

FOOTBALL SPONSORSHIPS

Master in Marketing

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Football Sponsorship Market: Danish perspective.

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Abstract

The purpose of this project was to investigate and analyse the Danish football sponsorship market. In doing so, existing theory was explored regarding motives associated to sponsorship in sports, criteria for sponsorship evaluation and measurement and the influence of fans regarding sponsorships. In the following phase, data were collected among sponsors, football clubs and football related external companies. The findings were analysed in order to examine how the Danish football sponsorship market relates to the explored theory. Envisioning to obtain a solid data collection, in-depth interviews were conducted with 7 persons from 6 football clubs and with 2 football related external companies and an online survey was sent to 39 companies located in Denmark (27 valid responses were obtained). The results obtained support the literature in various aspects, However, some important discrepancy is identified concerning two topics, namely: Sponsorships motives, where football clubs and football related external companies describe the importance of *networking with other companies*, as a key motive for driving sponsorship decisions and the limited evaluation and measurement approaches used in sponsorships, with individuals' *gut feeling* being the method most commonly adopted to evaluate results. In contrast, the companies investigated disagree and state brand awareness as a key motive for the establishment of football sponsorships. Furthermore, they also point out brand awareness, internal and external feedback as the essential methods used to measure and evaluate sponsorships, despite acknowledging difficulties on implementing those criteria in their managerial practices. Finally, both targets agree on the influence of fans' support for the decision towards a sponsorship agreement, particularly concerning fans' attendance to games. Future studies are recommended.

Resumo

O objetivo deste projeto foi o de investigar e analisar o mercado de patrocínio de futebol dinamarquês. Ao fazê-lo, a teoria existente foi explorada quanto motivos associados ao patrocínio de esportes, critérios de avaliação de patrocínio e medição e a influência dos fãs sobre patrocínios. Na fase seguinte, os dados foram coletados entre os patrocinadores, clubes de futebol e futebol empresas externas relacionadas. Os resultados foram analisados a fim de analisar a forma como o mercado de patrocínio futebol dinamarquês refere-se à teoria explorado. Prevendo a obter uma recolha de dados sólida, entrevistas em profundidade foram conduzidas com 7 pessoas a partir de 6 clubes de futebol e com 2 empresas externas relacionadas com o futebol e uma pesquisa online foi enviado a 39 empresas localizadas na Dinamarca (foram obtidas 27 respostas válidas). Os resultados obtidos suportam a literatura em vários aspectos, no entanto, alguma discrepância importante é identificado relativamente a dois temas, a saber: motivos patrocínios, onde os clubes de futebol e as empresas relacionadas externos descrevem a importância do trabalho em rede com outras empresas, como um motivo fundamental para a condução de patrocínio decisões e as abordagens de avaliação e de medição limitados utilizados em patrocínios, com individuais' intuição sendo o método mais comumente adotado para avaliar os resultados. Em contraste, as empresas investigadas discordar e consciência de marca estado como um motivo chave para o estabelecimento de patrocínios de futebol. Além disso, eles também apontam a notoriedade da marca, feedback interno e externo como os métodos essenciais utilizados para medir e avaliar patrocínios, apesar de reconhecer dificuldades na implementação desses critérios em suas práticas de gestão. Finalmente, ambos os alvos acordo sobre a influência do apoio fans` para a decisão no sentido de um acordo de patrocínio, nomeadamente no que respeita fans' atendimento aos jogos. Futuros estudos são recomendados.

Executive Summary

The current project intended to research if the managerial practices put in place in the Danish football market are aligned with the existing theory, regarding the motives for establishing sponsorship agreements, with specific interest on the influence of the football clubs' fans, and methods for measurement and evaluation of agreements.

In-depth interviews were conducted with 7 persons from 6 football clubs and 2 football related external companies and an online survey was sent to 39 companies located in Denmark (27 valid responses were obtained), to acquire a solid data foundation.

According to the obtained results, *networking with companies* is one the most important elements for the establishment of a football sponsorship in Denmark, and is the main motive for companies when deciding on a sponsorship agreement according to football clubs and football related external companies. All the football clubs and the external companies highlighted networking with companies as the key motive. The companies have a different viewpoint and states *brand awareness* as the main motive, which is represented in previous studies emphasised as a motive for deciding upon sponsorship. This is a very important discrepancy to acknowledge (Andersen et al., 2015; Serra et al., 2009; Fuller, Turner and Karg, 2010; Britcher, 2004; Serra et al., 2009; Meenaghan, 2001).

Regarding the methods used for evaluating and measuring the results of sponsorship agreements reveals a discrepancy between how companies evaluate and measure their sponsorship. The companies express *brand awareness*, *internal feedback* and *external feedback* as the most common used methods, which emphasised with previous studies, and additional states sponsorships are difficult to measure and evaluate. The football clubs and the football related external companies, expresses that companies don't measure and evaluate sponsorships, and base their measurement and evaluation on *gut feeling* as their main approach. Justifying sponsorships by this method as a generally accepted approach towards measurement and evaluation of sponsorships does not appear to be a trustworthy and credible method. The discrepancy between companies and football clubs and football related external companies, is an important discovery (Meenaghan, 2001; Wolfe, 2016).

Regarding the influence of the football clubs' fans on sponsorship, results reveal that the companies argue against being influenced by fans, and states that *fan attendance* at the football games is an important contribution in the establishment of

sponsorships. The football clubs and the football related external companies agrees on these statements, and describes the influence by fans as minimal.

In conclusion, fans' influence is the only subject investigated where all involved parties, companies, football clubs and football related external companies, agree on the question on how fans influence sponsorships (Fullerton, 2010; Britcher, 2004; Shannon, 1999; Bee and Kahle, 2006).

Finally, the results of current project need to acknowledge the limitations associated with the method of data collection, which was limited to Denmark. Within the scope of companies, I suggest that future studies involve additional influencers in companies, enriching the results. In addition, future studies possibly will profit from one to one interviews with sponsors and uncovering and exploring new facets, of the discrepancy in football sponsorship motives, and measurement and evaluation methods of football sponsorships.

Keywords: Sponsorship in sports; Football clubs; Motives for sponsorship agreements; Evaluation and Measurement of sponsorships; Fans' influence on sponsorships.

Table of contents

Acknowledgements	i
Abstract	iii
Resume	iv
Executive summary	vi
List of figures and tables	viii
Chapter 1 - Introduction	1
1.1 Research context	1
1.2 Research context - Danish football market	4
1.3 Research questions	6
1.3.1 Research question 1	6
1.3.2 Research question 2	7
1.3.3 Research question 3	7
Chapter 2 - Literature review	8
2.1 Literature review of sponsorships	8
2.2 Summary of previous studies in view of the Research Questions	18
2.2.1. Summary of previous studies regarding Research Question 1 Fejl! Bogmærke er ikke defineret.	
2.2.2. Summary of previous studies regarding Research Question 2	20
2.2.3. Summary of previous studies regarding Research Question 3 Fejl! Bogmærke er ikke defineret.	
Chapter 3 - Methodology	22
3.1 Data collection – In-dept interviews	22
3.2 Data collection – Survey	24
Chapter 4 - Results	26
4.1 Data analysis	26
4.1.1 Research question 1 – Sponsorship motives	26
4.1.2 Research question 2 – Evaluation and measurement	37

4.1.3 Research question 3 – Fans’ influence	46
Chapter 5 - Conclusion, limitations and future studies	54
5.1 Conclusion	54
5.2 Limitations and future studies	57
Chapter 6 - References	58
Appendix A	64
A.1. Interview guide	64
Appendix B	68
B.1. List of respondents that integrated in the interviews	68
Appendix C	70
C.1 Transcription of Interviews	70
Appendix D	86
D1. Questionnaire used with ccompanies	86
Appendix E	90
E1. List of respondents that integrated in the questionnaire	90
Appendix F	92
F1.Results of the survey with Companies	92

List of figures and tables

Figures:	Page:
Figure 1: Elements in Football Sponsorships v.1	3
Figure 2: Profile of clubs	27
Figure 3: Evaluation and measurement statement	40
Figure 4: Evaluation and measurement methods	41
Figure 5: Elements in Football Sponsorships v.2	55
Tables:	
Table 1: Summary of motives associated to sponsorships	19
Table 2: Measurement and evaluation criteria	20
Table 3: Influence of fans` on sponsorships	21
Table 4: Sponsorship importance	29
Table 5: Sponsorship statements	30
Table 6: Sponsorship motives	32
Table 7: Evaluation and measurement elements	38
Table 8: Fan relationship	47
Table 9: Fans` influence	49

1. Chapter 1

Introduction

1.1 Research context

Football is a sport that has been practised for centuries, but football is also a multi-million dollar industry, an industry that each year becomes more powerful, significant and loved across countries. The sums of money spent on sponsorships in football increases along with the interest in football every year, and now clubs, on average, earn more than 200 million dollars a year on sponsorships (Andrews, 2015; Smith, 2015).

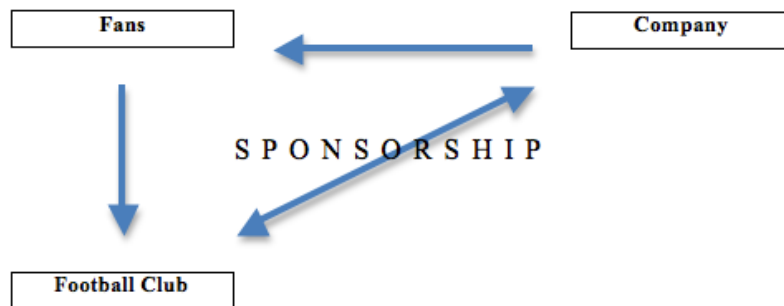
Today, it is almost impossible to find a club that is not sponsored in some way, whether local, national or international, because sponsorships increase awareness of the company, develop a relationship to a certain club and the clubs themselves receive financial support. These are some factors why a company enters into sponsorship, and it can also lead to goodwill towards fans but, more importantly, brand awareness to a specific target group. Companies are likely to become a sponsor because of the emotional connection that consumers have with their football clubs. The emotional connection is very strong, and companies see this marketing approach as an influential marketing tool (Andersen et al. 2015)

Andersen et al. (2015) and Fullerton (2010) describe sponsorships as just one of many methods that companies today use as a marketing tool. Previously, sponsorship was more a way of supporting a local club, but now sponsorship is used together with other marketing tools to maximise exposure and revenue. Therefore, is it also important to recognise the outcome of the sponsorship and, during their progress, evaluate and measure

the level and form of sponsorship. However, first the company has to be aware of whether the football club's brand can be associated with their own brand, and understand the relationship and commitment between consumers, fans and the football club (Fullerton, 2010). Companies are able to reach out to a significant audience, as fans around the world watch football every week, and the exposure to football is only on the increase throughout the whole world, which contributes to fans being an important part of sponsorships. Andrew (2015), states that sponsorship is a traditional way of using marketing as a communication tool, but nowadays sponsorships also reach other marketing channels, such as events and social media. These channels can facilitate the marketing strategy and, by using all potential communication parameters and channels, the company can optimise their integrated marketing approach towards reaching business objectives (Andersen et al. 2015; Andrew, 2015; Fullerton).

Sponsorships, according to Fullerton (2008), are also a way of strengthening the brand image and equity of a company, but particularly the awareness. When a company sponsors a football club it will lead to increasing knowledge of the company's image, products and brand. In addition, Dees, Bennett and Villegas (2008), Hinson (2011), Joseph (2012), Richelieu, Pawlowski and Breuer (2011) and Urbach (2008) notes that strong fan loyalty towards their football clubs would have a positive effect on the company, since fans are expected to buy products or services from a company that supports and sponsors their favourite clubs. Companies use football clubs to communicate a statement or to increase the awareness of the brand, which is being achieved through exposure in the media and other communication channels. It means that the company can reach out to their segment, but also target potential new customers, because of the attention to football worldwide. When a company incorporates sponsorships into their strategy, they interact with the club on various marketing channels and co-operate towards long-term visions for both company and football club. Current and potential customers will link the brand and club together, which enhances brand identity (Dees, Bennett and Villegas, 2008; Fullerton; Hinson, 2011; Joseph, 2012; 2010 Richelieu, Pawlowski and Breuer, 2011; Urbach, 2008).

Figure 1. Elements in Football Sponsorships v.1



(Self-made illustration of elements in football sponsorships according to Kivirauma, 2015)

- The *company* which sponsors the football club, wants to use sponsorship as a marketing tool towards fans and in order to reach their target they must connect with the club (Kivirauma, 2015)
- The *fans* are spectators, receivers of the marketing communication message, and follow the football club (Kivirauma, 2015).
- The *football clubs* receive sponsorships, and co-operate with companies (Kivirauma, 2015).

Sponsorships are used differently, and obviously sponsorships can be considered too expensive to be feasible, which makes the evaluation of the sponsorship very important; therefore, companies have to carefully select partners where a potential profit will be made. As this trend continues to grow and develop, new research studies on sponsorship motives are required in order to provide an improved understanding of what it takes to achieve a successful sponsorship, and additionally, how companies measure and evaluate the sponsorship outcome. Furthermore is it also important to understand how third parties, such as fans, can influence the decision making process of a sponsorship. All these factors will be linked together in order to better understand sponsorships (Fullerton, 2010; Kivirauma, 2015).

1.2 Research context - Danish football market

According to DBU (2013), Denmark had no domestic professional league until 1978 and it was forbidden for Danish football clubs to have professional players. However, as a result of requests from several highly respected personalities, Denmark finally introduced professional football in late 1978. Not introducing it before had proved challenging for Danish football and also influenced the general standard in all Danish football clubs. However, Carlsberg became the first sponsor of the first Danish league and developed the Danish football league standard and reputation, to become a serious European contender (DBU, 2013)

The Danish sponsorship market has been going through a tough period that started back in 2007 with the global crisis. Customers were not spending at the same level as before the crisis, resulting in hard times for companies nationally and globally. Consequently, companies needed to reign themselves in and eliminate unnecessary expenses, such as sponsorships. Currently, there is an economic recovery, which is expected to pave the way for new and more sustainable sponsorships (Ohmsen, 2013).

Fyns Stiftiende (2016) states that all the sponsors of F.C. København pay a total of 12.6 eur million each year for sponsorships, while the second largest income from sponsorship comes from another Copenhagen-based football club, Brøndby I.F., with an income on 5,1 eur million. SønderjyskeE, in contrast, generated an income of 2,2(eur) million, making their sponsorship income the lowest in the Danish Superliga (Fyns Stiftiende, 2016).

This indicates a huge gap between sponsorship income in Denmark, and F.C. København is certainly the biggest club calculated on economy, which gives them an advantage in the market. On the other hand, is it an unwritten rule that most Danish football clubs have financial problems. Both historically and today, Danish football clubs are fighting to survive, even though there has been some level of stability for some football clubs; it is still rare to be financially secure as a football club in Denmark (Business, 2014).

According to Business (2014), Danish football has had some difficult years, not only because of decreasing results in terms of decreasing rank list points but also decreasing interest in both the national team and in the Danish football league and also because of the financial crisis. Both the fans and economic development have had an impact on the Danish football clubs, and the clubs are suffering. Business (2014) furthermore states that the development of marketing sees an increase in television advertising and Internet were the big winners in the advertising market in 2011, while the market for sports sponsorships remained stable with a turnover of 160 mil eur.

”Overall, we have been through a financial crisis, and the fact is that the media market has declined. It negatively affects the sum of money that companies spend on marketing as a whole and thus sponsorships specifically. It is both declining demand and lower prices. At the same time the sponsors ask for higher requirements for clubs in documenting the effect of sponsorship” (Business, 2014, p.1).

Business (2014) and Christensen (2013) describes football in Denmark as a declining product for companies to become involved in, and additionally are sponsorships difficult to measure and quantify. Storm (2016), also highlights it as an economically unstable industry ”Danish football hasn’t seen its last rescue, or capital injection - Challenges related to sponsorship-income are a detailed measurement of the sponsor's return on investment - sports and sponsorship is great marketing and football is the best product in Denmark” (Christensen, 2013, p.15)

In the last 20 years, annually, there has been at least one capital raise in the best football league in Denmark, and the Danish football clubs have had a very difficult time attracting new sponsors, and have thereby damaged the foundation of the football clubs (Storm and Hayman, 2016).“The Danish clubs survive because there are a number of external stakeholders, creditors, sponsors and patrons who help and support when the crisis began – There has also been given extraordinary sponsorship which helps to support the industry.” This is an explicit comment from Storm (2016,p.1) which is responsible for research and analysis in IDAN, analyses of elite sport and economics in professional sports, and which states how important sponsorships are to the continuation of football clubs’ existence (Storm, 2016).

Danish football clubs are still in their early days of development, and a considerable part of the Danish football clubs have fluctuating economical problems. The financial crisis and the decreasing interest for Danish football contributes to an unstable industry. Therefore, will this dissertation be an important contribution in order to understand how does the football sponsorship market in Denmark stand in view of recommendations and theory from previous studies.

1.3 Research questions

Despite the increasing relevance and importance of sponsorships in the Danish football market, due to economical challenges for Danish football clubs, there are questions that are still poorly addressed in the sports-related literature concerning aspects like the motives for sponsoring, the criteria for evaluating and measuring the results and the influence of the emotional connection between fans and clubs on sponsorship agreements. Therefore, the current dissertation will investigate each of the abovementioned objectives. While doing that, the focus will be placed on the Danish football market which will be used in order to deepen the current understanding available in the sports-related literature and to critically understand up to what point the current literature reflects the managerial reality. It is important to understand the motives behind sponsorships and why companies are likely to invest in co-operation with football clubs. By strengthening the pre-analysis stage, companies could take more advantage of their sponsorship. Furthermore, this study can help both parties to understand the results of sponsoring football clubs, along with the importance of fans having an emotional connection with their team. (Andersen, et al. 2015).

In view of these aspects, the current dissertation intends to address the following research questions:

1.3.1 Research question 1

- What are the main motives present when companies decide to sponsor a football club?

I wish to understand how the motives behind the establishment of sponsorships form the companies' perspective, in relation to the investigated objectives in the literature review. In

understanding the current market situation for companies, this question will be analysed from a Danish market perspective to understand the motives the companies.

1.3.2 Research question 2

- How can companies measure and evaluate the outcomes of a football club's sponsorship?

Through having clear practices, strategies and motives for the sponsorships, companies are able to attain successful sponsorships, and thereby secure financial profits, but it does not necessarily equate to a simple way of analysing the sponsorship. This question will be analysed, from a Danish market perspective and will attempt to give an answer on which evaluation and measurement approaches are being used to gather valid information in order to secure and justify this marketing tool.

1.3.3 Research question 3

- How important are fans' interaction and relationship with the club, when a company has to engage with a football club?

By understanding sponsorship motives and companies' measurement and evaluation methods, this question will focus on how fans influence sponsors and how important they are for the establishment of a sponsorships, and analyse the importance of fans and their relationship to the club, before and during the sponsorship.

2. Chapter 2

Literature review

2.1 Literature review of sponsorships

Given the current project's research problems, the project has focused the literature review on studies that investigate the subject of sponsorships within this specific area. The project's primary focus will be on international literature concerning the research questions, due to a limited range of studies on the Danish football sponsorship market.

Sports sponsorships provide the image of being healthy, young, energetic, fast and vibrant (Jobber, 2007). By collaborating with sports clubs, the company interacts with a brand that symbolises certain attributes. The audience, customers, clients or the users, will find the sponsor's logo and other symbols embedded within the event, game, player, etc., and learn to associate the sponsor with the activity. The connection creates symbioses, and further generates stable conditions for cooperation, which will lead to improved revenue (Jobber, 2007).

According to Jobber (2007) companies need to satisfy their customers by creatively managing their marketing mix in order to have a competitive advantage over others (Jobber, 2007).

Jobber states that there are five major benefits of sponsorships objectives:

- Creating promotional opportunities/Brand awareness:

Sponsoring events is a great way for companies to promote their brands, logos and products. Products can conveniently incorporate logos that associate the company with the sponsored object, and a wider audience will retain and recognise the logo (Jobber, 2007)

- Improving community relations:

Social responsibility is a key element of why companies become involved in sponsorship. Sponsorship can improve the reputation of a company in its given community (Jobber 2007).

- Fostering favorable brand and company associations:

The intention is for a company to associate itself with an event and hopefully, the positive elements of the event can be transposed to their products as well (Jobber, 2007).

- Creating entertainment opportunities:

Jobber also argues that companies not only sponsor events for publicity, but also to reach out to customers that are highly placed in various fields. Employees can benefit from sponsorships by getting tickets to events, meeting sports idols or participating in other ways (Jobber, 2007)

- Gaining publicity:

Sponsorship provides a useful platform to reach millions of spectators, whereby some of them are likely to become customers due to the publicity provided by the various media coverage. Jobber believes that sponsorship of certain major events such as football assist in producing awareness for products (Jobber, 2007)

Additional external motives described by Meenaghan (2001).

- Corporate Social Responsibility (CSR):

CSR is understood as a company's responsibility to act in an ethical way as they aim to reach the needs of their society as well as the demands from their stakeholders (Meenaghan, 2001 p.95).

- Local community involvement:

Social objectives in sports sponsorship have become increasingly common for companies in terms of community involvement and cause-related marketing with the purpose of improving their brand image (Meenaghan, 2001)

- Market penetration:

From a marketer's point of view, an important motive for sponsorships is to penetrate new markets and reach new audiences (Meenaghan, 2001).

Meenaghan (2001) and Jobber (2007) have the same opinion of how sponsorships can be used in a marketing campaign, but adopt different ways of expression and define the aforementioned aspects of sponsorship as a marketing tool, and additionally Koluperas, Morrow and Sparks (2015), describes improving local community relations and corporate social responsibility as a very important factor of sponsorships motives with future development potential (Jobber, 2007; Koluperas, Morrow and Sparks, 2015; Meenaghan, 2001).

Previous studies by Britcher (2004) and Serra et al. (2009) states that it is important to observe and understand why a company would wish to spend millions of dollars to sponsor a football team. The outcomes of the sponsorships are not always equal to the budget used on them, and the negative ramifications of being a part of a business which, has over the years, become more corrupt than ever, can also be damaging to the brand. This has become a central issue in sponsoring a football team, and a concern when taking part in this communication strategy (Britcher, 2004; Serra et al. 2009). Nevertheless, according to Andersen et al. (2015), sponsorships lead to various goals for the company; increasing sales, awareness, brand value, reputation and image, as a result of the commercial alliance between the two parties (Andersen et al., 2015)

Therefore, companies use sponsorships as a communication channel to reach their general business objective, which is increasing profits within target groups and potential customers. As Fuller, Turner and Karg (2010) continue to state, sponsorship is a marketing tool towards achieving familiarity in a given target audience. This is in contrast to Britcher (2004), who states, together with Jobber, that it opens up opportunities to reach new target groups and new customers (Britcher, 2004; Fuller, Turner and Karg, 2010; Jobber 2007). However, Fuller, Turner and Karg (2010) merely focus on the established segment and overlook the opportunity to use sponsorship to enter into new markets. (Fuller, Turner and Karg, 2010). Burnett, Menon and Smart (1993), Cornwell and Maignan (1998), Fuller, Turner and Karg (2010) and Hinson (2011) analyse the impact of sponsorships in organisations, and how to achieve a successful partnership for the club and the company.

With an appropriate match between sponsor and sport organisation, the sponsor can influence their target group on a global basis, due to the similar vision and mission. This marketing platform is able to effectively penetrate the marketing and promotional mix, and is also an effective method used by companies to achieve their marketing strategies (Burnett, Menon and Smart, 1993; Cornwell and Maignan, 1998; Fuller, Turner and Karg, 2010; Hinson, 2011).

Therefore, considering that a partnership will only be successful if both parties have identical ideas and a general understanding of how they both should reach their objectives, it is important, according to Richelieu, Pawlowski and Breuer (2014), Burnett, Menon and Smart, 1993 and Britcher (2004) to clarify how the overall goal should be accomplished in order to achieve increased brand value for the organisation and the sports club (Britcher, 2004; Burnett, Menon and Smart, 1993; Richelieu, Pawlowski and Breuer, 2014).

According to Richelieu, Pawlowski and Breuer, (2014), Serra et al. (2009) and Dees, Bennett and Villegas (2008) there is an emotional connection between football clubs and fans, where fans can feel a deep kinship to a specific club, the culture and group of people. Football clubs all have something in common, feelings and emotions, which is unique. It is unbroken and intact relation, and defines the long-term cooperation between football clubs and companies - and companies are likely to become a part of this strong connection between fans and team. Overall, the customer loyalty to the brand will be increased when the company is sponsoring a sports organisation, and the brand will obtain important benefits in terms of awareness (Dees, Bennett and Villegas, 2008; Richelieu, Pawlowski and Breuer, 2014; Serra et al. 2009).

Many fans will purchase souvenirs that can be used as a keepsake of their attendance at a game, or as visual means of demonstrating support for a specific team, player or event. Some of these products, however, may serve a purpose beyond simply being a souvenir. The meaning of such mementos is deeply entwined with the feelings towards the club, and can be displayed at any time. Serra et al. (Serra et al. 2009) and Richelieu, Pawlowski and Breuer, (2014) agree in general terms, but Richelieu, Pawlowski and Breuer (2014), Bee and Kahle (2006) and Dees, Bennett and Villegas (2008), are more detailed regarding the influence from fans. The influence can be major, and the loyalty

between club, fans and company can affect all of the objectives both positively and negatively for a long time. Therefore, according to Serra et al. (2009), brand awareness is the main purpose for companies choosing sponsorships as a marketing channel (Bee and Kahle, 2006; Dees, Bennett and Villegas, 2008; Richelieu, Pawlowski and Breuer, 2014; Serra et al. 2009).

A sponsorship is a great way of conducting businesses on a more personal basis in order to create a certain level of goodwill, as Fuller, Turner and Karg (2010) state. This is similar to the reasoning of Serra et al (2009): gaining awareness by sponsoring football teams. Richelieu, Pawlowski and Breuer (2014) and Cornwell and Maignan (1998) are more focused on the commitment between fans, club and companies - with the intention of a long-term cooperation that will gain profit over the long term. (Cornwell and Maignan, 1998; Fuller, Turner and Karg, 2010; Richelieu, Pawlowski and Breuer, 2014; Serra et al., 2009).

In contrast, Urbach (2008) and Burnett, Manon and Smart (1993) describes the importance of establishing strong relationships based on similarly accepted objectives. In order to illustrate that, Urbach (2008) mentions the example, involving MasterCard and FIFA. MasterCard claimed it had the right to future sponsorship, but instead FIFA settled an agreement with VISA, the company's rival. Because of external problems, which often lead to challenges for the companies and sports organisations, this example almost went to court, but eventually both parties agreed on financial compensation for MasterCard. Urbach (2008) further highlights that the overall objectives for MasterCard were to increase awareness during the FIFA World Cup, one of the biggest sports event worldwide (Burnett, Manon and Smart, 1993; Urbach, 2008).

Richelieu, Pawlowski and Breuer (2014) and Crimmins and Horn (1996) states that it is very important that the emotional connection and long-term association are well connected to achieve overall objectives, with positive effects and outcomes. As MasterCard lost the opportunity to engage in a long-term contract with FIFA, Visa had to build up emotional connection, and a clear strategy towards their target audience (Crimmins and Horn, 1996; Richelieu, Pawlowski and Breuer, 2014).

Sponsorships can also be an over-represented environment and are under increasing pressure to respond to public disapproval, and furthermore cannot guarantee wider brand awareness or a positive outcome. Britcher (2004) and Kleiman (2003), concur that sponsoring a sports club will not inevitably result in a positive brand effect and have not yet become convinced that it will lead to positive effects, even with the establishment of a long-term connection and emotional ties with a sports club (Britcher, 2004; Kleinmann, 2003). Because of different viewpoints on how a sponsorship influences a company, it is difficult to measure tangible outcome of the sponsorship in terms of specific numbers and increased profit, as it is notoriously difficult to measure the outcome of a sponsorship and indeed measure long-term results (Britcher, 2004; Kleinmann, 2003). Furthermore Fullerton (2010) and Crimmins and Horn (1996), states that football sponsorship will not always contribute to brand awareness among the target group and increased added value for their clients and potential customers, although companies tend to look for football clubs that have strong ties to fans and can effectively reach the target audience, and additionally Cahill and Meenaghan (2013) explains how well-established brands made a policy of using sponsorships as a market penetration tool (Cahill and Meenaghan, 2013; Crimmins and Horn, 1996; Fullerton, 2010).

Companies can also suffer from sponsorships. Red Bull bought the local football club in Leipzig, and renamed the club to RB Leipzig, which has made German fans furious and caused them to boycott their stadium. German clubs have to be majority-owned by the fans, and, since Red Bull became interested in managing the club, it “arbitrarily rejects membership applications: whereas Bayern Munich has 270,000 members, RB Leipzig has only 636” (Economist, 2016, p. 1). Additionally Backhaus, David & Haselhoff (2014) elaborates on the topic and states sponsorships can have strong negative emotional effects on fans, and establish resistance to sponsors. (Backhaus, David & Haselhoff, 2014; Economist, 2016).

As mentioned, sponsorship does not guarantee positive brand awareness, resulting in sponsorships affecting the brand image negatively, which also directly change consumer behaviour and attitude. David Ornstein (2014) states that the episode with Nicolas Anelka - his anti-Semitic ‘aquele’ salute at his former football club West Bromwich Albion – has affected the sponsorship in a negative way, and also led to increased negative attention

paid to his football club. This resulted in the main sponsor, Zoopla, deciding to resign from their sponsorship. Furthermore, Ornstein (2014) and Shannon (1999) explains how the negative evaluation of the brand can made it difficult for clubs to collaborate with a new sponsor (Ornstein, 2014; Shannon, 1999).

Ornstein (2014) also concludes that it has been a turbulent time for West Bromwich Albion, and its brand image and value. Although Zoopla has managed to get some positive PR and turned the situation into positive reviews, it has also affected their brand image, because consumers associate their brand with the episode (Ornstein, 2014).

Zoopla thus did not achieve success in their marketing strategy; not only was their target audience affected by the accident, but potential new customers were also affected. The only positive outcome for Zoopla was they reached a wider target audience in mass media, but the audience were not able to disassociate the brand and the episode, as Ornstein (2014) highlights concerning the incident (Ornstein, 2014).

A former study by Joseph (2012) shows that trustworthiness can be hindered if a brand decides to sponsor a rival, as Joseph (2012) Dees, Bennett and Villegas (2008) explains because of the very high loyalty to football teams by fans. It can have negative effects for big companies and become a significant problem if a company is sponsoring two teams with a long history of rivalry, such as Liverpool FC and Manchester Utd. FC (Dees, Bennett and Villegas 2008; Joseph, 2012).

Chevrolet ultimately decided to end their sponsorship with Liverpool, because of the unconstructive and negative reviews in the media, which have resulted in a lost brand value for Chevrolet, and also caused a lack of trust from both clubs' fans, as Grohs, Heribert and Woesetschläger (2015) and Joseph (2012) clarify that fans have negative perception of rival teams and its sponsors (Grohs, Heribert and Woesetschläger, 2015; Joseph, 2012).

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Fans are also an important factor for companies when they establish a sponsorship. Bricther (2004), Fullerton (2010), Bee and Kahle (2006) and Shannon (1999) highlights; attendance, number of sponsors and media coverage as some of the important factors that impact on the sponsorship (Bee and Kahle, 2006; Britcher 2004; Fullerton, 2010; Shannon, 1999). As both Jobber (2007) and Hinson (2011) state, it is important for

both parties to agree on a strategic vision to reach targets and objectives. They will have to agree on a common vision through mutual co-operation, if the partnership has to give a positive outcome for both the organisation and the sports club, which is also an essential condition according to Ornstein (2014) and Catterway (2012).

Chevrolet, MasterCard and Zoopla all experienced negative reviews and had to end their sponsorships, although the termination also attracted positive attention. Companies can take advantage of a negative occurrence and transform it to a more agreeable situation and gain profit, PR and awareness. Joseph (2012) also emphasises the importance of knowing the market well, and understanding cultural perspectives in order to prepare a considered and clear marketing strategy (Catterway, 2012; Ornstein, 2014; Hinson 2011; Jobber, 2007; Joseph, 2012)

Nevertheless, Yueh (2014) explains why Asian tycoons, Russian oligarchs, Arab sheikhs and American businessmen have the same motive for getting involved with football clubs worldwide: many of them spend billions of euros and these investors are not focused on the profit but are more interested in the game and enthralled by the sport. In today's football, while it is commonly known that owners compete to acquire the best football players in the world to generate a profit, some investors genuinely support their club, and may have strong ties to the local community and thereby invest through goodwill. Furthermore does Crimmins and Horn (1996), Olkkonen and Tuominen (2006) and Yueh (2014) explain how businessmen can have distinct motives where the head rules the heart, and the financial outcome is more important than the sporting results, because the sponsorship motives is based on personal motivation. In addition, investments in football clubs can also give you celebrity status, access to important people and football clubs are also used as a "toy." (Crimmins and Horn 1996; Olkkonen and Tuominen, 2006; Yueh, 2014).

According to Jacobs, Jain, and Surana (2011), to manage sponsorship spending effectively companies should implement a complete marketing programme based on five metrics to measure the performance of sponsorship outcome:

- Cost per reach:

Marketing directors in the company should evaluate the cost per reach: the number of people exposed to the sponsorship through traditional and upcoming media (Jacobs, Jain, and Surana, 2011).

- Unaided awareness per reach:

Companies often spend a lot of money acquiring sponsorship rights but very little on activation, such as merchandise to promote the sponsorship in cooperation with the club.

If companies increased activation, it will result in greater unaided awareness and higher brand recall (Jacobs, Jain, and Surana, 2011).

- Sales/margin per dollar spent:

Linking sales directly to sponsorships is challenging, but there are two approaches that can help to quantify and understand it (Jacobs, Jain, and Surana, 2011).

The first is a two-step approach that connects spending on sponsorships to marketing measurements such as unaided awareness, tendency to buy, and willingness to consider.

It tracks the influence of each variable on short- and long-term sales.

The second approach, built on econometrics, uses data on spending and over a period of time, establishes links between sponsorships and sales, and then isolates the impact of sponsorships from other activities (Jacobs, Jain, and Surana, 2011).

- Long-term brand attributes:

Sponsorships have the potential to reach beyond short-term sales and develop a brand's identity.

A survey helps companies to understand and identify the brand attributes that the sponsorship supports. It gives marketers the opportunity to determine the importance of their sponsorships, and clarify if any of the sponsorships are misaligned (Jacobs, Jain, and Surana, 2011).

- Indirect benefits:

Sponsorship will potentially stimulate indirect sales; when sponsors gather together at a football event, it can affect long-term business partners and assist its market potential. Marketers often neglect this business attribute and it is difficult to measure and evaluate it (Jacobs, Jain, and Surana, 2011).

In addition to abovementioned variables, Wolfe (2016) describes evaluation and measurement, and what attributes the companies need to understand the uncertainty regarding sponsorships (Wolfe, 2016).

It is difficult to provide tangible evidence in terms of economic numbers, because sponsorships involve that the measuring of “passion” that fans feel toward a sport or event, can be differentiated from sports results. Given the nature of the enormous industry, Clart, Cornwell and Pruitt (2009), Jacobs, Jain, and Surana (2011) and Wolfe (2016) highlights, it is hard to precisely identify the exact measurement of a sponsorship, although companies use this marketing approach in their marketing mix, and that it tends to only increase every year by nearly 5%, the Return on Investment (ROI) of a sponsorship is impeded (Clart, Cornwell and Pruitt, 2009; Jacobs, Jain, and Surana, 2011; Wolfe, 2016). While large investments would seem to require accountability and financial ROI, this has not been the case. In fact, the perfect standard method for measuring ROI, has unfortunately fallen to measuring the ROI to these activities (Wofle, 2016; Jacobs, Jain, and Surana, 2011).

Meenaghan (2001) agrees, stating that research imprecision in measuring the benefits of sponsorship, especially ROI, has made many companies to consider sponsorship as ‘soft spending.’ (Meenaghan, 2001)

However, Meenaghan (Meenaghan, 2001) and Heerden (2001) suggest some metrics to analyse sponsorships:

- Sales activity
- Lead generation
- Lower customer acquisition cost
- Attitudes toward the brand
- Internal feedback
- Media relations
- Dealer/trade response

- Primary consumer reach
- Print media analysis
- TV exposure analysis

(Meenaghan, 2001)

- General in sales
- Media audits
- Image and attitude (Heerden, 2001)

Furthermore, Bee and Kahle (2006) and Wolfe (2016) state that sponsorship marketing's objectives are to connect company brands to the passion and engagement that fans feel towards football. It has therefore been this emotional component that has made sponsorship ROI measurement so difficult to evaluate and measure (Bee and Kahle, 2006; Wolfe, 2016).

2.2 Summary of previous studies in view of the Research Questions

This section will present an analysis of the collected empirical data, primarily data and secondary data from official associates.

In order to give an understanding of the findings, a cross-case analysis will be used. The literature review will be utilised in the framework, to better understand what kind of similarities and differences we can compare from the data collected.

2.2.1. Summary of previous studies regarding Research Question 1

- Research Question 1

What are the main motives when companies decide to sponsor a football club?

Table 1: Summary of motives associated to sponsorships

Author, year	Motives
Jobber, 2007; Andersen et al., 2015; Serra et al., 2009; ; Fuller, Turner and Karg, 2010; Britcher, 2004; ; Serra et al., 2009; Meenaghan, 2001	Brand awareness
Jobber, 2007; Andersen et al., 2015	Creating entertainment opportunities
Andersen et al., 2015; Yueh, 2014; Hinson, 2011; ; Fuller, Turner and Karg, 2010; Jacobs, Jain, and Surana, 2011	Increasing sales
Andersen et al., 2015; Richelieu, Pawlowski and Breuer, 2011; Fuller et al. 2010; Burnett, Menon and Smart,1993; Cornwell and Maignan, 1998	Increasing brand value
Meenaghan, 2001; Jobber 2007; Koluperas, Morrow and Sparks, 2015	Corporate Social Responsibility
Meenaghan, 2001; Jobber 2007; Koluperas, Morrow and Sparks, 2015	Local community involvement
Meenaghan, 2001; Britcher, 2004; Jobber 2007; Cahill and Meenaghan, 2013	Market penetration
Yueh, 2014; Crimmins and Horn, 1996; Olkkonen and Tuominen, 2006	Personal incentive

Elaborated by the author based on former studies

2.2.2. Summary of previous studies regarding Research Question 2

- Research Question 2

How can companies measure and evaluate the outcomes of a football club's sponsorship?

Table 2: Measurement and evaluation criteria

Author, year	Measurement and evaluation criteria
Britcher, 2004; Yueh, 2014; Wolfe, 2016	No positive outcome
Kleinmann, 2003	Increased emotional ties to the club
Meenaghan, 2001; Jacobs, Jain and Surana, 2014; Cornwell and Maignan, 1998	Long term benefits
Jacobs, Jain and Surana, 2014; Catterway, 2012; Wolfe, 2016; Meenaghan, 2001	Indirect benefits
Wolfe, 2016; Kleinmann, 2003; Clart, Cornwell and Pruitt, 2009; Jacobs, Jain, and Surana, 2011	No standard method of measuring
Meenaghan, 2001; Wolfe, 2016; Clart, Cornwell and Pruitt, 2009; Jacobs, Jain, and Surana, 2011; Bee and Kahle, 2006	Imprecision in measuring the benefits of sponsorships
Meenaghan, 2001; Jacobs, Jain and Surana, 2014; Heerden 2001	Sales activity
Meenaghan, 2001; Jacobs, Jain and Surana, 2014	Lead generation
Meenaghan, 2001	Lower customer acquisition cost
Meenaghan, 2001; Serra et al., 2009; Jacobs, Jain and Surana, 2014; Crimmins and Horn 1996; Heerden, 2001	Attitudes toward the brand
Meenaghan, 2001; Wolfe, 2016	Internal & external feedback
Meenaghan, 2001	Dealer/trade response
Meenaghan, 2001	Primary consumer reach
Meenaghan, 2001	Print media analysis
Meenaghan, 2001; Heerden, 2001	TV exposure analysis

Elaborated by the author based on former studies

2.2.3. Summary of previous studies regarding Research Question 3

- Research Question 3

How important are fans' interaction and relationship with the club, when a company has to engage with it?

Table 3: Influence of fans` on sponsorships

Author, year	Influence of fans` on sponsorships
Fullerton, 2010; Britcher, 2004; Shannon, 1999, Bee and Kahle, 2006	Fans attendance can affect sponsorships
Richelieu, Pawlowski and Breuer, 2011; Urbach, 2008	Companies' decision-making is influenced by fans
Economist, 2016; Britcher, 2004; Backhaus, David & Haselhoff, 2014; Grohs, Heribert and Woesetschläger, 2015; Joseph, 2012	Fans boycott sponsors
Richelieu, Pawlowski and Breuer, 2011; Hinson, 2011; Joseph, 2012; Dees, Bennett and Villegas, 2008; Urbach, 2008	Fan loyalty effect company objectives
Richelieu, Pawlowski and Breuer, 2011; Crimmins and Horn, 2016; Burnett, Manon and Smart, 1993	Fans influence the selection of sponsors
Richelieu, Pawlowski and Breuer, 2011; Joseph, 2012; Dees, Bennett and Villegas, 2008; Shannon, 1999; Bee and Kahle, 2006; Wolfe, 2016	Long-term cooperation will increase fans' commitment

Elaborated by the author based on former studies

3. Chapter 3

Methodology

This section will identify the selected methodologies used for addressing the research questions. This project will primarily focus on the literature review, which will be used to frame the data collection. Primary data will be collected from companies and football clubs. For that, quantitative and qualitative methods will be used to answer the research questions proposed. By using both methods, a deeper and wider analysis will be available. Furthermore, the Danish football market is used for the data collection, based on its convenience and language (Andersen et al., 2015).

3.1 Data collection – In-dept interviews

Individual interviews will be conducted with football clubs. The objective of this approach is to enrich the answer to the research questions with insights from those that are actively involved in the sponsorship agreements and understand how companies behave with respect to that subject. Interviews will be done with clubs' marketing departments. A semi-structured research guide will be used in order to conduct the interviews (Appendix A).

The individuals interviewed have a broad understanding of sponsorships, and are primarily working with sponsorships across all aspects, namely: activation, exposure, sales, development, customer contact, etc.

One-on-one interviews are some of the most effective procedures used in sport management research. They entail three types of interviews; structured, semi-structured and unstructured. Structured interviews are often inflexible and do not reflect the interviewees' true feelings about the issue, while semi-structured interviews allow the respondents to be subjective and describe the situation in detail, as it is meaningful to them and the subject. Finally, unstructured interviews are dependent on social interaction and are vulnerable to interpretations and subjective insights. A semi-structured interview guide will be used, because they are often based on the knowledge of the respondent, and give a subjective and wider understanding of the topic, with details and feelings dominating the interview. By audio taping the interviews it allows the researcher to concentrate more fully on the interviewee and communication process, and the attention is thereby directed solely at the content of the interview, providing quality to the outcome (Andersen et al. 2015).

The main goal of this section will be to undergo audio taped semi-structured interviews with at least 50% of the clubs in the Superliga (SP), the best football league in Denmark. This will allow the analysis to be more accurate and trustworthy. As the SP consists of 14 clubs instead, a minimum of seven interviews will be aimed (DBU, 2015).

In order to gain a broader understanding and a more valid approach to the data analysis, this project will, in addition, undertake two interviews with external companies, which work with sponsorships, as the middleman. They mediate sponsorships, evaluate sponsorships and analyse the Danish football sponsorship market in order to do business (Andersen et al. 2015).

A digital recorder was used throughout all the interviews. This made it easier to be focused and present throughout the interview and to concentrate on the subject and questions: i.e., the interviewed person and the interview, instead of transcription. All of the interviews were transcribed afterwards, for the purpose of analysis. The transcribed interviews are not the foundation of the data, but instead the recordings are the foundation, since all the interviews are translated from audio, to Danish text and yet again to English. I will not attempt to influence the transcription in a personal way, and will transcribe in an objective approach, which increase the validation of the interviews and the project (Andersen et al. 2015).

3.2 Data collection – Survey

Surveys are ideal for scientific research studies because they provide all the participants with a standardised stimulus. With such high reliability obtained, the researchers own biases are eliminated and provide credibility towards the results, and surveys are relatively easy to compare. In order to collect valid data from influenced companies, and make it easier to analyse the outcome, a survey was developed aiming at companies (Andersen et al. 2015).

As questions in the survey should undergo a careful search and standardisation, they provide uniform definitions to all the subjects answering the questionnaires. This will allow me to more easily analyse the outcome and compare results within the survey. A non-comparative scaling technique, with an itemised rating scale, the Liker Scale, will be used to elicit answers in the best possible way from a scale from 1-7. The Liker Scale indicates a degree of agreement or disagreement for each of a series of statements. It is important to use a consistent scoring procedure so that high or low scores consistently reflect a favourable response. This is because it is easy to construct and respondents readily understand how to use the scale, making it suitable for surveys on Internet surveys, mail or personal interviews (Birks and Malhotra, 2007).

Advantages of written surveys:

- Large numbers of people can give their input
- Low cost
- People can respond at their convenience
- Avoids interviewer bias
- Provides a written record
- Easy to list or tabulate responses
- Wide range of respondents
- No training needed as with interviewing
- Easy to compare

(Birks and Malhotra, 2007).

Disadvantages of written surveys:

- Often has low return rate
- Limited alternative expression of respondent's reaction
- Depends on the selected sample
- May not truly represent of the whole group
- Respondents may skip sections

(Birks and Malhotra, 2007).

It is important to be aware of who you are inviting to participate in your survey when you have to identify the company's basic sponsorship strategy. The recruitment will focus on companies' CEO or alternatively someone in a position of responsibility who have knowledge of both the sponsorship considerations and the nuances of the sponsorships within company's marketing strategy. By getting a response from these individuals, I should be aware of the emotional connection the person has towards the sponsorship: the sponsorship can often be seen as positive, and the person behind the establishment could easily be blinded by his/her decision and tendency to defend the sponsorships (Andersen et al. 2015; Birks and Malhotra, 2007).

The research will contact four to eight companies from each club. This will allow the project to obtain a broader understanding of how the companies see themselves and their sponsorship motives, and to obtain trustworthy and valid information for the foundation of data analysis and, since the participants do not work with football sponsorships on a daily basis, it justifies a broader survey, which is understandable to analyse. Moreover, it is difficult to undergo an in-depth interview with employees, which have less knowledge of the subject (Andersen et al. 2015).

A range from 20 to 40 companies would allow a valid foundation for the data. The project will contact approximately 100 companies, and expects to obtain answers from 30-40% in order to obtain valid information. The participants were given a link to an online survey, on Survey Monkey (www.surveymonkey.com); the questionnaire used is presented in appendix D.

4. Chapter 4

Results

4.1 Data analysis

The analysis will focus on the collected data, interviews and survey with the results for each research question being presented separately.

In total, 27 valid responses were obtained from the survey with companies and 9 interviews were obtained from football clubs and football related external companies

In investigating the acquired data from surveys and interviews, this part will be divided up in three smaller sections, in order to better answer the applied research questions. After having identified the different aspects of sponsorships, and considered the theory behind sponsorships, this part will focus on the relevant operators in the field of sponsorship. The focus on this project has so far involved companies that sponsor the football clubs and the fans.

4.1.1 Research question 1 – Sponsorship motives

To obtain a greater insight into the motivations for companies to establish a sponsorship and understand the ideas behind them, this part will first analyse the collected data from the companies. In addition to this part, data from football clubs and external companies which work with football sponsorships in Denmark, will be compared with the data from companies, in order to get a comprehensive understanding of company motives.

To conclude this section, the project will determine the investigated theory and compare it to the findings.

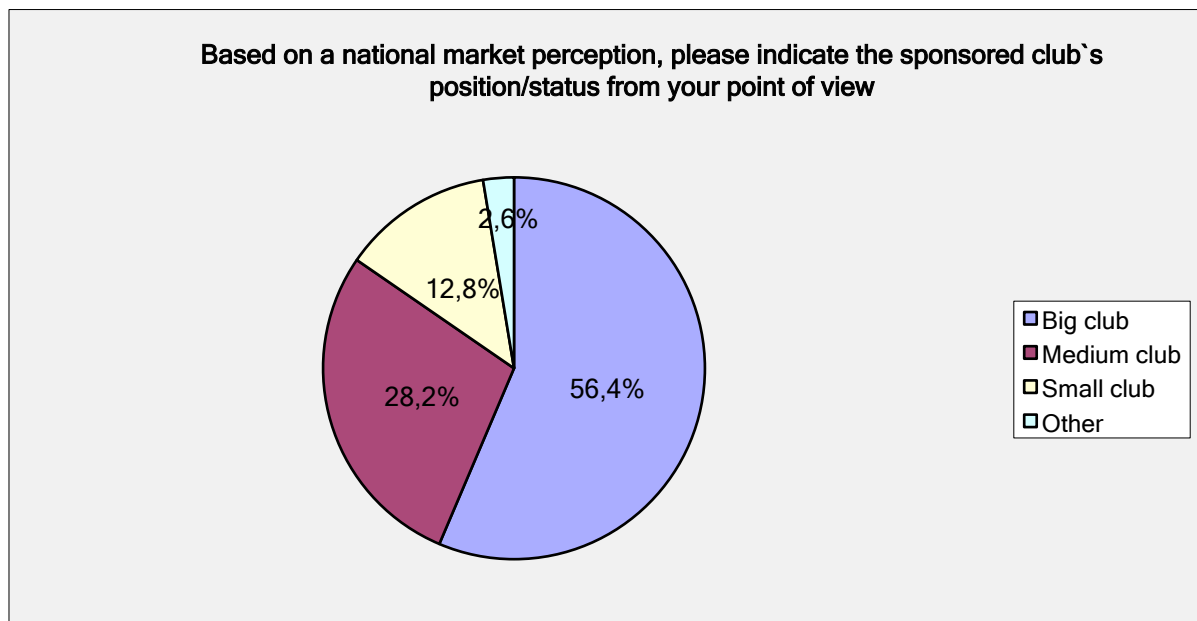
Results of the survey with Companies

- *Question 2* (Appendix D)

Most of the companies, which participated in the survey, indicate that they sponsor a big club – a total of 56% state that their club, on a national basis, is extensive. Considering that a ‘big’ club could be one in the highest league or a club that can compete to be champions, we should be aware of the companies’ subjective understanding (Figure 2: Profile of clubs).

A total of 28% of the respondents would describe the sponsored club as medium size on a national basis, which is the second biggest proportion. Five companies, or 13%, would describe the sponsored club as small and one company states *other*, company X states that they are sponsoring “more clubs – medium and big clubs.” (Figure 2: Profile of clubs).

Figure 2: Profile of clubs



Source: Survey with companies, 2016 (Appendix F)

- *Question 3 (Appendix D)*

In order to understand the companies' motives from an economical perspective, the participating companies were asked how important the sponsorship is in relation to their marketing budget and their business strategy. This aspect will lead the project to get a better understanding of the companies' involvement in the sponsorship, and the importance of the sponsorship related to the company. The results indicate that 46% of the companies agree that the sponsorship is an important part of their marketing budget. The companies consider their sponsorship as important. A total of 20% slightly agree and 9% strongly agree, which helps to confirm how important the sponsorship is in relation to the overall marketing budget. Only 6% strongly disagree, 11% disagree and 8% slightly disagree. The responses that the sponsorship is not important in the marketing budget only confirms that a small number of the companies rely on the sponsorship for their overall marketing approach. A current picture of the companies' tactics could illustrate the trend, because of the perspective of sponsorship contracts is considered to have a short-term perspective in Danish football. Nevertheless, more than 50% agree or strongly agree that the sponsorship is an important factor of the marketing budget. The same trend is reflected in the importance of sponsorships related to the company's business strategy. The responses are almost the same, with little deviation. The respondents see sponsorships as having an important role in their company's business strategy. However, 8% strongly disagree, 8% disagree and 8% slightly disagree that sponsorships are an important part of the business strategies. On the other hand, most companies believe that sponsorships play an important role in the company's business strategy, this reflects the self-understanding of the company and also on how they feel attached to the football club, as it has an important role of the identity of the company, which lead to an acceptance of the sponsorship motives. The motives of the sponsorships can be understood and accepted if the company has strong ties to the area of the club, the local community and culture (Table 4: Sponsorship importance).

More than 50% agree that the sponsorship is an important part of their business strategy, which indicated that marketing and particular sponsorships are a key figure in the participating companies' strategy. The weighted average is extremely close, thereby confirming a synergy between business strategy and marketing budget (Table 4: Sponsorship importance).

Table 4: Sponsorship importance

Answer Options	Strongly disagree	Disagree	Slightly disagree	Neither disagree or agree	Slightly agree	Agree	Strongly agree	Weighted average
Marketing budget	2	4	3	5	7	16	3	4,70
Business strategy	3	3	3	4	7	17	2	4,69

Source: Survey with companies, 2016 (Appendix F)

- *Question 4* (Appendix D)

Looking at the how the companies have answered the questions regarding the clubs' image, they answered this question with highest weighted average, 6.06. Even though the difference is tiny in comparison to the other questions, this indicated that the perception of the football clubs' image is the most important, compared to geographic position, local community relationship and the size of the club, regarding motives for establishing a sponsorship. The companies strongly agree that the geographic position is important with 36%, a higher percentage of strongly agree than any other answers. By looking at how important the local community relationships are in regard to the establishment of a sponsorship and the geographic position regarding establishment of a sponsorship, this could indicate the significance and value of support a local club (Table 5: Sponsorship statements).

While the companies believe they are sponsoring a big club, they also state that the size of the club is least important of all aforementioned factors, with a weighted average of 5.59. Overall, the answers are similar and provide a general understanding that the clubs' characteristics are important for the establishment of a sponsorship, which indicates a thoroughness and consciousness about which club they should sponsor, with the right motives (Table 5: Sponsorship statements).

Table 5: Sponsorship statements

Answer Options	Strongly disagree	Disagree	Slightly disagree	Neither disagree or agree	Slightly agree	Agree	Strongly agree	Weighted average
The image of the football club is important for the establishment of the sponsorship	0	0	1	2	5	17	10	5,94
The geographic position of the football club is important for the establishment of the sponsorship	1	2	0	2	4	14	12	5,74
The football club`s relation to the local community is important for the establishment of the sponsorship	1	0	0	4	5	15	10	5,77
The size of the football club is important for the establishment of the sponsorship	0	0	2	6	12	9	6	5,31

Source: Survey with companies, 2016 (Appendix F)

- *Question 5* (Appendix D)

In order to understand companies' motives, they were asked, based on their former experience, what the main reason is behind sponsoring a football club. The most important factor for the companies is to increase "brand awareness," 23% strongly agree and 46% agree on this factor, making it undoubtedly the primary focus. Brand awareness had the lowest factor in disagreement, with only three companies stating either strongly disagree, disagree or slightly disagree (Table 6: Sponsorship motives)

By looking at the second most important factor, "to invest in the local community," we know that the local community is important to interact with from a company's point of view. The biggest disagreement between companies, is "working force recruitment," with a relatively high standard deviation on 1.75. This factor divides the respondents, and is the only one with such a high deviation. This is also supported by the weighted average of 3.23, which is certainly the lowest of all. The companies do not have the intention of employing a working force, in relation to a sponsorship, regardless if it is small or big-name sponsorship (Table 6: Sponsorship motives)

Internal interest has the second lowest score on weighted average, with 29% stating either disagree or agree, furthermore it is the only factor where no one strongly agrees on internal interest as a main reason to sponsor a football club. "To increase sales," "because of employment motivation" and "to reach new target" all have a relatively high score, and similar responses. "To increase sales" has 4.60, "because of employment motivation" has 4.50 and "to reach new target" has 4.77 in weighed average. As the score is relatively similar, the answers differentiate considerably, 41% slightly agree on employment motivation, while 40% agree on reaching targets. This can indicate that the companies are likely to have the same opinion, but sponsorships are a marketing tool to promote and sell products, and a small part of working force recruitment. Sponsorships are used as to invest in local areas, and, more importantly, to increase brand awareness either in the local area, regional or national (Table 6: Sponsorship motives).

Table 6: Sponsorship motives

Answer Options	Strongly disagree	Disagree	Slightly disagree	Neither disagree or agree	Slightly agree	Agree	Strongly agree	Weighted average
Because of internal interest	2	5	3	10	7	7	0	4,06
To increase sales	1	1	5	8	9	8	3	4,60
To increase brand awareness	1	1	1	3	5	16	8	5,34
To reach target audience	1	3	2	3	6	17	3	5,00
To reach new target	1	4	3	3	7	14	3	4,77
To invest in the local community	1	2	2	2	10	13	5	5,06
Because of working force recruitment	5	12	3	5	5	4	1	3,23
Because of employee motivation	0	3	3	8	14	5	1	4,50

Source: Survey with companies, 2016 (Appendix F)

Results of in-depth interviews with Football clubs

Order of interviews:

1. *Andreas Jensen, Sales Consultant, AC Horsens*
2. *Claus Madsen, Sponsorship Manager, OB*
3. *Vicky Flinta, Sponsorship Consultant, Silkeborg IF*
4. *Kent Madsen, CEO, Silkeborg IF*
5. *Lars Glinvad, Sales Manager, AaB*

6. *Casper Porsgaard, Account Manager, FCN*

7. *Pernille Vaaben, Business Consultant, Lyngby BK*

Andreas Jensen, Sales Consultant, from AC Horsens, states that “the main reason is to support the local club and one of the best brands in town” (Respondent n.1). Furthermore, he describes the difference between being in the Superliga, the best league in Denmark, and in the second best league in Denmark 1st. Division, where the companies primarily focus on the local attachment, and subsequently to use sponsorships as an exposure channel (Respondent n.1).

The main sponsor is originally from Horsens, and Andreas Jensen describes the sponsorships as “having a yellow heart” (Respondent n.1), but Andreas also foregrounds the networking element. As he concludes, the club’s network is the largest in the city “the largest network in the city” (Respondent n.1), and consequently states that many companies want to be a part of it. Therefore hospitality is highly demanded by companies, whereby AC Horsens allocated small groups of companies to each match and uses networking to do business under less formal circumstances. Nearly all of the companies are located in Horsens or in the surroundings of Horsens, which make the networks popular. Moreover, employee motivation is also an important factor, as he states “companies do it because it is good for the employees” (Respondent n.1).

Claus Madsen, Sponsorship Manager at OB, the largest football club on Fyn, describes how two main sponsors, Carlsberg and Hummel, wanted to be more noticeable on the market at Fyn, as a result of the club’s and company’s brands fitting well. “It is not B2C, but B2B” as Claus states (Respondent n.2). On the other hand, the importance of networking with companies is again evident, because, while many companies sponsor a club, regardless of their interest in the sport, it would only enhance the opportunities to generate profit. “It is easier to be a part of the networks (Networking with other sponsors), if you have interest in the sport, but they join (networks) to conduct business” (Respondent n.2). Networking with other companies, represent a huge part of the motive for establishing a sponsorship. Claus confirms how important it is for his customers, since they make new relationships, and can thereby develop their business (Respondent n.2).

In Silkeborg IF, Vicky Flinta, Sponsorship Consultant, describes sponsorships motives as falling into three factors: Either you love football, are doing it for marketing purposes or because of network opportunities. She explains it is important for the companies to make use of the network (Sponsor network), the club offers, “It is a network (Network with other sponsors), and thereby allows access to our contacts” (Respondent n.3). Generally, is it the same attitude regarding motives in Silkeborg IF as it is in the other football clubs, the networking opportunity is the main reason, and thereby marketing opportunities and its tools, are not as important (Respondent n.3).

There is a high demand for being a part of a network, and consequently the CEO of Silkeborg IF, Kent Madsen, who has been working within this field for more than 25 years, agrees that networking is the most important factor Silkeborg IF can offer when selling sponsorship rights. Kent Madsen explains, “When we ask them (companies) what is important when sponsoring us, then networking is priority number one.” (Respondent n.4). From Kent Madsen’s point of view, large companies are more likely to focus on brand awareness, and the bigger you are, you are more likely to focus on brand awareness. However, Silkeborg IF also “Deliver networks for the business environment in the city” (Respondent n.4), and 90% of the sponsors have some kind of attachment to the city. Their main sponsor is based in Silkeorg with their headquarters, Jyskebank as resident, in addition to the owner of JYSK, Lars Larsen (Respondent n.4).

Moreover, some other motives, according to Kent Madsen, are that very large companies use TV time as a potential marketing channel. Nonetheless, most are interested in using networks, and being present in the lounges. He describes a development, which occurred because of the financial crisis, resulting in companies not having the same obligations and commitment to the local area, and thereby local companies wanting to gain more from sponsorships. However, networking is the most important motive, as he states that “the networking part is essential” (Respondent n.4) and that “it is extremely important to be able to conduct business with others (companies) in the city” (Respondent n.4). Consequently, Silkeborg IF creates detailed and targeted networking groups, and focuses on this aspect when offering sponsorship rights (Respondent n.4).

Another Jutland based football club, AaB, describes company motives as “many do it with the heart,” (Respondent n.5) and “wants to support the city and the team of

North Jutland” (Respondent n.5). Some companies, however, have different motives than a love of football and attachment to the club. Lars Glinvad, Sales Manager at AaB, states that companies also sponsor because of a political agenda and use sponsorships strategically. But once again, the networking opportunity is extremely central for companies. According to Lars, “it is easier to talk to people through emotions, and football has a lot of emotions” (Respondent n.5), and AaB have around 700 business guests at their events, and, “most companies are here because of the networking, and to increase their network” (Respondent n.5).

In FCN, the Account Manager, Casper Porsgaard, states that companies primarily want to be a part of a club that they can be associated with in a positive way. Really large sponsors at FCN have different motives compared to smaller and local sponsors, where the networking part is essential, “local companies do it because of networking” (Respondent n.6), and FCN have established a networking meeting every second Thursday, which gathers all sponsors, including large companies such as DHL, Telenor and Arbejdernes Landsbank. Even though they have a focus on differing motives, for instance exposure and increased brand awareness, networking is also an important aspect in their participation. Motives for smaller companies, are very similar to what has been described, as they “can create networks, and get new customers and good relations, and use it going forward” (Respondent n.6), Additionally, Casper Porsgaard explains how important hospitality is for all companies, regardless of the size of the sponsorship, “networking means everything for all of our sponsors” (Respondent n.6) and that “to invite customers into the lounge, get some food, and watch some football, is something everyone wants to be a part of” (Respondent n.6).

At Lyngby, Boldklub Pernille Vaaben, Business Consultant, explains how they are trying to change the general perception of sponsorships, and incorporate a new way of thinking by naming the cooperation between company and club as a partnership instead of a sponsorship. The main reason is to remove the donation philosophy “you remove the donation thinking, and focus on partnerships” (Respondent n.7). Accordingly, companies have different motives towards sponsorships in Lyngby Boldklub. In general, Pernille Vaaben states that “supporting local development,” being “visible in the local area” and “supporting our mission and vision” (Respondent n.7), are some of the most common

motives companies have when contacting them for a sponsorship. However, as stated, networking plays an essential role in the establishment of a sponsorship, “they want to use it to come in contact with our other partners, since there are definitely some that could be interesting” (Respondent n.7). Furthermore, there is another essential part of establishing a sponsorship - business. Pernille Vaaben states “because of business” when asked what the motives are behind sponsorship, and subsequently adds “it’s about relations and networks, and you have it in the world of sports, which is unique for us” (Respondent n.7).

Results of In-depth interviews with other football related external companies

Mikkel Rossing from Mindshare explains the concept of sponsorships through three factors: The first is that the company that wishes to enter in a sponsorship, the second is that the company wishes to create a sponsorship and third are its users. As regards football, Mikkel clarifies that “there is a lot of focus on B2B, instead of a consumer-minded view.” (Respondent n.8), and companies want to enter in a sponsorship deal focusing on customer care that “cultivates existing customers, and attracts potential customers” (Respondent n.8).

Again, the focus on networking can be seen, as Mikkel comments on how FCK “creates a lot of networking groups” (Respondent n.8), and helps their sponsors to increase their network and thereby their business. However, brand awareness, increasing sales, and new customers/users/subscribers are also some aspects of motives that Mikkel describes as being essential for the establishment of a sponsorship (Respondent n.8).

At Sponsorpeople, Advisor Michael Toft describes that the marketing exposure is not relevant for local sponsors, but instead the networking part is essential for the establishment of the sponsorship, and the focus is on hospitality. A medium sized company tends to focus more on exposure, as they do not have a large marketing department, and thereby they do not participate actively during the sponsorship, and instead the focus is to reach their consumers. The lifetime of a medium size sponsorship is normally one to two years, and they are difficult to work with since they are not a strategic priority to the top management. “Large sponsorships are easier to work with” (Respondent n.9), states Michael, and also notes that they are often prioritised by the top management (Respondent n.9).

Discussion of findings in view of previous studies

Based on the collected data it is clear how the companies describe the football clubs. More than half of the companies favour the idea of sponsoring a big club on a national basis. When considering that the participated companies were selected equally from all the clubs in the best league in Denmark. The companies are likely to believe that the sponsored club is big, which indicate that they are subjective and not capable of recognising the true position of the football club on a national basis. This belief can affect many aspects of the sponsorship, in particular the core motive, which is the essential reason to establish a sponsorship.

It is clear to see a mismatch in how companies justify why they establish a sponsorship in a football club in Denmark, as football clubs and external companies have very different views on company motives than the companies themselves. Despite the very different viewpoints between companies, football clubs and external clubs, on the importance of networking with other companies, all parties do agree on some motives, which have previously been mentioned in the literature review, i.e. that brand awareness, to invest in the local community were among the most frequently cited marketing elements.

4.1.2 Research question 2 – Evaluation and measurement

To get an improved insight into how companies evaluate and measure a football sponsorship, this part will first analyse the collected data from the companies. Following this, data from football clubs and external companies will be analysed and, to conclude, the data will be compared with the theory.

Company survey

- *Question 6* (Appendix D)

The participants were asked how the company measures football sponsorships based on former experiences, and out of all options “Brand awareness” had the highest weighted average, at 5.36. The other responses were very similar, but “Lower customer acquisition cost” had the lowest average of all with 3.70. This indicates that companies focus on more tangible measurement methods, but also hard to distinguish ones. Brand awareness is difficult to measure, and it is not always a trustworthy indicator of the sponsorship’s value.

On the other hand, the distribution of the companies' size is equally spread, and the size of the companies participating very different, which can lead to an overall approach of measurement regardless of the size of each individual company (Table 7: Evaluation and measurement elements).

“Increased emotional ties to the club,” “Indirect benefits,” “Long-term attributes,” “Sales activity” and “Lead generation” all have a similar outcome of the responses, with a deviation of 0.46 in weighted average. In contrast, the deviation on Brand awareness and Lower customer acquisition cost is 1.66, which indicates a relatively high difference (Table 7: Evaluation and measurement elements).

“Brand awareness” is certainly the most interesting score, since 21% strongly agree to the term being a method of measurement. Therefore, bearing in mind that evaluating the “Brand awareness” is difficult, companies often adopt this method to measure their sponsorship (Table 7: Evaluation and measurement elements).

Table 7: Evaluation and measurement elements

Answer Options	Strongly disagree	Disagree	Slightly disagree	Neither disagree or agree	Slightly agree	Agree	Strongly agree	Weighted average
Brand awareness	1	1	1	4	8	11	7	5,36
Increased emotional ties to the club	1	3	0	12	9	8	0	4,48
Indirect benefits	0	1	2	13	7	9	1	4,73
Long term attributes	1	0	1	10	10	10	1	4,88
Sales activity	1	0	0	11	12	6	3	4,91
Lead generation	1	2	0	9	8	9	4	4,94
Lower customer acquisition cost	4	3	2	17	4	3	0	3,70

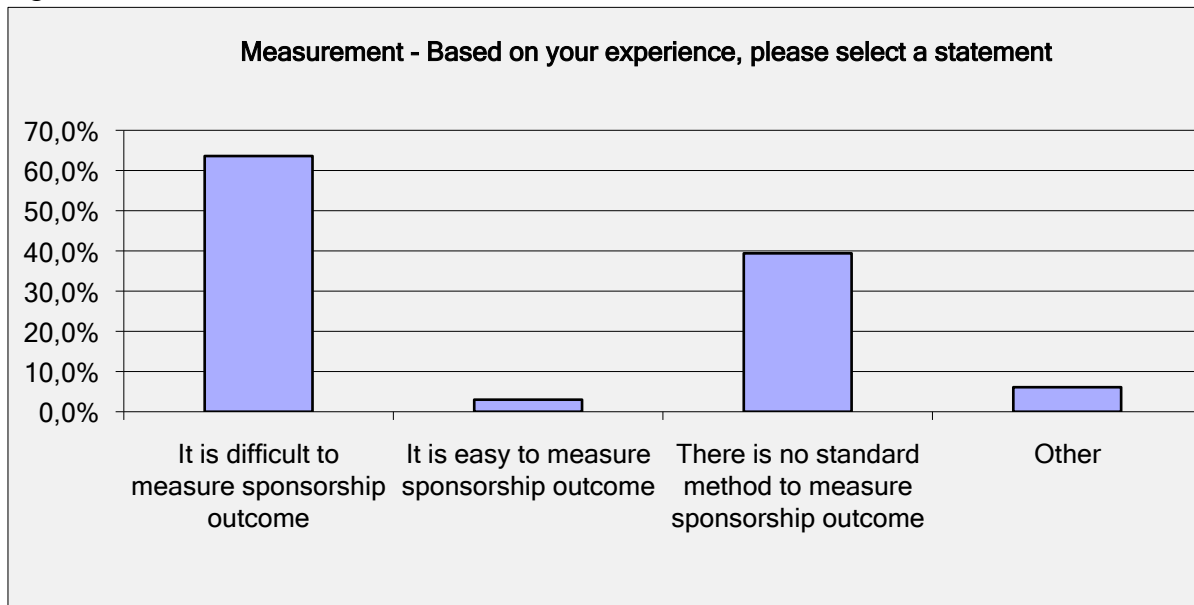
Source: Survey with companies, 2016 (Appendix F)

- *Question 7* (Appendix D)

The respondents were asked to select a measurement statement regarding how they view the general perception of sponsorship measurement. Of these, 64% of the respondents state, “it is difficult to measure sponsorship outcome,” and 39% claim that “there is no standard method to measure sponsorship outcome.” This means that some of the respondents have answered the question with more than one answer, with 103%, indicating difficulties in understanding the outcome of a sponsorship and indicating that there is no standard method of measurement. Almost all the respondents agree on this term, but one respondent states it is easy to measure, that the exception proves the rule, and it there is therefore easy to conclude companies are sure of sponsorship being difficult to measure (Figure 3: Evaluation and measurement statements).

However, 6% of the respondents indicated “other,” adding “We measure by sales of jerseys – branding is diff (difficult) to ms (measure)” and “Depending on the purpose of the sponsorship.” By measuring sales of jerseys, the respondent is therefore thinking of a specific product related to the sponsorship, and furthermore indicating it is difficult to measure - even though the measurement method is in connection with jersey sales. The other respondent states it depends on the purpose, which could be translated to motive. Depending on the motive, the respondents measure differently, which could indicate that the respondents work with various sponsorships, and have experience in measuring sponsorships (Figure 3: Evaluation and measurement statements).

Figure 3: Evaluation and measurement statement



Source: Survey with companies, 2016 (Appendix F)

- *Question 8* (Appendix D)

This part of the survey focuses on how companies evaluate sponsorships. When provided with some different opportunities to answer the question, the respondents did not agree on a specific method of evaluating sponsorships. Keeping in mind that the companies have various sizes, and different sponsorship sizes, the answers in this question indicate many different methods used for evaluation. “Internal feedback” with 61% and “External feedback” with 52% are the most commonly used tools, followed by how “Media relations,” “Research with consumers” and “Print/TV media analysis” (Figure 4: Evaluation and measurement methods).

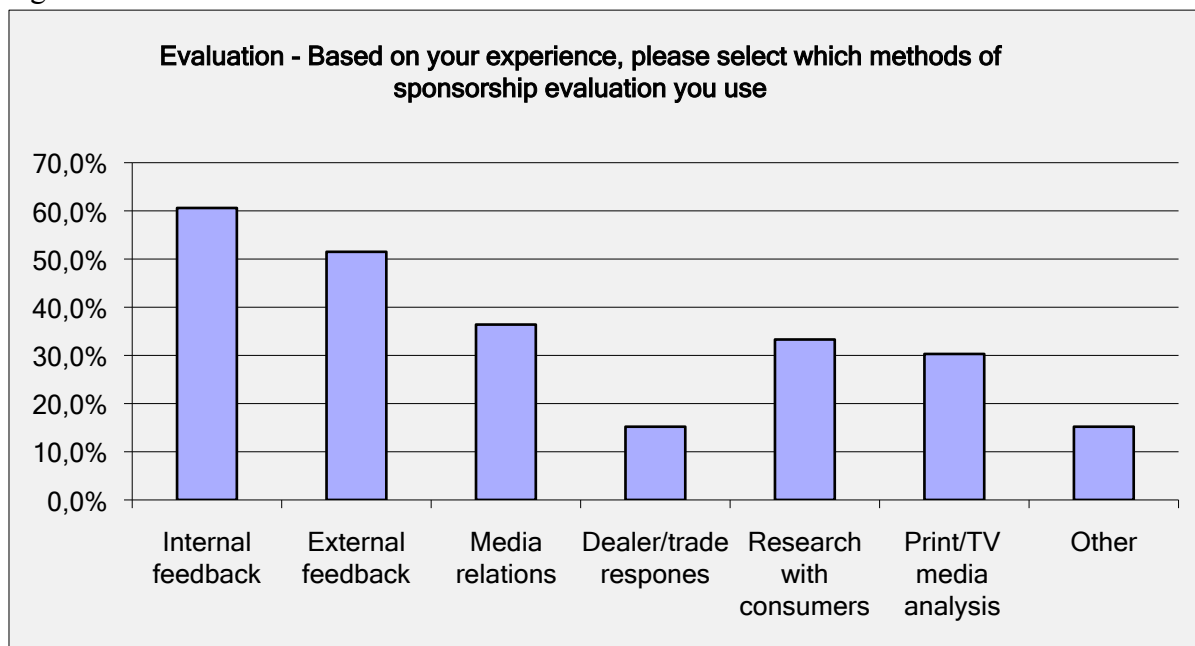
“Other” accounted for 15%, and the respondents added;

- Number of new customers
- Financial stability of the club
- Sales figures
- ROI
- Direct business
- Sale

It is clear to see that many of the respondents use more than one method to evaluate sponsorships, and there is a very diverse way of evaluating them. The use of “internal feedback” as the most commonly used method, could indicate that many of the companies participating in the survey lack the required facilities or funds to use external companies to evaluate their sponsorships, or, conversely, it could also indicate that they are really large firms with departments capable of analysing and thereby evaluating and measuring sponsorships with a high level of trustworthiness, with good and stable tools (Figure 4: Evaluation and measurement methods).

It seems very clear in the data that the respondents use internal and also external feedback as their preferred methods to evaluate sponsorships (Figure 4: Evaluation and measurement methods).

Figure 4: Evaluation and measurement methods



Source: Survey with companies, 2016 (Appendix F)

Football club interviews

Order of interviews:

1. *Andreas Jensen, Sales Consultant, AC Horsens*
2. *Claus Madsen, Sponsorship Manager, OB*
3. *Vicky Flinta, Sponsorship Consultant, Silkeborg IF*

4. *Kent Madsen, CEO, Silkeborg IF*
 5. *Lars Glinvad, Sales Manager, AaB*
 6. *Casper Porsgaard, Account Manager, FCN*
 7. *Pernille Vaaben, Business Consultant, Lyngby BK*
-

Andreas Jensen, from AC Horsens, notes that almost all of their sponsors are located in Horsens or in the surrounding area, and that AC Horsens uses a CRM system to evaluate their sponsors, and to negotiate new contracts. He furthermore states that the sponsors are responsible for the evaluation and measurement of their sponsorships, but AC Horsens can help to gather information if necessary (Respondent n.1).

At Fyn, OB and Claus Madsen explain that “it’s very few that evaluate sponsorships” (Respondent n.2), and it is often based on a “gut feeling” because it is “normally the owner of the company that takes the initiative to sponsor” (Respondent n.2), and at OB, they have not had previous regular meetings with their sponsors, or status meetings in order to develop or organise the sponsorship in the best possible way for the sponsor and the football club. Claus furthermore states “It’s all about if you want to be a part of the club or a network” (Respondent n.2); therefore, there are different motives and ways of measuring and evaluating sponsorships. Either the company is seeking a network, which is almost impossible to evaluate, or the company seeks traditional marketing communication partners, such as football clubs. Claus Madsen adds, “It is on remembering level they evaluate, and few are documenting sponsorships” (Respondent n.2), which means most of the sponsors are not measuring their sponsorships (Respondent n.2).

In Silkeborg IF, Vicky Flinta describes evaluating sponsorships as “its damn hard to evaluate, and makes our products difficult to sell” (Respondent n.3). Vicky is very explicit in her description of evaluating sponsorship, and furthermore adds, “it’s a lot about networking and opening up new doors (in business), but it is difficult to measure, and you don’t know how much to put into it (the networking)” (Respondent n.3). Not surprisingly, networking is a huge part of the general philosophy in Silkeborg IF. As previously described by Vicky Flinta, networking is the essential part of establishing sponsorships, and thereby also the main part of their evaluation and measurement (Respondent n.3).

Her boss at Silkeborg IF, Kent Madsen, agrees that most of the companies that are involved in Silkeborg IF do not evaluate or measure “A lot of our clients do not use specific measurement methods, but form a gut feeling towards the sponsorship” (Respondent n.4). Some of the sponsors use specific measurement methods, albeit very few. According to Kent Madsen, big companies use more resources on measurement and evaluation, but one of Silkeborg IF’s main sponsors has a market share of 30-40%, and Kent Madsen thereby states “it is unbelievably difficult for them to measure, so they say ‘we are the biggest workplace in town and assume our customers think it is a good idea - it is more like a policy in the company.’” (Respondent n.4). Despite the fact that big companies use considerable amounts of resources, it does not corroborate the idea of big companies permanently measuring their sponsorships, as it depends on numerous factors (Respondent n.4).

Current Sales Manager at AaB, Lars Glinvad, agrees on the previous form of evaluation and measurement of sponsorships and describes the lack of attention, as “it is a shame they don’t use more resources” (Respondent n.5). In contrast, AaB visit their clients up six times a year in order to evaluate their sponsorships, through development- and status meetings (Respondent n.5).

According to FCN’s Casper Porsgaard, it is possible to measure a sponsorship since “It is easy for our partners, if you get some new customers, then it is quite tangible to measure” (Respondent n.6) and furthermore he observes that FCN are willing to help their partners in order to measure and evaluate their sponsorships, but in general it is their own responsibility to measure and evaluate. Casper Porsgaard encourages all sponsors to be a part of the networking meetings and to attend matches since “it is from the matches and network meetings, that the companies get most out of the sponsorship” (Respondent n.6). This is clearly an important factor of which to be part as a company, since Casper Porsgaard gives the impression of network meetings being the best way to establish new business and thereby also evaluate and measure if the sponsorship is worth the resources, capital and time. In addition, FCN helps sponsors to get in touch with a desired or chosen company or partner, and, in this way, opens up business opportunities for the company “we help them to get in touch with a specific partner or company” (Respondent n.6).

In Lyngby BK, Pernille Vaaben is working to develop the sponsorship concept towards partnership, where the relationship is the essential part of cooperation between

company and club, and thereby both parties benefit: “donation thinking goes away, and the focus is on how both parties can benefit” (Respondent n.7) and “We provide marketing services and want to position ourselves as a consultancy house” (Respondent n.7).

Pernille Vaaben and her co-workers have developed a communication measurement tool and, depending on the motive, the company has several options to evaluate and measure their partnership. One of their partners uses tracking leads to measure a campaign: “The company can see how many are betting on our game and then track the lead from our sites, this is a very specific measurement method” (Respondent n.7). However, Pernille Vaaben also acknowledges that most of their partners are focused on B2B: “80/20 or 70/30 focus on B2B, taking into consideration that we don’t have a large fan base” (Respondent n.7), which also indicates that new business relations, networking and hospitality are the key elements of sponsorships, and subsequently also difficult to evaluate or measure, as Pernille Vaaben also recognises: “It is difficult to measure, but we try to develop a new strategy” (Respondent n.7).

Results from interviews with football related external companies

According to Mikkel Rossing from MindshareWorld, one of the most discussed topics of marketing at present is how to improve measurement and evaluation methods of sponsorships and partnerships. He has acknowledged a gap in how companies are using marketing budgets on sponsorships and partnerships, and thus do not evaluate and measure in a legitimate and valid manner. He describes one element of sponsorships as, “the classic CEO sponsorship, where very few measure, and if they do, is it very subjective and based on a gut feeling” (Respondent n.8) and furthermore: “It is disappointing to see that a lot of money is being spent, without being analysed and without having to find out if the sponsorship is worth it. When companies are asked whether it makes sense for them, they can’t afford to say no... They must be able to say that it makes sense for them.” (Respondent n.8).

In addition to the above, he states “There are far too many who do not conduct an analysis and do not measure their sponsorship, and what value they get out of it” (Respondent n.8), and thereby gives a clear perspective of how the department manager of partnerships experiences a market opportunity to develop. Mikkel Rossing strives to inform

companies of the importance of analysing and measuring the outcome of sponsorships, stating, “my colleague can measure a 300.000 DKK TV Commercial, and asks me if a sponsorship is worth the same, we have to be better answering that question, and make extra sponsorship activation” (Respondent n.8).

In general, Mikkel Rossing is aware of the difficulties in measuring and evaluating sponsorships, but he knows the importance of this, and therefore, in his opinion, companies are not doing enough and not putting enough effort, money and time into it (Respondent n.8).

Michael Toft from Sponsorpeople Advisory states, “Actually, you do not care where you get your exposure from, as long as you get it, but you want to have an ongoing optimisation. We know marketing function, but you do not know 50% of your budget function,” thereby indicating that marketing is difficult to measure and evaluate (Respondent n.9).

Michael Toft states that over 50% of football clubs’ budget is represented by sponsorship income, and describes how companies use Sponsorpeople Advisory to either find the right match for a sponsorship, or to optimise a current sponsorship and subsequently measure the sponsorship. However, Michael Toft explains, “The sponsor providers (football clubs) that exist in Denmark are not professional, do not have the competence nor have the resources to boost a sponsorship” (Respondent n.9). It is very clear to understand how important it is for companies to use either internal or external resources to measure and evaluate sponsorships, since there is a perception of football clubs not performing the measurement and evaluation of the company’s sponsorships. In addition to lack of competence in football clubs, companies are solely responsible for their sponsorships, and thereby are not dependent on a partner’s perspective, measurement and evaluation. However, Michael Toft also describes an almost non-existent approach towards measuring and evaluating sponsorships: “very few companies put in time to measure a sponsorship” (Respondent n.9).

Discussion of findings of previous studies

One of the most interesting findings is a clear disagreement between the football clubs and football related external companies and the companies regarding measurement and evaluation.

The data from the football related external companies and the football clubs contributes to the understanding that companies do not evaluate and measure their sponsorships. Companies' states internal feedback and external feedback as the most applied method towards measurement and evolution of sponsorships.

Answers from the survey broadly equate to the theory, and an element such as *Brand awareness*, have a relatively high score and most of the survey participants find sponsorships difficult to measure. The football clubs and football related external companies states *gut feeling*, as an applied method from the company's operation if they measure and evaluate their sponsorships.

4.1.3 Research question 3 – Fans' influence

To get an enhanced understanding of how football fans can influence sponsorships, this section will first analyse the collected data from the companies. Following this, data from football clubs and external companies will be analysed. Finally, the project will compare the investigated theory and the findings of the data analysis.

Company survey

- *Question 9* (Appendix D)

The companies were given some statements regarding the relationship between fans and the football club, and subsequently ranked the options. "Helps define our sponsorship" was given the smallest attention with a small overweight in agreement, but only with a weighted average of 4.42 and furthermore 11 companies answered the question "Neither agree or disagree" which is exactly 1/3 of the respondents. Concerning the second statement, the companies were more positive, stating that it is important to be an active party between fans and club, the weighted average is 4.76 and only six companies either disagreed

or slightly disagreed. Few companies strongly agreed but a significant proportion did agree or slightly agree, indicating an important factor for the participating companies. The last statement the companies had to answer concerned the importance of the relationship between fans and clubs, based on their experiences, and most of the respondents felt it was very important for their company. The weighted average was 5.27, and more than 70% indicated agreement to the statement, which suggests the relationship as being very important for the companies to either take part in or to justify their entrance in the club, because a healthy and durable relationship will affect the sponsors and their sponsorships (Table 8: Fan relationship).

Table 8: Fan relationship

Answer Options	Strongly disagree	Disagree	Slightly disagree	Neither disagree or agree	Slightly agree	Agree	Strongly agree	Weighted average
Is important for us as a sponsor	0	0	3	6	7	13	4	5,27
Is important for us to be an active part of as a sponsor	0	1	5	7	10	8	2	4,76
Helps define our sponsorship	1	2	3	11	9	6	1	4,42

Source: Survey with companies, 2016 (Appendix F)

- *Question 10* (Appendix D)

The participating companies were asked to evaluate the influence from fans on sponsorships, and the lowest score of the questions were “companies’ decision-making is influenced by fans,” with only a weighted average of 3.56. This question is significantly lower than all the other questions, and makes it very clear that fans do not influence companies when they decide to get involved in a football club with sponsorships. This question is the only one relating to the process of deciding to engage in a sponsorship with a

football clubs, and by looking at the difference to the other questions, it is very clear that the companies are not affected by the clubs' fans when they establish a sponsorship (Table 9: Fans' influence).

However, in contrast, the companies also that that, "fans' attendance can affect sponsorships" and that "the harmony between fans and club can increase the company's brand image" can affect the sponsorships. However, this is throughout the sponsorship, and thereby it can have both positive and negative effects to the sponsorship. Looking at the third most agreed statement "long-term cooperation will increase fans commitment," the companies are aware of the importance of having a trustworthy relationship, built over years, and with a cooperation that is in synergy. "Long-term cooperation will increase fans commitment" has a weighted average on 5.19, which is relatively high, and can be considered an important factor for most of the companies. The main factor for the respondents is the fans' attendance, with a record high weighted average of 5.36. This indicates that the companies are very focused on B2C, and how fans can influence their sponsorship. The question can be understood differently, but the overall outcome from this question is that the influence of fans is the main element for the sponsors (Table 9: Fans' influence).

"Fan rivalry can stop our sponsorship" has not the same low influence as "companies' decision-making is influenced by fans," but is surprisingly high. The companies respond to this question with a weighted average on 4.76, making it relatively high compared to former data collected, meaning that rivalry between fan groups can have a significant influence on sponsorships being terminated (Table 9: Fans' influence).

Table 9: Fans' influence

Answer Options	Strongly disagree	Disagree	Slightly disagree	Neither disagree or agree	Slightly agree	Agree	Strongly agree	Weighted average
The harmony between fans and club can increase the company's brand image	0	1	1	5	8	14	4	5,36
Fan loyalty will over time affect the company's business objectives	0	2	1	6	12	10	2	5,00
Long-term cooperation will increase fans commitment	0	2	0	5	10	13	2	5,19
Fan rivalry can stop our sponsorship	0	7	1	4	9	5	7	4,76
Fans attendance can affect sponsorships	0	2	1	5	7	12	6	5,33
Companies' decision-making is influenced by fans	3	8	5	5	7	3	1	3,56

Source: Survey with companies, 2016 (Appendix F)

Results from in-depth interviews with Football clubs

Order of interviews:

1. *Andreas Jensen, Sales Consultant, AC Horsens*
2. *Claus Madsen, Sponsorship Manager, OB*

3. *Vicky Flinta, Sponsorship Consultant, Silkeborg IF*
 4. *Kent Madsen, CEO, Silkeborg IF*
 5. *Lars Glinvad, Sales Manager, AaB*
 6. *Casper Porsgaard, Account Manager, FCN*
 7. *Pernille Vaaben, Business Consultant, Lyngby BK*
-

Andreas Jensen has never experienced any occasions where fans influenced a sponsorship: “No, we haven’t experienced it” and furthermore adds, “more spectators would increase the value that the company is getting” (Respondent n.1). In this, he is stating that an increasing fan base could influence companies in a positive way, since it would potentially increase the value for the sponsorships. Andreas Jensen acknowledges that AC Horsens have challenges in getting more spectators to their stadium: “We will never get a sold-out stadium, but some matches can maybe fill up the stadium” (Respondent n.1).

At OB, Claus Madsen has had a positive experience with the club’s fans, stating “I don’t believe it would be negative, it is positive how fans are involved” (Respondent n.2). It says a lot of the mentality of the fans that their biggest player Rasmus Falk moved to FC Copenhagen this summer “We had a lot of positive feedback from companies when we made a banner for him, and other companies also would like to have been involved, due to the positive message from the companies and fans towards Rasmus, which is huge loss for OB” (Respondent n.2). This therefore indicates that the companies are in some way affected and influenced by the fans during the sponsorship process (Respondent n.2).

According to Vicky Flinta and Silkeborg IF, fans do not influence their sponsor’s sponsorships in a negative way. “We don’t have a big group of fans, and it is strange to see how they could influence the sponsors negatively” (Respondent n.3). Kent Madsen adds “I believe fans can influence sponsorship, but we don’t experiences that, we are a little club, in a little nice town” and furthermore states “maybe is it a bit boring too, that we don’t have that many fans” (Respondent n.4).

Kent Madsen is aware of the club’s position from a national perspective and believes fans of Silkeborg IF do not have huge influence on sponsors, but also states that perhaps the sponsored football clubs fans have “no impact on us, but maybe at the big clubs”

(Respondent n.4) affect other sponsors in Denmark. In addition to how companies can be affected, Kent Madsen describes how Brøndby IF has a large fan base “Brøndby IF have a lot of fans, and the atmosphere they create is attractive... we are on the opposite side, and I wish we had 1000 passionate fans” (Respondent n.4). Furthermore, Kent Madsen states that Silkeborg IF is not a workers town, where Brøndby IF is a traditional workers town, and describes Silkeborg town as “a quiet and nice place, which reflects the fan culture” (Respondent n.4).

In North-Jutland Lars Glinvad, AaB is very precise and exact in his answer “No, not in any way” (Respondent n.5), when asked about whether fans have influence on sponsorships in AaB. However, on the other hand, AaB has an employee who is working as a Fan Coordinator, and his job is mainly to gather all parties in the club and improve the inner-culture for the employees and the fans. “He works to get the culture spread in our organisation, but also to the companies.” (Respondent n.5) Lars Glinvad explains how the club is trying to spread the culture of football to the sponsors and the companies who are involved in the club. This club culture is a highly appreciated activity for the companies to take part in, and thereby it will allow the companies to experience a real football atmosphere, where the culture gets under their skin (Respondent n.5).

Furthermore, he describes how fan loyalty does not have any influence on sponsors, and neither does the flow of spectators: “It has no influence on the companies, that fans are loyal and there is a good flow of spectators” (Respondent n.5), this is, however, contradictory and Lars Glinvad explains conflicting elements of fans’ influence (Respondent n.5).

Lars Glinvad explains how the continuing negative influence from fans during football games, and their unconstructive outer appearance can have an influence: “if it is continuing, like we saw with Brøndby IF and their chairman” (Respondent n.5), then large sponsors will set up requirements to get communication under control as he says “large sponsors would demand the club controls their communication channels” (Respondent n.5).

Casper Porsgaard at FCN describes them as a very young football club established in 2003, and the fan base in FCN is very small compared to AaB, that is over 100 years old, and that “we are very young and to look at AaB which is over 100 years and

where dad and granddad went to the stadium” (Respondent n.6). Casper Porsgaard furthermore explains how important it is for FCN to play good and attractive football, and also be competitive in the higher end of the league, because “the play on the field is related to how many fans we have in our stadium, and that is related to the interest in being a sponsor” (Respondent n.6), and admits “it is clearly more difficult to find sponsors, when it goes less well” (Respondent n.6).

When FCN recently won their first championship, they “had a full house every game, and we had a lot of interest from companies and people interested in football” (Respondent n.6), and Casper Porsgaard describes how companies all wanted to be a part of the winning narrative in FCN: “it flooded in with companies and sponsors who wanted to be a part, and we could hardly keep up with the interest” (Respondent n.6), thereby suggesting that the gameplay affects the fan interest and the level of spectators, which then aroused the interest of companies and sponsors which wanted to be a part of the positive development. “Last year we knew FCK would be champions and Hobro IK would be relegated, and we did not have that much to play for, and therefore was it clearly more difficult to gain sponsors” (Respondent n.6), Casper Porsgaard describes how conflicting football is, when the football club perform well it affects the fans, and thereby the sponsors. In contrast, when the football team performs less well, it also affects the fans and thereby the sponsors, either positively or negatively (Respondent n.6).

Pernille Vaaben from Lyngby BK responded to the question about fans’ influence by saying “of course it has a huge importance, because the bigger fan base, the better” (Respondent n.7). However, she is also aware of reaching for the right segment: “we have a strong economic area with families having purchase power, and it makes sense not to interfere with them” (Respondent n.7). Therefore, is it clear to Pernille Vaaben that fans have an influence on their sponsors. She has not previously experienced negative fans’ influence, and does not believe it would will be a future problem (Respondent n.7).

Several of their sponsors are very focused on B2C, but mainly on B2B and business opportunities “B2B is the main focus, and the chance of establishing new cooperation” (Respondent n.7), which indicates fans’ influence has low influence on company sponsorships (Respondent n.7).

Results from in-depth interviews with Football related external companies

Mikkel Rossing, of MindshareWorld, explains fans' influence as: "it is very different from company to company, but the company knows the fans by following them on social media, and the company goes through a thought-process before engaging in a sponsorship" (Respondent n.8), suggesting the company finds it convenient to compose an overview of the football club's fan base before establishing a sponsorship. In addition to how companies research their potential direct fan segment, Mikkel Rossing states that fans can have a negative influence on sponsorships: "it is a bit of a bet, because it goes up and down in football, and therefore there are many short-term sponsorship deals" (Respondent n.8). Since football clubs follow a trend, the fans tend to follow a positive trend, and thus leave a negative one, which certainly affects sponsorships. Due to football's innate unpredictability, many companies make short-term sponsorship deals, in order to prevent a negative impression and negative business movement (Respondent n.8).

Discussion of findings in view of previous studies

Fan attendance is one of the key findings in the interviews, and by comparing it with the theory, it is clear to emphasise this element as one of the most important factors for sponsorships. While some experience fan loyalty and fan attendance as irrelevant, the majority of the interviewees agree on its importance and as a main factor for the companies. Moreover, that football clubs vary in performance, which results in a varied interest in the club over time, is considered important. This of course affects sponsorships, and therefore the company.

Another finding regarding fans' influence before the establishment of sponsorships is how low the impact is on the decision-making process. The respondents in the survey state that the fans do not have an influence during the establishment, but in contrast, have influence during the sponsorships, along with the activation of the sponsorship.

5. Chapter 5

Conclusion and limitations

5.1 Conclusion

Above all, this research has experience some important findings related to sponsorship motives, measurement and evaluation of sponsorships.

Research question 1

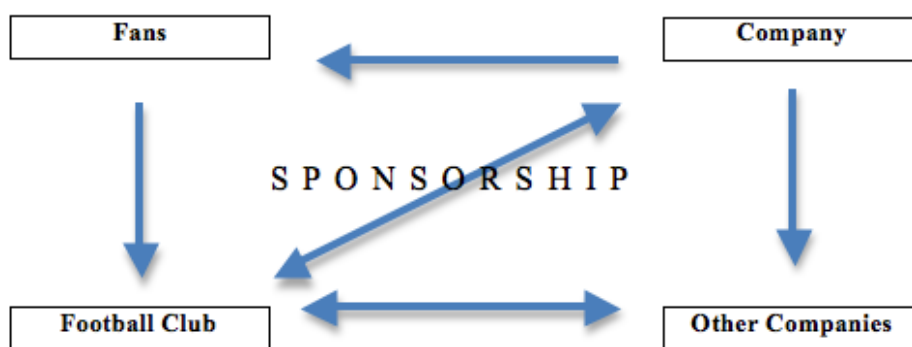
Regarding sponsorship motives, the respondents from companies state *brand awareness* and *invest in the local community* as the main motives for driving football sponsorships. The analyses of results help to conclude that motives related to the traditional marketing approaches explored in the academic theory are in fact the primary reasons behind sponsorship agreements.

In contrast, the respondents from football clubs and football related external companies agree that *networking with other companies* is among the main motives behind sponsoring a football club in Denmark. This view may suggest that networking with other companies should also be integrated among the main motives for settling sponsorship agreements, while answering to Research Question 1.

Furthermore, motives associated to *networking with other companies seem to be* especially relevant when the sponsorship deal involves new business partners. The beneath-described model entails a redefined version of the Kiviraumas model mentioned in the *introduction*, where the networking between companies is in focus.

- The company sponsoring the football club wants to use sponsorship as a marketing tool towards fans, and in order to reach their target audience they must connect with the club. However, the company also has interest in B2B.
- The fans are spectators, and receivers of the marketing communication message.
- The football club needs sponsorships in order to exist and compete (Kivirauma, 2015).

Figure 5: Elements in Football Sponsorships v.2



(Self-made illustration of elements in football sponsorships according to Kivirauma, 2015)

Research question 2

The answer to research question 2 regarding the evaluation and measurement of sponsorships in Danish football is partially aligned with the theory, since respondents from companies point out tracking *brand awareness*, collecting *internal feedback* and *external feedback* as the most commonly used methods in order to measure and evaluate their sponsorships agreements. However, despite agreeing with the best practices mentioned in the literature, in practice respondents reveal major difficulties on implementing mechanisms for measuring and evaluating a sponsorship.

Complementarily, respondents from Football clubs and Football related external companies indicate that in reality companies *don't measure and evaluate their sponsorships*, using their gut feelings towards the sponsorships instead. Gut feelings often lead to a subjective meanings and judgement. Considering the financial situation at the Danish football market, is it concerning to acknowledge this situation.

These results, gathered from the interviews and surveys, leave the project with a surprising conclusion on how companies evaluate and measure their sponsorships, with companies revealing difficulties on implementing the measurement criteria and clubs arguing that no professional approach is implemented in practice.

Research question 3

According to the data *fans do have an influence* on companies when they have to decide to establish sponsorships, but the level of influence is yet to be investigated. The relationship between the fans and the football club is an important element for the companies when considering sponsorships, and the companies' expresses the harmony between fans and football club as being important for the company's brand image. One of most interesting part of the findings is that negative fans' influence very rarely occurs at the Danish football sponsorship market.

The fan-base size and fans attendance is an important element for companies, and furthermore fans do not have influence during the decision-making process. Companies, football clubs and football related external companies agree on the terms of the degree of involvement from the fans.

Another finding regarding companies is that companies have a synergy between motives, and measurement and evaluation, since *brand awareness* appears as one of the most important elements in both sections. Sponsorships are a very important topic to research as the project distinguishes misunderstandings related to sponsorship motives, measurement and evaluation of sponsorships, from companies and football clubs and football related external companies perspective.

5.2 Limitations and future studies

The current dissertation faces some limitations related to the sample size with 27 valid responses obtained from companies and 9 valid responses obtained from Football clubs and other Football related companies, geography (Denmark), convenience and interest of participants and researcher. Furthermore, the data collection and analysis of the in-depth interviews was also submitted to some potential influences concerning the researchers' background.

More specifically, concerning the survey and its limitations, it is clear that, given the structured form of the survey and its length, respondents did not add comprehensive responses at the section which was dedicated to capturing comments. Consequently, the findings were limited to the analysis of the structured questions, which may have impacted the contextualization of results concerning the data collected.

Language barriers might have also limited the current dissertation, as the survey applied to companies was originally written in English and the in-depth interviews were translated to English for analysis.

Future studies should try to address the limitations discussed concerning the sample characteristics and data collection. Furthermore, future studies should investigate networking *with other companies* as a sponsorship motive. Despite not being previously referred in the literature, networking was identified in the present dissertation as one of the most important influencing motives and future studies should deepen the knowledge concerning this aspect. Moreover, future research should focus on further investigating the criteria used for the measurement and evaluation of sponsorships. It is worrying that the predominant criteria are managers' gut feelings, given that these types of agreements involve reasonable investments. So, future studies should further validate these findings and propose how companies could implement evaluation and measurement criteria into their managerial practices.

6. Chapter 6

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Appendix A

A.1. Interview guide

General Questions

1. What is your role in the club?
2. What are the general values of the club?
3. What experiences do you have in this field? Years, in the club?
4. What kind of sponsors do you have? Local, national, international, etc.?
 - a. Name?
5. How many sponsors do you have?

Research Question 1

1. From your experience what are the motives for companies to decide for sponsoring a football club?
 - a. How have sponsorship motives develop?
 - b. How will sponsorship motives develop in the future?
2. From your experience; do you categories companies' sponsorships?
 - a. Ex. VIP sponsors, Super Sponsors, Low/High involvement, Premium?
3. From your experience with sponsorships, does companies focus on more than a single outcome? (Ex. A company could mainly focus on Brand Awareness or focus on many attributes?)
4. Regarding motives of sponsorships, what are the main difference between local sponsors and national sponsors?
5. It is common known that sponsorship is a marketing tool, but are companies using sponsorships for more than just a marketing tool?
 - a. From your experience is it important for sponsors to interact with other sponsors?
 - b. From your experience is it important for sponsors to interact with fans?
6. Which targets are your sponsors mainly trying to reach?
7. Have you been involved in a sponsorship agreement?
 - a. I would like to talk more about this.
 - b. Can you name the companies?
 - c. How did the agreement start?
 - d. What was important for the company?
 - e. What was important aspect that they were looking for?
 - f. Have you experiences companies had to high expectations?

- g. Have you experiences companies that had a company policy you couldn't accept?
8. Some people referee to a number of criteria being used to understand sponsorships motives, I will mention each of them, and would like to know if you have seen these criteria being used.
- a. Creating promotional opportunities
 - b. Improving community relations
 - c. Fostering favorable brand and company associations
 - d. Creating entertainment opportunities
 - e. Gaining publicity
 - f. Increasing sales
 - g. Increasing awareness
 - h. Increasing brand value
 - i. Increasing reputation and image
 - j. Corporate Social Responsibility
 - k. Market penetration
 - l. Reach new target groups and new customers
 - m. Personal incitement
 - n. Financial profit

Research Question 2

1. How are you measuring the outcome of a sponsorship?
 - a. Economically?
 - b. Business opportunities?
2. How does the companies measure and evaluate the outcome of a sponsorships?
3. How often do you evaluate a sponsorship?
 - a. Each quarter? Each Year?
 - b. From your experience do you have different measurement strategies towards different sponsors?
4. How big of a difference are there between your evaluation of companies? (Different approach towards big sponsors compared to small sponsors?)
5. From your experience how big of a difference are there between companies approach towards evaluating and understanding sponsorship outcome?
6. From your experience does companies neglect sponsorships outcome?
7. From your experience does companies evaluate their sponsorship differently?
 - a. Why are they evaluating it different/similar?
 - b. What are the main differences when evaluating the sponsorship?
 - c. Which tools do they use in order to evaluate their sponsorships?
8. From the companies point of view how important is the cooperation between club and company, towards measure sponsorship outcome?
 - a. Does the sponsor expect you to deliver rapports, journals or statistics?
 - b. Does the sponsor expect you to actively explain the sponsorship outcome?
9. As it is common known to be difficult to measure sponsorship outcome, are sponsors likely to have personal interest in the club instead of profit?
10. As it is easy to measure social media activity (Likes, Shares, Comments etc.), is it important for sponsors to take part of your marketing communication channels, such as facebook, instagram, youtube, etc.?

- a. Why? Why not?
 - b. And which companies?
11. Some people refer to a number of criteria being used to evaluate sponsorships, I will mention each of them, and would like to know if you have seen these criteria being used.
- a. CPR (Cost per reach) calculating the cost by reaching their segment
 - b. Indirect Benefits (Sponsors making new business partners)
 - c. Long Term Attributes (Loyalty)
 - d. Sales Margin (Economic profit)
 - e. Unaided awareness per reach (Brand awareness → Be more interactive)
 - f. Brand Awareness
 - g. Sales increase
 - h. Emotional fan engagement
 - i. Developing business opportunities
 - j. Loyalty towards the brand

Research Question 3

1. To what extent can fans influence a sponsorship?
2. Have you experienced fans influenced a sponsorship that the sponsor ended the partnership?
3. Have you experienced fans influenced a sponsorship so much that the sponsor extended the partnership?
4. Do you think your fans would accept a sponsor that also sponsors your main rival?
5. From your experience do you think the fan base and its developing potential have an influence on sponsors?
6. From your experience can you describe how important fans are for the establishment of sponsorships?
7. From your experience are companies establishing sponsorships based on the fan culture?
8. From your experience are companies willing to undermine their own business strategies in order to create a sponsorship?
 - a. Can sponsors develop their image in line with the fan culture?
 - b. Can fans develop their self-knowledge in line with the company?
9. Is fan loyalty and stability important for the companies?
10. Can fan loyalty affect the companies' business strategies?
 - a. Extend or raise engagement?
11. Can negative fan occurrence affect a company's sponsorship?
 - a. Worst-case scenario?
12. Can the fan environment influence a sponsor?
 - a. Environment → In terms of hooligans or ultras (extreme attitudes, worst-case = racist (Napoli))
13. Does the fan environment have mandate to stop a sponsorship establishment?

Appendix B

B.1. List of respondents that integrated in the interviews

Company / Football club	Interviewed	Position	Duration	Date of conduction
Mindshare World	Mikkel Rossing	Partnership Manager	40 min	26th July 2016
Sponsorpeople Advisory	Michael Toft	Sponsorship Consultant	44 min	29th June 2016
AaB	Lars Glinvad	Sales Manager	13 min	20th June 2016
Lyngby Boldklub	Pernille Vaaben	Business Consultant	26 min	22nd June 2016
Odense Boldklub	Claus Madsen	Sponsorship Manager	26 min	11th July 2016
AC Horsens	Andreas Jensen	Sales Consultant	20 min	20th June 2016
FC Nordsjælland	Casper Porsgaard	Account Manager	34 min	23rd of June 2016
Silkeborg IF	Kent Madsen	CEO	28 min	21st June 2016
Silkeborg IF	Vicky Flinta	Sponsorship Consultant	20 min	22nd June 2016

Appendix C

C.1 Transcription of Interviews

Respondent n. 1: Andreas Jensen, AC Horsens

- What's your role in AC Horsens?

I am sales and marketing consultant.

- Can you tell me about sponsorship motives in AC Horsens?

It is because they are having a yellow heart, but now we can see that companies are willing to pay for exposure since we are now in Superliga. The main reason is to support the local club and one of the best brands in town, and to make sure to have a club in the top of Danish football in relatively large city in Denmark. It is both the heart and but there are also some companies do it because it is good for the employees.

- Are you categorising your various sponsors?

Yes, we have different levels the club where one must pay a minimum to get into the categories. And then a sponsorship for our stadium, not reaching below our normal categories which VIPs Sponsor, Club Sponsor and KLB + sponsor. Casa sponsor our stadium, and is originally from Horsens.

- Which motives are important for businesses?

There are many who would like to enter the sponsor-network because it has the largest network in the city; they want to contribute to the games. Before match event, those who come to the games are those that trade with other companies in the city. So that's the demand from businesses that they can participate in the network-meetings. But we also have a concept; Web Part, exposure part and trade networks, where small groups sitting and talking, so hospitality part is great for requests on - for which you can meet new people, normally company owners.

- How many companies come to pre-match events?

550 on average for the last 3 matches, otherwise there will be 300. But the 550, is also with friends and family. Usually tickets are added bonus for the employees and the employees, but for the last 3 matches, it was the bosses and owners who came to the event because it went so well.

- Is there some of your sponsors making use of your communication channels?

We have yellow-week, our sponsor paper - and we often have requests on whether companies can participate in it, advertising, e.g. We are also opening up a LinkedIn profile, in order to be more present on the B2B market

- How do you meet new sponsors?

It is very different, it may be an old lead from an acquaintance, or some sponsors who would like to return as we are back in Superligaen, or new companies in Horsens, either start-ups or larger companies moving here.

- Is there a big difference between national and local companies?

We have not very many national sponsors; they are basically in Horsens or in the region.

- Do you actively seek sponsors?

Yes, we are actively seeking for a main-sponsor, but it is very different, for it is also a question of resources when they have to seek out new sponsor.

- How do you evaluate sponsorships?

We use our CRM system every six months we contact our sponsorships, summer and winter, and it is controlled through CRM.

- Is there different ways to evaluate no?

No, the small sponsor is equal to the big one.

- How important is it to know companies?

The noises are extremely important, it's easier to talk to people you know. And I must say that our former colleague Søren known all. It has been difficult to do without him. We build our sponsorships on trust and credibility by coming out to them, and so they know us up.

- How much influence has fans on companies and their sponsors?

No, we haven't experienced it

- Can it have a positive influence?

Yes, the more fans there are, the more value the companies can get out of it.

Both the exposure and interesting for TV, because it's good TV - and that's why Brøndby IF still can pull as much sponsor money, that's because it is interesting for TV. more spectators would increase the value that the company is getting There are so many, and it provides a value that is hard to measure, but which create value - I want people who are sold out every time, so there will be more people who would contact us and other we would work in.

- How do you do the selling?

We have not sold out to the base game but for the playoffs, there may well be a possibility - and we experienced for the last 3 matches in the first div to spectators counts increased significantly. We will never get a sold-out stadium, but some matches can maybe fill up the stadium, but some matches can maybe fill up the stadium

- Can sponsorships are stopped by club rivalry?

Boats and that are the many companies that are in many clubs - but then there are some who only choose a club, some choose with the heart. We are slightly wedged between cross over big cities, and it can be a problem - and in principle open to all and every penny counts at us with thoughts on the business ethics and how culture is at the sponsor clean companies.

Respondent n. 2: Claus Madsen, Odense Boldklub (OB)

- Could you explain your role at OB?

I work as sales and sponsorship manager, and the work that comes afterwards. We have 2 sales persons, and a team that takes care of the service part, but my role is to bring together sponsors and give them value for their sponsorship, and just give them a network, which it the main reason to become a sponsor here at OB.

Carlsberg come to us because they want to enter a market, the same with Hummel because our brands fit well. It is our partners, and we have many sponsors included in our sponsor

network, where you can trade with each other, get some good relationships and develop your business, it is not for B2C but B2B. Often is sports sponsorships chosen because of an interest in the sport, handball, hockey or football. It is easier to be a part of the networks, if you have interest in the sport, but they join to conduct business, if you have interest in the sport. We at Odense Sport and Event, and OB is underneath Odense Sport and Event, and we have 5 different brands, a conference-center and hotel, OB, golf club, a concert bureau and a catering company.

- So sell the whole package?

Yes exactly. We use all the services that benefit we more money they are here, the more they get more out of their sponsorship and we try of course to gather all these services with us. If a company uses our catering, so they may also use our golf club, so we earn more.

Creates the event for your customers?

We have a basic package, and then depending on the level of travelling or anything else with. So we drive network groups that you can choose. So you can buy subscription, where we have a network meets once a month, which involved around 80th

- Who are your competitors at Fyn?

Handball club HC Odense, and a bike club, which is also relatively large competitor to us, because there are some people who prefer, some other networks. It is not tied to whether it is an interesting sport, but more for the network's fault. They make great events and travels for their sponsors, and they have other options, it is not like us, because we use our home games for events and use our home games for network meetings.

- How do companies measure their sponsorships?

It's very few that evaluate sponsorships. Usually they use gut feeling, and normally the owner of the company that takes the initiative to sponsor. It's all about if you want to be a part of the club or a network, and it's about if the company feels there is interest. It is on remembering level they evaluate, and few are documenting sponsorships.

- How do you follow up with sponsorships?

So far we have not done it, but we will do it soon. We have our sales department, but we just hired two new sellers who need to sell more and talk to sponsor about what they want out of it and what objective and what criteria they have to fulfil a successful sponsorship, what is important to them? Network or to give colleagues an experience, visibility, pleasure, so we have something to start from.

- What about the larger companies?

The major commercial partners have we regular meetings with, where we gather and talk about activities. We try of course by every given opportunity to activate our sponsors through our channels, if we have a concert, we ask our commercial partners if they want to be a part of it.

- How can fans affect the club positively and negatively?

I don't believe it would be negative, it is positive how fans are involved; it is positive how fans are involved. We had a lot of positive feedback from companies when we made a banner for him, and other companies also would like to have been involved, due to the positive message from the companies and fans towards Rasmus, which is huge loss for OB. The worst thing is if people do not care about football, and if people do not care about football or your product, then it becomes difficult. But we have plenty of value in the club and a good story, but we need to work more with our profile, so people from outside know us and know what we stand for, what's OB for a size so we need to work a little more with in the future.

Respondent n. 3: Vicky Flinta, Silkeborg IF (SIF)

- What is your role in SIF?

I'm in sales and selling sponsorships and renegotiating the sponsorships - we work with events and networking activities. We are a small organization, so there are 1000 different roles here at the club.

- How many different sponsors do you have in SIF?

We have approximately 240 without the very small; with the little ones are there probably 300 in total, and those small sponsors donate up to 5000DKK.

- Can you explain company's motives for sponsorships?

Yes, so with the small sponsorships, we do not sell them. We have an external partner for that - a sponsorship of 2500DKK and 5000DKK, and the reason that we do not sell them, is that we do not have time for it. We want to have as many to support the club, it is clear and - they say that they support the club; they get some tickets, some stickers and a chance to say they support the club. The more support we get, the better. Many small businesses cannot afford real sponsorship, which starts at 30000DKK - Some do it to support, others do it because they want to watch football.

- Can you tell us more about the company's motives?

It is a network, and thereby allows access to our contacts, and in generally are there 3 main elements: Love football, do it with heart, there are not so many more, otherwise you will really like to expose a business through marketing.

- Can you explain the expectations companies have?

So, the price is always an issue. But so it is with all products, that's how it is with everything when trading. We can provide a wide palette of products, which are suitable for all. We have a lot of different products on the shelves, to hit as broad as possible. In the past, you could just throw a pair of VIP tickets in the package, but today people want more, they want to network and participate in events and travel. We need to offer more, and I think we are comfortable with that. We offer anything to the companies, it is important for us to hear what are their expectations, and it is important to find out what the client's motives are to be here at SIF.

- So you customize all your sponsorships?

Yes, we do - our concept is that we have a basic package and then customize it to the needs you have - Network meetings, golf, or for national games. It is completely individual from customer to customer, and it also fixes the price of sponsorship regarding of your sponsorship.

- Now that you have 240 sponsors, and they are all individually made, how do you measure them?

Most sponsorships are renegotiated every six months, in summer or winter. There obviously some sponsorship that runs over years. It is such that I have a profile of customers, so I talk to them regularly throughout the year, I'm talking not just with them when I renegotiate, but to the games, events, over the phone and at meetings, just to hear if everything is okay. So there is a constant ongoing monitoring of customers' opinion.

- Follow-up is formal at meetings and informal to the games?

Yes, it is clear that it is less formally to the games.

- How many events do you have besides games?

Of course we have all our matches, once a year an away trip, we are at a football match, once a year we are on a foreign trip there last 3 days, a golf tournament every year, a large

Christmas lunch with all the sponsors, so we have a cooperation fair, and we have two networks - Børsen Executive Club with 10 meetings a year, and Silkeborg-Net, which has 14 meetings a year ... and all the companies, are of course not involved in all of them.

- How do the companies measure their sponsorships?

Its damn hard to evaluate, and makes our products difficult to sell. We cannot say “you can get this and this from a sponsorships. It’s a lot about networking and opening up new doors, but it is difficult to measure, and you don’t know how much to put into it.

“Was this deal made, if I'm not within the network?” and these networks we do is to create the networks, but it's hard to measure and how much work are the customers willing to put into the networking meetings. Therefore it is very important to have an ongoing dialogue, to hear how things are going and whether they are happy and satisfied. If you only talk to them every year, and they are not happy, then it's damn hard to save a sponsorship. Where you could save it normally if you have a dialogue - but that is really hard to measure. But LED can be measured on our matches, and there are the companies that analyze how much a company's name is mentioned and so on. But there are very few who use it, and will spend money on it - and it's not something we do. There is only one who has done it in my time - and it was a main sponsor. It's really expensive, so they will not spend money on it, but the companies should feel they are getting something good out of it.

- So it's a gut feeling?

Yes, that's it and they like if they hear others say that they have seen them in the stadium, seen their logo, seen their crew and heard about them via SIF, it's that anything that helps our cause - that people are talking .

- So companies expect that there will be a report or some statistics?

No, they do not.

- How do your fans influence your sponsors positive or negative?

We don’t have a big group of fans, and it is strange to see how they could influence the sponsors negatively

Respondent n. 4: Kent Madsen, Silkeborg IF (SIF)

- What's your role in the club?

We run a football club and a property business. We want to succeed our football by a healthy business – an economic sustainable foundation. We are investing in talent and new stadium, which will help to make our business healthy. Our stadium model is unique it is paid in cash. This means it comes in use in 2017. Highest standard in Denmark - no increased costs only increased revenue. The strategy is that the company should be economically healthy.

- Can you tell me about general thoughts about being a sponsor at Silkeborg IF?

It is really hard to say something about the general idea, what the different companies, and my view is that the larger the business, the more is the weight of the exposure surface - whereas the small and medium enterprises, emphasis on network part, but SIF has worked for 25 years with sponsorships starting in the 90`s, and has developed sponsorships and sponsorships packages; and we are in a provincial town in the municipality with 90,000 inhabitants and 45,000 inhabitants in the city. Deliver networks for the business environment in the city - and today when we ask them (companies) what is important when sponsoring us, then networking is priority number one.

By far the largest of the sponsors, 90 percent, is present herein in a way. It is very difficult, as we have in common with all other Jutland clubs. It is very difficult to attract large

nationwide companies, if they are not represented here in the city with a department. Our main sponsor Mascot has a headquartered here, Jyske bank is domiciled, JYSK's owner lives here - so there is a connection to the area from our sponsor - otherwise we cannot attract them.

- Since 90 percent are from the local area, it is also those who provide the biggest part of the sponsorships?

It's a huge challenge to our geography because it is relatively limited – not far away are you closer to another major league club. So our geography, demography and the business is limited in our area, so we must be very skilled to fish pond close! Get the largest possible part.

- Yes, you are close to other major league cities ..

There is a 4-5 cities with major league clubs - and there are many handball clubs, BSV - Danish champions are here, and they are the same companies we are fighting for. So it is a big challenge for us.

- So it's the same thing you seek, like the other football and handball clubs?

Yes, handball has a stronger appeal to women - there are more women who like handball.

- Do you categorize your sponsorship and how?

Yes, we have different categorize, you can see them all on our website. It is very similar to the other clubs - General, Premium, Etc. But what we have done differently from the others is that our sponsorships are individual, we have made it transparent to all of our services, as you put together your very own sponsorship. So the more you buy, the more you get.

- How important is networking-opportunities for sponsors?

It is extremely important, to be able to making business with others in the city. We operate the network meetings, with 75 companies - we also run the Exchange Executive Club, where leading business people come and give lectures once a month, Silkeborg has 80 members, and making a long series of events to stimulate the network, which is essential today if you have to keep your sponsors.

- What other motives besides the network part?

So the network part is central! But then there is also exposure to one degree- large companies make use of TV time, our IT banner and on the jerseys, it's big business. There are also some who choose to go on targeting the local audience in the form of banner that does not come on TV, and visibility in our sponsor lounge, that is where the interest is to trade with other sponsors. But exposure to different degrees, another not insignificant part, is to have goods to employees. Tickets for customers and employees, and companies are aware that the majority think it's positive that the company supports sport, so employees are proud to support the football. So creating added value in the corporate culture. You could say there is a business group, which is a decreasing proportion, regional commitment – “I operate my business here in town, so I have an obligation to contribute to sport and culture in town”.

Where exposure and performance is not so important. There are fewer companies that have a local owner, and another thing is the company's competitive conditions are harder, after the crisis we have had some years ago, so you can not afford the luxury. I have been within in the business for 25 years, and companies are more and more anxious to get something back, something for something.

- Can you describe how companies measure and evaluate their sponsorships?

It is unbelievably difficult for them to measure, so they say ‘we are the biggest workplace in town and assume our customers think it is a good idea - it is more like a policy in the company.

It is very different, so many of our customers do not measure specific. That is, a majority does not measure specifically, but form a sense of whether they get something out of it, but then there are also some that are quite sure of their measurement methods. How many minutes for my banner on TV ... how much does TV television on TV2 versus their banner ... etc. So a more specific physical objective - there are also some who evaluate "I've got some business with others in the network" - but the vast majority use your gut feeling, that's my impression. A lot of our clients do not use specific measurement methods, but form a gut feeling towards the sponsorship

- Is there a difference between large companies and small companies?

Yes - the big companies spend more resources to measure, but again Jyske bank a major cooperation partner with us, and they do have a market share of 30-40 percent, so it's incredibly hard for them to measure, so they just say that we are such a large company in the city, so we assume that our customers think it's a good idea that we support the sport. So it's not a millimetre measurement, but rather a policy in the company.

- So it creates value for customers, because there is a loyalty to the club...

Most here in Silkeborg have a positive view on us, since we put the city on the map and they would like to support it.

- Considering how fans can influence the sponsorships?

I believe fans can influence sponsorship, but we don't experience that, we are a little club, in a little nice town. No impact on us, but maybe at the big clubs. I think fans can have a negative impact, but it is not something we have. We're a small nice city, very limited influence; no brawl

- Maybe a positive effect?

It's a damn hard one.. Some might say maybe it's a bit boring too, that we don't have that many fans. Brøndby IF have a lot of fans, and the atmosphere they create is attractive... we are on the opposite side, and I wish we had 1000 passionate fans. While there may be problems with the away team's fans, we also love it, because they create a fantastic atmosphere. Silkeborg is not a working town - a quiet and nice place, which reflects the fan culture.

Respondent n.5: Lars Glinvad, Aalborg Boldklub (AaB)

- Considering your experience, what are the general sponsorship objectives?

Many do it with the heart, and want to support the city and the team of North Jutland. Then there are also some who use sponsorships strategically and externally that they want to show a political statement that they support us. Then there are some who do it formally; because of it is a good network. So we have about 700 business guests to our company events, it is easier to talk to people through emotions, and football has a lot of emotions.

- So you could say that there are different categories of sponsorships, depending on the size of the company?

Hmm, no.. Clearly more product you buy from us, the more rights you have. Becoming a sponsor's mean that you have some rights.

And as I said, the more products you buy from us, the more rights you get and more opportunities you have.

- What reasons are there for sponsorships?

There are certainly many reasons.

- And you are involved in the agreements?

Yes I am.

- How do you contact sponsors?

We started with some sales staff, to get out and look for some more. In quotes "it's not hard to get meetings with AAB because it is AAB", for it is a rather interesting brand. And the moment we act with 300 sponsors and just here in Nordjylland there are 70,000 CVR numbers, so there is plenty to work with.

- Which topics is most interesting for companies?

It's a combination of everything. Most companies are here because of the networking, and to increase their network.

- So companies are using network possibilities, as part of how they evaluate their sponsorships?

Yes, it's like having 2 fields with oats, one field use water, while the other uses also water, but you fertilize too.

- How does companies evaluate?

It is a shame they don't use more resources, but it also depends on the size of the sponsorship. The larger you are, the more opportunities.

- Have fans influence sponsorship?

No, not in any way. But we have a coordinator he works to get the culture spread in our organisation, but also to the companies. It has no influence on the companies that fans are loyal and there is a good flow of spectators.

- What about the negative influence?

If it is continuing, like we saw with Brøndby IF and their chairman, and thereby large sponsors would demand the club controls their communication channels.

For one can say that those who sponsor the football versus ice hockey - where ice hockey is a bash sport. Where construction markets mainly sponsors, but in football it is perhaps a little more sophisticated.

- Do you use the coordinator as a link?

Yes, as a link from fans to sponsors - so there is line in our culture. Our fan is a little neat, and therefore has no great impact negatively on our organization.

Respondent n.6: Casper Porsgaard, F.C. Nordsjælland (FCN)

Casper Porsgaard - FCN - Key account manager for 6 months.

- Can you tell me about your role at FCN and RightToDrem(RTD)?

My primary responsibility is to get new partners and new sponsorships in house, in the lounges and sky-box, but also of course be present at home matches, but also one of facilitator to our network . So it's actually still my main responsibility, although RTD has taken over, so it has not changed that much, but perhaps more background has changed, and the story behind - so when we sell our products, we consider the course RTD, because it is a good story and part FCN.

- So it's more the product that is being sold differently?

Yes, the people have the of course questions for RTD, and when we have to sell the product, we have to get into RTD, as it is now a big part of FCN.

- Can you tell about corporate motives for establishing a sponsorship?

It is clear that DHL, Arbejdernes LandsBank and Telenor, which is our major partners have of course some other motives than the slightly smaller local companies. But as a starting point is their purpose that they want to be part of a company as they can stand for, and they

would like to see their brand being associated with. The major sponsorships may look more on a the history behind the brand, but maybe DHL will be more exposed in FCK where there are more spectators and more TV money, and they appear at the right time - local companies do it because of networking, where every second Thursday, we have network meetings, where there are 60 companies participating on average, which can create networks, and get new customers and good relations, and use it going forward.. So it is the slightly smaller customers who make it there - DHL is of course also represented in our network, but with their worldwide turnover then it might not be here they will gain big profit, but more to be visible and show up as main sponsor. So motives are of course different, but for the slightly smaller partners it is also to invite some customers in and enjoy the hospitality part because football's the greatest sport in Denmark and it's like it all people are talking about, it can not really get around, that's what people want to see and be a part of. So to invite customers into the lounge, get some food, and watch some football, is something everyone wants to be a part of. So it's good customer care and so it is a good network in the community, and get some good experiences in the stadium, which are the main objectives.

- How many small businesses are using the networking opportunities?

Most of them are in the network - both large and small. Networking means everything for all of our sponsors, because it is that they can get something back, so if they put a sponsorship of 50,000 kroner. but maybe you can earn 100,000 kr. through our network, so it's a good story for us, and that they hopefully will renew their contract with us the following year. Therefore we use a lot of resources on this network, because we know there are our partners for anything again, where we are five representatives participating from FCN every time.

- What does the big companies get out of the sponsorship?

Well, that's a little different from the Arbejdernes LandsBank and DHL, which are two of our main sponsors - they have some other hospitality options than smaller companies. They sit in AL Bank lounge where there are some other facilities, the food is a little different, so the, here is a high standard, but it is something different and just as with the price. So the motives are different, in this hospitality part - and to see themselves as part of a good product. We have a healthy economy and healthy way to run our business. Not like in Brøndby IF, where there has been a lot of history, it is something companies do not appreciate, that there is a story every other week "now is the director decamped" and one thing and another. This is something businesses appreciate that they know what they get from us, and how we run it. But also have our own talent department, and last year had the youngest starting line-up in the league, the companies think it's a good way of doing business - all honor and respect for FCK, but they operate their business in another way, we cannot buy a player like Santander for 40 mil. But we have another way of running our business.

- So you are selling a different product from FCK, but are they also a competitor regarding sponsors and sponsorships?

No, they are actually the same. We have Danske Spil a betting company, they have Unibet. The sizes are the same, DHL is also represented in FCK, but not as much as with us. The companies are the same, but the products we sell are different. FCK holds many concerts, so they can invite friends and businesses in to see concerts etc.

- Do you evaluate sponsorships?

We don't do that, it is their own responsibility. But it is easy for our partners, if you get some new customers, then it is quite tangible to. We help them to get in touch with a specific partner or company – but it is from the matches and network meetings, that the companies get most out of the sponsorship.

- What do you do to gather your sponsors?

We see European football and watching performances by some of our major customers and have golf events, and also a festival. We are trying to create many events, it is a good way for our customers that they can see each other in a different way than just networking meetings, but that you are experiencing something together, you get a different relationship. Many feel they get much out of the sponsorship by participating in our travels. We have planned everything down to the smallest detail, and the trips are very popular and are almost sold out every time.

- How much influence has a fan base on the establishment of sponsorships?

Well, it's clear that we want more fans and it's something we hear all the time that are blank on our stadium, and this year we have not had so much to play for. When we were champions, we had a full house every game, and we had a lot of interest from companies and people interested in football. The play on the field is related to how many fans we have in our stadium, and that is related to the interest in being a sponsor - so that the obviously something we work on. We have partnered with 60 cooperation clubs where the young children watching the matches, so it helps us further. But you must have in mind that we are very young and to look at AaB which is over 100 years and where dad and granddad went to the stadium

- Is there a decrease in interest when it goes less well for the club from the corporate point of view?

Yes, it sticks together. When we won the championship it flooded in with companies and sponsors who wanted to be a part, and we could hardly keep up with the interest. Last year we knew FCK would be champions and Hobro IK would be relegated, and we did not have that much to play for, and therefore was it clearly more difficult to gain sponsors, when it goes less well, and we struggled with at the top. So the experience is not the same if we are not chasing a result and it affects sponsors, it is clear it is difficult to get sponsors when it goes less well.

- So the interest in league also affect you if the league is boring?

Yes, but it's also a little strange, because if we look at Sweden, they have a much higher average spectators, despite that we have a higher level and I believe that we could beat most of the Swedish team. But there are of course made a new league structure, and there are all matches important, so it will strengthen the league that we have more to play for.

Respondent n.7: Pernille Vaaben, Lyngby Boldklub (Lyngby BK)

- Can you describe your role in Lyngby BK?

I work with communication and business in relation to our partners - and I am responsible for activating them and doing events and make activities with our partners. In Lyngby, we have created a consulting house next to the club, which is unique. There's huge competition in our industry and F.C. København is well known for their experiential frame; F.C. København and Brøndby IF have fans. So what should we do? We want to be known for business and good ROI, which must provide value when working within partnerships. We do not call it sponsorship but partnership. We set specific objectives and provide consultancy services to companies, so there is a PR and creative concept developed for each company. We measure how many meetings they have had, how much exposure they've gotten through digital channels, events, seminar .. etc. And use the stadium as a framework.

- So you are measuring differently according to which company it is?

Yes, depending on who it is. But it is extremely important to document the value of a partnership.

- Okay, you can tell me about the different sponsorship motives?

Yes, Johannes Fogh are we currently negotiating with. They want to supporting local development visible in the local area, they would like supporting our mission and vision - in it, they want to use it to come in contact with our other partners, since there are definitely some that could be interesting. So we make Johannes Fogh Cup where we get new customers and they get a good experience, and Johannes Fogh makes their brand stronger. Andersen Cars like the local area and would like to make some content indirectly, where you can win a Lyngby car for a week. In general is it because of business.

- How big of a difference is there between companies?

There is a big difference, but you remove the donation thinking, and focus on partnerships.

- What proportion of businesses are national versus local?

It's a good mix, we have, for example. Carlsberg as beer sponsor that somewhere, is a classic sponsor. Then we have a lounge for LOXAM, which is an international company which is engaged in construction - they use the lounge as a network-oriented, because they want to develop their business in Lyngby, so we help them to brand themselves and invite them to other customers, thereby networking.

- So there is a network in the partnership...

Yes, communication and marketing is in the end interesting. It's about relations and networks, and you have it in the world of sports, which is unique for us. Here we help them to do the work, and other places are not helping getting customers, but we have consultants in our company. We have 10 specialists sitting in our consulting house working with our partners ... the sales, PR, marketing, or communications services - we help them with everything.

- How do you evaluate your partnerships?

It is difficult to measure, but we try to develop a new strategy and it depends on which services our partners prefer, we use both quantitatively and qualitatively. It has to give something back to the bottom line, either directly or indirectly. More meetings, or more agreements - or through marketing, how many leads we've got for them. How many have come to network.

It can be measured in numbers. There is the big variety of measurement tools that we use, depending on how partners and we are in the process.

We have a reporting system, so every time we make a post on facebook, can we see the value of the post - then we can sit down and compare the various post - and compare with what it would cost for them to post on their facebook page versus ours. The company can see how many are betting on our game and then track the lead from our sites, this is a very specific measurement method.

- How much does fan-part stand for regarding establishment of a sponsorship?

Of course it has a huge importance, because the bigger fan base, the better - but we also want the right fans - and we have a strong economic area with families having purchase power, and it makes sense to interfere with them.

- Can fans have a negative impact on sponsorships?

I have not experienced it so far. It has never been a challenge for us. We have a more neutral fan base. Some selling b2b and b2c other, and it is especially b2b who need network portion. It is very different for business to business, some are concerned about the fan culture, while others are focused on B2B and opportunity to get new partners, Carlsberg is focused on b2c,

it depends on what your target audience is. B2B is the main focus, and the chance of establishing new cooperation

- How big is part of B2B compared to B2C?

80/20 or 70/30 focus on B2B, taking into consideration that we don't have a large fan base FCK has a larger fan base and therefore have other options.

Respondent n.8: Mikkel Rossing, Mindshare World

- Can you tell me what you are you're doing at Mindshare World?

I work with sponsorships and partnerships. Sponsorships are more classical exposure, where you get a logo here and there, and maybe mentioned in a press release - whereas in a partnership are there maybe more engagement. In a relationship are there three partners, the company that will create a partnership, the company included in the partnership and then there are the users, if the users do not get anything out of it, then the companies get nothing out of it. It is an interaction between the three, if the user can see a correlation is it not good. There must be a common thread between the parties and the trinity.

- Can you transfer this trinity to the world of sponsorships?

Yes, undoubtedly can you transfer it. But it never gives sense to spend 1 mil. DKK on a classical sponsorship, without activating it in some way.

- Can you tell me about company motives for sponsorship?

There are many different kinds of sponsorships in football. If you sell the beverage you may have a desire that your product will be available in the stadiums, it is justifiable for the sponsorship, but it can present certain places in the country can make sense because you every other weekend can sell your products at the stadium. It can get very tactical to select the different clubs, if one company by the usually do not have a good hold of customers where the clubs are geographically. There is a lot of focus on B2B, instead of a consumer-minded view, but the idea is more that if becomes sponsor of FCK, we get automatic access to the games, cultivates existing customers, and attracts potential customers, you get a pint and it will be less formal. Additionally, running many networking meetings so that you can subscribe to various network and meet other companies where you sit 20 in each group and then meet they see each other every Wednesday, I think. FCK also use it to help their sponsors so they can expand business networks, and creates a lot of networking groups. Another thing is awareness, companies entering the world of sport, without specifically much knowledge, you turn to a market and get attention around their brand. Another option is additional sales and get new members, users or subscribers. There is also another opportunity for businesses, and it's where a football club has the very same values as the company, so if the company can borrow "goodwill" from the club and use the club to get their fans, and the fans are thinking that the company has the same values as their football club, then there will be dignified transfer between the 3, then one will be more easily positioned in the consumer's attention.

- What is the difference between companies' motives?

There will always be a great interest in the local clubs. Businesses can make a contract where the sponsorship not only supports the first team, but also supports youth department - you get the more exposure out to the family where their children play in the club, so it can also come in contact with. It requires a certain club size of firms before it makes sense to conclude a sponsorship. Carlsberg sponsor not just anyone, the club must have a certain size

before it is relevant and makes sense. Carlsberg will indeed be the best beer in the market and FCK will also be the best in Denmark and OB will be the best in Fyn, so there is value for both parties to enter into a sponsorship.

- Can you tell a bit about how to evaluate sponsorships?

There's the classic CEO sponsorship, where very few measure, and if they do, is it very subjective and based on a gut feeling. One can make a prior examination of a club's fans, and examine how they see the company's products, running a test and subsequently examining whether the company's products has increased in preference of the fans, because it is the same segment they want to hit. The first part is awareness, the second part is respect and they have a preference over the company's products, and eventually companies will like to have loyal customers, and if you make a long-term sponsorship, which really connects a brand with a football club, then there will in many cases to proportion of consumers have a preference and may have a loyalty will increase the period, with the target group to work with. If a company is looking for multiple users on a betting site, so you can quite easily see trends, "if you are a fan of this club you get a bonus." So they analyze your behaviour through a cookie, and continuously keep an eye on how much you play and how often.

- How many companies are working specifically with analyzing their sponsorships?

There are far too many who do not conduct an analysis and do not measure their sponsorship, and what value they get out of it. Companies have various products and can analyze in various ways, but in general thoughts of businesses is "many likes on facebook post" and "cool we had a bar at a festival with our logo", then it is approved. There are too many that do it and there are too many who just quickly make a decision about a sponsorship, and that is not that expensive, 300,000DKK, for example but then make an evaluation of 25,000DKK, I can't see how the money is not worth it. Because you don't really know if the sponsorship is worth it. There are so many who don't do it, so there is of course a way of doing it better! It is disappointing to see that a lot of money is being spent on sponsorships, without being analysed and without having to find out if the sponsorship is worth it. When companies are asked whether it makes sense for them, they can't afford to say no... They must be able to say that it makes sense for them. In mindshare, we also have a traditional agency, I will always be asked by my colleague can measure a 300.000 DKK TV Commercial, and asks me if a sponsorship is worth the same, we have to be better answering that question, and make extra sponsorship activation. Because they say "for the 300,000 can I get x number of TV advertising", "can you give the same value for your sponsorship?". We must be better to answer questions from customers about what they can actually get out of the sponsorship. You can buy attention in many other ways, which will certainly be cheaper. So it's important that we create a value in the sponsorship, the company will use the club's values and corporate values to target a specific audience, so they can understand that there is a connection.

- How much influence has the fans on sponsorships?

It is different, it is very different from company to company, but the company knows the fans by following them on social media, and the company goes through a thought-process before engaging in a sponsorship. But fans can also have a negative impact, it is a bit of a bet, because it goes up and down in football, and therefore are there many short-term sponsorship deals. But you take the upturn but you can be unlucky with a downturn, and it can influence, but I don't personally have much experience with negative implications, but it is of course a risk.

Respondent n.9: Michael Toft, Sponsorpeople Advisory

- Can you describe your role at Sponsorpeople Advisory?

We work with brands, and those who can offer sponsorships, so we work with both sides. Brands come to us to get sponsorships or optimizing existing sponsorships, and football club that has the ambition to find a new partner, or optimize. It means that we have a better understanding of how to work with the task.

- How do you work with the case when it is executed?

We work with two types of tasks, one property value analysis (PVA) and a ROSI return of sponsorships. They are somewhat the same, but PVA value the sponsorship should cost in a football club. We look at what the football club has to offer to a potential partner, and what it should cost. In the same way we look at their current sponsor and see what they have been through. The exposure you get from football shirts with the sponsor's name, so you will be visible on TV, and then we'll convert what it would cost with a TV commercial. But we also expect that one does not get the direct message, but into direct message. The problem is that all media agencies do it in their own way, and therefore it is not always right and true, but if you have made your studies in the same way, then you have continuous surveys and data, year after year. Another thing is also that when the company must show what they have gained from the exposure, then you should be able to defend why you go into a sponsorship, and why do not you buy a TV commercial. Actually, you do not care where you get your exposure from, as long as you get it, but you want to have an ongoing optimisation. We know marketing function, but you do not know 50% of your budget function. You accept sponsorships and commercial agenda of sponsorships, if it is done properly, unlike TV commercials or internet advertisements, and the effect is forgotten because they focus on how many people view this sport, but you are more interested in to know how many are following the sport actively.

- Depending on what business you are in and how big the companies is, then you have some motives for getting involved in a sponsorship...

There is also a lot of executive sponsorship, where it is only because the director thinks it's funny, then it may make sense, but we do not work with those. It is total the director's position. If you look at the local sponsorships, it is very much the network in the clubs and in the local environment that is interesting. AC Horsens has for example X number of hundred partners, and they focus on watching football with their customers, the exposure they get out there, is unimportant. After that, the big company level where companies generally focus on exposure, it is companies that do not have as large marketing departments, not that many resources, so their focus is that they must have their brand out towards their segment and be displayed to some point. There is not many working with the sponsorship, but the idea is the more "what it costs here and now" instead of a TV advertising and sponsorships typically have a lifespan of 1-2 years. They do not think long-term, and it is linked to the price level – because you don't know your budget in two years time. So when it does not become a strategic priority from top management, it is also difficult to work with in the long term. The largest companies, such as Carlsberg and ALKA, where it becomes a priority from the top and therefore it is easier to work regularly with, and you have a renegotiation probably going to right now, therefore are large sponsorships are easier to work with.

- Is your focus most on the middle part of the business that establishes sponsorships?

We're not at the lower part. But we are working with the middle part and some of the bigger part, where they are relatively new within the world of sponsorships. We're right on the verge between the middle ones and the big ones. We're doing a study if companies want to find out where they get most exposure, here and now. If they want to work strategically in the long term, then we also make recommendations to them. We often see that companies wait for the clubs come to them, instead of actively explore the market, and choosing the right sponsorships - and there is a huge difference on cooperation. Because if you just decide what you are offered, you may choose the best of the worst and it's not necessarily a good business strategy. We help our clients from strategy choice for the measurement of sponsorship but very few companies put in time to measure a sponsorship. We help with the company's motives, and doing background analysis and market analysis, to come up with the strategy. We have had to make a physical activation of the sponsorship, but instead we acknowledge that the digital activation is better, and therefore are we working with digital activation today.

- Some clubs choose not to involve their sponsors digitally ..

The sponsor providers that exist in Denmark are not professional, do not have the competence nor have the resources to boost a sponsorship. They may be supportive but they can not promise, to boost a sponsorships - This can be seen in many clubs, there are sitting 50 sponsor side by side, where the focus is hospitality. It is the fast-money that interest the businesses, and it's hard to get something out of that approach.

- How is the proportion of sponsorships represented in their budgets?

It is more than 50 percent, no doubt. How much is hard to say, many clubs have really difficult to sell the big sponsorships, the Danish National Teams do not have a sponsor, but several. So they try to sell 4-5-6 sponsorships, like the Champions League and they have not succeed yet, so it is an indication that there is generally a challenge to sell the major sponsorships. There is much focus on getting new sponsors all the time, instead of focusing the sponsor you have already involved. You get a lot of sponsor into these sponsor network, but the focus is not to get the existing sponsor converted up to more expensive sponsorships. There are not enough quality in a football club, the brand is not managed well enough. But when spectators numbers drop in football and no changes are coming, then there's nothing positive for sponsorships.

- Therefore, the super league structure also changed, to make it more attractive.

Yes, we hope to have a positive effect. But Adidas, for example, has gone out of a lot of sponsorships and the national team, only to focus on the largest club FCK. Then Hummel then entered the national team, but at a lower price because there is generally not the same competition to get the big sponsorships from business side. It has been difficult, for example. FCN because you have so much extra to offer.

- Yes, it's a trend. The big companies want more out of their sponsorships, it's evolution ...

To a large extent, but it is still attractive to include the major sponsorships, if you do it right. However, as the focus is short-sighted, so sponsors can not 3-4 clubs, so you might as well buy a league sponsorship as there is more value in, or handball national team, which has a super value exposure point, because there are so many Danes who see it. As a main sponsor of the FCM compared to mens national team of handball, it may not pay to be in such a club.

- Yes, if one focuses on the exposure, you can get more out of the Danish handball team ...

Yes, because the focus is on the exposure. Disadvantage by sponsoring the league, is that people are fans. Ceres sponsor AGF Aarhus, the city's beer, which supports the city's team and the associated profit from that, rather than a general sponsorship.

Appendix D

D1. Questionnaire used with companies

FOOTBALL SPONSORSHIPS							
General Questions							
Thank you for participating! This survey will be used in order to analyze the danish football sponsorship market. Please answer the questions from a sponsorship you have been directly involved with and answer the following questions based on that experience.							
1. Please type the name of the company (If you would like to be anonymous, please type X)							
<input type="text"/>							
2. Based on a national market perception, please indicate the sponsored club's position/status from your point of view							
<input type="radio"/> Big club							
<input type="radio"/> Medium club							
<input type="radio"/> Small club							
<input type="radio"/> Other							
<input type="text"/>							
3. Marketing - The sponsorship is a an important part of our...							
	Strongly disagree	Disagree	Slightly disagree	Neither disagree or agree	Slightly agree	Agree	Strongly agree
Marketing budget	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

A: Motives

This part will focus on the company's motives for the sponsorship

4. Motives - Based on your former experience, please evaluate following statements:

	Strongly disagree	Disagree	Slightly disagree	Neither disagree or agree	Slightly agree	Agree	Strongly agree
The image of the football club is important for the establishment of the sponsorship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The geographic position of the football club is important for the establishment of the sponsorship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The football club's relation to the local community is important for the establishment of the sponsorship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The size of the football club is important for the establishment of the sponsorship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Motives - Based on your former experience, the main reason to sponsor a football team are...

	Strongly disagree	Disagree	Slightly disagree	Neither disagree or agree	Slightly agree	Agree	Strongly agree
Because of internal interest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To increase sales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To increase brand awareness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To reach target audience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To reach new target	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To invest in the local community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Because of working force recruitment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Because of employee motivation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

B: Measurement & Evaluation

This part will focus on how your company measure and evaluate your sponsorship

6. Measurement - Based on your former experience, we measure the sponsorship by...

	Strongly disagree	Disagree	Slightly Disagree	Neither disagree or agree	Slightly agree	Agree	Strongly agree
Brand awareness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased emotional ties to the club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Indirect benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Long term attributes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales activity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lead generation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lower customer acquisition cost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Measurement - Based on your experience, please select a statement

- It is difficult to measure sponsorship outcome
- It is easy to measure sponsorship outcome
- There is no standard method to measure sponsorship outcome
- Other

8. Evaluation - Based on your experience, please select which methods of sponsorship evaluation you use

- Internal feedback
- External feedback
- Media relations
- Dealer/trade responses
- Research with consumers
- Print/TV media analysis
- Other

C: Fans

This part will focus on the how fans can influence a sponsorship, and how important the interaction level between fans and clubs is for your sponsorship

9. Relationship - Based on your experience, the relationship between fans and club...

	Strongly disagree	Disagree	Slightly disagree	Neither disagree or agree	Slightly agree	Agree	Strongly agree
Is important for us as a sponsor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is important for us to be an active part of as a sponsor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helps define our sponsorship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Influence - Based on your experience, please evaluate fans influence on sponsorship

	Strongly disagree	Disagree	Slightly disagree	Neither disagree or agree	Slightly agree	Agree	Strongly agree
The harmony between fans and club can increase the company's brand image	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fan loyalty will over time affect the company's business objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Long-term cooperation will increase fans commitment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fan rivalry can stop our sponsorship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fans attendance can affect sponsorships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Companies' decision-making is influenced by fans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thank you

11. Feel free to leave a comment

Thank you so much for your help!

If you are interested in receiving the dissertation please leave your name and email.

Best regards,
Frederik B. Schoop

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Appendix E

E1. List of respondents that integrated in the questionnaire

Table E.1: Profile of respondents of the online questionnaire

Company	Sponsored Football Club (Number of clubs)	Respondent	Position/Title
Casa	AC Horsens (1)	Per Hansen	CFO
Tulip Food Company	AC Horsens (2)	Per Bregendahl	Media Manager
EDC Erhverv Aalborg	AaB (1)	Frank Jensen	CEO
Johannes Fog A/S	Lyngby BK (1)	Carsten Ludvig	CEO
Dagrofa	Lyngby BK (2)	Peter Hiort Lorentzen	Executive Vice President
Jyske Bank	FC Midtjylland (1)	Jens Skov	Marketing Director
Royal Unibrew	AGF (1)	Henrik Brandt	CEO
Syd Bank	SønderjyskE (1)	Mads Sørensen	Marketing Director
Danfoss	SønderjyskE (2)	Mette Refshauge	Marketing Director
Jonson Consulting	FC København (1)	Søren Jonson	CEO
Norrporten	FC København (2)	Thomas Hansen	Marketing Director
Andelskassen	Viborg FF (1)	Vibeke Vangkilde	Marketing Director
JBS Textile Group A/S	FC Midtjylland (2)	Michael Alstrup	Marketing Director
Bravo Tours	FC Midtjylland (3)	Peder Hornshøj	CEO

Sportsmaster	FC Midtjylland (4)	Thomas Christensen	Teamsport Consultant
OK Benzin	FC København (3)	Ole Kjelgaard	Marketing Director
AutoC A/S	Randers FC (1)	Mikkel Hentzen	Owner
STARK	Hobro IK (1)	Britta Stenholt	Sales Director
Insero	AC Horsens (3)	Anders Midgaard	CEO
Carglass Danmark	Brøndby IF (1)	Carina Bukkehave	CEO
Blue Water Shipping	Brøndby IF (2)	Jan Hansen	Marketing Director
Det Faglige Hus	Esbjerg fB (1)	Carsten Weiss	Marketing Coordinator
Mentor IT	Esbjerg fB (2)	Søren Frandsen	Marketing Director
Rambøll Danmark	AaB (2)	Ib Enevoldsen	CEO
Eurostar Danmark	FC København (4)	Johnny Damm	Sales Director
Jutlader Bank A/S	Hobro IK (2)	Per Sønderup	CEO

Appendix F

F1.Results of the survey with Companies

Figure F.1: Profile of clubs

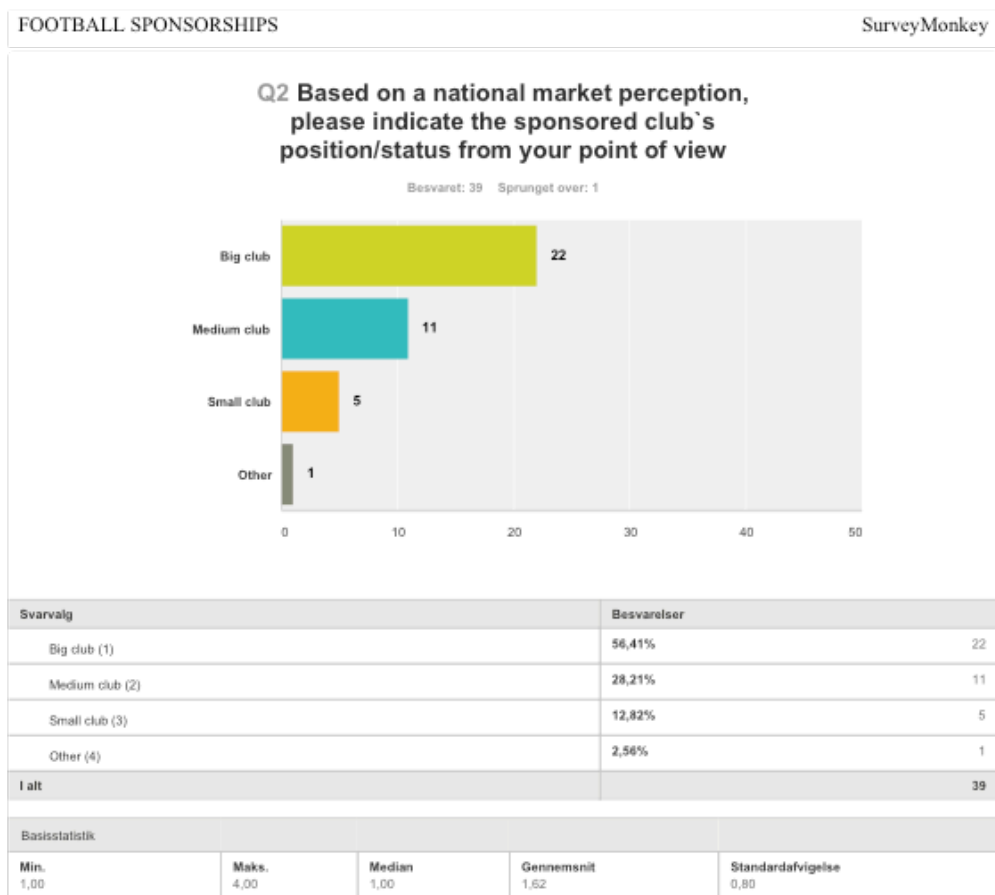
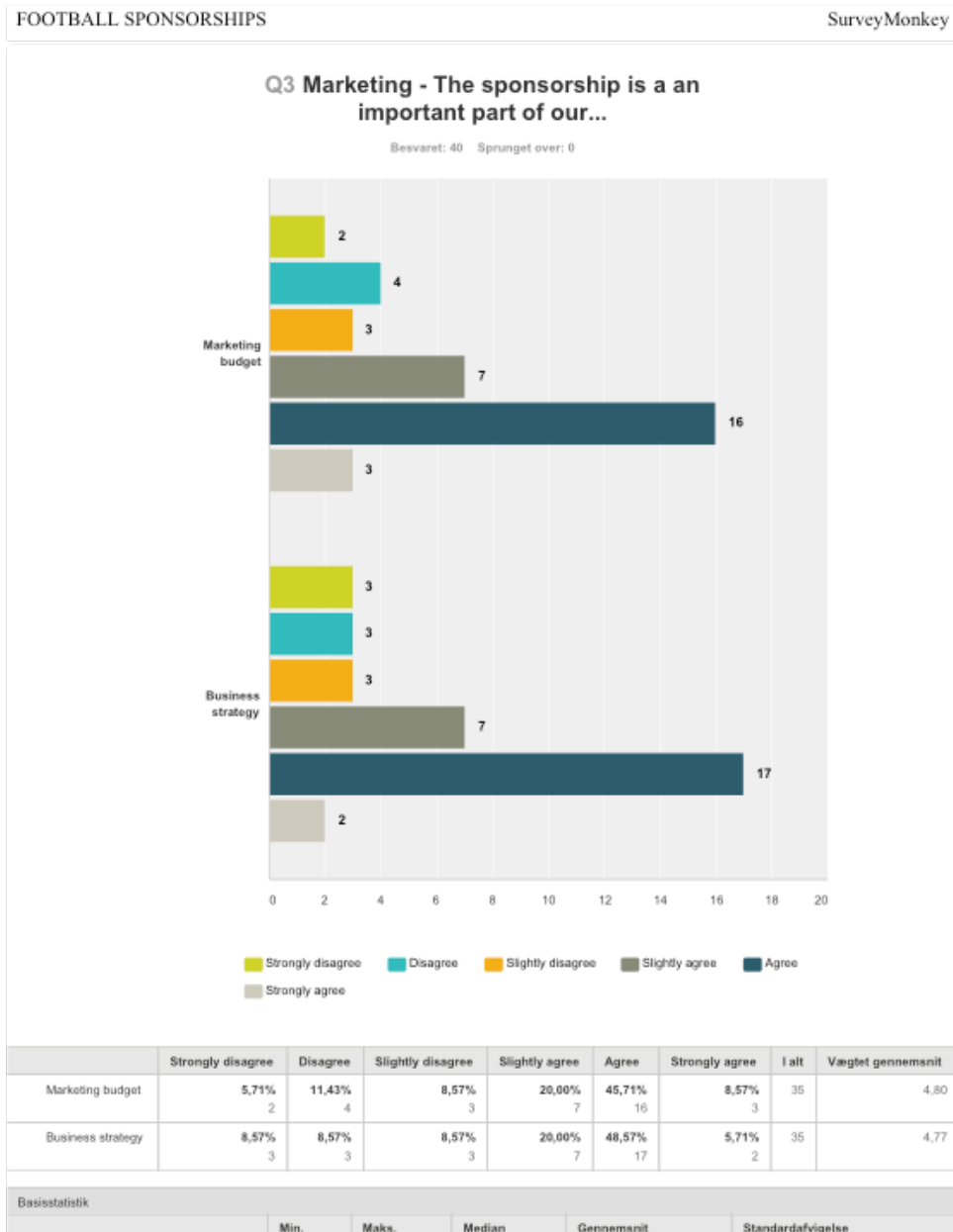


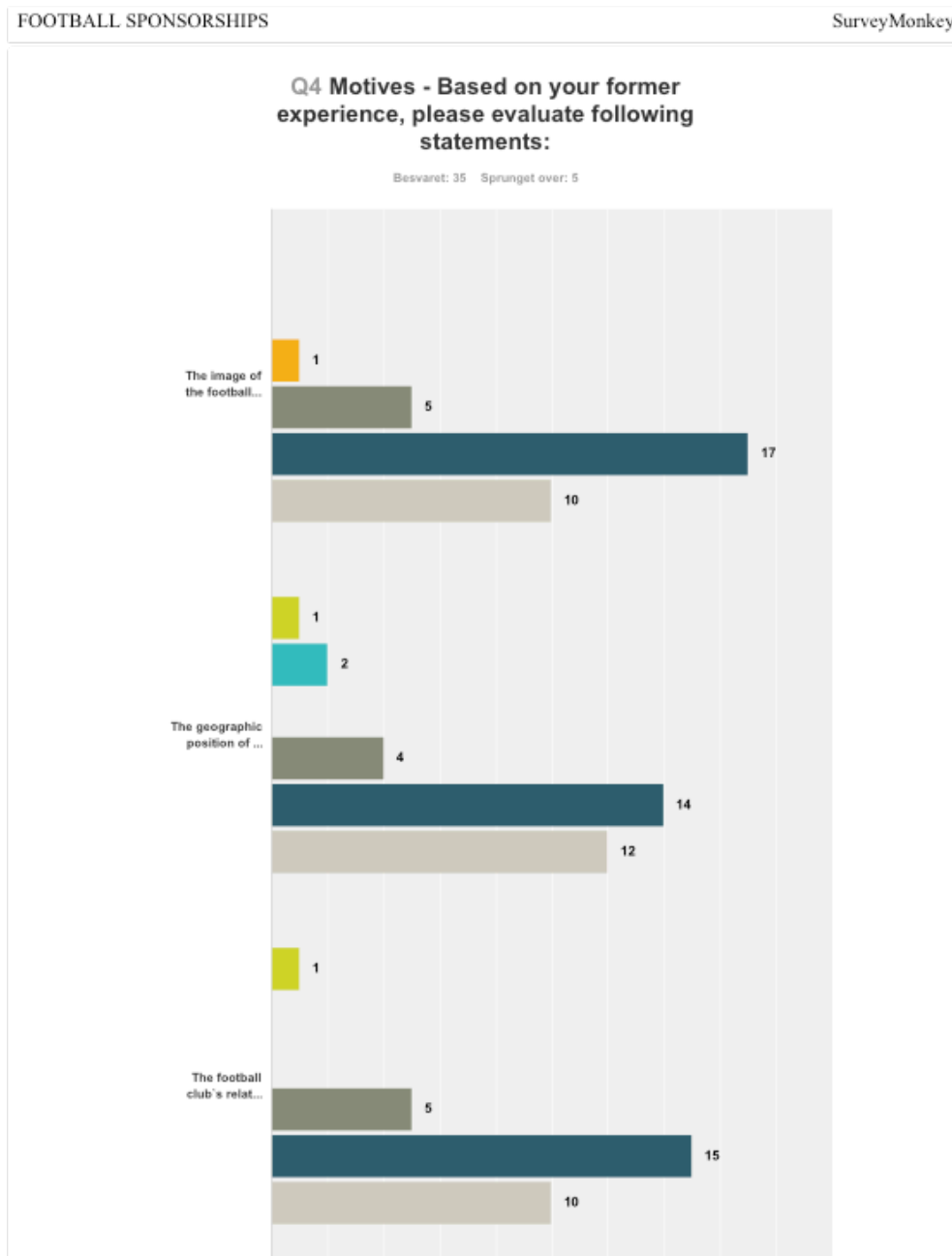
Figure F.2: Sponsorship importance



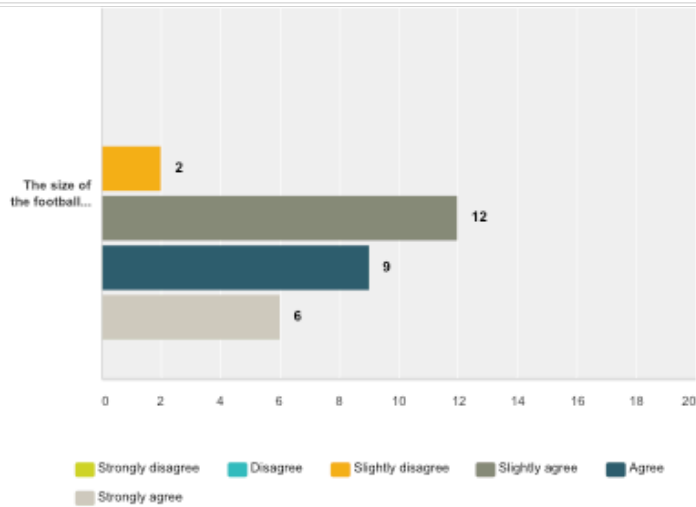
FOOTBALL SPONSORSHIPS SurveyMonkey

	Min.	Maks.	Median	Gennemsnit	Standardafvigelse
Marketing budget	1,00	7,00	5,00	4,78	1,67
Business strategy	1,00	7,00	5,00	4,74	1,71

Figure F.3: Sponsorship statements



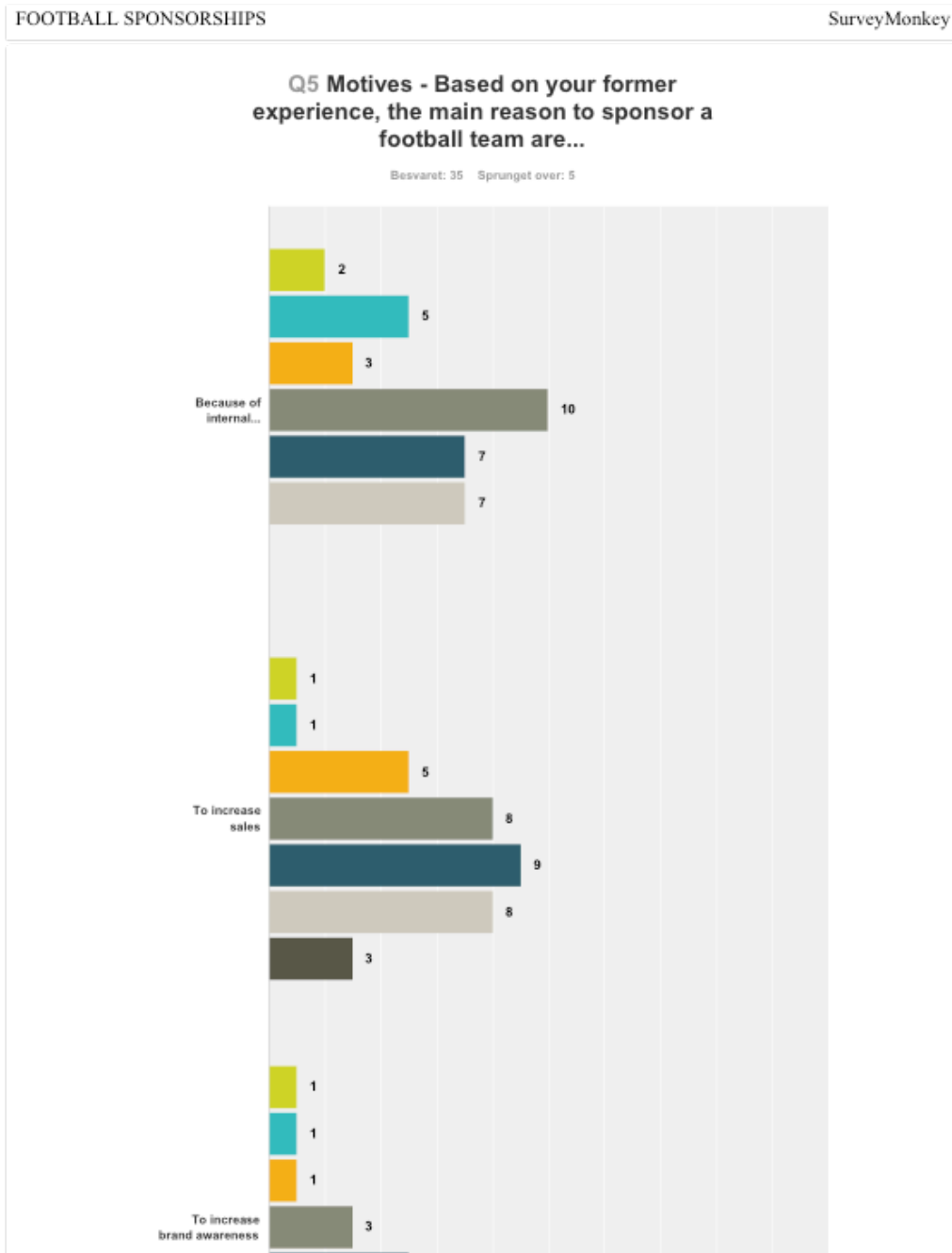
5 / 24



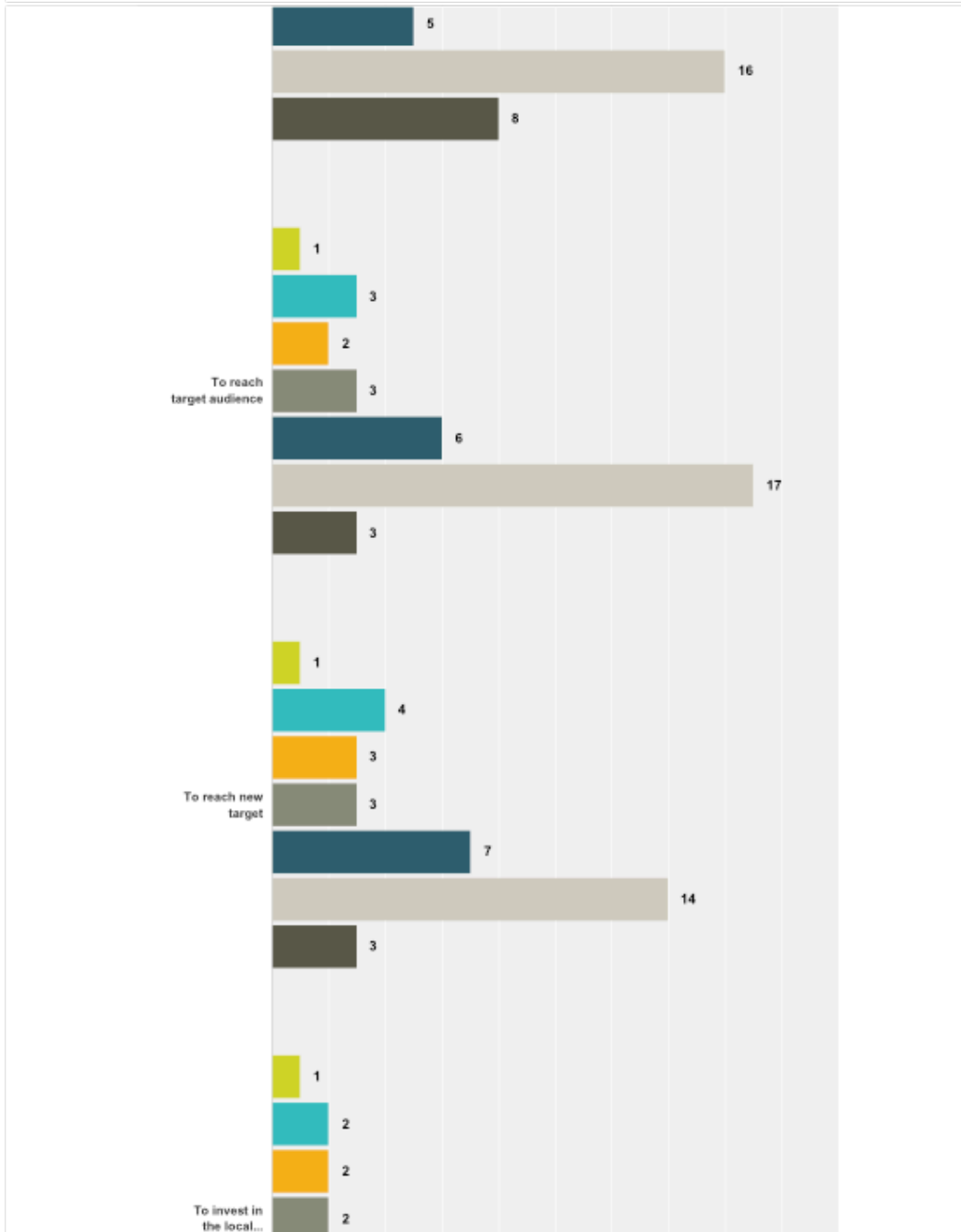
	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree	I alt	Vægtet gennemsnit
The image of the football club is important for the establishment of the sponsorship	0,00% 0	0,00% 0	3,03% 1	15,15% 5	51,52% 17	30,30% 10	33	6,06
The geographic position of the football club is important for the establishment of the sponsorship	3,03% 1	6,06% 2	0,00% 0	12,12% 4	42,42% 14	36,36% 12	33	5,85
The football club's relation to the local community is important for the establishment of the sponsorship	3,23% 1	0,00% 0	0,00% 0	16,13% 5	48,39% 15	32,26% 10	31	6,00
The size of the football club is important for the establishment of the sponsorship	0,00% 0	0,00% 0	6,90% 2	41,38% 12	31,63% 9	20,69% 6	29	5,59

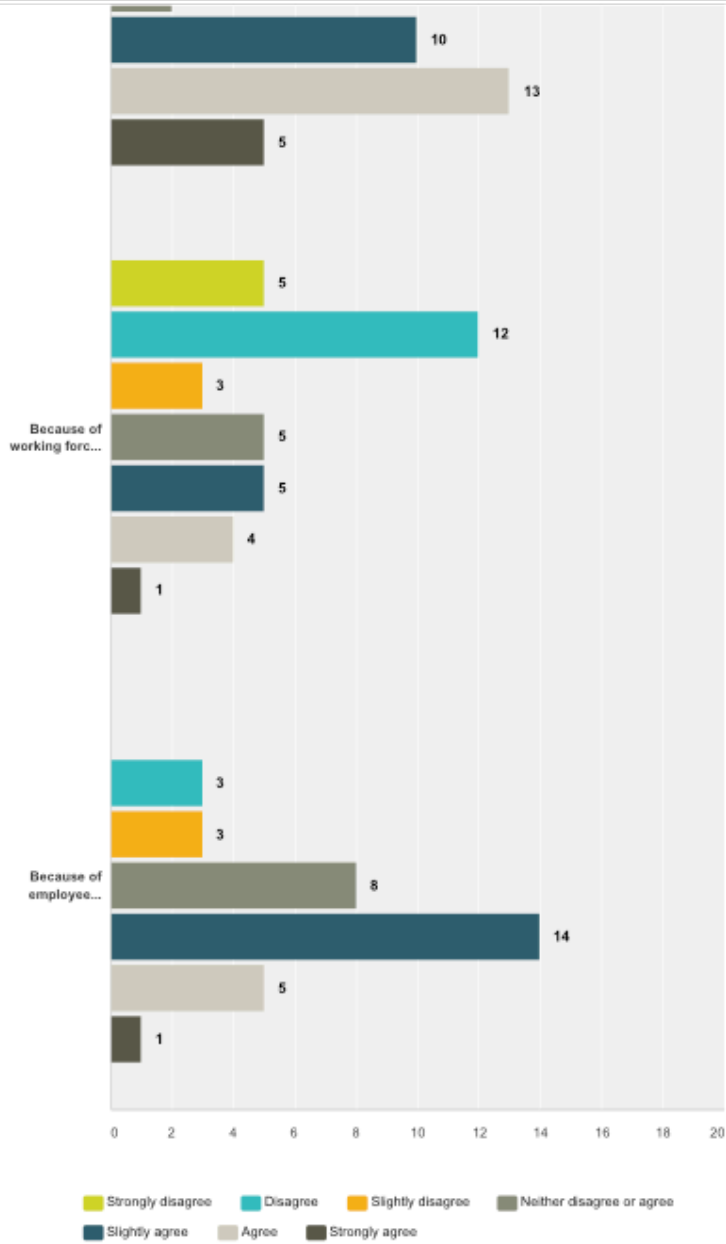
Basisstatistik					
	Min.	Maks.	Median	Gennemsnit	Standardafvigelse
The image of the football club is important for the establishment of the sponsorship	3,00	7,00	6,00	5,94	0,95
The geographic position of the football club is important for the establishment of the sponsorship	1,00	7,00	6,00	5,74	1,50
The football club's relation to the local community is important for the establishment of the sponsorship	1,00	7,00	6,00	5,77	1,24
The size of the football club is important for the establishment of the sponsorship	3,00	7,00	5,00	5,31	1,12

Figure F.4: Sponsorship motives



7 / 24





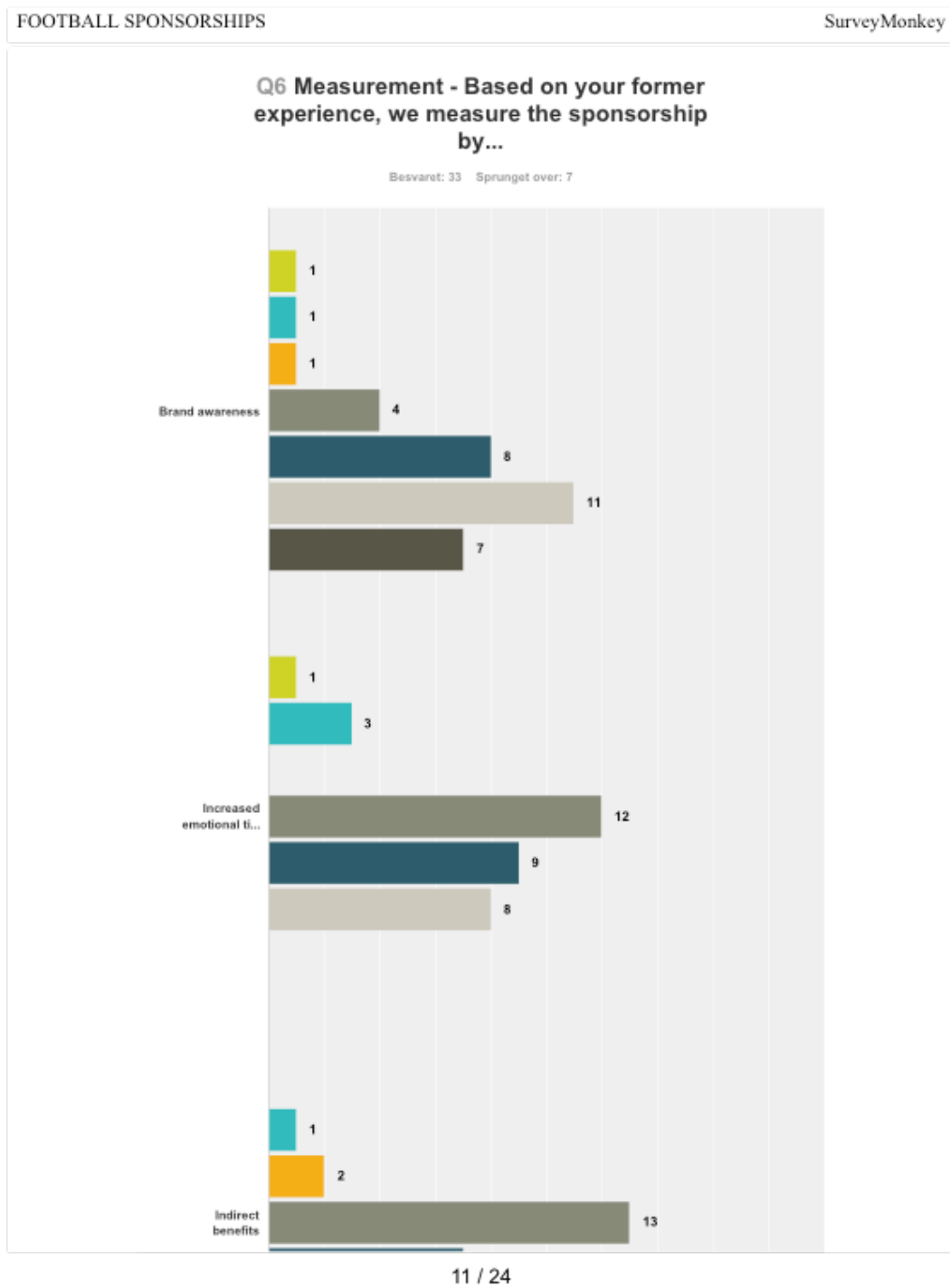
FOOTBALL SPONSORSHIPS

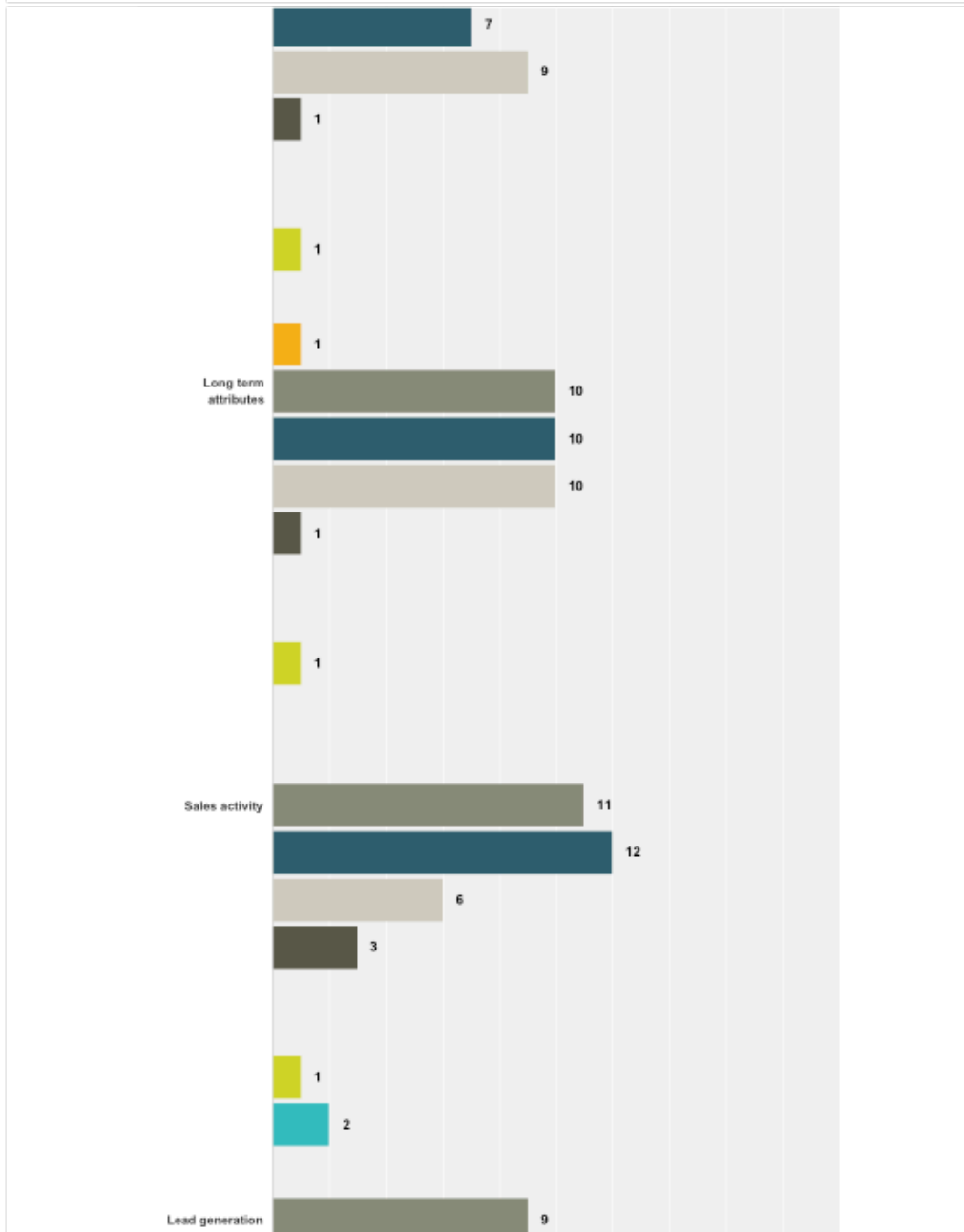
SurveyMonkey

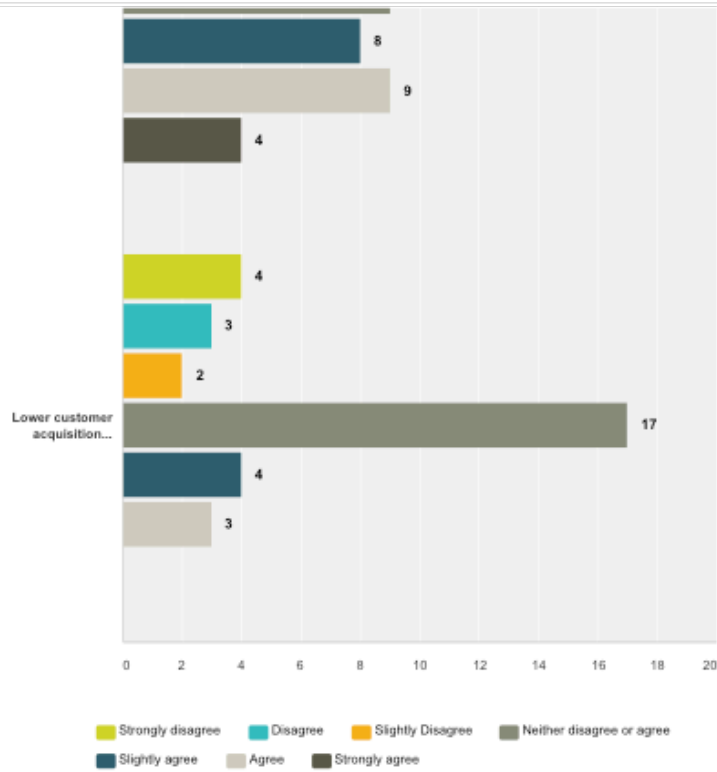
	Strongly disagree (1)	Disagree (2)	Slightly disagree (3)	Neither disagree or agree (4)	Slightly agree (5)	Agree (6)	Strongly agree (7)	I alt	Vægtet gennemsnit
Because of internal interest	5,88% 2	14,71% 5	8,82% 3	29,41% 10	20,59% 7	20,59% 7	0,00% 0	34	4,06
To increase sales	2,86% 1	2,86% 1	14,29% 5	22,86% 8	25,71% 9	22,86% 8	8,57% 3	35	4,60
To increase brand awareness	2,86% 1	2,86% 1	2,86% 1	8,57% 3	14,29% 5	45,71% 16	22,86% 8	35	5,34
To reach target audience	2,86% 1	8,57% 3	5,71% 2	8,57% 3	17,14% 6	48,57% 17	8,57% 3	35	5,00
To reach new target	2,86% 1	11,43% 4	8,57% 3	8,57% 3	20,00% 7	40,00% 14	8,57% 3	35	4,77
To invest in the local community	2,86% 1	5,71% 2	5,71% 2	5,71% 2	28,57% 10	37,14% 13	14,29% 5	35	5,06
Because of working force recruitment	14,29% 5	34,29% 12	8,57% 3	14,29% 5	14,29% 5	11,43% 4	2,86% 1	35	3,23
Because of employee motivation	0,00% 0	8,82% 3	8,82% 3	23,53% 8	41,18% 14	14,71% 5	2,94% 1	34	4,50

Basisstatistik					
	Min.	Maks.	Median	Gennemsnit	Standardafvigelse
Because of internal interest	1,00	6,00	4,00	4,06	1,49
To increase sales	1,00	7,00	5,00	4,69	1,41
To increase brand awareness	1,00	7,00	6,00	5,57	1,40
To reach target audience	1,00	7,00	6,00	5,09	1,54
To reach new target	1,00	7,00	5,00	4,86	1,62
To invest in the local community	1,00	7,00	6,00	5,20	1,47
Because of working force recruitment	1,00	7,00	3,00	3,26	1,75
Because of employee motivation	2,00	7,00	5,00	4,53	1,19

Figure F.5: Evaluation and measurement elements







	Strongly disagree (1)	Disagree (2)	Slightly Disagree (3)	Neither disagree or agree (4)	Slightly agree (5)	Agree (6)	Strongly agree (7)	I alt	Vægtet gennemsnit
Brand awareness	3,03% 1	3,03% 1	3,03% 1	12,12% 4	24,24% 8	33,33% 11	21,21% 7	33	5,36
Increased emotional ties to the club	3,03% 1	9,09% 3	0,00% 0	36,36% 12	27,27% 9	24,24% 8	0,00% 0	33	4,48
Indirect benefits	0,00% 0	3,03% 1	6,06% 2	39,39% 13	21,21% 7	27,27% 9	3,03% 1	33	4,73
Long term attributes	3,03% 1	0,00% 0	3,03% 1	30,30% 10	30,30% 10	30,30% 10	3,03% 1	33	4,88
Sales activity	3,03% 1	0,00% 0	0,00% 0	33,33% 11	36,36% 12	18,18% 6	9,09% 3	33	4,91
Lead generation	3,03% 1	6,06% 2	0,00% 0	27,27% 9	24,24% 8	27,27% 9	12,12% 4	33	4,94
Lower customer acquisition cost	12,12% 4	9,09% 3	6,06% 2	51,52% 17	12,12% 4	9,09% 3	0,00% 0	33	3,70

Basisstatistik

FOOTBALL SPONSORSHIPS					SurveyMonkey	
	Min.	Maks.	Median	Gennemsnit	Standardafvigelse	
Brand awareness	1,00	7,00	6,00	5,36	1,43	
Increased emotional ties to the club	1,00	6,00	5,00	4,48	1,28	
Indirect benefits	2,00	7,00	5,00	4,73	1,11	
Long term attributes	1,00	7,00	5,00	4,88	1,15	
Sales activity	1,00	7,00	5,00	4,91	1,16	
Lead generation	1,00	7,00	5,00	4,94	1,43	
Lower customer acquisition cost	1,00	6,00	4,00	3,70	1,38	

Figure C.6: Evaluation and measurement statements

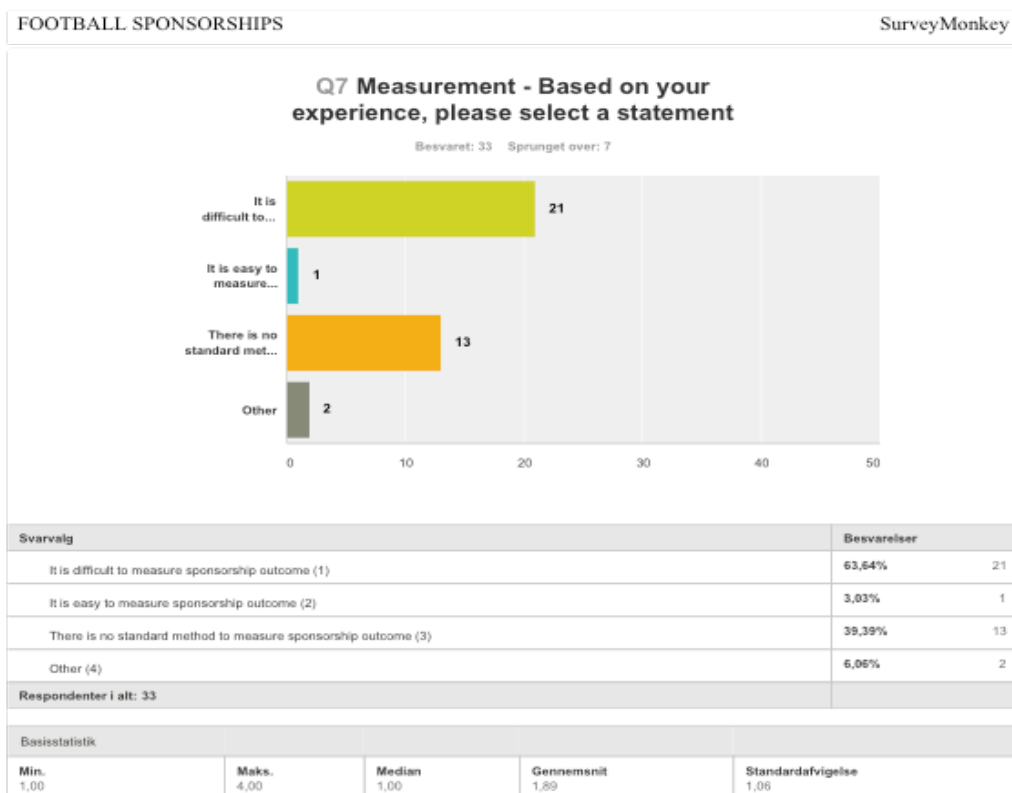


Figure F.7: Evaluation and measurement methods

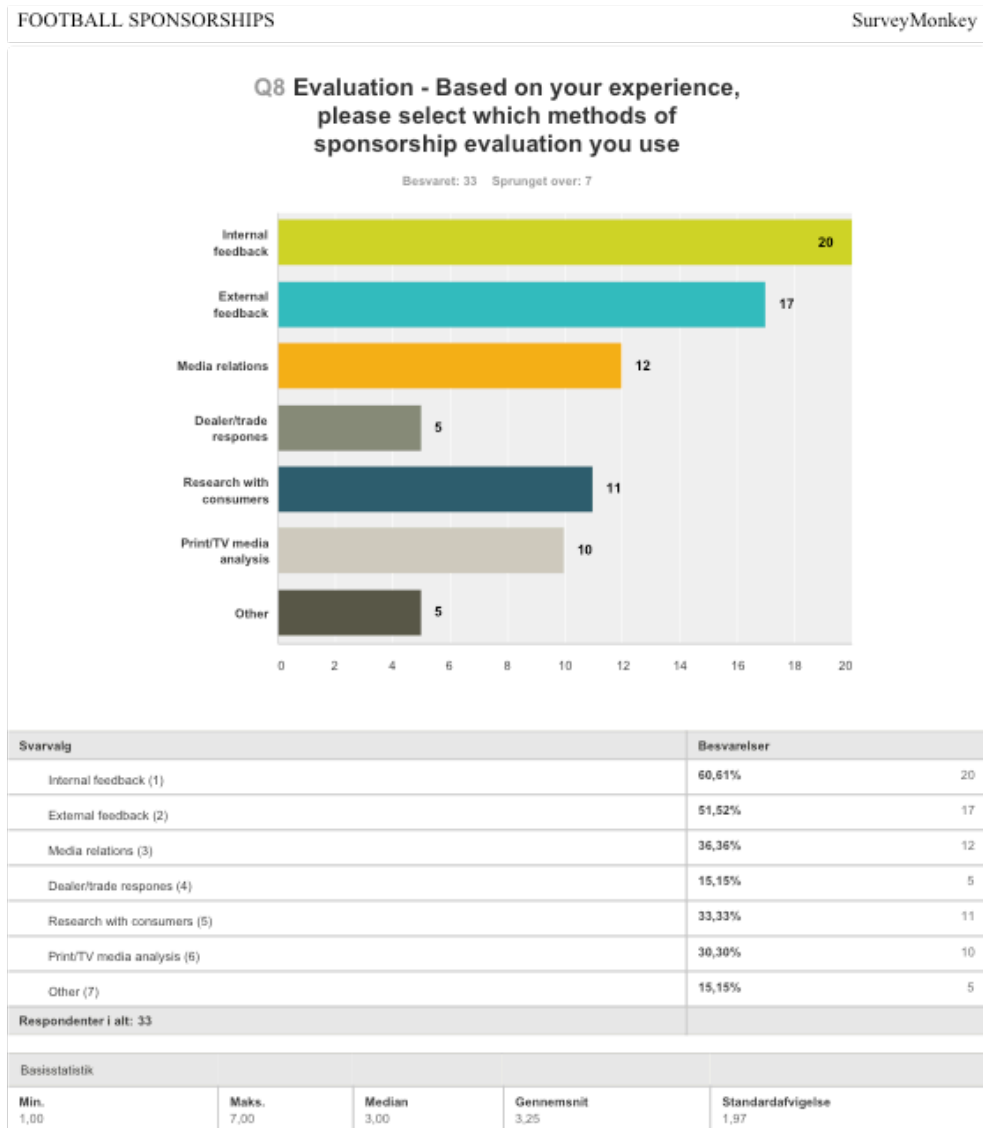
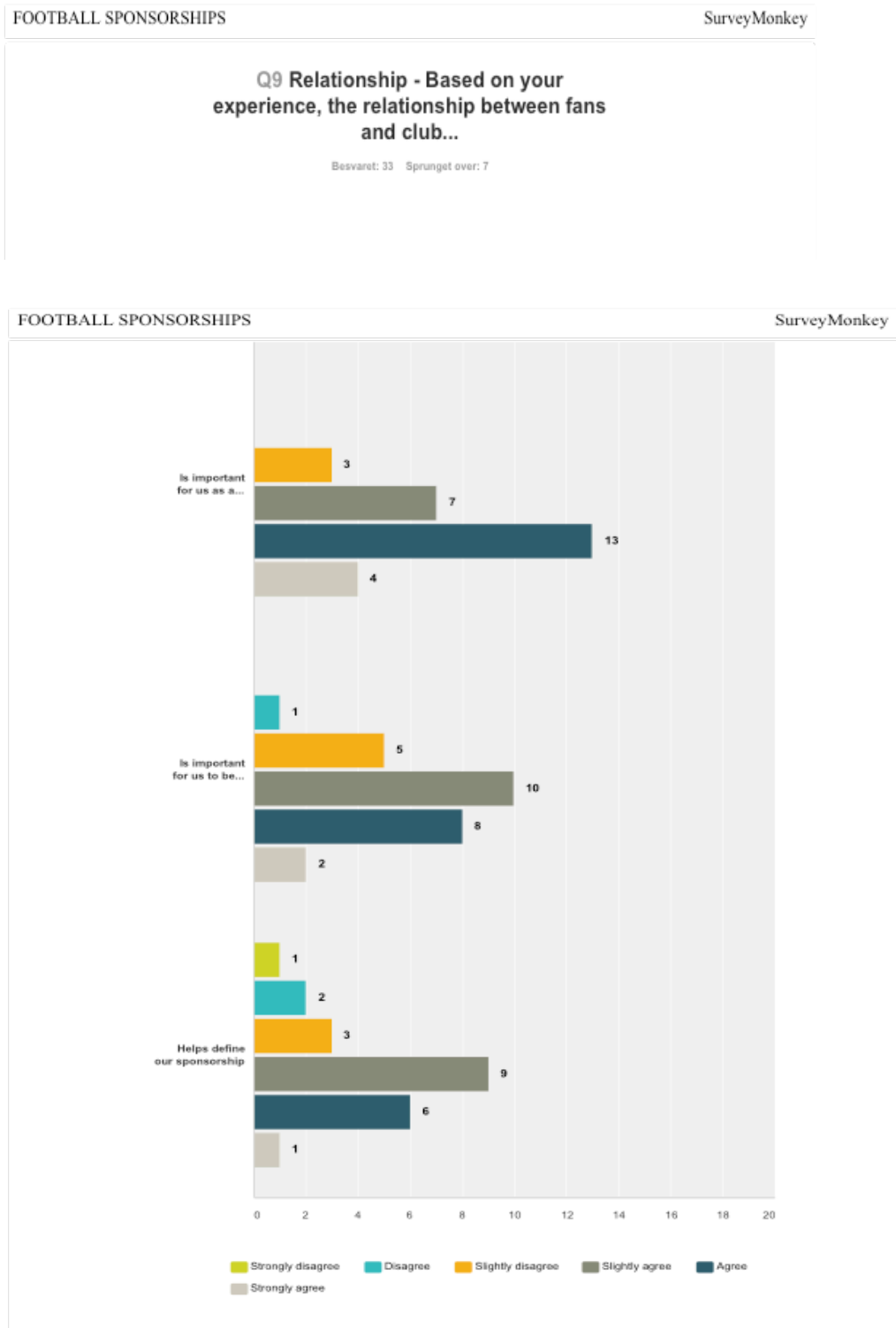


Figure F.8: Fan relationship



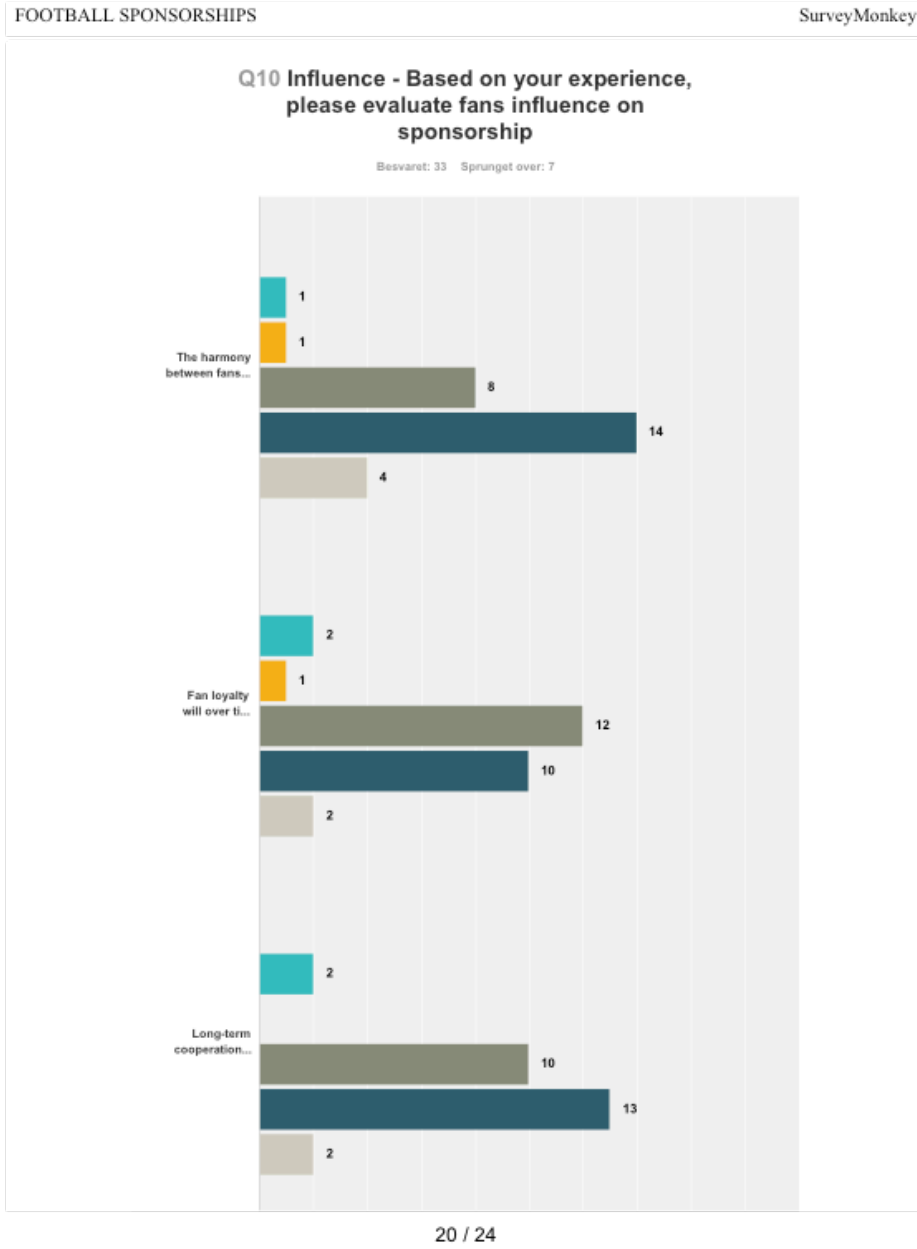
FOOTBALL SPONSORSHIPS

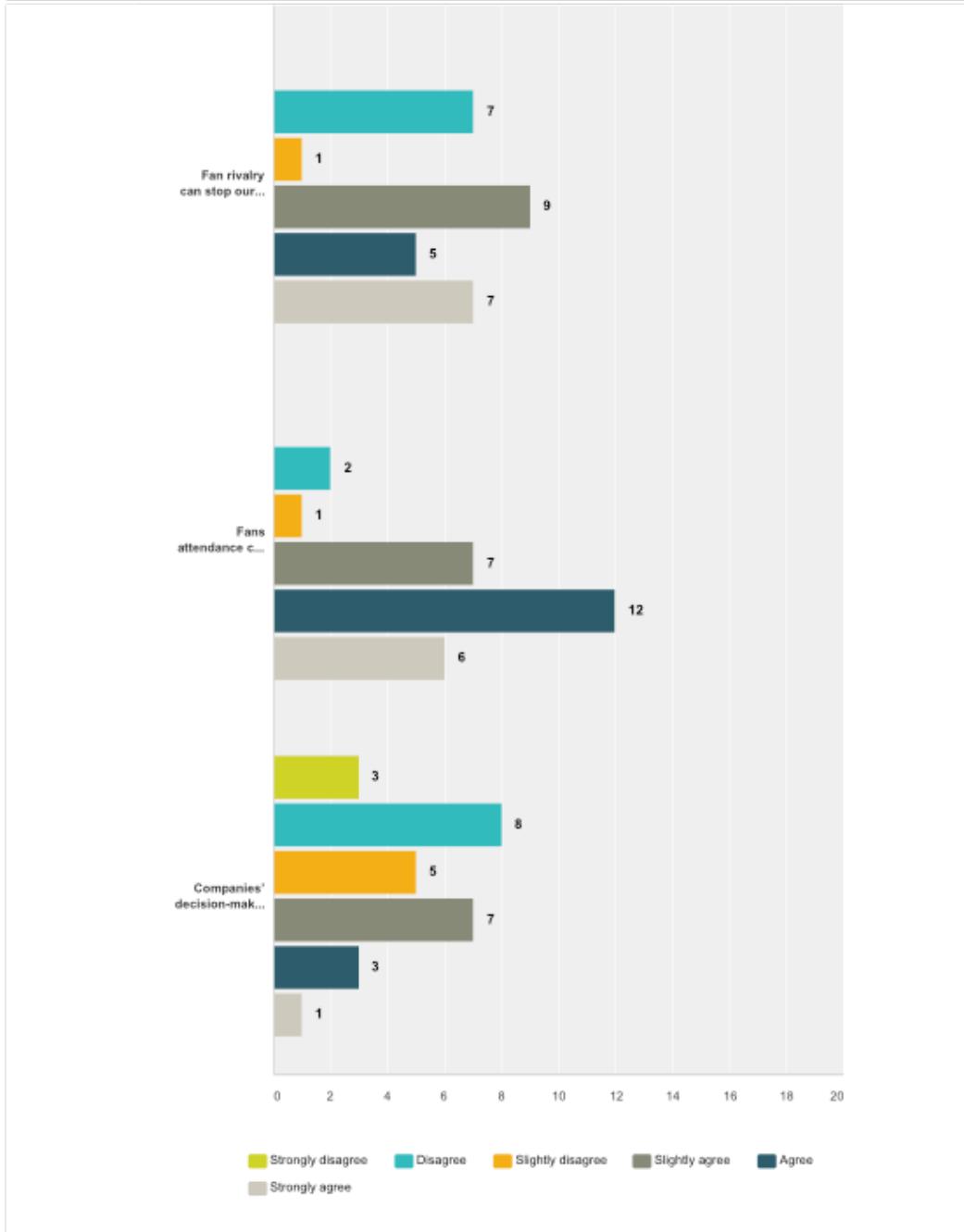
SurveyMonkey

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree	I alt	Vægtet gennemsnit
Is important for us as a sponsor	0,00% 0	0,00% 0	11,11% 3	25,93% 7	48,15% 13	14,81% 4	27	5,56
Is important for us to be an active part of as a sponsor	0,00% 0	3,85% 1	19,23% 5	38,46% 10	30,77% 8	7,69% 2	26	4,96
Helps define our sponsorship	4,55% 1	9,09% 2	13,64% 3	40,91% 9	27,27% 6	4,55% 1	22	4,64

Basisstatistik						
	Min.	Maks.	Median	Gennemsnit	Standardafvigelse	
Is important for us as a sponsor	3,00	7,00	6,00	5,27	1,16	
Is important for us to be an active part of as a sponsor	2,00	7,00	5,00	4,76	1,23	
Helps define our sponsorship	1,00	7,00	4,00	4,42	1,30	

Figure F.9: Fans' influence





FOOTBALL SPONSORSHIPS

SurveyMonkey

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree	I alt	Vægtet gennemsnit
The harmony between fans and club can increase the company's brand image	0,00% 0	3,57% 1	3,57% 1	28,57% 8	50,00% 14	14,29% 4	28	5,61
Fan loyalty will over time affect the company's business objectives	0,00% 0	7,41% 2	3,70% 1	44,44% 12	37,04% 10	7,41% 2	27	5,22
Long-term cooperation will increase fans commitment	0,00% 0	7,41% 2	0,00% 0	37,04% 10	48,15% 13	7,41% 2	27	5,41
Fan rivalry can stop our sponsorship	0,00% 0	24,14% 7	3,45% 1	31,03% 9	17,24% 5	24,14% 7	29	4,86
Fans attendance can affect sponsorships	0,00% 0	7,14% 2	3,57% 1	25,00% 7	42,86% 12	21,43% 6	28	5,57
Companies' decision-making is influenced by fans	11,11% 3	29,63% 8	18,52% 5	25,93% 7	11,11% 3	3,70% 1	27	3,48

Basisstatistik						
	Min.	Maks.	Median	Gennemsnit	Standardafvigelse	
The harmony between fans and club can increase the company's brand image	2,00	7,00	6,00	5,36	1,15	
Fan loyalty will over time affect the company's business objectives	2,00	7,00	5,00	5,00	1,18	
Long-term cooperation will increase fans commitment	2,00	7,00	5,00	5,19	1,16	
Fan rivalry can stop our sponsorship	2,00	7,00	5,00	4,76	1,76	
Fans attendance can affect sponsorships	2,00	7,00	6,00	5,33	1,34	
Companies' decision-making is influenced by fans	1,00	7,00	3,50	3,56	1,64	