Sponsorship evaluation among local sponsors
An exploratory study of the Cross-Country World Cup in Ulricehamn 2017

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Abstract

In recent years, the financial investments into sponsorships have increased. This is also significant on a local level. Both corporations and local authority invest extensively in sponsorships today and a growing interest has risen in sport event sponsorships. Although more financial resources are invested in sponsorships, there is a lack of sponsorship evaluation. There are evaluation methods present, but the literature has neglected to explain how local corporations and local authority evaluates a sponsorship of a international sport event hosted in a local geographical area.

The purpose of this thesis is therefore to explore how local authority and corporate sponsors evaluates their sponsorship investment of a global sport event arranged in a local geographical area. The research method of this thesis was qualitative and the primary data was collected by conducting a multiple case study including four local corporate sponsors and one local authority sponsor of the cross-country World Cup in Ulricehamn 2017.

The findings revealed that the local corporate sponsors evaluated the sponsorship by using non-numerical, hence intangible metrics, while the local authority sponsor used numerical metrics, hence more tangible metrics.
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1. Introduction

This chapter aims to provide the reader with a background of sponsorship and sponsorship evaluation done by corporations and local authority. It also presents the problem regarding sponsorship evaluation done by local corporate and local authority sponsors. The chapter also includes the purpose and the research question of the thesis.

1.1 Background

Today we live in a world where sport has a central role in our culture and many individuals’ day-to-day life. At the same time organisations are moving away from traditional advertising and towards different forms of integrated communication and indirect marketing to make their brands more embedded and part of their consumers’ lifestyles and programming (Cornwell 2014). Sports offer opportunities for organisations to connect with individuals from their target markets and by supporting sport activities, they hope the passion that their consumers feel for a property, such as a team or event, will "rub off' on their products to ultimately influence brand attitudes and purchase intentions. This also allows them to stand out and differentiate from other competitors in the market (Madrigal 2001). The phenomenon of supporting these activities with investments and thereby becoming a sponsor, can be identified as a cultural, social and commercial plethora of connectivity according to Cornwell (2014). The growing interest among organisations for sponsorships can be demonstrated by the growth of financial resources spent on this promotional tool. Between 2005 and 2015, the worldwide spending on sponsorship grew from $30.5 billion to $57.5 billion, resulting in a growth of 88,5% over 10 years. (IEG, 2016, IEG, 2009).

According to Cornwell (2008) the evolution taking place in how organisations choose to communicate can be contributed to several things, two of them being:

Advertising Avoidance – The development of technology allows consumers to avoid or skip advertising to the extent that companies reprioritise their marketing budget.

Lifestyle – Attending more out-of-home activities such as events and sports is growing around the world, especially as individuals’ discretionary income grow.

IEG (2017) present some additional factors such as:
Decreasing efficiency of measured media – The cost of advertising on traditional media has increased while the viewership ratings are continuously decreasing. Also, people are not paying attention to the ads to the same extent anymore.

Changing social priorities – People are more aware of issues such as poverty and the environment today. They are also very aware that companies can be contributing to these problems. Hence, they demand to know the company’s position on these issues and how they counteract negative effects before they purchase their products. Companies can effectively show their stance to the consumers by participating in community responsibility where sponsorships play a big role.

But it’s not only corporations that are investing in sponsorships. According to Baker (1995) local authorities (e.g. municipalities and city councils) are under pressure to invest in marketing strategies to satisfy the needs of their residents and stakeholders. All further use of the term “local sponsors” will refer to either local corporations or local authorities who sponsor an event hosted in their local geographical area which corresponds to the nearby radius of 30 km. Sponsorships has become well-established among local authorities and marketers are now recognising that branding can make an effective contribution to the economic development of places such as towns and cities. (Hankinson 2001, Hankinson 2009, Cornwell 2014) Assisting local sports events and getting involved have become increasingly popular as events have demonstrated benefits such as raised life quality among local inhabitants, increase in attracted tourism and economic growth to the region (Allen et al, 2011).

As sponsorship investments has grown, so has the pressure of showing the yields of the investments. A survey done by IEG (2013) was conducted and 87 percent of the respondents answered they had a growing need to validate their sponsorships return and this number have increased over the past two years. Hence, the need to measure and evaluate the outcomes of the sponsorships have largely drawn the attention of academics and marketing managers today (Tsiotsou, 2011).

According to Masterman (2007) the evaluation of a sponsorship, meaning analysing information that can show whether there has been a return on sponsorship investment, is the first step towards converting the sponsorship outcome into a financial metric. By looking at metrics from the sponsorship, the investment to be compared and evaluated against other alternatives and layouts. Cornwell (2014) states that to evaluate a sponsorship, one needs specific and measurable objectives. These objectives are then leveraged by other marketing
activities with the purpose of increasing the effect of the sponsorship to help achieve the set objectives. Since sponsorship leverage develop the potential of the objectives and are most often also an expenditure the leverage is also important to consider as Cornwell (2014) emphasizes that sponsors needs to look at the full picture of sponsorship activities when evaluating. Although the importance of sponsorship evaluation, it is unfortunately not common practice among all organisations. Around 75% of sponsors reports that less than 1% or nothing of the resources in the sponsorship budget is allocated to measure the actual returns. (IEG, 2016). Cornwell (2014) argues that one of the sins in sponsorship evaluation is neglecting to even do it.

1.2 Problem
As the interest of sponsoring sport events has increased among both corporations and local authorities, the area of local sponsorships deserves more attention. There seems to be an agreement that there are benefits from these sport events that developing the local area both from a cultural and economic point of view, but there is a lack of literature explaining how these local sponsors measure their sponsorship investments to confirm that belief (Allen 2011). IEG (2017) refers to a study done by John Hancock Financial Services where 64% of respondents answered that sponsoring a locally hosted event would make them think more favourably of a corporation. Meanwhile, if a corporation sponsored a national event, that same number dropped to 42%. Mack (1995) also argues that most studies tend to usually focus on very large international corporations, therefore investigating local corporate sponsors deserve a separate study.

Walliser, Kacha and Mogos-Descotes (2005) also argues that the topic of evaluating sponsorships by local authorities has been largely neglected even though they are heavily invested in sponsorships. Hence a local authority perspective is interesting to study. Investigating the perspectives of both the local authority and local corporations will shine a light on eventual differences between these sponsorship perspectives which would then need to be addressed in the sponsorship literature.

Finally, Walliser (2003) mentions that cultural differences play an important role in sponsorships and since most of these studies are not conducted in Sweden, one could argue that investigating the view on sponsorship evaluation among these organisations in this separate
country is called for.

1.3 Purpose
The research purpose of this thesis is to explore how a local authority sponsor and local corporate sponsors evaluate their sponsorship investments of a global sport event arranged in a local geographical area.

1.4 Research Question
How does different local corporate sponsors and local authority evaluate a sponsorship of an international sport event arranged in a local geographical area?

To answer this research questions, the following sub questions was decided to be answered.

Sub Question 1 - What are the sponsorship objectives of local sponsors?
Sub Question 2 - How do local sponsors leverage a sponsorship?
Sub Question 3 - How do local sponsors evaluate a sponsorship?
2. Theoretical Framework

This chapter presents the reader to literature in the field of sponsorship. In provides the reader with a sponsorship definition to further present literature on sponsorship objectives, sponsorship leverage and sponsorship evaluation.

2.1 Sponsorship definition

First, we need to know what sponsorship entails before considering what one can achieve with it and how to evaluate it. Sponsorship has the basic meaning of one entity providing support for another, often a financial support in the marketing context (Cornwell 2014). It is important to distinguish sponsorship from philanthropy as one would perhaps think that the activities are the same. Philanthropic gifting is a donation made by an individual or organisation without any intention for commercial gain (Masterman 2007). Sponsorship on the other hand is defined by Meenaghan (1998) as an investment in an activity, in return for access to the commercial potential that could be associated with that activity. A similar definition has been created by Cornwell (1998) as an exchange between a sponsor and a sponsee whereby the latter receives a fee and the former obtain the right to associate itself with the activity sponsored (Cornwell & Maignan 1998).

Since sponsorship has been evolving, so has also the definition. Masterman (2007) have studied the vast landscape of different definitions for sponsorship and concluded them to, “Sponsorship is a mutually beneficial arrangement that consist of the provision of resources of funds, goods and/or services by an individual or body (the sponsor) to an individual or body (rights owner) in return for a set of rights that can be used in communications activity, for the achievement of objectives for commercial gain.” (Masterman 2007) Hence, this will be the definition we refer to in the sponsorship context in this thesis.

2.2 Categorising sponsorship

IEG (2017) divides sponsorships into six types of properties that organisations invest in. These are sports, entertainment, festivals & fairs, causes, arts and associations. According to Shank (2015) the sport event pyramid is a way of categorizing various sport sponsorship opportunities and determining the scope of the sponsorship. It is constructed from
a hierarchy of five layers based on the width and depth of interest in the event. Width refers to how the overall reach of the event, especially through media, and depth refers to the interest and involvement among consumers.

*Global events* are at the top of the pyramid which imply a coverage from all around the world and a high level of interest among consumers. Typical examples are the World Cup in soccer and the Olympic games.

*International events* we find just beneath and they are defined by their either having (1) a high level of interest, not covered globally but in a large geographical area, or (2) be covered globally but obtaining low interest in some parts of the world. E.g. Rugby Union World Cup and Wimbledon.

*National events* are usually recognized by the extremely high interest among consumers within one or two countries. The event may gain international media but the focus is still on national consumers. E.g. Vasaloppet.

*Regional events* are characterised by a narrow geographical focus and high interest within that region. E.g. Göteborgsvarten.

*Local events* are at the bottom of the pyramid and have an even smaller focus then regional events narrowing it down to a city or community. They attract consumers from a small segment with a high-level interest, e.g. local races.

Furthermore, Shank (2015) states that choosing the *athletic platform is* what organisations do after they have considered the sponsorship pyramid. The athletic platform consists of either the team, the sport or leagues, the event or the athlete.

*Team* – Family and a feeling of belongingness can be core values among consumers which makes teams an attractive opportunity to sponsor. Many supporters identify with their team creating a sense of group identity and teams on all levels of competition teams can be considered as an athletic platform.

*Sport/League* – Instead of sponsoring teams, organisations can sponsor a whole sport or league to become the official brand across that sport or league. Shank (2015) use the example of Bose being the official sponsor of NFL and the headsets the coaches uses to communicate with during official games. Partnerships like gives the sponsor the ability to sponsor all the teams and it is easier and cheaper than setting up individual partnerships with every team in the league.

*Sport Event* – This is the platform that is most commonly associated with sports marketing. The benefits of using an event as an athletic platform is very similar to the other ones, increasing
awareness and enhance image of the sponsor. On top of that events are good at bringing visitors and generate media coverage to generate economic benefits.

**Athlete** – Are participants who engage in organized training and preform in competition or exhibitions. Sponsoring individual athletes are considered to both be big opportunities and risks. They have a tremendous ability to create credibility and strong associations with a product among the target audience. On the other hand, this strong association can become a problem if the athlete becomes involved in controversy, potentially hurting the brand.

There are also programme structures within sponsorships determining the rights among the sponsors. According to Masterman (2007) there are three kinds of structures for sponsorships. *Solos structure* refers to when there is only one single and exclusive sponsor in the programme structure. *Tiered structure* is when it exists different levels of acknowledgement of status and involvement among the sponsor or they do not have the same rights. These are often represented in a hierarchical structure in the shape of a pyramid. Levels are often named to highlight the status of the sponsor e.g. Gold, Silver and Bronze. Being high up in the hierarchy usually means that an organisation has spent more money and therefore gains more rights. Important to note is that you can have more than just one sponsor per level. *Flat structure* gives all the sponsors the same rights and does not apply any hierarchy to their sponsorship structure.

### 2.3 Sponsorship in the marketing mix

Now that we know what sponsorship is, let’s go ahead and see where it fits in the marketing mix. Kotler & Armstrong (2015) classifies sponsorship in the realm of public relations marketing among the promotional tools in the marketing mix, also known as the four P’s. The promotional tools are ways that a firm can engage target consumers, communicate, and persuade them of the firm’s offerings. In the promotional toolbox, we find the categories advertising, personal, sales promotion, public relations, direct and digital marketing

Shank & Lyberger (2015) takes another stance on where sponsorship belongs. According to them sponsorship programmes should be considered another promotional mix element along with advertising, personal selling, sales promotions and public relations, instead of being included in public relations, defying the perspective of Kotler & Armstrong.
Cornwell (2008) also argues that sponsorship deserves a separate place among the promotional tools in a category that should be defined as “indirect marketing”. New marketing approaches such as sponsoring and branding placement which are in the intersection of advertising and entertainment are trends that all are moving toward a new era in communications. Cornwell thinks this should be called “indirect marketing” and the goal of setting indirect marketing apart from advertising, public relations, personal selling, and sales promotion is because it is useful theoretically and practically to group techniques using experience-embedded exposure together as indirect marketing. It creates a flexibility and distinction from traditional marketing, which will help in future research in the area.

2.4 The fundamentals of sponsorships

It is important to acknowledge the effects of sponsorship to understand what to expect from the investment and how get the most out of it. A few studies have been conducted on the cognitive effects of sponsorship among consumers. Meenaghan (2001) proposed a comprehensive model to aid the understanding of the effects sponsorship has on consumers. He assumes that the primary motivation to invest in sponsorship is to achieve a consumer response and his research suggest that sponsorship creates goodwill which in turn influences attitude and behaviour toward the sponsor’s brand. The consumer response to sponsorship is effected by the level and intensity of involvement the consumer has with the sponsored activity. If there is a high involvement in the activity, then the consumer will generally have more knowledge about the activity and therefore be more aware of the benefits the sponsor brings to said activity. Since high levels of knowledge leads to consumers being more likely to recognising sponsors, marketing objectives such as awareness creation and brand image can be achieved as the consumer associate the image values of the activity onto the sponsor’s brands. Meenaghan (2001) concludes that goodwill triggers an affective or positive consumer response and behaviours such as favourability, brand preference, and even purchase in some cases. Furthermore, the element of goodwill is something that is lacking in advertising and makes sponsorship marketing unique in the way that it engages consumers and creates emotional relationships.

Cornwell (2005) also presented a comprehensive sponsorship communication-based model to explain the inner workings in consumers being exposed to sponsorships based on a decade
worth of research. This model breaks down sponsorship in different contexts and elements to explain how they affect the outcomes of a sponsorship. Some of the examples of deciding factors are:

**Individual and group factors** – People have different characteristics and some may predispose them to the sponsorship message before even being exposed to it. Furthermore, personal interests and involvement in the sponsored activity differ among people.

**Market factors** – Well-known brands have an advantage when communicating through sponsorships as they don’t have to work as hard to be associated with an event. This is because by being “well-known” they already have a high level of brand equity and therefore easier to recognise. Also, if there are many sponsors for an activity it becomes harder for a brand to stand-out from the crowd.

**Mere exposure** - A hypothesis based on that if you repeatedly get exposed to a stimulus, such as brand or logo, you will generate a sense of liking and even preference towards it.

**Matching/congruence** - This is based in the idea that if there is a natural linkage between things it is easier to remember, hence if there is a fit between the sponsor and the property people will remember the sponsor to a higher degree. E.g. for Nike running shoes it is more congruent to sponsoring a marathon than a music festival.

**Balance/meaning transfer** - Basically brands can borrow a positive image from a property they sponsor as this theory assumes that people like and seek consistent relationships. Therefore, if you are indifferent or even slightly negative towards a brand and find out that they sponsor an activity you like, then your opinion of the brand might change to restore the positive balance. It can also be the other way around, as you can start to dislike a property just because you don’t like the sponsors that it has partnered with.

Finally, Cornwell (2005) explains how the previous elements and factors effect several cognitive outcomes, placed into three different categories:

**Thinking** – Thinking creates awareness which is the primary outcome for many sponsorships. This effect the brand recall and recognition among consumers.

**Liking** – Sponsorship can create a form of effective response which can take the form of preference, positive feelings and improved attitudes towards a sponsor or its products and services, hence an outcome which will improve brand image.

**Behaviours** – It can be difficult to link behavioural response of purchasing to an individual sponsorship investment without careful tracking but other behaviours except purchase are also
possible to achieve with sponsorships such as positive word of mouth recommendations and increased responses to product or service trial offers.

2.5 Corporate sponsorship objectives
Since we now know how sponsorship works, we can identify the objectives organisations set. Objectives in sponsorship generally refers to what is to be accomplished and there is a wide range of objectives believed to be obtainable through sponsorships. (Cornwell, 2014) Masterman (2007) writes that a personal interest among management in an activity can alone be a reason for some organisations to commit to a sponsorship. But this is not seen as sufficient enough to justify an entering into a sponsorship as one should have a more corporate focus with a desire for return on investment. Kotler & Armstrong (2015) state that seeking a consumer response, often in the form of an action or purchase, is the core objective when communicating with consumers. But often this is not achieved until after a lengthy consumer decision-making process. Kotler & Armstrong present the buyer readiness stages as a process that consumers normally pass through before making a purchase or committing to an action. The stages are awareness, knowledge, liking, preference, conviction and purchase. A general goal of marketing communication is to move the consumer through these stages leading up to the purchase or action.

![Figure 1. Buyer-readiness stages](source: Kotler & Armstrong 2015 p. 454).

From the literature one can find many lists of objectives with sponsorship ranging from getting access to event tickets to reach a specific target market (Cornwell, 2014; Shank & Lydberger, 2015; Allen, 2011; Dolphin, 2003; IEG, 2017; Meenaghan, 1983). But what is important is to link the sponsorship objectives to the overall promotional planning process, thus helping to achieve marketing communication goals e.g. moving the consumer to the right along the buyer-readiness stages (Shank 2015, Cornwell 2014). Also, according to Cornwell (2014), to be able to know if one achieved an objective and for it to be useful, the objective needs to be specific and measurable. Not doing this and failing to evaluate against specific targets will more often
result in less successful sponsorships.

In one of the early studies about sponsorships done by Meenaghan (1983) he states that objectives organisations set frequently overlap and interact with each other. An example would be increased awareness are interconnected with getting media exposure. Following is a revised list of general corporate sponsorship objectives found in our literature review:

*Increased awareness levels*

Generating *awareness* towards a brand, product or service one of the primary objectives sponsors have (Meenaghan, 2001; Cornwell, 2008; Shank, 2015). Sponsorships gives companies opportunities for promotional activities, publicity and visibility. By emphasizing the awareness of the brand, the promotional effect can become motivations for preference or purchase of that brand (Nicholls & Roslow 1999). Moreover, the concept of the buyer-readiness model starts with awareness and knowledge, hence it is understandable that companies want to achieve awareness among potential consumers. It is also claimed that by creating awareness about brands, companies want to achieve name recognition and thereby raising the profile and reinforce public awareness of that brand (Dolphin, 2003. Masterman, 2007). Creating awareness through media exposure is when a media, e.g. radio and TV, provides valuable communications activities for a rights owner. The goal of this is to generate publicity and the objective of creating media exposure can therefore be argued to be a tactic under the objectives of increasing awareness levels instead of a separated objective category (Masterman, 2007).

*Corporate/Brand image enhancement*

An *image* is basically how people perceive a brand and what characteristics people associate with it. Organization seek to associate themselves with positive images generated by the unique personality of the events and they want the characteristics from the sponsee, such as e.g. “trendy” or “extreme endurance” to rub off on their organization or brand (Shank 2015). An important thing to keep in mind is that just because a company manage to increase the awareness of a brand, does not necessarily mean that the awareness transfers into any productive associations. Companies need to have to have a clear message in their sponsorship built around the desired image of the brand for this awareness to transfer into something positive (Masterman 2007).
Reaching specific target market

Sponsorships is a promotional tool that can give access to people who are attracted to an activity because of their shared common interest in that activity (Masterman, 2007; Shank, 2015). This allows sponsorships to reach specific segments and target markets without any waste (IEG, 2017). E.g. if a company’s consumers are generally interested in running, then a marathon would most likely be a good platform to sponsor as it provides a natural forum and segmentation of consumers that who shares the interests of their general consumer base.

Differentiate from competition

Exclude or meet competition is another objective when investing into a sponsorship. According to Cornwell (2014), being the only brand in a category is one of the attractions of sponsoring. Since some events offer category exclusivity, investing in these can be seen as a pre-emptive to reduce competitive threat from the environment because if a company won’t invest in the opportunity, a competitor will (Shank, 2015). It is important to note that just taking the spot from another company does not imply to an automatic competitive advantage. It only offers the opportunity to capitalize on the event and the effort and the resources put into the sponsorship, to gain opportunities such as increased awareness, positive perception and sales, are what creates the competitive advantage in the end (Masterman, 2007).

Direct on-site sales and product/service demonstration platform

Demonstrating new products or technology to the attendees and showcasing their benefits while establishing a personal relation is an opportunity used by sponsors (IEG, 2017). This is sometimes combined on-site sales where attendees have the opportunity purchase the products or services provided by the sponsors (Allen et al, 2011).

Develop client relationships and hospitality

Corporate hospitality is important for companies, especially among the ones operating with business-to-business clients. Sponsorships is a very useful tool for companies to develop stronger relations with other firms that currently distributes or are new potential distributors of their products. The sponsor can usually invite company representatives and key clients as sponsor guests to the sponsored event to entertain them. The informal and enjoyable environment allows the companies to break down barriers and create social bonds that can forge better relationships which can be beneficial for the future for generating new business and keeping old clients (Allen et al, 2011; Shank, 2015). Furthermore Shank (2015) states that one
may also consider the community as a client, where keeping a good relationship to the community and returning something to the community is an important part of sponsoring a sport event. Allen et al. (2011) also states that keeping good relations with local actors and giving back to the community aims to create an image of being a good citizen among the community.

*Internal employee relations*

Sponsorship is increasingly being used by companies to motivate, reward and develop internal relations with the employees within the company. This way they can recruit and retain employees and provide incentives for the company’s workforce (IEG, 2017). According to Masterman (2007) sponsorship of an event can create goodwill and develop internal communications. It becomes an opportunity to get involved in the employees’ community, offer team building activities and provide opportunities for involving the families of the employees.

### 2.6 Local authority sponsorship objectives

As mentioned earlier in the introduction, local authorities have incentives to invest into sponsorships as well. Baker (1995) states that marketing activities such as public relations, advertising and media activities are vital to the operations of a local authority to be able to communicate with the public. According to Walliser, Kacha and Mogos-Descotes (2005), only very few events do not benefit from local authority support. Local authority is commonly involved in most events in one way or another according to Allen et al. (2011), since they often own the property where the event is supposed to be staged, such as a street or park, which they maintain and develop. They also regulate laws and policies, such as street closure and sale of food, which leads to event organisers having to seek different approvals from the local authority depending on the type and magnitude of the event.

Allen et al. (2011) explains that the reason local authorities invest in sport events are generally because sponsoring events are increasingly seen as a part of a development strategy for local authorities. Moreover, many of the benefits that corporate organisations experience are equally applicable on local authorities, such as awareness and brand image. Hankinson (2009) explains that destination branding is predominantly an activity managed by local authority and he also claims that recent literature suggests that managing corporate brands, have several characteristics that are much like managing destination brands.

Woods (2005) claims that local authority objectives are likely to be a combination of economic
and social change. Allen et al. (2011) gives some examples of benefits that local authorities may want to achieve, thus creating objectives.

Generating tourism revenue
This is one of the most important event objectives. External visitors from other regions are likely to spend money at the event, on travel, on accommodation and in local stores. This increase of resources in the circulation has a positive impact on the local economy, hence increased tax income. Kurtzman & Zauhar (2003) also adds that the perceived importance of tourism for economic development reasons cannot be disputed as it can bring in “new” money in to the local region from outside visitors. Tourism may also attract media coverage and exposure that enhance the profile of the host region. Allen et al. (2011)

Business opportunities
Events such as conferences, meetings and exhibition in relation to the event can attract visitors from the business sector and creates a strong platform to showcase the local expertise and attract investors to increasing the local economic activity (Allen et al. 2011).

Employment creation
Expenditure on events can have a positive effect on employment as one increase the activity in the local economy (Allen et al. 2011).

Local community
Events can have a positive impact on the local inhabitants by increasing the level of entertainment, cultural, leisure or sporting options, increasing their quality of life. They get the ability to share an experience, create community pride and the event itself can bring excitement to the people (Allen et al. 2011).

2.7 Sponsorship leverage
To fully capitalise on the investment in a sponsorship, an organisation usually must develop a leverage strategy which consists of a range of marketing activities, such as a marketing campaign or related activities to the sponsorship, with the purpose of adding benefits beyond the initial value of the sponsorship. (Allen et al, 2011). Cornwell (2014) explains sponsorship leverage as using of collateral marketing communications and activities to develop the potential of consumer’s association between a sponsee and a sponsor. Cliffe & Motion (2004) concludes that a brand can differentiate itself around functional and augmented attributes and create
additional value by leveraging sponsorship associations and experiences. Meenaghan (2001) states that it is generally accepted that at least the equal sum of the investment into acquiring the sponsorship should be used to also leverage the sponsorship. Cornwell (2014) also notes that it is common belief that one must leverage a sponsorship or else the investment will most likely be a waste but this should not be blindly accepted, even though its mostly true, as there could be many circumstances that effect the success of the sponsorship. What matters is not the ratio of spending but rather the creativity and connectivity created by the leverage investment.

Furthermore, Cornwell (2014) mentions several reasons why organisations should invest in leverage. One of them being that message variations and repetition support memory for that brand. Hence, displaying the logo and brand message on more than one promotion channel is beneficial and increase the impact of the sponsorship investment.

There are many ways of leveraging a sponsorship and according to Cornwell (2014) the areas which are particularly important to consider are:

- **Social media** – Word of mouth is known to be more persuasive than other forms of paid promotion and social media allows consumers to talk and share electronically which arguably has the same potential as word of mouth. The opportunities to measure its effects are many and the medium can cost-effectively reach a large amount of people.

- **Technology based leverage** – Event specific mobile applications are increasingly being expected at large events and they offer a great way of engaging with attendees both during and after the event. It allows them to create and interactive connection to the sponsor.

- **Hospitality** – Maintaining relationships with other stakeholders in the organisation by inviting them and doing other activities around the event to entertain them may result in business.

### 2.8 Sponsorship evaluation

Cornwell (2014) states that sponsorship evaluation support decision-making by systematically gathering and assessing information to receive feedback about a sponsorship. Furthermore, the sponsorship evaluation includes more than just measurement of the sponsorship, but should encompasses comprehensive evaluation systems and the sponsorship measurement can be conducted in-house as well as by an external consultant or combining. According to Crompton (2004), the measurement of a sponsorship includes to extensively quantify the sponsorship investment to be able to benchmark and compare the impact of the sponsorship to previous
years. Moreover, Meenaghan (1991) claims that the sponsorship evaluation should start in the objectives set and let the objectives direct the method of evaluating a sponsorship. The usefulness of the evaluation is arguably dependent on the specification of the initial objectives set for the sponsorship investment. However, different types of objectives should be assigned specific types of measures, according to Crompton (2004).

There are internal marketing factors that makes the evaluation of a sponsorship challenging. Several corporate promotional tools are often used simultaneously. Furthermore, the separation of the sponsorship impact is difficult due to a carry-over effect of other promotional tools (Cornwell 2014, Crompton 2004). Horn and Baker (1999) argues that a way to overcome this problem is the usage of statistical models. A corporate sponsor can look into historical data of sales, advertising spending and sales promotions. In turn, this makes it possible to isolate the impact of different promotion vehicles and track it to sales data. According to Crompton (2004) there is a challenge regarding unforeseen external factors in corporate sponsorship that makes it harder to conduct sponsorship evaluation. Kourovskaia and Meenaghan (2013) argues that corporate sponsors are hesitant to allocate spending on a promotional tool when they have doubts on how well such an impact can be measured due to unforeseen external effects. According to Horn and Baker (1999) sponsorship works differently from organization to organization and a universal solution of evaluating sponsorships may not be present.

2.9 Measurement methods in Sponsorship evaluation

Tripodi et al. (2003) consider there to be a lack of implementation of measurable objectives and therefore no uniform way to conduct sponsorship measurement. Meenaghan (1991) and Tripodi et al. (2003) argues that there are a variety of methods that are developed to measure sponsorships. These can, however, be categorized into three main areas. These areas are: Media exposure, communications effects and sales effectiveness. Cornwell (2014) also argues that measurement of congruence is a central concept to use in sponsorship measurement.

According to Crompton (2004), a common measure of sponsorship effectiveness is to assess the value of the media coverage a sponsor receives by using media equivalency values. This measure compares the value of media coverage generated by sponsorship to the cost of equivalent advertising time or space. According to the Institute for Public Relations (2003)
media or advertising equivalency measures are calculated by measuring column inches in print media or seconds in broadcasting media. Then the figures from these measures are multiplied by the respective medium’s advertising rate. The result of this is a number of what it would have costed to place an advertisement of that size in that medium. Crompton (2004) argues that this measure enables the sponsor to compare the media exposure received of previous sponsorships. Cornwell (2014) concludes that advertising equivalency measures remain popular in the sponsorship industry for benchmarking purposes. Crompton (2004) argues that the problem of media equivalency values is that the quality of the media exposure differs, both for relative organizations as well as for relative media channels used. What is meant by quality is determined by the impact the media channel it has on the consumer. Therefore, Masterman (2007) argues that this will lead to a lack of standardization of evaluation measures. He also further questions media exposure results because these results are expressed in a total amount of publicity created and says nothing about the effect the media exposure has created on the target audience.

According to Crompton (2004), awareness measures in sponsorship includes to measure recall and recognition-impact of a brand. He argues that an option to measure awareness levels concerning a sponsorship is to conduct a survey related to the sponsorship. These surveys should often be used to measure unaided awareness, Cornwell (2014) argues. These surveys are often structured in two parts, the first part incorporates one control group who are not aware of a corporation or a brand, used to rule out other communication efforts that a sponsor uses. The second part incorporates a treatment group, where a survey is conducted before and after the sponsorship. Awareness levels of sponsorships can also be measured by the number of visits on a sponsor’s website. Crompton (2004) argues that the number of visits on a sponsor’s website is a better measure of awareness levels of a sponsorship because the visitors then have shown engagement in action. Leaving the awareness stage of measurement, image enhancement is a following stage towards a sales outcome. Sponsors do often want to know the extent to which a brand has successfully borrowed a sponsored entity’s image, according to Crompton (2004), and are therefore using a survey to measure this.

Crompton (2004) argues that a sponsor can tie the sales directly to a sponsorship by tracking the redemption of coupons or ticket discounts given with proof of purchase. Alternatively, Crompton (2004) argues that a sponsor can use historical data to compare sales numbers for an isolated time period around the sponsorship. The comparable period may be a certain month
this year to the same month the previous year. According to IEG (2017) another approach to track sales to an event sponsorship is to compare local immediate sales levels to national sales levels of a similar product.

IEG (2017) presents further measures that are common among sponsors, depending on more specific sponsorship objectives. Examples of these are:

- Interest or participation levels at the sponsored event
- Number of product-related actions taken
- Key clients attending
- New contracts/mailing list generated

According to Cornwell (2014) return on investment is a common approach in evaluating a sponsorship investment. This includes to take the gains of a sponsorship investment minus the cost of the investment, then to divide it by the cost of the investment. The main issue about using the ROI of a sponsorship is to be able to isolate the effects of the sponsorship. Because the connections between a sponsorship investment and the purchase of the sponsor’s product can be very loose. Furthermore, Cornwell (2014) argues that Return on Objectives can be added to sponsorship evaluation, to get a non-financial dimension on sponsorship evaluation as well. Certain objectives may be hard to measure for a sponsor and put financial numbers on, but the objective measurement can include financial accountability anyways. The objective to be a sponsor of an event to build image in order to recruit staff is an example of this. Then the evaluation will include how many people were employed due to the sponsorship and can be accountable if the sponsor has a demand of staff. This may even include the change of an attitude of or a conversation with a potential future employees, which is hard to put a financial value on. A further metric in sponsorship evaluation is return on relationships. This can, according to Gummesson (2004), be described by the establishment and maintenance of organizational relationships. For instance, investment in sponsorship relationships can create word-of-mouth behaviour and references for a sponsor, according to Grönroos and Helle (2012).
3. Method

This chapter includes to describe, discuss and defend the methods used in this thesis. The chapter entails a presentation of the World Cup event in Ulricehamn 2017 and a presentation of the cases included in the multiple case study. In this chapter, the data collection process is also presented to the reader.

3.1 Scientific approach

Alvesson & Sköldberg (2009) argues that there are four overarching philosophies of science: positivism and post-positivism, social constructionism and critical realism. Hermeneutics and interpretivism is another research philosophies available. The authors of this thesis chose to use social constructionism as their scientific approach. According to Alvesson and Sköldberg (2009), the society can be regarded as socially constructed. The society is constructed as opposed to created. Burr (2015) argues that people construct the society in daily interactions and by their social life. This research philosophy is a broad and multi-faceted perspective on reality, and has often been compared to positivism and critical realism.

However, Alvesson and Sköldberg (2009) recommends social constructionism for social studies, especially when the researcher has a qualitative research approach. This thesis was written within the field of social sciences (marketing) and had a qualitative research approach since the authors wanted to get understanding of the research problem at a deeper level.

3.2 Research approach

According to Ghauri and Grönhaug (2010) the two research approaches available are qualitative and quantitative. The difference between the two is that quantitative approach is used when the study is focused on measurement to answer a research question, while in qualitative research it is not. Another difference between the two is that the data used in quantitative approaches is in numerical form and the data used in qualitative research is in oral or in word-format. According to Ghauri and Grönhaug (2010), quantitative research often starts in an already established theory in order to test and verify a hypothesis, while the focus of a qualitative research is to explore and understand a phenomenon in a less explored research area. The authors of this thesis used a qualitative research approach.
According to Ghauri & Grönhaug (2010), qualitative research is appropriate when the focus of a research problem is to understand a phenomenon about which little is known. Qualitative research is appropriate when organizations are studied and when interviews are conducted in the respondent’s natural settings. Ghauri and Grönhaug (2010) argues that the qualitative research aims to include several aspects and perspectives of a problem in an organizational level, which justifies that the number of interviews tend to be low but instead in-depth with thick descriptions. Furthermore, Ghauri and Grönhaug (2010) claims that a study directed by a research question of the “how” format should be of qualitative nature.

Since the authors of this thesis had a research question with a “how” format, indicating an exploratory study, a qualitative approach was appropriate. The authors studied sponsorship from an organizational point of view, which made the qualitative research appropriate. Sponsorship evaluation as a phenomenon is less explored area in the literature, therefore it was appropriate for the authors to use a qualitative approach to get deeper understanding of this subject. The data that was collected was in word format which made the qualitative research approach appropriate.

3.3 Theoretical approach

Ghauri and Grönhaug (2010) argues that there are three common ways of approaching a study theoretically and draw general conclusions of: deduction, abduction and induction. According to Haig (2010) abduction uses explanatory aspects to judge and generate theories and hypotheses. Induction uses empirical evidence to let the researcher draw conclusions from a study while deduction uses logical explanations to draw conclusions from a study. Another difference is that when using an inductive approach data proceeds theory, but when using the deductive approach theory proceeds data. The authors of this thesis chose to take the inductive approach for this study.

According to Ghauri and Grönhaug (2010) induction starts by empirical observation and ends by using the empirical findings to build theory. Crowther and Lancaster (2009) puts forward that the greatest strength of induction is that it provides the researcher with flexibility in terms of case selection and data collection type and form. Induction does not need any pre-established theories, which makes the range of possible topics to study certainly wider. Anyhow, the induction is appropriate to use when to study behavior in and of organizations. However, Saunders et. al (2016) argues that induction is appropriate to use when the researcher wants to conduct a study of a small sample size and when conducting qualitative research.
The authors of this thesis did not aim to use an existing theory before collecting the data. Instead the authors started by collecting the empirical data and later contributed to the existing literature on sponsorship evaluation with findings, which is according to the inductive approach. The authors used a qualitative research approach, which made the inductive theoretical approach appropriate. Since the focus on the study is on sponsorships from an organizational point of view, induction is useful. The inductive approach made the study flexible for the authors, especially when selecting the cases of sponsors and the tool for gathering empirical data (semi-structured interviews). Moreover, the number of cases selected in this thesis was relatively small, which made the inductive approach suitable for the authors.

3.4 Research design

According to Ghauri & Grönhaug (2010) there are three main research designs: Exploratory, descriptive and causal research. These classes differ in terms of the problem structure. Exploratory research faces an unstructured problem, while descriptive- and causal research faces a more structured problem. The authors of this thesis used an exploratory research design. According to Ghauri and Grönhaug (2010) exploratory research is appropriate when the research problem is less understood. Furthermore, research questions in the format of “how” and “why” are suitable for exploratory research. However, Saunders et al (2016) argues that a main feature of exploratory research is that it provides the researcher with a high level of flexibility and is adaptable to change during the research process.

Since the research problem that the authors aim to explore might not be very understood or explored, exploratory research is appropriate to use. However, since the research problem regarding sponsorship evaluation is unstructured, exploratory research is recommended. The authors of this are committed to conduct a research question of a “how” format and therefore the exploratory research design is adequate. The flexibility and adaptability featured in exploratory research is a benefit for the authors of this thesis since the answers of the respondents in the semi-structured interviews will guide the theory development process to a great extent.

3.4.1 Multiple case study method

According to Ghauri & Grönhaug (2009) the case study is often associated with exploratory research. The case study is appropriate in business studies when the researcher studies a phenomenon which might be difficult to study outside its natural setting and when the variables
included are hard to quantify. A common characteristic of a case method is its intensity of the study, and the in-depth feature it provides the researcher with when studying an organization. According to Eisenhardt (1989) the case study may include different types of data collection methods. For instance, interviews, questionnaires and observations can be used, and are often used, for case study research.

Grönhaug and Ghauri (2009) argues that when the research question is of the format “how” and “why”, the case study is preferred to use, as well as when the researcher has little control over events and when the researcher studies a current phenomenon in a real-life context. Moreover, Ghauri & Grönhaug (2009) argues that the case study method is recommended when to study a single organization, especially when the researcher wants to get insight into behavioral aspects within a smaller department, such as a marketing department.

According to De Vaus (2011) case study design can be constructed by single or multiple cases. A single case study is often less compelling than multiple case studies and can be used when the available data is limited or when the researcher are relying on a single critical case. However, the single case study is usable for deductive purposes when the researcher is testing a clear theory and when the single case meets all the requirements of the theory. De Vaus (2011) argues that the multiple case study, however, is necessary for inductive purposes. The different cases are often strategically selected. If resources are sufficient, multiple cases are more powerful and can provide more insight than a single case study can. According to Ghauri & Grönhaug (2010) and Yin (2003) the cases selected in the multiple case study should be serving a particular purpose. Therefore, all of the individual cases should be individually justified.

Since this thesis was an exploratory study within sponsorship evaluation, the multiple case study method was recommended to use. Moreover, it tends to be a lack of knowledge about sponsorship evaluation among local corporations and local authority, therefore the authors needed to get in-depth and intense knowledge about how evaluation is done in a real-life situation. The authors’ research question is of a “how” format which also is associated to exploratory research and thereby to a multiple case study. Furthermore, the authors aimed to interview respondents within a smaller division, more specifically, a marketing department, for which a case study is appropriate. Moreover, the multiple case study is appropriate since variables included in the matter of sponsorship evaluation might be hard to quantify and the authors needed to get deep and elaborate answers to be able to analyze the data provided from the interviews. The multiple case study will also provide the authors with multiple insights and aspects from the respondents, which will facilitate the data analysis later on.
3.5 Case selection

According to Ghauri and Grönhaug (2010) sampling can be divided into either probability or non-probability samples. Examples of probability sampling is stratified sampling and cluster sampling, while examples of non-probability sampling include judgmental and quota sampling. Furthermore, non-probability samples that are purposeful are often applied in qualitative research. The sample units included are chosen based on theoretical reasons.

The authors of this thesis will use theoretical sampling. The theoretical sampling in this study will be based on one local authority, four corporations, geographic location near Ulricehamn, and from which sponsorship category the corporation or local authority is selected on.

<table>
<thead>
<tr>
<th>Case selected</th>
<th>Justification, (EX, category, size, geographic location, typ: corporation/local authority).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bygg Arvid AB</td>
<td>Geographical location near the event, corporation, bronze sponsor category.</td>
</tr>
<tr>
<td>(Interview time: 23:27)</td>
<td></td>
</tr>
<tr>
<td>Svedbergs AB</td>
<td>Geographical location near the event, corporation, silver sponsor category.</td>
</tr>
<tr>
<td>(Interview time: 14:49)</td>
<td></td>
</tr>
<tr>
<td>JOBRO AB</td>
<td>Geographical location near the event, corporation, bronze sponsor category.</td>
</tr>
<tr>
<td>(Interview time: 17:52)</td>
<td></td>
</tr>
<tr>
<td>Äktab Transport AB</td>
<td>Geographical location near the sport event, corporation, golden sponsor category.</td>
</tr>
<tr>
<td>(Interview time: 07:16)</td>
<td></td>
</tr>
<tr>
<td>Näringsliv Ulricehamn AB</td>
<td>Local authority where the event is held, local host sponsor category.</td>
</tr>
<tr>
<td>(Interview time: 21:10)</td>
<td></td>
</tr>
</tbody>
</table>

**Figure 2.** Case overview

3.5.1 Introduction to the cases

*ByggArvid AB*

Byggarvid AB is a local construction corporation, active within a 10-mile area of Ulricehamn. It was founded 75 years ago, has got around 40 employees, 150-160 million SEK in turnover.
Byggarvid AB constructs apartments and real estates to private persons and professional customers. (Interview and allabolag.se 2015, 2016)

**Svedbergs AB**

Svedbergs AB was founded by the Svedberg family in 1920 and is still situated in Dalstorp, near Ulricehamn. The corporation develops and manufactures bathrooms and bathroom furniture. The turnover of Svedbergs is around 600 million SEK and approximately 180 people are employed by Svedbergs. (Interview and allabolag.se 2015, 2016)

**Äktab Transport AB**

Äktab is a corporation in the transporting business, working on a nationwide level and at a small scale in the Norway and Finland. Äktab has got around 50 employees and a turnover of around 230 million SEK. Äktab AB is situated in Ulricehamn. (Interview and allabolag.se 2015, 2016)

**Jobro AB**

Jobro AB is a corporation that engineers and manufactures sheet metal components, largely exposed towards the automotive industry. Jobro AB has got around 40 employees and around 75 million SEK in turnover. Jobro AB is situated in Ulricehamn. (Interview and allabolag.se 2015, 2016)

**Näringsliv Ulricehamn AB**

Näringsliv Ulricehamn AB is a municipality owned corporation, aiming to market Ulricehamn and facilitating trade and industry establishment as well as tourism and countryside development in Ulricehamn. Näringsliv Ulricehamn AB has around 6 employees and around 2 million SEK in turnover. (Interview and allabolag.se 2015, 2016)

### 3.5.2 The cross-country world cup in Ulricehamn 2017

The FIS World cup in Cross Country skiing was organized in Ulricehamn the 21-22 of January 2017. This is one of the competitions included in the world cup, which consists of many individual world cup events arranged in different countries. The participant with the best total result of all world cup competitions will be the winner of the world cup and the participants of the world cup is the world-elite in cross country skiing. (International Ski Federation, 2017)
According to our literature review, the cross-country world cup should be categorised as an international sport event with a tiered sponsorship structure.

*International Ski Federation*

International Ski Federation (FIS) is the governing body for skiing and snowboarding worldwide. It is organized based on the FIS congress, which in turn is electing committees, sub-committees and working groups. Thereby it is organized into sport disciplines, such as cross-country, alpine skiing etc. Within each sport discipline, there is an executive board and further committees and sub committees. On the event level, FIS appoints an Organizational Committee around each of the cross-country world cup events. International Ski Federations is also the rights owner of the world cup competition. (International Ski Federation, 2017).

*Ulricehamns IF*

Ulricehamns IF was the applicant of arranging the World Cup event and to organize it, Ulricehamns IF founded the Corporation Ulricehamn Ski Event AB. (Ulricehamns Kommun, 2017).

*Ulricehamn Ski Event AB*

Ultrechamn Ski Event AB was responsible for the implementation and the marketing before the event took place. The management of the World Cup event is under the Organizational Committee. The organizational committee consists of several representatives from Ulricehamns IF, Näringsliv Ulricehamn AB, Ulricehamns Kommun and private Corporations. (Ulricehamns Kommun, 2017).

*Ulricehamns Kommun*

Ulricehamns Kommun owns Lassalyckan, the place of the skiing tracks and the competition. It is the responsibility of the local authority together with Ulricehamn Ski Event AB to secure an appropriate standard that FIS requires of the skiing tracks and the spectator area. (Ulricehamns Kommun, 2017).

*Näringsliv Ulricehamn AB*

Näringsliv Ulricehamn AB is a municipality Owned corporation that owns a 10 % stake in Ulricehamn Ski Event AB, the event organizer. Näringsliv Ulricehamn AB was responsible for the accommodation in Ulricehamn during the World Cup event. The world Cup event is a part
of the mission of Näringsliv Ulricehamn AB to promote Ulricehamn as a winter resort. (Ulricehamns Kommun, 2017).

Snösäkert
Snösäkert is an association of Tväreds IF, Grönahögs IK, Redvägs SK, Hössna IF and Ulricehamns IF. They had a joint responsibility of the snow making and to secure that the ski track met FIS’ requirements of snow quantity. (Ulricehamns Kommun, 2017).

Sponsors
The event was to a high level funded by Sponsorships. Both from local authority, such as Ulricehamns Kommun, and from corporate sponsors. The sponsors chose from a programme where different benefits and costs of exposure was presented.

3.6 Data collection method
Data collection can be done by collecting primary and secondary data. Primary data differs from secondary data in the way that it is collected by the researcher him -or herself, while secondary data is collected from someone else and might have been done with a different purpose.

The authors used both primary data, in the form of semi-structured interviews, and secondary data, in the form of articles from electronic journals and books from the library of Jönköping University. The authors used the two data collection methods in combination in order to get a deep, intense and wide aspect understanding of their research question. Moreover, none of the primary -or the secondary data alone can answer the authors’ research question, thus the two data collection methods needs to be combined.

3.6.1 Primary Data
There are several options regarding the collection of primary data. It may include observations, experiments, surveys and interviews. The main advantage of primary data is that the information is highly consistent and relevant to the researcher’s research questions and objectives. Furthermore, primary data is effective when the researcher wants to influence behavioral or decisional aspects in his or her study. A common disadvantage considered to primary data are practical issues. It can be time- and costly to gather. Another less satisfying point of primary data is that the researcher is fully dependent on the willingness and ability of
the respondent, when there can be reasons for the respondent not to be wanting to fully cooperate. For instance, due to that they consider it a time-wasting activity. The authors of this thesis used semi-structured interviews as their primary data.

There are three types of interviews: structured, unstructured and semi-structured, according to Ghauri and Grönhaug (2010). Structured interviews consist of a standard format of predetermined set of questions that are asked every respondent in the same order and aims to provide a foundation for quantitative and statistical methods. Unstructured interviews the interviewer only asks lead questions to give the respondent full freedom to discuss their reactions of and opinions on as well as their behavior in a particular issue. In Semi-structured interviews, topics, respondents and questions are determined before the interview, but also aims to let the respondent to be elaborate about his or her answers and minimize bias, according to Ghauri and Grönhaug (2010). Furthermore, Since the semi-structured interviews follows and interview guide, but allows for flexibility the semi-structured method is common in qualitative data collection.

Many of the semi-structured interviews were conducted of the authors of this thesis via telephone. The convenience for both the interviewer and the interviewee is a positive factor of conducting interviews via telephone. The telephone-conducted interviews can offer the interviewer facilitated participation of respondents as well as the advantage of less reluctances of respondents to discuss sensitive issues, according to Saunders et al (2016).

However, Saunders et al (2016) claims that a potential disadvantage by conducting interviews via telephone may be that personal contact and trust might not be fully established. Since the purpose of semi-structure and in-depth interviews are to explore deeper meanings of the participants, the answers of the participants may be less feasible when trust and personal contact are not completely established between the interviewer and the interviewee. Moreover, in this situation the interviewer is not able to witness the non-verbal behavior of the interviewee. This, however, can affect the interpretation of the answers by the respondents.

The authors used telephone interviews in all of the cases except one (ByggArvid AB) in order to reach the participants in a quick manner and get access to them since many of them were unable to participate in a face-to-face interview due to travelling a lot and having much to do during the working day. However, this made it hard to schedule the semi-structured interviews. Moreover, sponsorship can be discussed whether to be a sensitive issue. This may not be an impedimental factor for the authors, but one may discuss whether some sensitivity may have been affecting the respondents in regards to the sum of the sponsorship investment.
The authors used semi-structured interviews in order to facilitate for data analysis, since the data collected from the interviews was more easily compared when using a similar structure of questions. However, the authors still wanted the respondents to be elaborate in their answers and encourage some discussion in the subject to catch opinions and behavior in the matter of sponsorship evaluation. The authors still wanted to keep the focus of the interview on sponsorship evaluation, therefore completely unstructured interviews were not used. Moreover, the authors did make decision on whom (local corporations and local authority) and how many to include (one local authority and four local corporations), as well as who to interview (a person in the organization responsible for the sponsorship of the cross-country ski world cup in Ulricehamn 2017).

### 3.6.2 Secondary data

The secondary data collected was mainly several literature sources, for instance: Cornwell (2014), Masterman (1991), Allen et. Al (2011) and electronic sources in the form of academic articles. The literature sources were provided to the authors from the Jönköping University library, while the electronic sources, academic articles, were found in the Jönköping University search service data base “Primo” and “google scholar”.

Common examples of search phrases in Primo and google scholar were: “Sponsorship evaluation”, “Sports sponsorship”, “Event sponsorship”, “Sponsorship objectives”, “Corporate sponsorship” and “Local authority sponsorship”.

### 3.7 Data analysis

According to Saunders et al (2016) there are several approaches to conduct qualitative data analysis. For instance: thematic analysis, template analysis, grounded theory method, discourse analysis, content analysis and narrative analysis are available. The approaches of data analysis differ slightly in the way of coding and categorizing data as well as the order of how this is done. The authors of this thesis chose to use thematic analysis as their data analysis approach. The thematic analysis was first started by separating each of the cases into three broad questions guided by the sub-research questions in this thesis:

1. What were your sponsorship objectives of the world cup in Ulricehamn 2017?
2. How did you leverage the sponsorship of the World cup in Ulricehamn 2017?
3. How did you evaluate the sponsorship of the World cup in Ulricehamn 2017?
Moreover, the data presented under these questions were cross-case analyzed under each question, with a focus to present explain differences and similarities of the cases and to explain why these differences and similarities appear with the support of relevant theory on sponsorship presented in the authors’ theoretic framework. The authors of this thesis chose to use thematic analysis as data analysis approach.

According to Saunders et Al. (2016) thematic analysis can be regarded as a generic approach to qualitative data analysis. The main purpose of this data analysis method is to search for themes or patterns that occurs across a data set. The researcher is coding his or her data initially to identify patterns and themes for further undertaking analysis relating to his or her research question. However, the feature of thematic analysis is that it provides the researcher with a logical and structural order to analyze the data.

Saunders et Al (2016) argues that thematic analysis is of its nature a very flexible and straightforward approach that let the researcher have his or her focus on making the analysis very rigorous. It is an adaptable approach that is not tied to a certain research philosophy. It may be used both if the researcher has an inductive or a deductive approach. When conducting this data analysis approach, the researcher searches to explore relating themes based on the research question, rather than initially having a framework of themes.

The thematic approach was used by the authors to analyze their qualitative data mainly since an exploratory study was conducted and that the authors took an inductive approach to this study. The thematic analysis is appropriate since it is adaptable and flexible, in the sense that it is not tied to a specific research philosophy or approach, therefore it was preferred to be used in our case. The coding process used by the researchers was not guided by an initial decided framework of themes (sub questions to the research question), therefore and open process like the thematic approach to coding was appropriate.

3.8 Quality Criteria

Within business research, there are several criteria available to use in order to evaluate the quality of research. According to Bryman & Bell (2015) reliability, replication and validity are the most common quality criteria used in business research. However, Guba and Lincoln (1985) (1994) argues that these tend to be more applicable and relevant for quantitative research strategies than qualitative research strategies, since there is more than one explanation for the absolute truth in social sciences. Therefore, alternative sets of research quality criteria are
suggested for qualitative studies, such as trustworthiness and authenticity. The authors of this thesis used trustworthiness and authenticity as quality criteria.

3.8.1 Trustworthiness

Trustworthiness is made up of four criteria, each being a parallel to a similar criterion in quantitative research. These are: credibility, transferability, dependability and confirmability. These parallels internal validity, external validity, reliability and objectivity.

Guba and Lincoln (1985) (1994) argues that the main part of the credibility criteria is that the members of the social world, that the study is conducted on, are being submitted the research findings. This in order for the researcher to confirm that the social context studied is correctly understood and is called respondent validation.

According to Guba and Lincoln (1985) (1994) transferability is sustained when the researcher is able to provide thick descriptions of the studied social context. Thick descriptions can provide other researchers with a good base for making judgements of the transferability of findings to another social context.

Guba and Lincoln (1985) (1994) argues that to establish the dependability of the study, the researcher should take an auditing approach. This includes peers to establish to what degree the researchers are following their proper procedures.

Guba and Lincoln (1985) (1994) argues that confirmability is concerned with the researcher showing that he or she has acted in good faith in the study since complete objectivity is hard to ensure. The researcher should make sure that he or she has not included personal values and theoretical inclinations.

The authors of this thesis ensured trustworthiness of this thesis by conducting several activities. The research findings were submitted to all of the respondents via e-mail to ensure that the context of sponsorship was correctly understood. The data presentation and analysis focused on providing contribution for other researchers to make judgements within other fields that sponsorship, for instance within advertising. The researchers also had two peer students at Jönköping International Business School that revised the thesis by primarily looking into the semi-structured interviews and the data analysis. The peer review of the thesis was also focused on ensure that the confirmability-criteria was met, especially that the authors have not included personal opinions in the thesis.
3.8.2 Authenticity

Guba and Lincoln (1985) (1994) argues that the criteria of authenticity raise a wider set of issues related to a political impact of the research. 

*Fairness:* should make sure that different viewpoints among members of the social setting studied are represented.

*Ontological authenticity:* should make the researcher ask him -or herself if the research helps members of a social context to better understand it.

*Educative authenticity:* entails researcher to discuss if the research helps members to better appreciate other members’ perspectives of their social setting.

*Catalytic authenticity:* includes whether the research presented has acted as an impetus to members for taking action to change their circumstances.

*Tactical authenticity:* entails whether the members have or have not been taking steps for engaging in action.

The authors of this thesis have included several viewpoints by the respondents in a fair manner, as well as to improve the existing literature on sponsorship evaluation to contribute to future local corporate and local authority sponsors. Since the respondents included in the thesis was provided with a copy of the report, the intention of the researchers is that they will take action to change or increase their level of sponsorship evaluation.

3.9 Method summary

The authors of this thesis chose to use social constructionism as their scientific approach. Qualitative method as research approach. The theoretical approach of choice was inductive. The exploratory research design was used by conducting a multiple case study of five cases. The cases were selected by using theoretical sampling. 

Semi-structured interviews were used as a primary data collection method and electronic article search as well as books borrowed from Jönköping University library as a secondary data collection method. The data was analyzed using thematic analysis and the quality criteria used in the thesis was trustworthiness and authenticity.
4. Data Presentation

In this chapter, the authors present the semi-structured interviews held with the local sponsors included in the multiple case study. The data collected from the semi-structured interviews is presented under the themes sponsorship objectives, sponsorship leverage and sponsorship evaluation.

4.1 Case 1 - ByggArvid AB

ByggArvid AB is a local construction corporation, active within a 10-mile area of Ulricehamn. It was founded 75 years ago, has got around 40 employees, 150-160 million SEK in turnover. ByggArvid AB constructs apartments and real estates to private persons and professional customers.

4.1.1 What were ByggArvid AB’s sponsorship objectives of the world cup in Ulricehamn 2017?

ByggArvid AB mainly chose to be a sponsor because it felt strange to be outside when many other corporations of the same size as they were participating as sponsors. ByggArvid AB consider it to be more a larger context for the sake of Ulricehamn as a region, they were helping to market Ulricehamn, since ByggArvid AB are working and constructing here. In a long-term perspective ByggArvid AB, would like to build apartments and houses for the spectators at the world cup event 2017. The wish of ByggArvid AB is that the spectators will move here and get a good impression of the region. Thanks to the world cup, ByggArvid AB can be a stable and active corporation in the region of Ulricehamn.

The personal interest of ByggArvid AB in cross-country skiing played a large part in this decision. ByggArvid AB is very fond of cross-country skiing and it was a natural decision to be a sponsor here. The alienation of being a local corporation that is not helping the event by sponsoring is a reason why ByggArvid AB are sponsors of the world cup. ByggArvid AB think
that the decision whether to be sponsoring a sports event is highly dependent on feelings, both for the team or the personal interest of the sport.

4.1.2 How did ByggArvid AB leverage the sponsorship of the World cup in Ulricehamn 2017?

ByggArvid AB did not have any campaigns before, during or after the event but that was never an intention. This was mainly because ByggArvid AB felt like they did not have the time or resources.

4.1.3 How did ByggArvid AB evaluate the sponsorship of the World cup in Ulricehamn 2017?

ByggArvid AB paid the sum that was agreed with the organizer and then attended the event, but did not conduct any evaluation. ByggArvid AB thought the event was a success and all the employees got a ticket to the event as a Christmas present. Although there is not as much available data to use in ByggArvid AB’s sponsorship evaluation, ByggArvid AB used gut feeling to determine whether the sponsorship was successful or not. ByggArvid AB did not participate in the sponsorship follow-up breakfast. If ByggArvid AB would have done an evaluation, in the short-term brand awareness would be evaluated. And in the long-term recruitment of construction workers and increased sales would be evaluated. ByggArvid AB expresses a need for more sponsorship evaluation within the corporation.

4.2 Case 2 - Svedbergs AB

Svedbergs AB was founded by the Svedberg family in 1920 and is still situated in Dalstorp, near Ulricehamn. The corporation develops and manufactures bathrooms and bathroom furniture. The turnover of Svedbergs AB is around 600 million SEK and approximately 180 people are employed by Svedbergs AB.

4.2.1 What were Svedbergs AB’s sponsorship objectives of the world cup in Ulricehamn 2017?

Svedbergs AB said that the event was very close to their hearts and the opportunity to support the local community and the organisation who arranged the event was an important objective. The event also had a large target group for their products. Svedbergs AB had objectives to make
the relation to staff and customers stronger by arranging and participating in activities related to the event and said it was a strategic choice. Their main objective was not to gain awareness from the event but to strengthen relations.

4.2.2 How did Svedbergs AB leverage the sponsorship of the World cup in Ulricehamn 2017?

Svedbergs AB leveraged the sponsorship by creating and send out personal invitations and due to their location near Ulricehamn, they offered a guest accommodation in Dalstorp. Svedbergs AB participated in the corporation-relay and activities around the event. Svedbergs AB bought sponsoring tickets, let staff and invited customers attend the after ski and look at the warm ups. Svedbergs AB also reached out to a wider target group by sending out a newsletter and information material to existing customers. Svedbergs AB marketed themselves as being a part of and supporting the world cup event. Svedbergs AB profiled their staff by giving them hats with their logo printed on.

4.2.4 How did Svedbergs AB evaluate the sponsorship of the World cup in Ulricehamn 2017?

Svedbergs AB received positive feedback from invited customers from conversations, both with our activities on place and with the whole event. But no specific evaluation has been done by Svedbergs AB. Svedbergs AB did not participate in the sponsorship breakfast.

4.3 Case 3 - Äktab AB

Äktab AB is a corporation in the transporting business, working on a nationwide level and at a small scale in the Norway and Finland. Äktab AB has got around 50 employees and a turnover of around 230 million SEK. Äktab AB is situated in Ulricehamn.

4.3.1 What were Äktab AB’s sponsorship objectives of the world cup in Ulricehamn 2017?

Äktab AB decided to be a sponsor of the world cup in Ulricehamn because it is a large event and that it is arranged on a local level, in a such small place as Ulricehamn. In this region, everyone feels for each other and the corporations here contributes to these kinds of events as much as possible. Äktab AB has a marketing strategy which targets locally because they have
increasingly been focusing on local transporting services. Äktab AB revolved around building relationships with other corporations and actors in the municipality of Ulricehamn. Äktab AB is interested in sports and to be a sponsor of the world cup feels like a natural way of sending out the Äktab AB’s marketing message, especially since the world cup is a huge event.

4.3.2 How did Äktab AB leverage the sponsorship of the World cup in Ulricehamn 2017?

Äktab AB had a film on one of the large TV-screens at event location, with a message which was directed to their target market. They also provided trucks with logos on the behalf of the event.

4.3.3 How did Äktab AB evaluate the sponsorship of the World cup in Ulricehamn 2017?

Äktab AB did not conduct any tangible evaluation. They had a small increase of sales locally but felt that they did not have the right information to could derive the sales to the sponsorship investment. The also had an increase of local contacts but felt the it is hard to know if they are because of the sponsorship investment, just like the increase in sales. Äktab AB participated in several meetings with the organizer, where the sponsors are exchanging experiences of sponsorships.

4.4 Case 4 - Jobro AB

Jobro AB is a corporation that engineers and manufactures sheet metal components, largely exposed towards the automotive industry. Jobro AB has got around 40 employees and around 75 million SEK in turnover. Jobro AB is situated in Ulricehamn.

4.4.1 What were Jobro AB’s sponsorship objectives of the world cup in Ulricehamn 2017?

Jobro AB cares about their employee’s wellbeing and have made efforts to increase their involvement physical. Jobro AB has earlier been sponsors of “Ulricehamns IF cross country skiing club”. Therefore, the sponsorship of the world cup event is a natural choice. Jobro AB have their manufacturing and management in Ulricehamn and then wanting to be a sponsor by local reasons. Jobro AB primarily focused attention on employees and their important clients
as reasons for sponsoring. Jobro AB did not aim to get plenty of new customers by sponsoring the event, and the important clients were their targeted customer group in this event. The sponsorship investment of the world cup is primarily in a local perspective for Jobro AB, where the recruitment of staff is an objective by being active in several projects. They were also felt like they had to be part of such a big event when staged in Ulricehamn to support it.

4.4.2 How did Jobro AB leverage the sponsorship of the World cup in Ulricehamn 2017?

Jobro AB participated in the corporation relay with 3 teams, and felt that the activity was a way to give back to the employees. After the relay, Jobro AB had an event in the indoor football arena for the employees. Jobro AB had invited some customers to the event and purchased tickets for 20 000 SEK to split among both the customers and Jobro AB’s internal employees. Jobro AB were active on the skiing track with several of the important clients. Jobro AB did also send out a newsletter to larger customers and important clients. Jobro AB also had 20 sales people at the event.

4.4.3 How did Jobro AB evaluate the sponsorship of the World cup in Ulricehamn 2017?

Jobro AB got a good response from the internal staff since the employees thought it was a fun and good initiative that Jobro AB participated in the event. This was concluded from personal conversations with the employees. Participating in the corporation relay and also the possibility of getting tickets from the corporation was offered to the employees. Jobro AB had a good response from the customers invited to the event as well. They also managed to collect feedback on what they did well and what to improve for the next time. This was concluded by internal sales people and technicians as they are talking with these customers regularly. Jobro AB evaluates their customer projects regularly. They measure technique, quality, economy in these projects. Finally, there is a rigorous evaluation when the products are delivered. Jobro AB thinks that sponsorships on a local level are more about the personal feelings and interest in the sponsored entity, where it is very important to include different activities for the employees around the event. Jobro AB argues that it is hard to translate a sponsorship evaluation into economic terms. Finally, Jobro AB participated in the sponsorship breakfast which was held after the event where information and overall metrics about the event was presented.
4.5 Case 5 - Näringsliv Ulricehamn AB

Näringsliv Ulricehamn AB is a municipality owned corporation, aiming to market Ulricehamn and facilitating trade and industry establishment as well as tourism and countryside development in Ulricehamn. Näringsliv Ulricehamn AB has around 6 employees and around 2 million SEK in turnover.

4.5.1 What were Näringsliv Ulricehamn AB’s sponsorship objectives of the world cup in Ulricehamn 2017?

Näringsliv Ulricehamn AB used the world cup event in their marketing program with the objective of branding Ulricehamn as a winter resort. Näringsliv Ulricehamn AB consider it a great value that such a large event is held here in Ulricehamn, and to be present when so many spectators attended the event. One of Näringsliv Ulricehamn AB’s main objective is to attract visitors to Ulricehamn. It is such a special event; therefore, Näringsliv Ulricehamn AB thought it was obvious to be a sponsor. This is also in line with the aim of Näringsliv Ulricehamn AB to attract big events to Ulricehamn. Näringsliv Ulricehamn AB work quite closely to the objectives of the World cup organizer, for instance on how many visitors to expect and how to prepare appropriate accommodation for the visitors. Näringsliv Ulricehamn AB did not aim for specific numerical objectives. The main objective for Näringsliv Ulricehamn AB is in a long-term perspective, and not specifically the world cup event. The appraisal of Ulricehamn as a brand were successful, and to gather people to Ulricehamn who are interested in sports to come here to ski, cycle and hike. Näringsliv Ulricehamn AB is hoping that these people will come to Ulricehamn next winter as well, even though there is not a World cup event.

4.5.2 How did Näringsliv Ulricehamn AB leverage the sponsorship of the World cup in Ulricehamn 2017?

Näringsliv Ulricehamn AB had their own mascot for the event, who were the mascot of Ulricehamn. Näringsliv Ulricehamn AB had an info point at the event where they marketed Ulricehamn, handed out printed material to visitors and had conversations with the visitors. Näringsliv Ulricehamn AB also helped the World cup organizers to sell merchandise, and that was a great success as well.
4.5.3 How did Näringsliv Ulricehamn AB evaluate the sponsorship of the World cup in Ulricehamn 2017?

Näringsliv Ulricehamn AB absolutely felt that they met their objectives. The event received very much publicity, so it was definitely worth it to be a sponsor for Näringsliv Ulricehamn AB. Näringsliv Ulricehamn AB have measured and taken part in the statistics and numbers provided by the world cup organizers regarding visitor numbers and the marketing value of the event in Europe.

Näringsliv Ulricehamn AB have done their own visitor survey during the days of the event in collaboration with HUI research. This survey showed satisfying results. This case is very special since Näringsliv Ulricehamn AB is so very invested, they feel they have put more time in evaluating the sponsorship. If they would have been a corporate sponsor, they probably would not put as much effort in the evaluation as they did.
### 4.6 Summary of empirical observations

<table>
<thead>
<tr>
<th>Cases</th>
<th>Objective of the sponsorship</th>
<th>Leverage of the sponsorship</th>
<th>Evaluation of the sponsorship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case 1 – ByggArvid AB</td>
<td>Supporting the Ulricehamn community</td>
<td>Participation in corporate relay but no leverage around the sponsorship due to a lack of time and money</td>
<td>Personal feeling of whether it was worth the cost</td>
</tr>
<tr>
<td>Bronze sponsor</td>
<td>Improve relationships with employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Case 2 – Svedbergs AB</td>
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<td>Participation in corporate relay</td>
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</tr>
<tr>
<td>Silver Sponsor</td>
<td>Improve employee relationships</td>
<td>Bought sponsor tickets for employees and invited customers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improve important client relationships</td>
<td>Attended after-ski by employees and invited customers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Supporting the Ulricehamn community</td>
<td>Sent out a newsletter to existing customers about event sponsorship</td>
<td></td>
</tr>
<tr>
<td>Case 3 – Åktab Transport AB</td>
<td>Reach out to a local target market</td>
<td>A TV-commercial on a screen at place</td>
<td>Looked at increase in local sales, could not isolate the increase of sales to the sponsorship</td>
</tr>
<tr>
<td>Guild Sponsor</td>
<td>Supporting the Ulricehamn community</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Build long-term relationships to corporations in Ulricehamn and important clients</td>
<td></td>
<td></td>
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<td></td>
<td>Lent out trucks to use for the event Organizers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Case 4 – Jobro AB</td>
<td>Improve employee relationships</td>
<td>Participated on the corporation relay</td>
<td>Conversation and feedback from important clients and employees.</td>
</tr>
<tr>
<td>Bronze sponsor</td>
<td>Supporting the Ulricehamn community</td>
<td>Employee-related event</td>
<td>Personal feeling of whether it was worth the cost</td>
</tr>
<tr>
<td></td>
<td>Recruitment of employees</td>
<td>Bought sponsor tickets for employees and important clients</td>
<td>Participation in the Sponsorship breakfast seminar</td>
</tr>
<tr>
<td></td>
<td>Improve important client relationships</td>
<td>Sent out newsletter to important clients</td>
<td></td>
</tr>
<tr>
<td>Case 5 – Näringsliv Ulricehamn AB</td>
<td>Enhance the Brand image of Ulricehamn as a winter resort to support the local community</td>
<td>Had the mascot, “Pärland” Ulricehamn at place</td>
<td>Looked into visitor numbers of the event and the marketing value of media exposure of the event</td>
</tr>
<tr>
<td></td>
<td>Attract visitors to Ulricehamn after the Event, especially to ski, hike and cycle</td>
<td>Info point at the event to hand out printed material to promote Ulricehamn and sell merchandise</td>
<td>Event-visitor survey done externally</td>
</tr>
<tr>
<td></td>
<td>Attract large events to Ulricehamn.</td>
<td></td>
<td>Participation in the Sponsorship breakfast seminar</td>
</tr>
</tbody>
</table>

**Figure 3.** Case summary  
Source: Findings
5. Data Analysis

This chapter of the thesis includes the analysis of the empirical data collected and are conducted as a thematic analysis. The thematic analysis is structured by the themes: Sponsorship objectives, sponsorship leverage and sponsorship evaluation. The analysis focuses on using the theory from the literature review to explain differences and similarities of the cases included in the multiple case study.

5.1 Objective of the sponsorship

The findings show that none of the case studies completely identified the same objectives, this indicate that there are vast differences in priorities when local organizations set objectives in these circumstances. Reasons why organizations prioritize different objectives in sponsorship is not clearly explained in the literature on sponsorship but an explanation for this could be different marketing communication goals within the organizations as Shank (2015) argues that sponsorship objective should be linked to the overall promotional strategy and marketing communication goals. The findings also show inconsistencies among the objectives and even among sponsors in the same sponsorship tier. In the interview Bygggarvid AB explains that sponsorships are rarely used by their organisation and the lacking objectives may be caused by their high level of personal interest in cross-country skiing. Masterman (2007) acknowledges that managerial interest can cause irrational sponsor commitment and does not think it should be a justification to enter a sponsorship.

The most important objective tends to be to support the local community which Skank (2015) also regard as important. What is interesting to note about the responses is that even though it is an international event, companies were very dedicated to give back to the community in order to enhance local relationships. The overarching motivation behind this objective was that they all saw the cross-country world cup as an opportunity to bring attention to the Ulricehamn and its different actors. They believe this would indirectly benefit the companies as increased sales levels can be contributed by the increased status level of Ulricehamn and people becoming aware of what Ulricehamn and its local actors has to offer to both individuals and companies. They saw it as an exciting happening which would put Ulricehamn on the map, raising awareness thus supporting the local community. Researchers would agree on increased levels
of awareness being one of the most important objectives as they say so themselves (Meenaghan, 2001, Cornwell, 2008). As explained in the theoretical framework, awareness is the first step towards a purchase (Kotler & Armstrong 2015) and by achieving name recognition one can raise the profile and reinforce public awareness of a brand (Dolphin, 2003)

Another reason for the objective of supporting the local community was a fear of that alienation from the event by not being a supporter can be seen negatively by the local community. This answer ties also ties into Shanks (2015) and Allen et al. (2011) motivations behind supporting the community as keeping good relationships with the community is vital.

Client relationships were the second most mentioned objective together with employee relations. Svedbergs AB, Äktab Transport AB and Jobro AB had the objective to improve important client relationships. The theory argues that entertaining clients are a good way of creating business and keeping important customers which are good motivations for these objectives (Shank, 2015. Allen et al., 2011). Svedbergs AB, Jobro AB and ByggArvid AB had the objective to improve employee relations. Offering the employees tickets to the events which was involved in the sponsorship packages would be in line with the reasoning of Masterman (2007) as he states that it creates goodwill and develop internal communications with the employees.

Following up on previous argumentation about supporting the local community, in these circumstances both improve important client relationships and improve employee relations seems to integrate with supporting the local community. As Masterman (2007) state that giving back the local community is a way of improving employee relations and Shank (2015) emphasise the importance of community support to build relationships, both objectives intertwine with the objective of supporting the local community. This confirms Meenaghan’s (1983) statement about objectives frequently overlapping and interacting with each other.

We can observe that none of the objectives set by the organizations were neither quantifiable nor numerical which would have indicated the results they were expecting. This is important since Cornwell (2014) put emphasis on constructing objectives that are specific and measurable in order to be able to put a value on the sponsorship, hence to justify the investment compared to other alternatives. Reasons for not constructing the objectives this way is not discussed in the literature but it can be the result of a lacking knowledge about sponsorship objectives in
local organisations or the fact that it is the first time the event is organised in Ulricehamn so the organisations do not know what to expect.

The objectives of Näringsliv Ulricehamn AB in this case is in consistency with the theory. Allen et al (2011) argues that sponsorship objectives of a local authority are often a part of an overarching development strategy. The development strategy of Näringsliv Ulricehamn AB includes branding Ulricehamn to develop tourism and the countryside, attract visitors and facilitate trade and industry establishment in Ulricehamn. Some of the objectives here were to enhance the brand image levels of Ulricehamn as a winter resort and attract tourists, which is within the larger development strategy of tourism- and visitor attraction to Ulricehamn.

The findings also suggest that attracting large events to Ulricehamn is one of the objectives of Näringsliv Ulricehamn AB. This is what Allen et al (2011) consider as common sponsorship objectives of local authority. They refer to this sponsorship objective as objectives to benefit the local community. These objectives seek to achieve a positive impact on the local inhabitants by using entertainment to increase the inhabitants’ quality of life by, in this case, attracting big events within sports, music and arts to Ulricehamn. Moreover, the forming of the objectives of the local authority is similar to the ones of Svedbergs AB and Äktab AB. They have both objectives to enhance brand image levels which is similar to one of the objective of Näringsliv Ulricehamn AB, to enhance the brand image of Ulricehamn as a winter resort. According to Hankinson (2009) managing a destination brand, such as that of Ulricehamn in this case, and a corporate brand such as that of Svedbergs AB and Äktab AB in this case, are similar in character. To add to this point, Allen et al (2011) claims that the benefits that corporate seek by setting their objectives are equally applicable on local authority concerning brand image and awareness, hence the similarities of the objectives set by Näringsliv Ulricehamn AB, Äktab AB and Svedbergs AB can be further explained.

5.2 Leverage of the sponsorship

When looking at the answers about leverage, every respondent conducted some form of leverage. Although they did leverage the sponsorship, the empirical findings showed many differences. To relate this to theory, Meenaghan (2001) argues that the sum of the leverage should be equal to the sponsorship investment. Whether the sum of the sponsorship investment and the leverage conducted among the respondents was equal, we cannot be sure.
An interesting point of evidence relating to this is that Näringsliv Ulricehamn AB and Äktab AB, who were in the local host sponsor and gold sponsor category, expressed that they put the most effort and investment into leverage around the sponsorship. One may therefore argue that the findings regarding Näringsliv Ulricehamn AB and Äktab AB are consistent with the theory here since the higher tier sponsorship category spent many resources on leverage. On the other hand, the case of ByggArvid AB and Jobro AB contradicts this part of the theory since Jobro AB conducted leverage to a greater extent than ByggArvid AB even though they were both part of the bronze sponsorship category. ByggArvid AB also expressed that they conducted less leverage due to time and resource factors, but Jobro AB did not express their opinion in a similar way and conducted leverage to an extent near Svedbergs AB (except from sending out newsletters) even though Svedbergs AB belonged to the silver sponsorship category. One may seek explanation to the difference between ByggArvid AB and Jobro AB from the size of the corporations, but the size is of quite the same by the number of employees. Jobro AB is slightly smaller in terms of turnover, but not enough to show significance between these to explain difference in sponsorship leverage, according to empirical findings.

The findings of this multiple case study also suggest that the leverage strategy of a sponsorship investment in most cases supported the objectives of the respondents. This might be explained by the purpose of sponsorship leverage, to add benefits of the initial sponsorship value, as Allen et al (2011) states. The findings suggest that the objectives are directing the leverage strategy to a great extent. Following this, Äktab AB and Svedbergs AB were different in their objectives. Äktab AB had the objective to reach out to new customers locally, while Svedbergs AB had the objective to reach existing customers on a wide level. Äktab AB leveraged their sponsorship by having a locally targeted commercial spot on place of the event, while Svedbergs AB sent out a newsletter to their existing customers. This is an example that explain a correlation between objectives and leverage in this case study.

Svedbergs AB and Jobro AB were similar in the way that they both purchased tickets for invited customers and employees. According to Cornwell (2013) this can be explained by being an especially important area that sponsors should consider when leveraging a sponsorship, namely being categorized under “hospitality”.

The case of Äktab AB was different to the other cases by being the only one to use some kind of technology based leverage at place of the event, since they had a commercial spot at the large screen the event.
However, the findings suggest that the local authority (Näringsliv Ulricehamn AB) differs from the other cases in their way of leveraging the sponsorship. Näringsliv Ulricehamn AB were more interactive and used an info-point and a mascot to market themselves. This leverage strategy correlates to their objective of promoting Ulricehamn as a winter resort and to attract visitors to Ulricehamn.

Another example where the empirical findings suggest that there is a correlation between sponsorship objectives and sponsorship leverage is Svedbergs AB. Svedbergs AB had the objective to improve important client relationships, thereby leveraging the sponsorship investment by letting the important clients attend the after-ski held at the evening.

5.3 Evaluation of the sponsorship

Overall, the empirical findings on sponsorship evaluation showed that a low level of measurement and evaluation was done among the respondents. Näringsliv Ulricehamn AB was the only one to use data to measure the sponsorship investment, while none of the other cases conducted any measurement and evaluation of the sponsorship by using data. On the other hand, as Horn and Baker (1991) argues, there may not be any universal solution to sponsorship evaluation because sponsorship works differently from organization to organization. This further explains that a non-financial and intangible way of evaluating a sponsorship can be preferred by the corporations in cases 1-4.

Meenaghan (1991) argues that the sponsorship evaluation is highly dependent on the sponsorship objectives of the sponsorship investment. Thereby, the usefulness of a sponsorship evaluation depends on the objectives set up before the sponsorship. If the objectives are not specific and measurable, they become very hard to evaluate. This can explain the similarity between cases 1-4. The objectives of cases 1-4 were neither measurable nor specific, which made the sponsorship evaluation difficult. The main factor, according to Crompton (2004) that makes the objectives hard to follow up, is that they are not quantifiable, hence leading to the difficulty of measure and evaluate them. This suggests that the reason for not conducting sponsorship evaluation in cases 1-5 is partly explained by the lack of quantifiable objectives in these cases. Another explanation provided from the findings was from ByggArvid AB, claiming that lack of resources, especially time, did make them not to evaluate the sponsorship.
According to Cornwell (2014) one possible explanation for making it difficult to evaluate a sponsorship is that it is hard to isolate the impact of the sponsorship investment. The reason for the similarity in organizations 1-4 not conducting sponsorship evaluation can be that they consider it hard to isolate the effect of the sponsorship investment. There is a possibility that they have other corporate promotion tools available which makes it hard to determine the single effect of the World cup event. To exemplify, Äktab AB had the objective to enhance corporate brand image in order to increase sales locally. The local sales numbers were showing marginally positive effects a time after the event, despite this it is very difficult to track the sales to the single event sponsorship of the World cup.

To add to this point, Crompton (2004) argues that there are often external factors present that may lower the impact levels of a sponsorship. An example of an external effect regarding the World cup is the presence of competitive sponsorships at place. Furthermore, Kourovskaia and Meenaghan (2013) argues that there may be a reluctance of investing in sponsorships when there are external effects to account for, which are hard to estimate, thereby the spending of resources on sponsorship evaluations are lacking.

Regarding Svedbergs AB and Äktab AB, the findings were not consistent with the theory on sponsorship measurement, since they both had the objective to enhance corporate brand image levels, but neither of them did any measurement in the form of a survey to see if the level of brand image were increased by the event. Äktab AB was consistent to the theory in that they tried to tie local sales level increases to the event. Although, the empirical finding does not entail if there were national sales levels available to benchmark or local historical sales data available of the months around the sponsorship, as Crompton (2004) argues to be of importance.

Näringsliv Ulricehamn AB did conduct an external survey to measure awareness levels. This is consistent to the theory in a way, since it is a proper way of measuring a sponsorship according to Cornwell (2014). Näringsliv Ulricehamn AB also expressed that they were satisfied by the results based on the measurement of the event data. Moreover, the objective of increasing the level of visitors to Ulricehamn was conducted according to theory of sponsorship evaluation, Crompton (2004), as well as the media exposure value measurement.

The difference between the local authority and the corporation in terms of evaluation show significance in the empirical findings, but the theory on sponsorship evaluation does not
suggest that a local authority should evaluate a sponsorship more than corporations. According to the empirical findings this difference can be further be explained by four different factors: the sum of sponsorship investment, the organizational resources available (time and money), organizational knowledge about sponsorship evaluation among the respondents and the level of participation in organizing the event. These findings do not show consistency with sponsorship evaluation theory.

Moreover, the findings in the cases 1-4 show a similarity in that all of the evaluations conducted is on a non-financial basis. According to Crompton (2004) different types of objectives should entail different type of evaluation. Cornwell (2014) argues that return on objectives can be added to get a non-financial dimension of the sponsorship evaluation. This can be connected and exemplified by the objective of Jobro AB, to recruit new employees. Here the evaluation will entail to look into the change of the number of new employees from the world cup sponsorship and now.
6. Conclusion and discussion

In this chapter, the author presents the conclusions guided by the research questions. The conclusions are guided by the data analysis conducted in the previous chapter. However, a discussion is following which entails what the authors have learned from the study. The discussion also suggests future research topics.

6.1 Conclusion

This study aimed to explore how different local corporate sponsors and local authority evaluates a sponsorship of a global sport event arranged in a local geographical area. A multiple case study of four corporations and a local authority from Ulricehamn was conducted. The research question was broken down into three themes: objectives, leverage and evaluation. Overall, the authors conclude that sponsorship theory and practice which usually refers to a corporate point of view, is also very applicable on local authorities as they can accomplish similar objectives as corporations and even additional objectives. When analyzing the themes, the authors conclude that among the objectives, the most important was creating goodwill among to the local community and that most objectives among both local corporate sponsors and local authority were very individual, depending on promotional strategies. What the authors conclude from the theme of leverage is that most sponsors understand the value of conducting leverage activities in order to increase the performance of the sponsorship, and thus improving the opportunity of achieving the set objectives. Finally, the result of the evaluation theme was that the local corporate sponsors evaluated the event almost exclusively by using intangible metrics, such as conversations and “gut feelings”, while the local authority did more of a tangible evaluation, looking at more specific and quantifiable data.

6.2 Discussion

The case study resulted in bringing attention to more than only answering how local sponsors evaluate their sponsorship. During the discussion, the authors will extend beyond the purpose and research question to give attention to other important findings or implications which should be considered in the context dealing with sponsorship evaluations.
It seems to be a gap between the theory and practice concerning a local sponsor’s sponsorship evaluation. The theory suggests extensive measurement methods to be used that requires a large amount of data available, which the local corporate sponsors generally do not have access to since the resources it takes to collect this data is extensive. An interesting finding is that even though one would assume that corporate sponsors would be more careful in their spending’s and investments, because of the pressure of having to show a return on investments to the shareholders, no corporate sponsor could compare with the extensive evaluation conducted by the local authority. On the other hand, this can arguably be attributed to that the local authority was both more invested than the corporations because of their higher sponsorship tier and the local authority having access to more resources.

Furthermore, the objectives of local corporate sponsors are often hard to quantify and turn in to tangible outcomes which makes the objectives are hard to evaluate. It is important to emphasize that objectives, leverage and evaluation are interrelated and need to be specific. Since the evaluation is dependent upon the objectives set and achieving the objectives are to a large degree dependent upon leverage, local sponsors must consider the whole chain of actions related to achieving the objectives in order to evaluate the success of the sponsorship. One can also use leverage methods to help evaluate the outcome of the objectives while at the same time aiding in achieving the objectives. Let us present an example. A sponsorship objective is to increase sales levels in a local area and increase awareness by being a sponsor of an event. To measure this the specifications are 10% increase in sales and 200 webpage visits during the event. The leverage method is then to be at place of the event to hand out discount vouchers with a specific discount code which can be used on their website. They can later analyze the increase in sales related to the event by counting the amount of discount codes used on the website and benchmark the webpage visits during the events against other time periods to isolate the effects of the sponsorship.
7. Contributions and limitations

In this chapter, the authors aim to provide the reader with the theoretical contribution that the study has made. The chapter also deals with what limitations the authors were bounded by.

7.1 Contributions

In this thesis, the authors have contributed to the existing theoretical body on sponsorship evaluation by exploring this issue in a context of local sponsors. Added to this, the authors have included both a local authority sponsor and local corporate sponsors to be able to compare the evaluation methods between the different organizations. This makes the study contributing to both the existing theoretical body on local corporate sponsorship evaluation and local authority sponsorship evaluation.

This study can also be useful for an organizer of a sport event, since they can help to facilitate for local sponsor’s sponsorship evaluation. For instance, by providing the sponsors with relevant data from the outcome of the sport event. This study has contributed by being a theoretical starting point to the development of new evaluation methods that are adopted to local sponsors.

There are still many areas within sponsorship to explore. The authors would like to see future research focus on the role of local authority in sponsorships involving more than one local authority to further investigate their ways of working with sponsorships.

7.2 Limitations

This thesis was bound by some limitations. Firstly, the timeframe provided to the authors were narrow. Due to the restricted timespan, the generalizability of the findings was limited because the empirical findings were not reinforced. Moreover, the authors took other university courses during the same time as writing the thesis. This contributed to that the undivided attention of the thesis writing was not fully possible. Furthermore, lack of experience among the authors regarding how to conduct semi-structured interviews was affecting the results of the empirical data. Some questions were added, removed and changed throughout the interviewing process. This might have left the empirical data slightly inconsistent. The questions asked could also
have been more exploring but the time with the interviewees were limited. The semi structured interviews were translated from Swedish to English, which may have contributed to misinterpretation of the empirical data, due to that meanings of words could have been lost in translation. Another limitation is that the authors only included one local authority in the multiple case study, thus lacking generalizability in the findings regarding local authority sponsorship evaluation.
8. Reference list


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Appendix

Semi-structured interview guide

What is your position in the corporation?
What is your name?
Would you mind giving us some background information about the organization?
Would the organization mind to mention 3 marketing activities that the organization are using in addition to sponsorships?
What are the organization’s objectives of these 3 marketing activities?
How do the organization evaluate these 3 marketing activities?
How did the organization chose to be a sponsor of the Cross-country world cup in Ulricehamn?
What were the objectives of sponsoring the Cross-country world cup 2017 in Ulricehamn?
How did the organization leverage the sponsorship of the world cup?
How did the organization evaluate the sponsorship of the world cup?
What other types of evaluation are organization doing?
What do the organization think that the organizer could have done in order to help the sponsors to conduct sponsorship evaluation of the world cup event?

Interview 1 – Elisabeth Dahlgren, Byggarvid AB

What is your position in the corporation?
CEO and owner

Name: Elisabeth Dahlgren

Would you mind giving us some background information about the corporation?
Byggarvid AB is a local construction corporation that is active within a 10-mile area around Ulricehamn as well as in Ulricehamn. It was founded 75 years ago, has got 40 employees, 150-160 million SEK in turnover. Byggarvid AB constructs apartments and real estates to private persons and professional customers.

Would you mind to mention 3 leverage methods that Byggarvid AB is using, in addition to sponsorship, in marketing?

We are not usually using sponsorship as a promotional tool, only the sponsorship of local sports team, where the employees of Byggarvid AB have got their children playing. We do pay approximate 500 – 1000 SEK yearly to several local children sport teams, which we have done for many years. We are actively using word of mouth marketing as our primary promotional tool, where we intend to get a good reputation among existing and potential customers. Then we search for the jobs available which are available, for instance these LOU-jobs (Law on public procurement), and build apartments for private persons.
Have Byggarvid AB been participating in any fairs?

Byggarvid does not commonly participate in fairs, although Byggarvid AB participated in a small housing fair in Ulricehamn.

What is your objectives and goals of the word of mouth marketing?

We seek primarily to achieve a good reputation among customers, since we believe that a well-done job for a customer will lead to a positive reputation of Byggarvid AB. We consider our best promotion as a good reputation of us by customers. The website of ours is not something that we work very much with. Its only purpose is to gather visitors when they actively search for construction corporations near Ulricehamn. We do not market ourselves in the press, like newspapers etc.

How do you evaluate and measure these methods?

No, we do not evaluate these methods. But I think we should do that. The reason for our lack of evaluation here is due to that we do not have enough time. Currently, we have large orders to 2020 that we are working with. Our ambition is not to grow so much, but to instead increase quality in each project as well as the profit of each project.

How did you chose to be a sponsor of the Cross-country world cup in Ulricehamn?

We were relatively late to make the decision to agree to be a sponsor. We mainly chose to be a sponsor because it felt strange to be outside when many other corporations of the same size as us were participating as sponsors. We consider it to be a high price of the sponsorship, we paid 30 000 SEK to be a sponsor, that was quite expensive. In retrospect, we do not think that it was worth the price. We received 6 VIP-tickets for the race and our logotype printed on the backside of the stands for the price paid, 30 000 SEK. Consider it to be too much for us, since we are a small corporation. It takes quite some time to earn for us, 30 000 SEK, that is not something that we can do very rapidly. I would, as a sponsor, want to be more actively involved. I would also have wanted to have a jacket where it was printed “crew” or “sponsor” on, so that I would have felt as one of a member of the World cup team. I would also have wanted to be invited to the barbeque that the event organizer hosted for some of the sponsors, and such similar activities.

What was your objective or objectives of sponsoring the Cross-country world cup in Ulricehamn?

Actually, not very much at all, I consider it to be more a larger context for the sake of Ulricehamn as a region, we consider that we helped to market Ulricehamn, since we are working and constructing here. In a long-term perspective we, would like to build apartments and houses for the spectators at the world cup event 2017. Our wish is that the spectators will move here and get a good impression of the region. We are thereby long-term oriented in our objectives of the cross-country world cup. Thanks to the world cup, Byggarvid can be a stable and active corporation in the region of Ulricehamn.
How do you consider short-term and long-term perspectives in your objectives? (Direct vs. Indirect objectives)?

Before the event, we did not conduct any activities regarding the event sponsorship. During the event, there was a corporation/spinor-relay, but you had to pay extra in order to participate in this. Coming back to the price tag, it was quite a lot of money for us as a smaller corporation. Since we are used to make sponsorships of 3000 – 5000 SEK at a maximum, 30 000 SEK is a lot of money in comparison. I would rather be sponsoring many small sport events and teams involving younger people. It gets me a better personal feeling to support them because my gift benefits them much more and they are much more grateful for my gift here.

How did your personal interest in cross-country skiing play a part when deciding on being a sponsor?

Well, yes, my personal interest in cross-country skiing played a large part in this decision. I am very fond of cross-country skiing and it was a natural decision to be a sponsor here. I consider myself to be a “winter-person” and a “local patriot”. If it would have been another event, within another sport, I do not think that I would have been paying 30 000 SEK to be a sponsor in the same extent.

Why do you feel that it is more rewarding to be a sponsor of smaller events than a larger event?

Well, I personally feel that I get much more in reward for a considerably smaller sum of money. This is due to that they appreciate my gift so much more. Here, in the world cup, I only had a small gift of many, which is “only” of 30 000 SEK, then I tend to feel slightly forgotten about. When there are so many sponsors, you only tend to be one in the crowd, so they almost forget to say thank you in some way. When there is such a large amount, you simply want to feel as a participant, not be standing outside. Therefore, it feels much better to be sponsoring many sport teams and events of young people since the level of gratitude is much higher.

How did Byggarvid AB implement the sponsorship?

We could have had a tent and maybe some activities on place, but we did not. We are too small. Both regarding to time for these type of this activities, since we have very much to do, and also regarding the price. We do not really feel that it pays off. We did not have any campaigns before, during or after the event but that was never our intention. We participated in the corporation relay.

How do you evaluate the sponsorship of the world cup? How do you measure if your objectives were met?

We are very satisfied that the world cup was arranged in Ulricehamn 2017, we think that the event was very well organized and happy on the behalf of Ulricehamn. On the behalf of Ulricehamn, we are very happy that we have participated to the event as a sponsor. It is very good for Ulricehamn, and the cross-country skiing in the region. But on our behalf, it did not felt as it gave us very much back. If you would have asked the spectators at the world-cup event if they put notice to Byggarvid, there were probably not so many that would have
answered yes. Despite the probable lack of notice paid to us, we are happy that we contributed to a couple of amazing days here in Ulricehamn.

Let us say that you would have evaluated the sponsorship of the event: what factors would you have been looking into, or more clearly spoken, how would you have done?

Primarily, we would look into brand awareness and also recruitment of construction builders and other people to Byggarvid AB. In a long-term perspective, we would strive for increasing sales. But also, the recruitment of people. The recruitment of the sponsorship was something that I feel that we should have worked with to a larger extent.

Did you conduct any evaluation internally, within the corporation?

No, we paid the sum that was agreed with the organizer and then attended the event, but not more than that. All the employees got a ticket to the event as a Christmas present.

What other forms of evaluation do you do in Byggarvid? For instance, regarding product development and construction projects?

We do evaluate much more regarding these areas, especially numerical concerning the economic outcome of the projects. We do evaluate the processes primarily in the building and projection phase. But we feel that we would like to evaluate more regarding sponsorships I guess that there is many local corporations that put more evaluation effort into their sponsorships than we do. Although there is not as much available data to use in their sponsorship evaluation, we work much more about gut feeling of whether the sponsorship was successful or not. I think that the decision whether to be sponsoring a sports event is highly dependent on feelings, both for the team or the personal interest of the sport. In fact, what we really can evaluate, such as now afterwards, is whether it was worth 30 000 SEK. My personal opinion is that I would rather be participating and work voluntary, for a sum correlating to 30 000 SEK. Then it would feel much better than just be paying the price as sponsor.

How do you consider the sponsorship investment related to opportunity costs?

30 000 SEK is much money for us, money which we could have spent on something else. Especially with education and other competence increasing activities. We feel that we would have gotten much more considering 30 000 SEK worth of education hours and activities. But we do not regret the sponsorship investment. We are very satisfied to be sponsors here.

Are there an affecting factor that other corporations have chosen to be sponsoring the world cup? Meaning that they take your place if you neglect on being a sponsor.

Yes, absolutely. The alienation of being a local corporation that is not helping the event by sponsoring is a reason why we are sponsoring. The organizer has been very successful in finding many sponsors. The corporate sponsorship is a very important factor of the existence of the event.
The organizers invited all of the sponsors to a breakfast meeting, did you participate in that? Why/why not?

No, unfortunately not. We do not have time to take part in such events. Although, it is very good that they have such things, but it is hard to find time to participate. I felt that I wanted to be more involved when the event did take place.

What does your customer base look like?

Our customer base does mainly consist of professional customers, other corporations. We have been working for many of the other sponsoring corporations that were sponsoring the world cup. Hence we wanted to show our customers there, that we got commitment and that we are supporting the region by being a sponsor as well.

Do you think that the organizer could have done more in order to help the sponsors to evaluate their sponsorships?

The organizers of the world cup have done a very good job when it comes to facilitate for the sponsors to evaluate. Did you receive any material from the organizer in order to evaluate your sponsorship? What data did they provide you with?

There was not any material provided from the organizer. We do not know what the organizer presented to the participants of the breakfast meeting for the sponsors. Finally, we feel that we need to contribute to the regional development of Ulricehamn by being a sponsor of the world-cup event. We think that the organizer have done a great job. A suggestion for the organizers is that they could have some kind of guest lecture included for all the sponsors, so that you as a sponsor felt more satisfied of that included in the sponsorship price as well. If there would have been a lecture as well, the 30 000 SEK should have felt more justified for us.

Interview 2 – Stefan Svensson, Svedbergs AB

What is your position in the corporation?

CEO of Svedbergs project AB and marketing director of Svedbergs.

Name: Stefan Svensson

Would you mind giving us some background information about the corporation?

The corporation was founded in 1920, then it was a manufacturer of sheet metal products. It is situated between the border of Västergötland and Småland, in Dalstorp. At that time, the corporation was producing milk buckets, lubricating cans, watering cans etc. The corporation was managed by the Svedberg family, of which two brothers took over the corporation in 1958. At this time, the plastic was introduced to the Swedish market, which contributed to more competition on the market and the demand of iron and steel products were decreased. In 1962, the management of Svedbergs was starting to think of new products: then Svedbergs
constructed its first bathroom locker. At this point in time, it was simply consisting of one mirror and two sheet lockers at the side of this mirror. Since then, a lot of things have happened in Svedbergs, the corporation started to manufacture wooden furniture in 1973. The corporation has a turnover approximately around 600 million SEK. Approximately, 75% of what Svedbergs manufactures and sells is from the manufacturing site in Dalstorp.

Would you mind to mention 3 leverage methods that Byggarvid AB is using, in addition to sponsorship, in marketing?

Svedbergs does participate in several branch fairs with a target group within the water and heating branch. We do produce and send out a catalogue each year. But when it comes to the marketing communication, our primary focus is digitalization. We put a lot of effort in our web page, social media, as well as several digital portals where architects can provide themselves with the products of Svedbergs.

What is your objectives of these marketing tools?

Catalogue/Wep page: Since there are different stakeholders, our objectives here is to strengthen our brand and services around our offer. Branch fairs: This is about increasing relationships to the retailers and installers of Svedbergs’ products, so that they are know what is new in our range of products.

How do you evaluate and measure these methods?

We do always conduct some sort of evaluation of the fairs, either by a digital survey or a telephone survey. There are certainly many ways to do this kind of evaluation. On our web page, we do many analyses of all of our marketing projects by using google analytics. In our marketing in the digital medias, OMB is used, where they compile quarterly reports of our marketing projects of sponsored links etcetera.

How did you chose to be a sponsor of the Cross-country world cup in Ulricehamn?

We are situated near Ulricehamn, and it is a large event that is very close to our hearts. The event has got a wide target group, and it is a strategy to do something for the staff and together with our larger customers. This can be regarded as a meeting point. Of course, we want to support the organizers of the world cup event.

What was your objective or objectives of sponsoring the Cross-country world cup in Ulricehamn?

Our objective is to make the relation to our staff and customers stronger. We were, to exemplify, participating in the corporation-relay, and such activities around the event. So, if the objective is to create brand awareness, we do not conduct any special evaluation and measurement of that.
How did your personal interest in cross-country skiing play a part when deciding on being a sponsor?

No, not especially to cross country skiing, but we are trying to see it from a perspective of what the connection to Svedbergs really are. We are sponsoring SHL and some Swedish football clubs at their arenas, and from that we seek to create more brand awareness.

How did you implement the sponsorship?
We implemented the sponsorship by creating and send out personal invitations, and due to our location near Ulricehamn, we offered a guest accommodation in Dalstorp. We also bought sponsoring tickets, let our staff and invited customers attend the afterski and look at the warm ups etcetera. Our objective was to create better relations to our staff and invited customers at the event. Of course, we are also aiming for a wider target group, by sending out a newsletter and such material to our existing customers. We marketed that we were a part of and supported the world cup event.

How do you evaluate the sponsorship of the world cup? How do you measure if your objectives were met?

Customers included did give us positive feedback, both with our activities on place, but also on the event as a whole. But no specific evaluation has been done by us.

The organizers invited all of the sponsors to a breakfast meeting, did you participate in that? Why/why not?

No, unfortunately not, however we participated in warm ups, the after ski and the corporation relays. We profiled our staff by giving the hats with our logo printed on.

Interview 3 – Ronny Bengtsson, Äktab Transport AB

What is your position in the corporation?

CEO and Owner

Name: Ronny Bengtsson

Would you mind giving us some background information about the corporation?
We are a corporation in the transporting business, we are Äktab transport, we are working on a nationwide level, and outside Sweden, from Mo i Rana and to the south of Sweden, as well as in Österbotten in Finland.

Would you mind to mention 3 leverage methods that Byggarvid AB is using, in addition to sponsorship, in marketing?

Actually, we have not worked a lot with promotion before, but in this year we have promoted ourselves quite a lot, due to that the world cup has been arranged in Ulricehamn. Connected to
this, we participated as a golden sponsor, we invested 200 000 SEK, and in a historical perspective, it is a large sum. We do not spend very much on our marketing.

**Have you been participating in any fairs?**
No, we have not participated in any fairs.

**How did you chose to be a sponsor of the Cross-country world cup in Ulricehamn?**
We decided to be a sponsor of the world cup in Ulricehamn because it is a large event, arranged on a local level, in a such small place as Ulricehamn. In this region, everyone feels for each other and the corporations here contributes to these kind of events as much as possible.

**What was your objective or objectives of sponsoring the Cross-country world cup in Ulricehamn?**
Historically, we have not put very much effort in our local marketing, but we have increased our local targeting marketing strategy because we now focus more on local transporting services.

**How do you consider short-term and long-term perspectives in your objectives? (Direct vs. Indirect objectives)?**
We have more long-term goals and these includes to build relationships with other corporations in the municipality of Ulricehamn.

**How did your personal interest in cross-country skiing play a part when deciding on being a sponsor?**
Yes, sport events attract a lot of people, I am very interested in sports, but to be a sponsor of the world cup feels like a natural way of sending our message. We had, in the world cup, a film on one of the large TV-screens at place, which was directed to our target market.

**How did you implement the sponsorship?**
We provided trucks with logos on the behalf of the event, but we did not send out any newsletters.

**How do you evaluate the sponsorship of the world cup? How do you measure if your objectives were met?**
We have not conducted any formal evaluation. We have had some sales locally, but if it is due to the sponsorship of the world cup is hard to tell.

**Let us say that you would have evaluated the sponsorship of the event: what factors would you have been looking into, or more clearly spoken, how would you have done?**
Difficult to say, since we previously have had a few local customers, but the more regional customers. No, thus, we have got more local contacts. But I consider it hard to tell if it is related to the world cup or not.
The organizers invited all of the sponsors to a breakfast meeting, did you participate in that? Why/why not?

We have participated in several reference meetings around the sponsorship with the organizer, where the sponsors are exchanging experiences of sponsorship.

Do you think that the organizer could have done more in order to help the sponsors to evaluate their sponsorships?

The organizers of the world cup event have done a perfect job, especially since it is the first time they arranged the event. The management has been very participative and committed.

Interview 4 – Per Andersson, Jobro AB

What is your position in the corporation?

CFO, and head of staff

Name: Per Andersson

Would you mind giving us some background information about the corporation?

We are a manufacturing corporation, producing prototypes. This means that we work a lot for the automotive industry. When corporations in the automotive industry are designing and testing cars in the development phase, we are participating a lot in the technical development for a number of customers. We work for other corporations than those in the automotive industry.

Would you mind to mention 3 leverage methods that Byggarvid AB is using, in addition to sponsorship, in marketing?

We market ourselves on a small scale in social media, but also in more traditional marketing. For instance, we do some ads and similar in branch press. Branch fairs accounts for the largest part of our marketing and to be representing the corporation at our customers. We work a lot with agents in the countries where we do not have any direct contact to. Otherwise, it is lots of corporate representation at our customers, where we get references to say that we have done a good job. For instance, from Volvo, Scania and Opel. However, it is not many actors in the industry where we are working right now. It is important to work a lot with references for us.

How do you evaluate and measure these methods?

We do not evaluate all of the marketing channels we use, but we evaluate trade fairs specifically. We conduct this evaluation in its simplest form, by having conversations with the customers or prospects that we do not have had orders from before. Often, we provide potential customers with offers already at the fair. To exemplify, we received a large order from a customer, that we did not get. Therefore, we travelled to them, even though they are in
a foreign country, and had a conversation about why they did not take the order. We do here evaluate what we did goog and could have done better, to be more competitive the next time.

**How did you chose to be a sponsor of the Cross-country world cup in Ulricehamn?**

We have worked quite a lot with health care within the corporation, for our employees, in different ways. For instance, we have had a collaboration with Ulricehamns IP (Cross-country skiing) for a couple of years, where we have been active as sponsors. Therefore, it feels quite natural to be a part of such event as the world cup. Especially since the organizer does such a good ground work as they have been done here. Partly since they have made an effort to get such an event to Ulricehamn. We have our manufacturing and management in Ulricehamn, and then of course we want to be a sponsor.

**What was your objective or objectives of sponsoring the Cross-country world cup in Ulricehamn?**

Initially, we did not have any expectations, but we regarded it a necessity to be a sponsor here. This might not always be the case of sponsorship, but the sponsoring corporation maybe wants to do some kind of evaluation. To exemplify, let us say we would be a sponsor of the golf club, due to that a couple of employees plays golf, you as a corporation can use such advantages. The corporation can have customer relationship events at the golf club for instance. In this sponsorship case, it was slightly the other way around, the interest and active participation developed during the sponsorship process. We participated in the corporation relay with 3 teams, and we felt that we could do a positive action for our employees. After the relay we had an event in the indoor football arena for the employees, and this kind of activities, we did not had a thought on before the world cup. We also had a couple of customers at the event, we purchased tickets for approximately 20 000 SEK, that we held both for employees and customers at place. We did not had any specific customer activity at the event, no such demonstration of the products of Jobro. We were active on the skiing track with several of our most important customers.

**How did you implement the sponsorship?**

When we got to insight that we were able to use the world cup in several different ways, we primarily focused our attention on our employees. But we did also send out a newsletter to our larger customers, called A-customers, that we do a lot of work on behalf. And these A-customers, were our targeted customer group in this event, we did not aim to get plenty of new customers by sponsoring the event. These A-customers, we have a quite close relationship to, and the newsletters that we sent to them before the event, got quite good response to us. We attendet the event by having 20 of our salespeople at place.

**How did your personal interest in cross-country skiing play a part when deciding on being a sponsor?**

Though we have a couple of skiing-interested employees, the personal interest in cross country skiing did not matter very much. The dignity and size of the event was our decisional factor of being a sponsor. If would have been a large similar competition within golf, for instance, it would have been a similar sponsorship investment.
How do you evaluate the sponsorship of the world cup? How do you measure if your objectives were met?

We did get quite some good response from our staff, especially internally, since they we satisfied with the event. Both to have been participating in the corporation relay. Also, that the possibility of getting tickets from the corporation, and that they had the possibility to attending the event on the Saturday. Some feedback from personal conversations held with the employees was about that the sponsorship of the world cup was a fun and good initiative. We have had much response from our customers invited to the event. This since we are meeting these customers regularly and via sales people and technicians of them, and we have been able to collect opinions how to improve and what we did well in the sponsorship of the world cup. This since we will surely be a sponsor of the event in 2019. However, our invited customers to this event is from quite far from Ulricehamn, and since they have had slightly a hard time to find accommodation, we have provided them with that. This is a typical factor to consider in being earlier to manage the next time the event is organized here.

What other forms of evaluation are you doing? For instance, regarding product development and construction projects?

We are working with a specific quality management system for suppliers in the automotive industry, where the evaluation process of different projects is done. For instance, if Volvo is about to develop an electric car, we receive a request from Volvo on several articles and details on this electric car, after that we spend a lot of time developing these prototypes by simulating this in a CAD-programme, and thereby we are active in having opinions on details that Volvo maybe would not have been able to think of before. Then we hand them our offer, and after a contract negotiation involving technicians and project leaders, we run the project and evaluates the project day by day, on the measures technique, quality, economy etc. Finally, there is a rigorous evaluation when the products are delivered.

Let us say that you would have evaluated the sponsorship of the event: what factors would you have been looking into, or more clearly spoken, how would you have done?

The sponsorship investment of the world cup is primarily in a local perspective, where we have worked a lot with sponsoring in order to attract staff by actively participating in several projects. This is more due to an overarching corporate strategy, since we want people both working in the manufacturing divisions as well as in the marketing divisions etc. Sponsorships on a local level are more about personal feelings and interest in the sponsored entity, where it is very important to include different activities for the employees around the event. But it is not very much to evaluate in pure economic terms.

The organizers invited all of the sponsors to a breakfast meeting, did you participate in that? Why/why not?

Yes, our marketing manager participated in the sponsorship breakfast.

Do you think that the organizer could have done more in order to help the sponsors to evaluate their sponsorships?

The media exposure was entirely perfect due to the TV broadcasting and much of newspapers writing about the event. Then what that gives us, is harder to answer in terms of real money.
am not sure whether the organizer of the event has provided the sponsors of such numerical basis.

**Interview 5 – NUAB (Local Authority)**

**What is your position in the organization?**

Deputy CEO in Näringsliv Ulricehamn AB

**Name:** Camilla Palm

**Would you mind giving us some background information about the corporation?**

We are a municipality owned corporation working with questions regarding trade and industry establishment, tourism, trade and countryside development. Our mission is to market Ulricehamn within these areas as well as the living in Ulricehamn. Destination Ulricehamn is a large part of our organization. We are also dealing with other questions within trade and industry in order to enhance the establishment of enterprises in the region.

**Would you mind to mention 3 leverage methods that Byggarvid AB is using, in addition to sponsorship, in marketing?**

We work a lot in collaboration with the organization called Visit Sweden, whose mission is to market Sweden abroad. We work together with turistrådet Västsverige. In the perspective of industry, we are more in contact and relationship building at place of corporations or more traditional marketing. We work more on digital media and especially motion pictures. We have done TVAdvertisements for enhancing establishment of corporations, tourism and trade. TV-advertisement accounts for the largest part, of which TV4, Kanal 5 and TV3 is the channels used on Swedish television. After this, our web site, web advertisements and social media. Social media marketing is very affordable compared to traditional marketing, such as an ad in a newspaper.

**What is your objectives and goals of these tools?**

TV: we target these channels’ target group. For instance, in Kanal 5 and in TV 3, mostly men are watching sports broadcasts, therefore the advertisements for establishment is targeted to men in top positions of these many manufacturing corporations. Therefore, we run the advertisements when showing the Champions League and the FIFA world championship group stage matches of Sweden.

Webb: We focus more on concrete events here, on the tourism- Facebook page and how to book tickets to the boat trips during the summer for instance.

**How do you evaluate and measure these methods?**

We receive statistics from the TV-channels and also from the digital media, over how visible it has been. Then, one has to admit, it is hard to measure in terms of impact in the long run. Since we are not marketing a specific product and thereby can conclude whether our sales increased. We have a long-term process and are trying to profile Ulricehamn as a sporty
place, and by that follow up on the number of sporting people in Ulricehamn the following years. It is also possible to look at the number of bookings on accommodation services in Ulricehamn, if the trade has increased locally after this campaign and if the events are attracting much people. This is very complex, you have to look into numbers and think through what they are communicating. We look into at what times we have marketed ourselves, how many people looking through our webpage during a certain period. If you search for sport instead of farms close to the lake etc. Since we are not selling products, it gets quite complex to do accurate analyses.

**Which of these 3 tools are you putting most effort in?**

The traffic to our web page is the most analyzed. Looking into who are visiting and from where they are, what campaigns undertaken successfully. Mostly we are analyzing the web page of Ulricehamns turistbyrå.

**How did you chose to be a sponsor of the Cross-country world cup in Ulricehamn?**

We are partners, having a share of 10 % in the organizing corporation Ulricehamn Ski Event AB. Added to this, we were also a corporate sponsor. We were also in charge of the staff managing the accommodation and that we marketed the world cup event under our marketing program of branding Ulricehamns as a winter resort. We did not entirely market the event itself, but tried to get people to travel to Ulricehamn to ski for instance. We have a very special relationship to the world cup in this sense.

**What was your objective or objectives of sponsoring the Cross-country world cup in Ulricehamn?**

We consider it a great value that such a large event is held here in Ulricehamn, and be on place when so many spectators attended the event, and one of our main objective is to attract visitors to Ulricehamn. It is such a special event; therefore, we did not have a thought on not being a sponsor. This is also in line with our aim to attract big events to Ulricehamn.

We work quite closely to the objectives of the World cup organizer, for instance on how many visitors to expect and how to prepare appropriate accommodation for the visitors. The active participants exploited all the commercial accommodation. We did not aim for specific numerical objectives, but we had people working during the day to get people to the city Centre for instance. Then, again, it is hard to determine what to measure and what to expect since it is the first time the event is arranged this far south of Sweden.

**How do you consider short-term and long-term perspectives in your objectives? (Direct vs. Indirect objectives)?**

The main objective for us is in a long-term perspective, and not specifically the world cup event. The appraisal of Ulricehamn as a brand were successful, and to gather people to Ulricehamn who are interested in sports to come here to ski, cycle and hike. Hopefully these people will come to Ulricehamn next winter as well, even though there is not a World cup event.
**How did you implement the sponsorship?**

We had our own mascot for the event, called Pärlan, who were the mascot of Ulricehamn. She was a success and we sold many miniature Pärlan as well. We had an info point at the event are where we marketed Ulricehamn, handing out printed material to visitors and having conversations with the visitors. We also helped the World cup organizers to sell merchandise, and that was a great success as well.

**How do you evaluate the sponsorship of the world cup? How do you measure if your objectives were met?**

We absolutely feel that we met our objectives, it has also been very time consuming since we were responsible for the accommodation part. However, the event received incredibly much publicity, so it was definitely worth it. We have measured and been taking part in the statistics and numbers provided by the world cup organizers. Regarding visitor numbers and the marketing value of the event, Europe-wise. Of that, we can draw a value since the publicity was good. We have done our own visitor Survey during the days of the event in collaboration with HUI research. This survey shows that we are satisfied by the results of the event. In the same time, we need to focus more on how to handle the accommodation problem next time.

**How much effort do you put into sponsorship evaluation compared to the evaluation of other promotion?**

This case is very special since we are so much more than just a sponsor here, we have put more time in evaluating the sponsorship. If we only had been a corporate sponsor, we would probably not put as much effort in the evaluation as we did now.

**What other types of events do you usually sponsor?**

If there are events that are about to be held in Ulricehamn, we seek to find collaboration. For instance, how we can contribute to marketing of the event. The criteria of participation are that it should give something back to Ulricehamn, so that they can sell tickets and that it becomes an event that attracts a lot of visitors to Ulricehamn. Currently, we have about 5 events that is of a bigger scale. To exemplify, the U-port festivalen and smaka på Ulricehamn.