



How could a sponsor affect another sponsor of the same sponsee

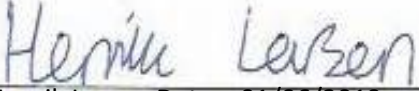
Master Thesis, MSc in Economics and Business Administration

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Sworn Statement

" I hereby solemnly declare that I have personally and independently prepared this paper. All quotations in the text have been marked as such, and the paper or considerable parts of it have not previously been subject to any examination or assessment."


Henrik Larsen Dato 01/06/2019

Abstract

Sponsorships are an increasingly popular marketing communication tool, and the expenditures on sponsorships are rapidly increasing, and the managers are accountable for their investments. Most sponsorship research has focused on the relationship between a single sponsor and the sponsee. However, most sponsors have concurrent sponsors. The research of concurrent sponsorship is scarce. The purpose of this research is to investigate to main research question "How could a sponsor affect another sponsor of the same sponsee?" to answer the research question, 3 more specific research questions are answered. "How could sponsors benefit from being members of the same sponsor network?", "Which risks could arise from being associated with other sponsors in the same sponsorship network?" and "how could sponsoring the same sponsee affect the B-2-B relationship of the sponsors?". These research questions are tested with empirical testing. 17 Hypotheses are used to answer these research questions. The hypotheses are based on a literature review of sponsorship objectives and concurrent sponsorship. All the used academic literature are scientific articles, which are peer reviewed to secure a high quality. Beside the secondary qualitative literature and methods, primary quantitative data and methods are used. The quantitative data is collected in two online surveys. The online surveys are designed, so it possible to test whether there is empirical evidence of the hypotheses. One of the surveys is for the professional football clubs in the Danish Superliga and 1st division and the other survey is for some of their sponsors. All the 26 football clubs were handed the survey, but only 8 completed the survey. 300 sponsors were handed the survey but only 69 completed the survey. The survey should investigate the positive impact a concurrent sponsorship and the sponsoring companies' network, B-2-B activities with other sponsors in the sponsorship network and Co-branding with other sponsors in the network. The empirical data are used for testing some of the most frequent sponsorship objectives of brand outcomes, like image improvements, brand improvement, brand recognition, brand recall, brand attention, spill-over effects among concurrent sponsors and image transfer from one sponsor to another sponsor of the same sponsee. Possible risks are also investigated. With concurrent visible sponsors simultaneously, the sponsors could compete for the same attention and this could confuse stakeholders. Negative spill-over effects are also investigated, in terms of risks being linked with another sponsor in the network, and how bad behavior or a bad incident could influence another sponsor. The data collected are analyzed in SPSS with descriptive statistics and frequencies to get knowledge of the respondents. They empirical evidence are tested with a One-sample T test to check whether hypotheses are significant. The results of the empirical data shows, that a sponsor could affect another sponsor of the same sponsee with positive impact and no significant big risks. Empirical evidence shows that a concurrent sponsorship could improve brand and image of the sponsoring brand. The brand recognition and recall of a sponsor are positive influenced by other sponsor in the concurrent sponsorship.

The attention for the sponsoring brands is increased. The sponsors would increase the size of their network and strengthen it. The concurrent sponsorship is an opportunity to increase the network involvement with network activities more often. None of the risks investigated in this research are significantly high, but the risks could be higher for sponsors with low brand equity or a low sponsorship level. Compared to the sponsors, the sponsee's have rated the positive impact of concurrent sponsorship higher. There was no significantly positive impact on B-2-B activities or spill-over effects among the concurrent sponsors.

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Appendix 8: Survey Professional football clubs - In another file

Introduction

Background

Increase in sponsor expenditures

Consumers are increasingly difficult to reach through the classic marketing communication such as TV advertising. Marketing managers therefore have shifted their focus toward indirect forms of marketing like sponsorships, product placement, or use of social media over the past decade. (Cornwell, 2016) They attempt to reach their target audience by placing their brand in sports events, TV programming or video games. The spending on this indirect marketing has increased over the past two decades. (Boronczyk, Rumpf, & Breuer, 2018) Sponsorships is one of the most prominent forms of marketing promotion (Roy & Cornwell, 2004). (Harvey, 2001) Has stated that sponsored events generate more money than all media advertising combined, which indicates how popular sponsorships has become. Sponsorships are not an exclusive sporting phenomenon, but over the latest four decades sponsorships has become synonymous with sport. (Chanavat, Desbordes, & Dickson, 2016)

The beginning of Sponsorships as a marketing communication tool was in the 1970s, with a rapid growth in the following decades. (Meenaghan T. , 2001) In 2015 the total spending of sponsorships was US\$57.7 billion with sport sponsorships accounting for approximately 70%. (Boronczyk, Rumpf, & Breuer, 2018) To compare, the worldwide spending in sponsorship was US\$23 billion in 1999. (Groza, Cobbs, & Schaefer, 2012) Despite a negative economic environment in 2011 the spending in sponsorship grew by 5.1% and this increase indicates how effective sponsorships is as a marketing communication tool and how popular it is (Rodoula , Kostas , & Cornwell, 2014). Sponsorships are one of the fastest-growing marketing platforms and are considered as a key communication tool (Dickenson & Souchon, 2018). The yearly growth rate of sponsorships has outperformed the growth rate of advertising expenditures (Cornwell, 2008), and in 2014 sponsorships expenditures represented approximately 23% of companies marketing budgets worldwide (Grohs, 2016). As an example, NBA is linked to 245 sponsors and the English Premier League is linked to 87 sponsors (Lee & Ross, 2012). Sponsorships are considered an important marketing strategy and communication tool for companies (Gwinner & Gregg , 2008).

In 2018 The European Sponsorship Association has published a report with sponsorships revenue of the football clubs in Europe's top five leagues. In the top five leagues the research uncovered 2289 sponsorships with an overall investment of €4.043 billion, involving 1606 companies. Manchester United from England lead the ranking with a sponsorship income of €279 million every year from 68 different sponsorships (Kappel, 2018).

The increase in spending's on sponsorships and the importance of sponsorships as a marketing strategy and communication tool, makes it interesting and relevant to investigate sponsorships.

The commercial sponsorship has been defined as an investment, in cash or in kind. The sponsee could be a sports club, a person, event etc. where the sponsor (investor) in return for access to the exploitable commercial potential associated with that sponsee. (Meenaghan T. , 1991) Companies around the world are strategically investing in sponsorships, with objectives as brand awareness, image, (Yousaf, Mishra, & Gupta, 2018) reputation, (d'Astous & Bitz, 1995) brand equity (Donlan, 2013), credibility (Pham & Johar, 2001) and customer goodwill (Henseler, Wilson, & Westberg, 2011).

Sponsor perspective

With the high expenditures on sponsorships, it would be interesting to investigate the sponsorships from the perspective of the sponsors, whether these spending's would provide the companies with possible positive outcomes and to determine the possible cost and risks, with these high spending's in mind. Sponsorships are one of the fastest-growing marketing tools and therefore marketing managers are increasingly accountable for their sponsorship investments (Dickenson & Souchon, 2018). The rising corporate investment in sponsorship has increased the pressure on marketing managers to more accurately measure sponsorship effects (Jensen & Cobbs, 2014). But it is difficult to isolate the sponsorships effects from other marketing and advertising effects, and this could question the reliability of those measures (Cobbs, Groza, & Rich, 2015). The development for measuring and evaluating sponsorship outcome has not been able to keep up with the increase in sponsorship expenditures, which has resulted in a measurement deficit (Jensen & Cobbs, 2014). Measuring sponsorship returns is a complicated task and is one of the greatest challenges in sponsorship research (Crompton, 2004).

Many researches have focused on the measuring of different factors regarding outcomes from the relationship between one sponsor and the sponsee and thus their influence on the effectiveness of sponsorship in marketing communication (Boronczyk, Rumpf, & Breuer, 2018). Managers can benefit from the findings of these studies, because it provides a deeper insight into sponsorship outcomes and provide a guideline on factors they need to consider in the selection of sponsorships (Grohs, 2016).

Mainly sponsor-sponsee relationship are investigated and not Sponsor-Sponsor relationship

Popular sports and sports-related sponsee's can attract concurrent sponsorships simultaneous (Carrilat, Harris, & Lafferty, 2010). The environments with multiple sponsors have become increasingly common (Smith G. , 2004) Sponsorships are a contractual agreement, and usually the sponsee sign contracts with multiple sponsors, which give concurrent sponsorships (Dickenson & Souchon, 2018). When a sponsee

have multiple sponsors, all these brands represent the sponsee's sponsor portfolio or network (Erickson & Kushner, 1999) (Farrelly & Quester, 2003). Sponsorships rarely occur in one sponsor-one sponsee organization dyad, but most sponsorship research takes this perspective (Cornwell, 2008). The fact consumers are exposed to multiple sponsorship affiliations at the same time and not all the sponsors are equal in terms of sponsorship level and exposure which could affect the sponsorship outcome (Groza, Cobbs, & Schaefer, 2012).

Most sponsorship literature focus on the outcome from a sponsorship between the sponsee and a single sponsor (Gwinner & Eaton, 1999), and only scarce research has examined the possibility of the whole sponsor portfolio effects on the sponsoring brand (Cobbs, Groza, & Rich, 2015).

The research of sponsorship portfolio has primarily focused on multiple sponsors' spill-over effects on the brand of the sponsored property (Ruth & Simonin, 2006), or the effect of multiple sponsored properties on a single sponsoring brand (Chien, Cornwell, & Pappu, 2011). However most brand or marketing managers would like to know what effect the other sponsors of the same sponsee have on their sponsoring brand (Cobbs, Groza, & Rich, 2015).

The examination of spill-over effects among sponsors within the same sponsee sponsor portfolio has been mostly ignored, unfortunately for managers (Cobbs, Groza, & Rich, 2015). The image transfer between two concurrent sponsors with the same sponsor portfolio has been made (Carrilat, Harris, & Lafferty, 2010), but the research among several concurrent sponsors of the same sponsee is scarce. (Cobbs, Groza, & Rich, 2015) The role of concurrently visible sponsors is different from most other marketing communication tools, brand exposure in sponsorships is typically not exclusive, as the sponsors must share the exposure. The sport spectators are exposed to multiple brand logos of sponsors simultaneously, and not like a commercial during TV where only one brand is presented at the time (Ruth & Simonin, 2003).

The studies that investigate dyadic sponsorship relationships do not reflect the real-world sponsorship networks. Analysis of multiple sponsorships will reflect a real-world complexity, sponsorship shall be considered as a network of players instead of a link between one sponsor and a sponsee. Most academic research of sponsorships, do not match the sponsorships in the real-world. (Chanavat, Desbordes, & Dickson, 2016). It could be interesting to investigate how the sponsors could be influenced by other sponsors in a sponsorship portfolio, because there is scarce research of this, and it could provide managers with useful knowledge.

Networking possibilities briefly

The sponsor portfolio of the sponsee is providing the sponsors with a possibility of networking with the concurrent sponsors. Companies that have a well-established business network, could possibly find new market and innovation opportunities. They could easier get various types of resources and information, that increases chance of getting reputation and social support (Kyoungnam & Seung , 2018). Network has a growing importance in business and could contribute to corporate performance (Arregle, Hitt, Sirmon, & Very, 2007). A social network could give relationship that connect several individuals. The structure and quality of social ties between the firms could create unique opportunities (Kyoungnam & Seung , 2018). Companies could sponsor local sports entities if they are lacking with local business activities for economic reasons to increase sales, communicate with customers, reach new markets and strengthen brand image and loyalty (Biscaia, Correia, Rosado, Ross, & Maroco, 2013). Some studies have considered sponsorship activities fundamental to B-2-B (Business-to-Business) relationships (Hessling, Åsberg, & Roxenhall, 2018). B-2-B relations could give the companies competitive advantages and provide better results (Cater & Cater, 2010). With this knowledge it could be interesting to investigate how sponsorships could affect these networks, because it could give new business opportunities and strengthen network ties.

Sponsee perspective

Nowadays most sponsee are sponsored by multiple brands simultaneously, and it remains unclear what these multiple sponsors have on the brand equity of the sponsored entity (Groza, Cobbs, & Schaefer, 2012). The perspective of the sponsoring brand has been largely overlooked in the literature of sponsorships. In the past decades, the most academic research on sponsorships has come from the perspective of the sponsoring firm (Walliser, 2003). The research for the reverse effect, where the brand of the sponsee may be influenced by the sponsors and the sponsorship relationship is scarce (Roy & Cornwell, 2003). This study is not about the perspective of the sponsee's but, if the sponsors would affect each other in a concurrent sponsorship network, this could affect the image of the sponsee, if there is a reverse effect where the sponsoring brands would affect the sponsee and the brand of the sponsee. The brand of a sponsee is an important asset to sustain their business model with sponsorships, (Becker-Olsen & Hill, 2006) because their brand has to be attractive for the sponsors (Gwinner & Eaton, 1999). Furthermore, the investigation of the sponsor-to-sponsor relationship could improve how attractive it could be to sponsor the same sponsee for multiple sponsors (Cobbs, Groza, & Rich, 2015). If the research of the sponsor-to-sponsor relationship would provide more benefits to the sponsors in sponsorships with concurrent sponsors, it could make it easier to convince new possible sponsors and to maintain existing sponsors.

Research question

The purpose of this study is to investigate how a sponsor can affect another sponsor of the same sponsee. The increase of expenditures on sponsorships and the scarce research of sponsorships with concurrent sponsors make it interesting to investigate how the sponsors in the same sponsor portfolio could affect the other sponsors. This study would primarily focus on sports sponsorship. For this study the overall primary research question would be:

“How could a sponsor affect another sponsor of the same sponsee?”

And these would be more specific research questions which should be answered in the thesis:

- How could sponsors benefit from being members of the same sponsorship network?
- Which risks could arise from being associated with other sponsors in the same sponsorship network?
- How could sponsoring the same sponsee affect the B-2-B relationship of the sponsors?

These research questions would be answered with hypotheses tested by empirical data. The hypotheses are based on scientific literature. The dependent variable in this research is the sponsorship outcome for a sponsor in a concurrent sponsorship and independent variables are the different variables which can affect the sponsorship outcome like the sponsorship network etc.

Content of the thesis

The content of this thesis is the sponsor-to-sponsor relation in the same sponsee sponsorship portfolio. The thesis would have a theory section, with a theoretical background, which should provide a classification of the literature used for answering the research question. The literature review would contain theory about objectives of sponsors when sponsoring, because these objectives should be included in the study and whether the concurrent sponsors could affect the outcome for these objectives. The literature review would include research of concurrent sponsorships as well. In the sponsorships with multiple sponsors there is possibility of networking and B-2-B transactions and therefore literature of this is included. How the network and B-2-B relations could be affected which could be a possible risk or benefit. However, the sponsor-to-sponsor relations in the same sponsorship network, could confuse the consumers and stakeholders of the sponsors with multiple sponsoring brands, and the concurrent sponsors could potentially be competitors for the same attention. If a positive transfer image is possible from a sponsor to another sponsor in the same sponsorship network, then bad behavior or attitude from one sponsor could possibly be transferred to another sponsor, and research of these issues are included. The method used in

the thesis is explained in a section with an explanation of why these methods are chosen to answer the research question. Method for literature search and the empirical data collection. The empirical data is collected from professional football clubs in the Danish Superliga and 1st division and some of their sponsors. The empirical data is a survey, one for the professional football clubs and their perspective of the sponsor-to-sponsor network and one for their sponsors. The survey is used to answer hypothesis which should help answering the research questions. The hypothesis and surveys are based on the literature review. The results from the empirical data are presented after the methods are explained. With the results of the data collected and the literature review the findings are analyzed and discussed. The analyze and discussion would consist of both positive and negative aspects of the sponsor-to-sponsor network. The main findings of the study are summarized in a conclusion. The limitations of the research are presented in the conclusion with ideas of further research based on the findings and limitations of this thesis.

Delamination

One delamination of this study is that the primarily focus is the sponsor-to-sponsor relation with focus on B-2-B transactions and networking between companies. The thesis is investigating if the sponsor-to-sponsor relations would increase the sales to other business from the sponsorship network, and not about the sales to consumers and whether these are affected by the concurrent sponsors. Actual numbers as the increase or decrease in sales, actual numbers of the recognition, recall or image improvements, and expenditures of the companies are not included. The study would instead focus on whether the sponsor-to-sponsor relation in the sponsorship network would have a positive or negative influence on these aspects. The thesis does not include whether the industry or the type of the company could affect the effects of the sponsor-to-sponsorship network. The data collected for this study is limited to the football clubs in the Danish Superliga and 1st division and their sponsors. Sponsors of non-professional football clubs are not included. The objectives and outcomes of sponsorships could be different for sponsors of professional or amateur clubs. The data collection is limited to Danish leagues and sponsors of football clubs. The sponsor-to-sponsor relations could affect the sponsee, but this perspective is not investigated in the thesis, the sponsee's perspectives are included, but mainly on their view of the sponsor-to-sponsor relations and how it affects their sponsors in their sponsor portfolio and not how their sponsor portfolio with concurrent sponsors is affecting them as the sponsee.

Literature review

Objectives of sponsorships

Sponsors are investing in sponsorships with different objectives. Some of these objectives are relevant to investigate in this study, because it would be interesting to investigate the effect of concurrent sponsors on these objectives (Yousaf, Mishra, & Gupta, 2018). The sport sponsorships are effective in achieving these objectives because the communication is targeting the consumers through their lifestyles and interests (Roy & Cornwell, 2004), for example when a sponsor chose to sponsor a professional football club, they could target their customers through their interest of football. Sponsorships are used as a communication tool to send message about their brand, products, or services through the sponsee (Gwinner & Gregg, 2008).

More attention/Brand awareness

Companies are using sponsorships as an instrument to increase awareness of their brand among consumers, other companies and other stakeholders (Gwinner & Eaton, 1999); (Meenaghan & Shipley, 1999); (Lebar, et al., 2005). The sponsorships are strategically placed investments of the companies with objective of generating and enhancing brand awareness (Yousaf, Mishra, & Gupta, 2018). The brand awareness should make more consumers and other stakeholders aware of their brand, and introduce their brand for consumers not knowing their brand (Dean, 2002); (Gwinner K., 1997). The sponsorships are used to increase the brand awareness by exposing their brand for as many potential consumers and stakeholders as possible (Madrigal, 2000). Sponsorships is one of the most effective marketing tools to increase the awareness of brands, however the impact of concurrent sponsors could affect the awareness (Cheblia & Gharbib, 2014). Increasing brand awareness is among the most frequent reasons for a company to sponsor a sponsee, with establishing or changing brand image, and building brand equity (Cornwell, Roy, & Steinar, 2001); (Motion, Leitch, & Brodie, 2003). The companies want to increase the brand awareness to ensure that the consumers and other stakeholders can remember their brand (Cheblia & Gharbib, 2014). The increase in awareness could influence the intention to purchase, if the consumers is aware of the brand, they could consider adding them as an option in their decision making before purchases (Speed & Thompson, 2000). Awareness is not enough, before remembering the sponsoring brands, attention is needed from the viewer. Increase in attention is an objective for most sponsors. The attention has been identified as an important driver for processing the sponsorship information, and therefore the attention is a central driver of sponsorship effectiveness (Boronczyk, Rumpf, & Breuer, 2018). Consumers must visually perceive the sponsorship information before they can process, store and later retrieve it (Breuer & Rumpf, 2012). The sponsors have to attract the viewers visual attention before they can mentally process it

(Lardinoit & Derbaix, 2001); (Lardinoit & Quester, 2001), Otherwise the attention would not lead to influence on future consumer behaviour, and the positive outcomes of the investment in a sponsorship would be reduced. Therefore, an objective for the exposure of the sponsorship is to attract visual attention (Boronczyk, Rumpf, & Breuer, 2018). When the sponsor signage has attention from the viewer, the viewer gets the sponsorships information and it would be possible to create new associations with brand node (Breuer & Rumpf, 2012). The attention is important to have an effective sponsorship, but it still must create cognitive associations between the event and the sponsoring brand, before affecting the behavior (Quester & Farrelly, 1998).

Brand recall/recognition

Another objective for sponsors is to increase brand recognition and brand recall. Brand recall and recognition is related to brand awareness (Keller, 1993). The increase in brand recognition should increase the chances of people identifying the brand of the sponsoring company when seeing it. The brand recall should increase the chances of consumers or other companies to recall their brand. Brand recall is related to the consumers ability to retrieve the brand from their memory without any brand cues. The brand recognition relates to the consumers ability to remember past exposure of a brand with cues provided (Biscaia, Correia, Rosado, Ross, & Maroco, 2013). When the brand is represented in a node in the consumer's memory, and the node is activated the associations linked to the brand are recalled by the consumers. The familiar objects are stored in the consumers mind and are easier to process than unfamiliar objects and therefore demand less attention (Anderson, 1983). The sponsor signage can be expected to need less attention if the viewers are familiar with the sponsoring brand (Boronczyk, Rumpf, & Breuer, 2018). Brand recall could potentially give more customers. The brand recall has an impact on future purchase decisions and if the viewers have a positive attitude toward the sponsoring brand, the chance of actually purchasing their products would increase. When the consumers can recall their brand when making purchase decisions, they could consider their brand as an option (Maricic, Kostic-Stankovic, Bulajic, & Jeremic, 2019). The brand positioning would also be improved in the mind of consumers, because it would be easier to place and remember the brand. The sponsor recognition or recall would also increase the effectiveness of the sponsorship as a marketing communication strategy (Cornwell, Weeks, & Roy, 2005).

Improvement of brand image

Managers are using corporate sponsorships to enhance brand image, by raising awareness and create positive brand associations in the mind of consumers (Gwinner & Eaton, 1999); (Meenaghan & Shipley,

1999); (Lebar, et al., 2005). The public perception and the corporate image could be changed and enhanced among viewers and attendees (Lough & Irwin, 2001). Academic research and surveys made of companies have found that improving the brand image is often a key objective for sponsors, especially sport sponsorships (Grohs, 2016). The sponsors would like to improve their own brand by transferring positive associations from the sponsee to their sponsoring brand (Gwinner K. , 1997). Along with increasing brand awareness, the establishing, changing or strengthening of brand image is among the most frequent reasons for companies to use sponsorships (Cornwell, Roy, & Steinar, 2001); (Motion, Leitch, & Brodie, 2003). The improvements of the brand and image could be done by the companies by establishing, strengthening or changing it by sponsorships. When managers are choosing sponsorships to improve their image and brand, they should decide which image dimensions of their brand they want to improve by establishing, strengthening or changing it. The next step is to select the appropriate sponsee, which could achieve these objectives (Grohs, 2016). Sponsorships could be successful in changing or strengthening consumers perceptions and image, because of credibility and the ability to create goodwill (Grohs & Reisinger, 2014). Sponsorships are not an obvious commercial intention of the companies from the perspective of most consumers (Quester & Thompson, 2001), and therefore the sponsors have a high chance of creating goodwill or credibility. Favorable attitudes toward the sponsors (Koo, Quarterman, & Flynn, 2006); (Speed & Thompson, 2000) positively influence the purchase intentions of consumers (Barone, Miyazaki, & Taylor, 2000). The purchase intention could provide an indication of actual sales, and therefore be an important factor of the sponsorship. The positive attitude toward the sponsoring brand, could be caused by image and brand establishing, strengthening or changing, because of positive associations from the consumers (Gwinner & Gregg , 2008). Empirical studies of sponsorships have shown that some sponsors are successful at improving their brand, while other sponsorships are not. The knowledge about under which conditions sponsorships are most capable of improving sponsor image is limited (Grohs, 2016), therefore it is interesting to investigate brand improvements in sponsorship portfolio's with multiple sponsors.

Image transfer

The brand and image of the sponsors could be improved by transferring image and associations from the sponsee, it is one of the primary motives for companies to enter sponsorships (Gwinner & Eaton, 1999). The image transfer from the sponsee to the sponsor works much like celebrity endorsement (Gwinner K. , 1997); (Keller, 1993); (McCracken, 1989); (McDaniel, 1999), the linkage of attitudes are similar from the celebrity to the sponsoring brand, as from the sponsee to the sponsoring brand. This linkage could enhance a positive image for the sponsoring brand, by transferring the positive image from the celebrity or sponsor to the sponsoring brand (McDaniel, 1999). The effects of the transfer image are greater with a high

congruence between sponsor and the sponsee (Gwinner K. , 1997); (Olson, 2010). The congruence could be based on either functional or symbolic dimensions (Gwinner & Gregg , 2008). With a high fit between the sponsor and sponsee, the higher the chance of a transfer from the sponsee to the sponsor of these dimensions is (McDaniel, 1999). A high fit between the sponsor and the sponsee has been related to credibility, a high fit would mean high credibility (Rifon, Choi, Trimble, & Li, 2004), the fit could come from match of images (Visentin, Scarpi, & Pizzi, 2016). Objects which are similar with common salient features are assigned together in a single category, with an effective image transfer. However, objects which are dissimilar with distinctive features are placed in different categories, making the process harder for the consumers (Medin, Goldstone, & Gentner, 1993). The fit between the sponsoring brand and the brand of the sponsee has shown to have significant influence on the outcomes of the sponsorship. The fit has shown to have an influence on attitude toward the sponsoring brand, and the purchase intentions, a high fit would give better attitude toward the sponsoring brand and increase the purchase intentions (Koo, Quarterman, & Flynn, 2006); (Roy & Cornwell, 2003). It is important that the sponsors are communicating about this link to exploit the full potential of the fit in the sponsorship (Cornwell, Humphreys, Maguire, Weeks, & Tellegen, 2006). If the fit is not obvious, creative communications strategies could be used, to point out bases of comparison where fit perceptions might be enhanced (Gwinner & Gregg , 2008). The fit would increase the chance of an association transfer from the sponsored brand to the sponsoring brand, which should benefit the sponsoring brand, to establish, strengthening or changing their brand regarding these image dimensions (Gwinner & Eaton, 1999). A fit where the consumers perceive the match between the sponsor and the sponsee could enhance the sponsoring brand (Roy & Cornwell, 2003); (Weeks, Cornwell, & Drennan, 2008), and give positive business outcomes (Cornwell, Humphreys, Maguire, Weeks, & Tellegen, 2006). An example is the brand L'Oreal sponsoring the Award shows, so the consumers are likely to transfer the meaning of glamor and beauty associated with the shows, to the L'Oreal brand. This transfer is enhanced when the consumers perceive fit between L'Oreal and the award shows, this would have a positive influence on their brand and increase business outcomes like purchase intention for example (Cobbs, Groza, & Rich, 2015). These new brand associations are used to increase brand strength (Keller, 1993). This strength could serve as a distinctive advantage for the sponsors, because consumers tending to support strong brands with attention, consideration, evaluation and choice (Hoeffler & Keller, 2003). Opposite the high fit, a low fit would make the sponsorship less effective in terms of image transfer (Gwinner & Eaton, 1999) and sponsor recall (Cornwell, Humphreys, Maguire, Weeks, & Tellegen, 2006). The low fit sponsorship can affect the brand clarity negatively (Simmons & Becker-Olsen, 2006), which is a core component of brand identity (Bhattacharya & Sen, 2003).

Concurrent sponsorship

Most of the sponsored properties have multiple sponsorships simultaneously, which gives sponsorships with concurrent sponsors (Dickenson & Souchon, 2018). Most sponsorships are concurrent, and rarely in a situation with only one sponsor (Cornwell, 2008), because most sponsee's can attract multiple sponsors. A concurrent sponsorship needs at least two brands sponsoring the same sponsee simultaneously (Carrilat, Harris, & Lafferty, 2010). The sponsorships with concurrent sponsors have become increasingly common (Smith G. , 2004). The concurrent sponsorships are a sponsor portfolio of the sponsee (Cobbs, Groza, & Rich, 2015). When the sponsee have concurrent sponsorships, all of these brands are representing the sponsee's sponsor portfolio or network (Erickson & Kushner, 1999); (Farrelly & Quester, 2003). The outcomes of a concurrent sponsorship could be different from a dyad situation with only one sponsor and sponsee (Dickenson & Souchon, 2018). The consumers and other stakeholders are exposed to several sponsorships simultaneously in most cases, and not all these sponsoring brands are equal in their sponsorship level and exposure (Groza, Cobbs, & Schaefers, 2012). The concurrently visible sponsors are in contrast to most other marketing communication and also in a sponsorship with only one sponsor, and therefore the outcome could be different (Ruth & Simonin, 2003); (Groza, Cobbs, & Schaefers, 2012). The concurrent sponsorships are a mix of brand associations (Pham & Johar, 2001).

Possible benefits in concurrent sponsorship

The concurrent sponsorships could give some benefits to the sponsors by being in the same sponsorship network. The sponsor portfolio is creating a situation with concurrent sponsoring brands which are presented, where a brand spill-over effect is theoretically possible (Lebar, et al., 2005); (Uggla, 2004). The concurrent sponsors could provide different objects to the sponsee and make the matchday or event better, by offering complementary resources to improve the overall functional performance of the sponsee and it would be possible to cross promote this for the sponsoring brands (Newmeyer, Venkatesh, & Chatterjee, 2014). It is possible that the outcomes of the concurrent sponsorships could be stronger if the brands are perceived as similar with a fit (Carrilat, Lafferty, & Harris, 2005); (Groza, Cobbs, & Schaefers, 2012); (Carrilat, Solomon, & d'Astous, 2015). However, it is also possible that the benefits in terms of co-branding within a concurrent sponsorships network, that brands are more strategically associated if they are complementary instead of similar (Gross & Wiedmann, 2015). Sport sponsorships is considered as a favorable opportunity of corporate co-branding, and maximizing the benefits of the partnerships between sponsee and the sponsor (Motion, Leitch, & Brodie, 2003); (Kahuni, Rowley, & Binsardi, 2009), and this could possibly also open for co-branding possibilities between sponsors in the concurrent sponsorships. When the sponsee have multiple sponsors, these companies represent the sponsee's network (Erickson &

Kushner, 1999); (Farrelly & Quester, 2003). The sponsee could leverage their position and be a potential connector of their sponsors and let them enter a network with their other sponsors. This network could benefit their sponsors (Cobbs J. B., 2011). This network could open for co-branding and B-2-B relationships (Cobbs, Groza, & Rich, 2015). The outcomes for the sponsors in the concurrent sponsorship network could be affected by their sponsorship level, because not all sponsorship levels are equal, and this could affect the sponsorship influence on consumers (Gwinner K. , 1997).

Spill over effects and image transfer in concurrent sponsorship

When being in a concurrent sponsorship network as a sponsor it could be helpful to know which effect other sponsors of the same sponsee have on your sponsoring brand (Cobbs, Groza, & Rich, 2015). In the sponsor portfolio with concurrent sponsorships brand spill over effects is theoretically possible (Lebar, et al., 2005); (Uggla, 2004). With two or more brands in a physical or symbolic combination spill over effects are possible (Fang & Mishra, 2002); (Rao, Qu, & Ruekert, 1999). This is possible when consumers perceptions of a brand are influenced by other brands (Lebar, et al., 2005); (Samu, Krishnan, & Smith, 1999); (Simonin & Ruth, 1998). A study has shown that two concurrent sponsors could become associated in consumers mind, which could give spill over effects with an image transfer between the two sponsors of the same sponsee. The study found evidence of image transfers between two concurrent sponsors. The research shows that two familiar brands with similar images could improve the brand of the other sponsor when being concurrent sponsors of the same sponsee. The study also found evidence for image transfer of two less familiar brands with similar images in a concurrent sponsorship. If the two brands were familiar and dissimilar the effects were lower in a concurrent sponsorship, than if the sponsoring brands were in a solo sponsorship. With two less familiar brands and dissimilar images the effects on the image transfer was the same in a concurrent sponsorship as a solo sponsorship (Carrilat, Harris, & Lafferty, 2010). In concurrent sponsorships with more than two sponsoring brands the potential fit or spill over effect becomes exponentially complex (Cobbs, Groza, & Rich, 2015). When establishing attributes and benefits of a brand, the secondary associations with other brands are relevant (Keller, 2003); (Lederer & Hill, 2001). Secondary associations have an impact on the brand image, and these secondary associations could come from a concurrent sponsor (Cobbs, Groza, & Rich, 2015). In a sponsorship portfolio all brands have certain individual characteristics which contribute to consumers perceptions of the other brand in the concurrent sponsorship (Lederer & Hill, 2001). This could be extended to a sponsoring brand being influenced by other brands in the sponsorship portfolio. The image transfer in a concurrent sponsorship could be more complex and more sponsoring brands could reduce the intensity of the image transfer. The intensity of the image transfer to the sponsee is reduced with multiple sponsorships (Smith G. , 2004), and the same could

happen for the sponsors. There is empirical evidence of brand spill-over effects between sponsors of the same sponsee. The brand equity of a brand was significantly higher when multiple sponsors were in the sponsorship portfolio. The purchase intentions are higher with a high brand equity in the sponsorship portfolio than a portfolio with low brand equity, but the difference is not statistically significant. The sponsors of a sponsorship portfolio with high brand equity can experience that the high brand equity would have spill-over effects to their sponsoring brand. The sponsoring brands in a sponsorship portfolio with concurrent sponsors can influence consumers perceptions of other concurrent sponsoring brands (Cobbs, Groza, & Rich, 2015). This raises the potential for positive and negative aspects of concurrent sponsorships, because the other brands have an influence. The fit between the sponsors could have an influence. The fit between a sponsee and a sponsor in a single sponsorship are sub-optimal with incongruence between the sponsor and sponsee (Fleck & Quester, 2007), this could be the same for two concurrent sponsors with possible spill-over effects. Categorization theory says that individuals cognitively implement categorization process to organize information. These categories are divided in how similar or distinctive the individuals perceive the information. The information could be sponsoring brands, which are categorized and placed in different categories. If two or more brands perceived to be similar they would be placed in the same category or if they are distinct they would be placed in separate categories. The number of sponsors in the sponsorship portfolio could increase the information complexity and theoretically influence the categorization process (Tversky, 1977). With a concurrent sponsorship of 2 sponsors, a congruent and an incongruent, the brand distinctiveness and brand clarity of the incongruent sponsor were lower than the congruent sponsor. This shows that the negative contrast is salient for the incongruent sponsoring brand when two sponsors are paired, and one is congruent to the brand of the sponsee and the other is incongruent. With five co-sponsors the brand distinctiveness and brand clarity of the incongruent sponsors were higher in a portfolio of congruent co-sponsors. This result indicates that the size of the sponsorship portfolio can moderate the negative contrast effect, and an incongruent sponsor will have a weaker effect in a larger portfolio of sponsors. Companies interested in sponsorships without congruence to the sponsee, should consider choosing a sponsee with either a small portfolio with another incongruent sponsor or a larger portfolio with co-sponsors which are congruent to the sponsee. The incongruent sponsors should avoid sponsoring a sponsee with a single co-sponsor which is congruent to the sponsee or a larger group of incongruent sponsors (Cobbs, Groza, & Rich, 2015). This demonstrates that brand spill-over in a sponsorship portfolio is possible with concurrent sponsors. When sponsoring the same sponsee, the sponsoring brands are likely to influence one another's brand image. Therefore, the managers of sponsoring brands should consider both the sponsee and the other sponsors in their sponsorship portfolio. The size of the portfolio and the congruence or incongruence of the other sponsors should also be

considered, before choosing a sponsorship (Cobbs, Groza, & Rich, 2015). In a concurrent sponsorship network, with multiple brands which sponsor a single sponsee the spill-over effect is complicated (Yousaf, Mishra, & Gupta, 2018). An image transfer between co-sponsoring brands is possible if they are similar (Carrilat, Solomon, & d'Astous, 2015)

If the sponsoring brands are similar the image transfer is possible (Carrilat, Harris, & Lafferty, 2010), while other studies suggest that dissimilar brands could be more beneficial in sponsorship alliances, if the brand is dissimilar but complementary (Gross & Wiedmann, 2015). According to categorization theory, if two brands belonging in the same category, this would increase the probability that consumers will recall them together (Wakefield, Becker-Olsen, & Cornwell, 2007). This could give a stronger and more favorable relationship between the two, which could improve the image fit, congruence and association transfer (Cobbs, Groza, & Rich, 2015). The relatedness of the other sponsors could adjust the intensity of image transfer, with strong effects on a sponsor's own brand recall through image spill-over from other sponsors and the sponsee (Cobbs, Groza, & Rich, 2015). The relatedness in a concurrent sponsorship impacts the image of the sponsor and promotes their support of the sponsee to the viewers (Koo, Quarterman, & Flynn, 2006); (Walker, Hall, Todd, & Kent, 2011). In concurrent sponsorship there is also fortuitous image transfer between the sponsoring brands (Carrilat, Harris, & Lafferty, 2010). When multiple sponsoring brands are put together they could affect one another's image. With both strong and weak brands in the sponsorship portfolio, it is expected that prominent brands will cause a strong change in the brand equity of smaller brands which in turn will transfer this equity to the sponsee (Kalafatis, Remizova, Riley, & Singh, 2012). Brands which are less known could benefit from associations with more familiar brands, with strong and consistent associations (Bengtsson & Servais, 2005). A high relatedness between the sponsoring brand and the sponsee, will have a strong effect on the brand equity of that sponsor in a concurrent sponsorship (Yousaf, Mishra, & Gupta, 2018). A symbolic of image congruity would give a stronger cumulative association being formed between the sponsor and the sponsee (Gross & Wiedmann, 2015). Sponsors with a low brand equity based on the consumers, benefit more in a solo sponsorship than in a sponsorship with concurrent sponsors. There was no difference with the sponsor with a high consumer-based brand equity whether they were in a solo or concurrent sponsorship. Smaller brands benefit more in a solo sponsorship, while bigger brands benefit more if they are related to the sponsee and whether other sponsors are present is not important. It could be theoretical expected that smaller brands with weaker brand equities would absorb associations from other co-sponsors, but it is not the case. (Yousaf, Mishra, & Gupta, 2018). In a concurrent sponsorship a sponsoring brand with a high consumer-based brand equity will have a greater influence on the image of the sponsee than they would in a solo sponsorship. In a concurrent sponsorship environment, the association of a strong brand associated with another brand will be stronger

than for a large brand in a solo sponsorship, in line with cross-fertilization theory. The brand equity of the sponsee would have a positive benefit of a concurrent sponsorship if the sponsors have a high consumer-based brand equity (Gross & Wiedmann, 2015). Sponsors with a low consumer-based brand equity the image of the sponsee is enhanced in the solo sponsorship compared to a situation with concurrent sponsors with a low consumer-based brand equity. The image of the sponsee is impacted by the consumer-based brand equity of the sponsors. (Yousaf, Mishra, & Gupta, 2018). It is beneficial for larger sponsoring brands to sponsor sponsee's which are related to them. Sponsors with high consumer-based brand equity could improve the image of the sponsee compared to a situation with sponsors with low consumer-based brand equity. The sponsee image is depending of the concurrent sponsorship and their combined customer-based brand equity (Yousaf, Mishra, & Gupta, 2018). The image transfer between brands which are perceived as similar is stronger (Carrillat, Lafferty, & Harris, 2005); (Groza, Cobbs, & Schaefer, 2012); (Carrillat, Solomon, & d'Astous, 2015), while it also has been concluded that the benefits of co-branding could be higher if the brands are strategically associated in cases where the brands are complementary instead of similar (Gross & Wiedmann, 2015). Two high equity sponsors will enhance the sponsee's images, and two low equity sponsors will hinder the image of the sponsee. Concurrent sponsorship would benefit brands with a high consumer-based brand equity and strong structured associations. If a sponsee has a low brand equity the managers of bigger brands should avoid concurrent sponsorship of them, if their main objective is to enhance their own brand equity. Managers of a brand with low brand equity would gain less benefits in a concurrent sponsor compared to a solo sponsorship (Yousaf, Mishra, & Gupta, 2018). Concurrent sponsorship leads to all the individual brand images trait of the sponsors becomes a part of a stereotype that is generalized to all other sponsoring brands. A greater stereotyping and image transfer displayed by high need for cognition consumers suggest that stereotyping is effortful. High need for cognition consumers showed stereotyping and image transfer even for unrelated brands in contrast to low need for cognition consumers. If the concurrent sponsoring brands cannot be easily categorized, stereotyping and image transfer only occur among consumers who revel in more difficult mental tasks (Carrillat, Solomon, & d'Astous, 2015). Consumers with enough cognitive resources can stereotype brands even when they were not categorized together. It is possible that brands are categorized together even when they are not forming an entitative group, like a concurrent sponsorship, but they are not stereotyped then. The stereotyping of the consumers was enhanced among consumers with a high preference for order, relative to consumers with low preference for order (Carrillat, Solomon, & d'Astous, 2015). Image transfer in concurrent sponsorship is prevalent and similarity among the brands is not necessarily required. The consumers with the cognitive resources required may stereotype the sponsor no matter if they form a category or not. Consumers with a strong preference for order may process a group of brands

stereotypically even without knowing they are engaged in concurrent sponsorships. When managers should decide which sponsee to sponsor, they should determine which concurrent sponsor's brand associations there could enhance, or strengthen, their own brand's image as well as which to avoid (Carrillat, Solomon, & d'Astous, 2015). The effectiveness of the sponsorship could be enhanced by activating the sponsorship through promotional tools (Cornwell, Weeks, & Roy, 2005); (Quester & Thompson, 2001). In a concurrent sponsorship the activations are not only from an event-sponsor association perspective but could also be from a sponsor-to-sponsor perspective. The activations should be used to strengthen the image transfer between the concurrent sponsors with mutually desirable brand associations (Carrillat, Solomon, & d'Astous, 2015). Congruence in corporate sponsorship is characterised as a link or connection between a sponsor and another sponsor or the sponsee, like a fit (Fleck & Quester, 2007). The congruence is important for consumers' cognitive (Cornwell, Humphreys, Maguire, Weeks, & Tellegen, 2006) and affective (Simmons & Becker-Olsen, 2006) reactions to sponsorship. Sponsorships which are congruent generate consumer perceptions of consistency by meeting cognitive expectations (d'Astous & Bitz, 1995). The outcomes in a concurrent sponsorship such as image transfer will be stronger if the brands are perceived as similar or congruent (Groza, Cobbs, & Schaefer, 2012); (Carrillat, Solomon, & d'Astous, 2015). While other studies have concluded that the benefits of co-branding are higher when the brands are complementary instead of similar (Gross & Wiedmann, 2015). With a strong brand, the sponsee can attract potentially sizable sponsorship fees and more brand exposure in the media and consequently greater exposure to potential new sponsors (Farrelly, Quester, & Burton, 2006). The brand equity is essential for the sponsee to develop a successful relationship with their sponsors (Westberg, Stavros, & Wilson, 2011), also with the image transfer in mind, which the sponsors want to achieve (Gwinner K. , 1997). Based on the literature following hypotheses are formulated:

H1: Spill-over effects from other sponsors has a positive influence on sponsors in concurrent sponsorship (Q10E<4)

H2: Image transfer from other sponsors has a positive influence on sponsors in a concurrent sponsorship (Q10B<4)

H3: Concurrent sponsorship improves the brand and image of the sponsors (Q10A<4)

H4: The concurrent sponsorship increases brand recognition and brand recall of the sponsoring brands (Q10C<4)

H5: Brand attention to the sponsoring brands increase in concurrent sponsorship (Q10D<4)

Co-branding

Sponsorships have been referred to as co-branding partnerships (Kahuni, Rowley, & Binsardi, 2009); (Stipp & Schiavone, 1996). The co-branding is an opportunity for the sponsors to enriching the symbolic value of their brand and maximizing the benefits of the partnerships (Motion, Leitch, & Brodie, 2003); (Alexander, 2009). Co-branding is a partnership between brands and other corporate product or service brands to establish a co-branded identity. Co-branding between corporate brands is a strategic alliance which should expand and reinforce their existing brand values without diminishing their brand equity (Motion, Leitch, & Brodie, 2003). Sponsorship could be used for more than increase of exposure for the sponsoring brands, it could be a partnership that extracts values from the relationship from a variety of levels (Motion, Leitch, & Brodie, 2003);(Cliffe & Motion, 2005); (Alexander, 2009). Co-branding should benefit both parties involved, through attitude formation between the brands, this is possible in sport sponsorships. Sport sponsorships are strategic and complex partnerships and not just a simple exchange transaction (Rodoula , Kostas , & Cornwell, 2014). The sponsee can encourage their concurrent sponsors to make co-branding and to engage in cross-promotions. The cross-promotions could increase sales benefits and lead to improvements of their brand images, especially if the brands are similar (Carrillat, Solomon, & d'Astous, 2015). Based on the literature following hypothesis is formulated:

H6: Co-branding between sponsors in concurrent sponsorship has a positive influence (Q10F<4)

Network

In a concurrent sponsorship all the sponsors are representing the network of the sponsee (Erickson & Kushner, 1999); (Farrelly & Quester, 2003). A network is a set of relationships that connect several individuals (Kyoungnam & Seung , 2018). The sponsee should use their position as a potential connection between its sponsors and give them network possibilities, this network could give B-2-B relationships (Cobbs J. B., 2011). The network of the sponsee could strengthen the network of the sponsors and the sponsee could work as brokerage between the sponsors (Erickson & Kushner, 1999). The network of a company is important. With a well-established network, it is possible to find new market and innovation opportunities. The network makes it easier to access various types of resources and information and give a better chance of social support. Participating in the network could give or improve reputation of the sponsoring brands (Kyoungnam & Seung , 2018). Networks have a growing importance in success in business and are a social capital with social resources which contributes to the performance of the company (Arregle, Hitt, Sirmon, & Very, 2007). The structure of the network is basically a link between organizations, in the sponsor portfolio, it is the link between the sponsors. The link between the

organizations could be a strong tie or a weak tie. The strength of the tie consists of many factors like amount of time, emotional intensity, intimacy and mutual service (Granovetter, 1973). The strength of the ties influences the network performance, a strong tie would increase the benefits from the network. The strong tie would give a higher chance of business between the sponsors in the network and more social resource and knowledge sharing. A weak tie would have the opposite effect (Kyoungnam & Seung , 2018). Participating in the same sponsorship portfolio enhance the link between the sponsors. The openness of the network could also affect the outcome of the network. The openness of the network is defined as the diversity of members, expansion through external ties and the willingness to accept new members. A network with a high level of openness could improve the network with a high level of sharing of knowledge and information and improve business opportunities or open for new markets, by a diverse and flexible network (Kyoungnam & Seung , 2018). The structure and quality of the ties between the members creates unique opportunities and could have an economic impact. Based on the literature following hypotheses are formulated:

H7: Concurrent sponsorship gives a new and/or bigger network (Q9A<4)

H8: Concurrent sponsorship gives a stronger relationship with the sponsors in the network (Q9B<4)

H9: Concurrent sponsorship gives network involvement more often (Q9C<4)

H10: Concurrent sponsorship increases the knowledge sharing with other sponsors in the network (Q9D<4)

B-2-B Relationship

B-2-B relationships often endure because of firmly established network and relationship bonds (Westberg, Stavros, & Wilson, 2011). The concurrent sponsorship network could encourage B-2-B relationships and increase business activities between the sponsors of the same sponsee, the sponsee could work as brokerage (Cobbs, Groza, & Rich, 2015). In B-2-B marketing sponsorship could be used to strengthen brand equity. Brand equity could improve the corporate reputation, elicit recommendations of their brand and make customers willing to pay price premium (Bendixen, Bukasa, & Abratt, 2004). The recommendations and improvements of the corporate reputation could increase the willingness to make business arrangements with the sponsor (Cobbs, Groza, & Rich, 2015). Sponsorships could increase behavioral intentions, like word-of-mouth and purchase intentions (Madrigal, 2001); (McDaniel, 1999). If a company has a well-established business network, it is possible to find new market and innovation opportunities in the network. The sponsorship network could open for new business opportunities with the other sponsors of the sponsee (Kyoungnam & Seung , 2018). Sponsorships have changed in the recent years along with the business opportunities it provides. It could be used to communicate with customers, increase sales and

open for new markets (Biscaia, Correia, Rosado, Ross, & Maroco, 2013). Sponsorship network activities are fundamental to B-2-B relationships, these relationships allow the sponsor to gain competitive advantages and get better results (Cater & Cater, 2010). Based on the literature following hypotheses are formulated:

H11: Concurrent sponsorship increases the business activity with the other sponsors in the network (Q9E<4)

H12: Concurrent sponsorship has opened for new business opportunities (Q9F<4)

Sponsorship level

Sponsorships with concurrent sponsors have mostly different levels of sponsorships, and not all the sponsoring brands are equal. The exposure of the individual sponsors is often depending of their sponsorship level. (Groza, Cobbs, & Schaefer, 2012). The level of the sponsorship could affect the response of the consumers. High sponsorship level gives more exposure with the sponsee, which could increase a chance of image transfer (Gwinner K. , 1997). The recall of a title sponsor is significantly higher than the recall of mid-tier and lower-tier sponsors. The consumers are unlikely to have strong memories for the sponsors at a low sponsorship level, because there is less attention at the low levels (Wakefield, Becker-Olsen, & Cornwell, 2007). When the sponsee has a congruent title sponsor the brand equity is perceived to be significantly higher, compared to having an incongruent title sponsor. Having an incongruent title sponsor was damaging of the brand equity. An Incongruent sponsor at a lower sponsorship level could benefit the brand equity (Groza, Cobbs, & Schaefer, 2012), this emphasize that not all sponsorship levels are equal in their influence on consumers (Gwinner K. , 1997). Incongruence at the highest sponsorship level is more damaging to the brand equity than incongruence at a lower sponsorship level (Groza, Cobbs, & Schaefer, 2012), the sponsors of the highest sponsorship level takes a dominant position in the sponsor portfolio (Gwinner K. , 1997). Incongruence at the highest sponsorship level can be offset by having a high number of sponsors which are congruent to the sponsee (Groza, Cobbs, & Schaefer, 2012).

Risk in concurrent sponsorship

The investments in sponsorships are increasing rapidly and the managers are responsible for the possible positive and negative outcomes (Dickenson & Souchon, 2018). Concurrent sponsorships could give the sponsors some risk compared to a solo sponsorship where the company is the only sponsor of the sponsee. Concurrent sponsors are visible simultaneously in a concurrent sponsorship. Sponsorships is a marketing tool which is not exclusive, and the viewers are exposed to multiple brands at the same time (Ruth & Simonin, 2003). The multiple sponsors are competing for the same attention of the viewers, which could

affect the sponsorship outcome for the sponsors (Groza, Cobbs, & Schaefers, 2012). The concurrent sponsors of the same sponsee could confuse the consumers and have a negative effect on the objectives of the sponsorship like a brand recall (Wakefield, Becker-Olsen, & Cornwell, 2007). In the context of sport sponsorships bad behavior or scandals of different stakeholders could damage the image of a sponsor (Westberg, Stavros, & Wilson, 2011). In the context of concurrent sponsorship, it could be interesting to explore whether bad behavior or a negative incident from a sponsor could affect another sponsor in a negative way. Another risk in concurrent sponsorship can be the possibility of damaging sponsoring brands by being in the same sponsor portfolio of the same sponsee. It could be a possible image transfer with associations which can be harmful for the sponsoring brand (Yousaf, Mishra, & Gupta, 2018).

Competition for the same attention

Most sponsorships in context of sports have concurrent sponsors, and therefore the viewers are exposed to several brand logos of multiple sponsoring brands simultaneously. This is in contrast with most marketing communication where the brands are exposed one at the time (Ruth & Simonin, 2003); (Groza, Cobbs, & Schaefers, 2012). The simultaneous visible sponsoring brands could affect the amount of attention each brand receives from the viewer. In concurrent sponsorship the attention is shared between the visible sponsoring brands, in contrast to most marketing communication. The number of simultaneously visible sponsor logos have a negative effect to the amount of attention each of the sponsoring logos attracts (Breuer & Rumpf, 2012). In the National Basket Association all their 245 sponsors which are linked to the league must share the attention when they are visible simultaneously (Lee & Ross, 2012). Based on the literature following hypothesis is formulated:

H13: Competition with other sponsors for the attention has a negative influence in concurrent sponsorship (Q11B<4)

Sponsorship level

Consumers are unlikely to have strong memories for less prominent and unrelated sponsors, because the attention is shared (Wakefield, Becker-Olsen, & Cornwell, 2007), and the sponsors are not equal because their sponsorship level are influencing the attention they get. Sponsors with a high sponsorship level are placed in a position so they are more visible to the viewers, than lower level sponsors. The sponsors at a high sponsorship level have significantly higher recall than lower sponsors (Groza, Cobbs, & Schaefers, 2012).

Sponsor signage and attention

The colors could also affect the attention of the sponsors in a concurrent sponsorship. The signage color of the sponsors and the viewers brand familiarity of the brands have an influence on the attention. The attention for the sponsor signage is higher with a greater color contrast between the concurrently visible sponsor signage. The sponsoring brands receive more attention when the viewers are familiar with their brand. The attention from the viewers is influenced by the surrounding sponsor signage (Boronczyk, Rumpf, & Breuer, 2018). The consumers need to visually perceive the sponsoring brands before they can process, store and later retrieve the information (Breuer & Rumpf, 2012). The sponsoring brands have to be visible in the concurrent sponsorship to attract the visual attention before the consumers can mentally process their brand (Lardinoit & Derbaix, 2001); (Lardinoit & Quester, 2001). If the sponsor signage is visible but fails to attract the attention of the viewers, the sponsoring brands would have difficulties to achieve their objectives. Exposure of their brand is not enough, they must attract attention, which could be difficult with concurrent sponsors competing for the same attention (Boronczyk, Rumpf, & Breuer, 2018). The attention of the sponsor signage could be increased by modifying features such as the logo of the sponsoring brand (Breuer & Rumpf, 2012), and by using other colors or certain types of animations (Breuer & Rumpf, 2015). The familiarity of the sponsoring signage is whether the consumers have seen the signage before and creates feelings of familiarity towards the brand (Rosbergen, Pieters, & Wedel, 1997). The sponsoring brand is already in the consumer's memory as a node (Anderson, 1983). This node is activated when seeing this signage and the associations linked to the brand are recalled (Keller, 1993). Familiar brands are stored as a cognitive structure in the mind of the consumer and are easier to process than unfamiliar brands. The familiar brands require less attention than the unfamiliar brands (Boronczyk, Rumpf, & Breuer, 2018). The viewers need less time to process the information if they already know the sponsoring brand, and therefore less attention is required. While unfamiliar brands need more time to process the information and require more attention (Pieters, Warlop, & Wedel, 2002); (Pieters & Wedel, 2004). If the viewers are highly involved with the sport event, they would have most of their attention toward the game and less attention to the sponsor signage (Pham T. M., 1992). The most salient brand in the viewers mind would receive most of the attention. The saliency-based attention is based on color, intensity or orientation. The less salient brands get less attention (Itti & Koch, 2000); (Peters, Iyer, Itti, & Koch, 2005).

Colors

The colors in the signage could influence the saliency of the brands, because some colors are complementary (D'Zmura, 1991), and different wavelengths of light lead to different responses in the visual cortex of the human brain (Yoshioka, Dow, & Vautin, 1996). If a pair of opponent colors is perceived

simultaneously the saliency of these colors is intensified. The color contrast effect decreases with similarity of the colors presented together (Boronczyk, Rumpf, & Breuer, 2018). In the context of concurrent sponsorship, the saliency of a sponsor signage is affected by the color contrast between the concurrent sponsors. If the sponsor signage has the same color as the sponsor signage next to it, the sponsor signage is less salient (Boronczyk, Rumpf, & Breuer, 2018).

Consumer-based brand equity

Sponsoring brands with high consumer-based brand equity will achieve a greater change in its own Consumer-based brand equity after sponsoring in a concurrent sponsorship. The larger brands are often more familiar in the mind of the consumers with stronger associations (Yousaf, Mishra, & Gupta, 2018). It has also been suggested that brands with low familiarity gain more from sponsorship than brands with high familiarity, because they could benefit from being linked to the familiar brands (Carrillat, Lafferty, & Harris, 2005). More familiar brands gain more from the sponsorship because the viewers have reduced attention and memory in a competitive advertising environment and brands that are more familiar have strong and stable associations in the mind of the viewers. The smaller brands which are not familiar to the viewers often have unstructured associations in the mind of the viewers (Yousaf, Mishra, & Gupta, 2018). Two sponsors of the same sponsee with low brand equity will hinder the sponsee by depreciating its image. Sponsoring brands with a low brand equity could possible damage the brand equity of the sponsee and therefore damage the other sponsor indirect (Yousaf, Mishra, & Gupta, 2018). The strength of the sponsoring brand could be an advantage, because consumers tending to support strong brands with attention and their behavior (Hoeffler & Keller, 2003), this could be a disadvantage for sponsoring brands in concurrent sponsorship if the strength of their brand is perceived as weak (Cobbs, Groza, & Rich, 2015).

Confusion in concurrent sponsorship

In concurrent sport sponsorship the exposure is mostly not exclusive. The viewers are exposed by several brands simultaneously, which could affect the effectiveness of the communication (Ruth & Simonin, 2003); (Groza, Cobbs, & Schaefer, 2012). Many visible sponsoring brands have a negative effect on the attention in sport broadcast and the viewers have difficulties with recalling the sponsoring brands (Breuer & Rumpf, 2012). The brand outcomes for a sponsoring brand in a concurrent sponsorship were affected by the portfolio. With multiple brand association it could make it difficult for the viewers to identify a consistent image (Cobbs, Groza, & Rich, 2015). With concurrent sponsoring brands the association with the individual's brand could be more inconsistent and difficult for the consumers to identify. It could be

confusing for the consumers to identify a brand in the concurrent sponsorship (Dickenson & Souchon, 2018). The confusion could make it difficult to recall the sponsoring brands (Breuer & Rumpf, 2012). Larger brands are more familiar to the consumers and they have already structured associations of these brands. Consumers tend to have unstructured associations for smaller brands, which they are not familiar to (Yousaf, Mishra, & Gupta, 2018). The small brand could be negatively affected because of reduced attention and memory span of consumers, which could cause confusion (Gijsenberg, 2014). Consumers are more likely to be confused in concurrent sponsorship if the sponsor's images are perceived as incongruent (Carrilat, Harris, & Lafferty, 2010); (Carrilat, Solomon, & d'Astous, 2015). Based on the literature following hypothesis is formulated:

H14: Concurrent sponsors are confusing stakeholders and there is a risk of minimizing the effect of the sponsorship (Q11A<4)

Bad behavior and negative incidents

Consumers divide the motives for sponsor involvement in sincere or insincere motives. With sincere motives the sponsor is serving the sponsee. With insincere motives the sponsor is serving themselves (Messner & Reinhard, 2012). When brands are sponsoring they are perceived to seeking interest of the sponsee in an addition to their own interest (Carrilat & d'Astous, 2012). Sponsors are often considered to have sincere motives (Meenaghan T. , 2001). If a sponsor is perceived to have insincere motives all sponsors are perceived to have insincere motives in entitative situations (Carrilat, Solomon, & d'Astous, 2015). The behavior and perceived motives of one sponsor could affect how the motives are perceived of the other sponsors by the consumers (Dickenson & Souchon, 2018). The attitudes toward sponsorship are associated with the viewing intention (Olson, 2010). In general, the associations of the sponsorship are positive (Pope, Voges, & Brown, 2009), but sometimes people's attitude are negative which affects the viewing intention. This could give operational and reputational risk. The negative attitude could derive from product categories with negative health impact in the context of sport sponsorships (Crompton, 2014). With an increasing operational or reputational risk people will question the sponsorship and viewing intentions may drop (Olson, 2010); (Ruth & Simonin, 2006).

Negative incidents from one sponsor could potentially affect another sponsor in the sponsor portfolio of the sponsee (Carrilat, Solomon, & d'Astous, 2015). In sport sponsorship negative incidents involving athletes or other representatives of the sponsee could damage the brand of both the sponsor and the sponsee. Bad behavior which is inappropriate or illegal could impact the sponsoring brand negatively. (Westberg, Stavros, & Wilson, 2011). The bad behavior could be a degenerative episode, which is an

episode having a negative effect on a relationship's state by decreasing cooperation, trust, mutual understanding and joint benefits (Schurr, 2007). A degenerative episode could weaken the relationship or even cause dissolution (Westberg, Stavros, & Wilson, 2011). A degenerative episode could damage the brand of the sponsor or sponsee and could damage both because of the possible image transfer (Gwinner & Eaton, 1999). In a brand alliance as a sponsorship one partner can affect how the brand of the other partner is regarded (Simonin & Ruth, 1998). A degenerative episode committed by one partner can have negative spill-over effect on the other partner especially if the other partner seems to condone the episode (Votolato & Unnava, 2006). However effective management in these episodes could minimize the impact of the spill-over effect (Kahuni, Rowley, & Binsardi, 2009). Critical incident is an event that causes a radical change in a business environment (Halinen, Salmi, & Havila, 1999). A critical incident could make the sponsor reconsidering the sponsorship (Dorn & Verhoef, 2008). Negative behavior from a player could be considered a crisis for the sponsee and their sponsors (Wilson, Stavros, & Westberg, 2008). The crisis could disrupt organizational operations and damage reputation of the sponsors (Coombs, 2002). Most crises are negative for the sponsee, but not all crises have a negative effect on the sponsors. The degenerative episode could have a negative impact on the sponsoring brands (Westberg, Stavros, & Wilson, 2011). Based on the literature following hypotheses are formulated:

H15: Bad behavior from a sponsor is a risk for the other sponsors in concurrent sponsorship (Q11C<4)

H16: A negative incident from a sponsor is a risk for the other sponsors in concurrent sponsorship (Q11E<4)

Negative spill-over effects and incongruence

In a sponsor portfolio each brand carries individual characteristics that contribute to consumer's perceptions of the other brands in the portfolio (Lederer & Hill, 2001). A sponsoring brand in the portfolio could be influenced by the other brands in the concurrent sponsorship (Cobbs, Groza, & Rich, 2015). The fit in sponsorship is important (Fleck & Quester, 2007). Sponsorships with a low fit are less effective in terms of image transfer (Gwinner & Eaton, 1999) and sponsor recall (Cornwell, Humphreys, Maguire, Weeks, & Tellegen, 2006). A low fit can affect the brand clarity negatively (Simmons & Becker-Olsen, 2006). Brand clarity is a core component of brand identity (Bhattacharya & Sen, 2003). Spill-over effects between the concurrent sponsors are possible (Carrillat, Solomon, & d'Astous, 2015), so a low fit between the sponsors could have the same effects (Cobbs, Groza, & Rich, 2015). If a sponsor is perceived as insincere, all sponsors are perceived as insincere, which indicates negative spill-over effects occurs (Carrillat, Solomon, & d'Astous, 2015). An incongruent title sponsor have a negative effect on the sponsee (Groza, Cobbs, & Schaefer, 2012), the negative affect on the sponsee could indirect affect the sponsor in the image transfer (Gwinner

K. , 1997). The title sponsor has a dominant position, and therefore the effect is greater (Gwinner K. , 1997). Incongruent sponsorships give a greater cognitive elaboration and less favorable impressions of the sponsoring brand (Simmons & Becker-Olsen, 2006) and the sponsee (Becker-Olsen & Hill, 2006). Extreme incongruity leads to frustration and negative affect and negative evaluations (Groza, Cobbs, & Schaefer, 2012), because the incongruity is difficult to cognitively reconcile (Meyers-Levy & Tybout, 1989). Brands with a low customer-based brand equity benefits more in a solo sponsorship because they cannot benefit from the positive spill-over effects from the stronger brands (Yousaf, Mishra, & Gupta, 2018). Based on the literature following hypothesis is formulated:

H17: A link with other sponsors is a risk for a sponsoring brand (Q11D<4)

Method

Research question

In this thesis different methods are used to answer the primary research question. The primary research question is answered by answering more specific research questions. These research questions are answered by hypothesis. The hypotheses are based on academic literature. The hypotheses are answering with the literature and empirical data collected. Theoretical and empirical data are used in this thesis (Morgan, 2014).

Primary and secondary data

The study contains both primary and secondary data. The primary data are the empirical data which are collected. It is primary data because the empirical data are collected for this study. Secondary data are also used in the thesis. The secondary data is the theoretical data used. The academic literature is used for other purposes than this study, but the theory could contribute to this study and be useful to answer the research question. Secondary data are useful to include in the thesis because it is easier and cheaper to access with the resources available while primary data demand more resources to acquire (Morgan, 2014).

Qualitative and quantitative methods

Both qualitative and quantitative data and methods are used in this research. The qualitative data are useful when using theories which are not possible to measure. The qualitative methods could be used to explain certain behavioral outcomes etc. The qualitative data are used where theory could explain the situation but are impossible to measure. Most of the qualitative data in this thesis are scientific literature and minor part from the empirical data collected in the open questions. The quantitative data are numbers which can be measured. The quantitative data are used in the introduction where numbers are used to

show why this study have managerial and research relevance. Most of the empirical data collected for the thesis are quantitative. Quantitative methods are used to analyze the results of the data collected. The empirical data have been tested for the scientific hypotheses. Both quantitative and qualitative data are used to answer the research questions in the best possible way (Morgan, 2014).

Literature search

The literature search is the search process and how the literature is picked for this research. Most of the literature is found in the search mechanic of SDU library and with a search for only peers reviewed scientific material. Only peers reviewed articles are used as scientific articles as a quality process, to ensure a high academic level. The peers reviewed literature has been through a quality process. The website Soccerladuma has been used to support managerial and research relevance with numbers. The website has been used to access new numbers and information. This source could be considered as reliable because it is based on a study in The European Sponsorship Association. The literature search at the search mechanic of SDU library is made by using words relevant for the thesis. The literature search has been based on words like "Sponsorship", "concurrent sponsorship", "sponsor portfolio", "sponsorship outcomes", "Business network", "Image transfer", "portfolio congruence" etc. The search gave a high number of articles with some of the words like sponsorship and to narrow down the search some conditions have been used. A condition was that the words used for the different searches must be included in the abstract, because then it should be an important part of the paper. The literature search was used to find the relevant academic literature to answer the research questions. The search for some of the words still gave a lot of peer reviewed articles and therefore a selection was made to find the most relevant articles. The purpose was to find the most useful articles for this thesis. Some of the articles which included the search terms had another perspective than needed for this research and could not provide help to answering the research questions and have been rejected. The snowball-effect has been used in the literature search, besides searching for literature with search terms, additional literature was found by reading the articles where other related literature is mentioned and referred to. This has been used an inspiration for further literature search, and some of this literature referred to could be used for the thesis. The dependent variable in this research is the sponsorship outcome for sponsors in a concurrent sponsorship and independent variables are the different variables which can affect the sponsorship outcome like sponsorship network, sponsorship level etc. therefore the dependent variable in most of the literature used is sponsorship outcome and the independent variables are the different aspects which could affect the sponsorship outcome. However, some of the articles have the outcomes for the sponsee as the dependent variable, but this could have an indirect effect and could be used in this research as an example. All the

data of the scientific literature is secondary data and made for another purpose than this paper, but in the correlation this paper is written it is possible to use these articles to.

Data collection

The empirical data in this thesis is data collected by two online surveys. An online survey for sponsors and another for sponsee's. For the survey of the sponsors the sampling units are the sponsors of a professional football club in the Danish Superliga or 1st division. The sampling units of the sponsee's are all 36 clubs in the Danish Superliga and 1st division. The sponsee's are included in the study to get their perspective of concurrent sponsorship. The populations of this study are all sponsors of professional sport clubs with concurrent sponsorship, and the professional clubs with concurrent sponsors. The study characteristics of this study are different attributes in sponsorship outcome in concurrent sponsorships, like brand improvements, image transfer, attention etc., network and B-2-B relations. The object of the investigation is the sponsorship outcome of all these characteristics in concurrent sponsorships. 300 sponsors of the professional football clubs in the Danish Superliga and 1st division were asked to participate as respondents for the online survey for the sponsors, but only 69 have completed the survey. 8 of the 26 football clubs in the two leagues have participated in the survey for the professional football clubs. The representativity in the sample is low in numbers compared to the size of the population, but it could be used as a partial sample survey. A subset of the sampling unit of the population is included in the sample, and it is possible to make statements of the population based of the sample. This sample is representative of the population because all respondents are a professional club or sponsor of one, in a concurrent sponsorship. The sample is a non-probability sampling, the sampling units are purposeful chosen, they are chosen because of the relation to the Danish Superliga or 1st division as a professional club or sponsor. The sponsors are sampled by a convenience sampling, the chosen respondents are convenient because they are present at the websites of the professional football clubs and because their contact information's were visible at their own website. The thesis is made in English, but the Surveys are in Danish, this could cause some language and translation problems which could affect the meaning, but the translation has been made carefully to prevent this. The surveys are in Danish to make it easy for the respondents and keep them motivated through the whole survey. This is an ad hoc research, with a onetime survey of this specific topic. The questionnaire is designed to be easy to understand and answer. The questionnaire begins with an introduction and the purpose of the research, followed by simple questions as icebreakers, to create trust and motivation of the respondents. The main part of the questionnaire is questions about the object of investigation. The layout is simple to prevent confusion. The questions in the questionnaire are of different

scales, both metric and non-metric. Nominal and interval scales are included and both closed and open questions (Morgan, 2014).

Reasoning for these methods

These methods are chosen in the thesis because they could fit the research and answer the research questions. The combination of qualitative and quantitative data provides a good foundation for answering hypotheses and research questions. Primarily secondary data are used in the thesis, because of limited resources. However, with secondary data it is important to be critical, because the purpose of the data is not the same as this study. The secondary data is necessary in a research like this because of limited resources and it could give a foundation for making research question and hypotheses which the empirical data could be used to answer. The scientific articles which are secondary data are all peer reviewed which make the source reliable. The empirical data are collected in Denmark because with the time and resources available this was the best solution, even though data collected from other countries could have increase the representativity of the population.

Results of collected data

The empirical data was collected in order to answer the proposed hypotheses and research questions. 300 sponsors of professional football clubs in the Danish Superliga and 1st division were asked to be respondents for the online survey for sponsors, wherein 76 participated and only 69 completed the survey. In this research, only the respondents who have completed the survey are included. All 26 professional football clubs were asked to be respondents for the online survey for sponsee's, but only 10 participated and 8 completed the survey. As the sponsors, only the football clubs which have completed the survey are included. The low number of respondents could be caused by the timing, especially for the football clubs. The online survey was sent out in an important part of their season, in the phase where relegations and championships are decided. The perspective of the sponsee's is included to see their view of how concurrent sponsorship is affecting their sponsors and comparing it to the sponsors. The collected empirical data have been measured with the help of SPSS. SPSS is a computer program for data collection and quantitative market research. The collected data is imported to SPSS. Before the dataset could be used to answering the hypotheses, the scaling must be done correctly. Nominal and interval scales are used in the research. The nominal scaling is when the respondents must answer the questions by marking their answer. The interval scaling is when the respondents must rate statements.

Sponsor objectives

The respondents were asked what their main objectives with the sponsorship of a professional football club in Denmark was, as the opening question. The opening questions were chosen so all different objectives from the sponsors could be considered. This is useful knowledge for the research project since it could give an indication of, why they are sponsoring and whether the other sponsors in general have a positive or negative influence on these objectives. On the other hand, companies had different objectives but some of the most frequently were brand outcomes like exposure, brand awareness, advertising and visibility in the local area. Others mentioned that their objectives were networking, sales, for customers and/or employees and support to the club or local region (Appendix 7).

Descriptives & frequencies of the data sample

Descriptive statistics and frequencies are used to get a better impression of the professional football clubs and their sponsors in the sampling unit. The descriptive statistics are used for the mean and standard deviation. Frequencies are used to get knowledge on how many sponsors have answered the different included options.

Sponsorship level

The sponsors were asked a question of where their level of sponsorship was placed at. The sponsorship levels are divided into five categories, because the football clubs have different sponsorship levels, as it would be difficult to compare without having these categories. The five categories are: One of the main sponsors, one of the bigger sponsors, in the middle, one of the smaller sponsors and one of the smallest sponsors. Of the respondents 17 are, one of the main sponsors with 24.6%, 33 of the sponsors are, one of the bigger sponsors with a 47.8%, 12 sponsors are, in the middle with 17.4%, 4 are, one of the smaller sponsors with 5.8% and 3 sponsors are, one of the smallest sponsors in the concurrent sponsorship with 4.3% (Appendix 1). This indicates that in this study most of the sponsors are in the top or one of the main sponsors, more than 2/3 of the sponsors are at a high sponsorship level. This must be kept in mind in this research because it is affecting the representativity of the population.

Number of sponsors

The eight professional football clubs in this study all have numerous amounts of sponsorships. All the clubs have more than 100 concurrent sponsors. The club with the fewest sponsors has 115, and the club with

most sponsors has 400, which gives a range of 285 sponsors in this research. The football club with most sponsors has almost 4 times as many as the club with fewest. The average number of sponsors of the respondents are 247 sponsors. In total the 8 football clubs have 1,977 sponsors, with a standard deviation of 95, which indicates a high variation (Appendix 3). The question is an open question, so the football clubs can write the exact number of sponsors.

Concurrent sponsorship - Advantage or disadvantage for the sponsors

The 8 football clubs were asked whether they consider it as an advantage or disadvantage for their sponsors, that the sponsorship is concurrent with others instead of a solo sponsorship, with only one sponsor. 6 out of the 8 clubs consider it as an advantage for their sponsors, it is 75% of the respondents. One club considers it as a combination of advantages and disadvantages. None of the professional football clubs consider it as only a disadvantage for the sponsors. A single club answered, "Do not know" (Appendix 4). This indicates that from the perspective of the professional football clubs in the Danish Superliga and 1st division concurrent sponsorship is an advantage for their sponsors compared to a solo sponsorship.

Convince sponsors by the sponsor-to-sponsor relations

The sponsors are asked whether the football club has used the sponsor-to-sponsor relationship to convince them to a sponsorship. 14 out of the 69 sponsors have experienced that football clubs have used sponsor-to-sponsor relationship to convince them to a sponsorship. 55 sponsors say no, that they have not experienced this. 20% have experienced this and 80% have not (Appendix 1). The professional football clubs were asked whether they have used sponsor-to-sponsor relationship to convince sponsors, when acquiring new sponsors or in negotiations of prolonging their existing sponsorship. All of the 8 football clubs have used the sponsor-to-sponsor relationship to convince sponsors, when acquiring new sponsors or in negotiations of prolonging their existing sponsorship (Appendix 4). 100% of the clubs have used the sponsor-to-sponsor relationship to convince sponsors, while only 20% of the sponsors have experienced this. This shows that the football clubs and the sponsors have experienced this differently. The clubs are considering themselves to use the sponsor-to-sponsor relationship to convince sponsors while the sponsors do not have the same opinion. However, bear in mind that we are using a small sample size, and that a bigger sample size could yield a different result all together. The question could cause some confusion for the respondents. The word "convince" could be considered as powerful in this context. The football clubs could have used the sponsor-to-sponsor relationship as a benefit in the negotiation, however it is not necessarily the sponsor-to-sponsor relationship that convinced the sponsors. It could also be the fact that

the football clubs have not used sponsor-to-sponsor relationship to convince all their sponsors, but just some of them.

Importance of sponsors and the football club

The football clubs and their sponsors are asked about the importance of the other sponsors in the concurrent sponsorship and the sponsee. The sponsors were asked how important they think that the other sponsors and the professional football clubs are, when deciding for a sponsorship from; 0 “not important at all” to 7 “very important”. The average importance of the football club is 5.88 and the average of the other sponsors is 4.45. The maximum rating of both the football club and the other sponsors is 7, and the minimum is 0 for both. The standard deviation of the football club is 1.632 and the standard deviation of the other sponsors is 2.026 (Appendix 2). The results indicate that the sponsors in average consider the football club as more important than the other sponsors when deciding for a sponsorship. Both the sponsee and the other sponsors in a concurrent sponsor should be considered as important for a sponsor when deciding for a sponsorship. The football clubs were asked how important they think the other sponsors and them as the sponsee are, for the sponsors when deciding for a sponsorship with the same rating as the sponsors. The average importance of the football club is 6.38 and the average of the other sponsors is 5.25. The maximum rating of both the football club and the other sponsors is 7, and the minimum is 5 for the professional football club and 3 for the other sponsors. The standard deviation of the football club is 0.744 and the standard deviation of the other sponsors is 1.282 (Appendix 3). The football clubs think they are more important than the other sponsors for a sponsor when deciding for a sponsorship. The football clubs are considering themselves and the other sponsors as more important compared to what the sponsors do. The small sample unit of football clubs must be kept in mind, this could have a different influence. However, the results could be used as an indication.

New business with concurrent sponsors

The sponsor network in a concurrent sponsorship could give new business opportunities. The sponsors were asked if they have started new business with concurrent sponsors, which they did not have business with before sponsoring the same football club. 39 out of the 69 sponsors have started new business with other sponsors after sponsoring the same football club and 30 have not. More than half of the sponsors have started new business with other sponsors. 56.5% have started new business with other sponsors after being a part of the same sponsorship network, while 43.5% have not (Appendix 1). This result shows that the sponsorship network could open for new business opportunities.

Decide against a sponsorship

The professional football clubs and their sponsors have been asked whether they have decided against a sponsorship. The football clubs have been asked whether they have decided against a sponsorship in fear of losing other sponsors or making it more difficult to get new sponsors. 6 of the 8 clubs have answered yes, rarely, 1 have answered no and 1 have answered no, but would be willing to do it. None of the 8 clubs have answered yes, often, (Appendix 4). 75% Have done it, while 25% have not done it. Of the 25% half would be willing to it. The result shows that the football clubs are considered whether they could lose other sponsors when acquiring sponsors. This indicates that the other sponsors are important for the sponsors in a concurrent sponsorship, from the perspective of the football clubs.

The sponsors are asked whether they have decided against a sponsorship because of another sponsor the sponsee had. 18 Sponsors of the 69 have decided against a sponsorship because of another sponsor the sponsee had, while 51 sponsors have not. This gives 26% which have and 74% which have not (Appendix 1). Most of the sponsors have not decided against a sponsorship because of another sponsor in the concurrent sponsorship. However, it could be interesting whether they would consider to stop sponsoring the football club if one of their other sponsors are behaving inappropriately. 31 sponsors answered yes and 38 answered no. Almost half of the sponsors would consider the sponsorship if another sponsor is behaving inappropriately with 45% while 55 would not consider their sponsorship because of bad behavior of another sponsor in the concurrent sponsorship (Appendix 1). The professional clubs have decided against sponsorship more than the sponsors have. Most of the sponsors have not decided against a sponsorship because of another sponsee that the sponsee had, but half of the sponsors would consider their sponsorship if one of the other sponsors are having a bad behavior.

Optimal number of sponsors in concurrent sponsorship

The professional football clubs in Denmark and their sponsors were asked about which number they consider to be the optimal numbers of sponsors in a concurrent sponsorship for the sponsors. The football clubs were asked from their perspective as the sponsee, if they think there is an optimal number of sponsors which can sponsor the same sponsee, before it is not attractive for the sponsors anymore and why. The respondents could answer in an open question, so all aspects and opinions could be considered. Two of the respondents have answered they do not know or have not understood the question. 3 of the football clubs have answered no. While 3 have answered there could be an optimal number. They believed the sponsors would get less value out of the sponsorship if there were too many in the same industry and the positive outcomes of the sponsorship could be reduced with too many sponsors (Appendix 7). The sponsors were asked if they think there is an optimal number of sponsors for the same professional football

club, and why. The respondents could answer in an open question, so all aspects and opinions could be considered. A lot of the sponsors answered no, and some of the arguments is, that it is a network, so the more the better. Other sponsors are considering the economic aspect, they think the professional need economic support and it is positive to share this cost with other sponsors. However, sponsors have answered yes there is an optimal number, and some of the arguments is the sharing of exposure and attention could have a bad influence on the sponsorship outcomes. Another argument is some sponsors would prefer fewer companies from their own industry. Some of the sponsors are saying it is depending on the sponsorship level and it must be divided, and the number of sponsors is less important.

One-sample T test

The one-sample T test is used to test the hypotheses. In the test of hypotheses, the data collected from the sponsors are used. The data collected from the professional football clubs are used to compare, with the data from the sponsors. In question 9 and 10 the sponsors have rated how big the positive impact of the concurrent sponsorship has been on their company. 1 is no positive impact and 7 is a great positive impact. In Question 11 the sponsors have been asked how big a risk the concurrent sponsorship could be for their company and have a negative impact. Risk is chosen instead of negative impact because sponsors which have experienced negative impact may already have dropped against their sponsorship. It could give inaccurate results, because sponsors which have experienced negative impact would not be included in the data. 1 is no risk and 7 is high risk. The one-sample T test should show which factors in Question 9 and 10 the sponsors think have a positive impact on their company. 4 Has been chosen as the test value because it is placed between no positive impact and a great positive impact. If the positive impact is higher than 4, the concurrent sponsorship is considered to have a positive impact on the factor. In question 11 the one-sample T test should show which factors the sponsors considered as a risk, which could have a negative impact. 4 Has been chosen as the test value because it is placed between no risk and high risk. If the risk is higher than 4, the concurrent sponsorship is considered as a risk on the factor.

“Question 9”

Descriptive statistics are used to see how the sponsors have rated the different questions. A stronger relationship with the other sponsors in the network has been rated the highest with an average of 4.88, a new/bigger network has an average of 4.83 and network involvement more often has an average of 4.46. The rest of the factors in question 9 have an average lower than 4. More knowledge sharing with 3.84, more business with other sponsors with 3.80 and new business opportunities with an average of 3.77. All

having a standard deviation between 1.605 and 1.979. The maximum of all the factors in question 9 were 7, which shows that some of the sponsors are having a great positive impact (Appendix 5).

The One-Sample T test show a significance below 0.05 in the cases of a new/bigger network, a stronger relationship with the other sponsors in the network and involvement in network activities more often. These factors also have a positive t value (Appendix 5). This mean we can support following hypotheses:

H7: Concurrent sponsorship gives a new and/or bigger network (Q9A<4)

H8: Concurrent sponsorship gives a stronger relationship with the sponsors in the network (Q9B<4)

H9: Concurrent sponsorship gives network involvement more often (Q9C<4)

And reject following hypotheses:

H10: Concurrent sponsorship increases the knowledge sharing with other sponsors in the network (Q9D<4)

H11: Concurrent sponsorship increases the business activity with the other sponsors in the network (Q9E<4)

H12: Concurrent sponsorship has opened for new business opportunities (Q9F<4)

For the supported hypotheses it shows a significant positive impact on these outcomes in concurrent sponsorship. For the rejected hypotheses there is no significant positive impact on these outcomes in concurrent sponsorship.

The professional football clubs have been asked the same questions in question 9, on how they think the positive impact on these outcomes is for their sponsors. In average the football clubs have rated the positive impact much higher than the sponsors. The lowest average outcome is a new/bigger network with an average of 5.63, the highest average is a stronger relationship to the other sponsors in the network and new business opportunities, both with an average of 6.13. More business with other sponsors has an average of 6.00, involvement in network activities more often has an average of 5.88 and more knowledge sharing has an average 5.75. With the football clubs as the sample unit, all hypotheses for question 9 except a new/bigger network is a significant positive impact. Meaning that they consider the positive impact for their sponsors higher than the sponsors do. However, the small sample size should be kept in mind, and the fact it is an opinion of the football clubs and it could be difficult for the football club to know the exact positive impact for the sponsors (Appendix 6).

“Question 10”

Descriptive statistics are used to see how the sponsors have rated the different questions. More attention has been rated the highest with an average of 4.77, brand/image improvements and brand recall and recognition have both an average of 4.64. The rest of the factors in question 10 have an average lower than 4. Image transfer with 3.09, spill-over effects with 2.25 and co-branding with an average of 2.14. All having a standard deviation between 1.768 and 1.992. The maximum of all the factors in question 10 were 7 except Spill-over effects with a maximum of 6 which indicates that some of the sponsors are having a great positive impact (Appendix 5).

The One-Sample T test shows a significance below 0.05 in the cases of brand and image improvements, increase brand recognition and brand recall of the sponsoring brands and increase of brand attention to the sponsoring brand. These factors also have a positive t value. This mean we can support following hypotheses:

H3: Concurrent sponsorship improves the brand and image of the sponsors (Q10A<4)

H4: The concurrent sponsorship increases brand recognition and brand recall of the sponsoring brands (Q10C<4)

H5: Brand attention to the sponsoring brands increase in concurrent sponsorship (Q10D<4)

And reject following hypotheses:

H1: Spill-over effects from other sponsors has a positive influence on sponsors in concurrent sponsorship (Q10E<4)

H2: Image transfer from other sponsors has a positive influence on sponsors in a concurrent sponsorship (Q10B<4)

H6: Co-branding between sponsors in concurrent sponsorship has a positive influence (Q10F<4)

For the supported hypotheses it shows a significant positive impact on these outcomes in concurrent sponsorship. For the rejected hypotheses there is no significant positive impact on these outcomes in concurrent sponsorship.

The professional football clubs have been asked the same questions in question 10, but how they think the positive impact on these outcomes is for their sponsors. In average the football clubs have rated the positive impact much higher than the sponsors. Co-branding is rated to have the lowest positive impact in average, with a mean of 3.38. The highest average is a better brand recognition and brand recall with an average of 5.88. More attention to the sponsoring brand has an average of 5.75, improvement of the brand and image has an average of 5.38, spill-over effects have an average of 5.00 and image transfer has an average of 4.75. With the professional football clubs as the sample unit, the t value is negative for co-branding and the positive impact is not considered as big. The positive impact of spill-over effects and image transfer it not significant and these hypotheses are rejected. The positive impact of improvement of brand and image, higher brand recognition and brand recall and more attention to the sponsoring are significant and these hypotheses are supported. The football clubs consider the positive impact for their sponsors higher than the sponsors do. However, the small sample size should be kept in mind, and the fact it is an opinion of the football clubs and it could be difficult for the football club to know the exact positive impact for the sponsors (Appendix 6).

“Question 11”

Descriptive statistics are used to see how the sponsors have rated the different questions. All the factors in question 11 are below an average of 4. The competition with the other sponsors for the attention was considered as the highest risk with an average of 3.23, bad behavior from another sponsor have an average of 3.01, confusion by multiple sponsoring brands has an average of 2.90, a bad incident from another sponsor has an average of 2.57 and the damage on the brand by a link with another sponsor has an average of 2.49. All having a standard deviation between 1.521 and 1.971. The maximum of all the factors in question 11 were 7 except bad behavior from another sponsor with a maximum of 6 which indicates that some of the sponsors are considering these factors as great risks (Appendix 5).

The One-Sample T test do not show any significance below 0.05 with factors that have a positive t value. These factors also have a positive t value. No factors have a positive t value. This mean we can reject following hypotheses:

H13: Competition with other sponsors for the attention is a risk in concurrent sponsorship (Q11B<4)

H14: Concurrent sponsors are confusing stakeholders and there is a risk of minimizing the effect of the sponsorship (Q11A<4)

H15: Bad behavior from a sponsor is a risk for the other sponsors in concurrent sponsorship (Q11C<4)

H16: A negative incident from a sponsor is a risk for the other sponsors in concurrent sponsorship (Q11E<4)
H17: A link with other sponsors is a risk for a sponsoring brand (Q11D<4)

None of these hypotheses shows a significant risk in the concurrent sponsorship.

The professional football clubs have been asked the same questions in question 11, but how big they consider the risk in concurrent sponsor is for their sponsors. The football clubs have rated some of the risk higher and some lower in average compared to the sponsors. The football clubs have rated bad behavior from a sponsor as the highest risk with an average of 3.88. Damaging the brand and image because of a link with another sponsor has an average of 3.63, a bad incident from another sponsor has an average of 3.38, confusion because of concurrent sponsors has an average of 2.63 and the lowest rated risk is competition with other sponsors for the attention with an average of 2.25. With the professional football clubs as the sample unit, the t value is negative for all the risk in question 11, meaning the risks are not considered as big. All the hypotheses are rejected. Both the football club and the sponsors are not considering the risk as big. However, the small sample size should be kept in mind, and the fact it is an opinion of the football clubs and it could be difficult for the football club to know the exact positive impact for the sponsors (Appendix 6).

Discussion

Networking in concurrent sponsorship

In the concurrent sponsorship all sponsors are representing the network of the sponsee (Erickson & Kushner, 1999); (Farrelly & Quester, 2003). The sponsee could use their position as a potential connection between the sponsors and give them network possibilities (Cobbs J. B., 2011). Networking was one of the frequently mentioned sponsor objectives among the sponsors in concurrent sponsorship (Appendix 7). The network in a concurrent sponsorship could be used to strengthen the network of the sponsors (Erickson & Kushner, 1999). The empirical data collected support H8, that the concurrent sponsorship gives a stronger relationship with the other sponsors in the sponsorship network (Appendix 5). Networks have a growing importance in success in business and contribute to the performance of the company (Arregle, Hitt, Sirmon, & Very, 2007). The concurrent sponsorship could strengthen the tie between two sponsors. A strong tie between the sponsors could have a positive impact of the performances of the network. A strong tie between sponsors could increase the chance of business with other sponsors and more social resource and knowledge sharing and a weak tie would have the opposite effect (Kyoungnam & Seung, 2018). Sponsoring the same sponsee in a concurrent sponsorship gives a stronger relationship with other sponsors. The

sponsee could work as brokerage between the concurrent sponsors (Erickson & Kushner, 1999). The data collected from the 8 professional football clubs in the Danish Superliga and 1st division shows that they have between 115 and 400 sponsors and an average of 247 sponsors (Appendix3), so it would be possible to give a new/bigger network for the sponsors. H7 was supported, the concurrent sponsorship gives the sponsors a new and/or bigger network. The concurrent sponsorship could expand the network of the sponsors and strengthen existing networks. A strong network tie could increase social resource and knowledge sharing (Kyoungnam & Seung , 2018). However, the strong tie between the sponsors in a concurrent sponsorship did not increase the knowledge sharing between the sponsors and H10 is rejected (Appendix 5). A reason for the missing increase in knowledge sharing, could be a low level of openness in the network. A network with a high level of openness could improve the sharing of knowledge and information's (Kyoungnam & Seung , 2018). The openness in the concurrent sponsorship is not investigated in this research. The sponsors could be from very different industries and have different sizes, which could make knowledge sharing less beneficial for the sponsors. The concurrent sponsorship gives network involvement in activities more often in support of H9 (Appendix 5). The concurrent sponsorship is a good opportunity for companies to participate in network activities more often, which could increase the strength of the network tie and have a positive impact on the outcomes. When the sponsors were asked whether they think there is an optimal number of sponsors of the same sponsee, some of them answered no, because it would give a bigger network. The network activities in the concurrent sponsorship are important for a lot of the sponsors. For the sponsoring brands, the concurrent sponsorship has a significant positive impact on the strength of their network ties, the size of their network and how often they are participating in network activities, but it has no significant positive impact on knowledge sharing between the sponsors.

B-2-B relationship

The sponsorship network could improve business opportunities and open for new markets. A strong tie between the sponsors could create unique opportunities and have an economic impact. A strong tie between the sponsors could increase the business activity among the sponsors in the network and open for new markets (Kyoungnam & Seung , 2018). B-2-B relationships could endure from network like the network in concurrent sponsorships (Westberg, Stavros, & Wilson, 2011). The network could improve the corporate reputation of the sponsoring brand, which could increase the willingness to make business arrangements with this company (Cobbs, Groza, & Rich, 2015). H11 is rejected, meaning that there is no significant positive impact on increases in business activity with other sponsors in the network. H12 is also rejected, meaning the concurrent sponsorship network has no significant positive impact on new business activities

for the sponsors (Appendix 5). The concurrent sponsorship network has no positive impact on the sales to other sponsors in the network or for new markets. However, 56% of the sponsors have started new business activities with sponsors after sponsoring the same sponsee (Appendix 1). The network of a sponsorship could be used to open for new markets (Biscaia, Correia, Rosado, Ross, & Maroco, 2013), and more than half of the sponsors have started new business activities with other sponsors, which they did not have before. The sponsorship network has increased the business activities to other sponsors for some of the sponsors, but it does not have a significant positive impact on all sponsors. A reason for the missing increase in B-2-B activities, could be a low level of openness in the network. A network with a high level of openness could improve sales in the network and open for new markets (Kyoungnam & Seung, 2018). The industry and company type could influence this. If the sponsors are a B-2-C (Business-to-consumer) company, they would experience a low or no positive impact on sales to other sponsors, because the other sponsors are not their customers. The sponsors could also come from an industry where it is difficult to get new customers. The company type, and industry of the sponsors are not included in this research, so it is difficult to be sure how this effects the impact on the B-2-B sales in a concurrent sponsorship. The standard deviation of a positive impact on more business activities with other sponsors is 1.967 and the standard deviation of a positive impact on new markets is 1.979 (Appendix 5), which indicates that the sponsors have different opinions on how big the positive impact on these factors is. The sponsorship network in the concurrent sponsorship is not giving a significant positive impact on B-2-B sales and opening of new markets, but it has a positive impact for some sponsors.

Spill-over effects and image transfer

In a concurrent sponsorship brand spill-over effects are theoretically possible (Lebar, et al., 2005); (Uggla, 2004). When sponsors are sponsoring the same sponsee, their brands are likely to influence one another's brand image (Carrillat, Solomon, & d'Astous, 2015). The empirical data in this research has rejected H1 and H2. Spill-over effects from other sponsors have no significant positive impact on sponsors in concurrent sponsorship and image transfer from other sponsors has no significant positive impact on sponsors in concurrent sponsorship (Appendix 5). The reason why the empirical data have another result than the previous research could be that the size of the sponsor portfolio and the congruence or incongruence of the sponsors has an important role in spill-over effects and image transfer (Cobbs, Groza, & Rich, 2015), and these are not measured in this thesis. The congruence is important for consumers' cognitive (Cornwell, Humphreys, Maguire, Weeks, & Tellegen, 2006) and affective (Simmons & Becker-Olsen, 2006) reactions to sponsorship. The image transfer will be stronger if the brands are perceived as similar (Groza, Cobbs, & Schaefer, 2012); (Carrillat, Solomon, & d'Astous, 2015), or complementary (Gross & Wiedmann, 2015).

This research does not investigate the fit or how complementary the brands are, but only if the image transfer and spill-over effects have a positive impact for the sponsors. A possible missing congruence or complementary between the sponsoring brands could have a negative influence on the spill-over effects and image transfer. The sponsored organizations are often choosing the sponsors with the highest monetary remuneration regardless of their congruence (Groza, Cobbs, & Schaefer, 2012), which could influence the image transfer among the sponsors (Carrillat, Solomon, & d'Astous, 2015). Brands with a low brand equity would gain less benefits in a concurrent sponsorship compared to a solo sponsorship (Yousaf, Mishra, & Gupta, 2018), and the brand equity of the sponsors before entering the concurrent sponsorship is not investigated, and this could influence the potential positive impact on the sponsoring brands. If the sponsoring brands cannot easily be categorized the image transfer only occur among consumers who revel in more difficult mental tasks (Carrillat, Solomon, & d'Astous, 2015), and how easily the sponsoring brands are categorized is not investigated neither. If a sponsor is perceived as insincere, all sponsors are perceived as insincere in the same sponsorship network. Which indicates negative spill-over effects occurs (Carrillat, Solomon, & d'Astous, 2015). An incongruent sponsorship could lead to frustration and negative evaluations (Groza, Cobbs, & Schaefer, 2012), because the incongruity is difficult to cognitively reconcile (Meyers-Levy & Tybout, 1989). A link with other sponsors in a concurrent sponsorship could be a risk for a sponsoring brand. However, H17 (Appendix 5) is rejected meaning that a link with other sponsors is not a significant high risk for a sponsoring brand in a concurrent sponsorship. However, as the positive image transfers miss some aspects in the measurements of the result, so does the negative. Theoretically spill-over effects and image transfer, between sponsors in concurrent sponsorships, are possible. It has also been investigated by empirical data, which shows it is possible (Carrillat, Solomon, & d'Astous, 2015). However, this research is focusing on how a sponsor could be affected by other sponsors in a concurrent sponsorship, and not how and when the impact is low or high. It is possible that some of the sponsors have not investigated image transfer because of limited resources, and do not know the exact impact.

Brand and image

Brand spill-over in a concurrent sponsorship is possible. A Sponsoring brand could influence other sponsoring brands. Spill-over effects and the image transfer could have a positive impact on the brand and image of the sponsors (Cobbs, Groza, & Rich, 2015). While image transfer and spill-over effects have no positive impact on the sponsors in concurrent sponsorship. The empirical data collected from the sponsors shows a significant positive impact on brand and image improvements in a concurrent sponsorship, H3 is supported (Appendix 5). The spill-over effects and image transfer would be a logical argument for the positive impact on the brand and image of the sponsoring brand, so it is possible that the question was

weak formulated or explained in the questionnaire or that the sponsors have not investigated spill-over effects and image transfer from other sponsors in the concurrent sponsorship. In the unit sample most of the sponsors are placed at a high sponsorship level, 24.6% of the sponsors are one of the main sponsors and 47.8 are one of the bigger sponsors (Appendix 1). The sponsorship outcomes could be positively influenced by a high sponsorship level. Not all sponsorship levels are equal (Groza, Cobbs, & Schaefers, 2012), and a high sponsorship level could enhance the chance of image transfer (Gwinner K. , 1997). Since most of the sponsors in this research are at high sponsorship level it could enhance the positive impact on brand and image. A network could increase corporate reputation among the other sponsors of the network (Kyoungnam & Seung , 2018). Being a part of the sponsorship network could increase the corporate reputation of the sponsoring companies and have a positive impact on brand and image of the sponsoring brands. The positive impact on brand and image could be among B-2-B relations, and not for the consumers. The sponsors in the sample could have a high brand equity. Sponsoring brands with a high brand equity would gain more benefits in a concurrent sponsorship compared to a solo sponsorship (Yousaf, Mishra, & Gupta, 2018). Improving brand image is often a key objective for sponsors, especially in sport sponsorship (Grohs, 2016). The positive impact on brand image in concurrent sponsorship is positive, because it could help the sponsoring brands to achieve a key objective.

Brand recognition and brand recall

A sponsor objective for sponsors is to increase brand recognition and brand recall (Keller, 1993). Brand recognition and recall could affect future purchase decisions. Brand recall could give more customers (Maricic, Kostic-Stankovic, Bulajic, & Jeremic, 2019). Concurrent sponsorship increases brand recognition and brand recall of the sponsoring brand and has a positive impact on the sponsors (Appendix 5). The brand recall and recognition could have been increased because relatedness with other sponsors could adjust the intensity of a possible image transfer and have a positive impact on the brand recognition and brand recall through spill-over effects from other sponsors (Cobbs, Groza, & Rich, 2015). A high relatedness in a concurrent sponsorship impacts the image of the sponsors and could increase the positive sponsorship outcomes (Koo, Quarterman, & Flynn, 2006); (Walker, Hall, Todd, & Kent, 2011). The sponsorship level has a positive impact on the brand recall. The brand recall of a high-level sponsor is significantly higher than the recall of mid-tier and lower-tier sponsors. The consumers are unlikely to have strong memories for the sponsors at a low sponsorship level, because there is less attention at the low levels (Wakefield, Becker-Olsen, & Cornwell, 2007). Not all the sponsoring brands are equal. The exposure of the individual sponsors is often depending of their sponsorship level (Groza, Cobbs, & Schaefers, 2012). In the unit sample most of the sponsors are placed at a high sponsorship level, 24.6% of the sponsors are one of the main sponsors

and 47.8 are one of the bigger sponsors (Appendix 1). The sponsorship outcomes could be positively influenced by a high sponsorship level. The positive impact on brand recognition and brand recall could be higher in this research because of a high percentage of high-level sponsors. An assumption could be, that with the positive impact on brand, image, brand recognition and brand recall it is likely that spill-over effects are possible from other sponsoring brands in a concurrent sponsorship network. It is possible that some of the sponsors have not investigated image transfer because of limited resources, and do not know the exact impact. However, this research has no empirical evidence of a significance positive impact of spill-over effects and image transfer from one sponsor to another in a concurrent sponsorship network.

Co-branding

Co-branding is an opportunity for the sponsors to enriching the symbolic value of their brand and maximizing the benefits of the partnerships (Motion, Leitch, & Brodie, 2003); (Alexander, 2009). Co-branding between sponsoring brands is a strategic alliance which should expand and reinforce their existing brand values without diminishing their brand equity (Motion, Leitch, & Brodie, 2003). In this research there is no empirical evidence of co-branding between the sponsors has a positive impact for the sponsoring brands, and H6 is rejected. The sponsors have rated Co-branding to have the lowest positive impact in average (Appendix 5). However, it is unclear in this research whether the sponsors in the concurrent sponsorship use co-branding or not. If most of the sponsors are not using co-branding, it could be a reason for the missing positive impact. Co-branding and cross-promotions between sponsors could increase sales and lead to improvements of their brand images, especially if the brands are similar (Carrillat, Solomon, & d'Astous, 2015). The sponsee could encourage their concurrent sponsors to engage in co-branding and cross-promotions. If one of the sponsors is a beverage supplier, they could make cross-promotions with another sponsor. Attendees buying for a minimum amount of beverage could receive a gift card to another sponsor, as an example of a possible cross-promotion. This would increase sales benefits, and could improve the brand images, especially if the sponsoring brands are perceived as similar (Carrillat, Solomon, & d'Astous, 2015). This research shows no empirical evidence of a positive impact for two sponsors to use co-branding and cross-promotion. However, it is possible that the low positive impact could be caused of missing co-branding actions between the sponsors of the professional football clubs in Denmark. Another reason could be if the sponsoring brands doing co-branding are perceived as incongruent, which would reduce the positive impact of co-branding.

Competition for attention

In concurrent sponsorship the attention is shared between the visible sponsoring brands, in contrast to most marketing communication. The number of simultaneously visible sponsor logos have a negative effect to the amount of attention each of the sponsoring logos attracts (Breuer & Rumpf, 2012). In the data sample the football clubs have an average of 247 sponsors, with a range of 285. The football club with the most sponsors has 400 (Appendix 3). The number of sponsors could give a potential competition for the attention. However, there is no empirical evidence of the competition for attention is a risk in the concurrent sponsorship, H13 is rejected (Appendix 5). The competition with the other sponsors for attention is the highest rated risk in average. The competition is not a significant risk, but of the risks investigated it is the highest risk in concurrent sponsorship with concurrent visible sponsoring brand. Consumers are unlikely to have strong memories for less prominent and unrelated sponsors, because the attention is shared (Wakefield, Becker-Olsen, & Cornwell, 2007), and the sponsors are not equal because their sponsorship level are influencing the attention they get. Sponsors with a high sponsorship level are placed in a position so they are more visible to the viewers, than lower level sponsors. (Groza, Cobbs, & Schaefer, 2012). Most of the sponsors in the data unit are one of the main or bigger sponsors, so it is possible that the competition for attention would be a lower risk for them, compared to sponsors with a lower sponsorship level (Appendix 1). When the sponsors were asked about an optimal size of a sponsorship portfolio, some of them answered that the size of the portfolio could reduce possible positive outcomes from the sponsorship (Appendix 7), this indicate that the competition for attention is a risk for some of the sponsors.

Brand attention

Companies are using sponsorships as an instrument to increase awareness of their brand among consumers, other companies and other stakeholders (Gwinner & Eaton, 1999); (Meenaghan & Shipley, 1999); (Lebar, et al., 2005). Sponsorships are one of the most effective marketing tools to increase the awareness of brands, however the impact of concurrent sponsors could affect the awareness (Cheblia & Gharbib, 2014). In this research there is empirical evidence of a significant positive impact on increase in brand attention for the sponsoring brands, in support of H5 (Appendix 5). The positive impact on brand attention could increase the brand awareness of the sponsoring brands (Yousaf, Mishra, & Gupta, 2018). More consumers and stakeholders would be aware of their brand and it is possible to introduce their brand for consumers not knowing their brand (Dean, 2002); (Gwinner K. , 1997). Increase in brand awareness and brand attention is among the most frequent objectives for sponsoring brands (Cornwell, Roy, & Steinar, 2001); (Motion, Leitch, & Brodie, 2003). In the data collection brand awareness and brand attention are

frequently mentioned as objectives (Appendix 7). Increase in brand attention is positive, because attention is needed from the viewer. The attention is an important driver for processing the sponsorship information, and therefore the attention is a central driver of sponsorship effectiveness (Boronczyk, Rumpf, & Breuer, 2018). Consumers must visually perceive the sponsorship information before they can process, store and later retrieve it (Breuer & Rumpf, 2012). The sponsors have to attract the viewers visual attention before they can mentally process it (Lardinois & Derbaix, 2001); (Lardinois & Quester, 2001), Otherwise the attention would not lead to influence on future consumer behaviour, and the positive outcomes of the investment in a sponsorship would be reduced (Boronczyk, Rumpf, & Breuer, 2018). The positive impact on the brand attention, could be a reason for the significant impact on brand recognition and brand recall (Appendix 5), a high brand attention could increase the sponsorship outcomes (Breuer & Rumpf, 2012). The high percentage of high-level sponsors in the data sample could influence the results (Appendix 1). Not all sponsoring brands are equal, and a high-level sponsor would have more exposure in a concurrent sponsorship than a low-level sponsor (Groza, Cobbs, & Schaefers, 2012). The high percentage of high-level sponsors could increase the attention to the sponsors in the data sample.

Confusion in concurrent sponsorship

With concurrent sponsoring brands the association with the individual's brand could be more inconsistent and difficult for the consumers to identify. It could be confusing for the consumers to identify a brand in the concurrent sponsorship (Dickenson & Souchon, 2018). The confusion could reduce the positive outcomes from the sponsorship (Breuer & Rumpf, 2012). Confusion in concurrent sponsorship is not a big risk. The data sample shows no empirical evidence of confusion and minimizing the sponsorship outcome as a significant risk, H14 is rejected (Appendix 5). When the sponsors were asked about an optimal size of a sponsorship portfolio, some of them answered that the size of the portfolio could reduce possible positive outcomes from the sponsorship (Appendix 7), this indicates that the confusion in concurrent sponsorship is a risk for some of the sponsors, but it is not a significant risk in concurrent sponsorship. The size of the brands could influence the results. Larger brands are more familiar to the consumers and they have already structured associations of these brands. Consumers tend to have unstructured associations for smaller brands, which they are not familiar with (Yousaf, Mishra, & Gupta, 2018). The small brand could be negatively affected because of reduced attention and memory span of consumers, which could cause confusion (Gijzenberg, 2014). The sponsorship level could influence the results, since the sponsors are not equal (Gwinner K., 1997), and the risk of confusion could be smaller for a sponsor with a high sponsorship level (Groza, Cobbs, & Schaefers, 2012).

Sponsor signage and brand equity

The sponsor signage could influence the brand attention in concurrent sponsorship. The signage color of the sponsors and the viewers brand familiarity of the brands have an influence on the attention. The attention for the sponsor signage is higher with a greater color contrast between the concurrently visible sponsor signage. The sponsoring brands receives more attention when the viewers are familiar with their brand. (Boronczyk, Rumpf, & Breuer, 2018). The logo of the sponsoring brand (Breuer & Rumpf, 2012) and their colors and animations used could impact the brand attention (Breuer & Rumpf, 2015). The color and animations of the sponsoring brands in this research could have a color contrast, which would enhance the positive impact of the concurrent visible sponsors. If the consumers have seen the sponsoring signage before, they could have feeling of familiarity toward the sponsor brand (Rosbergen, Pieters, & Wedel, 1997). Familiar brands require less attention than the unfamiliar brands (Boronczyk, Rumpf, & Breuer, 2018), so if the sponsoring brands in the data sample are a familiar brand to the consumers, the positive impact on attention would be higher. The familiarity and colors of the sponsoring brands are not investigated in the data sample, but it could have a positive impact on the attention and reduce the risk of competition and confusion between the sponsoring brands.

The brand equity of the sponsoring brands could influence the brand attention in concurrent sponsorship. Sponsoring brands with a high consumer-based brand equity will achieve a greater change in its own Consumer-based brand equity after sponsoring in a concurrent sponsorship. (Yousaf, Mishra, & Gupta, 2018). If the sponsoring brands in the data sample have a high brand equity, they would enhance the positive impact on the brand equity in a concurrent sponsorship. The brand equity could increase the positive impact, because consumers tending to support strong brands with attention and their behavior (Hoeffler & Keller, 2003). A strong equity for a sponsoring brand in a concurrent sponsorship would have a positive impact on brand attention and reduce the risks of the competition and confusion of other sponsors.

Bad behavior and negative incidents

Negative incidents from one sponsor could potentially affect another sponsor in the sponsor portfolio of the sponsee (Carrillat, Solomon, & d'Astous, 2015). This could give operational and reputational risk (Crompton, 2014). Bad behavior or a negative incident from a representative of the sponsee could impact the sponsoring brand negative (Westberg, Stavros, & Wilson, 2011). The risk of bad behavior or a negative incident from another sponsor in concurrent sponsorship are not a significant high risk. H15 and H16 are rejected and there is no empirical evidence (Appendix 5). However, 26.1 % of the sponsors have decided against a sponsorship because of another sponsor the sponsee had and 44.9 % would consider to stop

sponsoring the sponsee if one of their other sponsors are behaving badly (Appendix 1). Almost half of the sponsoring brands would reconsider their sponsorship if one of the other sponsors have a bad behavior and they would not condone this behavior. The possible negative spill-over effects from other sponsors would have a lower impact on the sponsoring brand, if they do not condone the behavior (Votolato & Unnava, 2006). Effective management in these episodes could minimize the impact of the spill-over effect (Kahuni, Rowley, & Binsardi, 2009). The reaction and management after a bad behavior or a negative incident seem to be important for how big the negative impact would be. Bad behavior or negative incidents could have a negative effect and decrease cooperation and trust in the sponsorship network (Schurr, 2007). A degenerative episode could weaken the relationship or even cause a dissolution (Westberg, Stavros, & Wilson, 2011). The network was a main objective for many sponsors (Appendix 7). Bad behavior or a negative incident from a sponsor are not considered as a significantly high risk in concurrent sponsorship, but it could have a negative impact on the sponsorship network, and the strength of the ties. The sponsorship level of the sponsors with the bad behavior or negative incidents could have an impact. If it is one of the high-level sponsors, the spill-over effects could be higher and enhance the negative impact (Groza, Cobbs, & Schaeffers, 2012).

Conclusion

Most sponsorships have concurrent sponsors and the expenditures on sponsorships are increasing. The managers of the sponsoring brands are accountable for these investments. This research has the perspective of the sponsors and the research question is "How could a sponsor affect another sponsor of the same sponsee?" The research question is answered with more specific research questions. These research questions are answered with hypotheses tested by empirical data. The hypotheses are based on scientific literature. The dependent variable in this research is the sponsorship outcome for a sponsor in a concurrent sponsorship and independent variables are the different variables which can affect the sponsorship outcome like the sponsorship network etc.

Some of the main objectives for sponsoring a sports club are the sponsorship network, brand awareness and attention, brand recognition and recall, improving the brand image and economic support to the local clubs. The professional football clubs consider the concurrent sponsorship as a benefit for the sponsoring brands compared to a solo sponsorship. The sponsored clubs consider the positive impact of concurrent sponsorship higher than the sponsors do. However, the empirical data shows that the importance of the sponsee is higher than the importance of the other sponsors when deciding for a sponsorship. When asked for an optimal number of sponsors in the concurrent sponsorship, some sponsors consider it as a risk and it

could potentially reduce the positive outcomes from the sponsorship. While, other sponsors would like to share the economic support to the sponsee with other sponsors.

One of the more specific research questions is: “How could sponsors benefit from being members of the same sponsorship network?”

Spill-over effects and image transfer are possible in concurrent sponsorship, where brand association from one sponsor could benefit another sponsor in the concurrent sponsorship network. However, the empirical data in this research found no empirical evidence of spill-over effects and image transfer from one sponsor to another, and H1 and H2 were rejected. Other research has shown spill-over effects and image transfer in concurrent sponsorship are possible. Missing measurement of spill-over effects and image transfer in concurrent sponsorship of the sponsors by the professional football clubs in the Danish Superliga and 1st division, could be a reason for the low positive impact of image transfer in this research.

The brand and image of the sponsors in the data sample shows empirical evidence of a significant positive impact on brand and image in concurrent sponsorship, in support of H3. The sponsorship network could improve the brand and image of a sponsor. A strong network increases corporate reputation, which has a positive impact on brand and image. H4 is supported, the data sample shows empirical evidence of a significant positive impact on brand recognition and brand recall in a concurrent sponsorship. The concurrent sponsorship has a positive impact on brand attention, in support of H5. There is empirical evidence of a positive impact on brand attention. In the data sample most of the sponsors are high-level sponsors which could have a positive influence on the impact, because a high sponsorship level in concurrent sponsorship enhance positive outcomes. Spill-over effects and image transfer from other sponsors, could explain the positive impact on brand, image, brand recognition, brand recall and brand attention, but the research has no empirical evidence of this.

A significant positive impact on brand, image, brand attention, brand recognition and brand recall are benefits from being members of the same sponsorship network, in support of H3, H4 and H5. While H1 and H2 are rejected, there is no empirical evidence of a spill-over effects and image transfer as benefits from being a member in a sponsorship network.

Another of the more specific research questions is: “Which risks could arise from being associated with other sponsors in the same sponsorship network?”

Spill-over effects and image transfer are possible in concurrent sponsorship, where brand association from one sponsor could be a risk for another sponsor in the concurrent sponsorship network. H17 is rejected, the empirical data shows no evidence of a link with other sponsors is a risk for a sponsoring brand. With concurrent sponsors exposed for the consumers at the same time, the sponsors could potentially compete for the same attention in a concurrent sponsorship. H13 is rejected, there is no empirical evidence of the competition for attention is a risk for a sponsor in a concurrent sponsorship. Concurrent sponsorship could confuse stakeholders of the sponsoring brand. H14 is rejected, there is no empirical evidence of confusion of stakeholders in a concurrent sponsorship. Most of the sponsors in the sample unit have a high sponsorship level, and previous research has shown that the attention for high-level sponsors are higher than low-level sponsors. Familiarity and the colors of the sponsors signage could reduce the risk of the competition with other sponsors for attention. The risk of low attention is lower for Sponsoring brands with a high brand equity. The brand equity of the sponsors is not investigated in this research and could influence the results. Bad behavior and negative incidents of other sponsors in a concurrent sponsorship could potentially be a risk for the sponsoring brands. However, H15 and H16 are rejected, bad behavior and negative incidents of other sponsors in the network are not a significant risk for the sponsoring brands. Half of the sponsors in the sample would reconsider their sponsorship, if other sponsors have bad behavior or a negative incident.

None of the potential risks in this research are significant. It is possible that risks could arise from being associated with other sponsors in the same sponsorship network, but there is no empirical evidence of this. H13, H14, H15, H16 and H17 are all rejected.

The last of the more specific research questions is: "How could sponsoring the same sponsee affect the B-2-B relationship of the sponsors?"

In a concurrent sponsorship the sponsee could work as a network brokerage between their sponsors. A concurrent sponsorship is a network of sponsors. The concurrent sponsorship gives the sponsors a new and/or bigger network. H7 is supported, there is empirical evidence that the concurrent sponsorships give the sponsoring brands a new and/or bigger network. In a concurrent sponsorship, the sponsors are more often involved in network activities, H9 is supported. The relationships with the other sponsors in the network are strengthen in a concurrent sponsorship, H8 is supported. A stronger relationship with the sponsors in the network does not increase the knowledge sharing with other sponsors in the network, H10 is rejected. There is no empirical evidence of the concurrent sponsorship increase the knowledge sharing with other sponsors in the network. A bigger and stronger network did not increase the business activity

with other sponsors of the network. There is no empirical evidence of a positive impact on B-2-B sales to other sponsors in the network, H11 is rejected. However, 56.5% of the sponsors in the sample have done business with other sponsors, which they did not before sponsoring the same sponsee. The sponsorship network does not open for new business opportunities, H12 is rejected. In concurrent sponsorship co-branding is possible, but there is no empirical evidence of a positive impact on the sponsors, H6 is rejected. Sponsoring the same sponsee could have a significant positive impact on the sponsors B-2-B relationship with other sponsors in terms of a new/bigger network, a stronger relationship with other sponsors in the network, and network activities more. In support of H7, H8 and H9. While H10, 11 and 12 are rejected there is no empirical evidence of a positive impact on business activities with other sponsors, new markets, knowledge sharing or co-branding.

In a short summarize and answering of the main research question, a sponsor could affect another sponsor of the same sponsee with positive impact and no significant big risks. A concurrent sponsorship could improve brand and image of the sponsoring brand. The brand recognition and recall of a sponsor are positive influenced by other sponsor in the concurrent sponsorship. The attention for the sponsoring brands is increased. The sponsors would increase the size of their network and strengthen it. The concurrent sponsorship is an opportunity to increase the network involvement with network activities more often. None of the risks investigated in this research are significantly high, but the risks could be higher for sponsors with low brand equity or a low sponsorship level. Compared to the sponsors, the sponsee's have rated the positive impact of concurrent sponsorship higher.

Managerial implication

When managers should choose a sponsee, they could use this knowledge because most sponsorship is concurrent. They could consider sponsoring a sponsee with other concurrent sponsors which the company do not have a relationship with, because a concurrent sponsorship could increase the size of their network. The concurrent sponsorship could also be used to strengthen relationship with other companies. If the companies want to open new markets or increase business activities with some of the sponsors, there is no empirical evidence of a concurrent sponsorship would have a positive impact on business activities with other sponsors, in this research. If brand or improvements are objectives of the managers, a concurrent sponsorship have a positive impact on brand and image. Brand recognition and brand recall are positive influenced by a concurrent sponsorship. The brand attention of the company is enhanced in a concurrent sponsorship. Despite the absence of empirical evidence of risks in concurrent sponsorships in this research, managers should consider the potentially risks before choosing a concurrent sponsorship. Previous

research in academic literature has shown that the brand equity, sponsorship level and congruence are important in concurrent sponsorships. If the managers agree to a low-level sponsorship in a concurrent sponsorship, the positive outcome would be reduced. The brand equity of the company is important, if the brand equity is perceived as weak, the company would reduce the positive outcomes and increase the risks. The congruence between the sponsors could influence the outcome of the concurrent sponsorship. The sponsee has a higher opinion of the possible benefits of concurrent sponsorships, this must be considered by the managers.

Limitations

This thesis has some limitations. Most of the data used are secondary data, and a lot of the models and theory are made with other purposes, it should be kept in mind that the data used are made for other purposes. The previous research of concurrent sponsorship is scarce compared to sponsorship investigated as a solo relationship, which also could be a limitation of the research. Secondary data are used because time and resources are a limitation in this research. The empirical data have some limitations. The size of the sample unit is small, especially among the football clubs. The survey was handed out with bad timing, in a hectic time for the professional football clubs. The sample unit of the sponsors and the sponsee's gives the empirical data some limitations, but the results could be used as an indication of the effects in a concurrent sponsorship. Only Danish football clubs and their sponsors were used as respondents, which is a limitation. The effects of a concurrent sponsorship could be different for other sports or countries. The Danish football clubs and their sponsors were used because it was convenient, with the resources available. No former sponsors are used in the sample unit, which could be a limitation regarding the risks. If sponsors would experience risks and negative impact of concurrent sponsors, they would probably decide stop sponsoring and decide against the sponsorship. Use of former sponsors could change the empirical evidence of risks.

Further research

For additional research it could be interesting to investigate how former sponsors consider the benefits and risks in concurrent sponsorships, they could have decided against the sponsorship because of a negative impact or that the positive outcomes were lower than expected. The company type, and the industry could be interesting to include in the research. If the sponsoring brand is a B-2-C it could influence the outcomes for the B-2-B relationship in the sponsorship network. A B-2-C company would probably not experience the same positive impact as the B-2-B companies in the network with other sponsors in terms of business activities. If the sponsorship network is mostly B-2-B companies it could have an influence on the

sponsorship outcomes in B-2-B sales. This research does not include how much the sponsors are spending on their sponsorship. If the costs were included, it would be possible to investigate the concurrent sponsorship in a cost-benefit analysis, where the cost are compared the outcome of the sponsorship. The sponsorship could influence the effects of the concurrent sponsorship, and the sponsorship level are mostly defined by how much the sponsors are investing in the sponsorship. Whether the sponsorship is short-termed or long-termed could influence the risks or the positive impact on the sponsors in the concurrent sponsorship. The outcomes could be ascending because of the commitment shown to the sponsee and the other sponsors. The outcomes could also be descending because the sponsors in the network would be the same, and the network would not get bigger or strengthen. This research has shown that the congruence between the sponsors, sponsorship level, brand equity and size of the sponsorship portfolio could be interested to investigate. It is possible that these aspects could have an influence on the results in this research.

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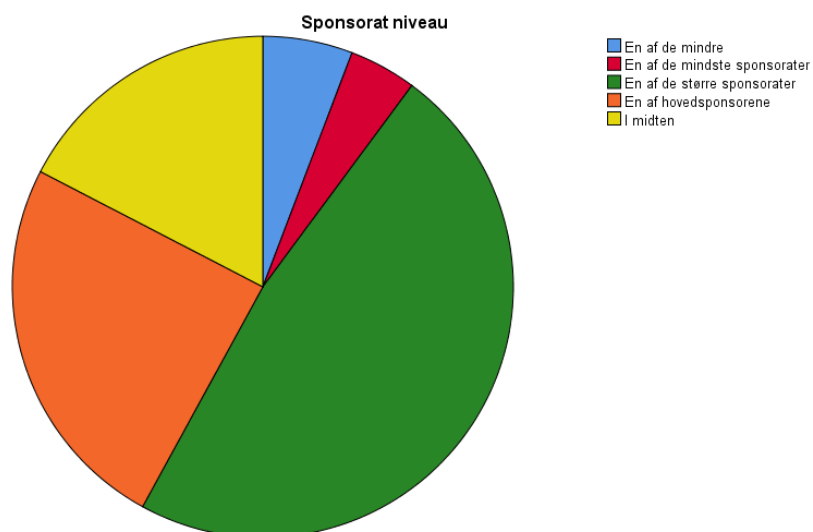
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Appendix 1: Frequency Sponsor

Sponsorat niveau

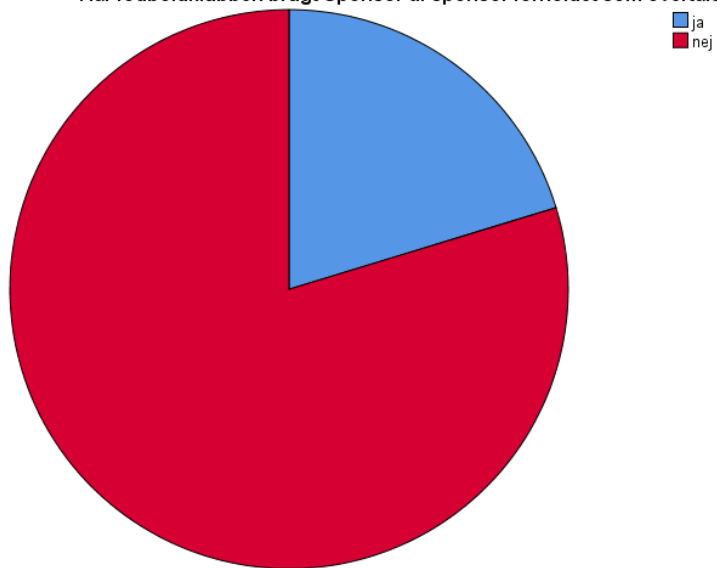
	Frequency	Percent	Valid Percent	Cumulative Percent
En af de mindre	4	5,8	5,8	5,8
En af de mindste sponsorater	3	4,3	4,3	10,1
En af de større sponsorater	33	47,8	47,8	58
En af hovedsponsorerne	17	24,6	24,6	82,6
I midten	12	17,4	17,4	100
Total	69	100	100	



Har fodboldklubben brugt Sponsor-til-sponsor forholdet som overtalelse

	Frequency	Percent	Valid Percent	Cumulative Percent
En af de mindre	4	5,8	5,8	5,8
En af de mindste sponsorater	3	4,3	4,3	10,1
En af de større sponsorater	33	47,8	47,8	58
En af hovedsponsorerne	17	24,6	24,6	82,6
I midten	12	17,4	17,4	100
Total	69	100	100	

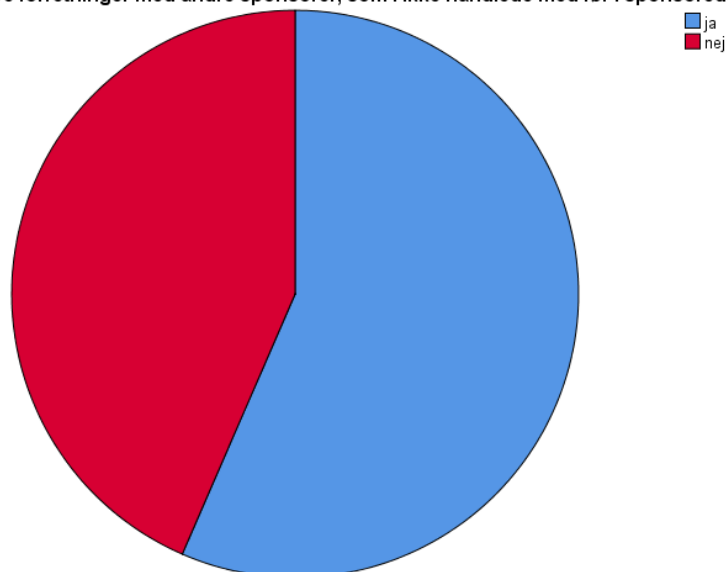
Har fodboldklubben brugt Sponsor-til-sponsor forholdet som overtalelse



Startet nye forretninger med andre sponsorer, som i ikke handlede med før i sponsorede samme fodboldklub

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ja	39	56,5	56,5	56,5
	Nej	30	43,5	43,5	100,0
	Total	69	100,0	100,0	

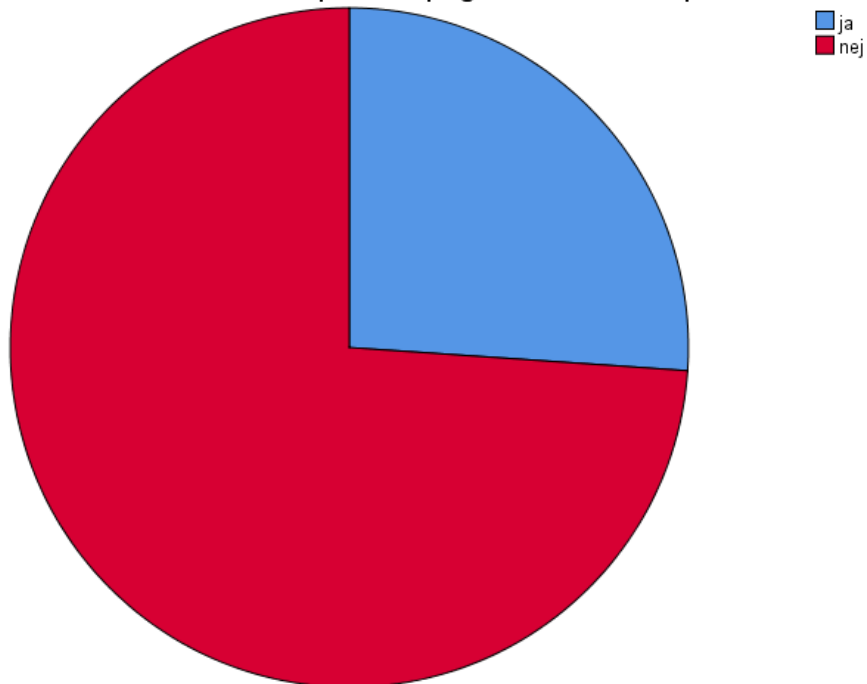
Startet nye forretninger med andre sponsorer, som i ikke handlede med før i sponsorede samme fodboldklub



Afvist sponsorat på grund af en anden sponsor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ja	18	26,1	26,1	26,1
	Nej	51	73,9	73,9	100,0
	Total	69	100,0	100,0	

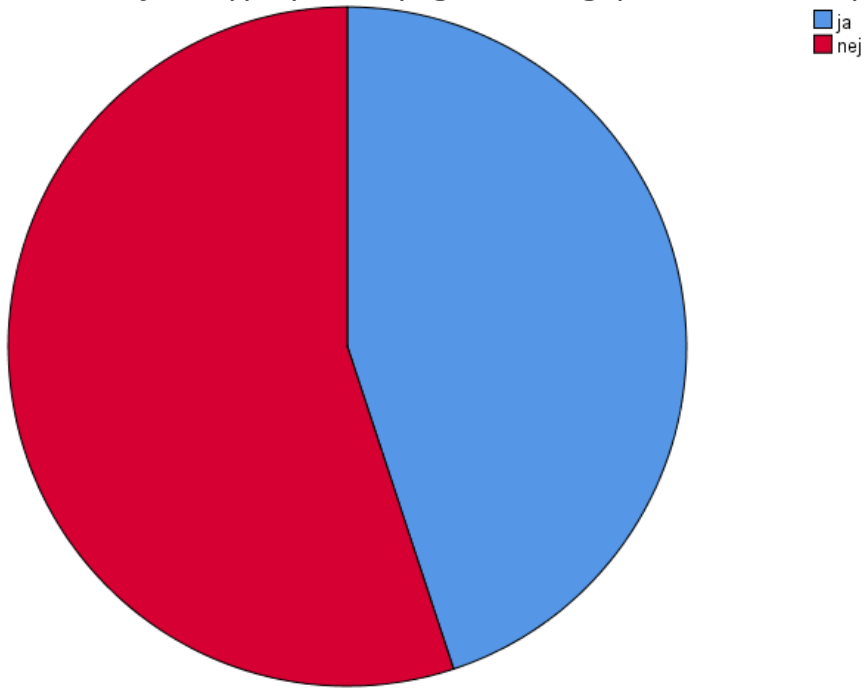
Afvist sponsorat på grund af en anden sponsor



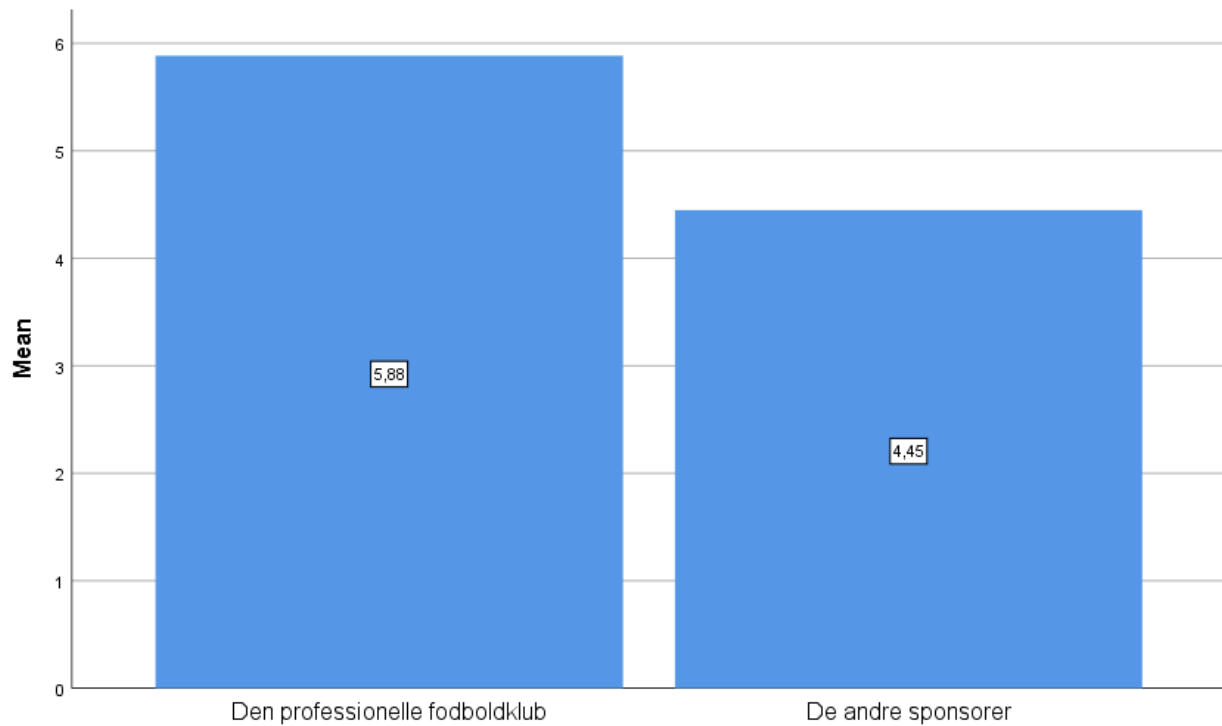
Overveje at stoppe sponsorat på grund af dårlig opførsel af en anden sponsor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ja	31	44,9	44,9	44,9
	Nej	38	55,1	55,1	100,0
	Total	69	100,0	100,0	

Overveje at stoppe sponsorat på grund af dårlig opførelse af en anden sponsor



Appendix 2: Descriptives sponsors



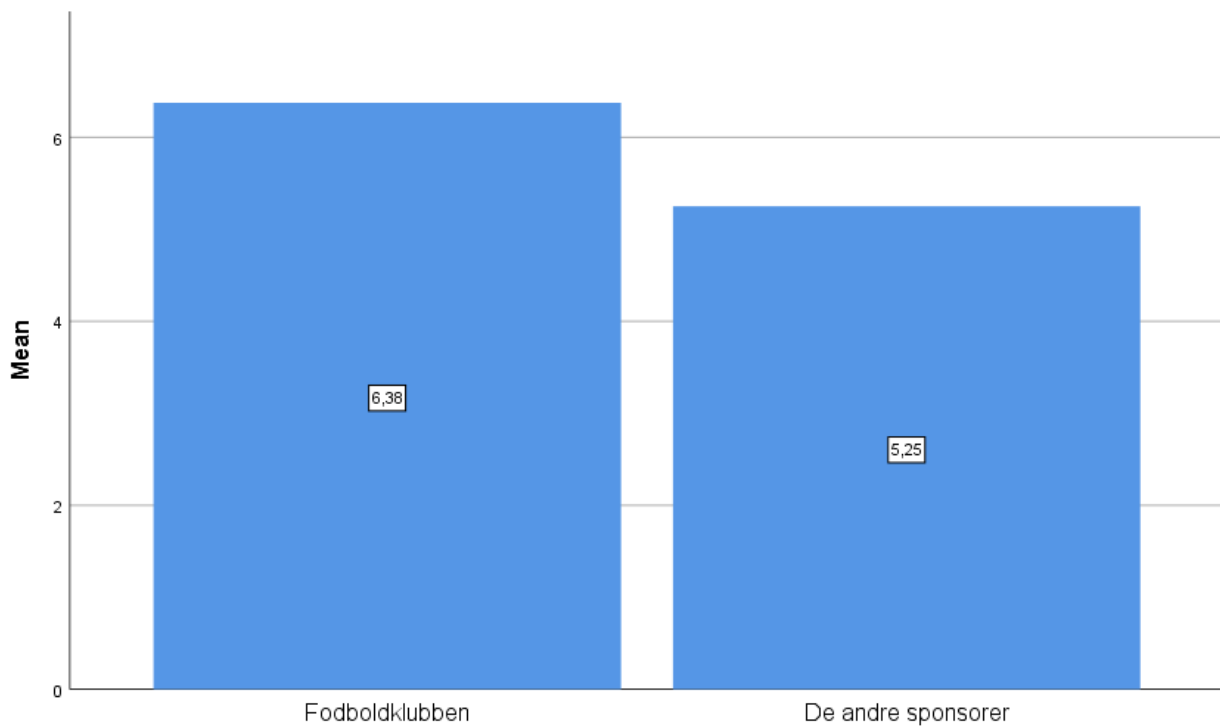
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Den professionelle fodboldklub	69	0	7	5,88	1,632
De andre sponsorer	69	0	7	4,45	2,026
Valid N (listwise)	69				

Appendix 3: Descriptive statistics sponsee

Descriptive Statistics

	N	Range	Minimum	Maximum	Sum	Mean	Std. Deviation
Antal sponsorer	8	285	115	400	1977	247,13	95,096
Valid N (listwise)	8						



Descriptive Statistics

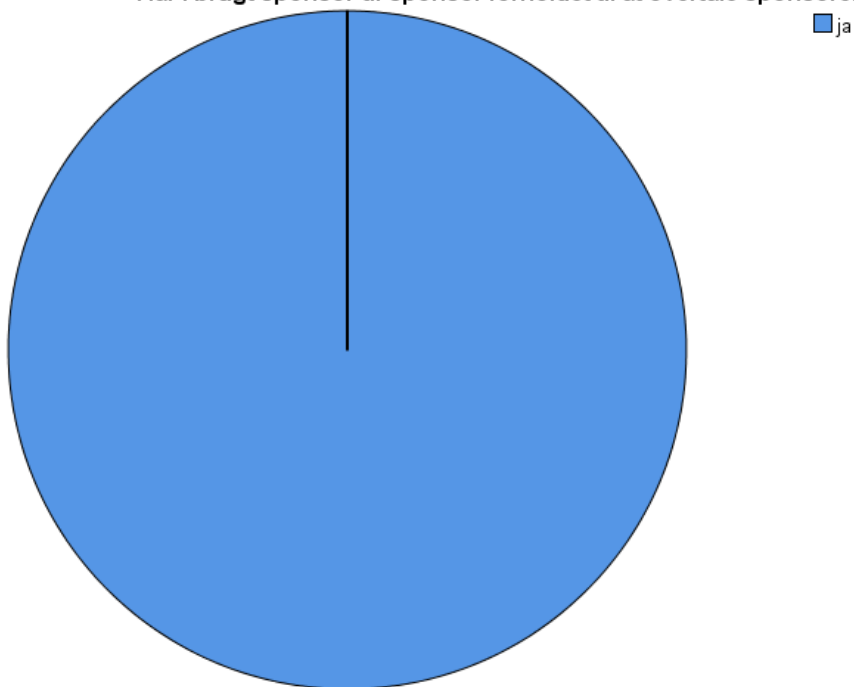
	N	Minimum	Maximum	Mean	Std. Deviation
Fodboldklubben	8	5	7	6,38	0,744
De andre sponsorer	8	3	7	5,25	1,282
Valid N (listwise)	8				

Appendix 4: Frequency sponsee

Har i brugt sponsor-til-sponsor forholdet til at overtale sponsorer

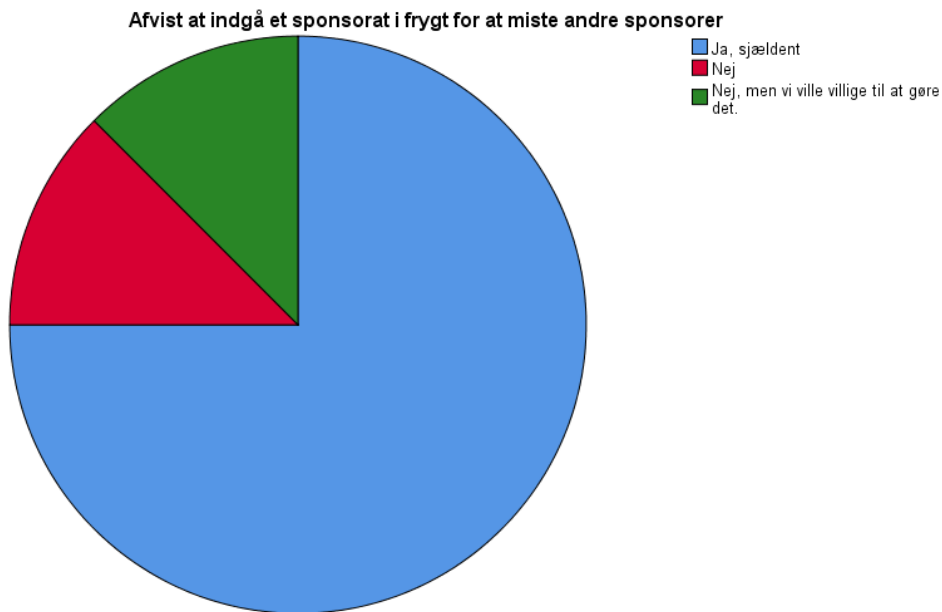
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ja	8	100	100	100

Har i brugt sponsor-til-sponsor forholdet til at overtale sponsorer



Afvist at indgå et sponsorat i frygt for at miste andre sponsorer

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ja, sjældent	6	75	75	75
	Nej	1	12,5	12,5	87,5
	Nej, men vi ville villige til at gøre det.	1	12,5	12,5	100
	Total	8	100	100	



2. Som den part der bliver sponsoret, ser i det som en fordel eller ulempe for jeres sponsorer at der er mere end én? *

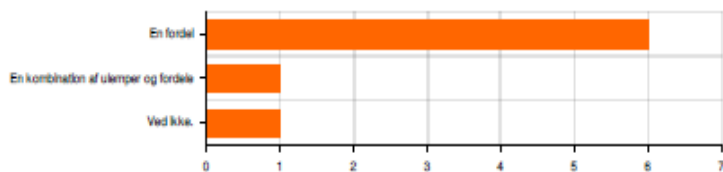
Antal deltagere: 8

6 (75.0%): En fordel

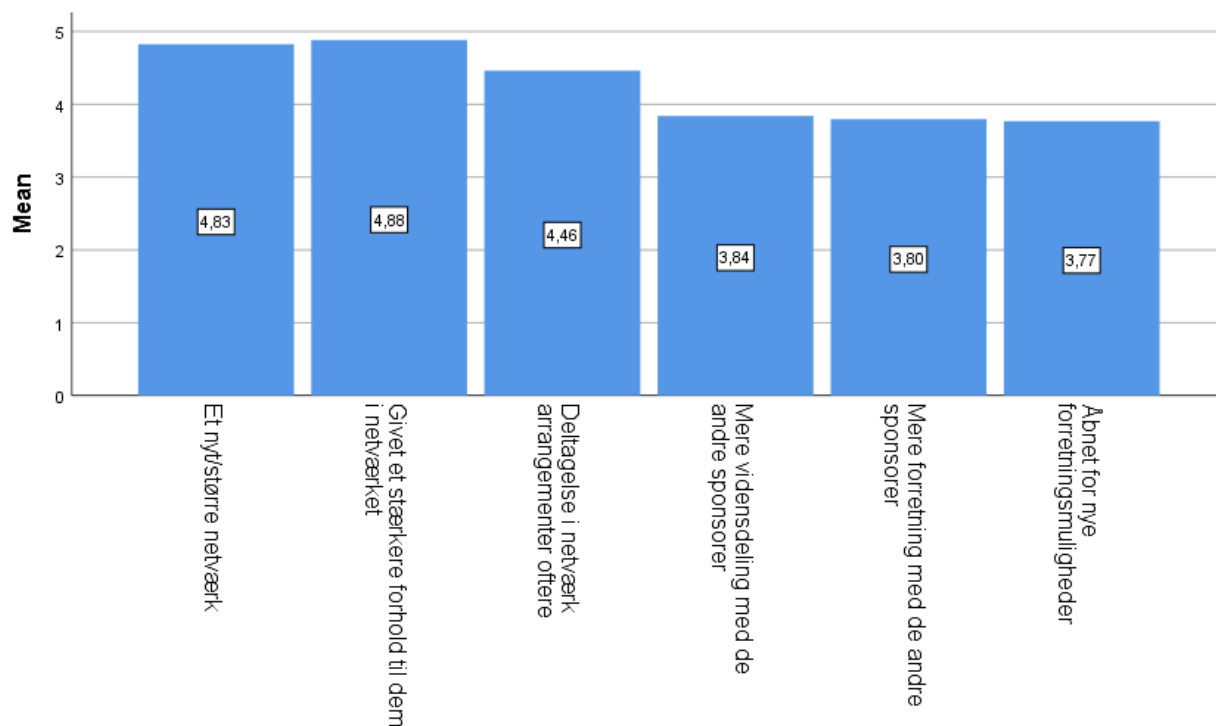
- (0.0%): Ulempe

1 (12.5%): En kombination af ulemper og fordele

1 (12.5%): Ved ikke.



Appendix 5: One-sample T test Sponsor

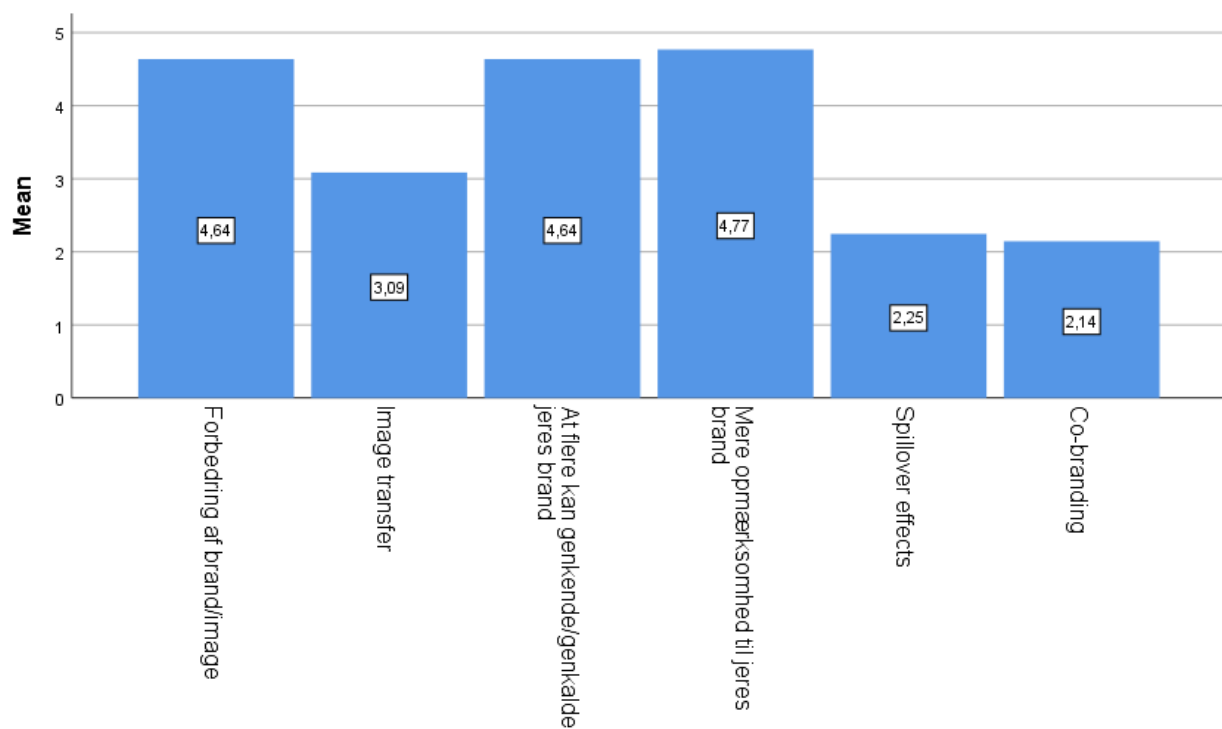


Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
Givet et stærkere forhold til dem i netværket	69	1	7	4,88	0,193	1,605
Et nyt/større netværk	69	1	7	4,83	0,199	1,653
Deltagelse i netværk arrangementer oftere	69	0	7	4,46	0,229	1,899
Mere vidensdeling med de andre sponsorer	69	0	7	3,84	0,225	1,868
Mere forretning med de andre sponsorer	69	0	7	3,8	0,237	1,967
Åbnet for nye forretningsmuligheder	69	0	7	3,77	0,238	1,979
Valid N (listwise)	69					

One-Sample Test

	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Et nyt/større netværk	4,15	68	0	0,826	0,43	1,22
Givet et stærkere forhold til dem i netværket	4,577	68	0	0,884	0,5	1,27
Deltagelse i netværk arrangementer oftere	2,029	68	0,046	0,464	0,01	0,92
Mere vidensdeling med de andre sponsorer	-0,709	68	0,481	-0,159	-0,61	0,29
Mere forretning med de andre sponsorer	-0,857	68	0,395	-0,203	-0,68	0,27
Åbnet for nye forretningsmuligheder	-0,973	68	0,334	-0,232	-0,71	0,24



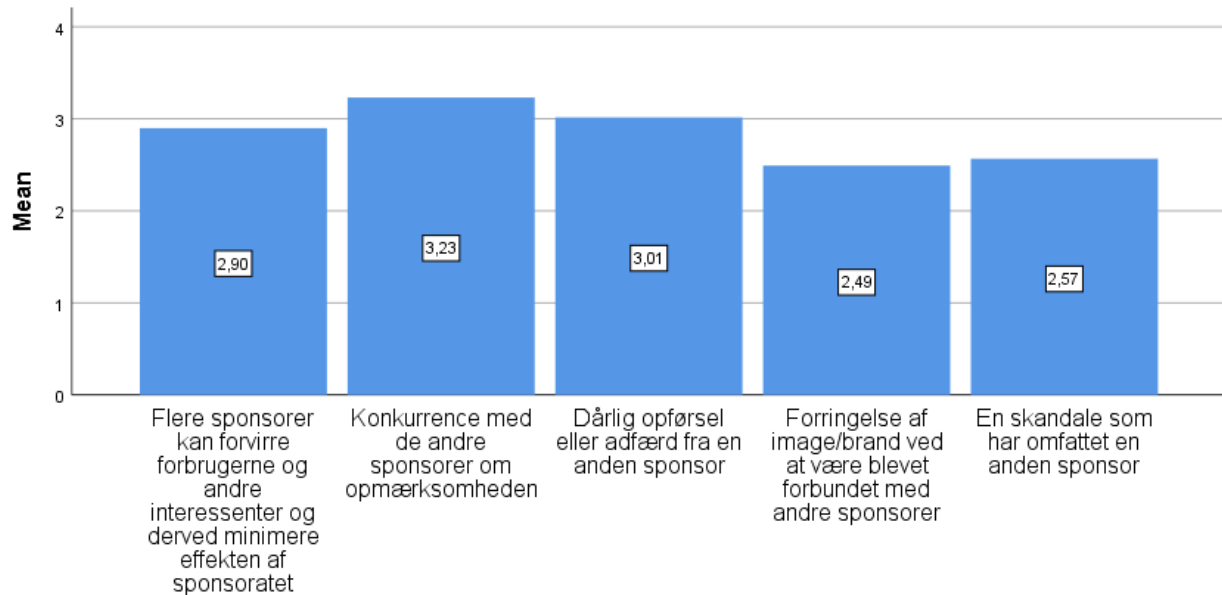
Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
Mere opmærksomhed til jeres brand	69	0	7	4,77	0,231	1,919
Forbedring af brand/image	69	0	7	4,64	0,224	1,863
At flere kan genkende/genkalde jeres brand	69	0	7	4,64	0,24	1,992
Image transfer	69	0	7	3,09	0,232	1,931
Spillover effects	69	0	6	2,25	0,223	1,85
Co-branding	69	0	7	2,14	0,213	1,768
Valid N (listwise)	69					

One-Sample Test

	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Forbedring af brand/image	2,844	68	0,006	0,638	0,19	1,09
Image transfer	-3,928	68	0	-0,913	-1,38	-0,45
At flere kan genkende/genkalde jeres brand	2,659	68	0,01	0,638	0,16	1,12
Mere opmærksomhed til jeres brand	3,326	68	0,001	0,768	0,31	1,23

Spillover effects	-7,873	68	0	-1,754	-2,2	-1,31
Co-branding	-8,716	68	0	-1,855	-2,28	-1,43



Descriptive Statistics

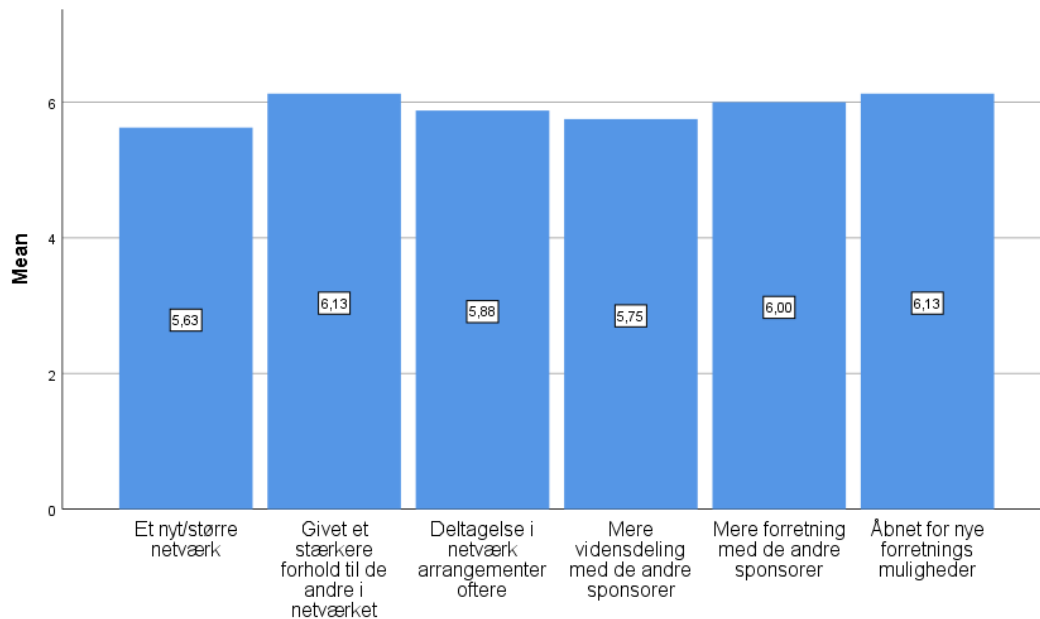
	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
Konkurrence med de andre sponsorer om opmærksomheden	69	0	7	3,23	0,234	1,941
Dårlig opførsel eller adfærd fra en anden sponsor	69	0	6	3,01	0,194	1,613
Flere sponsorer kan forvirre forbrugerne og andre interessenter og derved minimere effekten af sponsoratet	69	0	7	2,9	0,237	1,971

En skandale som har omfattet en anden sponsor	69	0	7	2,57	0,194	1,613
Forningelse af image/brand ved at være blevet forbundet med andre sponsorer	69	0	7	2,49	0,183	1,521
Valid N (listwise)	69					

One-Sample Test

	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Flere sponsorer kan forvirre forbrugerne og andre interessenter og derved minimere effekten af sponsoratet	-4,641	68	0	-1,101	-1,58	-0,63
Konkurrence med de andre sponsorer om opmærksomheden	-3,287	68	0,002	-0,768	-1,23	-0,3
Dårlig opførsel eller adfærd fra en anden sponsor	-5,074	68	0	-0,986	-1,37	-0,6
Forningelse af image/brand ved at være blevet forbundet med andre sponsorer	-8,233	68	0	-1,507	-1,87	-1,14
En skandale som har omfattet en anden sponsor	-7,388	68	0	-1,435	-1,82	-1,05

Appendix 6: One-sample T test Sponsee

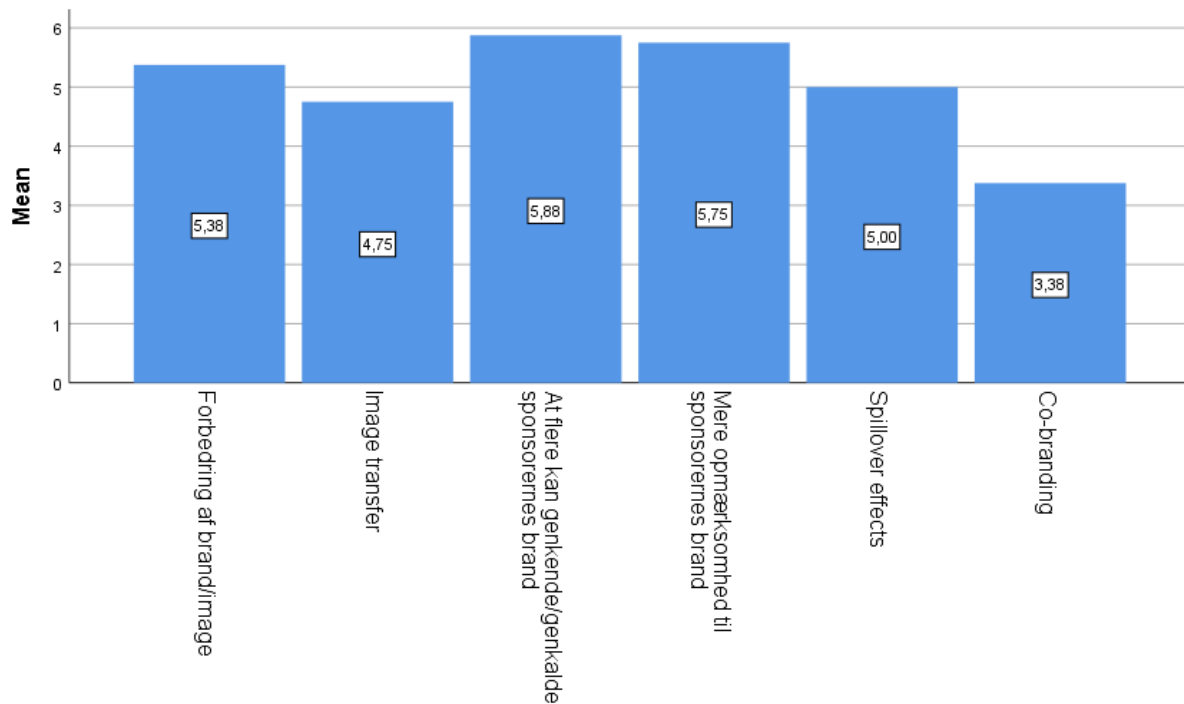


Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
Givet et stærkere forhold til de andre i netværket	8	5	7	6,13	0,295	0,835
Åbnet for nye forretnings muligheder	8	5	7	6,13	0,295	0,835
Mere forretning med de andre sponsorer	8	5	7	6	0,378	1,069
Deltagelse i netværk arrangementer oftere	8	4	7	5,88	0,398	1,126
Mere vidensdeling med de andre sponsorer	8	3	7	5,75	0,491	1,389
Et nyt/større netværk	8	0	7	5,63	0,865	2,446
Valid N (listwise)	8					

One-Sample Test

	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Et nyt/større netværk	1,879	7	0,102	1,625	-0,42	3,67
Givet et stærkere forhold til de andre i netværket	7,202	7	0	2,125	1,43	2,82
Deltagelse i netværk arrangementer oftere	4,71	7	0,002	1,875	0,93	2,82
Mere vidensdeling med de andre sponsorer	3,564	7	0,009	1,75	0,59	2,91
Mere forretning med de andre sponsorer	5,292	7	0,001	2	1,11	2,89
Åbnet for nye forretnings muligheder	7,202	7	0	2,125	1,43	2,82

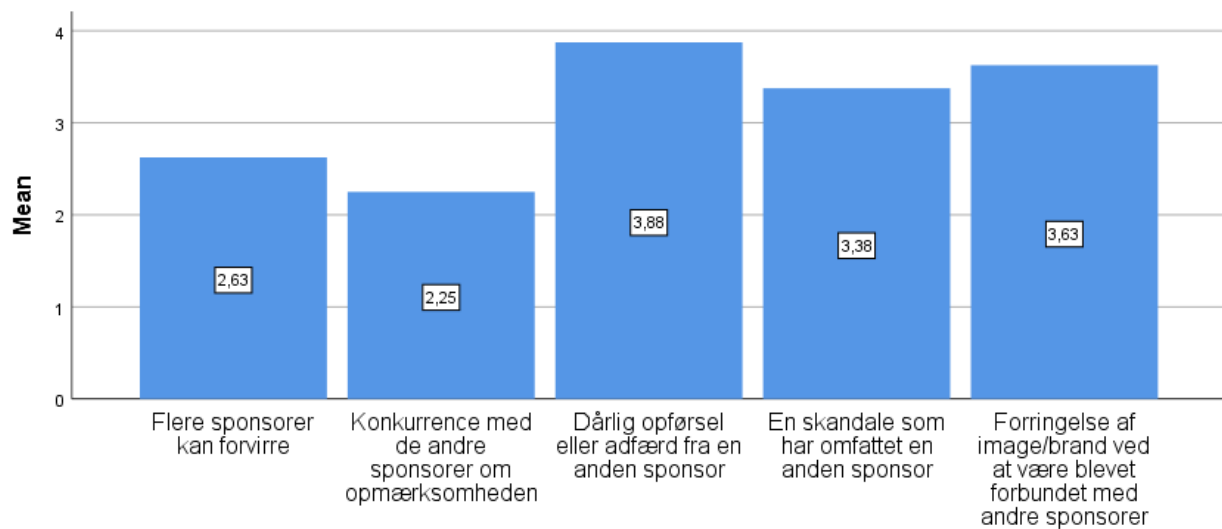


Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
At flere kan genkende/genkalde sponsorernes brand	8	5	7	5,88	0,295	0,835
Mere opmærksomhed til sponsorernes brand	8	4	7	5,75	0,366	1,035
Forbedring af brand/image	8	4	7	5,38	0,375	1,061
Spillover effects	8	0	7	5	0,756	2,138
Image transfer	8	0	7	4,75	0,726	2,053
Co-branding	8	0	6	3,38	0,844	2,387
Valid N (listwise)	8					

One-Sample Test

	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Forbedring af brand/image	3,667	7	0,008	1,375	0,49	2,26
Image transfer	1,033	7	0,336	0,75	-0,97	2,47
At flere kan genkende/genkalde sponsorernes brand	6,355	7	0	1,875	1,18	2,57
Mere opmærksomhed til sponsorernes brand	4,782	7	0,002	1,75	0,88	2,62
Spillover effects	1,323	7	0,227	1	-0,79	2,79
Co-branding	-0,741	7	0,483	-0,625	-2,62	1,37



Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
Dårlig opførsel eller adfærd fra en anden sponsor	8	1	7	3,88	0,766	2,167
Foringelse af image/brand ved at være blevet forbundet med andre sponsorer	8	1	5	3,63	0,596	1,685
En skandale som har omfattet en anden sponsor	8	1	5	3,38	0,532	1,506
Flere sponsorer kan forvirre	8	1	4	2,63	0,375	1,061
Konkurrence med de andre sponsorer om opmærksomheden	8	1	4	2,25	0,313	0,886
Valid N (listwise)	8					

One-Sample Test

	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Flere sponsorer kan forvirre	-3,667	7	0,008	-1,375	-2,26	-0,49
Konkurrence med de andre sponsorer om opmærksomheden	-5,584	7	0,001	-1,75	-2,49	-1,01
Dårlig opførsel eller adfærd fra en anden sponsor	-0,163	7	0,875	-0,125	-1,94	1,69
En skandale som har omfattet en anden sponsor	-1,174	7	0,279	-0,625	-1,88	0,63
Forningelse af image/brand ved at være blevet forbundet med andre sponsorer	-0,629	7	0,549	-0,375	-1,78	1,03