not a problem in sailing,” - stated Stefan Lacher from SAP, that supports a team in the Extreme Sailing Series. This competition has a very tight racing and often includes at least minor damage, but might be a capsizing, hence the boats are very light. The underlying concept of the events is in the name - the *extreme* part is always there and the sponsors are prepared to cover the expenses for quick fixing the boats, sometimes overnight or during the racing day in order to allow their team get back to the competition as soon as possible. The project aims at running a fair game for their teams, therefore the missed races due to damage, are often not included in the suffered team’s results.

Predicting that sailing is still perceived as elite sport, I was curious to see the real picture of the sailing sponsorship budget, and which companies could afford it? The question was whether the budget can be flexible and any company could find their level of investment that would pay back.

Most of the answers confirmed that the budget was something that a sponsor is the one to regulate. Like in the case of Team Vestas, that I already mentioned, the budget restrictions did not allow the team to go for other possible options rather than invest in time and play on the communications side. Or for example, when in the same Volvo Ocean Race 2014/15 edition in Leg 1 Abu Dhabi lost their mast and then later in Leg 5 Dongfeng, who were top of the standings from the start of that Leg, also broke their mast, causing them to withdraw from the race and deliver the boat by land to the next stopover. Numerous examples can be found in this regatta as well as other off-shore races, ultimately something is very likely to happen. And if the sponsor is prepared financially, it gives the team more flexibility and freedom in managing the crisis.

Getting away from the risky side of business let's see, what my respondents replied about the budget for a sailing campaign. Andrew Pindar, the business partner and sailing team head of GAC Pindar, who knows probably about sailing sponsorship budgets more than anyone I know, said, that "You can spend €1000 or €100 million. There's room for every budget. But it's about a plan and the way it's worked every bit as much as the sponsor value."

Oleg Chugunov, the Russian professional sailor and coach confirmed: "Sailing is affordable, it is a delusion that sailing is only for rich people. If you want you can find the budget that will fit into your expectations and still advertise through sailing. Sponsor a local yacht club, sailing school or send a young sailor to the Olympics."

With regard to the Olympic budgets I took a look at some documentation on sponsorship proposal for a team of 2 athletes in 49er class, where the overall costs were estimated at €85.000. This includes around 200 training days, participation in races throughout the year in various countries and boat maintenance. Olympic campaign is like a full-time job, that has to include all living costs of the athletes. The equipment normally takes less 25% in a 4-year budget. The biggest costs are people (most importantly the coach), transportation, accommodation, food, entry fees, insurance and associated costs. The media campaign has to be calculated on top of that, However, it is included during the preparation years the exposure of the sponsor's brand and including it into all the communications. The document was shared with me privately, so I do not include it in the Attachment.

The example, given by Rodrigo Rato, the communications force behind the new Portuguese project competing in the Extreme Sailing Series in 2016, is Sail Portugal. The team is supported by a holding of independent companies (Angola Cables, Luzboa, Edox Watches), the Tourism

Authority of Madeira Island and the Port of Lisbon. On the 32ft catamarans there is enough space for a number of sponsors, which is another option for optimising the budget - sharing the costs with other sponsors. If sharing with other brands is not within the policy for a company with the various sailing opportunities nowadays, sponsors may not only choose the type of sailing or the boat they support, but look at different markets and communication platforms and of course the areas for activation.

Some of the respondents claimed the budget starting from €15.000 - €25.000 per year, depending on the boat size and level of competitions, plus number of requirements from a sponsor, like special branding of sails or boat hull, team uniform and so on and so forth. Professional media-crew, that will create content specifically for the team, can cost €500-€3000, depending on the experience and number of people in the team, as well as the number of working days and intensity, the type, quantity and quality of the material they produce. Concluding on the budget side all those, with whom I discussed this, equally agreed that the budget is adaptable, more important is to have people in the board-room, who would defend the sailing sponsorship. It is definite that the budget should have some space to accommodate unexpected occasions. And if they don't happen, that can provide some funds for additional activation after the races or throughout the winter season, when traditionally the number of competitions go down or move to the further locations or invest more into PR and media, content production, branded give-aways to staff and partners etc.

Trying to summarise and conclude on my research among the industry insiders I included a question, where the respondents could only give 3 most important criteria for a sailor or a team to be sponsored. As a result most of the respondents named more or less similar criteria, which I decided to provide in this visual graph. The Y-scale represents the skills and qualities that the respondents named (Fig. 18).

The X-scale represents the number of answers, that I received towards these qualities or skills. I manually analyzed the answers, because all of them were in text format with different wording and sometimes the respondents duplicated the criteria, that made them count for one in the same answer.

1) **Provide good PR and Communication** as the form of “payback” to the sponsor, always adding value to the campaign in all activities, not only during competitions, but in every day life. Come up with creative ideas, how to expose the sponsor even more.

2) **Share the values of the sponsor**, “understand the business and marketing mission of the sponsor” (Andrew Pindar), literally “wear the sponsor’s t-shirt” (John Tavares) with pride and meaning it. Be thankful and show it.

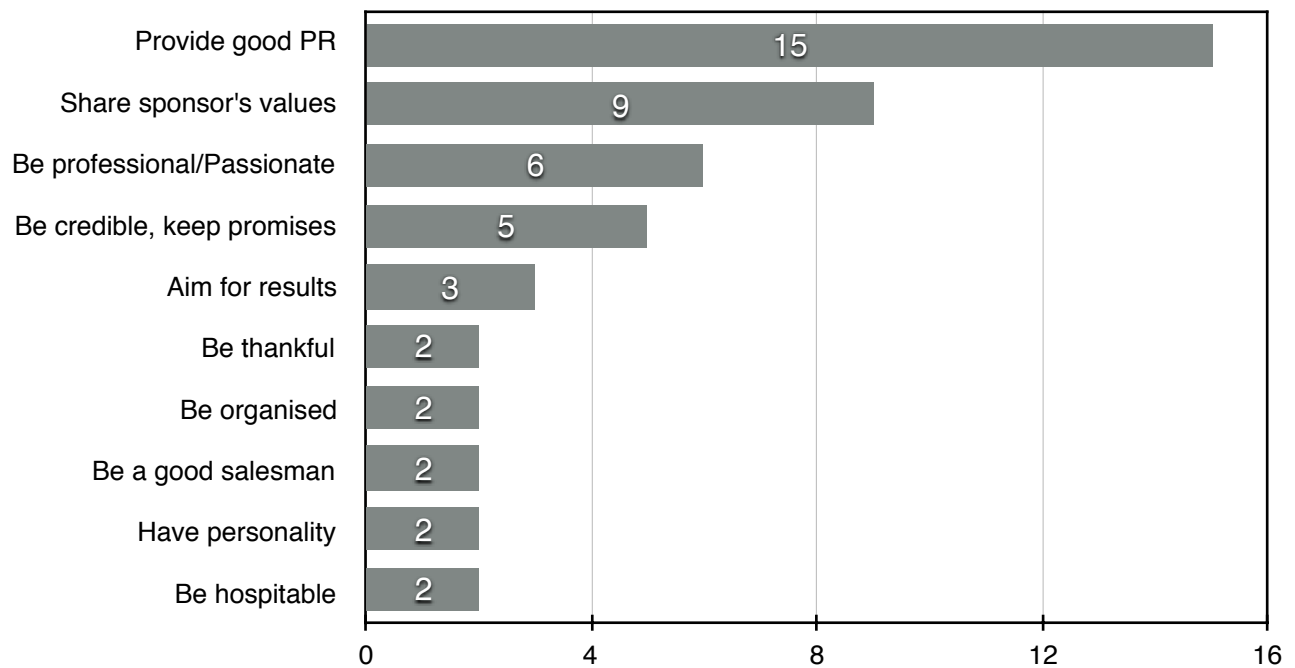


Fig. 18 Criteria for being sponsored according to the research

- 3) **Deliver solid results**, not necessarily ahead of all the competitors, but being persistent and strive towards good results.
- 4) **Be professional with real passion** for what you are doing.
- 5) **Be thankful** to the sponsor, don't take it for granted. Understand that the athlete has "a duty to the sponsor rather than any divine right" (Andrew Pindar).
- 6) **Be credible**, keep the promises and prove that you're able to deliver the proposed offer.
- 7) **Be very organised** and keep the focus.
- 8) **Be a good "sales" person**, should be persuasive in what you ask for.
- 9) **Have an outstanding personality**, being charismatic for the media is good, but be careful
- 10) **Be hospitable** - be nice to the sponsor's guests and be ready to welcome them and show around your boat, your world and explain everything.

In addition to the above there were 3 more criteria, which I believe are standing above the personal qualities or skills, so I decided to present them separately. Scott Over, the Commercial Director of the Extreme Sailing Series pointed out a very important criteria - the nationality of a sailor/team as well as the gender. For example the choice of sponsor for an all-female team would differ, or better to say, would have another perspective and provide different dimensions as, for example, a team in the same competition, but only with men onboard. Professional Portuguese

sailor Carlos Leitão also mentioned it: “[the criteria] depends a bit on the positioning of the brand itself - for example, I assume, that [Team] SCA were after a female brand for sponsoring (this might be one criteria).”

Ian Walker, also named an important criteria, but, I believe, it relates to the circumstances a person lives in as well as the personal ability to bond with people - the networking. Like in every other business and activity in order to succeed and move forward, you need good connections. Behind building any network there is always a big work to be visible, to be recognised, to be in the right spot at the right moment, be amicable and make people like you. So behind one word “networking” there are a lot more criteria that you should fit, in order to succeed.

Last but not least the criteria, that Gustavo Lima, the Portuguese Olympic sailor always has with him - it’s a smile. I know only several sailors, who match this criteria perfectly and in addition to a great personality a friendly attitude always makes a difference. In the conditions of tough competition the athletes are often concentrated on the racing and forget about the importance of gaining “likes”. Any sailing event is an exposed activity and even when you think that no one can see you, there is always someone looking at you. These answers and the vision I received from the interviewees, in my opinion, prove that by means of good PR campaign and well-thought communications, a company can add value to any project.

After listing the criteria I was also keen to understand, what can potentially stop the sponsors from supporting sailing. So I asked the industry insiders about what, in their opinion, could be improved from the side of sailing event organisers, yacht clubs and class associations to get more sponsors and more public. There was no definite answer, but the overall feedback was that the sailing world has to open up more towards the rest of the world. In terms of communications and exposure of the events to a more global audience. Important is to involve people on all levels, even when there is no competition or attract those, who cannot be physically present at the regatta by means of online resources, like interactive games and live trackers. Providing commentary from professional sailors, who can explain the action on water in common words avoiding to use technical terms. The organisers should position the race course in visible areas and provide nice backdrop for the photos. The yacht clubs should liaise more with authorities, politicians and business elite, creating opportunities for them to meet and interact. “For example in Spain for Copa del Rey regatta the King of the country is sailing, that way attracting a lot of attention to the event (public and media),” - advised Rodrigo Rato.

Justin Chisholm, an experienced sailing media professional stated: “We need to tell more stories about the sailors, the teams and the events as well as about sailboat racing itself.” The events could benefit from partnering with the local transportation or vehicle providers, such as ferry boats or helicopters, for example, to deliver more people to the race course, hence the regattas are often held far from the shore and can’t be witnessed from the stands. One particular technical point that Ian Walker has mentioned was that “the yacht clubs and some regattas could have a better web-site and allow access to some data, but I think that compared to other sports, sailing is rather advanced in this.” He advised me to look at the Wally class or TP52 as example. These maxi classes have user-friendly, modern and well organised web-sites, managed by professional media-crews. The reason for such a good online presence probably hides behind the big budgets involved in these classes, which can afford having a professional team running the online communication and creating content. In case of a local yacht club or a small sailing team it is difficult, but always possible to arrange a coverage by attracting, for example, a young professional, a student, who is looking for experience and is building his/her portfolio. I believe that there is always a chance to have your communication managed even without a dedicated professional. Many athletes, who realise this, are combining their professional activity with marketing efforts - by means of social media, which is easy and accessible for everyone .

Back in 2010 Mark Turner, former Executive Chairman of OC Sport (company behind the Extreme Sailing Series) said in an interview to The Daily Sail: “Where we do need to get better, and where a lot of sponsorship is increasingly going, is in local community type projects, connecting with a local community. Mass participation events are growing and growing and cities showing that they are giving something back to the citizens not just bringing a big event in that may or may not be relevant to them. We all need to be better at that.” Looking at the progress that the Extreme Sailing Series implemented through the last 5 years, always involving in their events suppliers from the locations of events, local youth sailor communities or environmental organisations. Like the case for the most recent ESS event in Lisbon, that was certified as a Clean Regatta by Sailors for the Sea - Portugal, a group that promotes ocean conservation and health. The event included a Beach Cleanup with all the competing teams and volunteers taking part in the activity. With the help of the media attracted to the Series, such program gains possibility to expose their activity and attract more attention to the problem and members to their community.

The main findings, that I will be using for the conclusions of this work, will include the valuable feedback on the skills and qualities that athletes and sailing teams should consider, when

applying for sponsorship. The budget question was one of my interest, but in the online form the respondents didn't share the numbers so responsively, it was mostly the conversations in person, when I had a better feedback on that. Also I think the vision about winning and the cost of failure was important for me to understand, as my perception was different from what I figured out during the research. Overall I was very please by the results I managed to receive.

5.3 Research and findings on sailing sponsorship campaigns

In my research I asked the interview participants, what exactly was paying back so well in sailing sponsorship. Many of them named the guest experience, that sailing provides. To work on that emotional side "it's wrong to sponsor one boat for one event. You need a series of events - an overall program which is delivering through that period." - said Mark Turner, Volvo Ocean Race CEO at one of the press-conferences, covering the idea of long-term relationship building with the audience. In the following pages I look at how companies manage it through sponsorship in sailing.

Before I switch to that, I'd like to look at the sponsor's side with SAP sponsorship platform. This leader in technology software builds relationships with their clients through numerous campaigns in sports and entertainment. SAP provides them with IT solutions that engage fans, media and players on one level, integrating real-time cloud-based analytics (see Attachment № 5). In sailing SAP proves a long-standing involvement with an impressive portfolio of partnerships across teams and competitions, that include: Sailing Team Germany, SAP 505 World Sailing, Kieler Woche regatta and the Extreme Sailing Series, where the SAP Extreme Sailing Team has been competing for the last 5 years. The main goal of SAP's sponsorships programs is to showcase their services, to introduce the key decision-makers on B2B level to how they can use SAP in their own companies. I had a chance to ask the SAP Head of Sponsorship Innovations - Stefan Lacher about the return on sponsoring in sailing compared to other sports. In a private email he said: "Sailing has the challenge that stadiums and standard VIP experience in many other areas of sport & entertainment don't have. Therefore it is creating the opportunity of cost-efficient customer programs. Furthermore it is a niche sport and big media is not interested in it, like it might be in soccer or other sports. Benefit of sailing is that when you want to reach decision makers, this allows you to narrow down the reach to your target group. In that sense it creates a cheaper and focused opportunity instead of having "to boil the ocean" in a wide sport." This targeted approach of SAP allows to understand, how a company can benefit from a niche sport.

5.3.1 Event sponsorship campaigns

The America's Cup presented by Louis Vuitton

Probably the only sailing event that could be opposed to the popular sports in terms of following, is the oldest organised sailing event - the America's Cup (here and further referred to as AC). The story of it began in 1851, preceding the modern Olympics by 45 years. To this day the race has evolved into a massive sponsorship platform, where teams represent major brands, who compete against each other under the overall sponsorship of Louis Vuitton. Originally held as a match race (see explanation on page 21), when two sailing clubs challenged each other for better skills in sailing, the regatta developed into series of events (Qualifiers or Playoffs), when several clubs compete during certain time in order to enter the final one-on-one competition. The history and prestige of the AC, attract not only the world's top sailors and boat designers, but involves a range of most recognised businessmen and companies, namely: in the modern world - Larry Ellison CEO and Founder of Oracle (number 5 in the Forbes 400 list with net capital estimated at almost \$50 billion), from the past - tea merchant Sir Thomas Lipton and the American railroad executive Harold S. Vanderbilt, who won the America's Cup three times. From the sailing world - renowned sailors Peter Blake, Paul Cayard and Russell Coutts, who is now the CEO of the AC Organising Authority, the new generation of prominent sailors - Britain's Ben Ainslie and Iain Percy, Jimmy Spithill, Tom Slingsby, Nathan Outteridge from Australia and Dean Barker, Peter Burling, Blair Tuke from New Zealand, as well as the French sailing legend Franck Cammas (americascup.com/en/history, 2016) - all of them add value to the competition at the same time achieving the peaks of their careers, which the AC can definitely be considered for sailing.

Looking at the sponsors side, after the title company Louis Vuitton, that sponsors the event since 1983, we see such giants as BMW, Oracle and Bremont. The prestigious America's Cup is supported by several main sponsors for the circuit of competitions as well as by local sponsors in each location. The official sailing gear supplier, which is a common practice in sailing (for the Volvo Ocean Race for example such sponsor is Musto), is the Swedish company Sail Racing International, that provides apparel for both high-tech sailing and daily active wear, also producing branded merchandise for fans to purchase.

Louis Vuitton's penetration into the race involves not only advertising its signature LV logo on the sails and transferring state-of-the-art trophy in an impressive trunk, worth 400 hours of hand work (LV also crafts cases for FIFA World Cup and Rugby World Cup). Starting from 2016 LV

extends its connection with the race by dedicated clothes and accessories collection (See Attachment № 6 for some examples). The history of both brands (America's Cup and Louis Vuitton) finds reflexion in the collection with a colour code of red, blue and white with a V-shaped signature of the designer. "The line is an elegant extension of the event, celebrating the advanced performance of the America's Cup catamarans and the skill. When flair and elegance win the day, Louis Vuitton is at the helm." - quotes the collection's official statement.

At the next level of sponsorship there is for example the Bermuda Tourist Authority. Promoting a location through sport and precisely sailing competitions is already a common practice in marketing. Hence the events and their preparations give a boost to the local economy, there are several large-scale campaigns known in the sailing world. Namely the Abu Dhabi campaign in the Volvo Ocean Race, The Omani Muscat sponsorship in the Extreme Sailing Series and some others. Such campaigns benefit immensely to the destination, attracting thousands of people, providing jobs and attracting media attention.

32nd AC held in Valencia provided the economic impact that lead to annual increase of around 1% of the GDP during three years, and creation of over 70,000 jobs in the region during the 2004-2007 overall resulting in €5,748 million in expenditures caused by the AC and €2,724 million in revenue for the region. Throughout the racing days over 1 million people visited the port of Valencia with daily numbers of 230,000 people (32nd AC Valencia Economic Impact Report, 2007). To add some fresh data, already in 2016, after one year of preparations for the 35th America's Cup, the UK's Land Rover Ben Ainslie Racing (BAR) team claimed to have caused a £47 million of economic impact to the UK as well as gaining £59 million in media value (land-rover-bar.americascup.com, 2016). In a very challenging call for the victory the BAR team, skippered by the renowned British 5-times Olympic winner, is managing a budget of £80 million for the "partnership", not sponsorship they established with Land Rover (yachtingworld.com, 2015).

While analysing the sponsors of the AC and their proposition, I also looked at smaller sponsors, like for example the official vodka of the series - it's a new brand called "TOAST". Among the AC sponsors there is a number of alcohol partners for hospitality and celebration moments during the event. The Official Vodka of the AC is served at all the World Series events in 2016 and 2017. For a small brand this is a great opportunity for exposure in the key market, as the brand is coming from Florida. I see this example as the potential option of how a new company or the one, not associated with technology, challenges and achievements, health or sustainable development can benefit by supporting a sailing race. Partnering with such a prestige sailing event

as the America's Cup allows a small vodka producer enter the world, where every race victory is celebrated with Moët & Chandon (the official champagne of the AC).

Talking about the returns for sponsors of the America's Cup apart from the fact that simply being a partner of the AC is an achievement, we could look into the media coverage results and the overall popularity of the competitions. From the official event summary of the AC in New York, that was distributed to the media, I received the following results (See Attachment № 6): broadcasting in 150 countries; 1.42 billion media impressions; 5.5 million impressions on Facebook and Twitter and 52,000 engagements on Instagram; 881,000 video views across all social media. The number of visitors in NYC reached up to 100,000 people per day and spectator boats up to 800. Apart from the sailing and the incredible coverage, that the America's Cup provide onsite and broadcasting, the experience features a top-notch, 5-star hospitality program. It differs slightly from location to location, providing its guests a unique experience by integrating the best viewing locations for the action with gourmet food, premium beverages and other exclusive amenities. The Race Village's VIP lounge has direct view on the race-course. Some corporate offers allow the VIP guests to obtain their own America's Cup clothing and gear branded with the sponsor's logo and colour. Merchandise can be also designed and produced to serve each company's needs. Some standard AC hospitality offer costs from approx. €500 per person per day and include race viewing, and live commentary, meeting the sailors and access to the boat area, premium food and beverage.

While the America's Cup sponsorship campaigns can be the best examples in sailing both exposure and ROI-wise, it is important to remember to pay tribute to its traditions. Gary Jobson, a long-time sailing journalist and writer described as follows his attitude towards the nowadays AC: *"Sponsorship is important, but it should be tasteful. Technological advancements are important in the America's Cup, but so too is the tradition of this regatta"* (sailingworld.com, 2015) This vision can serve as limitation for the successful AC campaign, as it needs to be addressing to both - the long-time fans, as well as to the new audiences, that may not be very familiar with the history of this sailing event.

Volvo Corporation for the Volvo Ocean Race (VOR)

One of the most prominent round-the-world regattas that has been running for 43 years, initially named the Whitbread Round the World Race, is held every 3 years taking approximately 9 months to complete. The first sponsors to support the race were the British Royal Navy and

“Whitbread”, British brewing company, who also gave name to the first competition. Many things have changed, like the name of the regatta in 2007 to transmit the main sponsor’s identity, but the spirit remained, it is still known in the sailing world as “the Mount Everest of ocean racing”.

“We looked for something that contributed to the Volvo brand, that engaged us in something global and that was dynamic,” said Mats Nilsson, senior vice president of Volvo Group (volvooceanrace.com, 2015). - “Since Volvo acquired the race we have developed it every year, both in terms of the competition itself but also by taking greater and greater advantage of the business benefits. With its global scope, the Volvo Ocean Race has become a superb platform for strengthening the brand not only for Volvo but also for the race and team sponsors involved.”

The race is supported not only by Volvo Group, but also includes race partners, race sponsors and race suppliers, who are all related to sponsors, hence provide to the VOR materials or services. The concept of the race includes also the sponsors for each team with the title sponsor giving name to the team and the boat. In the previous editions there were teams named Abu Dhabi, Alvimedica, Brunel, Dongfeng, SCA and Vestas Wind, all representing company names with the exception of Abu Dhabi, which represented a destination. The company profiles vary from edition to edition, including from various areas of business, like heavy trucks production (Dongfeng), hygiene products (SCA), natural energy generators (Vestas) and even HR (Brunel).

Unlike the previous years starting from the 2014/15 edition the fleet sails on one-design (similar) boats, which means that all teams have equal technical conditions, and the win depends only on the skills of the crew. The team consists of 8 sailors and 1 non-sailing multimedia reporter. The On-board Reporter (OBR) is the VOR innovation, and no other sports have a dedicated multimedia journalist competing together with professional athletes in the same team. Recording the achievements at seas has always been the signature of the race, but since the first edition it was done by crew members. Full-time Media Crew Members were added to each team in 2008-09 as dedicated story-gatherers, and it was renamed to OBR in the 2014-15 edition. VOR management relies on boosting the communication side of the race, having learned over years that the quickest transmission of onboard activity attracts more followers and pays back with regard to coverage, i.e. adds value to the sailing part. The VOR CEO at the time Knut Frostad, shared some insights during online media session: “There will be a big change in media equipment onboard - technology evolves so fast, when it comes to cameras and microphones, social media, and how the sailors can communicate. I expect to have a completely different setup onboard for the next race. The trend is to speak more with the sailors directly” (volvooceanrace.com, 2015). It has been announced

recently, that VOR will allow one-way online communication directly from the crew-members into their social networks feed. A revolutionary decision, which will allow even more content to go out to the big world. Some changes to the OBRs have also been announced - their rotation from boat to boat, unlike before, when every reporter was part of the team. Moreover every boat will use a drone for stunning footage outside the boat to ensure that the followers could see (i.e. experience through videos) the conditions that the sailors see onboard in the middle of the ocean.

This circumnavigation is divided into sections that are called “legs” (the off-shore distance from one port to another), stopping at previously announced locations (ports) - nine of them in the last edition, covering a distance of almost 40,000 nautical miles (75,000 km). The previous edition of the race crossed 4 oceans and had stopovers in all continents in the leading cities around the world. Each location builds up a *race village*, where the boats interact with the media, VIP guests and the public during approximately two weeks.

The strongest connection the VOR creates through making each team a living organism throughout the race, appealing to the followers through each team’s own colour theme, a lively pop tune, that follows them from the dock to the boat, thus applying the sensual brand connection, that I mentioned in the theoretical part of my work. The boat, being the bearer of the brand, with the hull and the sails covered with sponsors’ logos and names, is one of the main attention during the race. The team crew-members act as brand ambassadors, bound to deliver the emotional part of the competition, representing the brand 24/7. A tough challenge too, that not every sailor can manage.

The VOR provides highly professional media support, each stopover includes a massive press office working daily in at least 4 languages to provide up-to-date news. Broadcasting is vital and the shore media provides photo, video and writing material, that cover the legs and stopovers, organises skippers interviews and press-conferences. Being a media at the VOR is truly a VIP experience. Talking about the VIPs - the guest experience, that VOR arranges for the sponsors’ guests, allow them to take part in the in-port races together with the world-renowned sailors. Usually the skipper of the team would be onboard to greet all the guests and interact with them in informal atmosphere.

Last but not least, the corporate networking opportunities at each stopover that VOR facilitates, are favoured by some of the companies even higher than the media value. Especially for the B2B sector. It is a business platform where international brands have a chance to integrate with their local partners as well as look for perspectives. Sponsors have the ability to showcase their products and services to the markets where the boats are sailing to.

Some numbers from the VOR edition 2014/15 prove great success (See Attachment № 7): over 70,000 corporate guests, 2.4 million visitors to race villages all over the world, almost 2,500 VIP guests raced on Volvo Ocean 65 boat, average media value of €47.5 million per team, 1.2 million/75,000 fans follow the event on Facebook/Twitter.

With the media value overcoming the average budget two or three times, the investment looks very attractive to the potential sponsors. Apart from purely media side the unique engaging experience that people receive, can hardly be measured in money. “We are giving more people the chance to taste just what it’s like to race, alongside our elite athletes, out on the water. It’s truly a money-can’t-buy experience,” - stated Knut Frostad in the Race Report in November 2015 (volvooceance.com, 2015). VOR management knows very well, how important stakeholders relationship building is for the sponsors and makes every effort to maximise it. Volvo Ocean Race is a unique sponsorship activation platform applicable for wide range of sponsors. Far more than just selling sponsorship, the Volvo Ocean Race offers a cost efficient way to not only reach many markets around the globe, but to help sponsors create an emotional bond with their brand, while returning incredible numbers in media value.

5.3.2 Team sponsorship campaigns

SCA challenge: all-female team to sail around the world

The Team SCA example in the Volvo Ocean Race 2014/15 did not only inspire this thesis, but, I believe, made an impact on the future of both female sailing and sponsorship in this sport. Svenska Cellulosa Aktiebolaget (or SCA) is one of the leading world manufacturers of *sustainable personal hygiene products, tissues and forestry products* (sca.com, 2016). The product line includes items for all ages and genders and has no direct association with the high-performance, water or energy related spheres, as well as not transmitting the values of challenge and adventure. SCA manufactures and sells products throughout the world, and approximately 80% of their consumers worldwide are women (sca.com, 2016). By taking part in the Volvo Ocean Race, SCA was trying to increase awareness of their brand and strengthen links between their customers and their brands, such as Libero, Libresse, TENA and Tork. The company was also aiming to make it possible for women to take part in the sport that has historically been reserved for men. For over 40 years of the Volvo Ocean Race history there have only been four all-female crews.

The story of Team SCA commenced 2 years before the start of the race - only 13 best female sailors were selected out of 40 finalists, who took part in the shortlisting program. Overall the project received about 250 applications. Entering such a male-dominated world as sailing for a group of women was a challenge in the first place. Obviously, women cannot compete with men on the physical level of endurance and force. The VOR recognised this and allowed the addition of extra crew member to the all-female boat. However, more hands on deck do not always help, as the boats are technically identical and have the same number of equipment as well as the sails. This was going to be tough and this is what SCA had put at the top of their campaign - to be a challenge for the participants and inspiration for all women in the world to follow their dreams.

This project was unique both in the female sailing perspective, due to the level of the competition, and in the marketing perspective, which was reported to have reached some of its targets already by the middle of the Race (after Leg 5 in Newport). Totally the race has made 10 stopovers, where all the sponsors and partners of the Race involved their visitors in exciting activities. At each stopover SCA, like all teams, had a large branded pavilion to showcase its products, talk about their brands, mission and, of course, the Team SCA. That's where the women of the world could meet the girls from the "squad" and interact, learn from these courageous ladies.

Not only because of the brightest colour of the boat ("It's not pink, it's Magenta!" - claimed billboards in race villages), but of course because of its all-female profile, the project attracted a huge attention from the media. Thanks to this global marketing program, Team SCA had increased company's sales (+13%) and profits (+9%) compared to the same period in 2014 (SCA interim report Q2, 2015). Global exposure of the brand reached 2.4 million people at Volvo Ocean Race stopovers with 370,000 people visiting SCA pavilions. The project generated the overall media value of €62.8 million, second largest in the fleet after the Chinese team Dongfeng Racing (€65 m) and ahead of the winning team Abu Dhabi, which gained €54.5 m (VOR Race Report, 2015). The company had realised the importance to involve a wide range of public, hence it was promoting mass market brands, which was done by the examples of some relationship building activities:

- **Give-aways** at the events (see some examples of SCA merchandise in Attachment №8). As an example of establishing a long-term relationship with their potential customers, at the start of the Volvo Ocean Race in Alicante SCA were giving away pine tree sprouts, that many people (including myself) took home to grow in their gardens. According to SCA, it takes 100 years to grow a pine tree - this is how far ahead the SCA management must be thinking;

- **Guests Experience** onboard the Volvo Ocean 65 as well as watching the races from guest boats during in-port races - the team was known in the Race Village for filling the area with magenta colour in hats, t-shirts, flags and other merchandise. Their PR activities also included deep interaction with female bloggers & media, establishing relations with them at stopovers, which then followed further at least until the end of the race.

- **Participation of celebrities** - for example H.R.H. Crown Princess Victoria of Sweden visited the Pavilion and sailed onboard Team SCA boat in Lisbon. Many female sport and TV stars also paid a visit to the “magenta boat” and later transmitted it in their social networks.

- **Creative ideas**, such as a replica of the SCA boat made of LEGO parts - the story, that travelled the world together with the Team (in a container), of two friends, one working for LEGO and the other for Volvo, who assembled the identical Volvo Ocean 65 SCA boat 2.3 x 3 x 0.5 m in size consisting of 100,000 pieces. It’s not hard to imagine how much attention this boat had from children and how many of them wanted a piece! This could also show the connections SCA tried to establish with the youngest of their potential customers.

Truly unique project, the legacy of which lives on with the Magenta Project, formed by the members of Team SCA, that aims to advance women in professional sailing. The girls have already progressed with some significant changes in major sailing events rules to welcome more female sailors to mixed crews and they aim for more. The motto they used throughout the Team SCA campaign was “Never, never, never give up!” and they don’t.

Open your heart for the “Initiatives Coeur”

“Initiatives-cœur” or the *Heart Initiative* is a French sailing project lead by skipper Tanguy de Lamotte, who challenges the ocean to save children. Every race is an opportunity for a major awareness campaign, in which the two main sponsors of the boat boost donations for children with serious heart diseases. The “Initiatives” campaign is running for over 20 years by the company that is based in Le Mans, France. The project also promotes educational programs in local schools - through sailing they introduce geography, ecology, and other school subjects in a fun and informative way. One sponsor is K-LINE, the French manufacturer of windows and entrance doors, main company values relate to high performance. It is a part of Liebot Group, which is based in the city of Vendée (gives name to the famous Vendée Globe, hence, I believe, the sailing connection).

The second partner is the “Initiatives Foundation”, that allows children with heart defects from less developed countries to have surgery in France. Hosted by volunteer families, the children are operated in 12 hospitals in France. Nearly 2300 children have participated since the creation of the association in 1996. There are nearly 100 children worldwide born with serious heart defects, that are often fatal, when only surgery can help. The special medical technology to cure these diseases costs €12,000 to operate one child (initiatives-coeur.fr, 2016).

The idea behind the “Initiatives-cœur” is to raise awareness as well as funds towards the Foundation using the means of social media, by delivering the content about Tanguy de Lamotte’s sailing adventures, a skipper with proven track record of successful sailing campaigns and a sailor with *a big heart*, as he is called online. The Foundation supports other athletes with big hearts, including those in golf, horse jumping, car rally and others. Every new donation or another child, who received a chance to live, is transmitted to the social media feed.

The formula of the campaign is simple: *1 Like = €1*, i.e. the boat sponsors pay 1 Euro towards the “Heart Fund”, when a new user subscribes to the Facebook page of the project. So far the page has collected almost 400,000 followers, which compared to other commercial sailing projects, is quite a big number of fans for just a sailing team (see some examples in Attachment № 9). For example the Extreme Sailing Series or Vendée Globe have 82,500 and 113,000 followers accordingly (as of October, 2016). For one of the sponsors K-LINE the project combines the solidarity and humanitarian values, through which the company involves its employees and customers (vendee-globe.org, 2014).

As we see from this example, the winning combination is having a solid financial support and a concept, that allows strong appeal to the key audience as well as can generate vivid content. “Initiatives-cœur” is the example of sponsorship, that uses the positive image of sailing and the idea of *big heart* of sailors towards driving attention to the cases, which are not directly associated with sport. Heart diseases are not commercial products that companies manufacture, it’s something more touching, that can be used by associations and foundations that need strong appeal to drive more interest to their respected areas. I think, this is a less brand exposure and media value project, but a pure example of building long-term strategical relationships with all stakeholders.

5.3.3 Athlete sponsorship campaigns

Francois Gabart: powered by Aquapower, by Biotherm Homme

Francois Gabart, born in 1984 is currently the youngest sailor, who set the record in Vendée Globe, a solo round-the-world race, one of the toughest known to win, that generated media value of €17 million from this victory. He also won the single cross-Atlantic race Transat Bakerly in 2016 on his state-of-the-art 100-foot trimaran Macif. Other wins include the Route de Rhum and the Transat Jacques Vabre to prove the reputation of one of the best off-shore sailors in the world. The main sponsor behind the project is the French financial group Macif, that invests into the boat and carries its logo on the sails around the world. Biotherm Homme in this case is a supporting brand, that is using the challenging and risky nature of Francois's adventures to sharpen the image of their products, that are precisely targeted to men. The brand promotion transmits images of pure masculinity, reaching out to their consumers, clearly stating that using skin products for men can go along with some of the toughest challenges. The campaign followed his record-breaking victory in the Vendée Globe in April 2014 (see Attachment №10 for some examples).

Biotherm also engages David Beckham and a Dutch kite-surf star Youri Zoon as ambassadors. Main channels for reaching out to the audience, apart from the traditional tools, are social networks, like for example the Instagram feed (13,500 followers) of the brand and targeted Facebook pages (320,000 followers), that are language-adapted in each country. Most postings include Beckham, as football traditionally is more popular than sailing or kite surfing. However, in case of France, for example, where sailing traditionally has a much bigger popularity, an inspirational message with Francois Gabart applying his morning skin product, may be much more appealing. For the sponsor the connection is clear - skin products, the basis of which is water and the prominent French sailor, who spends most of time on the water can be the best matching game.

Application of the promotional campaign has to be well-thought according to the market perception of sailing. Like I already stated earlier, France had a higher interest in sailing, than for example some other European countries. Well-targeted campaign and prior research would be essential in order to deliver a successful campaign to the market, but I think it demonstrates the possibilities.

Alex Thomson: “Sail. Survive. Succeed.” by Hugo Boss

“Perfection, success and elegance” - are the keywords that you first discover on the Hugo Boss website section, dedicated to the sponsorship of the British solo-sailor Alex Thomson (group.hugoboss.com, 2016). He amazed many Youtube visitors with a thrilling walk on the keel and later on the mast of his ocean boat wearing a Hugo Boss suit (see Attachment №11). The mast is 30 m high, which is the equivalent of a 10-storey building - the creators of the video stressed the danger of the challenge. The video yielded 2,249,951 views and 6910 likes on YouTube plus additional reach through the social media channels by numerous shares. After the video was released, the Alex Thomson Racing team created the “Behind the scenes” video, releasing the filming process, which gained additional coverage, thanks to the original video - 264,020 views, 149 comments, 3888 shares and almost 2000 likes on Facebook. The “Mast Walk” (2014) was the sequence of the original video, that went viral on the internet with Alex’s stunting “Keel Walk” (2012) of his boat wearing a classic black suit (something you definitely don’t wear at seas), that gained over 2,7 million views and almost 10,000 likes on YouTube. This year Alex released a new “series” of his epic challenges with riding a kite surf along with the boat literally flying into the sky on a kite - The “Sky Walk”. The strategy of the campaign is clear with supporting Alex in his fearless adventures stressing the high risk and danger of his projects and how he is coping with it. His “walking” stunt trilogy has impressed more than 11 million fans on social networks around the globe (group.hugoboss.com, 2016).

This sponsorship continues successfully since 2004, when Hugo Boos first sponsored Alex with a boat, which carries the brand on its sails and the hull. In addition, Hugo Boss supplies Alex Thomson Racing team with high-performance ocean gear, as well as provides them with high-fashion apparel for all the formal receptions, and of course for the stunts! In November 2016 Alex will begin a new challenge and embark the new Hugo Boss IMOCA 60 boat (IMOCA stands for International Monohull Open Class Association) for one of the toughest sailing challenges in the world - the Vendée Globe. This is a solo, non-stop and unassisted navigation around the globe, taking approximately 3 months. In the previous edition of the race in 2013 Alex finished in the 3rd place, this year he has set the goal to be the first British skipper to win the legendary race. The ‘Success Story’ of Alex Thomson Racing includes winning or almost winning some world top regattas, like the 1st place in New York - Barcelona Race, coming 2nd in 2013 Fastnet race, setting a record in West to East Transat in 2012 and finishing second in Transat Jaques Vabre in 2011 (group.hugoboss.com, 2016). However, in recent years Thomson has suffered a number of disasters,

from losing the first Hugo Boss boat during the Velux 5 Oceans, to the collision prior to the 2008 Vendée Globe, and having to withdraw from the Barcelona World Race when he suffered an appendicitis (thedailysail.com, 2010) as well as suffering a capsizing of his boat in the most recent Transat Jacques Vabre off the coast of Spain in the Atlantic (yachtingworld.com, 2015). This story of the boat malfunction became the story of salvation and testing the human's abilities to survive, carefully covered and transmitted online. However, Alex always finds the way to turn these misfortunes into an exciting adventure by comparing the real outcome to the potential much worse scenarios, that could happen, if Alex didn't cope with the situation. With all the dangers and stunts the sponsorship of Alex Thomson is considered to be one of the most successful as well as long-standing in sailing to this day. Clearly this example proves that high risk and self-challenge, combined with an epic story with great coverage can be successful sponsorship-wise.

5.3.4. Conclusions from the sailing sponsorship examples

The examples of the events, teams and sailors provided above is only a small part of hundreds of sailing activities that happen around the world almost on daily basis. With about 70% of the earth being covered with water and 97% of it being the ocean the water-related activities must be abundant in number and more popular than they are now. With the overview of the above circuits, we can see that sailing as a sport is very diverse, allowing a wide scope of companies to be involved. The distinctive part of *elite* and is fading away, replaced by good return on investment, appealing and engaging. It turns out that even not winning sailors can win in the view of their sponsor. I was wondering, how companies turn a failure into success. Can a sponsor plan that? It is impossible to predict everything and in the next section I will look more closely at that. Not all the sponsors rely on overcoming high risk and get the exposure by throwing their athlete into danger to see if it works out fine thrilling the audience with a viral video. Another point I wanted to stress through the examples was the sponsorship campaigns of such brands, that were not in the first place associated with the values, typically associated with off-shore sailing. Hugo Boss, Biotherm, SCA have no direct goal to promote courage, teamwork or technology, but the exposure they gain and the value they add to their brands pay back very well.

5.2.5. Risky Business: consequences for a sponsor

Before I did my research, talked to people and looked in detail at some examples, I thought, that the impact of failure on the sponsor's image was disastrous. Almost every Volvo Ocean Race

edition features some “disaster”, due to its nature of pushing the limits and challenging mother nature. This may include boats breaking mast, “abandon-the-ship” situations and even some fatal cases, which happened last in 2005/06 edition. The 2014/15 edition featured a massive “shipwreck” of a newly built Volvo Ocean 65. The Danish team Vestas Wind had crushed on a reef in the middle of the Indian Ocean during Leg 2 from Cape Town to Abu Dhabi. The crew were forced to abandon the boat. An independent report on this grounding was later released in March 2015. It was a navigational mistake, the map on the screen was not zoomed enough to see the reefs, the boat skipper was off-duty when it happened (volvooceanrace.com, 2015).

So how does it work for the sponsor when the Google search of your company's name returns the images of badly damaged boat in the middle of the ocean? This question I addressed to Morten Kamp Jørgensen, former Director, Global Brand Management at Vestas Wind Systems A/S, who was responsible for the communications during the race, and here's what he answered in a Skype interview: “I will never forget this day, when on a Saturday night I received the news that the boat went aground. And then minutes after the whole world is bombarding you with calls and messages, including the media, clients as well as your own management. There was some uncertainty in the first moments, but as we realised, that the crew was safe and thanks to our onboard reporter Brian, who did a great job covering everything, we started to manage the situation. It was a tremendous effort for the commercial (as well as for the sailing team) to reach negotiations with the insurance companies, other sponsors and stakeholders. Before the race VOR prepared us for various scenarios, which you think would never happen to you.” In that situation there was only one choice - to send the right message to the employees, customers, and the world - and Vestas did. That's when “The Race to Re-join the Race” started. It was an ambitious project to re-build the boat in less than 6 months and get the team back into the fleet by the stopover in Lisbon.

Another side of the story is that situations like this actually increase public interest. Failure drives attention of the media, that some companies dream about. Despite not sailing the most part of the race Team Vestas managed to gain media value of €28 million (VOR Race report, 2015). This value was not too far from team Brunel, who won the 2nd place in the regatta and actually sailed around the world (media value gained €35 m). For the Volvo Group - the global sponsor of the race, which carries its name in the title, it must be a more serious preparation for failures. It was a lucky coincidence, that none one got hurt in the Vestas Wind case. If a fatal element was involved, it wouldn't be so easy *to put a positive spin* on it. “The risk makes it exciting on a human level,” said Mark Turner, current CEO of VOR, in one of the interviews. - “If you're going to get sponsorship to

work, you have to have ways that don't rely on communicating the ins and outs of sailing itself" (volvooceanrace.com, 2015). You can't always explain the risk element of sponsors in sailing - on one hand there is a hope that nothing will happen, on the other - the sponsor counts on the associations, when sailors are pushing the limits of the human abilities and challenging the nature.

One of the managing directors from a world level sailing circuit named a potential boat damage or crew-member trauma as "a total disaster", if comes unexpected. The emergency plan should be well prepared before the sponsor signs the contract. There must be a clear understanding that in the case of breakage in the middle of the action or in the middle of the ocean the sponsorship budget may increase in case of repairs, that require a new boat part, extra staff, sophisticated logistics or even building a new boat. It should be able to be adjusted according to the situation, taking into account the most unexpected accidents and even fatal cases.

5.4 Conclusions from the research

As the general conclusions from my research I would like to state selected ideas, that may be already implemented by some sailing entities. There are many ways to make sailing more accessible, even when racing is held far from the shore. Just like companies create additional value to their products through sponsorship, sailing organisers should add value to their events, as it is the product they are "selling" to the media and public. As soon as this is understood on a more global level, the sailing as sport will move to a different level. Clearly the America's Cup, the Volvo Ocean Race, the Extreme Sailing Series and other events had already realised it, implementing it in their practice. The VOR is constantly pushing towards more visibility from the boats during the off-shore time to better engage with the followers. A number of inventions are planned to facilitate that, including saturating the *media machine*, i.e. the Volvo Ocean 65 boat, with even more equipment as well as for the first time, introducing the rotation of the OBRs around the teams to boost more creative content from different angles.

Another example (see Attachment №12) - prior to each event the Extreme Sailing Series advertises the possibilities to follow the race - the website turns into a "one-stop-shop" for all the news about the race. Fans around the globe can watch the racing live online with the expert commentary from the professional sailors and commentators. The public can also follow the action on the official social media channels, like Facebook, Twitter (by hashtag #extremesailing), Instagram and YouTube, or sign up to receive the daily newsletters about the action.

The technical solutions of the 21st century are already there to help. Tracking devices can be introduced even to smaller classes, like for example TracTrac, that allow the crews to analyse their tactics and manoeuvres and people to follow remotely. This requires a GPS-tracker to be onboard as well as the software to transmit the data into a user-friendly interface. More people can be engaged, for example with the help of online games. “The virtual game gives a platform for our hardcore fans to do more with the race than just following it. Some are extremely active. They help to drive another audience into the race,” - said Knut Frostad during the media session (volvoceanrace.com, 2015). As I spoke to Charles Caudrelier, he mentioned that the VOR online game, precisely in France, where sailing is very popular, was hitting the tops during the race: “Everyone wanted to win, some maybe even more than the sailors.” In 2014/15 VOR edition the game attracted 200,000 registered players, the winner received the IWC watch worth thousands euro. The race report stated a 39% increase in the online game since the 2011/12 edition (volvoceanrace.com, 2015).

Making the race more accessible can be facilitated by such tools as Livestream, that some regattas are already using. Some tech software companies may be looking for the ways to showcase their solutions, like in the case of SAP. Why not to engage them on the local level providing the possibilities to network and build relationships? Among sailboat owners there are a lot of business owners and decision makers, who are always a good connection.

Apart from transmitting the action online through the organiser’s network, I believe that the events should be delivered to the public through as much media support as possible. Boosting publicity by inviting journalists to the events and making them experience the action on the water, get wet and happy secures an article with a positive vibe in the press. People who work in media are naturally curious and interested to try new activities. Putting a media person onboard makes an exciting story, which is when filmed, makes it to the top of the rating on a channel. Inviting a journalist and making him climb the mast of a 40ft boat, shot with a drone and zoomed on the sail with a sponsor’s brand will get an activation that pays back in much bigger numbers, than a standard “facing a camera” news reports. I think that sailing media should get more creative as well and the young sailors, who aim big should start thinking about it at young age. Another way to boost sailing marketing communications, is to involve youth sailors, who are active in their social networks and with the modern technologies generate a lot of content, that is seen and liked only to their friends and families. An extreme footage from the boat they did at the training, a stunt or a simple “behind the scenes” video with other sailors would make a difference, than a press release

from the yacht club. There are accounts with thousands of followers, that accumulate such content from social networks, why not to use it to promote the sport itself, not only brands?

According to the survey 40% of the respondents find it confusing when watching sail racing and need explanation, whilst 20% confirmed that they don't understand it at all. The organisers should make sailing more understandable to a wider range of public, educate and show how the boats work, how races are organised and explain racing. This can be done by having open events at yacht clubs or by creating an educational section on the website. For example Vendée Globe explains, what types of sails and when the skippers are using while at seas. Gitana, the off-shore project, created by Baron Benjamin de Rothschild, explains the foiling technology. Extreme Sailing Series transmit the statistics from SAP analytics. The America's Cup live broadcasting includes interactive data, like boat speed, gridlines over the race course to show the positions & speed of the boat. The VOR explains, how their boats work after introducing the one-design identical vessels. The cross-section of the boat was the most popular element in the race village, "more than 400,000 people climbed through that model," - confirmed Knut Frostad (Media Session, 2015).

Apart from attracting more media to events, it's important to provide a platform to meet and network, not only include the sportive side of things. This can be done by inviting startups and creative minds to events, allowing them to test their ideas or products at regattas. Cooperating with startup incubators and business schools could also open new perspectives.

6. Sponsorship decision model for companies

The core question I asked myself before writing this thesis was, if any company could promote through sailing? By looking at the examples and talking to the industry insiders I proved, that not only high-tech or performance companies succeed with sponsorship campaigns in sailing. The majority of validations towards my hypothesis indicated that practically any company with any brand values can get return on investment from a sailing sponsorship project, if implemented with careful planning. I realised that the sponsorship decision model is rather simple, consisting of two key points. The sponsor should, of course, do a research and identify its goals prior to applying it.

1. Create a concept. Apply to a boat. Write a story.

Everything is about communications in the 21st century. And I believe that the investment into a good PR team (or a manager depending on the project scale) is vital. One example, I came

along quite late in writing this paper, is the Swiss team Alinghi, the two-time winner of the America's Cup, currently competing in the Extreme Sailing Series. This is an example of a brand model, when the team itself is a brand, it establishes partnerships with sponsors, generating the value for them as well as for the project. Alinghi marketing team employs up to 30 people. The sponsorship model includes manufacturing dedicated Alinghi product lines, like a UBS-Alinghi credit card for the bank's employees, limited Audemars Piguet-Alinghi watch or the Nespresso's special Alinghi-edition coffee machines. Indeed with the Swiss example there had been solid investments prior to the project start and therefore is not an average sponsorship campaign, that takes up the sailing event's proposition and applies it to the company.

Normally the team and the boat get the sponsor's name, which simply works better for the identity and brand exposure, but with the Alinghi example we can see that other implementations can be successful. Every major brand has its concept, values and global vision, the idea is to find the working formula between a company and sailing, that will look logical in people's eyes. You can promote anything, but it just has to make sense in terms of addressing to the right audience geographically or meeting exactly those targets, that a company has at the moment of deciding on the sponsorship. Sailing provides wide spectre of values, that can be applied to almost anything, it's the involvement and the emotional appeal that will pay back.

2. The money side of things - find your skipper and your boat

The budgets available even for some big and renowned regattas can be quite flexible with possibility to enter for a "test sail", where the class association can help a sponsor with team recruitment, boat rent and logistics. Marketing side is usually on-hand from the organisers, which includes a standard offer, that a sponsor can then tailor towards its needs and build the communications campaign according to its values and targets. The organising body would normally include media support in the proposal with stunning footage and pictures available for teams to use in their online resources. So I would argue with those, who insist that sailing is expensive. It may be very expensive, but it pays back much more in return, if the effort of adding the value is done properly by means of good PR.

The Extreme Sailing Series (ESS) is recently my favourite value proposition example. It has its special concept of bringing the racing closer to the public, organising the events right in the centre of a city. With quite an affordable budget of €85,000 per single event entry, this format

allows wide range of companies, interested in demonstrating their logo in front of a large crowd in a showcase location, to get the taste of sailing racing and see the returns. Some impressive statistics, that the ESS released in their 2015 wrap-up infographics (See Attachment №12) includes over 340,000 spectators in 8 countries on 2 continents and 58 broadcasters, who transmitted the events to the public; media exposure counts almost 5000 online and close to 900 print articles with social media coverage resulting in 70,000 followers on Facebook page and almost 3 million tweets; the corporate hospitality program has placed nearly 1000 guests onboard the catamarans to get the “experience of a lifetime” as many people describe their impressions after they take a ride on these “flying machines”.

As a lower scale of investment for example the budget for M32 Series can be very attractive for sponsors, who are looking at the exposure in their key locations. The catamaran of 10 m long and 475 kg in weight is easy to transport, can be carried on a regular size car with a trailer, costs up to €240,000 including all sails and necessary accessories. Transportation is not included. The team has to add the cost of logistics, which is usually within one key area (for example around Scandinavia or the Mediterranean), team salaries and expenses, protection gear and insurance, a coach and event entry fees, which round up to approx. €15,000 per year for all locations in one Series. More or less the annual campaign of such type excluding the marketing management, that would require at least one person, can cost about €300,000-350,000 per year. The class provides impressive photo-footage and video material as well as active social media and website updates, that the teams can use for their PR purposes. M32s are fun, engaging and targeted - the perfect combination! I highly recommend to watch the video “*What a year! Highlights of the M32 Series Scandinavia*” from September 2015 to get the taste of action (see link in references).

On the side of hiring a team or sailor for the campaign, the sponsor has to look at the communication abilities as well as the position in results. The examples show that the athlete does not necessarily have to be top number one, but should be willing to win, demonstrate the ability to engage people with his passion, be able to communicate and represent the brand in public and be recognised by the media. Some observations show that potentially more charismatic personas are more interesting for the media, but this has to be carefully planned as sometimes too much ego doesn’t work well for the sponsor. I hereby include some suggestions that a sailing athlete or a team should follow, when considering sponsorship, which an interested sponsor might consider to examine.

7. Some guidelines for the sailors seeking sponsorship

While I was writing this paper and eventually mentioned it to sailors, some of them were very interested to read it. From all the feedback I received while talking to the industry insiders as well as after analysing the sponsorship campaigns, I hereby drafted some guidelines, that I think could be useful for teams or athletes, who are planning to apply for sponsorship.

1. *Live your sponsor's brand, be thankful and communicate*

The main investment for a sailor or a sailing team is training and development of skills, that will get them around the race course the fastest. Thinking logically – if you are standing at the top of the podium the sponsorship deals should fall on you automatically, but many prominent sailors will not agree. To win on the water is one thing, but to win in the board-room with tops of a company, requires some different skills. Some athletes still do not understand the importance of being interviewed after the race, which is one of their main responsibilities. Sharing the story of their adventure on the water is extremely important. And doing it in front of a camera must be a natural thing. If a sailor is not ready to be on Twitter or to have a Facebook page, it will be hard to deliver value to the sponsor. Taking money from a partner means, that an athlete has to work for it, which is not only sailing and results. It's something on top of that, that a sailor can put into communications. The athlete will have to become the face of the brand, speaking at corporate events and meeting the staff of a company as well as “entertaining” company's business partners. Apart from speaking, the athlete should be ready to write about the day's racing for a blog or page to support the visuals with a written text, unless you have someone to do it for you. It should be done in a timely manner, usually right after the race and before dinner. Sailing communications have to be more creative, striking and maybe even a bit shocking to boost higher interest.

It is extremely important to understand what is being offered to a sponsor. The marketing mix should be identified - who, what, where and how-much for the Product, Place, Price and Promotion. Yes, it is useful to learn some of that terminology. As I looked earlier in the literature review, the traditional 4P's may be extended in the sailing sponsorship - be creative! It's on the sailor's side to think about the extras. People in offices usually know little about your world - the wind, the way it drives your boat, works for the sails - find an interesting way to explain it. There must be a story, a concept behind your passion for the sea and you have to be able to explain, how it would benefit a sponsor. It is important to keep the sponsor's needs in mind and the athlete or team, who finds the

perfect match can guarantee a win-win combination. Thinking out-of-the-box is useful – what additional values can a sailor propose apart from good performance and a place at the top? For example a project for the company’s staff, who could be included in the program, if team-building is essential for them. Activity for children with a brand that sells dairy products; nature protection projects with a factory, that aims towards a better image - the theme, the values and the method - all that depends on your creativity. In the 21st century it is not enough to be good only in sailing. Create, engage, share!

2. Matching game: understand your sponsor’s needs, do some homework

The sailing sponsorship seekers should do enough research on the company, they are applying and make their proposal relevant. In the age of social networks the name of the person you are going to meet from the management is easy to find. Or it is useful to explore the company’s product line. Research can also help to differentiate your proposal from others, who are competing in the same class or event. The company’s focus on certain market, it should be reflected in the offer. If the media is talking about a new product or a merger, there may be consequences for the offer. Some of the old-fashioned methods are still working, like being in the right place at the right time and knowing someone who knows someone. Networking and referrals are key, but the offer with the product nicely packed, is what works in the end even with the best connections in the corporate world.

As a good example of well-thought sponsorship offer, I think, one can look at the Vendée Globe’s 2016 skipper - Conrad Colman (NZ). His sponsorship campaign for the race was still ongoing 3 months before the start, he created a visual portfolio with sponsorship offer (see link in references or contact me, I have a saved copy) stating his competitive advantages in Vendée Globe’s news article: “Firstly, I have an international profile. I have dual nationality. I am bilingual in French and English and I can guarantee coverage in major media, like CNN. My boat, launched in 2005, is very reliable, but isn’t good enough to aim for victory. The priority, in what will be my first attempt, is therefore to communicate. I am really keen to widen the audience affected by the Vendée Globe. I have what it takes to tell a good story about my adventures, so that is interesting for my partners. I am also stressing that this is an eco-friendly project aimed at promoting the use of innovative green technologies. My boat is the only one in this race to set off without a diesel engine. An electric motor means I am self-sufficient in energy. Two solar panels are fitted to the mainsail

for the first time in the world” (vendeeeglobe.org, 2016). This skipper clearly sends the message, that he is capable to do what his potential sponsor needs as well as he has a value proposition (good story) and the theme (eco project), that many companies should jump onboard. For the title sponsor he is looking for €400,000, for the official partner - €200,000 to sail around the world non-stop, unassisted, alone. This is a great example of one prepared skipper, who is looking for a partner and ready to make an extra effort for communications from his side - this is the 21st century approach.

3. Win big at least once!

When talking about competition, which sailing genuinely is, you talk about winning. And it is in every athlete’s mind, when they hit the starting line. They want to win! As we know, however, in every competition there are winners and all the rest. So would the winning fact be decisive for a sponsor to support a sailor? From the interviews and personal talks I realised that total unbeatable winning is not the only key to sponsorship. At some point it may even become hard to promote any more, if a team is constantly at the top - the challenging and *desire to win* elements start missing. I approached Gustavo Lima, a Portuguese sailor, who competed in 5 Olympic campaigns on his Laser. His results were not always top, but he is supported by such companies like Portuguese OZ Energia and Fidelidade, as well as Nestlé on international level.

He assured me, that it’s not always the top place that drives sponsor’s attention to an athlete. “You have to be visible,” - he said. - “Prior to that you have to be really good at what you are doing and be recognised for your passion.” And he is no stranger to exposure. From almost a 20-year career he learned, that an athlete has to aim to be known, to be talked about. This can be achieved by participation in TV programs or even fashion shows (many athletes could easily be models!) - anything that is good for networking and publicity. In order to get the interest, it helps a lot to win at least one big title. If you’re the World champion once, this achievement will work for you many years after. To gain this knowledge, you don’t need to graduate from a marketing course, just need to do you own research and learn from the experience, be proactive and always reach out for more opportunities. Just as an example of the extra effort Gustavo makes could be his Facebook activity. The public post he wrote upon the completion of the 2016 Olympics in Rio, mentioning all the supporting bodies of his campaign yielded 773 likes 29 shares and 127 comments. He says, this only compliments the overall efforts towards publicity, but with nowadays online presence these complimentary efforts make a big picture.

8. Limitations

Throughout the study I have encountered several points, that could serve as limitations, to which some of my interview participants also paid attention in answering the question, if any company could promote through sailing.

1. **Brand values associations** - it can work for any company indeed, but the application has to be logical and effective for the brand. A local butter producer in France, where the Vendée Globe race is starting might be a good match, but a butter producer from deep in the Russian Siberia, far from any big water and sailing competitions would just not appeal to its local customers in the same way as it would appeal to people in France, where sailing is traditionally strongly supported.

2. **Risk and budget** - sponsor has to be prepared for some unexpected situations, examples show that it should be more Plan B on the side of communications, rather than extra money involved. A failure, that is not backed up by a plan might cost much more than a thoughtful scenario of actions to smooth the consequences and turn the failure into a story of success.

3. **The athlete or team profile by nature** - the case for all-female or youth team would not work the same for all sponsors. Like for example the female team would not probably appeal to a construction company or heavy-load machinery, however, with enough marketing efforts I could picture even that! There has to be logic in promoting certain values applied to certain team profile, otherwise everything is possible.

With the above limitations I am not saying that my hypothesis of “any company can promote through sailing” was not confirmed, but as every rule, it has some exceptions. I think that with the creativity in marketing as well as with technology of the 21st century companies are able to deliver almost any association into consumers’ mind. As a matter of common sense it has to be reasonable in order to bring the return on investment and comply with the expectations of the audience.

Fair winds!

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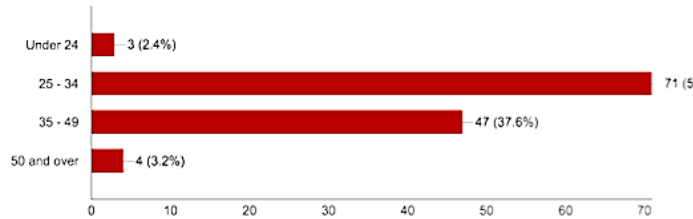
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10. Attachments

Attachment № 1: Public Survey results

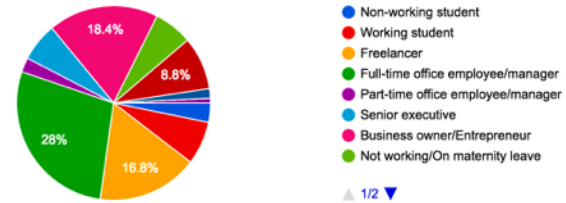
Question № 1

Please indicate your age (125 responses)



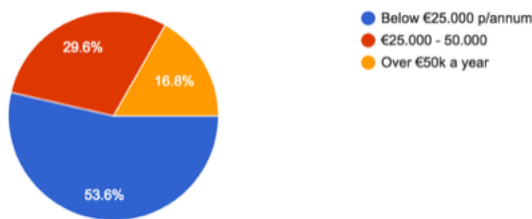
Question № 2

Please indicate your occupation: (125 responses)



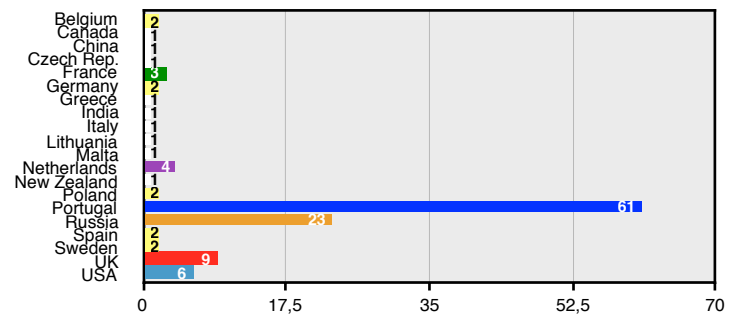
Question № 3

Please indicate your income (125 responses)



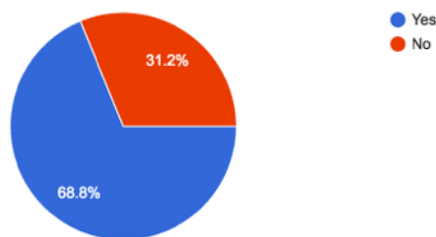
Question № 4

Please indicate your country of residence (125 responses)



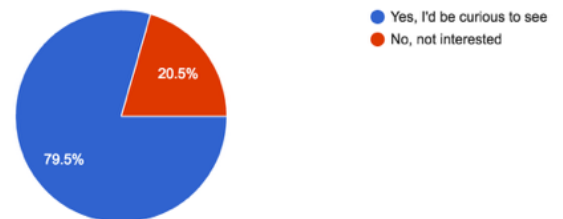
Question № 5

Do you follow any sports? (125 responses)



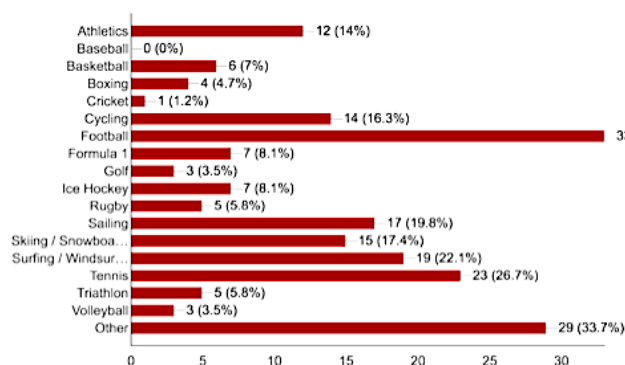
Question № 6, if answered "No" to question № 5

If you are NOT following any sport, would you still participate in a public event organized by a sponsor, if you received an invitation for free? (39 responses)



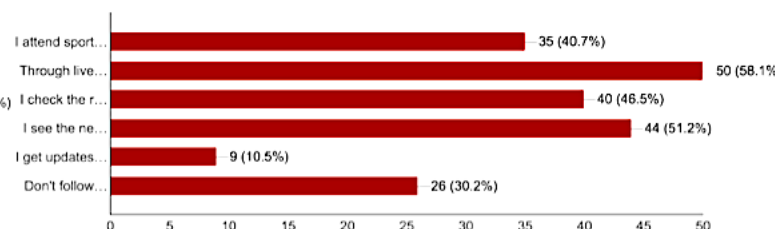
Question № 7, if answered "Yes" to question № 5

Please indicate the sport you are following: (86 responses)

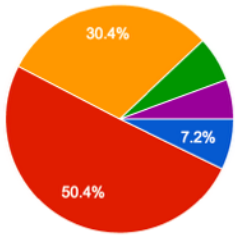


Question № 8, if answered "Yes" to question № 5

How do you follow it? (86 responses)



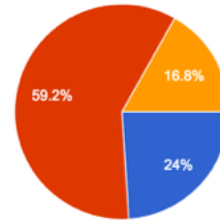
Question № 9



- It's a part of my life!
- It's a beautiful sport with positive image of freedom and achievements, I wish to know more about it or get i...
- It's just a niche sport for a group of people who practice it in their lives, never really touched me
- It's a sport for posh people with lots of money involved and has nothing to...
- Other

Question № 10

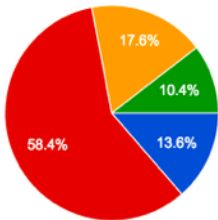
If there was a sailing event in your city or nearby, would you attend it?
(125 responses)



- Yes, and I am ready to pay for the entrance
- Yes, if the entrance is free
- No, is no interest for me

Question № 11

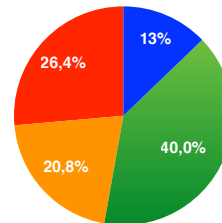
Would you like to try sailing?
(125 responses)



- I'm already doing it on a regular basis!
- Yes, would be curious to try
- Tried once, but never went again
- Never did and have no interest

Question № 12

Do you understand sailboat racing, if you see it on TV or in real time?
(125 responses)

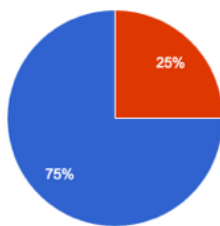


- Yes, of course, it's all clear to me!
- Yes, a little bit, but I am not sure what exactly is going on
- No, don't really know what they are doing, it looks confusing
- Never saw any sail racing, can't tell

Question № 13, if answered "Yes, of course, it's all clear to me!" in question № 12

Are you a sailor? (16 responses)

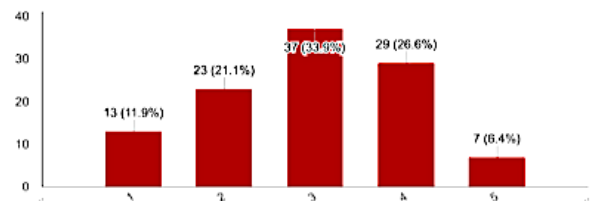
Any type of sailing experience counts!



- Yes
- No

Question № 14, if answered options 2,3 or 4 (don't understand or confused) to question № 12

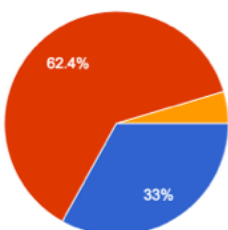
If you understood better, what was going on in sailing racing, would you support it?
(109 responses)



NB: If the respondents answered "Yes" to Question № 13, they were prompted to Question № 16

Question № 15

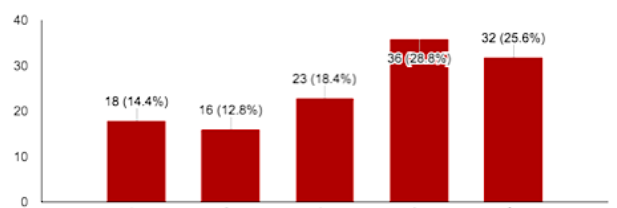
What do you think about sailing as a sport? (125 responses)



- Never knew there were sailing terms, never heard any
- I know there are sailing terms, but I am lost in them and need to ask what they mean if I hear them
- Of course! Tack, jibe, starboard, upwind, leeward - all those are my favourite words

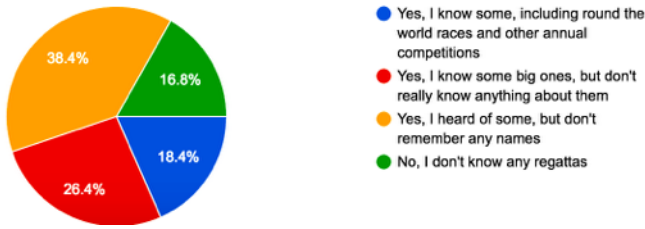
Question № 16

How important is participation of your national team/athlete in any sport event that you are witnessing?
(125 responses)



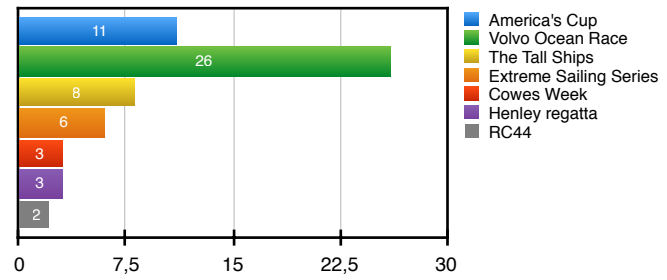
Question № 17

Do you know any sailing competitions? (125 responses)



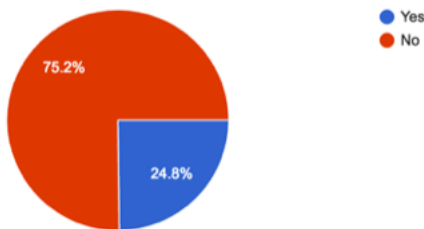
Question № 18

Drop some names of regattas that you know (optional)
(59 responses)



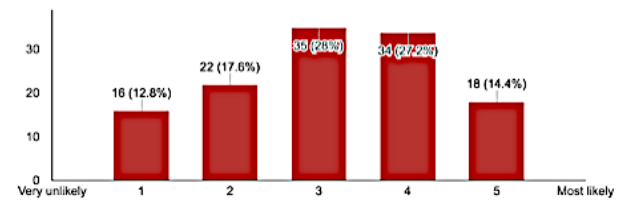
Question № 19

Do you know any sailing teams/athletes from your country or the country you live in? (125 responses)



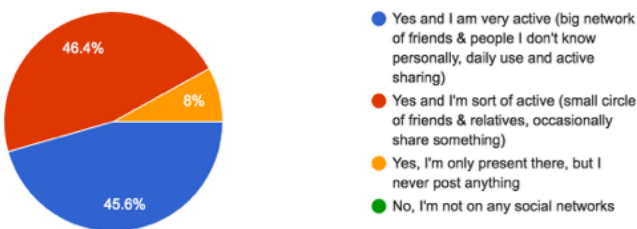
Question № 20

Imagine there was a pro-sailor/sailing team from your country participating in series of world level sailing events that is coming to your city. Would you attend the event?
(125 responses)



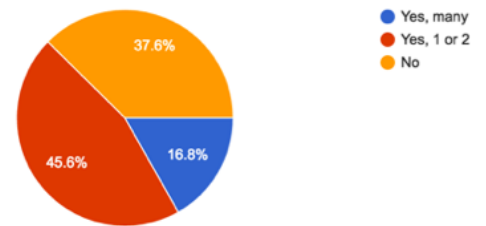
Question № 21

Are you using any social networks? (125 responses)



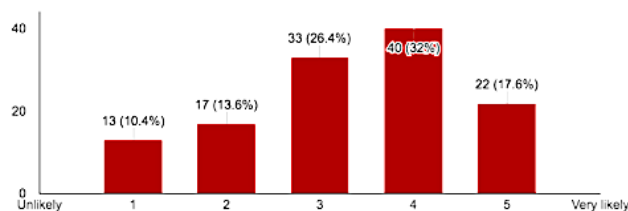
Question № 22

Are you following any sport team/athlete or sport event/sport media?
(125 responses)



Question № 23

How likely is it in general, that you will share some content of any sport event that you attended?
(125 responses)



Appendix № 2: Survey data sheet

Nº	Age	Occupation	Nationality	Country of residence	Income	Do you follow any sports?	Will you participate in event, if not following any sport	What sport do you follow?	How do you follow sport?
1	25-34	Business owner/ Entrepreneur	British	Portugal	€25.000 - 50.000	Yes		Escalada	I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
2	50 and over	Business owner/ Entrepreneur	New Zealand	New Zealand	€25.000 - 50.000	Yes		Rugby/Tennis	I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
3	25-34	Business owner/ Entrepreneur	British	UK	Below €25.000 p/annum	No	Yes, I'd be curious to see		
4	25-34	Senior executive	Belgian	Portugal	€25.000 - 50.000	Yes		Cardio	Don't follow on a regular basis
5	35-49	Business owner/ Entrepreneur	portuguese	Portugal	Below €25.000 p/annum	Yes		Cycling/Sailing/freediving	I attend sport events & competitions;Through live broadcasting (online streaming /TV or radio) I check the results online (team or event website);I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
6	25-34	Not working/On maternity leave	Portuguese	Portugal	Below €25.000 p/annum	Yes		Football	Through live broadcasting (online streaming /TV or radio) I check the results online (team or event website);I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
7	35-49	Senior executive	Sweden	India	Over €50k a year	Yes		Football/Golf/Tennis	Through live broadcasting (online streaming /TV or radio) I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
8	35-49	Freelancer	Russian	Portugal	Below €25.000 p/annum	Yes		Sailing/Skiing / Snowboarding/Surfing / Windsurfing	I attend sport events & competitions
9	35-49	Senior executive	Nederlandse	Czech	€25.000 - 50.000	Yes		Football	I attend sport events & competitions;Through live broadcasting (online streaming /TV or radio) I check the results online (team or event website);I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies);I get updates by email (subscribed to a sports team, association or league, media agency news feed)
10	25-34	Working student	Belarusian	Portugal	Below €25.000 p/annum	Yes		Athletics;Football;Tennis	Through live broadcasting (online streaming /TV or radio) I check the results online (team or event website);Don't follow on a regular basis
11	35-49	Freelancer	Dutch	Netherlands	Below €25.000 p/annum	No	No, not interested		
12	25-34	Full-time office employee/manager		Portugal	Below €25.000 p/annum	Yes		Cycling	I attend sport events & competitions
13	25-34	Business owner/ Entrepreneur	Brazil	Portugal	Below €25.000 p/annum	No	Yes, I'd be curious to see		
14	25-34	Non-working student	China	China	Below €25.000 p/annum	Yes		Cycling;Football	Through live broadcasting (online streaming /TV or radio) I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
15	35-49	Full-time office employee/manager	Russian	Russia	€25.000 - 50.000	No	Yes, I'd be curious to see		
16	25-34	Freelancer	Australia/Russia	Germany	Below €25.000 p/annum	Yes		Skiing / Snowboarding,Surfing / Windsurfing	I attend sport events & competitions;Through live broadcasting (online streaming /TV or radio)
17	25-34	Full-time office employee/manager	Russia	Portugal	Below €25.000 p/annum	Yes		Football;Sailing	I check the results online (team or event website);I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
18	25-34	Non-working student	Lithuanian	Portugal	Below €25.000 p/annum	No	Yes, I'd be curious to see		
19	25-34	Full-time office employee/manager	Lithuanian	Portugal	Below €25.000 p/annum	Yes		Basketball	Don't follow on a regular basis
20	35-49	Other	British	Portugal	Over €50k a year	Yes		Athletics;Boxing;Cricket;Football;Formula 1;Golf;Rugby;Skiing / Snowboarding/Surfing / Windsurfing;Tennis	I attend sport events & competitions;Through live broadcasting (online streaming /TV or radio) I check the results online (team or event website);I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies);I get updates by email (subscribed to a sports team, association or league, media agency news feed)
21	35-49	Business owner/ Entrepreneur	American	UK	€25.000 - 50.000	No	Yes, I'd be curious to see		
22	35-49	Full-time office employee/manager	portugal	Portugal	Below €25.000 p/annum	Yes		Surfing / Windsurfing;swimming	Through live broadcasting (online streaming /TV or radio) I check the results online (team or event website);I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
23	25-34	Full-time office employee/manager	Russian	Russia	Below €25.000 p/annum	Yes		Athletics;Boxing	I attend sport events & competitions;I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
24	25-34	Not working/On maternity leave	British	UK	Over €50k a year	Yes		Cycling;Formula 1;Triathlon	Through live broadcasting (online streaming /TV or radio) I check the results online (team or event website)
25	25-34	Full-time manager		Russia	Below €25.000 p/annum	Yes		Surfing / Windsurfing;Yoga	I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
26	25-34	Other	nepal	Portugal	Below €25.000 p/annum	Yes		Football;Tennis	I attend sport events & competitions;Through live broadcasting (online streaming /TV or radio) I check the results online (team or event website);I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies);I get updates by email (subscribed to a sports team, association or league, media agency news feed)
27	25-34	Other	Poland	Portugal	Below €25.000 p/annum	Yes		Cycling;Triathlon	I attend sport events & competitions
28	25-34	Full-time office employee/manager	Russian	Russia	Below €25.000 p/annum	Yes		Sailing;Surfing / Windsurfing	I attend sport events & competitions
29	25-34	Freelancer	Belarus	Portugal	Below €25.000 p/annum	No	Yes, I'd be curious to see		
30	50 and over	Business owner/ Entrepreneur	Portuguese	Portugal	€25.000 - 50.000	Yes		Football;Hoquei em Patins	Through live broadcasting (online streaming /TV or radio) I check the results online (team or event website)
31	25-34	Freelancer	Portuguese	Portugal	Below €25.000 p/annum	Yes		Athletics;Cycling;Football	I attend sport events & competitions;Through live broadcasting (online streaming /TV or radio) I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
32	25-34	Freelancer	Polish	Poland	€25.000 - 50.000	No	Yes, I'd be curious to see		
33	25-34	Freelancer	Russian	Portugal	Below €25.000 p/annum	Yes		hiking	Don't follow on a regular basis
34	35-49	Full-time office employee/manager	Russian	Russia	Below €25.000 p/annum	Yes		Yoga	Don't follow on a regular basis
35	25-34	Full-time office employee/manager	Portuguese	Portugal	Below €25.000 p/annum	No	Yes, I'd be curious to see		
36	25-34	Business owner/ Entrepreneur	Russia	Spain	€25.000 - 50.000	Yes		Surfing / Windsurfing	I attend sport events & competitions;Through live broadcasting (online streaming /TV or radio)
37	25-34	Other	Canadian	Portugal	Over €50k a year	Yes		Football;Ice Hockey;Skiing / Snowboarding;Surfing / Windsurfing	Through live broadcasting (online streaming /TV or radio) I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
38	25-34	Part-time	Italian	Netherlands	€25.000 - 50.000	Yes		Golf;Sailing;Surfing / Windsurfing;Tennis;Climbing	I attend sport events & competitions;Through live broadcasting (online streaming /TV or radio) I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
39	35-49	Full-time office employee/manager	British	Portugal	Below €25.000 p/annum	Yes		Cycling	Through live broadcasting (online streaming /TV or radio) I check the results online (team or event website);I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
40	25-34	Freelancer	RU	Russia	Below €25.000 p/annum	Yes		Sailing;Skiing / Snowboarding;Kitesurfing	I check the results online (team or event website);I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
41	35-49	Business owner/ Entrepreneur	Russian	Russia	€25.000 - 50.000	Yes		Athletics;Football;Formula 1;Ice Hockey;Surfing / Windsurfing;Tennis;Volleyball	I attend sport events & competitions;Through live broadcasting (online streaming /TV or radio) I check the results online (team or event website)
42	35-49	Business owner/ Entrepreneur	Russian	USA	Over €50k a year	No	Yes, I'd be curious to see		
43	25-34	Business owner/ Entrepreneur	Russian	Spain	€25.000 - 50.000	Yes		Football	I attend sport events & competitions;Through live broadcasting (online streaming /TV or radio) I check the results online (team or event website)
44	35-49	Senior executive	Russian	Russia	Over €50k a year	No	Yes, I'd be curious to see		
45	25-34	Non-working student	Germany		Below €25.000 p/annum	Yes		Athletics;Skiing / Snowboarding;Vaulting	I attend sport events & competitions;Through live broadcasting (online streaming /TV or radio) I check the results online (team or event website);I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
46	25-34	Working student	Syrian	Belgium	Below €25.000 p/annum	Yes		Athletics;Basketball;Boxing;Football;Tennis	Through live broadcasting (online streaming /TV or radio) I check the results online (team or event website);I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
47	25-34	Freelancer	Ukrainian	Portugal	Below €25.000 p/annum	Yes		Athletics;Cycling;Football;Skiing / Snowboarding;swimming	Through live broadcasting (online streaming /TV or radio) I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
48	50 and over	Full-time office employee/manager	Russian	USA	€25.000 - 50.000	Yes		Basketball;Sailing;Tennis	I attend sport events & competitions;Through live broadcasting (online streaming /TV or radio) I check the results online (team or event website)
49	35-49	Freelancer	russian	Russia	Below €25.000 p/annum	Yes		Athletics;Football;Ice Hockey;Tennis;figure skating	Through live broadcasting (online streaming /TV or radio) I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
50	35-49	Not working/On maternity leave	russian	Italy	Below €25.000 p/annum	Yes		Skiing / Snowboarding;Surfing / Windsurfing	Through live broadcasting (online streaming /TV or radio);Don't follow on a regular basis
51	50 and over	Part-time office employee/manager	Canadian	Canada	€25.000 - 50.000	No	Yes, I'd be curious to see		
52	25-34	Other		Portugal	€25.000 - 50.000	Yes		Dancing	I check the results online (team or event website);I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
53	25-34	Business owner/ Entrepreneur	ited States of Ameri	Portugal	Below €25.000 p/annum	No	No, not interested		
54	25-34	Full-time office employee/manager	Russian	UK	€25.000 - 50.000	Yes		Ice Hockey	Through live broadcasting (online streaming /TV or radio) I check the results online (team or event website);I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
55	25-34	Working student	kazakhstan	portugal	Below €25.000 p/annum	Yes		Tennis	Don't follow on a regular basis
56	35-49	Full-time office employee/manager	Russian	Sweden	€25.000 - 50.000	No	Yes, I'd be curious to see		
57	35-49	Full-time office employee/manager	Russian	Russia	Below €25.000 p/annum	No	Yes, I'd be curious to see		
58	35-49	Full-time office employee/manager		Portugal	Below €25.000 p/annum	Yes		Football	Through live broadcasting (online streaming /TV or radio) I check the results online (team or event website)
59	35-49	Business owner/ Entrepreneur	russian	Russia	€25.000 - 50.000	Yes		Tennis	Through live broadcasting (online streaming /TV or radio)
60	25-34	Full-time office employee/manager	Russian	Russia	Below €25.000 p/annum	Yes		Football;Formula 1	Through live broadcasting (online streaming /TV or radio);Don't follow on a regular basis
61	Under 24	Full-time office employee/manager	Finnish	Portugal	Below €25.000 p/annum	Yes		Ice Hockey;Volleyball	I attend sport events & competitions;Through live broadcasting (online streaming /TV or radio) I check the results online (team or event website);I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)

Drop some names of regattas that you know (optional)	Do you know any sailing teams/athletes from your country?	Drop some names of sailing teams/athletes that you know (optional)	If there was a sailor/team from your country participating in world level events in your city.	Are you using Social Networks?	Are you following any sport team/athlete or sport event/sport	How likely is it, that you share some content of any sport event that you	N
Americas Cup, Volvo Round the World	No	Dean	4	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	No	2	1
	Yes		3	Yes, I'm only present there, but I never post anything	Yes, 1 or 2	3	2
	No		3	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	No	4	3
	No		1	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, many	5	4
Atlantis Cup, Volvo Ocean Race...	Yes	António Fontes	5	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, many	5	5
	No		4	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	4	6
Americas cup, VOR, extreme sailing series, rc 44, melges20, dragon, m32	Yes	Artemis	4	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	5	7
America cup	No		3	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	3	8
	No		5	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, many	5	9
	No		3	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	No	4	10
	No		2	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	No	2	11
	No		4	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	3	12
	No		4	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	4	13
	No		4	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	4	14
	No		2	Yes, I'm only present there, but I never post anything	No	1	15
	Yes		4	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	5	16
	Yes		1	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	2	17
	Yes	Gintare Scheidt, Juozas Bernotas	5	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	No	4	18
	Yes		4	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	No	3	19
	Yes	Ben Ainslee	3	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, many	3	20
Henley regatta, Little Haven regatta	No		2	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	3	21
	Yes		5	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	4	22
	Yes		3	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, many	5	23
	Yes	Giles Smith Ben Ainsley	5	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	No	4	24
Kielar Woche, Volvo Ocean Race	No		3	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	No	2	25
Offshore Racing Congress, International Radio Sailing, Extreme 40, IFDS	No		5	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, many	5	26
Szczecin match race	Yes	Piotr Myszk	5	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, many	5	27
American cup	Yes	Nika	5	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	5	28
Tall ship race	No		4	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	4	29
Tall Ships Race, America's cup, Volvo Ocean Race	No		2	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	3	30
Tall ships race, volvo race	No		4	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, many	4	31
Tall Ships Races	Yes	Kuanierewicz	3	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	No	2	32
Volvo Ocean Race	No		4	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	No	3	33
Volvo Ocean Race	No		3	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	No	3	34
Volvo Ocean Race / The Tall Ships Races	No		4	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	5	35
Volvo ocean race, America's cup	No		1	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	1	36
volvo ocean race, extreme sailing series	No		4	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	3	37
Volvo Race	Yes	Santiago Langue	5	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	5	38
VOR, Americas Cup, Olympic Games, Extreme Sailing Series	Yes	Ben Ainslie, Elen McCarthur, VOR team names	4	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	4	39
VOR, Clipper	Yes	Abu Dhabi, Brunel	4	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	5	40
VOR, Cutty Sark, Arctic 80 degrees, Peter I boat	Yes	Danil Gavrilov / Petr I	4	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, many	4	41
	No		2	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	No	1	42
	No		1	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	2	43
	No		3	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	No	5	44
	No		4	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	2	45
	No		4	Yes, I'm only present there, but I never post anything	No	1	46
	No		3	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	4	47
	No		5	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	4	48
	No		4	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	4	49
	No		4	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	No	4	50
	No		2	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	No	3	51
	No		3	Yes, I'm only present there, but I never post anything	Yes, 1 or 2	2	52
	No		2	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	No	1	53
BVI	No	---	3	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	5	54
	No		3	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	No	3	55
	No		2	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	No	2	56
	No		4	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	4	57
	No		2	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	No	2	58
	No		3	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	2	59
	No		3	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	4	60
	No		3	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, many	4	61

Nº	Age	Occupation	Nationality	Country of residence	Income	Do you follow any sports?	Will you participate in event, if not following any sport?	What sport do you follow?	How do you follow sport?
62	25-34	Business owner/ Entrepreneur	Lithuania	Lithuania	€25.000 - 50.000 p/annum	No	Yes, I'd be curious to see		
63	25-34	Not working/On maternity leave	Russian	Russia	Below €25.000 p/annum	No	Yes, I'd be curious to see		
64	25-34	Freelancer	Russian	Portugal	€25.000 - 50.000	Yes		Running	I get updates by email (subscribed to a sports team, association or league, media agency news feed); Don't follow on a regular basis
65	35-49	Full-time office employee/manager	Russian	Russia	€25.000 - 50.000	Yes		Cycling/Sailing/Skiing / Snowboarding	Don't follow on a regular basis
66	25-34	Full-time office employee/manager	Russian	France	€25.000 - 50.000	Yes		Gymnastics and ice skating	Through live broadcasting (online streaming /TV or radio); I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
67	35-49	Not working/On maternity leave	Russian	Russia	Below €25.000 p/annum	Yes		synchronous swimming	Don't follow on a regular basis
68	25-34	Part-time office employee/manager	Canadian	Portugal	Below €25.000 p/annum	Yes		Football/Ice Hockey	Through live broadcasting (online streaming /TV or radio)
69	35-49	Other	Portuguese	Portugal	€25.000 - 50.000	Yes		Sailing/Surfing / Windsurfing/Tennis	Don't follow on a regular basis
70	25-34	Working student		Portugal	Below €25.000 p/annum	Yes		Football/Sailing	I check the results online (team or event website); Don't follow on a regular basis
71	25-34	Non-working student	Dutch	Portugal	Below €25.000 p/annum	Yes		Football/Sailing/Tennis;Chess	Through live broadcasting (online streaming /TV or radio); I check the results online (team or event website); I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
72	25-34	Business owner/ Entrepreneur	Russian	Portugal	Below €25.000 p/annum	Yes		Athletics/Sailing/Skiing / Snowboarding/Surfing / Windsurfing/Tennis	I attend sport events & competitions; Through live broadcasting (online streaming /TV or radio)
73	35-49	Business owner/ Entrepreneur		Portugal	€25.000 - 50.000	Yes		Cycling/Sailing/Skiing / Snowboarding/Surfing / Windsurfing	I attend sport events & competitions; I check the results online (team or event website); I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies); I get updates by email (subscribed to a sports team, association or league, media agency news feed)
74	35-49	Full-time office employee/manager	Brazilian	Netherlands	Over €50k a year	Yes		Sailing/Surfing / Windsurfing/Erunning	I attend sport events & competitions; I check the results online (team or event website); I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies); I get updates by email (subscribed to a sports team, association or league, media agency news feed)
75	Under 24	Working student	Portuguese	Portugal	Below €25.000 p/annum	Yes		Sailing/Yoga	I attend sport events & competitions; I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies); Don't follow on a regular basis
76	25-34	Working student	Belgian	Belgium	€25.000 - 50.000	Yes		Tennis	Through live broadcasting (online streaming /TV or radio)
77	35-49	Other	USA	Portugal	€25.000 - 50.000	Yes		Formula 1,Sailing,WRC	I attend sport events & competitions; I check the results online (team or event website); I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies); Don't follow on a regular basis
78	35-49	Other	USA	Portugal	€25.000 - 50.000	Yes		Formula 1,Sailing,WRC	I attend sport events & competitions; I check the results online (team or event website); I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies); Don't follow on a regular basis
79	35-49	Freelancer	British	UK	Over €50k a year	Yes		Athletics,Cycling/Football	I attend sport events & competitions; Through live broadcasting (online streaming /TV or radio); I check the results online (team or event website); I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
80	35-49	Not working/On maternity leave	Dutch	Portugal	Below €25.000 p/annum	Yes		Basketball;Football	I attend sport events & competitions; Through live broadcasting (online streaming /TV or radio); I check the results online (team or event website); I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies); I get updates by email (subscribed to a sports team, association or league, media agency news feed)
81	25-34	Full-time manager	Russian	Russia	€25.000 - 50.000	No	Yes, I'd be curious to see		
82	25-34	Full-time office employee/manager	Ukrainian	Portugal	Below €25.000 p/annum	No	Yes, I'd be curious to see		
83	35-49	Business owner/ Entrepreneur	Portuguese	Portugal	Below €25.000 p/annum	Yes		Basketball;Surfing / Windsurfing;Wakeboard	I attend sport events & competitions; Through live broadcasting (online streaming /TV or radio); I check the results online (team or event website); I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies); I get updates by email (subscribed to a sports team, association or league, media agency news feed)
84	35-49	Senior executive	Portuguese	Portugal	Below €25.000 p/annum	Yes		Cycling;Football;Surfing / Windsurfing;Triathlon	I attend sport events & competitions; I check the results online (team or event website); I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies); Don't follow on a regular basis
85	25-34	Freelancer	Lithuanian	portugal	Below €25.000 p/annum	Yes		Basketball	Through live broadcasting (online streaming /TV or radio); I check the results online (team or event website); I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies); Don't follow on a regular basis
86	25-34	Working student	Ukraine	Portugal	Below €25.000 p/annum	No	Yes, I'd be curious to see		
87	25-34	Full-time office employee/manager	Belgica	Portugal	Below €25.000 p/annum	Yes		Fitness	Don't follow on a regular basis
88	Under 24	Working student	Russian	Russia	Below €25.000 p/annum	Yes		Volleyball	Don't follow on a regular basis
89	25-34	Full-time office employee/manager	german	Portugal	Below €25.000 p/annum	No	Yes, I'd be curious to see		
90	35-49	Full-time office employee/manager	russian/british	UK	Over €50k a year	Yes		Skiing / Snowboarding;Surfing / Windsurfing	Through live broadcasting (online streaming /TV or radio); Don't follow on a regular basis
91	35-49	Full-time office employee/manager	Italian	Malta	€25.000 - 50.000	Yes		Football;Rugby;Tennis	I attend sport events & competitions; Through live broadcasting (online streaming /TV or radio)
92	25-34	Freelancer	Belarus	Greece	Below €25.000 p/annum	Yes		Triathlon;Modern Pentathlon, Marathon	I attend sport events & competitions; Through live broadcasting (online streaming /TV or radio); I check the results online (team or event website); I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
93	25-34	Full-time office employee/manager	Portuguese	Portugal	Below €25.000 p/annum	No	No, not interested		
94	25-34	Business owner/ Entrepreneur	Russia	Russia	Below €25.000 p/annum	Yes		Football	Through live broadcasting (online streaming /TV or radio)
95	35-49	Business owner/ Entrepreneur	British	UK	Over €50k a year	Yes		Cycling;Football;Rugby;Tennis;Triathlon	Through live broadcasting (online streaming /TV or radio); I check the results online (team or event website)
96	35-49	Senior executive	British	Portugal	€25.000 - 50.000	Yes		Football	I attend sport events & competitions; Through live broadcasting (online streaming /TV or radio); I check the results online (team or event website); I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies); I get updates by email (subscribed to a sports team, association or league, media agency news feed)
97	35-49	Senior executive		Portugal	€25.000 - 50.000	Yes		Athletics;Football;Tennis	I attend sport events & competitions
98	35-49	Senior executive	Russian	Russia	Over €50k a year	Yes		Fitness activities	Don't follow on a regular basis
99	35-49	Full-time office employee/manager	Russian Federation	Russia	Over €50k a year	Yes		Football;Ice Hockey;Skiing / Snowboarding	Through live broadcasting (online streaming /TV or radio); I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
100	25-34	Full-time office employee/manager	Dutch	Portugal	Below €25.000 p/annum	No	No, not interested		
101	35-49	Freelancer	Russian	USA	Below €25.000 p/annum	No	No, not interested		
102	35-49	Other		UK	Over €50k a year	Yes		Football;Rugby;Tennis	Don't follow on a regular basis
103	25-34	Freelancer		Portugal	Below €25.000 p/annum	Yes		Archery	I check the results online (team or event website); I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies); Don't follow on a regular basis
104	35-49	Other	Russian	France	Over €50k a year	Yes		Cycling/Running	I attend sport events & competitions; Through live broadcasting (online streaming /TV or radio); I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
105	25-34	Freelancer	Bulgarian	Portugal	Below €25.000 p/annum	No	Yes, I'd be curious to see		
106	35-49	Business owner/ Entrepreneur	Portuguese	Portugal	€25.000 - 50.000	Yes		Boxing;Football;Tennis	Through live broadcasting (online streaming /TV or radio); I check the results online (team or event website); I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
107	25-34	Freelancer	Russian/British	UK	€25.000 - 50.000	No	No, not interested		
108	25-34	Freelancer	Russian Federation	Netherlands	Below €25.000 p/annum	Yes		Running, Aerobics	I attend sport events & competitions
109	25-34	Freelancer	USA	Portugal	Over €50k a year	No	Yes, I'd be curious to see		
110	25-34	Not working/On maternity leave	United States	Portugal	Below €25.000 p/annum	No	Yes, I'd be curious to see		
111	25-34	Not working/On maternity leave	American	Portugal	Over €50k a year	No	Yes, I'd be curious to see		
112	25-34	Business owner/ Entrepreneur		USA	Portugal	Over €50k a year	No	Yes, I'd be curious to see	
113	25-34	Full-time office employee/manager	Danish	Portugal	€25.000 - 50.000	No	No, not interested		
114	25-34	Full-time office employee/manager	Portuguese	Portugal	Below €25.000 p/annum	No	Yes, I'd be curious to see		
115	35-49	Full-time office employee/manager	Russian	Russia	Over €50k a year	No	Yes, I'd be curious to see		
116	25-34	Full-time office employee/manager	russian	France	€25.000 - 50.000	No	Yes, I'd be curious to see		
117	25-34	Part-time office employee/manager		USA	€25.000 - 50.000	No	Yes, I'd be curious to see		
118	25-34	Freelancer	Russian	Russia	Below €25.000 p/annum	No	No, not interested		
119	25-34	Business owner/ Entrepreneur	Polska	Poland	Below €25.000 p/annum	No	Yes, I'd be curious to see		
120	35-49	Business owner/ Entrepreneur	Russia	Russia	Below €25.000 p/annum	Yes		Skiing / Snowboarding;Surfing / Windsurfing	I see the news on Social Networks feed (through events' social networks, teams or athletes profiles, media agencies)
121	35-49	Full-time office employee/manager	Spanish	Portugal	Over €50k a year	Yes		Formula 1, Tennis	I attend sport events & competitions; I check the results online (team or event website)
122	35-49	Working student	Russian	USA	Over €50k a year	Yes		Tennis	Through live broadcasting (online streaming /TV or radio); I check the results online (team or event website)
123	25-34	Full-time office employee/manager	estonian	Sweden	Below €25.000 p/annum	No	Yes, I'd be curious to see		
124	35-49	Other		USA	Over €50k a year	No	Yes, I'd be curious to see		
125	25-34	Full-time office employee/manager	Austrian	Portugal	€25.000 - 50.000	Yes		Football;Skiing / Snowboarding	Through live broadcasting (online streaming /TV or radio); I check the results online (team or event website); Don't follow on a regular basis

Drop some names of regattas that you know (optional)	Do you know any sailing teams/athletes from your country?	Drop some names of sailing teams/athletes that you know (optional)	If there was a sailor/team from your country participating in world level events in your city.	Are you using Social Networks?	Are you following any sport team/athlete or sport event/sport	How likely is it, that you share some content of any sport event that you	№
	No		4	Yes, I'm only present there, but I never post anything	No	3	62
	No		4	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	No	5	63
	No		3	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	3	64
	No		3	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	3	65
	No		5	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	4	66
	No		3	Yes, I'm only present there, but I never post anything	No	2	67
	No		4	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	4	68
	No		4	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	No	5	69
	Yes		4	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	3	70
SB20 worlds cascade! Olympics, americas cup, extreme sailing series, cowes week, North sea regatta, SB20, RSX, VOR, ESS, America's Cup, RC44	Yes	Sara carmo, Hugo rocha	5	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, many	5	71
Volvo ocean race	Yes	Stefania Elutina, Dean Barker, James Spithill, Chris Draper, Grant Dalton Hugo rocha, rob clerk	5	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, many	4	72
VOR, America's cup, team match racing, olympic lasers/ 49rs/ fx	Yes	Dorian V. (NL), Marij Bouwmeester (NL)	2	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	No	3	73
Cascais Club Races, Volvo ocean race, Extreme sailing series, Regata de Natal Cascais, PAV's, PAN's, Trofeu Conde Cascais, etc...	Yes	Bernardo Freitas, Gustavo Lima, MAlilde Peiraine de Melo, Sara Carmo, Mariana Lobato, Hugo Rocha, António Fortes	5	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, many	5	75
	No		3	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	No	2	76
	No		5	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	3	77
	No		5	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	3	78
Galway Regatta, Henley Regatta, Cowes week	No		3	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	5	79
	No		4	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, many	3	80
Volvo ocean race	No		2	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	4	81
Volvo ocean Race	No		3	Yes, I'm only present there, but I never post anything	No	3	82
Volvo Ocean Race	No		2	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	4	83
Volvo Ocean Race, Tall Ship Race, Canoeing	Yes		2	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, many	3	84
Volvo world race	No		1	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	No	5	85
	No		3	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	5	86
	No		3	Yes, I'm only present there, but I never post anything	Yes, 1 or 2	4	87
	No		4	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	No	3	88
	No		3	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	No	3	89
henley	No		3	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	2	90
	Yes		3	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	4	91
	Yes	Tatiana Drozdovskaya (Belarusia), Sofia Popadopoulos (GRE)	3	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, many	4	92
	Yes		2	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, many	4	93
	Yes	Strange Little Girl with my friend Dima Samokhin	4	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	No	4	94
Henley, Americas cup, cowes	Yes	Ben ainsley	1	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	No	1	95
Rolex Middle Sea Race Malta	Yes	Atlantic Charters	4	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	4	96
Tall ship race	No		4	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, many	4	97
Volvo	No		3	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	4	98
Volvo Ocean Race	No		4	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	4	99
volvo ocean race	No		1	Yes, I'm only present there, but I never post anything	No	1	100
	No		2	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	No	3	101
	No		1	Yes, I'm only present there, but I never post anything	No	1	102
	No		1	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	2	103
	No		1	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	3	104
	No		5	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	No	3	105
	No		2	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, many	3	106
	No		1	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	No	2	107
Beluga racer	No		5	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, many	4	108
	No		1	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	No	4	109
	No		1	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	No	4	110
	No		4	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	No	1	111
	No		2	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	No	2	112
	No		1	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	No	1	113
	No		3	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	No	4	114
	No		3	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	4	115
	No		2	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	No	3	116
	No		1	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	No	1	117
	No		2	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	3	118
	No		3	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	4	119
	No		3	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, many	4	120
Copa América	No		3	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	1	121
	No		2	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	3	122
	No		2	Yes and I am very active (big network of friends & people I don't know personally, daily use and active sharing)	Yes, 1 or 2	3	123
	No		2	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	No	1	124
	No		1	Yes and I'm sort of active (small circle of friends & relatives, occasionally share something)	Yes, 1 or 2	3	125

Attachment № 3: Interviews data sheet

№	1. Please indicate your full name	2. In your opinion, what is it in sailing in terms of sponsorship, that pays back so well to the sponsors?
1	Andrew Pindar, Business partner and sailing team head at GAC Pindar	Pay back is only received if the sailing sports marketing property is worked properly and professionally. With a well thought through and executed plan the returns can be excellent as the sport contains many good metaphors and is visually attractive.
2	Stefan Lacher, Head of Sponsorship Innovations, SAP	High-income target group
3	Carlos Leitao, professional sailor	Sailing matches with several values important to most (bigger) brands like - strength, agility, courage, team work, speed, complexity and the relation with supposed higher purchasing power
4	Ian Walker, skipper of team Abu Dhabi (winner of the Volvo Ocean Race 2015/15)	1) Sailing as sport is hard to compare with other sports, it is always a difficult sale to a sponsor. You can create a really high return. It is risky and it guarantees the exposure, so this is what pays back many times over the budget spent. 2) Client entertainment and involvement of company's audiences. Like for example Ericsson and SCA campaigns. An exclusive offer with relationship building for example for corporate clients. 3) PR. The power of the message that you send out can be very strong and paying back really well.
5	John Tavares, sailor & owner of SB20 boat	The fact that it appeals directly to the desired audience. Since sailing is a premium niche sport focusing on high net individuals, it appeals and involves directly those audiences on this level. Example decades ago: Corum watches, that were very successful, but started to go down, when they stopped sponsoring sailing. There was an immediate relation for them.
6	Alex Matias Kossack, Boat Owner	Sailing, being an upper financial tier sport and a sport that attracts higher economically capable crowds, with higher financial capabilities, as well as richer corporations, is normally crowded and populated by wealthier enthusiasts and people, that are normally of a higher financial capability, which will in turn open the door to purchasing, investment and procuring. Having this, the level of exposure to a wealthier crowd and wealthier companies, provides a good pay back on the sponsoring investment. Basically being a sport, typically associated with the rich and wealthy, provides a good turn back on sponsorship, and is a good niche business aimed at a higher investment capable demographic group.
7	Charles Caudrelier, VOR Donfeng race Team skipper	Media coverage -> PR that a company gets thanks to sailing, allows to have motivation inside the company. Example of Chinese team. In France big part of interest is activation inside and for clients. Sailing is the only sport where you can share and involve. Pro-Am races with guests onboard is the unique experience. Media is the key. People don't understand. Extreme Sailing Series is kind of the solution. SB20 for example should find the way to transmit the race to more public.
8	Justin Chisholm, Owner/Editor, Sail Racing Magazine	Hard to be general about this as literally every sponsorship deal is different. The ones that work the best are when the sponsorship directly helps the sponsor company achieve one of it's key goals.
9	Martin Sohtell, Commercial Director, M32 Series	Combination of great values (Clean, Athleticism, HiTech, teamwork, strategic) , good visibility with good branding platforms, attractive demographics and fantastic hospitality.
10	Scott Over, Commercial Director, Extreme Sailing Series	Return on investment is substantial - B2B marketing, networks at events, niche demographics. Typically - ABC one male, CEO, COO etc level. Not necessarily the mass consumers. Demonstration of a story - tech support for sailing. Process analytics and showcase products. Mass market: slowly increasing the TV broadcast, 32 series out 4 days on TV. Media tends to pick up. Ethical sport - sustainability, it's a lot greener than the majority of sports and the fans are green-focused. We use local suppliers for events, the food is locally produced etc. Containers are delivered, carbon offset. CSR programs, we do education for parents and children. We interact with local Yacht Clubs, Tourism Boards and Sport Councils. Visit Madeira for example - has local flavour. Branding opportunities are different, branding asset.
11	Dee Caffari, Professional offshore female sailor	Global Reach, Experiential Opportunities, Similar messages to the work place
12	Gustavo Lima, Olympic sailor	ROI in numbers, the target is advertising. In the sports culture football is dominant. Brands want to stay close to that. Portugal is more around people, that have success individually. People believe in your work and you have to be very very good in what you do. Facebook updates - to be recognized in the media, you have to be visible. People either know you or they don't see you. There are a lot of good sailors, but people don't know who they are. You need to be really good and be visible. You have to push yourself
13	Hugo Mastbaum, Director, Secil	Activation is key for pay back. I believe that the possibility of bringing a different experience to customers and stake holders is one of the main value drivers for sponsors. On the other hand there is the adventurous side that quality footage can bring to the mass media.
14	James Boyd, Editor and Publisher, thedailysail.com	Over other sports, the ability to take people sailing. You don't get to do that in F1
15	Morten Kamp Jorgensen, Former Director, Global Brand Management at Vestas Wind Systems A/S (Team Vestas Wind, VOR)	Applied to Vestas Wind (a producer of wind generators and promoter of clean energy) I can say that, since it is a B2B company, we were looking first of all at the commercial payback with regard to the global coverage in key markets through stopovers, as well as the media coverage, since we were driving the agenda for renewable energy. We were able to meet and make connections with politicians and businessmen in key countries and leverage from the commercial point of view, we didn't rely so much on the sport side.
16	Oleg Chugunov, Russian professional sailor and sailing coach	Sailing gives very positive image to a company, pays back with good karma, but in Russia it is still at a charity stage. If there is an interest inside the company, then there is a good chance for sponsorship. Like for example VIS Sailing Team - one of the top employees is a keen sailor. What also literally pays back to companies in some countries is discounted taxes for charity and for supporting sports (not the case for Russia any more - the example of Guta bank that was).
17	Rodrigo M. Rato, LX Sailing media agency	1. The inclusion of the sponsor into the process of this highly skilled, but accessible type of sport. To include people into the process you can put a GoPro on the mast of the boat and transmit the picture, put a tracker and show the route online or invite the sponsor's guests onboard or do a sail training for the staff of the company. 2. The green/positive image of sailing, despite a lot of money is spent of transporting the boats around the world in huge cargo ships, the boats are washed with loads of fresh water daily etc. 3. Charity & sports allow tax reductions. Not for all countries, but this is a global thing, that many companies follow, but not always achieve. 4. Sailing projects help keep children away from streets (Oman Sail project) and include more women into sport, where there are more mostly men (SCA team = Magenta project) 5. The potential of access to large markets, worldwide coverage compared to other sports in case of round the world race/transatlantic regattas.

№	3. Which brand values, do you think, are most suitable for a sponsorship campaign in sailing?	4. If a company was not associated with any of the above values, could it still promote through sailing?	5. Would you roughly agree that ANY company could promote through sailing?
1	Skill, commitment, technically exacting, teamwork, pioneering, adventurous	Yes, absolutely!	No
2	Innovative, technology-driven	Yes, absolutely!	No
3	Strong Brand, versatile, courageous in investments, with team work and fast in solving complex problems, never letting customers down, for example.	Yes, potentially, with some limitations	No
4	It should be the companies who identify themselves with risk and challenge and overcoming difficulties. Living on the edge and aiming at their targets. Some companies are not even interested in sailing kind of media coverage. Solicitors, banks/investment companies and the likes. The are also tax reduction reasons for example in the case of Spain.	Yes, potentially, with some limitations	No
5	1. Freedom 2. Better version of themselves for people involved 3. Targeting the right audience Construction companies would's sponsor sailing, because it's not in their market, they's rather go for tennis or something like that. Unless one of the board members is a sailor!	Yes, potentially, with some limitations	No
6	Normally sailing is a sport that requires investment but at the same time relies of materials reliability, innovative designs, performance and rugged durability. For a company interested in sponsoring a sailing team, these values are normally the ones that most explored in advertisement, communication and media. Sailing sponsorship is often related to high quality companies, such as watch makers, banking, marine equipment and boat equipment. Food and pharmaceuticals are also a key value.	Yes, absolutely!	Yes
7	Dream sport that you sail with wind. Strong in your head, tough conditions, high level and technical side is important. Passion, adventure.	Yes, absolutely!	Yes
8	There are a million different tags you can hang on sailing - athleticism, dedication, teamwork, adaptability and so on and so on. The trick is to understand enough about the potential sponsor that you can highlight the brand values that matter to them.	Yes, absolutely!	Yes
9	It all depends on what you goals you go in with from the start. I've seen fantastic campaigns that have an internal message (ex. AssaAbloy) and great external for both consumer brands (Hugo Boss, Volvo, SCA, Land Rover) and B2B brands (Ericsson, SAP, Oracle). Its more important that you clearly define your mission and that you think through the whole process and make sure you have gone through exposure, activation, hospitality, PR, sales etc.	Yes, absolutely!	Yes
10	Sustainability, technology, performance, collaboration (in the sense of teamwork between everyone involved)	Yes, absolutely!	Yes
11	Any that want to connect the work force, reach the consumer or send a message on a global scale	Yes, potentially, with some limitations	Yes
12	It can be successful for many companies, but for example a petrol company is better to support Formula 1. Just more logical, however I applied to such Portuguese company, but there was no potential	Yes, potentially, with some limitations	Yes
13	Team work, partnership, innovation, environment friendly, trust	Yes, potentially, with some limitations	Yes
14	There are many: anyone who wants association with a sophisticated high adrenalin sport, an up-market sport (like polo), and because it doesn't involve fossil fuels it is a good sport for 'Eco brands'. Because sailing 'travels' it is also very good for venues, although, obviously, they have to be by the sea...	Yes, potentially, with some limitations	Yes
15	Applied to Vestas the values were perfect for the Volvo Ocean Race campaign - Vestas knows exactly where the wind blows and the wind is what drives the VOR boats forward. It was the match made in heaven and, because another sponsor pulled out the very last minute, we jumped onboard.	Yes, potentially, with some limitations	Yes
16	Energy, power. Good will and helpfulness. Beauty. Prestige.	Yes, potentially, with some limitations	Yes
17	Healthy & fresh, romantic. Green & sustainable. Adventurous. Sexy (due to mostly saturated with good-looking, athletic men)	Yes, potentially, with some limitations	Yes

№	6. How important is winning for a team/sailor in being sponsored?	7. Sailing sponsorship budget - please describe a realistic picture. Which companies can afford it or could it be flexible for any budget?
1	It's 1 2 3 4 and 5. Its much easier to PR winners however the project ethos might be for a different type of victory so it all depends!	You can spend €1000 or €100 million. There's room for every budget. But it's about a plan and the way it's worked every bit as much as the sponsor value.
2	4, winning gives you more publicity and therefore provides more value for the sponsor. if you want to support a team and make them win, you rather select someone promising who is not at the top yet	Could work for any budget
3	Is important, but not mandatory. Winning is always good for a Sponsor's image, but there are associated values that go beyond winning - depends a bit on what race/team the Sponsor is involved. In a scale, in some cases a 4, in others a 3	Depends a lot on what kind of campaign/boat/team the Sponsor is putting money into. Let's say that we can start with medium companies with good structured marketing budget can allocate some money to it.
4	With regard to winning it depends if the campaign is built around winning, if the sponsor relies only on winning, it probably should not go into sailing. It is much more powerful to show the progress of a team or tell the story of failing and challenge, than to support only the winning team. Take the example of Puma team in the last edition, it's a mainstream brand, but the campaign was all around performance and human factor. With Abu Dhabi was different as it was not a manufacturer or a brand, it is a location (region). The target was to have a successful stopover there and attract as many people as possible, to promote sport events in the area. Why they sponsored us for the second time? We had a 2 race contract, so after the first race in 2011/12, when we finished in the 5th place, we already knew there would be another one. They always looked long-term and our performance was only a bonus. It also depends on the country - for example France is very strong in supporting sailing and keeps increasing. ESS and VOR are having events there and selling sponsorship quite well. For smaller scale/younger athletes winning is always important, but more important is to show the story of achieving it. They will only get media coverage if they win. For example we did a small campaign and got more media attention, by installing a Mars stand in Trafalgar square with my 470 boat partner and telling our story, than we got from the sailing itself. Or look at the Alex Thomson example, he hardly won anything in the last few years and had a series of boat crushing at high seas, but Hugo Boss still sponsors him, because it allows to play at the edge and get the return on the risky side of his adventures. The idea is to create the value regardless of the win.	Can be various depending on the scale of the project.
5	I would say, it's a 4 out of 5. A sponsor should pay attention to the event, its level and the potential reach for the audience. The look for the "first horse". The team/athlete have to be in the top, but not necessarily No 1.	The budget hugely depends on the boat! For an SB20 class boat you can expect something like 15k a year, excluding the cost of the boat itself (set of sails is 5000, storage & maintenance 2000, travels up to 1000 per event + the team expenses). The sponsors are often only looking at the costs and have low level of sophistication and don't involve too much in what's going on at the event, which is not right. Many Portuguese companies only value the costs.
6	5 - most important. When sailing team wins or seats at a podium, the news are often relayed internationally and today, more than ever with the uprising of social media, the word and related imagery and video, are often carried further, thus increasing branding exposure. Sponsors like to be associated with winning teams, not only because of the exposure, but also because of the image of excellence that is often tied closely to winning success. Being associated with winning teams, relays the winning image to the sponsor and shows that the sponsor is attached to excellence and results, providing good brand image and builds a trust between company and public, based on winning.	Banks, Food, Pharmaceuticals, Marine gear manufacturers, boat manufacturers, sail makers, energy companies, investment groups, Oil companies and marketing companies. Sailing sponsorship budgets are never a low budget deal. The sums involved in commissioning a sailing team can start at 25.000 Euros a year, and raise up to 10 Million.
7	There are a lot of boats, if you are not winning, it's very difficult. You need to win to be prominent and visible. Example of SCA for winning the leg. Chinese put 3 times less money, than SCA. Not only to win is important, communication can do tricks. Vendee Globe: 3 months, you have the "winning team" and the "adventure team", "old guy doing it again" etc. See Sam Davies example from VG.	You can find for any budget, the payback is very good. 2-3 mln budget (Figaro 150K euro budget -> payback 1 mln euro). Companies are doing the sailing for internal story and for the clients. They have to visit the start and the boat to involve and tell the story.
8	Again it varies with every case but I would say that generally winning is not what commercial organisations hang their campaigns on as it is too high risk as in all sports there can only be one winner and in sailing particularly while there can be favourites there are never ever any certainties.	Sailing sponsorship can range from a few thousand dollars a year for a young aspiring dinghy sailor looking for help with his/her Olympic campaign up to tens of millions of dollars for a Volvo Ocean Race campaign.
9	2 A well executed campaign can be just as successful commercially when it doesn't win.	There are such a large scale of offers that there are levels that suit everyone. Mind you that the cost of a sponsorship should be doubled (approx.) with the activation in order to get the best value.
10	Not so important. I would give a score of 2. The story around the team is more important. Some of our successful sponsored teams SAP, Reb Bull, LR BAR have not won, but still get financial support.	I think in general, it can be flexible for any budget. For example in the ESS 1 entry can be as low as €85K. It includes everything (logistics, branding, rib, boat rent). The sponsor can choose the targeted market and fly a boat with the logo in front of the spectators in the city centre.
11	It depends on how good the story telling has been before the event. You try and get the return before the event takes place. Winning obviously makes it easier to communicate for the sponsor but good activation does not rely on the result.	It is expensive but there are scales of involvement that can appeal to a variety of levels. Amateur to Professional Round the World Races and inshore racing on a global scale to more localised events, there is something for every pocket depending on the market reach they want to achieve.
12	Work on the image. Even if you're not the best, people will know you. You do need at least one big title.	An Olympic campaign for 2 years can cost up to 50-100k Euro depending on the amount of activity and the boat type. This is a full-time job for athlete and you need a lot of travelling to competitions, including entry fees, maintenance of the boat and most importantly a good coach. Your personal expenses as well, since you don't have time to work.
13	2, important is mastering the communication and the activation. See the Vestas case - Blue is Back - in the Volvo Ocean Race	It depends very much from project to project. One thing is for sure, there is a rule of thumb - make sure that the sponsoring company budgets for activation. At least the same amount has handed over to the sailing project.
14	It has to be considered as the cream on the cake. A smart sponsor/team will have achieved their return on investment targets before a race has even started	Sailing sponsorship comes at all pricing points. The biggest sponsorships have been of the teams in the Volvo Ocean Race in the region of 50-60 million Euros apiece (Groupama, Ericsson, etc)
15	The winning side of the race was not so important for us, like I said, we were taking the advantage of using the VOR platform for our business development. Commercially the race was very successful for us. We closed some important deals during the race. Would we have closed them if there was no race? I don't really know, but the unique experience and the involvement that we gave to our clients, paid back very well.	In our case we were tight on budget and even despite the crash our management didn't allow us to spend a euro more than it was allocated. We had to not only repair the damaged boat, but also the damaged image of a company, who lost their boat and also due to such a silly mistake.
16	It's not enough to buy a boat. Once you bought it, you need to do the maintenance and travel to events, it's big expenses even with a small boat. You need to have a name and a list of achievements, be at the top or close to the top in order to get the attention of the sponsors. Winning is important, but not necessary to be number 1. If you have a name, that is known and you sail well, be sure, you'll find a sponsor!	Sailing is affordable, it is a delusion that sailing is only for reach people. If you want you can find the budget that will fit into your expectations and still advertise through sailing. Sponsor the local yacht-club or school or send a young sailor to the Olympics. Example: You can promote a local artist at a local sailing event (if you are near such area) - a painter from Miami advertised his work 2 months prior to a regatta and managed to succeed. You can divide a sailing team sponsorship budget into parts, and there will be still enough space on the sails to put all of them. Sailing boat is a good advertising carrier.
17	No one wants to sponsor losing teams. You show your competitiveness, which is also the success and competitiveness of the brand. You have to be good, maybe not the best, but definitely good.	Depends on the scale of the event and the sponsor's budget expectations, but definitely there is a way to find a suitable project for any budget. Can be single sailor or a team, inshore/offshore, round the world racing. There are so many different competitions around the globe, that a sponsor can choose the one with the presence in the right market. Potentially to reach larger audience the sponsors can combine efforts (budgets) to support a bigger class/regatta. The example of Sail Portugal, which is a holding with several companies aiming at maximizing the Portuguese sailing.

№	8. What, do you think, are the 3 most important criteria for a sailor or a team to be sponsored?	9. What, in your opinion, can be improved from the side of sailing world in order to attract more corporates for sponsorship as well as more public?
1	1. That the sailor and team understand that they have a duty to the sponsor rather than any divine right. 2. They should get to understand the business and marketing mission of the sponsor. 3. And they should give payback to the sponsor by delivering on the pre sponsorship promises.	Copy the Extreme Sailing Series approach and you won't be far wrong. Big question though which needs an extended discussion.
2	Good with customers sailing, charismatic with media, showing passion to win	Better medialization of the sport / less classes and events
3	Depends a bit on the positioning of the Brand itself - For example, I assume that SCA where after a women crew for the sponsoring (this might be one criteria), but generally integrity and a strong coherent team	There are always some ideas, but I think we are in the right way - race courses have been moved closer to shore, races tend to be shorter and designed for action, some classic races changed from mono hull to multi hulls for better public experience, customer experience onboard is now a common solution and marketing around races are very professional nowadays
4	1. Credible - you have to be experienced and have proven track-record of previous campaigns 2. Present the right image, handle yourself well in public. Should have a professional appearance, prove that you can deliver the value to the sponsor. 3. Have a good persuasive abilities to be able to defend your proposal in the board room in front of the corporates. And of course have your connections, be good at networking! You should be able to identify the sponsorship match and appeal to the sponsor with regard to it.	It's the same as for the athletes or teams - need to create value for the sponsors and find the matching point. Tailor the offer to a sponsor. I think the yacht clubs and some regattas could have a better web-site and allow access to data base. But I think that compared to other sports sailing is rather advanced in this. Look at the Wally class or TP52 as example.
5	1. The team/athlete needs to share the culture and the values of the brand. Be happy to wear the shirt and really mean it. 2. The team/athlete need to be very responsive and thankful to the sponsor by means of communication. Transmitting through their personality the brand's values. 3. Be passionate about what they are doing, not only on the water, but in relation to the sponsor and on the shore, at events, with the media etc.	
6	Exposure provided, results and intelligent media management.	better communication with social media, such as news papers and TV, public accessibility, and better crowd presence, as sailing is a sport that is often practiced away and far from the visible eye and is difficult to see or follow from a seating stand or from the shore. Sailing events could greatly benefit from local transportation to carry spectators to see the sport up close, such as near start lines, turning points etc.
7	1) Have a passion & share it for the sea & racing. 2) Be very organized especially in a big boat. 3) Be the best in communications. Some sailors are really good at that.	Provide a better image and a better story. Show it outside of the boat and make it more open. Explain better the sailing part. Offshore racing works, because we share the experience - it's tough and extreme. Organizers should improve the explanation of the racing. Virtual regatta - people play, and they're not sailors. A lot of people love the game, because it's a mind game. People don't understand the sailing, but if explained, they would follow it, like they follow chess or bowling
8	It takes a wide range of attributes to earn a sponsorship contract but if I have to pick just three: Professionalism, dedication, focus.	We need to tell more stories about the sailors the teams and the events as well as about sailboat racing itself.
9	Listen to the sponsors needs, find what adds business value to their business, deliver what you promise	Better time planning and clearer messages. Don't be over smart in trying to defend your rights. We're a small sport that can benefit from more openness..
10	1) Nationality. Limitations: Female team is a different area of sponsors. Different brands and different story behind it 2) Experience. 3) Success. For example: Ben Ainslie or Russell Coutts have more to offer than someone with a silver medal. Sailors with a name and network	Education for understanding of the sport - from a sporting point of view, how the winning works and also with regard to the sponsorship explaining to the companies their opportunities/commercial rights. At the events should be availability for appeal, organizers need to explain the terms, so that people would understand, what is going on and were involved.
11	Good story to deliver the return on objective and investment for the sponsor. Having similar messaging as the sponsor and the ability to communicate the message clearly. Having a personalities to reach main stream media as well as sailing media.	Delivering more networking events and running symposiums alongside events to attract sponsors and the people they want to associate with to the same place.
12	1) You should be recognized with results 2) You should have an attractive project: clear understanding of the kind of boat you choose, attach the goals of your campaign etc 3) You should choose the way you communicate, how you add value to it. Always come with a SMILE!	Work on the communications and image, do a lot of PR.
13	Good value proposal, good communication plan, ability to execute (from idea to reality)	Preparing and presenting a sponsorship proposal should not be "asking for money". You have a product that has a value and it's that value that you must sell to the corporate world. You can't have a value proposal that fits all kind of companies, so you should be able to study each potential sponsor before presenting him any sponsorship proposal.
14	An eloquent, media-friendly skipper; a good hospitality plan and a good story to tell	Success breeds success. More successful sailing sponsors (ie ROI targets amply achieved) and the wide communication of these as case studies.
15	1) The should be always a good fit between the brand and the race (team/athlete) with regard to values. Like for example for Vestas Wind there would be no point in sponsoring a Formula-1 team as it is basically doing what we, as a company, are against - burning fuel. 2) Communication 3) Credibility	With regard to our example is to show that you are ready and prepared for unexpected outcomes. Think on the side of the sponsor.
16	1) The sailor/team has to be good professionally, preferably compete in the top 5-10 sailors/teams in your class. People have to talk about you, there should be a buzz around your name - whether you get it from good results or you make your own effort to create the buzz. 2) Has to be ready to go extra mile, do more than expected, do something good and get the return on that instead of just sitting and waiting for someone to sponsor him. Show that you are interested and that you care about the potential sponsor. 3) To apply for sponsorship, you have to be ready with a plan - a money plan and a sailing plan, the sponsor has to see the perspective for them, sailor's/team's objectives and how the sponsor will benefit from supporting.	The sailing organizers and sailing clubs can diversify their offer for the sponsors, look at the potential of having more smaller sponsors in order to meet their requirements and budget expectations. Be more open and prepared when it comes to money, connect on the local government level, include the city municipality in their activity, invite children and corporates for events/club activities and create projects for them. Communicate more.
17	1) Personal connection -> sailors have to "sell" themselves, which most of them don't know how to do. You need to be ready to write 10 lines about how it was on the water to transmit the brand to the public. Example: Gustavo Lima, Portuguese sailor - see his communication style, always shares his emotions, always smiles, always thanks the sponsors and names all of them 2) The sailor/team have to be good at sailing. Competitive and trusted professional, ready to take the challenge and show that he can cope with it. 3) Non-tangible assets -> sell the experience. The example of Extreme Sailing Series - guest onboard of a flying catamaran, the once in a life time experience, that a company can give to their client or guest.	The sailing organizers need to expand the sailing world to the world! Make it understandable to the wide range of people as they don't understand, why boats are going this way or that. Use simple words, like "left" and "right" instead of "port" and "starboard" side for example. Make online gridlines (example of America's Cup) on the racecourse to show, who is winning. Make it look understandable and exciting. Include famous people and politicians, create connections, allow a business platform for communication at a regatta (meeting room facilities, good catering, drinks, nice atmosphere with music etc). For example in Spain for Copa del Rey regatta the King of the the country is sailing that way attracting a lot of attention to the event (public, media and coverage), but he is a passionate sailor too, so it's easy to include him and the team of Spanish army into the race. If your president likes hunting, it's a different thing, but there should be people in the cabinet who will enjoy it.

№	10. How badly the boat damage and the sailor/team withdrawal from a race affects the supporting brand and what are the odds to still deliver a successful campaign in your opinion?	Anything you'd like to add
1	Sponsorship is not philanthropy and the sooner that difference is understood the better for all!	
2	Normally not a problem in sailing	
3	<p>That will affect mostly based on the team's ability to answer to it in the moment and the Sponsor's investment power to fund the the solutions.</p> <p>For example Vestas took good credits from the disaster - Vestas showed to the customers worldwide that they never quit, no matter how bad a project might be, and they have the team and the power (money) to tackle big projects when the problems come.</p> <p>If i was an customer looking for a company for partnership in their area, i would be very interested in knowing more about Vestas.</p>	
4	<p>Some best media exposure you get, when there is a failure. We've got increase of media interest, when we lost the mast in the first Leg of VOR. It's a high end disaster and you need a plan to work with it, when it happens. Crisis management and all that, but that's more on the PR side. On the sailing side there is always a knock-out effect for the next race. That's why the ocean racing is so risky. With Team Vestas example the campaign was trying to involve its employees and play on the positive image side. Engaging people and showing them how a company can deal with failure turning it into success.</p>	<p>The decision towards choosing sailing for sponsorship can be emotive. There is often an affinity towards sailing in the board room, connection through friends to the potential sponsor can be key. Or having a CEO of the company that you target, who likes sailing.</p>
5		
6	<p>In sailing, much like in car racing, accidents happen. Due to weather, failure, incompetence etc. failing or withdrawal from a sailing event, much like in automobile racing, is not normally associated with defeat, or with losing, but rather with coping with adversity and the opposing elements. Since sail racing is composed of multiple races and legs or events, withdrawal normally gets more publicity and more visibility than a win. For most sponsors, the fact that exposure is provided in sailing, is more important than a win stance</p>	
7	<p>Sailing gives a positive image to a brand. For example L'Oreal. Independent girls. If you are clever, you can find the way to share. Everything is communication.</p> <p>It's more complicated. Total wants to do sailing, but due to its image of fuel & gas producer they struggle, so they chose Formula 1.</p> <p>In France there are so many races, it's a good example. Sailing is very popular in France, especially the offshore. Olympics has the money and that's how many sailors gain their name and promote their carrier getting sponsored & competing on high level.</p>	
8	<p>Better to try to avoid disaster of course but it's all about the story you tell. Vestas managed to switch their message from being about competing in the race, into the struggle to repair the boat and get back in the race by Lisbon.</p>	
9		
10	<p>Failure is a disaster, if it's not foreseen and planned. Example of Dongfeng losing their mast in the Pacific ocean (had to deliver the boat to the next stopover by land) - causes the uncertainty of budget. The sponsor has to be ready to pay a new boat. Risk should be balanced with safety.</p>	
11	<p>Potentially a complete disaster, which is why the return has to be met before the event starts. How you tell the story can turn it around to work for you and be a bigger story than just the race or event itself. This needs careful planning and execution.</p>	
12	<p>If you're good, they support you. Once you're the world champion, it works for you, all the rest is communication.</p>	
13	<p>It all depends on the way you react to the events. Again, check the Vestas case, which I consider a huge PR success.</p>	
14	<p>See my answer to 6). If they are smart not at all. The race result is cream on the cake.</p>	
15	<p>I will never forget this day, when on a Saturday night I received the news that the boat went aground. And then minutes after the whole world is bombarding you with calls and messages, including the media, clients as well as your own management. There was some uncertainty in the first moments, but as we realised that the whole crew was safe (very luckily!) and thanks to our onboard reporter Brian, who did a great job covering everything, we started to manage the situation. It was a tremendous effort for the commercial as well as for the sailing team to reach negotiations with the insurance companies, other sponsors and stakeholders. We looked at different scenarios, including pulling the boat out of the race, but the VOR was interested in still having us back to the race, so we started a campaign of "A race to re-join the race" and in very tight deadlines managed to almost rebuilt the boat and deliver it to the stopover in Lisbon. Before the start of the race, the VOR management of course prepared us to various scenarios, which you think would never happen to you. Also it is impossible to predict everything, so there should always be a crisis plan, that you can implement, when something happens. For us it was a test of our own abilities as a team to overcome and succeed. Overall the campaign was very successful despite losing the boat and spending 6 months to restore it.</p>	<p>We were also running an internal PR campaign for our staff, who were engaged at every stage through social media and videos. We didn't invite the sailors to our offices like Dongfeng did. Our slogan was "A race we must win", which also turned into the internal competition for regional staff, who competed against each other in sales etc. But also we were aiming at winning a global race against energy scarcity, a universal challenge. And y means of supporting a sailing team and its challenges we were able to promote it internally and externally.</p>
16	<p>For sailing in Russia see the example of Gazprom, the leading gas company of the country.</p> <p>Talk to Oscar Konyukhov, who's father is a sailing brand name and a traveller, that many Russian companies are keen to sponsor.</p> <p>Ben Ainsley example - he is a sailor of whom people talk and he created it himself. Now he sails with the UK Duchess onboard.</p>	
17		

Attachment № 4: Interview example of Dee Caffari

Responses cannot be edited

Sailing sponsorship

I approached you with this interview because you are directly involved in sailing as sport activity, currently run a sponsorship programme or had been part of a sailing marketing campaign in the past. I rely on your experience and knowledge to contribute to my research of marketing through sports applied to sailing.

Please answer each question in details as much as you can.

Let's set sail!

1. Please indicate your full name *

Dee Caffari

2. In your opinion, what is it in sailing in terms of sponsorship, that pays back so well to the sponsors? *

Global Reach, Experiential Opportunities, Similar messages to the work place

3. Which brand values, do you think, are most suitable for a sponsorship campaign in sailing? *

Any that want to connect the work force, reach the consumer or send a message on a global scale

4. If a company was not associated with any of the above values, could it still promote through sailing? *

- Yes, absolutely!
- Yes, potentially, with some limitations
- No, it doesn't make sense

5. Would you roughly agree that ANY company could promote through sailing? *

- Yes
- No

6. How important is winning for a team/sailor in being sponsored? *

Please give an evaluation on a scale of 1 - 5 and kindly explain.

It depends on how good the story telling has been before the event. You try and get the return before the event takes place. Winning obviously makes it easier to communicate for the sponsor but good activation does not rely on the result.

7. Sailing sponsorship budget - please describe a realistic picture. Which companies can afford it or could it be flexible for any budget? *

It is expensive but there are scales of involvement that can appeal to a variety of levels. Amateur to Professional Round the World Races and inshore racing on a global scale to more localised events. there is something for every pocket depending on the market reach they want to achieve.

8. What, do you think, are the 3 most important criteria for a sailor or a team to be sponsored? *

Good story to deliver the return on objective and investment for the sponsor.
Having similar messaging as the sponsor and the ability to communicate the message clearly. Having a personalites to reach main stream media as well as sailing media.

9. What, in your opinion, can be improved from the side of sailing world in order to attract more corporates for sponsorship as well as more public? *

Delivering more networking events and running symposiums alongside events to attract sponsors and the people they want to associate with to the same place.

10. How badly the boat damage and the sailor/team withdrawal from a race affects the supporting brand and what are the odds to still deliver a successful campaign in your opinion?

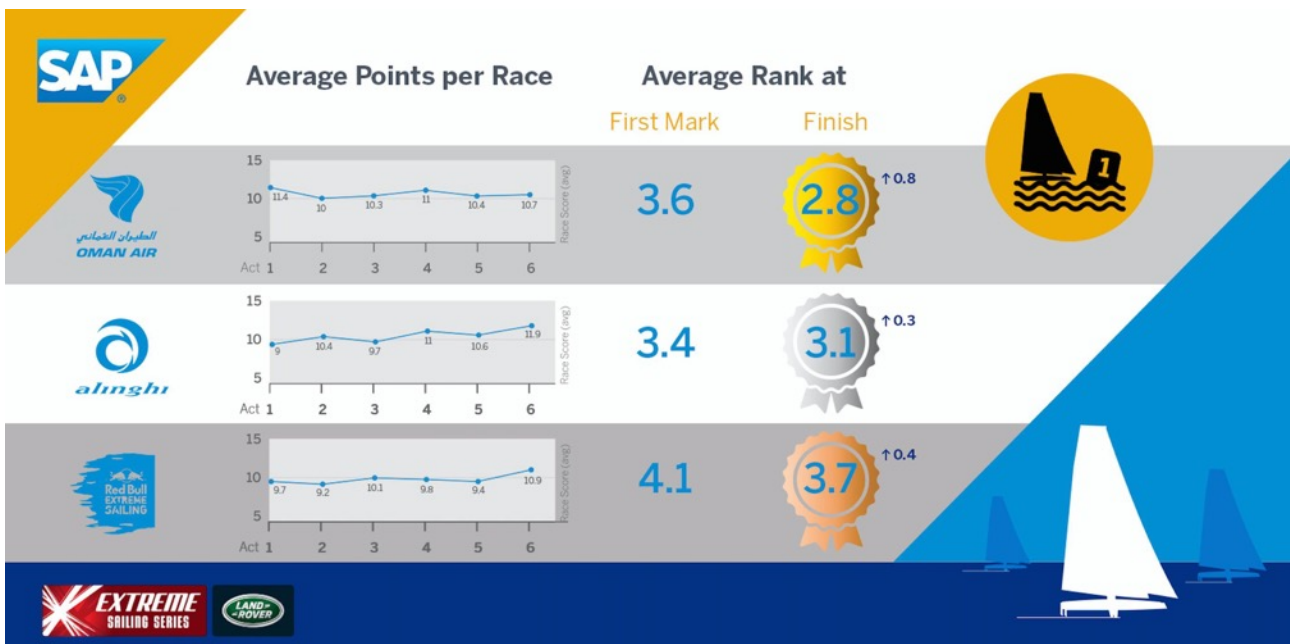
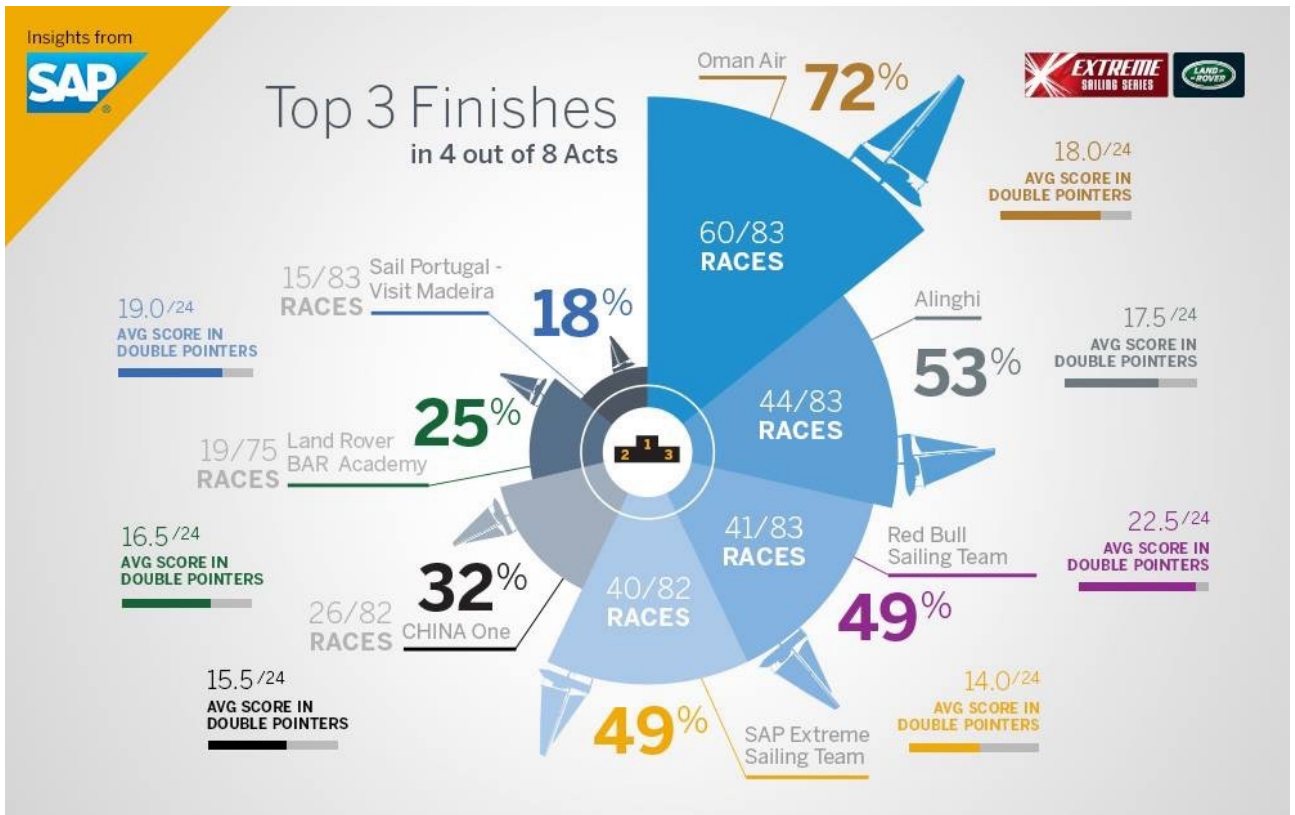
Potentially a complete disaster, which is why the return has to be met before the event starts. How you tell the story can turn it around to work for you and be a bigger story than just the race or event itself. This needs careful planning and execution.

Thank you for your time and your answers! 

Based on the data received from you in addition to more market research I will be testing the hypothesis that practically any company can promote through sailing.

Fair winds!

Attachment No 5: Examples of SAP Analytics reports for the Extreme Sailing Series



Attachment No 6: The America's Cup attachments

1) Examples of Louis Vuitton America's Cup Sportswear Line



LOUIS VUITTON AMERICA'S CUP WORLD SERIES NEW YORK EVENT SUMMARY

BROADCAST

DEDICATED BROADCAST COVERAGE IN **150 COUNTRIES** IN ADDITION TO THE LIVE STREAM ON THE AMERICA'S CUP APP TO A GLOBAL AUDIENCE

1.42 BILLION EARNED MEDIA IMPRESSIONS

MEDIA

232 ACCREDITED JOURNALISTS AND PHOTOGRAPHERS | **5** MEDIA BOATS FOR BOTH DAYS

SPECTATORS

EVENT ATTENDANCE SAW **75,000** SPECTATORS ON SATURDAY + **100,000** ON SUNDAY ON BOTH LAND AND WATER | **800** SPECTATOR BOATS

SOCIAL MEDIA

5.5 MILLION IMPRESSIONS ACROSS FACEBOOK & TWITTER DURING RACE WEEK WITH OVER **480,000** POST ENGAGEMENTS ON FACEBOOK

FACEBOOK POST WITH BIGGEST REACH: **338K** IMPRESSIONS

MOST ENGAGED (BY VOLUME) POST ON TWITTER WAS **2,780** ENGAGEMENTS

OVER **52,000** ENGAGEMENTS ON INSTAGRAM

881,000 VIDEO TRENDS ACROSS SOCIAL MEDIA

RESULTS

NEW YORK RACE LEADERBOARD			2016 RACE LEADERBOARD		
1	EMIRATES TEAM NZL SUPPORT: CLEAR AUSTY	52	1	EMIRATES TEAM NZL SUPPORT: CLEAR AUSTY	244
2	ORACLE TEAM USA SUPPORT: DEJAY SPORTS	52	2	ORACLE TEAM USA SUPPORT: DEJAY SPORTS	236
3	GROPAMA TEAM FRA SUPPORT: PIRELLA GARDIA	44	3	LAND ROVER BAR SUPPORT: DE JAY SPORTS	227
4	SOFTBANK TEAM JPN SUPPORT: SORA L KAZUKI	42	4	SOFTBANK TEAM JPN SUPPORT: DE JAY SPORTS	203
5	LAND ROVER BAR SUPPORT: DE JAY SPORTS	42	5	ARTEMIS RACING SUPPORT: SAATCHI OUTDOORSE	201
6	ARTEMIS RACING SUPPORT: SAATCHI OUTDOORSE	40	6	GROPAMA TEAM FRA SUPPORT: PIRELLA GARDIA	194

HIGHLIGHTS

LOUIS VUITTON AMERICA'S CUP WORLD SERIES NEW YORK: [highlights video](#)

www.americascup.com f t S+ i AG

2) Louis Vuitton America's Cup World Series New York Event Summary (May, 2016)

Attachment № 7: The Volvo Ocean Race materials (2 pages)

1) Extraction of some media results statistics, Race Report (2015)

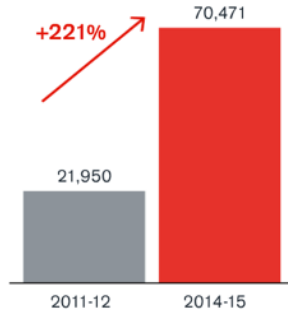
Available online at: https://issuu.com/eugene_platon/docs/volvo_ocean_race_2014-15_race_report

Team Media Value

€ 65,126,561	Dongfeng Race Team
€ 62,788,868	Team SCA
€ 54,543,251	Abu Dhabi Ocean Racing
€ 45,554,763	MAPFRE
€ 40,927,031	Team Alvamedica
€ 35,057,158	Team Brunel
€ 28,377,194	Team Vestas Wind ¹
€ 332,374,826	Total team media value
€ 47,482,118	Average team media value

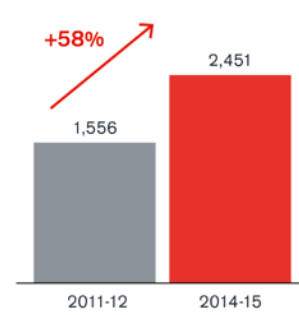
¹ Team Vestas Wind did not start in five offshore Legs.
 Dates Monitored: Oct 1, 2014 - Jun 30, 2015, Source: Repucom

Corporate guests, total



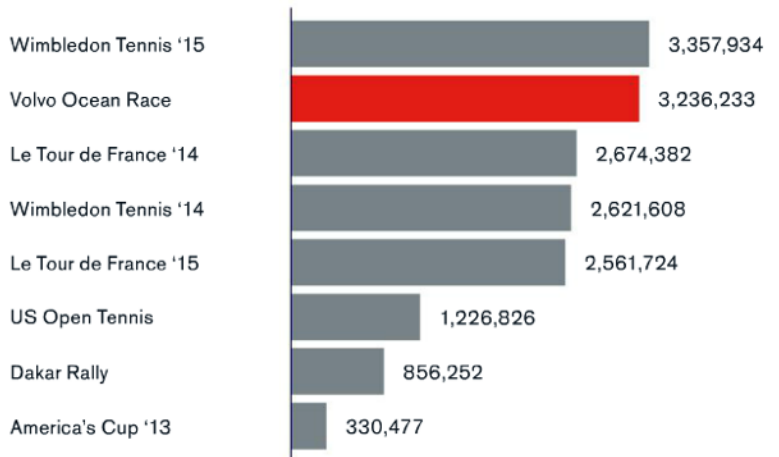
Source: Volvo Ocean Race and Stakeholders

Guest onboard



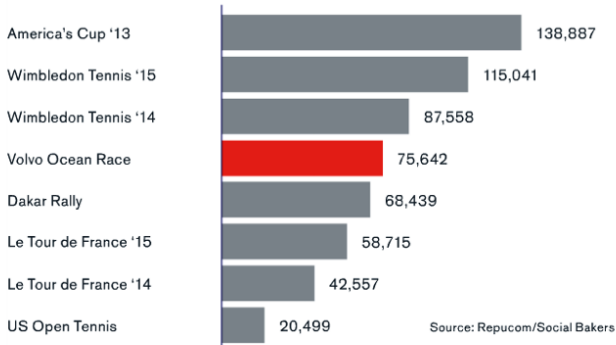
¹ Pro-Am Races, In-Port Races Leg starts (not including individual corporate sailing sessions)

Facebook likes



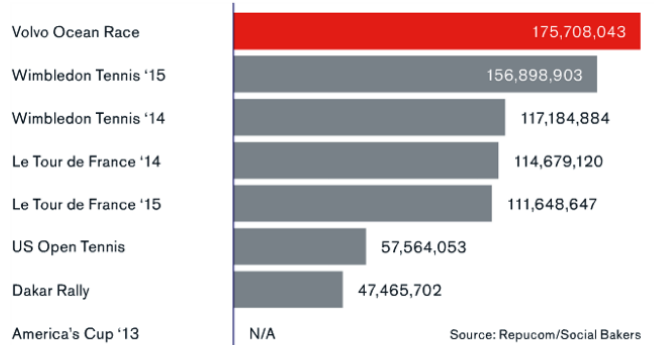
Source: Repucom/Social Bakers

YouTube subscribers at the end of the event



Source: Repucom/Social Bakers

Facebook - Repucom calculated reach



Source: Repucom/Social Bakers

2) Inspirational poster with Dongfeng Race sailor



3) A postcard from Team Brunel's skipper Bouwe Bekking (team Brunel was supported by HR company building a campaign towards teamwork)

4) Invitation to the Lisbon Stopover, May-June 2015: "Não há volta ao mundo sem Lisboa"



Attachment No 8: Team SCA merchandise examples

1) Hand fan with all SCA brands and the boat image



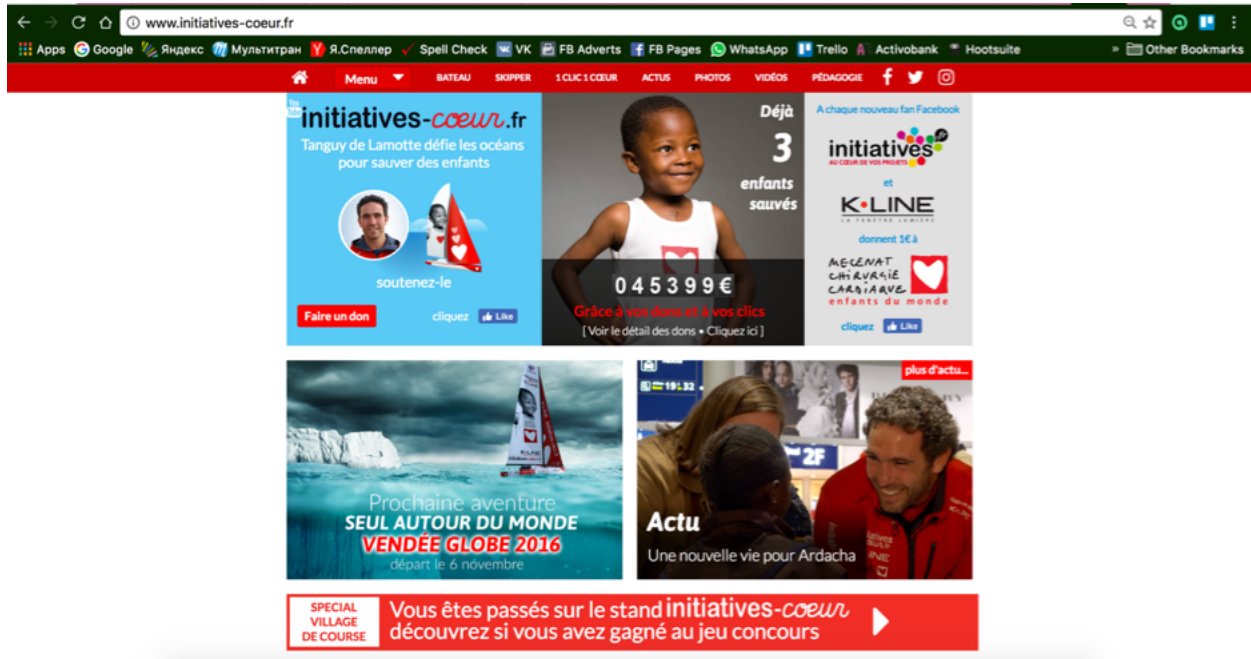
2) Adhesive boat-shaped mobile phone screen cleaner (below)



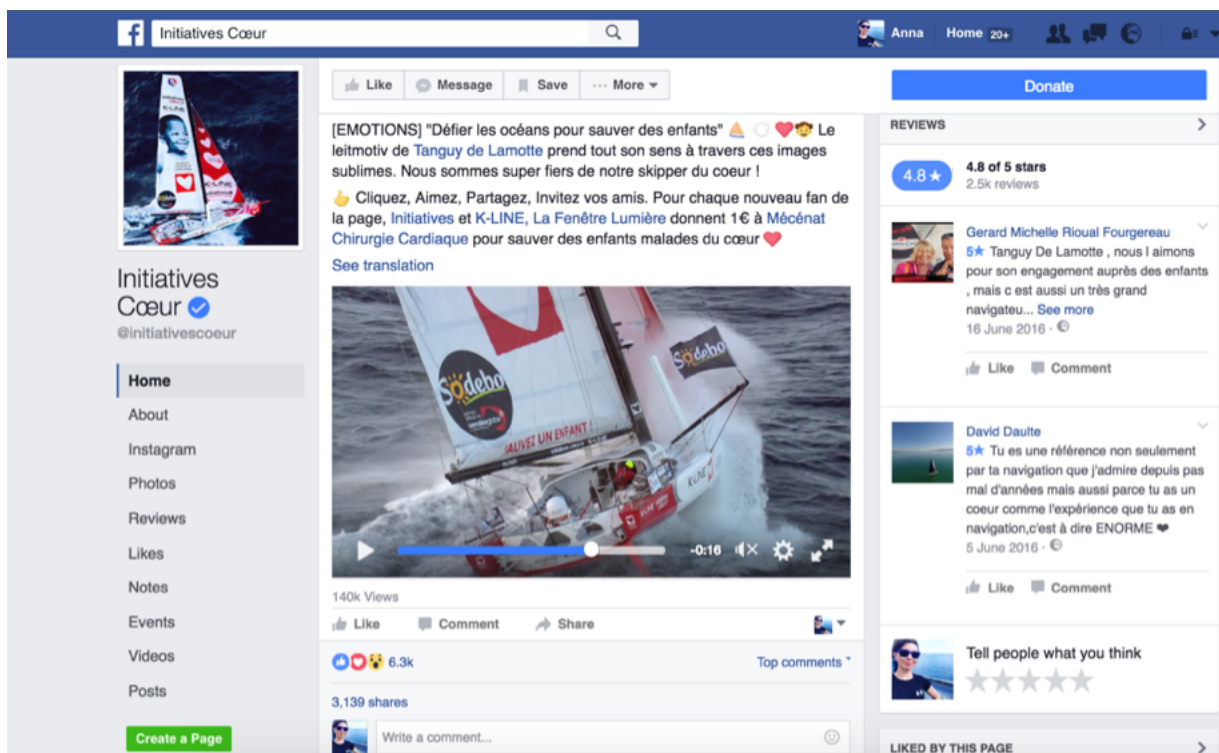
3) Postcards collection with description of the boat, biographies of the crew-members and all SCA brands (right)

Attachment № 9: Initiatives Coeur project materials

1) Initiatives Coeur - Website print-screen



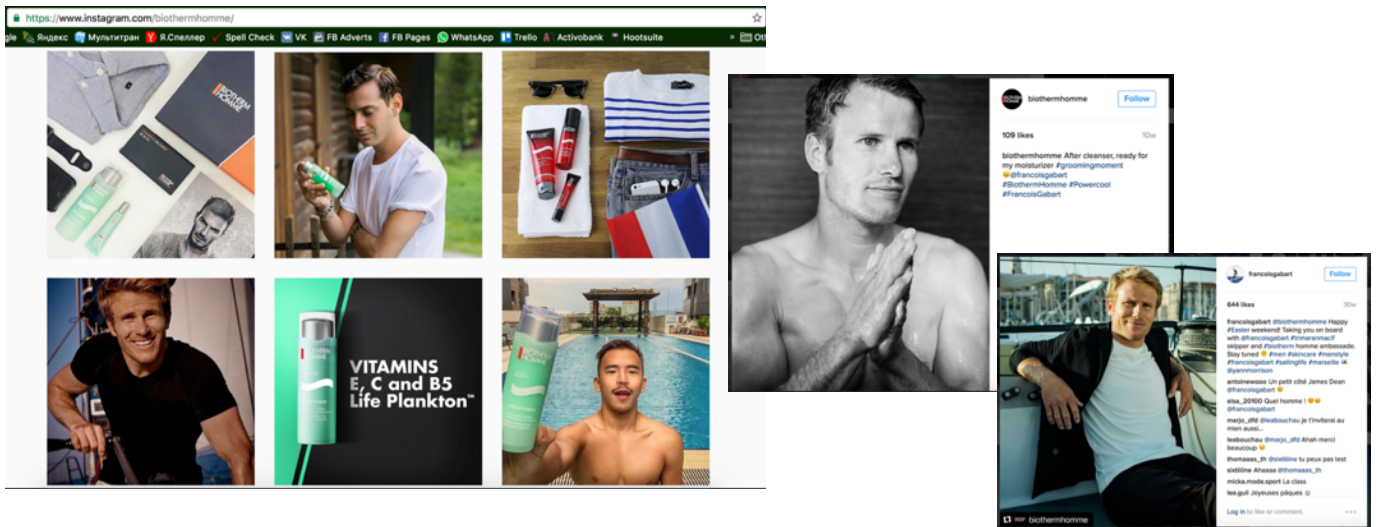
- 2) Facebook post with video about new challenge for Tanguy de Lamotte to participate in the Vendée Globe race
to participate in the Vendée Globe race
Reactions: 140,000 views, 6300 Likes, 3139 Shares, 97 comments
gained in only 2 days from its publication



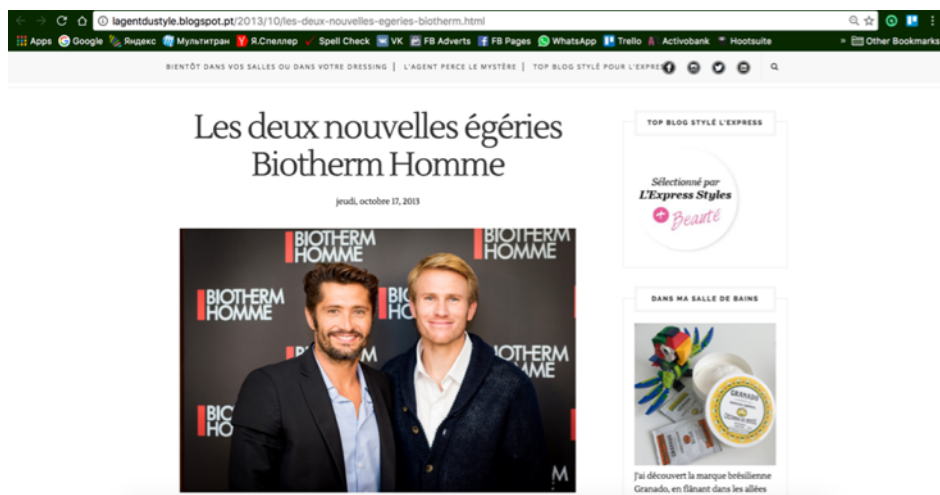
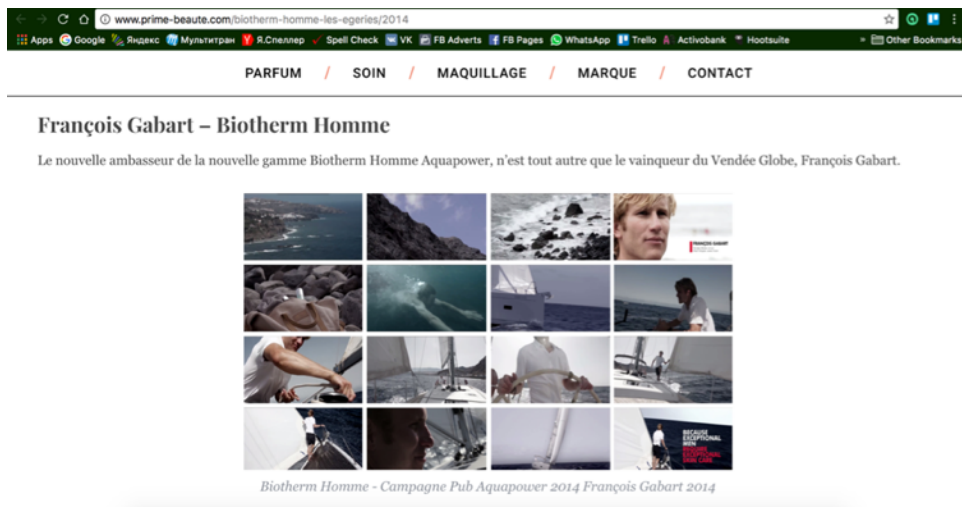
Attachment № 10: Biotherm materials

1) Examples of Instagram feeds

<https://www.instagram.com/biothermhomme/> and <https://www.instagram.com/francoisgabart/>



2) News print screens about the launch of Biotherme campaign with Francois Gabart



Attachment № 11:

Prints from the Keelwalk and Mastwalk, two signature stunts of Alex Thomson, that went viral

1) Alex Thomson attempts the Keel Walk (2012) - <https://youtu.be/B2PQfJ2SAg4>

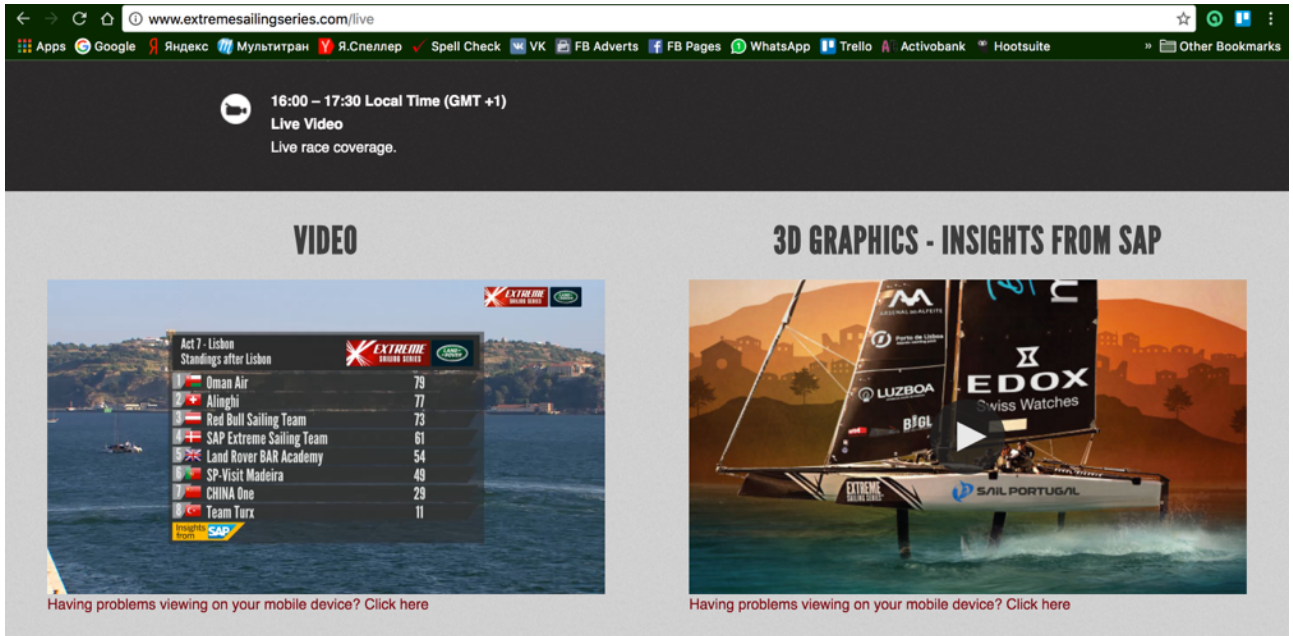


2) Alex Thomson Mastwalk (2014) - https://youtu.be/y4loB_UGxw8



Attachment No 12: The Extreme Sailing Series materials

1) 2) ESS website print screen during Live broadcasting in Lisbon, 2016



2) ESS statistics in 2015

