The Use of Brand Function in Sport Event Sponsorship

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The Use of Brand Function in Sport Event Sponsorship

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Abstract

The focus for this MProf dissertation is in the field of sport sponsorship. There are four main sections, the first of which provides an introduction and a critical appraisal of the submission's demonstration of achievement of the stated MProf learning outcomes. The next three sections are re-presentations of work that have already been completed and passed at grade 8, as assessments for three of the programme taught modules. The first of these contains a literature review that looks at the development of sport sponsorship research that has produced findings on the importance of sponsorship fit and leveraging. The discussion in this section progresses through to a question as to whether brands that play a functional role within a sponsorship may be more successful than those that do not and might thereby achieve more positive perceptions of the sponsor's brand. The next section provides discussion on possible methodologies for research that look into this area and more specifically whether sponsor/brand function within a sponsorship is an effective approach by which to achieve a strong sponsorship fit. Using two hypotheses the discussion then progresses through to a possible methodology for research that is built in three stages with a mix of both quantitative and qualitative approaches, using surveys and focus groups. As required, the last section contains a practice and development portfolio that provides critical discussion on the author's career development and focus on his work in sport sponsorship.

Contents

Section One

Introduction

The following dissertation is submitted in partial completion of a Masters in Professional Studies (MProf) programme and as required it is formed of four pieces of written work. The work is focused on an approach for research in the field of sport sponsorship.

There are four main sections, beginning with a new piece of work, an introduction (Section One). The next three sections contain re-presentations of three programme modules, Project Planning One (Section Two), Project Planning Two (Section Three) and a Critical Professional Practice and Development Portfolio (Section Four). These pieces of work were all submitted on time and passed between February 2013 and March 2016. All were successfully passed at the required grade 8 (Doctoral level) whereas the requirement for this MProf is at grade 7. References and appendices form the last two sections.

This first section, an introduction, provides a critical appraisal of the submission's demonstration of achievement of the stated MProf learning outcomes. This serves as an introduction to the other sections and does so by identifying how the literature review, methodology and professional portfolio work together to meet those outcomes. To begin with, it is pertinent to provide a professional context and to demonstrate how the area of research is of interest to the author.

The author has worked in the sport and event industries for over 40 years and early in his career he was an international racquetball player and involved in the development of that sport in the UK and internationally, indeed recruiting sponsors for himself and the Great Britain team. He has previously worked for Fulham FC and World Championship Tennis Inc where his sponsorship and marketing skills were honed albeit entirely by practical on-the-job trial and error. Later in his career he formed a consultancy and clients

included Coca-Cola, Pepsi, Nabisco, Capital Radio Group, Chelsea FC, Leeds United FC, Team Scotland, Lennox Lewis and Steve Backley. His event work and involvement extended across all sectors of the industry and included Euro '96, FIFA World Cup '98, 2005 World Games, Coca-Cola Music Festival, Pepsi Extravaganza, Nabisco Masters Doubles and the promotion of concerts for Take That, Ray Charles, Santana, BB King, James Brown and Tony Bennett.

In 2000 the author had the opportunity to enter onto an MBA at Loughborough University and shortly after that he entered academia. It was the MBA dissertation that was focused on event management that provided a fresh interest. This thread continued and with more emphasis on sport marketing in particular and as a consequence of working so much in sponsorship, the author was able to relate his experiences into teaching, research and writing via a new career at Universities.

The author is formerly Head of the Academy of Sport & Physical Activity, Sheffield Hallam University and now leads on strategic projects for the same university on a part-time basis. The author was previously at the universities of Northumbria and Leeds Metropolitan (now Leeds Beckett) in the UK and New York University in the US. He is currently Professor of Sport Management and Consultant Director of Programmes at the Azerbaijan State Academy of Sport and Physical Education and Professor of Sport Marketing and Events Management at the Russian International Olympic University. He is a former Visiting Professor at UNINOVE in Sao Paulo, Central University of Finance and Economics (CUFE), Beijing and Shanghai University of Sport. He has therefore had the opportunity of combining his sport industry experience with his academic roles which has resulted in the writing of five books. As a result of his contribution to the development of practice and theory in sport management, event management and sport marketing and sponsorship, the author remains in demand to speak around the world. This path of development has both fortune and chance as well as strategy to it but there is a clear thread of learning and development, as is presented in section four of this thesis. This MProf submission is both a culmination and a continued development of a lifetime in sport, and, even with a new phase of retirement, the learning

outcomes from the MProf programme are something for the future as the author continues in his roles as a professor abroad.

The MProf learning outcomes (LOs) are divided into two main areas, 1. Knowledge and Understanding, and 2. Intellectual/Subject/Professional/Key Skills. There are six LOs (1.1 to 1.6) and seven (2.1 to 2.7) respectively and these are discussed one by one, in order, below.

Via the MProf programme the author has had the opportunity to consider sponsorship research and the role it has played in the development of sponsorship theory (*1.1 Identify and explore theories, principles and concepts at the forefront of your sphere of professional practice and specialist body of knowledge*). For example, in section two, this has been achieved by reviewing the development of theories around congruence and sponsorship fit, where the stronger the fit the more positive the perception of the sponsors brand; that a congruent sponsorship will create a positive attitude towards the brand (Alexander, 2009; Dean, 2004; Groza et al, 2012; Nickell et al, 2011; Roy and Cornwell, 2003). It has also been achieved by considering the development of the importance of leveraging; that sponsorship is more successful when leveraging is implemented (Gwinner and Eaton, 1999; Thompson and Quester, 2000). This work enabled a further opportunity to critically evaluate the range of research approaches that have been taken in this area and create new insight, for example by considering a link between sponsorship fit and leveraging theories and then raising the question as to whether the function of a brand might be an important focus for leveraging and thereby enhancing sponsorship fit or not (*1.2 Evaluate the role of theories, principles and concepts and justify their application to create new insights into the complexities of professional practice*).

The writing of the practice and professional development portfolio in section four has allowed a critical reflection on a career in sport and how humble beginnings in organising events at school led to teacher training and then working in event organisations. This reflection is supported by reference to professional and organisational practice theories that allowed the author to consider how he has approached learning and

development within a variety of different career environments, including employment in the private and public sectors and also in self-employment, dealing with differently shaped organisations as well as styles of management. The importance of taking on new education in the form of an MBA was also an important milestone to reflect on as it led to a career and currently consultancy in higher education. This learning in particular allowed the author to consider theories and conduct research into sport event management which led to the development of an academic career, teaching and writing on sport event management planning as well as sports marketing and sponsorship communications (*1.3 Critically explore the complex nature of professional life and justify an examination of scholarship relating to professional and organisational development*).

By considering the research that has been done in sport sponsorship in section three there was the opportunity to consider previous research designs and how they have been used to build knowledge. This led to the development of a proposed three stage research design for this project which involves the testing of hypotheses, data collection via surveys and focus groups (*1.4 Critically evaluate a range of approaches to work-based research and development through reference to philosophical bases and pragmatic implications of diverse methodologies*). In developing the research design there was then the opportunity to look at the risks and the ethical implications that would be involved. These were elements of the MProf programme that were submitted and accepted by the University during the ethics application process and subsequently used in the forming of the research design in section three, see appendices 1 and 2 (*1.5 Critically evaluate the risks and complexities involved in researching organisational and professional contexts; 1.6 Critically evaluate the ethical implications associated with research with human subjects in the changing and uncertain environment of the workplace*).

The portfolio in section four demonstrates how the author has progressed through to a point where he has been able to research, write and publish on management practice and then be invited to speak in both industry and academic environments on those subjects (*2.1 Demonstrate a high level of independence,*

creativity and leadership in learning and practice). The portfolio also demonstrates how the author has been able to make informed decisions in senior management roles in the sport industry, academia and as a consultant. For example, as an academic consultant writing a new masters degree programme for a Russian University, using previous experiences of validation processes in higher education as well as considering curriculum via consultation with academics and practitioners (*2.2 Apply effective critical thinking skills to make informed judgements in novel and challenging situations*).

In addition the development of the portfolio allowed for reflection on how organisations need to look outward in order to be successful. For example as head of a university academic department the author changed the organisational structure by re-writing and adding roles and personnel in order to more effectively cope with both university and external environment factors, using previous experiences from both academic as well as other organisations. The author also undertook research via interviews that looked at three different major sports events for his MBA dissertation and so this example in the portfolio allowed for reflection on how different factors are at play in organisations (*2.3 Critically reflect on and evaluate wider systematic factors impacting on applied research and professional and organisational development).* The portfolio also considers how leadership skills have been acquired and used in a variety of organisations and working environments, for example in launching a new privately funded sponsorship agency, consulting for elite sports teams such as Chelsea FC and being a trustee of a sport focused charity, North Yorkshire Sport (*2.4 Evidence your professional leadership skills and mature professional effectiveness in complex organisational domains*).

In section three there was the opportunity to create a research design that would answer research questions derived from the review of literature. As stated above, this involved reviewing the research approaches of others, including Coppetti's (2004) research which was focused on the importance of product involvement on brand perception at an event. A detailed review of this work led to the selected three stage design

proposed for this project (*2.5 Demonstrate a broad and critical awareness of research methodologies and cultures associated with biomedical, health, sport and social sciences).*

It is important that the learning via the MProf is not the end but a means to an end. In retirement the author continues to develop, as a professor at the two universities abroad in Azerbaijan and Russia as well as in his strategic role that spans across Sheffield Hallam University. His work in the area of sport event sponsorship and planning continues therefore. Most recently by way of example, the author has conducted development training for a number of Azerbaijan organisations, its National Olympic Committee, F.A., and its leading football clubs in the field of sport marketing and in particular sponsorship. While the portfolio in section four reflects on key milestones throughout the author's development of learning and performance in his career thus far (submitted as an assignment in March 2016), this example demonstrates how this process is still ongoing and how learning via the MProf has and will continue to support that (*2.6 Critically reflect on your own learning, performance and development, and plan and implement strategies to meet your own ongoing professional development needs).*

In summary, the taught modules and the representations of a literature review (section two) and methodology (section three) have directly contributed to the author's development in teaching, writing and management skills (*2.7 Develop and sustain effective communication and interpersonal relations within diverse professional contexts using a variety of media and communications styles).* The practice and professional development portfolio (section four) provides reflection on a variety of communication skills including writing business plans, sponsorship sales proposals, authoring books, presenting on a one-to-one basis as well as in front of audiences with and without simultaneous translation and on how these have been developed over time and in different roles and environments. These three sections not only provide a conclusion to a masters programme, they continue to provide a platform for continued career progression.

The next section, section two, is a representation of the assignment for Project Planning 1, a literature review that looks at the development of sport sponsorship research that has produced findings on the importance of sponsorship fit and leveraging. The original assignment was completed and successfully passed in February 2013. The discussion in this section progresses through to the possibility that brands that play a functional role within a sponsorship may be more successful than those that do not and can thereby achieve more positive perceptions of the sponsor's brand.

Section three is a representation of the assignment for Project Planning 2 and provides discussion on possible methodologies for research that look into this area and more specifically whether sponsor/brand function within a sponsorship is an effective approach by which to achieve a strong sponsorship fit. The original assignment was completed and successfully passed in May 2013 but has now been re-worked using the work completed for a Research Project and Supervisory Team submission (DPS1) that was successfully defended at viva in February 2014.

A research design has been produced and two hypotheses developed, h1: a sponsor/brand function within a sponsorship is an effective approach by which to achieve a strong sponsorship fit, and h2: a sponsor/brand function within a sponsorship provides an effective point of focus for leveraging a strong sponsorship fit. The section looks firstly at the research design that was developed for the original assignment and then the design that was submitted and approved for the DPS1. The discussion then progresses the methodology further and into three stages with a mix of both quantitative and qualitative approaches, using surveys and focus groups.

Section four contains a practice and development portfolio that provides critical discussion on the author's career development and focus on his work in sport sponsorship. This was submitted and passed as part of

module 5 (Critical Professional Practice and Development) in March 2016. There is no MProf requirement to provide amendments to this piece of work.

Section Two: Project Planning 1-Literature Review

Critically explore the literature, evidence and discourse underpinning the area of research interest-explaining how existing literature will inform and support the development of and justification for the project.

Introduction

Over the last 30 years, sponsorship, particularly sport sponsorship, has become an increasingly used marketing communications tool. Since 2013 there has been year-on-year growth of, on average, 4.5% in global spend on sponsorship, with the spend in 2017 at US$62.8 billion. Sponsorship is expected to grow at a similar rate to advertising and exceed other forms of marketing. In the most prominent market, North America, the most dominant sponsorship spend is on sport (70%) growing by 4.3% to US$16.37 billion in 2017. Significantly, sponsorship has grown faster in North American markets than any of the other forms of marketing (IEG, 2018).

The growing importance of sponsorship and sports sponsorship in particular is, though, accompanied by a lack of understanding of the impact it has on consumer behaviour and an apparent need to implement greater research in order to assist marketers in their understanding of the return on marketing communications investment (Kim et al, 2011; Meenaghan, 2005; Nickell et al, 2011; Redmandarin, 2004; Roy and Cornwell, 2003; Tripodi et al, 2003; Tsiotsou, 2011). Only 35% of marketers consistently measure their sponsorships and yet 80% report that they need to know what sponsorship is achieving (Hartley, 2015).

While marketers have selected sponsorship mechanisms such as sponsorship of sports events, athletes and teams to achieve their marketing objectives, this development has been despite a lack of available objective measurement tools and a clear understanding of what sponsorship can achieve. In earlier more formative

years, in the 1970/80s, sport sponsorship was often chosen as it was a cheaper marketing communications option and only assumed to be able to achieve product image awareness and sales.

The issue now is that there remains a lack of objective measurement and as a result marketers have for some time questioned the value of sponsorship. In the US it is reported that one-third of sponsors don't have a standardised method for measurement (Jacobs et al, 2014). This issue provides a wider concern for the survival of some sports and events that have such a reliance on sponsorship income. For example, the use of media equivalency methods to evaluate sponsorship have been in regular use for some time and while they offer flawed results they remain in use because more reliable measures have not yet been developed. The compounded issue is that practitioners distrust such measurements and discount the values they are given in order to arrive at a value to the return on their investment (Meenaghan, 2005; Redmandarin, 2004; Tripodi et al, 2003).

A further issue has been a paucity of academic research in recent years, perhaps a decline that has come about due to there being little development in finding reliable sponsorship measurement methods. However, while there has been a lack of recent research from which to draw on for this literature review there remains credibility in the dated literature that has been used in this thesis as they are findings that scholars do still refer to. In order to review the literature in as thorough a process as possible, a thematic matrix was used to track key points and approaches. This matrix demonstrates the lack of more recent research in the area, see appendix three. Nevertheless, the threat to the future use of sponsorship remains a concern that may be addressed by research, research that should explore where and how greater credibility may be found in sponsorship marketing communications (Ngan et al, 2011).

Sponsorship in marketing communications

As sponsorship sits within the broad area of marketing communications, both communication and buying behaviour theory underpin its use (Fahy et al, 2004; Meenaghan and Shipley, 1999; Roy and Cornwell, 2003). To simplify, an effective communication achieves three things, it gains the receiver's attention, it is

understood by the receiver in the same way as it is by the sender and it stimulates the receiver's needs as well as providing a way for those needs to be satisfied (Boone and Kurtz, 2002). As such, marketing communications can be used to influence intentions by both building product category wants and facilitating purchase in an attempt to increase or stabilise customer demand. They may also be used to provide information and through that create brand awareness and enhance attitudes through changing perceptions of the organization, product or brand (Rossiter and Percy, 1987; Boone and Kurtz, 2002). Sponsorship has developed because it has been perceived to have multiple means by which to achieve these outcomes, due to its capacity to use any number of different communications tools. However, the degree to which sponsorship is perceived to achieve these objectives is not so clear.

Sponsorship aims

Various views of sponsorship and what it purports to achieve have been developed over the last 30 years. Calderon-Martinez et al (2005) and Meenaghan (1991) see two forms, philanthropic sponsorship where corporate image and social recognition in the community might be achieved and commercial sponsorship for achieving business objectives. Another view is simply that sponsorship is a tool for commercial advantage either directly for business objectives or even when there is goodwill extended into the community that can also be used for commercial gain (Hoffman, 1998; Mullen, 1997; Polonsky and Speed, 2001; Pope, 1998; Sandler and Shani, 1993; Shank, 2005; Sleight, 1989). Cornwell (1995) describes sponsorship as an investment in causes or events for the achievement of corporate and/or marketing objectives.

A further aspect that has been considered is of the possible mutual benefit that can be achieved by both sponsors and the sponsored entity (Jiffer and Roos, 1999; Olkkonen, 2001). Thus Skinner and Rukavina (2003) refer to the importance of a relationship that is built on this mutual process, an aspect that perhaps is not so prevalent in other forms of marketing communications. On the one hand there is a sponsor that gains sponsorship rights and an association with the sponsored entity that entitles them to use those rights for gaining commercial advantage. On the other hand the sponsored entity, an individual, event, organisation,

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institution or group receives funds, resources and or/services from the sponsor (Sleight, 1989). Cornwell (2014) has progressed earlier definitions that refer to benefit on both sides in order to recognise the importance of partnership, based on the view that there is a co-marketing relationship to be developed (Farelly and Quester, 2005; Meenaghan, 2002).

Sport sponsorship objectives

An early take on sponsorship marketing objectives by Bennett (1999) was that sponsorship aimed to project a sponsor's corporate image, as opposed to trying to relate to a set of brand attributes. However, research in sport sponsorship marketing communication in particular has since demonstrated the use of sponsorship for product related objectives. So we may now understand that there are ostensibly two key directions for sponsorship objectives, corporate and product related. For example, Pope (1998) and Sandler and Shani (1993) propose that marketing and media objectives are used in both directions and from this base a number of more specific objectives have been attributed to sponsorship. These include achieving corporate awareness, brand awareness, brand attitude, media exposure, media response, sales leads and sales, employee engagement and customer engagement. In general we can see therefore that sport sponsorship objectives focus on gaining competitive advantage, achieving sales, awareness and image building (Clow and Baack, 2004; Irwin et al, 2002; Masterman, 2007; Milne and McDonald, 1999; Mullin et al, 2000; Pickton and Broderick, 2001; Pitts and Stotlar, 2002; Shank, 2005; Skinner and Rukavina, 2003; Smith and Taylor, 2004).

Brand equity

Awareness and image building are tools that marketers use to build brand equity. Brand equity is defined by Keller (1993) as relating to the marketing effects uniquely attributable to the brand. Brand equity is comprised of a brand's assets, for example by it's name, symbols and slogans, it's associations, perceived quality, name awareness and customer base, it's patents, trademarks and channel relationships (Aaker, 1991). Aaker (1991) considers loyalty, quality, awareness and associations to be the four dimensions of brand equity. As a brand's assets are largely intangible, research in this area has looked at measuring brand

equity and how that contributes to the evaluation of business performance (Groza et al, 2012). One focus

has been from a financial perspective and on the estimation of a brand's value for accounting purposes.

Another focus has been on how brand equity can be built strategically in markets (Keller, 1993).

Keller (1993) has conceptualized that brand equity from an individual customer's perspective amounts to the

difference that knowledge of a brand has on their response to the marketing of the brand. What marketers

aim for is customer perceived associations that are unique and are more favourable and stronger than those

held for rival brands. Keller (1993) considers these dimensions key for establishing competitive advantage

and refers to this as customer based brand equity. Enhancing perception/attitude and awareness of a brand

can add to (as well as subtract from) its equity and so sponsorship communications are seen as being

important in building strong brand equity. In particular, sponsorship can provide strong brand associations

(Groza et al, 2012).

Brand association

The meaning a brand has to a consumer is partly conveyed by the associations they see the brand has,

because they provide a cue into memory (James, 2005). These might be tangible or intangible and can be

classified into three main categories; attributes, benefits and attitudes (Keller, 1993). The attributes a

customer associates with a brand are its direct features such as its physical appearance and how it is

composed, but also its indirect features such as its price and perceived user and usage imagery (the types of

person who use the brand and where they use it). The benefits a customer associates with a brand are about

what they perceive the brand can do for them and how it makes them feel. A customer's attitude towards

the brand is the extent to which they hold the attributes and benefits to be true. These are the beliefs they

hold for a brand.

Attributes, benefits and attitudes are essentially the direct associations a customer holds in memory, the

primary brand associations (Keller, 1993). In addition there are also inferred associations that can have

bearing. For example, a customer can also form a link between primary associations and other indirectly

related associations held in memory. Therefore customers can infer that the brand shares associations in an indirect or secondary way (Keller, 1993). Brand extensions for example may result in new associations which may be positive or negative as a result of transfers from the original brand and the original product category (Aaker and Keller, 1990). To illustrate this, Rolex and its choice of tennis and a Roger Federer sponsorship has been made because it seeks not just to be seen as an expensive aspirational brand but one that has a certain decorum and demeanour, the qualities Federer might be seen to have. Perhaps this is why it does not associate with football, despite the wealth there is in the top end of that sport.

Image transfer

Marketers can strategically use the marketing mix to create secondary associations by using endorsement or sponsorship. A partnership between a sponsor and a sponsored entity can provide a positive enhancement of the brand's equity via the forming of secondary brand associations. A sponsored event or an athlete for example, already has a personality of its own, its own set of values and attributes and can be a brand in itself that inspires its own perceived image. Marketers can therefore seek to inspire customer shared brand associations. In effect a sponsor can invest in an existing image so that it will have a 'rub-off' effect on its image, thereby inspiring a transfer of own image (Gwinner and Eaton, 1999; Meenaghan and Shipley, 1999; Roy and Cornwell, 2003) The reverse is also true, whereby an event with a well matched sponsor will also benefit from the rub-off effect thus highlighting that sponsorship is clearly a multi-faceted and mutually beneficial relationship. If this is done well then this becomes a case of the sponsor and rights owner engaging in a 'symbiotic relationship where there is transference of inherent values between the parties' (Masterman, 2007).

This can be achieved via the use of sponsorship whereby a sponsor might seek to associate with a highly perceived image and in return gain a more highly perceived image itself as a result of the transfer. Thus brand image may be 'created, enhanced or changed' via brand associations with events or other activities such as sponsorship with the aim being to 'create biases in buyers behaviour' (Novais and Arcodia, 2013).

McCracken (1989) developed work on Meaning Transfer whereby consumers build perceptions of a celebrity from the image they see, in films and television or on a sports field. The meanings that are attributed to the celebrity transfer to the endorsed product. The meanings of sports events, their characteristics, what type of events they are and the consumer's individual experiences of them can also be transferred and attributed to associated sponsor brands (Gwinner and Eaton, 1999). Ohanian (1990) sees endorsement as a positive additional value to a product or service where there can be a transfer of qualities such as brand likeability. Research by Spry et al (2009) supported the notion that an endorsement by an individual of a brand can have an indirect impact on the brand's equity by building brand credibility. The key is in identifying an endorser that has credibility based on their attractiveness, expertise and/or trustworthiness.

As one of the world's leading professional golfers, Rory McIlroy, was able to agree a US$150 million sponsorship contract to endorse Nike golf clubs thereby ending his endorsement of Titliest equipment (Fordyce, 2013). Building on the work of McCracken, Madrigal (2001) describes this as transferring value whereby the expertise of the endorser hopefully has a direct effect on consumers' decisions to purchase, thus, the greater the perception of credibility, the greater the 'infusion' of the product with the image of the endorsee. An important factor here is that endorsement is most successful when there is congruency and a good match between the endorser and endorsee (Charbonneau and Garkland, 2006; Chung-kue and McDonald, 2002). This match-up theory proposes that a good 'fit' is critical (Till and Busler, 1998).

Therefore a good match can facilitate the benefit of image transfer so that the brand associations held of either the sponsor brand or the sponsored entity are transferred to the other, because of the sponsorship (Nickell et al, 2011). Indeed Tsiotsou and Alexandris (2009) argue that sponsorship effectiveness should be assessed by using brand image as an outcome and consequently, because consumers form an image of the sponsor brand on the associations they make of it, brand associations can be the focus of that assessment. For example, by referring to advertising theory in some early work, Quester and Farrelly (1998) looked at how a sponsorship might facilitate a 'pleasant mood state' about the sponsor brand and the sponsored event,

via transferred associations. They further maintained that this could be enhanced if the event audience was able to establish a strong connection with the event's participants. Ngan et al (2011) have since come to similar conclusions looking at the meanings associated with a sports team, including its star performers, and their transfer to the sponsor's brand in the formation of brand associations. They maintain that a team with star performers can help to build the equity of the sponsors brand because of this. Recent examples would be the use of Chelsea FC by Samsung (2014), Lionel Messi and Kobe Bryant by Turkish Airlines (2014) and Liverpool FC by Nivea (2015) in television advertising as part of their sponsorship activities.

A further theoretical framework that has been used to understand brand image transfer is 'balance theory'. This theory is based on the mind making an unconscious attempt to link a lower valued object with a higher valued object, in order to inspire a positive perceived link between two brands (Erdogen and Kitchen, 1998). Sponsorship can be used to inspire this positive image transfer. Donlan (2014) for example, found that event sponsorship can lead to increased levels of brand loyalty and facilitate image transfer. However, a negative affect can also occur. When target audiences see a mismatch and think less favourably toward either party then that is where the sponsorship might be less successful and a negative perception of the link can be formed (Milne and McDonald, 1999). Nickell et al (2011) explain this as a need to resolve an imbalance in attitude whereby an individual will reconsider their attitude towards either party and end up thinking either a) 'favourably toward the un-favoured party', b) 'unfavourably toward the favoured party' or, c) 'unfavourably toward the sponsorship link between the parties. Where there is an imbalance it is a matter of whether the favourable attitude toward one party outweighs the unfavourable attitude toward the other party or vice-versa. So, a target audience will either resolve the imbalance by making a positive image transfer and think favourably toward both parties and the sponsorship, or not. People will change their attitudes so that they can achieve harmony (Novais and Arcodia, 2013). This image transfer extends to the associations that buyers make and therefore balance theory may be used to help predict whether buyers will sway towards favouring the sponsor brand (Nickell et al, 2011). A further framework, classical conditioning, is similar in that it proposes that a sponsorship acts as a catalyst to stimulate the same response to the sponsors brand as to the sponsored property (Novais and Arcodia, 2013).

<u>Leveraging and activation</u>

The identification of sponsorship objectives has been accompanied by research into how to achieve these objectives. In gaining brand awareness, as discussed above, exposure of a brand to target audiences is an important factor when building brand image associations. In particular there is research on the effect of using sponsorship marketing communications activity to achieve exposure, requiring additional marketing spend beyond the purchase of the sponsorship rights fees that might be involved, termed 'leveraging' (Crimmins and Horn, 1996; Meenaghan and Shipley, 1999; Milne and McDonald, 1999; Otker, 1998; Roy, 2005; Thompson and Quester, 2000). 'Activation' is the specific use of leveraging communications that facilitate interaction or engagement by target audiences with the sponsor (Nickell et al, 2011; Weeks et al, 2008).

It is generally accepted that without leveraging, sponsorships are less likely to be successful (Meenaghan and Shipley, 1999; Mintel, 2002; Otker, 1998; Quester and Farrelly, 1998). Indeed, Thompson and Quester (2000) found that the effectiveness of sponsorship is dependent upon the degree to which a sponsor leverages its involvement, thus, the greater the leveraging, the greater the effectiveness. Gwinner and Eaton (1999) found that a sponsorship should be selected for the amount of exposure it might afford and that a sponsorship will be less successful without leveraging.

Coppetti (2004) provides a list of techniques by which to activate sponsorships with audiences at an event. These include creating opportunities to interact with the brand, provide interaction activities, facilitate product testing and sampling, provide services and gratuities, reference to the event in branding and target audience activities, all designed in order to create a 'high situational involvement'. He places these into a framework of four dimensions, congruence with the event, relationship forming, brand display and highlights the fourth, audience participation, as being critical for successful activation, maintaining that this may be a key advantage sponsorship has over other forms of marketing communications.

While it is proposed that exposing a brand via sponsorship leveraging can lead to consumer preferences in favour of the brand (Olsen and Thjomoe, 2003) we might also expect the reverse to occur if there are negativities that are perceived to be associated with the relationship. Also a consumer may respond to a sponsorship by attributing a previously inferred perception about the relationship which the leveraging can enhance, positively or negatively (Rifon et al, 2004).

Sponsorship Fit

The theories and frameworks covered thus far suggest that a positive relationship between the sponsor brand and the sponsored property is important if there is to be positive brand image transfer. This has led to work on understanding how sport sponsorship works and in so doing has offered ways on how to achieve success by providing an approach from the consumer's perspective. This has built on the match-up theory mentioned above, where a good 'fit' plays a critical role (Till and Busler, 1998). Sponsorship fit relates to the degree to which a sponsor is perceived by consumers to be congruent with the sponsorship, in other words a brand that is perceived to be positively associated with the sponsored entity and the characteristics of either party are consistent with each other (Roy and Cornwell, 2003). Therefore determining if there is a good fit before agreeing a sponsorship would appear to be important (Jobber, 2003; Martin, 1996; Meenaghan and Shipley, 1999; Milne and McDonald, 1999). Research here has focused on the importance of a positive 'fit', from the target audiences' perspective, and the proposition that a matched fit will provide a positive endorsement effect.

Sponsorship can therefore be framed within schema congruity theory. A schema is a preconception held by an individual, of a person, an event or an object where a mix of memories can be recalled (Gwinner and Eaton, 1999). So, a consumer will access their memory for information on a sponsor and the event it is sponsoring and compare that information within a schema, thereby making a judgement on the 'appropriateness/non-appropriateness of the relationship (Roy and Cornwell, 2003). If consumers perceive that there are shared characteristics between a sponsor and the sponsored entity then there is an increased likelihood of congruence, a sense that there is a connection and that there is a closer acceptance of the

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association (Jobber, 2003; Martin, 1996; Masterman and Wood, 2006). A congruent sponsorship will meet a consumer's cognitive expectations thereby forming perceptions of consistency which in turn generate favourable attitudes towards the sponsorship as a whole as well as towards the brands involved (Groza et al, 2012). Because consumers can maintain preconceptions about individual brands there is an important link to the effect marketing/sponsorship communications might have on those brands thus indicating that 'fit' is a critical success factor for sponsorship (Milne and McDonald,1999).

Gwinner (1997) found that a strong fit was more likely to produce positive image transfer and referred to that strength coming from a 'higher level of exclusivity' between the sponsors brand and the sponsored entity. Gwinner and Eaton (1999) based their work on endorsement theory, in a framework that also included advertising and schema theory. They looked at the influence of sports event sponsorship on a sponsor brand's image and hypothesised that the transfer of image would be from the event to the sponsor's brand. Indeed, their results demonstrated that there may also be transfer from brand to event as well as from event to brand, indicating that it would be best that both rights owner and sponsor should consider congruence as a factor when making sponsorship selection decisions.

This has been tested further and it has been found that the stronger the fit, the more positive the perception of the sponsor brand and that a congruent sponsorship will create more positive attitude towards the brand (Alexander, 2009; Dean, 2004; Groza, 2012; Martin, 1996; Nickell et al, 2011). Roy and Cornwell (2003) found that a sponsorship that is perceived as being 'highly congruent' is more likely to produce more favour towards the sponsor brand. Olson and Thjomoe (2011) refer to this as higher fit, where there is more likely to be higher sponsor recall or recognition accuracy. Milne and McDonald (1999) further found that matching the characteristics of a sponsor brand with the characteristics of the sponsored entity is a critical factor for success to the point where not only would a strong match enhance the image of a sponsor's brand but the reverse would also occur if there were a weak match. An incongruent match between a rights owner and a sponsor leads to difficulty in reconciling the perception of why the two have formed the sponsorship. This leads to a negative attitude towards the sponsorship and the sponsors brand (Groza et al, 2012). The

call from Olsen and Thjomoe (2011) for more marketers to undertake more notice of the importance of fit would appear to be good advice. Research into which brands would best suit them as sponsors and furthermore what communications would increase fit would provide a more solid base from which to identify sponsorship opportunities, before a decision to enter into a sponsorship is made. Olsen and Thjomoe (2011) recommend that sponsors pre-test the audiences that they would reach via a potential sponsorship, prior to signing any contract, in order to determine the degree to which they would perceive the proposed fit.

The indication here is that achieving image enhancement objectives is best done by comparing sponsor and sponsored entity characteristics and ensuring that they match and are complimentary. In other words, ensuring that they fit together better (Masterman and Wood, 2006). Wakefield et al (2007) refer to this as sponsor relatedness, the perceived connection between the sponsor and the rights owner/sponsored entity, and maintain that it as a crucial factor that affects consumers' recall of sponsor brands, their research having supported the hypothesis that the greater a sponsor and sponsored entity are perceived to fit well, the higher the recall. So the fit between alcohol and motor racing would appear to be an ill-fit, driving under the influence of alcohol being widely illegal. On the other hand, consumers might perceive sustainable fuel suppliers, tyre manufacturers, communications providers and logistics services as brands that are easily associated with speed and therefore might provide congruent motor racing sponsorship relationships. For sponsorship practitioners this has provided some clarity on what rights to buy and from where, how to build a sponsorship programme and how to identify what sort of marketing communications campaign is required in order to then leverage those rights.

Research that has followed has built on this base and looked to try and measure target audience attitude towards the image of a sponsor brand or product (Lee et al, 1997; Roy and Cornwell, 2003; Cornwell and Coote, 2005) and because a link to sales is important to many practitioners, another important progression has been research into the degree to which that then affects an intention to purchase (Kim et al, 2011; Tsiotsou and Alexandris, 2009). Thus research has started to consider how well a potential consumer feels

about a product and whether their feeling is strong enough to say that they would be prepared to purchase it in the future. This is linked to the above mentioned communications objectives that are concerned with 'enhancing attitudes through changing perceptions of an organisation, product or brand' and, 'influencing intentions by building product category wants and facilitating purchase'. Thus sponsorship can be effective in building brand equity (Roy and Cornwell, 2003). It is also linked to various theories and conceptual frameworks from psychology that seek to find explanation for a consumer's response to sponsorship communications and any subsequent purchase intentions (Cornwell and Coote, 2005; Ngan et al, 2011).

If research has shown that a) the greater the fit the more positive the perception towards the brand (Milne and McDonald, 1999; Roy and Cornwell, 2003) and that b) the greater the leveraging the more successful the sponsorship (Otker, 1998; Thompson and Quester, 2000), then there is a question over what can be done to ensure the fit is as strong as it can be. In other words is there a key success factor that links sponsorship fit and the leveraging of that fit? This is an applied research question that is of interest to marketers because it addresses how sponsorships might be formed. For example, might the links between a sponsor and an event that form the fit in the first place be used as the focus for leveraging activity?

Research by Olsen and Thjomoe (2011) concluded that managers should respect the use of research to investigate potential fit before entering into sponsorships. They also found that this pre-sponsorship work should identify what types of messages would increase fit once the sponsorship was underway, in other words what activation should be focussed on. Their research was focused on event sponsorship and also concluded that use of sponsors' products played a role. They showed that audience perceptions of the overall fit between a sponsor and an event were connected to the degree to which the sponsor's products were used by participants, suggesting an active product/service function is important.

Function

While there are areas of literature that support the notion that ensuring a strong sponsorship fit and the need to leverage a sponsorship are important, as discussed above, there is little that is making the link between

the two or on the types of leveraging that needs to be implemented. The research question that might therefore be explored is to what degree can the sponsor's product/service be used to provide a good fit, thereby creating a focus for leverage activity? Further, will the fit be maximised if the sponsorship is seen to be in great need of this function and will there be a strong perception of the association the more the event is seen as not functional without the sponsor, a case of 'is the event stronger as a result of the function the sponsor actively plays' and 'does that in turn maximise a positive brand image transfer'?

Aaker (1996) provides further reason for this research focus. A brand consists of various elements that intend to differentiate a product from its competitors, by helping to provide credibility, address risk and set expectation, thus enabling consumers to make decisions between brands. The strength of a brand, its equity, consists of four dimensions: 1) If customers are loyal towards a brand then it has a power within its market because competitors will find it difficult to enter or penetrate that market in order to gain sales. It will therefore be in a position to consider price premiums. 2) Perceived quality is based on the comparisons customers make between brands and the higher the perceived quality the greater the opportunity there is for the brand to implement price premiums and increase brand usage. 3) There are various levels of brand awareness (recognition, recall, top-of-mind, brand dominance, brand knowledge and brand opinion) and so the extent of customer awareness of a brand can affect its market strength. 4) Finally and pertinent for the building of a framework for this research, the associations a consumer holds in memory about a brand provide differentiation with other brands thereby providing a level of distinction. So, in order to build strong brands, marketers use communications to influence these associations. What Aaker (1996) further explains is that this differentiation is based on a brand's value proposition, whether its good value for money and whether there are reasons to buy the brand over those of competitors. This usually involves a functional benefit to the customer. So, arguably, there is the potential for sponsorship to build brand equity by delivering ways in which the brand can be seen to demonstrate its function.

There are some leads and inferences to this use of brand function in sponsorship. Dionisio et al (2008), following their research into football fan behaviour and links into sponsorship, recommended that research

look into how sponsorships might get closer to fans via the use of sponsor brand products. The example they gave was how equipment manufacturers might develop product lines that incorporate club branding but for use in fans everyday lives and beyond attendance at football matches. This is an approach that has been adopted by many kit supplier sponsors in football with the likes of Nike, Adidas and Puma all developing training wear product lines that carry their sponsored club insignia so that they can be worn by players and made available to consumers as leisurewear. Kim et al (2011) found that sports consumers that perceive a higher degree of relationship with a sponsorship are more likely to buy such licensed merchandise. Quester and Farrelly (1998) proposed that a sponsor's message might be more acceptable to audiences if it is perceived to be assisting the sponsored entity, where the brand plays a part in helping team performance or aiding sports in general to flourish, thereby providing goodwill and the sponsorship being seen as something that provides more than a mere promotion opportunity.

Coppetti (2004) infers that a perceived function at an event is important for successful sponsorship activation. He uses the example of Bosch, a drilling equipment manufacturer, and their sponsorship of downhill skiing where their equipment is used to drill the pole holes for a race piste. The sponsor then ran film footage of the products providing this valuable event function in their event booths. Further work by Coppetti et al (2009) looked at whether incongruence can be improved via articulating the relationship between a sponsor brand and an event. They found that articulation of the relationship can lead to improved evaluation of the sponsorship and more favourable attitudes towards a sponsor's brand via increased image transfer. They also found that creating activations that facilitate interaction with the brand at the event can further improve this, for example, Bosch allowed booth visitors to interact with tools and see them in action first hand.

An early commentator, McDonald (1991), discusses the use of sponsor products directly in the sponsored event thereby attempting to attain synergy between the event and company values. Challenged by the assumption that most people do not understand sponsorship other than that it involves a company supplying funds, he maintains that sponsorship has the capacity to achieve something more than mere promotion and

perception of goodwill, but to do that it would need to address that lack of understanding. The fact that event sponsorship can often be the means by which the event survives is a good base on which to start. This was where McDonald maintains there is a role for the use of products, as he terms it, product relevance. He proposes that the synergy between an event and the sponsor is dependent upon perception of the company/brand/products being a relevant fit with the event. What the company does, what its brands and products do, is important to somehow work into the sponsorship, either directly whereby aspects of the sponsor's brands/products are used in the event, or indirectly whereby aspects of the brand correspond with the event (a characteristics match, image/brand personality match).

Gwinner and Eaton (1999) considered brand image association, transfer of image and schema theory as a framework for understanding how best to achieve sponsorship fit. They explored why schema congruency theory might work, based on how a sponsor brand image and sponsored event image might be similar or dissimilar. Like McDonald (1991), they maintain that similarity can be either direct or indirect. They hypothesised that 'similarity between brand and event will influence the image transfer such that the image transfer will be stronger for brands having functional-based similarity with the event they are sponsoring than when brands have no similarity with the event'. A question that might therefore be asked is whether this might be the level that sponsorships need to aspire to be most successful, whereby the 'exclusivity' referred to earlier is maximised (Gwinner, 1997).

Wakefield (2012) also provides a lead in to the possible value of function. In his work on sponsorship engagement he found that the more event visitors observe and interact with a sponsor, the more the perception of the sponsor brand becomes concrete (a clear image of the brand). This research looked at the use of direct product engagement in the form of points of observation or interaction such as at kiosks where the sponsor could retail or demonstrate their products. These points of observation also included display, providing product information and integrating products into event related activities. They further found that the more engaging this activation was, the more the perceived personality of the brand would be enhanced.

In the research that has focussed on the importance of sponsorship fit there are also references to how brands and their products can play a part in enhancing fit, thus reinforcing the point that, where their products are used within the sponsorship, the fit will be strong (Roy and Cornwell, 1999; Alexander, 2009). Wakefield et al (2007) maintain that the greater the relatedness between a sponsor and an event the higher the recall of the sponsor brand. They refer to relatedness as the context by which an audience sees the association between a sponsor and an event as a natural association.

By way of contrast, one final perspective comes from Carrillat and d'Astous (2012). They looked at whether sponsorship could offset the negative impact of the over-commercialisation that advertising can have. They concluded that event sponsorship could be used in this way but with a parsimonious approach that should not over-state the involvement of the sponsor. So, a title sponsorship that sees the sponsor brand as part of the title should not also leverage their involvement too far so that audience perception might view this as over-exploiting its sponsorship rights, thereby using the event to advertise more heavily. Their tests looked at whether an actual brand (adidas) would be perceived to be overexploiting its rights by being both the title sponsor and official ball supplier of a fictitious rugby event. They found that adidas was better off not being the provider of the official ball when it was also the title sponsor. Equally, a separate test with another group of respondents found that adidas would be better off when it was not the event title sponsor but was then the official ball provider. These findings suggest that a sponsor will not be more successful if it exploits its rights by placing its brand into the event in a functional way. So, with two contrasting notions, it would be pertinent to look at this more closely and to test whether brand function can, or cannot, be used to leverage a perception of higher fit between a sponsors and a sports event.

Research focus

There is increasing concern that marketing is focused on the intent to promote consumerism, the gaining of 'more of more' with the call for rethinking what marketing should be achieving from a more sustainable viewpoint, in the field of critical thinking and marketing (Varey and Pirson, 2013). There are implications here for the growth and continued use of sponsorship, and sport sponsorship perhaps in particular. Indeed

development of sponsorship in the arts has been less prolific possibly because there is a perception that art, music and writing should not sell its soul and associate with aid and funding in this way. Sponsorship is challenged on its role in providing more income for those that are already wealthy, take the Premiership and the top end of professional football for example, where players earn substantial pay, clubs charge high prices and attract the largest of sponsorship deals. Sponsorship is further challenged on promoting brands that might be perceived as running against general well-being, for example, McDonald's and Coca-Cola and their long-term involvement as sponsors of Olympic Games and the questions over the use of sport to promote products that some see as being unhealthy. Looking closely at how sponsorship works will throw more light on these issues. This proposed research will focus on a particular gap in knowledge. On the one hand literature supports the notion that ensuring a strong sponsorship fit and the need to leverage a sponsorship are important, but as discussed above, these are ostensibly two separate areas of research with no links between the two or on the types of leveraging that needs to be implemented, in particular whether a brand's function can be a focus for that leveraging. This proposed research will focus on trying to understand whether fit, function and leveraging might be linked for successful sponsorships.

Criticality and understanding of possible methodologies and methods relevant to the research, actively and reflectively engaging with data collection and analysis methods: the methodology and methods used.

<u>Introduction</u>

The literature review in the previous section concluded that there was scope for gaining a better understanding of how sponsorship works, in particular on trying to understand whether fit, function and leveraging might be linked and whether they are important for ensuring sponsorship is successful.

This raises the question, what can be done to ensure the fit is as strong as it can be, and is there a critical relationship between fit and the leveraging of that fit? This is an applied research question as marketers want to know what sponsorships can achieve and therefore how they might be more successfully built (Hartley, 2015). Initial consideration of research questions for the original module assignment led to development of thinking about the functional links between a sponsor and the sponsored entity and whether they can be used as the focus for leveraging activity. It was thought this might be developed by looking at ways in which a sponsor/brand can play an intrinsic function within the sponsorship, a function that practically demonstrates how close a fit there is while also providing a focus for leveraging activity. For example, the earlier mentioned assumption that there is little fit between sport and alcohol might be seen differently if we look at how champagne is used to celebrate by drivers on winners podiums. In particular race organisers see this as a necessary part of the entertainment as well as a means by which media coverage can be photographically augmented. The function of the champagne in this case might be perceived as being central to an event's offer and a customer expectation, not so much as an alcoholic drink but as a means of celebration and entertainment. The research questions thereby might ask 'to what degree can function be used to provide a good fit and therefore a focus for leveraging activity' and as motor racing

event organisers seldom consider not having the above celebrations as their target audiences would miss them too much, 'will the fit be maximised if the event is seen to be in great need of this function'?

A hypothesis for the original thoughts on method was thereby developed: that a brand-function based association within sport sponsorship is an effective approach by which to build brand image. The aims that were developed for the research being, to explore target audience perception of brands and the extent to which sponsors' function focused brand building approaches have created that perception.

Research Design Options

A previously conducted research project was reviewed to provoke critical analysis and reflection in order to shape the research project and this first design attempt. The author had organised a collection of survey data from spectators at the 2008 Tennis Masters Cup in Shanghai by Shanghai University of Sport students. The students were briefed to interview spectators that were over the age of 18 (not including sponsors corporate guests) before and after they had attended one particular session of tennis at the event. The aims were a) to measure the extent to which spectators perceived there to be good sponsorship fit between the sponsors and the event, and b) to measure how strong the functional relationships between sponsors and the event were perceived to be.

In order to achieve this there were two surveys in the design. The first was conducted pre-event with 283 spectators using a survey tool consisting of 24 questions in three sections and a variety of question types. This consisted of firstly demographic questions and then multiple choice, pictorial, Likert scale and open questions relating to six of the event's sponsors. The event's sponsorship programme was hierarchical and while there was no event title sponsor the sponsors spending the most on fees were Mercedes-Benz at the highest level (principal sponsor), Rolex at the second level (signature sponsor) and China Mobile, CPIC, CITI and Sony Ericsson all at level three (premier sponsors). The second survey was conducted after the same session of tennis with a different 105 spectators using 19 open questions.

This research design was initially thought to be of potential use in this research. While the project was designed without the formulation of a theoretical perspective and then a framework by which to produce a reliable and valid methodology, its focus on perceptions of brand image, association and transfer were an attempt to link brand building elements to the use of brand function within a sponsorship. However, there were issues, with the reliability of the project in particular. Not being able to use the same sample in each of the two surveys provided a lack confidence in the results (Leedy and Ormrod, 2001). Issues also included unclear and consistent instruction to the student interviewers in how to ask the questions and annotate the responses. Also, there may have been language and translation issues, a) in the author's English instruction, b) in interviewing non-Chinese spectators, and c) in the open questions where there might have been numerous interpretations. The learning to be taken forward was that test/re-test checks would be needed in order to gain greater internal reliability (Leedy and Ormrod, 2001). Other issues included internal validity, accurately measuring what is supposed to be measured (Leedy and Ormrod, 2001) for example with misplaced questions that were not aligned with the aims.

In summary the learning points from the Shanghai project were 1) the test method attempted to measure too wide a set of questions and these were not designed to provide a valid and reliable method, 2) the two surveys were intended to link at the outset but in the end did not and results could not be compared in any way, and 3) there were issues using a sample consisting of event spectators in that they arrive with differing levels of knowledge about the brand sponsors and that then makes it difficult to accurately measure the effect of function/non-function.

Another learning point was that the data from the second survey showed some spectator perception of sponsor function and might therefore form a base from which to help form this research. What was useful was that there was some indication that respondents understood the sponsors' function at the event. For example there was a high level of understanding of all the sponsors 'connection' with the event and the 'role/function' they were playing. What was of most interest was the level of awareness of function and how it grew with the level of importance of the sponsor, in order, Mercedes-Benz with the most, then Rolex and

then the other four premier sponsors. Despite the research quality issues there was something to use in the building of a design for this research that would look at the relationship between the ranked status of sponsors and their opportunities to create exposure of their brand at an event, in other words, looking at the degree to which their activation was an important success factor? Also, is that activation best focused on the function they have at the event? This links to Gwinner and Eaton's (1999) work as discussed in the previous section, where they built a theoretical framework on brand image association and transfer of image, using schema theory. They set up an experiment using fictitious sponsorships and not only found that a positive attitude toward a sponsor brand can be gained by selecting a sport event sponsorship with a strong sponsorship 'fit', they also found that this could be direct, whereby the sponsors products/services are used in the event, and indirect, whereby aspects of the brand correspond with the event (a characteristics match, image/brand personality match). They found that the image transfer will be stronger for brands having functional-based similarity with the event they are sponsoring than when brands have no similarity with the event. They also concluded that a sponsorship should be selected for the amount of exposure it might afford.

The development of a research design subsequently followed these learning points. A design was initiated and based on collecting data at one event, an event with multiple sponsors that had leveraged/activated their brand over a period prior to that event being staged. A survey tool would be applied using a sample of the event's spectators and would ask questions about their perceptions of the sponsor brands and the extent to which they understood the attributes of the sponsor brands. More specifically the survey was to be designed to ask what spectators understood the function that sponsor brands have within the sponsorship.

The thoughts on the research method were further developed for the DPS1 and a number of changes were made. The review of literature had been substantially progressed since the assignments for modules three and four and so it was firstly necessary to consider new findings and then provide an appropriate research method. Looking at the extent to which a sponsor/brand function within a sponsorship can be effective remained the identified area for research, the gap where there remains little other research work. What

follows below is how the findings in the literature review directly fed into the development of the method that was then submitted for the DPS1.

Research has shown that the stronger the sponsorship 'fit', the more positive the perception towards the brand (Dean, 2004; Milne and McDonald, 1999; Otker, 1998; Roy and Cornwell, 2003; Thompson and Quester, 2000) As highlighted above, in addition, research has also shown that a sponsorship should be selected for the amount of exposure it might afford (Gwinner and Eaton, 1999) and that a sponsorship will be less successful without leveraging (Meenaghan and Shipley, 1999; Mintel, 2002; Otker, 1998; Quester and Farrelly, 1998). Indeed, Thompson and Quester (2000) found that the effectiveness of sponsorship is dependent upon the degree to which a sponsor leverages its involvement, thus, the greater the leveraging, the greater the effectiveness. This offers an opportunity to look at a) what can be done to ensure the fit is as strong as it can be, and b) the extent to which the nature of the fit might be an effective focus for leveraging, in other words how important the relationship is between fit and leveraging.

Developing this notion and the two-way link of fit and leveraging, a question can be asked, is there a critical three-way link between fit and leveraging but also function, whereby a strong fit can be achieved if a sponsorship is based on a) useful function of the sponsor brand within the sponsorship, and b) leveraging of that function, see Fig 1. In this model the assumption is that the development of a sponsor's brand function leads to the opportunity to gain greater sponsorship fit and provides the opportunity to gain a greater platform for leveraging the brand's association with the sponsored entity. An example would be how the use of Rolex timing is important at a tennis event in providing audiences with information on the length of matches, on the competition schedule and when matches are to be played and service speeds etc. The premise being the audience would be worse off without Rolex performing this function. This gives Rolex a marketing communications (marcoms) opportunity to use this as a focus in their advertising, public relations and other marcoms in support of their sponsorship. It is the degree to which this three-way link may be a factor for achieving sponsorship objectives that provides the focus for this research project.
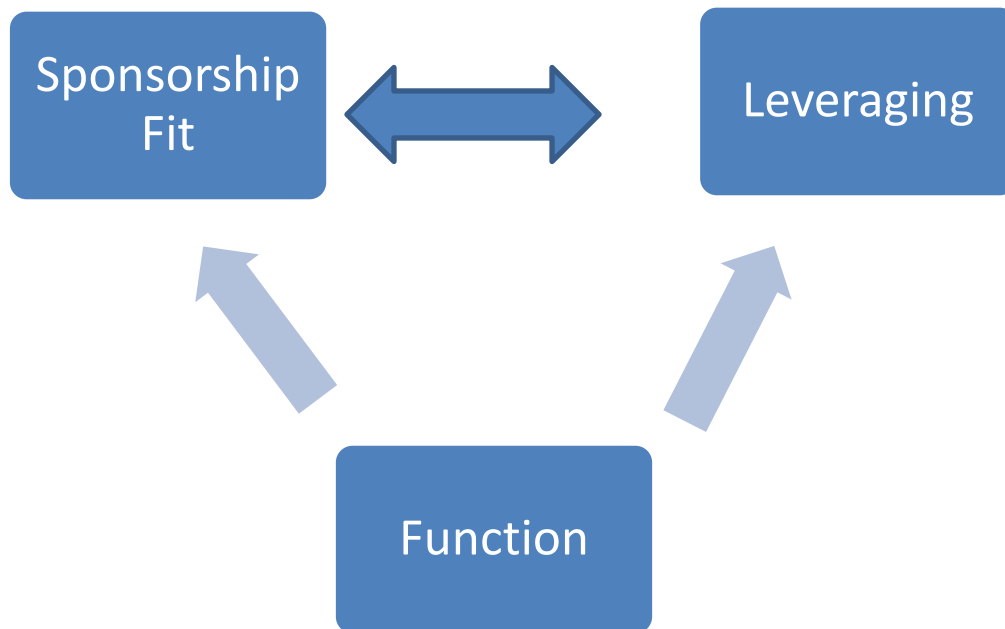
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        ┌──────────────┐                    ┌──────────────┐
        │ Sponsorship  │  ◄──────────►       │  Leveraging  │
        │     Fit      │                     │              │
        └──────────────┘                    └──────────────┘
                  ↖                          ↗
                      ┌──────────────┐
                      │   Function   │
                      └──────────────┘
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Figure 1

Function of the sponsor brand within the sponsorship and then leveraging of that function.

The significance of the outcome is that with answers to this question, sponsors and rights owners may be able to approach the formation of sponsorships in a more informed way, in the knowledge that function is, or is not, a firm base on which to build sponsorship fit. As a result a better informed sponsorship sector may be more comfortable in knowing how to make a success of sport sponsorship. This is a critical requirement if sports events continue to rely on sponsorship funding, services and products.

Consequently this research seeks to determine the extent to which a sponsor/brand function within a sponsorship is an effective approach for achieving fit and providing an effective focus for leveraging activity to enhance that fit. So, can the seemingly incongruous fit between alcohol and motor racing be enhanced by functionally using a brand in a sponsorship? For example, there are a number of champagne brands that clearly value their motor racing sponsorships and use their brands as celebratory mechanisms

whereby race winners shake and spray alcohol, providing the sponsor brand with a fit that attempts to circumnavigate any consumer perceived incongruity. The intention is that the function the sponsor brand provides is perceived as being an important, arguably a necessary, part of motor racing and therefore a good sponsorship fit. The spraying of champagne in motor racing is a point of celebration that spectators as well as drivers engage in, an activity that many would see as being a necessary part of the entertainment the event provides. The further intention is that the fit can then be made stronger both at the event by providing activity at the winners' podium but also beyond the event whereby leverage of the celebration scenes in media reporting can be achieved, further promoting the brand via its connection with the event.

Therefore what is important to identify here is whether a functional role for a sponsor is indeed critical for achieving a strong fit. This would provide a link between existing but separate theories, that successful sponsorships are based on a) a good fit, and b) leveraging of that fit. The outcomes of an investigation in this area, one that considers if brand function within sponsorship can provide a strong fit and therefore a focus for leveraging activity, can add to existing theory as well as aid industry decision making.

<u>Hypotheses Development</u>

Sponsorship research is traditionally and predominantly entrenched in positivism which supports a formulation and subsequent testing of a hypothesis. Research in this area also uses many of the research methods commonly associated with a positivist stance, including surveys and questionnaires (Cooper and Schindler, 2006; Zikmund, 2009). Researchers within marketing and sponsorship are widely associated with the use of hypotheses and causality and in the use of experiments as methods (Iacobucci and Churchill, 2015). Thereby, much of marketing knowledge and theory is founded on positivist hypothesis testing.

However, it is accepted that this research will depend on interpretation. While the approach will consist of an initial experiment and quantitative design, the data to be collected will be the perceptions of the participants and therefore their interpretation of the phenomena under investigation. This, coupled with use

of an additional qualitative approach to further understand the reasoning behind the initial quantitative data, means that this research follows an interpretivist approach.

This suggests a deductive approach and a process that considers theory, collects and analyses data in order to confirm/reject the hypotheses and potentially to revise theory. Sponsorship theories were considered in the previous literature review section and in particular those which maintain the importance of fit and leveraging for successful sponsorship. The intent for this research is to form hypothesis with a method that tests the extent to which function can be effective in an approach by which to achieve a strong sponsorship fit as well as an effective point of focus for leveraging a strong sponsorship fit.

Amongst a number of hypotheses developed by Coppetti (2004) in his research on event sponsorship fit and activation, he looked at the importance of product involvement at an event on brand perception. This research uniquely follows this direction and suggests that higher involvement of a brand in a sponsorship is "likely to lead to a higher elaboration of the brand characteristics in the context of the event sponsorship". In order to collect data, Coppetti followed an experimental approach using a class room and students (respondents), so that there could be control over the fine variations in the variables that were to be used. The approach consisted of the identification of an appropriate event, selecting brands as sponsors for the event and thirdly developing a storyline that would ensure that the respondents would not know that this was a piece of research. The selected event needed to be appropriate for students, be distinctive and be generally popular. The three sponsors were real brands from confectionary categories (chocolate, bonbons and crisps) but the sponsorships that were devised were fictitious, an approach previously used by Roy (2005) and Speed and Thompson (2000). The students were told that they had been chosen to help the event determine which sponsors it should try and recruit, a fabrication constructed in order that they would not know the true purpose of the research.

In designing the research, Coppetti applied a brand experience variable to the selected dance event which consisted of three levels of sponsorship rights activation (leveraging the rights at and during the event), 1.

perimeter advertising and smaller scale graphic use of the brand, 2. in addition to the first level, a sweepstake and a branded booth with opportunity to engage with visitors, and 3. in addition to the second level, providing the product to visitors for interaction and demonstration of use. In order to test the hypothesis an independent variable was also used so that, for each of the three sponsorships, the above three levels of activation were either done with a) no reference to the event or, b) reference to the event. For example, for one sponsor, Kit Kat (chocolate), the slogan that was used on the advertising was either a) "Have a break, have a Kit Kat" with no event reference, or b) "Have a break from dancing, have a Kit Kat" with reference to the event. There were therefore 3 levels of brand experience/sponsorship activations and two treatments, reference to the event/no reference to the event, all in all a six-way research design.

Data was collected simultaneously from 327 undergraduate students via mandatory classes in 11 classrooms. Having firstly introduced the task ahead, a questionnaire was used to measure involvement with the sponsorship product categories (chocolate, bonbons and crisps). This was followed by the showing of a professionally edited video of the event in sponsorship-free mode and then questionnaires measuring event image. The main part of the survey was then administered, a separate questionnaire on each sponsor that consisted of a sponsorship scenario (text and pictures) and measurement of the variable. At the end the true reason for the research was revealed and a reward of a Kit Kat was received by each respondent.

One of the outcomes of the above research was that the hypothesis, 'the effects of varying sponsorship executions on brand attributes, brand vividness, and brand attitude will be greater as product involvement increases' was supported. As such, Coppetti's (2004) design is of use in deciding on an approach for this research. In particular, experimental designs are widely used in consumer research (American Marketing Association, 2018) and have been used previously in sponsorship research by Carrillat and d'Astous (2009), Gwinner and Eaton (1999), Ngan et al (2011) and Roy and Cornwell (2003). This research will therefore follow an experimental approach in order to determine the difference between sponsorships with and without sponsor brand functional inclusion.

Clearly it would not be possible to find an event that could run twice, once with and once without sponsors in a functional mode. It would also be unlikely that a sponsor of several events would activate at one event and not at another, for example, sponsors of the ATP Tour (tennis) leverage their brand in an integrated fashion, adopting similar marketing communications activities across all the events they are involved with. However, there is a sample issue, the use of students is criticised when the questions are not relevant to them and questioned when there is a generalisation of findings. These concerns would have to be addressed for this research.

The key focus for the design for this research is not to simply place the sponsor brand into the sponsorship but to put it to use in a contributing functional role. Consequently this research was designed to test two hypotheses:

h1: A sponsor/brand function within a sponsorship is an effective approach by which to achieve a strong sponsorship fit

h2: A sponsor/brand function within a sponsorship provides an effective point of focus for leveraging a strong sponsorship fit.

Research design

In order to test the hypotheses, a mixed methods approach is to be taken. Firstly a quantitative experiment is to be conducted. This is designed to test function focused brand image associations versus non-function focused brand image associations in sport sponsorship and to see which of the two emerge as the most congruent. The research then seeks to gain more insight on the nature of that congruence by conducting focus groups in a qualitative approach.

A multi-stage design is to be used. The first stage consists of the forming of matched real brands with real sports events but in fictitious sponsorships. This is an approach that has been used in a number of pieces of related research, by Groza et al (2012) and Ngan et al (2011) in looking at the importance of schema theory

and brand image transfer, Gwinner and Eaton (1999) linked similar work to sponsorship fit and Keller (2013) looked at brand awareness and image.

The second stage consists of use of a set of press releases. This approach also has some precedent with Groza et al (2012) and Roy and Cornwell (2003) providing fictitious press releases to respondents to comment on. For this research, one set of releases contains function focused brand image associations and the second contains brand image associations that do not contain a function focus. A pilot to test the questionnaire instruments is also to be used. Two separate groups of participants are to be exposed to the press releases to see which match-ups will be perceived to be the most congruent.

The third stage will use the outcomes from stage two in order to develop questions for focus groups with each participant group, to explain participants' perception of congruence.

This design follows a similar staged approach taken by Roy and Cornwell (2003) in their research into brand equity influence on responses to event sponsorships. See Figure 2.
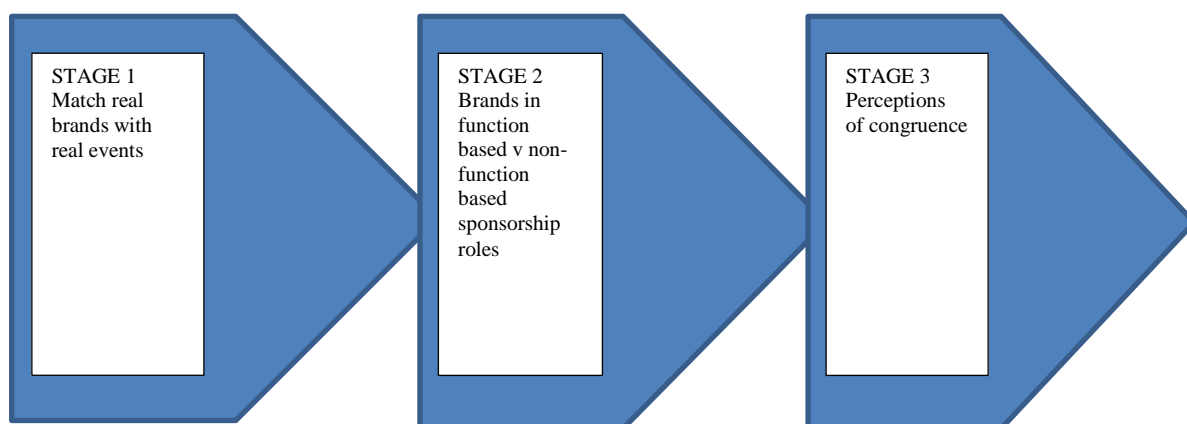

Figure 2

Stages of data collection

<u>Sample:</u>

This research will use a panel of consumers to form a sample population from which to collect data. The author has access to an established consumer panel used by Sheffield Hallam University Business School. There are 450 people on the list that have been differentiated in terms of demographic makeup and they were recruited voluntarily via the posting of advertisements. The list will be screened for variations in demographic profile in order to provide as relevant a sample for this research as possible, for example, male/female, socio-economic group, post code representation. The author is taking this convenience sampling approach in order to keep the design as simple and as economic as possible.

While a probability sampling approach would provide greater validity this approach does offer some sample relevance in that the panellists are all consumers of brands. The research design has also been constructed to try and reduce the need for prior knowledge of the brands and sports events that are to be used, however the screening will look for knowledge/following of sports events as explained below. The reductions to sample size will need to be considered post-screening. The panellists will be the participants for stages 1, 2 and 3 of the research.

The author acknowledges the limitations of this approach. The panellists are paid an hourly rate for their participation in research studies thereby increasing the risk of bias. The panellists are also recruited from Sheffield city and region thus limiting the validity of the sample.

<u>Stage 1:</u>

In order to ensure that the sponsor brands and events used to create a set of fictitious sponsorships (brand/event linkages) are relevant to the sample, a screening test is to be performed (Roy and Cornwell, 2003). In addition to demographic screening criteria as referred to above, participants will be presented with a list of 19 real brands and asked to rate them according to how much they like and enjoy using the product. Five-point scales are to be used (Roy and Cornwell, 2003). The list was compiled using the brands

in the list of the top 19 ranked sponsors of 2015 in the UK by Marketing Week magazine (2015), the latest available list of its kind (only 19 were listed). See Figure 3.

Figure 3

Top UK sport sponsorship deals in 2015 (Marketing Week, 2015)

Sponsor Brand	Industry Sector
Robinsons	Soft Drinks
Under Armour	Sportswear
Adidas	Sportswear and equipment
Esso	Fuel
Kia	Cars
Evian	Water
Ladbrokes	Betting
Slazenger	Sportswear and Equipment
Lavazza	Coffee
Total	Fuel
Waitrose	Retail Supermarket
GoPro	Camcorder
Jacob's Creek	Wine
Investec	Financial Services
Nike	Sportswear and Equipment
NetJets	Aviation
Hackett	Fashion Retail
Red Bull	Energy Drinks
Bombardier Beer	Brewing

The participants are also to be presented with a list of 20 real sports events and asked to rate those according to how much they 'follow' them in the media, discuss them with other people or attend the event. The selection of events took the first 20 in the BBC's list of 2018 events (May to December), in the order they appear but so that there are 20 different sports represented, in an effort to have as much choice as possible within this relatively short selection. Only UK based events are included in an effort to have as much

relevance as possible and 11 events included female participants. See Figure 4. Five-point scales are to be used to collect the responses. The resultant 3 top ranking brands and the 3 top ranking events will then be used to create the 9 fictitious sponsorships., eg: Brand 1 with Events 1, 2 and 3, Brand 2 with Events 1, 2 and 3, Brand 3 with Events 1,2 and 3.

A panel of three independent experts with sponsorship expertise (but not with direct experience of working with the brands or the events) will be formed in order to devise fictitious but realistic/appropriate functions for each of the brands in their sponsorships, together with realistic rights activation activity for each. The experts are known to the researcher and will come from three different agencies. The panel will also devise fictitious but realistic rights activation for each sponsorship but without focus on function.

A professional public relations copywriter, also known to the researcher, will then be used to write two sets of nine press releases. The first set will describe the 'with function' rights activation for each sponsorship and the second set will describe the 'non-function' rights activation for each sponsorship.

Pilot: In order to test the research design, a pilot will be implemented, using a small number of participants from the sample population. This can help assess whether or not there are difficulties with the questions and if there is a time burden for participants. The aim is for participants to complete the reading of the press releases and questionnaire inside 90 minutes.

Figure 4

A selection of major sports events as listed on BBC Sport (2018)

EVENT	SPORT
Grand National, Aintree	Horse Racing (Male)
Wimbledon	Tennis (Female/Male)
British Grand Prix, Silverstone	Motor car racing/F1 (Male)
The Open, Carnoustie	Golf (Male)
Women's World Cup, London	Hockey (Female)
England v India Test, Edgbaston	Cricket (Male)
World Championship, Sheffield	Snooker (Male)
London Marathon	Athletics (Female/Male)
Badminton Horse Trials	Equestrian (Female/Male)
Tour de Yorkshire, women's race	Cycling (Female)
F.A. Cup Final	Football (Male)
Premiership Final, Twickenham	Rugby Union (Male)
British World Superbikes	Motor bike racing (Male)
World Triathlon Series, Leeds	Triathlon (Female/Male)
World Championships, Dundee	Karate (Female/Male)
Challenge Cup Final, Wembley	Rugby League (Male)
Manchester Grand Prix	Taekwondo (Female/Male)
European Championships, Glasgow	Aquatics (Female/Male)
European Championships, Glasgow	Gymnastics (Female/Male)
European Championships, Glasgow	Rowing (Female/Male)

Stage 2:

An experiment is then to be conducted. Two participant groups will be formed out of the sample population, half the number in each group, randomly selected. One group will receive the 'with function ' press releases and a questionnaire consisting of a number of scaled questions. Scales are easily understood and used by respondents, are easy to code in data analysis and are widely used in order to measure consumer attitude (Iacobucci and Churchill, 2015; Zikmund, 2009). They have been used in sponsorship related research by Dean (2004), Donlan (2014), Gwinner and Eaton (1999), Kim et al (2011) and Tsiotsou

and Alexandris (2009). The second control group will receive the 'non function' press releases and the same questionnaire. Likert scales will be used to focus on two measures, as follows:

i) Sponsor brand/event congruence scale - examination of the perceived sponsor brand/event congruence construct using a set of semantic differentials, for example use of anchors such as consistent-inconsistent, complimentary-not complimentary, well matched-not well matched, appropriate-inappropriate on five-point scales; five point scales were used by Roy and Cornwell (2003).

Example:

There is a match between the sponsors brand and the event

STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE

ii) Attitude towards the sponsor brand scale - examination of the attitude toward the sponsor brand using a set of semantic differentials, for example use of anchors such as favourable-unfavourable on five-point scales. Questions will progress through to measuring the impact on attitude and future actions by asking the participants how likely versus less likely they would then be to purchase the sponsor brand.

Example:

I will purchase this brand in the future

STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE

Analysis for stage 2 will investigate whether there are any differences between the responses to the 'with function' results and the 'non-function' results using a statistical test of significance. The ordinal data that

will be gained will allow analysis of the frequency of responses and while the sample number for this survey approach is low, the panellists have been recruited on the basis that there will be nearly normal distribution which also allows a parametric test. Thus a two-sample t-test will be undertaken in order to look at whether the means differ between the two groups.

Stage 3:

The aim of part 3 is to gain further explanatory insight into the perceptions of function focused brand image associations versus non-function focused brand image associations in sport sponsorship and to see how participants perceive congruency/non-congruency. Focus groups are used widely in market research because they allow discussion about brands. Discussion topics emerge via group initiative thereby allowing a greater depth on perceptions which can provide greater insight than surveys or questionnaires (Zikmund, 2009). So, the approach here will be to conduct separate focus groups with each of the two participant groups, over 90 minutes each. It will be uneconomic to use all of the participants and so a random selection of 25 from each group will be undertaken. The researcher will then use the outcomes from stage 2 of the research to construct a line of prompts that can then be used in both focus groups. These will still be based on the stage 2 measures above, but will now seek further insight and explanation as to why participants have the perceptions they have and identify any themes, as follows:

i) Sponsor brand/event congruence - examination of the perceived sponsor brand/event congruence construct via prompt questions, for example why is the perceived congruence consistent-inconsistent, complimentary-not complimentary, well matched-not well matched, appropriate-inappropriate.

ii) Attitude towards the sponsor brand - examination of the attitude toward the sponsor brand via prompt questions, for example why is the brand perceived as favourable-unfavourable and how will this impact on attitude and future actions on whether participants will be likely or less likely to purchase the sponsor brand.

The focus groups will be recorded so that the data can be transcribed. This will provide a text that can then be interpreted via a process of reading, analysing and re-reading in order that a descriptive narrative can be produced. A software product maybe required for content coding and word counting in order to analyse the content (content analysis), depending on the complexity of the texts.

The final step in analysis will be to draw on the outcomes from stages 2 and 3 so that conclusions can be made as to whether a sponsor/brand function within a sponsorship is an effective approach by which to achieve a strong sponsorship fit (h1), and a sponsor/brand function within a sponsorship provides an effective point of focus for leveraging a strong sponsorship fit (h2).

Further Limitations

In addition to the sample limitations above there are further limitations to this research design and the subsequent discussion and conclusions that would follow, as follows:

1. There are limitations in the broad aim of this research and its validity. Further research in this area could be narrowed for a more focused study by looking at types of sponsor brands and the differences there might be in the degree to which a function within a sponsorship may or may not be an effective approach by which to a) achieve a strong sponsorship fit, and b) provide an effective point of focus for leveraging a strong sponsorship fit. In addition, further focus could be achieved by then looking at whether there are differences between different types of events. Does golf differ from football for example? There may also be differences between sport and other sponsorship, such as in the arts or where corporate social responsibility is the objective. This research can only point to the need for further research at best.

2. There may be flaws in the data collection methods used in each of the three stages of the design. There are limitations in the small number of brands and events to select from in stage one and there is a risk of bias from the three independent experts and copywriter in the formulation of the fictitious sponsorships.

The appropriateness and realism of the sponsorships will be perceived differently by each participant thereby presenting reliability issues.

3. The sample size for stages one and two may be smaller than the intended 450 participation requests which will affect the statistical tests outcomes. There is also risk in participants having prior knowledge of brands and having already formed opinions about them. A larger sample would help to diminish this risk but not remove it altogether.

4. The literature review is limited in that there is little recent research into sponsorship congruence, fit and leveraging. Research in sport sponsorship has in general reduced in recent years. Consequently while a number of references are quite dated they do still hold credibility as they are still used by those that are contemporaries in the field.

Ethics approval

Ethics approval for this research was gained at the DPS stage of the professional doctoral process in February 2014. The ethics application can be found at appendix 2 and the approval letter for this approach can be found at appendix 3.

Note on next steps

This MProf project only requires there to be a modified version of the module Project Planning 2, criticality and understanding of possible methodologies and methods relevant to their research interest. This section is therefore not providing a full methodology that is necessarily research ready.

Section Four: Practice and Development Portfolio

A career in development: a critical commentary

This section contains a practice and development portfolio that provides critical discussion on the author's career development and focus on his work in sport sponsorship. This was submitted and passed at grade 8 as part of module 5 (Critical Professional Practice and Development) in March 2016. There is no MProf requirement to provide amendments to this piece of work and so it is in the form in which it was first submitted to Pebblepad apart from the addition of asset numbers in place of embedded links (A1-25). The original file on Pebblepad has direct electronic links to all the assets that are referred to in the commentary below. A list of the assets is provided in appendix 4.

Introduction

I joined Sheffield Hallam University in September 2009 as Head of the Department of Sport having previously been Head of Sport Sciences at Northumbria University and with the intent of progressing my career in higher education. The critical commentary below provides an evaluation of the professional development I have made in these last five years in this role but also of the subsequent ten years or so that have underpinned this later development.

The assessment requirements for Module Five of my professional doctorate programme include a set of 7 learning outcomes and these have been used to provide a framework for this commentary.

1. Demonstrate evidence of advanced professional activity showing interpretation, synthesis, criticality and understanding in relation to a complex domain of professional knowledge

A turning point in my development was undertaking MBA study at Loughborough University,

1999-2002. For my thesis I focused on the sports event planning process and produced a case study that critically compared three major sports events, Sheffield's 1991 World Student Games, the Sydney 2000 Olympics and Manchester's 2002 Commonwealth Games. This involved interviews with leading event managers at each of these events. This was a very enjoyable course and in particular I was enthused by the research as it provided me with a complimentary focus alongside my work as a sports marketing and events consultant. On reflection I was taking responsibility for my own continued learning and development and in so doing was able to enjoy it, lifelong-learning being more effective when it is enjoyable (Candy, 1991). Having worked on many large scale sports events myself and with many high profile sports clients I found the course and the research of benefit to my work in that it was giving me a deeper understanding of the planning process for event management. By controlling my own route via this approach I was ensuring that I would remain motivated, at both work and study as the two were meshed. Being in control was the most effective way to achieve maximum benefit from my life-long learning (Illeris, 2006). See the 'Mastermans Consultancy' section on page 8 in my CV (A1) for examples of my clients and the events worked on.

My enthusiasm in the research provided me with new options for my career. My consultancy was 10 years old and I was enjoying a variety of work with interesting and profitable clients. Around the time of writing my thesis in 2000 I was working with Jody Scheckter the former Ferrari F1 World Champion but an opportunity arose to work with two universities. North London University asked me to teach a module and Leeds Met University offered me a one year fixed term post. I took both and alongside my own event management experience I used my MBA learning to construct modules in sports event planning. Leeds then offered me a full time post and course leadership of the first ever masters in Event Management. I have been working full time in Higher Education ever since.

The benefit gained from my MBA has been invaluable to me in several ways. For example, my

learning continues as I still use much of what I learned even now in how I manage a Department. In particular I have written a number of strategies, referred to later in this commentary, where I have used what I learned in the marketing and strategic planning MBA modules I undertook. The learning has though been of further importance to me. My MBA thesis was adapted into a book (A2), first published by Butterworth-Heinemann in 2004. The book was purposefully structured into 12 chapters so that each chapter could form the focus in each of 12 weeks in the delivery of a strategic sports event management masters module. By now I was working as an Assistant Professor at New York University (NYU). The book contained a thread, an event planning process and model that I had developed myself. The case studies and the literature review led me to understanding that many processes and thoughts on event planning were coming at it in the wrong way. My interpretation of how an event should be planned was focused on starting with a set of objectives and designing the event accordingly whereas other authors propose processes that start with the design and then the development of objectives. This can be seen in chapter 3 of this book and in particular page 47 (A3), where I have constructively argued the case.

The learning in the MBA study and the research since have been enjoyable and enjoying what you are doing is a motivation to do more but that is not to say that I was not also driven by end on incentives and reward (Scott et al, 2004). The wonderful thing for me is that this work has developed over the last ten years and I have now authored a third edition of Strategic Sport Event Management which was published by Routledge in 2014. Over this decade I have become known for this work and am in some demand to write further and present all over the world, as can be seen from the link, my text is described as being "the leading sports event management textbook" (A4). As I continue to learn as I get older, and over more than fifteen years since my MBA, it has been important to select the timing of event related work alongside study and the iterative

feeding from my learning into my writing on event planning process. The key timing of 3 editions of a book fed by my work on many events demonstrates how my learning has been centred on situations and timing, a common approach among adults in their approach to life-long learning (Knowles, 2005).

I have developed the work as opposed to letting it stand the test of time. In this complex area of understanding I have taken existing work and developed fresh interpretation that has involved synthesis and critical analysis. For the 2nd Edition I added Beijing 2008 Olympics case studies and was able to gain primary data by which to do this through my work as a Visiting Professor at Shanghai University of Sport (2008-2012) and Beijing's Central University of Finance and Economics (2008-2011). This work was further developed with the use of my own photography whereby photos are used to evaluate event management practice, something I learned to do as an event manager. For the 3rd Edition I added London 2012 case studies and photographs and primary research undertaken with significant event executives who worked on the London 2012 Olympic bid, Mike Lee the Communications Director, Richard Caborn, the UK Sports Minister at the time and IOC member and Head of the British Olympic Association Sir Craig Reedie. This research was also published in an edited book, Routledge's Handbook of the London 2012 Olympics and Paralympics, chapter 3 being about how the bid was won (A5).

This work has also been published in an edited 'bible' for sports management, Torkildsen's Sport and Leisure Management, 6th Edition (2011). While I did produce a chapter for this book I had previously been invited to be the editor but declined due to other commitments, the proposal for the book can be seen here (A6). In this decade of writing I have also published two further books, Innovative Marketing Communications in 2006 (A7) and Sponsorship: for a return on investment in 2007 (A8). My work as an author has been enhanced with peer review and editing and has arguably been worthwhile development in that as a writer I have produced a third edition. Reviews for my books can be seen here, Strategic Sports Event Management 1st Edition (A9), Strategic Sports Event Management 2nd Edition (A10), Sponsorship (A11).

The MBA study and research, the subsequent development of fresh thinking on sports event planning and the publication of three editions of the leading text on sports event management has led directly to work and invitations to speak all over the world. I have been invited to present key note lectures/presentations in Brazil, Argentina, Ireland, China, Australia, Austria, Spain, South Africa and Canada, as the highlighted section in my CV shows here (A1). There are also 14 institutions in the UK and around the world that have invited me to deliver lectures and in addition to the above two visiting professorships in China, I have been a visiting professor at Kufstein University in Austria and I am currently a visiting professor at UNINOVE in Sao Paulo and a contracted professor at the Russian International Olympic University in Sochi. See the 'Key Notes and Invited Presentations' section on page 6 in my CV here (A1).

Finally, as a further indicator of my own personal development and the credibility in this field, I was invited by two former Brazilian World Cup footballers to speak at their internationally renowned conference, Bola Pra Frente, Rio de Janeiro in 2010. The conference featured Rio 2014 World Cup and Rio2016 Olympic managers and was covered by Brazil's leading television channel Globo. Globo Sport, a daily sports news channel, invited me to interview to comment on Brazil's work on its event planning, the interview can be seen here, Brazil Globo TV Interview (A12). In many ways this encapsulates the value of my MBA, the learning I gained from the course and the research I undertook. Even though it is over a decade since I undertook that programme and developed my own approach and model for event planning, I am still benefiting from it. My own expectations have increased with any success and via this performance driven approach in my continued learning it is clear that over time I have also been very centred in one key area, events management and even more focused on planning process in order to achieve my goals (Elliott, 1999).

2. Critically explore ethical dimensions of practice and demonstrate leadership within your professional domain

One area that I can relate to is the management of staff performance. I can provide no evidence to support my commentary due to confidentiality but I am keen to include this as it reflects on new and critical learning and development for me. In a role as a manager within a university I have previously faced a difficult challenge in managing the performance of a member of staff who was having problems in adapting to the university in that there was refusal to accept tried and accepted processes and protocols. Issues began to arise with other staff members and students in relation to all aspects of the job, in teaching and research. Added to this there was an issue in the manner with which relationships were being conducted. This was evident in the number and extent of the range of complaints I was receiving. Despite alerting the University's HR early in the process, the approach they advised took too long. They asked myself and senior colleagues to keep logs and monitor issues and regularly evaluate for improvement. However, this went on for 9 months and despite new issues occurring on a very regular basis. The feeling amongst 11 different staff was that there was little that was being done for them and more being done in favour of the member of staff under performance review. As a manager I was responsible for the welfare of those staff and students and so on the basis that HR were not prepared to act directly themselves, on the occurrence of a second repeated issue, I sought a different route. I indicated that we would not do anymore along these lines and insisted at a high level that there should be a different set of actions. This did result in a member of staff leaving that university. The ethics of confidentiality where a senior manager such as myself was restricted in what he could say and do with that member of staff had the whole process in stranglehold. The member of staff used this to limit the performance management that could be applied which in my opinion was unethical. Explaining what is ethical in business can be an arbitrary exercise, but if it is about an inner wish, search or a hope then it might well be something that is intrinsic and about caring for oneself but it would also be about caring for others and not least caring for the organisation where one lives and works, hopefully by not being wholly self centred (Baccarani, 2008). What has been learnt is

that there are earlier interventions that can be made centrally and they should not be difficult to request. The unfortunate thing is that as a manager you are made to feel like you are being unethical in doing just that.

In a different area altogether, in 2011 I had conducted the interviews with Mike Lee, Richard Caborn and Craig Reedie as referred to above, as part of my research into how London won the 2012 Olympics bid. The interviews were ethically recorded with full permissions for name reveal and publishing gained from all three. The chapter for Routledge's handbook was written, edited and peer reviewed via the publisher's processes. The last stage of this process was to seek the permission to publish with the support of the publishing partners, the London Organising Committee for the Olympic Games (LOCOG). Unfortunately LOCOG decided that they would not give permission with reasons that the authors, myself included, were not providing the 'official' LOCOG version of events. I was provided with a list of edits I would need to make for permission to be given and as can be seen here (A13), as early as page 3 there was little said other than the author, myself, needed to refer to a LOCOG official history . This meant altering interviewees' agreed use of transcripts which I was not prepared to do and took that stance with Routledge on the grounds that that would be unethical, as evidenced here (A14). This amounted to censorship and a partner attempting to control a publication against the wishes of the other partners. In an era where internet censorship is the hottest topic it is good to see that good old book publication is also not going to withstand attempts to forestall future opinion and writing (King et al, 2013). Routledge supported this and decided to go ahead without the LOCOG support as can be seen from this email (A15). The outcome is a published book founded in ethical research.

3. Demonstrate evidence of professional judgement in complex and specialised domains and in contexts which may be new, unpredictable, ambiguous or contradictory

In late 2013 I discussed with senior colleagues at SHU the prospect of my Department offering unconditional offers to applicants for 2014/15 recruitment. We were one of several departments

earmarked for this pilot and based on the fact that we were not looking like we would hit our

targeted number of applications. Despite the previous four years where we had achieved new

highs each year in our applications and were consistently achieving the largest number of

applications for sports courses across the sector, I still found it difficult to argue against data that

indicated a downturn and that we should bring in such a radical strategy. However, I was justified in that

argument because on January 15th 2014, the application closing date, we achieved a new high, 7% up on

the year before and also up on the previous bumper year sector high, the last year for no fee. Due to the fact

that we are the University's highest intake of high grades/points year on year we therefore were in a process

of making a substantial number of unconditional offers to applicants on high predicted tariffs. We were

taking a risk, not just in not hitting target but also in going over target. By May we were sitting on a

possible recruitment cohort of 700 level 4 students against an original target of 465. The thoughts turned to

working on a process of managing that number down. I decided to take a different course. I decided to

invert the strategy and go for growth. There was good reason why, with growing applications and

recruitment year on year for five years. It also looked like we could not only maintain a quality intake but

grow our proportion of high tariffs. In presenting this radical strategy the issue was not whether the

University would support a case of Sport making C£6million over three years more than budgeted, but

rather whether we would get the support to provide the necessary resource and in particular recruit more

staff at a time when the University had imposed a restriction, indeed a cost cutting across the entire

institution.

I picked a particular track in order to win my case. Based on my management experience and

indeed on some of what I had learnt from my MBA study regarding change management, I

developed a team ethic whereby the whole of the Department would be seen to be acting as

one. 'Up against it, as one'. The way to achieve that was to engage as many colleagues in that as

possible and as early as possible. I formed a working group consisting of key Department

managers and Course Leaders and I presented a business case that used the economic

decisions by the University to restrict expenditure but with the exciting challenge of new

growth. The approach I needed was to engage all our staff and make this their proposal, not mine. If this was to be successful it would have to be a team effort and so using my sports team and team captain experiences I played on its 'us versus the rest'. This is something that is well documented in case studies on the Dallas Mavericks basketball franchise where owner Mark Cuban created a sense of loyalty in employees, players and fans in order to turn an unsuccessful club around. He himself sat with the fans every game, communicated with them personally by email and acted on their feedback. In effect they all became one, a team (Masterman, 2014; Caplan, 2003; McConnell and Huba, 2003).

The paper (A16) and its delivery took some preparation. Having got the support, and enthusiasm, of the CLs, I then presented to the whole Department, in one room in the round whereby I wasn't telling them how it was going to be but asking them if they were up for the challenge. The case was built on our capacity to grow when others couldn't and that was therefore a position of strength in an uncertain market, where students would come and that would therefore mean we could be confident in our future. Without saying it, staff could be safe in their jobs. With input from the working group I prepared a further paper (A17) for my fellow faculty executive members and laid out the case in person. I presented a case for growth but with a solid focus on maintaining the student experience despite the high numbers. This then went to the University Executive and in September the outcome was that we achieved an intake of 680 students and over the first semester recruited the desired 15 new staff to provide optimum experience.

4. Plan, develop and manage original projects within complex organisational contexts, that further professional and organisational practice

In 2011 I heard about a new university that was being formed, one that was linked to the International Olympic Committee (IOC) and an Olympics (Sochi 2104). The concept was presented by Lev Belusov its CEO at a conference and after he had spoke I introduced

myself. He saw my badge and said he knew of me and of my work and books in particular, a

further example of how my work had developed all the way from an MBA to providing me with

some kind of renown that might help me develop still further. Lev said that he would be in

touch. Indeed he did get in touch and the outcome was an invitation for me to co-author a brand new

postgraduate programme for the university to launch with. I worked with Russian speaking Vassil Girginov

from Brunel University and together we wrote the Russian International Olympic University's (RIOU)

Masters of Sport Administration, MSA (A18). RIOU's board chairman is Russian Federation President

Putin and its deputy chair was the CEO of the Sochi 2014 Olympics. We launched the University and the

MSA at a lavish press conference on the first day of the London 2012 Olympics, in London. With much

aplomb, Prince Albert of Monaco, an Olympian and IOC member, did the honours.

While I had written a masters programme before at Leeds Met University, the first masters in

Event Management in the world, I had done that by working with a number of others and in the

UK within UK law and procedures. The RIOU task was not that simple as it involved Russian

translation, regulation and a state system with a number of very different validation

processes. Nevertheless, via collaboration between Vassil, Lev and myself, we produced a

validated programme and that launched with 27 students in September 2013. Even as a self-learner wanting

to put myself centre stage I more satisfactorily benefited from working with

significant others who were able to guide and inspire me (Brookfield, 1985; Tattersall, 2005), even as an

independent learner I still required support and motivation (Cranton, 1996).

The fee I can command for such work is as a result of my experience and credibility. I am now

also a contracted Professor and I teach two units in Sochi each year on my module Sport

Marketing and Communications (A19). The students I taught in this first year were national Olympic

Committee members from 15 different countries and so my teaching is impacting on practice on

an international scale.

5. Identify and anticipate real work-based problems and challenges and adapt and develop your own professional activity, including your communication style and approaches to team and inter-professional working, in order to overcome or resolve such challenges

Over the last five years I have grown my Department Management Group from 5 five to 11 Leads. Staff have been promoted and many are learning their trade as managers. In most cases I need to follow a 'leading by example' track and with explanation of actions so that there is a learning for them along the way. However, an issue that has arisen is a lack of consistent practice in line management of all other staff and also in how Leads communicate in order to be successful in their role. Over this last year I have therefore led on a development programme that has used some HR generic training sessions, mainly on processes and procedures.

Meanwhile I have built a programme titled 'owning your own communications' and led and delivered on that theme. This programme has involved a number of sessions that have come from discussions with staff in groups as well as individually in order to address two identified issues, a) staff feeling better valued and b) engagement in decisions and feeling like they can develop new ideas. As a result Leads have worked on how they communicate. At first this was not fully understood and their thoughts were mainly focused on communication tools and how they communicated rather than what messages they need to create. So, with a specific brief (A20) they have developed that and scheduled their own open sessions for staff to come with ideas for the development of their areas, eg; international development, external relations, academic work planning, research and knowledge transfer, academic delivery, staff development and teaching, learning and assessment. Some sessions were more successful than others. External relations attracted a number that wanted to develop new partnerships and student opportunities whereas academic planning did not attract any interest. Each Lead now has that to work further with. The aim is to achieve two way communications so that staff know where to go to, and to

whom, in order to express an idea. A new and simple list (A21) of Department roles and who has them has also been rationalised and distributed so that all staff know who to contact. With 15 new staff this has been a necessary part of induction as well. There is though still much work to do on facilitating an environment where everyone is at ease with that. This was a complex challenge that required continual reflection on how I should approach getting the outcomes I wanted. There were different personalities, histories and cultures to address and I had to look to my own experiences to find solutions (Schon, 1991). I used my MBA marketing learning in particular to educate my colleagues on communications and also my team working experiences where individual team members need to support the others especially when they are speaking with others from outside of the group.

6. Show critical and informed leadership within your professional domain

On being appointed in my role at SHU in September 2009 I was charged with looking at how sport was structured and what its potential was. Before I started the job I was in consultation with a number of new colleagues and it came to light that a number had proposed different strategies. I took that and made a case for a bolder approach. On arrival I met with the Pro-VC for Health and Wellbeing and the Director of Facilities and proposed an outline for a strategy that would stretch across the University, form a new linked approach for sport teaching and research and looked to link with existing units providing sport opportunities for students, including the Student Union. By May 2010 a strategy (A22) had been agreed by the University Executive and signed off by the Board of Governors. This included the forming of an Academy of Sport, improving and investing in new facilities, creating opportunities for elite athletes and forming rich partnerships with the regions sports organisations. The process by which this was achieved was again following text book procedures for bringing about organisational change, learning I gained in my MBA. This included winning the hearts of a wide range of stakeholders. Again this was an example of needing the support of others and not going it alone (Brookfield, 1985; Cranton, 1996; Tattersall et al, 2005) In retrospect it was relatively easy for other faculties, directorates and the Union to come aboard as it made sense for a joined up approach for sport.

What was most difficult was the winning of change with those that had the most to lose. In particular Research Centre Heads would need to give up autonomy and be much more accountable for their businesses. Five years on this has only been achieved in part. A new Research Institute has been created and research centres have their governance invested there. The Academy continues but still has to forge links that will engage research centre staff in teaching in particular.

In other sport areas the success has been substantial with a wide range of active partnerships and up to £7million being invested in sports facilities. As a result the Sport Board that was formed four years ago has grown in importance, in fact its success has been used to justify the forming of an arts board for the university. The outcome is I have been responsible for the formation of a new University Sport Strategy (A23) that looks forward to 2020.

7. Continually reflect on your professional practice and professional development, proactively planning, resourcing and managing your own ongoing advanced professional development

I have always approached appraisal with a clearly mapped route for development, my 2014/15 objectives (A24) are no different, see this in the second part of this appraisal document. I am someone who makes lists of my objectives and over the long-term, these are my life-goals (Illeris, 2006). Alongside my business and role objectives I have a number of key and measurable deliverables over the next year. They include submitting my ProDoc thesis, continuing to develop my international professorships and establishing formal links with Olympic Games.

Over the last five years I have seldom missed an objective and indeed have exceeded most. For example for 2013/14 I exceeded my objectives and will be awarded performance contribution pay as a result, this being the fifth year I have achieved that, see this at the start of the document. However, I do and have to apply flex in my approach. Over long periods it is not possible to stick rigidly to earlier plans and by allowing

flexibility there can be room for taking up unforeseen opportunities (Smith and Spurling, 2001). For example, there are some objectives that get moved. Over the last ten years my PhD enrolment at Loughborough has been replaced by my ProDoc at SHU. I also keep moving my application for fellowship of the Higher Education Authority. I do this as a result of reflecting on my needs, not always over a year ahead but sometimes in any one month. Pressures from more urgent activities are often at play and are, therefore, inserted in to a year's worth of objectives.

Portfolio References (A25).

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Word Count

Introduction, Project Planning 1 and Project Planning 2 (sections 1, 2 and 3) word count: 14,928 (MProf limit 15,000)

Critical Professional Practice and Development Portfolio (section 4) word count: 4,853 excluding evidence documentation available at Pebblepad (MProf limit 15,000)

Total Word Count: 29,928

Appendix 1

Literature Review - Thematic Matrix

THEME	Paper Number/Author	TYPE	METHOD	FINDINGS	USE(1 weak-5 strong)
Brand Equity, Brand Knowledge-awareness and image, associations - functional benefits	33. Aaker (1996)	Journal	none	use in LR build up - measurement of brand equity	5 for LR. Used
	Keller (2013)	Text	Test using fictitious associations	Use in LR to build up Equity to Knowledge (awareness and image) to associations to functional benefits. Possible use in rationale for method?	5 for LR. Used
	48. Donlan, L (2014)	Journal	Used likerts discounted/Used U Test and parametric T-Tests	Live events quantitative surveys using Aaker (1996) framework.	3 Use briefly in LR to support that spon can lead to increased levels of brand loyalty and facilitate positive image transfer
MarComs effects models	1. Nickell et al (2011)	Journal		Good intros to be used on sponsorship as a marcoms tool	5. Include in LR/Theoretical Framework Used
	9. Quester and Farrelly (1998)	Journal	Tracking brand recall over 4yrs	Some useful links to marketing but more comment than referenced	1 but see below Used
MarComs Measurement					
Consumer relationship marketing	6. Stavros and Weisberg (2009)	Journal	Multi case studies and triangulation	Focused on how useful the method is rather than outcomes on CRM. If I need a qualitative/case study method then this is a useful methodology writing	0
Sponsorship Objectives	17. Bennett (1999)	Journal	N/A	Brand recall focus of no use but possible opening lines for use in LR	1 Used
	10. Nicholls etx al (1999)	Journal	N/A	No use, brand recall and preferences in	0 Not used

					golf	
	18. Tsiotsou (2011)	Journal	Stakeholder analysis, stocks and shares after sponsorship implementing	Some use in LR for sponsorship objectives and the lack effective measurement tools		1
	16. Amis, J. Slack, T. Berrett, T. (1999)	Journal		sponsorship as distinctive competence		0
	23. Bal, C., Quester, P. and Plewa, C. (2010).			Emotions and sponsorship		0
	22. Dolphin, R. (2003).			Perspectives on its strategic role		0
	13. Papadimitriou, D. Apostolopoulou, A. and Dounis, T. (2008).			Event sponsorship as a value creating strategy for brands		0
Sponsorship Measurement	8. Lee et al (1997)	Journal	Questionnaires in 3 phases at major events	Little use - factor analysis for 3 constructs (attitude towards event, commercialization, behavioural intent), paper too old?		0
A.Sponsorship FIT	1. Nickell et al (2011)	Journal	LR search and analysis	Discusses research done on Fit and importance of link with activation		5 Include in LR/Theoretical Framework Used
	24. Gwinner and Eaton (1999)	Journal	Hypoth/Test two groups Good on method - justification	Fit/Schema theory explanation in full. Indirect/schema similarities for image transfer = fit		5 Include in LR/Theoretical Framework Used
	35. Novais and Arcodia (2013)	Journal	no empirical intention and function	Useful in building the LR framework-and brand image transfer, refers to Keller		4. for LR and Function
	11. Alexander (2009)	Journal	case study	Explains similarity/dissimilarity. Some good references for Sponsorship Fit		3 Importance of 'fit' in LR No but Used in function
	2. Roy and Cornwell (2003)	Journal	Provides reference for my method eg: screening, survey, experiment using mock	Good explanation of Schema Theory, links to match-up analysis, also refers to similarity		5 Key for method rationale

			press release, five-point Likert scale		
	44. Olsen and Thjomoe (2003)	Journal		LR cite to FIT	2 Used
	43. Rifon et al	Journal		LR cite to FIT	2 Used
	45. Wakefield	Journal		LR cite to FIT	2 Used
	*Kim, J.W	Journal			0
	20. Woisetschlager and Michaelis (2012)	Journal			
	30. Olsen and Thjomoe (2011)	Journal	Fit-good implications for industry to do more research, also has analysis of other authors on findings		3 LR Used
B.Sponsorship Activation	1. Nickell et al (2011)	Journal	LR search and analysis	Discusses research done on activation and importance of link with Fit	5 Include in LR/Theoretical Framework
	24. Gwinner and Eaton (1999)	Journal	Hypoth/Test two groups	Use of likert scales to measure similarity, fictional sponsorships with known brands and events, brand exposure (activation?) is key for brand image build	5 Include in method Used
	9. Quester and Farrelly	Journal			Used LR
	41. Crimmins and Horn	Journal		LR_how to go about sponsorship	Used LR
	Thesis No1: Coppetti (2004)	Thesis	Useful for method - of the 3 methods, it's the Brand image experiment pg 142 onwards that's useful	Provides some techniques for activation, infers function but not explicit nor does he test that	Used LR
Measurement of A+B					
C.Brand Image, association/Attitude towards	3. Dean, D (2004)	Journal	Conjoint analysis (Tyres/nascar) plus use of	provides links to brand association, image, transfer into Function. Refers to	5 Include in LR/Theoretical Framework

			likerts	'fit'. Not a usable method.	
	20. Woisetschlager, D. and Michaelis, M. (2012).			Sponsorship congruence and brand image. pre-post event analysis	0
Brand Association Theory Image Transfer Theory	26 Groza et al (2012)	Journal	provides reference for my method, tests/experiment, student sample, use of press release and fictitious match ups of sponsors and events	Good on schema theory, brand image transfer for LR	5 key for method rationale Used LR
Balance Theory	7. Ngan et al (2011)	Journal	Experiment, hypothesis, fictitious sponsorships all used	Excellent to support rationale for experiment method	5 Use method Used LR
	37. Park et al	Journal		brand assoc	Not used
	38. James	Journal		cite for brand assoc	Used
	39. Aaker and Keller	Journal		cite for brand assoc	Used
	1. Nickell et al (2011)	Journal	LR search and analysis	Balance, image transfer, attitude toward brand building,	5 Include in LR/Theoretical Framework Used LR
	24. Gwinner and Eaton (1999)	Journal	Hypoth/Test two groups	Event image transfers to brand in one direction? Schema theory in detail here	5 Include in LR/Theoretical Framework
	5. Tsiotsou and Alexandris (2009)	Journal	Questionnaires at a Greek basketball club - hypoth focus on team attachment Refers to madrigal (2001) method-use of likerts re image perception	Some use on attitude toward brand via sport sponsorship - but said better elsewhere	1
	18. Tsiotsou, R. (2011).			Stakeholder approach to international and national sport sponsorship	0

	2. Roy and Cornwell (2003)	Journal	see above also	Links schema theory to brand image building to brand equity to associations ie: endorsement	5 see above also Used LR
	35. Novais and Arcodia (2013)	Journal	No empirical - review of frameworks for brand image transfer via event sponsorship	Use in the LR framework building as per notes, refer to use of various models and particularly how schema congruency figures in most.	5 in LR framework building Used LR Used LR
D.Intent to purchase	4. Kim et al (2011)	Journal	Used panel of experts, very good link for similarity to lowering defence to marcoms. Likerts. Judgemental sampling can be used early. Good easy descriptions in self-administered questionnaire	Links sincerity to intent to purchase. Sincerity can link to function in a way to achieve sincerity.	5 Good links for LR/Good sampling method
Measurement of C plus D					
Brand Function in Sponsorship	1. Nickell et al (2011)	Journal	LR search and analysis	Discusses Gwinner and Eaton(99) and Function related product relevance	5. Key paper for Function Used LR
	24. Gwinner and Eaton (1999)	Journal	Hypoth/Test two groups	Direct similarities via products used in the event = functional based similarity	5 key paper for function
	9. Quester and Farrelly (1998)	Journal	See above also. Tracking brand recall	very useful link to function - finds that there is strong brand recall when there is a direct connection between product and event	5
	14. Dionisio et al (2008)	Journal	Focus groups	Provides an informed link to function and	5 key paper for function

				following findings gives a recommendation to research	
	11. Alexander (2009)	Journal	See above also. case study	Good reference to function by use of products as being the key to the match-up between brand and event , refs to Roy and Cornwell (99) for this	5
	13. Papdimittiou et al (2008)	Journal	case studies and interviews with sponsors at Athens 2004	Has a discussion recommendation for events to create meaningful interactions between customers and sponsor brands = link to function	3
	36. Deitz et al (2012)	Journal	Use of press release and ratings of the company in a sponsorship	good for the LR and links to function but is focused on a different psycho social identity track	4 for LR 3 for method
	46. Coppetti etal (2009)	Journal	Uses experiment and event	good for a link through to function - incongruence can be improved with articulating the relationship and with interaction with the brand	4 for LR
	32. Carrillat and d'Astous (2012)	Journal	experiment and Pre-Test	Semi anti function when used with advertising campaigns	4 LR, 4 Method Used
	19. Moital, M., Whitfield, J., Jackson, C. and Bahl, A. (2012).			Event sponsorship by alcoholic and non-alcoholic drinks businesses in India	0
Endorsement	40. Spry et al	Journal		endorsement in brand image and equity	4. Used LR
METHOD	24. GWINNER AND EATON	Journal		pg 48 use to justify method	
	11. Alexander	Journal		pg 348 use to justify method	
	33. Novais			pg 322 use to justify method	
	Thesis No1: Coppetti (2004)	Thesis		pb 142+ Use for hypothesis if I do one, also use his 6 parts to provide my Method section? He uses NO	TBC

				philosophical discussion anywhere in the thesis.	

Also reviewed/Not used	
Cliffe and Motion (2004)	HARDCOPY PAPER/NO27
Musante, M. (2006).	HARDCOPY PAPER/NO25
Ratten, V. and Ratten, H. (2011).	HARDCOPY PAPER/ NO15 International sport marketing: practical and future research implications
Stavros, C. and Westberg, K. (2009).	HARDCOPY PAPER/NO6 Using triangulation and multiple case studies to advance relationship marketing theory.

New themes to search	

Appendix 2

Ethics Application

Sheffield Hallam University	For Administrative Use Only Date Received:
RESEARCH DEGREES SUB-COMMITTEE ***APPROVAL OF RESEARCH ETHICS IN THE RESEARCH PHASE OF THE DOCTORATE IN PROFESSIONAL STUDIES***	

This form should be word processed or typewritten if at all possible. Please read through the form before completing it and submit the form with the DPS1 form for assessment.

1 CANDIDATE DETAILS

Surname:	**Masterman**	Male/Female* *(*delete as appropriate)*	*Male*
First Name(s):	**Guy**	Date of Birth:	**29 December 1956**

2.1 Title of Proposed Research Investigation (should be no longer than 12 words in length):

The importance of brand function in sport event sponsorship

2.6.1 Does your project require ethics approval from a body outside of SHU (e.g. NHS)?

NO - proposal will be taken through SHU Research Ethics Committee review as part of this DPS1 process

2.6.2 For ALL projects please give details of the ethics issues relating to this project and how these will be managed (see notes for more details).

1. Confidentiality:
Anonymity and privacy will be afforded all participants with the use of un-named press releases/questionnaires in part 2 of the research and then also in the use of encrypted storage of data using encrypted Sheffield Hallam University PC and laptop assigned to the researcher, so that any parts of the study cannot be related to any participant other than by code. Participant responses will be coded and not named for use in analysis. Participants will be advised not to refer to others by their real name but by a fictitious name in the focus group recorded sessions. They will wear a (fictitious) name badge accordingly in the session. Participants that wish to receive a summary set of findings from the research will need to provide an email address but this will not be used for any other purpose. Otherwise no personal or identifying data will be collected.

2. Consent:
Written and informed consent will be sought from all participants at the beginning of all 3 parts of the research, including for part 3, the focus groups where the discussions will be filmed. Participants will be informed as to the nature of the study and asked if they wish to participate or not.

There is some care to be taken in the level of how informed the participants should be for part 2 of this research. In order to undertake and protect the experiment, the participants will not be informed that the content of the press releases is fictitious at the outset. However, on completion an explanation that the sponsorships are fictitious will be given.

Participants will be informed otherwise as follows:

Brief description of the study
Description of what participation will involve
Statement that participation will be voluntary
Statement of the level of risk/discomfort (none beyond normal circumstances)
Guarantee of responses remaining anonymous and confidential
Researchers name and contact details - for any questions about the study and to withdraw if desired
An offer to receive a summary of the findings of the study
Advice on how long the questionnaire might take to complete (90 minutes, to be confirmed following the pilot)

Participants will also be informed that they can withdraw at any point of the research. There will be a built-in code for each response. This code can be retained by the participant and they can contact the researcher at any time using that code and ask for their response to be withdrawn.

3. Risks:
There are no protection from harm issues expected

4. Professional code of ethics:
The research will be run in line with the best practice set out by the Market Research Society (MRS 2010). Essentially this will mean that a) participation will be via voluntary and informed consent, b) the researcher will be honest and transparent about the research, c) participant confidentiality will be maintained, and d) participants rights, safety and well-being will be maintained.

5. Honesty:
The researcher will complete the study with complete honesty without any misrepresentation and provide full credit to others for their work and ideas where referred to.

Research Safety

Please complete the following questions and submit with your protocol. If any questions are not applicable please state N/A.

Does your proposed study involve the use of any apparatus or equipment (for example, equipment to record balance)? **Yes, a video camera.**

If yes, please describe briefly below. **Filming and recording of two focus groups discussions (90 mins each) of two focus groups**

Are there any risks you can think of associated with the apparatus or equipment and how will you ensure safety (to the participants and to yourself)? **Minimal risk of accident.**

If you are conducting face-to-face data collection, in what environment will the research take place (for example, participant's home, clinical setting)? **Research parts 1 and 2 - participants will be invited to a comfortable computer lab space at Sheffield Hallam University. Research part 3 - participants will be invited to a teaching room space at Sheffield Hallam University.**

Are there any risks you can think of associated with the research environment and how will you ensure safety (to the participants and to yourself)? **The information given to each participant will advise on an approximate length of time that it might take them to complete.**

Will you be interviewing participants individually? **No**

If yes, do you consider there to be any psychological consequences as a result of in-depth interviews?
N/A

What steps will you take to ensure that participants are not left feeling distressed/upset after the interview? **Participants will self-manage their completion of the part 2 questionnaires within the 90 minutes and in the prescribed space and it is expected that any participant that feels uncomfortable in doing that will stop at any time they wish. Participants can leave the part 3 focus groups at any time. If participants wish to withdraw after the data collecting sessions they can do so by contacting the researcher, and anonymously using a code rather than a name.**

Can you identify any additional risks to your participants or to yourself as the researcher, not already mentioned? **No.**

Who is the Project Safety Supervisor? **The Researcher, supervised by the Director of Studies.**

PROJECT SAFETY PLAN: Risk Assessment Form

Project Title.**The importance of brand function in sport event sponsorship**
Location **N/A**

People affected **Participants**
Assessment carried out by **Guy Masterman (Researcher)**

Supervisor **Dr Neil Mckay**
Signature of Supervisor...Date................

ACTIVITY	HAZARD ASSOCIATED WITH THE ACTIVITY	HAZARD RATING (High, Medium or Low)	CONTROL MEASURES TO BE TAKEN
Data collection and analysis	Individual identification of current students	Low	Anonymised questionnaires and focus group recorded data used, no reporting at the level of individual responses

Please keep a copy of this form in your Site/Project File (Section 3 - Ethics) and update as appropriate

Weeks, C., Cornwell, T and Drennan, J. (2008). Leveraging sponsorships on the internet: activation, congruence and articulation. Psychology and Marketing, Vol. 25, pp. 637-654.

Zikmund, W. (2009), Business Research Methods, South-Western Cengage.

Appendix 3

Ethics Approval

Dear Mr Masterman,

This letter relates to your research proposal
TITLE: The importance of brand function in sport event sponsorship
This proposal was submitted to the Faculty Research Ethics Committee for ethics and scientific review. It has been reviewed by two independent reviewers and has been passed as satisfactory. The comments of the reviewers are enclosed. You will need to ensure you have all other necessary permission in place before proceeding, for example, from the Research Governance office of any sites outside the University where your research will take place. This letter can be used as evidence that the proposal has been reviewed ethically and scientifically within Sheffield Hallam University. Good luck with your project.

Peter Allmark
Chair Faculty Research Ethics Committee
Faculty of Health and Well-being
Sheffield Hallam University
32 Collegiate Crescent
S10 2BP

Centre for Health and Social Care Research Faculty of Health and Wellbeing Montgomery House 32

Collegiate Crescent Sheffield, S10 2BP UK Telephone +44 (0) 114 225 5854 Fax +44 (0) 114 225 4377

Email: chscr@shu.ac.uk www.shu.ac.uk/chscr Executive Dean of Faculty Professor Karen Bryan

Appendix 4

Practice and Development Portfolio Assets List

Asset Number	Asset
1.	Curriculum Vitae (March 2016).
2.	Masterman, G. (2004), <u>Strategic Sport Event Management</u>, London, Elsevier/Butterworth Heinemann - Book cover.
3.	Masterman, G. (2014), <u>Strategic Sport Event Management</u>, 3rd Edition, Chapter 3, Routledge, London.
4.	Masterman, G. (2014), <u>Strategic Sport Event Management</u>, 3rd Edition, Routledge, London - Cover.
5.	Masterman, G. (2013), Preparing and winning the London bid, in Girginov, V. Ed., <u>Handbook of the London 2012 Olympic and Paralympic Games, Vol 1, Making the Games</u>, London, Routledge - Chapter 3.
6.	Masterman, G. (2011), The Importance and Management of Events, in Taylor, P. Ed., <u>Torkildsen's Sport and Leisure Management</u>, London, Routledge - Chapter 20.
7.	Masterman, G and Wood, E. (2006), <u>Innovative Marketing Communications: strategies for the events industry</u>, Oxford, Elsevier/Butterworth Heinemann - Cover.
8.	Masterman, G. (2007), <u>Sponsorship: for a return on investment</u>, Oxford, Elsevier/Butterworth Heinemann - Cover.
9.	Masterman, G. (2004), <u>Strategic Sport Event Management</u>, London, Elsevier/Butterworth Heinemann - Book review (1st edition).
10.	Masterman, G. (2009), <u>Strategic Sport Event Management</u>, Olympic Edition, Oxford, Butterworth Heinemann - Peer review (2nd edition).
11.	Masterman, G. (2007), <u>Sponsorship: for a return on investment</u>,

	Oxford, Elsevier/Butterworth Heinemann - Peer review.
12.	Television Interview-Guy Masterman, Globo TV, Rio de Janeiro, Brazil.
13.	London Organising Committee of the Olympic Games - Chapter comments May 2012.
14.	Guy Masterman response to London Organising Committee of the Olympic Games - Chapter comments May 2012.
15.	Routledge response to London Organising Committee of the Olympic Games - Chapter comments May 2012.
16.	Academy of Sport and Physical Activity, Sheffield Hallam University - New growth strategy - pitch document, May 2014.
17.	Academy of Sport and Physical Activity, Sheffield Hallam University - Business Case for Growth - pitch document, May 2014.
18.	Russian International Olympic University - Master of Sport Programme.
19.	Russian International Olympic University, Master of Sport Programme - Sport Marketing and Communications Module.
20.	Academy of Sport and Physical Activity, Sheffield Hallam University - Own your own communications, Management Group document.
21.	Academy of Sport and Physical Activity, Sheffield Hallam University - Department Roles 2014, Management Group document.
22.	Sheffield Hallam University - 2010 University Sport Strategy.
23.	Sheffield Hallam University - University Sport Strategy 2012-2020.
24.	Guy Masterman, 2014/15 Sheffield Hallam University Appraisal Document.

25.	Portfolio References.