

## A Typology of Sponsorship Activity

Sponsorship is attracting increasing academic research interest outside the confines of specialist sport and sponsorship journals. A number of mainstream journals have published special issues examining sponsorship related topics (Asia-Australia Marketing Journal (1997), International Marketing Review (1997), Psychology and Marketing (1998, 2001), International Journal of Advertising (1998), European Journal of Marketing (1991, 1999), Journal of Advertising Research (2001)). In addition, papers examining sponsorship related topics have appeared in a number of regular issues of mainstream journals (Clark, Cornwell, & Pruitt, 2002; Cornwell, Weeks, & Roy, 2005; Johar & Pham, 1999; Klineciewicz, 1998; McDaniel, 1999; Speed & Thompson, 2000).

This academic interest is in part a reflection of the increasingly significant role of sponsorship in the marketing activities of firms. Sponsorship spending has increased significantly around the world, and although reported figures of sponsorship expenditure must be viewed with some care given the confidentiality of most contracts, there can be no doubt that global expenditure on sponsorships and associated activities constitutes a significant proportion of corporate communications budgets.

Marketing activities are being subject to scrutiny over the ability to deliver commercial outcomes and as pressure is increasing for the marketing discipline to provide meaningful metrics, the sponsorship industry retains a strong focus on the importance of evaluating its effectiveness in delivering sponsors' objectives. As research into how sponsorship has an effect continues (Cornwell, Weeks, & Roy, 2005) and the combinations of sponsorship resources and objectives grow in complexity and variety, the ability to accurately compare sponsorship opportunities in different circumstances becomes increasingly important to researchers and organisations involved in sponsorship planning and implementation.

This chapter will propose a typology of sponsorship activities, the purpose of which is to describe "ideal types" of sponsorships that provide the most efficient combination of sponsorship resources for achieving particular sponsorship objectives. This typology should serve as a research tool for the comparison of sponsorship activities; it should provide an impetus to further sponsorship research and it should provide an important strategic tool for sport organisations in their planning, development and packaging of sponsorship rights.

We define sponsorship as the exchange of resources between sponsor and sponsipient for mutual benefit; the benefit to the sponsor being the receipt of rights of association which give access to resources that will assist in the achievement of commercial corporate objectives. We offer the term

sponsipient as an alternative to 'sponsee' or 'property' and define sponsipient as the recipient of sponsorship.

If we consider the observation that expertise in sponsorship implementation can become a resource-based competitive advantage for sponsors (Amis, Pant, & Slack, 1997; Amis, Slack, & Berrett, 1999; Fahy, Farrelly, & Quester, 2004) in conjunction with the idea that sponsorship can be characterised as a business to business relationship (Farrelly & Quester, 2003) it can be argued that competence in development and packaging of sponsorship resources can become a source of competitive advantage for sponsipients as well. It is clear that it is advantageous from the point of view of both sponsor and sponsipient to share a common understanding of the ideal set of sponsorship resources required to serve any particular corporate objective when negotiating and jointly implementing resource-based sponsorships.

From the sport organisations' perspective, their dependence on sponsorship revenue requires them to be adept at satisfying sponsors and delivering on their objectives. To aid this, the language of interaction between sponsor and sponsipient needs to be precise and an understanding of the most efficient use of sponsorship resources to achieve objectives needs to be shared. This allows sponsors to be efficient in their choice of sponsorship resources and encourages sponsipients to be parsimonious and appropriate in their construction of sponsorship packages.

Observing the activities of sponsors from the market place, we do not know the strategies upon which their practices are based, nor do we know how well companies integrate these activities into an overall communications strategy (See Cornwell and Maignan (1998) for a review of sponsorship research). Through the media we know that event sponsors vary widely in the rights they seek and the activities they undertake in attempting to extract maximum benefits from these resources however we have no tools that identify where comparison between sponsorships is appropriate and where it is not. Researchers have made explicit calls for such tools (Cornwell & Maignan, 1998).

In answer to such calls we offer a typology of sponsorship activity that provides a basis to explain the differences we see between sponsorships. Our objective is to create a framework to ensure greater generalisability of sponsorship research in future and to articulate an explicit connection between the resources offered by the sponsipient and the objectives of the sponsor.

#### <A>Taxonomy and Typologies<A>

The objective of taxonomic approaches is to identify a "natural" (or at least defensible) grouping of cases as a mechanism to aid research. It is rarely an end in itself (See (Tiryakian, 1968)for discussion of the development and history of taxonomic approaches in the social sciences). Once cases are successfully classified, researchers may use the classification for prediction, for instance as an independent variable in prediction, or as moderator of the

relationship between two other variables. The classificatory process can be carried out in two ways - either *post hoc*, by measuring similarities and differences within a sample, or *a priori*, by using a classification scheme derived from some conceptual framework.

An *a priori* classification scheme consists of explicit decision rules that create a mutually exclusive and exhaustive set of groups of empirical cases. The term “typology” is reserved for *a priori* classification schemes which create a mutually exclusive and exhaustive set of ideal types. The existence of ideal types has particular implications in the use of typologies. Firstly, they are extreme, abstract cases that might conceivably exist in real cases but should not be expected. Hence they do not represent categories, since all empirical examples are expected to deviate from the ideal. We therefore do not propose that this typology should be used to generate classifications of cases. What is significant is the degree to which a case is similar or dissimilar to an ideal case. Hence we propose that this typology be used to generate a measure of deviation from each ideal type.

Typologies highlight the relationship between the internal consistency amongst the constructs used in their development within an ideal type and the dependent variable (Doty & Glick, 1994). Ideal types represent cases where a particular configuration amongst these constructs is achieved, and so a particular effect on the dependent variable is hypothesised. Failure to achieve a configuration conforming to an ideal type represents a degree of

dissimilarity to that ideal type. Hence the same effect on the dependent variable is no longer hypothesised to occur.

With these observations in mind, we seek to propose a typology of sport sponsorship activity. We believe this is an important step in assisting researchers and managers to identify more clearly best practice in sport sponsorship, and to allow systematic examination and testing of alternative methods of sponsorship implementation. Doty and Glick (1994 p.232) define a typology as “a conceptually derived interrelated set of ideal types ... each of which represents a unique combination of the ... attributes that are believed to determine the relevant outcomes”. In this case, the relevant outcome is the performance of the sponsorship. In the following sections we seek to identify the attributes of sponsorships that might be utilised in defining a set of ideal types, and identify the implications of this typology for both empirical and conceptual research. We also discuss the implications for sponsorship practitioners.

### **<B>Sponsorship Characteristics<B>**

The term “sponsorship” is used to cover a wide range of activity. Our definition: “the exchange of resources between sponsor and sponsipient for mutual benefit; the benefit to the sponsor being the receipt of rights of association which give access to resources that will assist in the achievement of commercial corporate objectives” emphasises that sponsorship is a

resource-based activity that centres upon the concept of value exchange. It illustrates that sponsorship is not altruism nor is it philanthropy. It implies that sponsors need to engage in activity in addition to entering into a sponsorship in order to achieve their objectives.

If sponsorship decisions are the outcomes of a deliberate, strategic process intended to achieve some rational objective, then sponsorship activities that are observed in the market place represent the implementation of this sponsorship. Hence the sponsorship activities undertaken should be determined by the objectives set.

The resources available will also limit the activities undertaken. Any strategic decision process seeks to achieve the objective given the constraints imposed by the resource availability. Hence, in understanding the actions of sponsors, it is important to recognise that the resource base for any sponsorship campaign are the rights that are granted to the sponsor by the sponsipient.

In the interests of parsimony, we have concentrated this typology on the sponsorship of events, although many of the principles outlined are applicable to other forms of sport sponsorship.

**<B>Targets and Objectives<B>**

Various authors (Abratt, Clayton and Pitt 1987; Thwaites 1995; Apostolopoulou, 2004 #54; Tomasini, 2004 #53} have investigated the possible commercial objectives set for sponsorships. We have categorised objectives on the basis of targets in Table One. In general, targets for sponsorships can be classified as consumer or non-consumer. When the target of the sponsorship is consumers, the objectives are brand-related or sales-related. Typically, consumer-based objectives are to increase brand awareness, to have some impact upon brand attitudes and perceptions, to stimulate trial or to win sales.

Non-consumer targets of sponsorship are channel members, the employees and management of the sponsor and the government or community with which the sponsor interacts. A third sub-division of targets is that containing competitors, in that a competitor becomes a target of the sponsorship if the objective of the sponsorship is to block a competitor from having the opportunity to sponsor the event.

Table One. Sponsorship Targets and Objectives

<b>Target</b>	<b>Objective</b>
Consumers	Raise awareness, impact brand attitudes and perceptions, stimulate trial and sales
Channel Members	Raise awareness, impact brand attitudes and perceptions, garner distribution commitment and develop trade relationships
Employees & Management	Impact brand attitudes, motivation, improved internal relationships
Community & Government	Raise awareness, impact brand attitudes and perceptions, demonstrate involvement in community, enhance relationships
Competitors	Exclude from opportunity

## Resources

Sponsorship contracts can provide a wide variety of resources that may be used in pursuit of a corporate objective. These resources are summarised in Table Two.

Table Two. Primary and Secondary Sponsorship Resources

Primary Resources	Definition
Naming right	Brand name becomes part of event name
Signage	On-ground and on-broadcast exposure of sponsor name through signs at venue
Equipment logos	On-ground and on-broadcast exposure of sponsor name through signs on equipment
Equipment used	Use of sponsor's equipment in the event
Speech	The right to make presentations/speech at the event
Secondary Resources	
Sponsor status	Association of brand name with event in event promotion, publicity and media coverage
Event identifiers	The right to use event identifiers
Hospitality	Access to hospitality at the event
Seating	Access to seating at the event
Unique Opportunity	Access to participants during event
Exclusive sale	The sole right to sell product through event outlets
Samples	The right to distribute product samples at the event
Product info	The right to distribute product information at the event
Merchandising	The right to develop event related products
TV ads	The right to advertising slots during event telecast
TV footage	The right to use event footage in subsequent advertising
Endorsement	The right to use the event or participants as product endorsers
Player visit	The right to use participants for in-house motivation/presentations/coaching
Player appearance	The right to use participants for in-store appearances

A primary sponsorship resource is one that achieves its effect as a result of the event occurring, and where no further investment by the sponsor is required.

A secondary sponsorship resource is a resource provided to the sponsor that requires additional investment to achieve its effect. Some resources have an impact at the event because they can be seen by those attending the event.

Media coverage of an event increases the audience of the event and thus the size of the target audience of primary resources. Some primary resources can be leveraged by added investment, but as these resources will have an effect without such leveraging, they remain primary resources.

Sponsors can build these sponsorship resources into their own promotional activity either as the basis of sponsorship-themed marketing communications or to engage in what Cornwell (1995) calls “sponsorship-linked marketing” (p15). Both these sets of activities are described as sponsorship “leveraging”. Such activities are intended to increase the benefits obtained through the sponsorship association. It is the resources which are being leveraged and we define those resources which require leveraging to have an effect as secondary resources.

#### <A>Conceptual Framework<A>

We see the role of this typology as explaining the performance of sponsorships as a consequence of the consistency amongst the constructs used in their development. We propose that the performance of a sponsorship is conditional upon the consistency between the objectives set for the sponsorship and the resources available to implement the sponsorship. The typology we propose is a set of ideal types and these ideal types represent situations where such consistency is achieved. There is a fundamental assumption that the ideal type describes the achievement of the objective with the least use of resources.

The managerial decision-making literature has long recognised the implications for performance arising from the relationship between a firm’s

objectives and resources. We know that managers must employ their resources to best assist them to achieve their objectives. We also know that managers must set objectives that can be realistically achieved using their available resource base. The achievement of consistency between objectives and resources is a fundamental element in the strategy-making process. The 'resource view' of the firm proposes that it is the deployment of resources which is the basis of sustainable competitive advantage. We define sponsorships as exchanges of resources, and successful sponsorships occur because firms treat them as such and develop strategic competencies around specific sponsorships (Amis, Slack, & Berrett, 1999). As providers of these resources, sport organisations have a critical role in developing the bundle of resources offered to firms and it is critical for the mutual achievement of objectives that sport organisations develop a parallel competence in understanding the strategic value to the sponsor of the resources being exchanged.

In sponsorship, as in any aspect of marketing strategy, consistency between objectives and resources creates greater effectiveness and efficiency, and so impacts on sponsorship performance. For any given objective, there are resources that enhance our ability to achieve that objective, so improving effectiveness. There are also resources that do not affect our ability to achieve that objective, but if these resources must be paid for, then efficiency declines. Similarly a given resource set might be better suited to the pursuit of one particular objective rather than another. Pursuing the wrong objective using that resource set reduces effectiveness. A given resource set might contain

resources that are well suited to the pursuit of one particular objective along with resources that are not suited to the pursuit of that objective. In this case the additional resources are redundant and efficiency is reduced.

#### <A>The Dimensions of Classification: Targets and Objectives.<A>

The resources that are available to sponsors have different value depending on the objectives sought. In identifying consistency between objectives and resources, we classify resources on the basis of two dimensions.

The first dimension is the target of the sponsorship; that is whether those resources relate to event attendees, or whether they relate to a wider audience of non-attendees. This classification is relevant whether targets are consumers or not.

The second dimension is the nature of the objectives sought. For consumers we assume a hierarchy of effects model for the impact of sponsorship (although Cornwell, Weeks and Roy (2005) suggest a number of alternatives) and as such the objectives can be to change awareness, to have an impact upon brand image, or to stimulate trial or purchase.

With regard to non-consumer target, it is legitimate for sponsors to have brand awareness and image impact objectives for channel members and members of the community and government. These objectives will be satisfied using the

same resources as for consumer targets. For channel members, the two other objectives of a sponsorship are to garner channel distribution commitment for the sponsor's products and to improve trade relationships. For community and government targets, additional objectives for sponsors are to demonstrate involvement in the community and to enhance relationships with the community and with government. Objectives for sponsorships targeting employees and management can be to improve brand image, to motivate and to improve internal employee relations.

#### <B>Sponsorship Target<B>

Resources located at the event have greater value when the target for the sponsorship is attendees rather than non-attendees. These resources include rights to sales and information outlets. Signage rights, logos on equipment and product use in the event are effectively rights to advertising media at the event. Presentations and speeches made by executives of the sponsor company are also seen at the event. These rights will only have value for a sponsor pursuing objectives relating to non-attendees if the event, and the signage, logos and speeches, receive media coverage. This media coverage may be a result of telecast (television coverage of the event), broadcast (radio coverage of the event), or broadband coverage (internet or mobile phone streaming). Media coverage may also be a product of news coverage of the event on any news medium. These two forms of media coverage can be classified as 'direct' or 'news' coverage.

The naming right resource, that is where the sponsor's name becomes part of the name of the event, has value when the target for the sponsorship is attendees. Attendees can be exposed to the event name association through event materials such as tickets, programmes and announcements. The value when the target for the sponsorship are non-attendees depends on the extent to which the event is promoted, and the name association with it, and the extent to which the event receives publicity and media coverage that exposes the name association.

Resources that can be utilised away from the event have greater value when the target for the sponsorship is non-attendees rather than attendees. These rights include the right of sponsor status, where the sponsor has the right to have its brand name or logo on promotional material associated with the event; rights to TV advertising during event coverage; the right to use event identifiers in promotional activity and product packaging; the right to use event footage or images and the right to use the event or participants as product endorsers in subsequent promotions, in-store appearances, or as sponsor work place visitors. Merchandising rights, being the right to use event identifiers to develop event-related products, have evolved from being an activity that was directed primarily at attendees seeking souvenirs to an activity targeted at the general public.

<B>Nature of the Objectives<B>

In addition to the target for the sponsorship, the other variable which affects the value of a sponsorship resource is the nature of the objectives sought. Resources that have particular value when a sponsor has a behavioural objective, such as sales, are those that give direct access to the consumer at the point of sale. An exclusive pouring right is one of the few situations that allow for the artificial restriction of the consideration set. These pouring rights allow exclusive sales outlets at the event.

The right to use event identifiers (event logos or images) on product packaging provides a resource to differentiate a product to the consumer whilst they are considering purchase.

Seating and hospitality rights also present good opportunities to pursue sales based objectives because they can be used as part of incentive or reward programs for employees and channel members, or they can be used as prizes in sales promotions.

Another behavioural objective is product trial, which can be aided by the distribution of free samples to attenders.

Resources that are well suited to pursuing image objectives and affecting attitudes to the sponsoring brand are those where the links between the event and sponsor are clear to the consumer. Sponsorship research has repeatedly shown that where consumers see a fit between the sponsor and the event, there

is a greater impact from the sponsorship (Crimmins and Horn 1996). The basis of this image affect is the transfer of event attributes and meanings to the brand of the sponsor (Cornwell, Weeks, & Roy, 2005; Dean, 2002; Gwinner & Eaton, 1999; Speed & Thompson, 2000)

Equipment usage, where the sponsor's brand is used within the event as sporting equipment, provides an endorsement for the product in terms of its quality. The use of footwear, racquets in tennis, balls in many sports, oil and tyres in motorsports, are all examples of equipment usage. The provision by sponsors of timing equipment and computer services are examples of equipment usage within an event which are not directly used by the participants in the event but are nevertheless opportunities to demonstrate performance attributes of the sponsor's brand.

TV advertising slots, event identifiers, event footage and endorsements all provide opportunities to highlight the nature of the fit, and affect the image of the sponsoring brand. Since it is necessary to establish a link with the event to affect the image of the sponsor, the ability to provide information and samples to potential customers through the event is useful in pursuing image objectives only if such a link is made. Hence resources that provide inputs into the sponsor's own promotion provide an opportunity to affect brand image.

Sponsorship-linked marketing is "the orchestration and implementation of marketing activities for the purpose of building and communicating an association to a sponsorship" (Cornwell 1995, p15). The objective of this

form of sponsorship leveraging is to communicate the association between the sponsor and the event. Sponsorship-themed marketing communication is the use of event-linked attributes, images or resources to communicate directly about the sponsoring brand. Sponsorship-themed marketing can link attributes of the sponsored event to the brand without having to establish a link between the event and the brand.

An example of sponsorship-themed marketing communications was seen leading up to the 2006 Commonwealth Games. National Australia Bank (NAB), one of Australia's oldest and largest banks, was a major sponsor of the Games and was simultaneously engaged in a brand-building communications program after a corporate scandal. NAB used an unknown discus thrower in a television commercial and showed him receiving coaching from a middle-aged ballet teacher. The voice-over said, "sometimes, to get what you want, you need some words of experience. Which is where we come in." The advertising sought to use sponsorship-sourced imagery to say something about the brand. As the sponsorship-themed marketing communications objectives are brand-focussed rather than sponsorship-focussed, these objectives are likely to have a greater scope than the sponsorship objectives.

Where the target of the sponsorship is a non-consumer, the importance of the event to the community as well as a clear link between the event and the sponsor are important (Speed and Thompson 2000).

Resources that are well suited to pursuing brand awareness objectives are those that deliver high levels of brand name. It is in this area where name association, signage and logos can provide value. In addition, the ability to provide information and samples to potential customers through the event can also serve to create awareness for a product.

#### <A>Sponsorship Typology<A>

Identifying the sponsorship resources that are consistent with alternative objectives provides a conceptual framework for the construction of a typology of sponsorship activity.

#### <B>Consumer –Targeted Sponsorships<B>

For consumer-targeted sponsorships, the typology consists of six ideal types. They are distinguished from each other by their objectives in terms of communication (brand awareness, image or use) and their target audience (attendees and non-attendees), and by the ideal set of sponsorship resources for pursuit of this objective. The ideal set of sponsorship resources is subdivided into primary and secondary resources. The ideal types are summarised in the table below.

Table Three. Consumer-Targeted Sponsorships

<b>Target</b>	<b>Resource</b>	<b>Objectives</b>		
		<b>Awareness</b>	<b>Image</b>	<b>Use</b>
<b>Attendee</b>	<b>Primary</b>	Naming right Signage Equipment logo Equipment use Speeches	Naming right Signage and message and/or dominance Equipment logos Equipment use Speeches	
	<b>Secondary</b>	Samples Product info	Event identifier + Samples Event identifier + Product info	Exclusive sale Samples Event identifier at event POS
<b>Non-attendees</b>	<b>Primary</b>	Naming right + Media coverage Naming right + event promotion Signage + Telecast  Equipment logos + Telecast Equipment use + Telecast Speeches + telecast/broadcast	Naming right + Media coverage Naming right + event promotion Signage and message and/or dominance + Telecast  Equipment logos + Telecast Equipment use + Telecast Speeches + telecast/broadcast	
	<b>Secondary</b>	Sponsor status + Publicity + Advertising Event identifier + Advertising	Sponsor status + Publicity + Advertising Event identifier + Advertising Film/photo + Advertising Endorsement + Advertising Advertising purchase	Merchandising Event identifier + POS Hospitality + sales promotion Seating + Sales promotion Event identifier + Packaging

Because the relationship between objectives and resources has been previously discussed, the table is largely self-explanatory. A few clarifying notes on each ideal type are provided below.

<B>Attendee - Awareness Sponsorship (AAS) and Non-attendee - Awareness Sponsorship (NAS)<B>

Creating brand awareness involves enabling consumers to link the brand to its category (recall) and/or to its brand identifiers (recognition). Hence sponsorship to achieve brand awareness should generate exposure of the brand name, its category and/or its identifiers. Whether such exposure is to the attending audience or to non-attendees depends on the extent to which the event is televised or reported by the media. The primary resources used to satisfy the awareness objective is the same in each case.

Secondary resources for an attendee- awareness sponsorship are rights to distribute samples and product information. These resources require further investment by the sponsor to provide and distribute the material. For a non-attendee - awareness sponsorship secondary resources are those that can be leveraged to generate additional publicity for the brand name.

Brand awareness can exist without any opinion or image of the brand being held by the consumer. If a consumer can recall a brand name given a category cue, their ability to recall that brand name is unaffected by their knowledge of where they were exposed to that brand name. Hence for a sponsorship to create brand awareness, creating a link between the brand and the event is not necessary. For this type of sponsorship, leveraging is limited to seeking additional exposure for the brand name through publicity. In this type of sponsorship the sponsor is effectively using the sponsorship as the advertising medium.

#### **<B>Attendee - Image Sponsorship (AIS)<B>**

Attendee - image sponsorships are those where the objective is to change the image of the sponsoring brand amongst attendees. Hence the key resources for such a sponsorship are resources that allow a message about product attributes to be delivered at the event.

If the impact upon the image of the brand is to be achieved by attaching an attribute associated with the event to the brand, then a connection between the event and the brand needs to be established. In this circumstance, the communications message is more complicated than in the case for awareness building sponsorships. This reduces the value of relatively simple resources such as signage at an event. Signage that simply exposes the brand name does not necessarily establish a link of association between the event and the brand.

Hence it is not per se an image building resource. Its value in image building depends on the extent to which, through message, location or dominance, a valuable association can be made. Other valuable resources include naming rights, use of the product in the event and mention of the association between the product and the event during announcements and presentation speeches.

Secondary resources for an attendee - image sponsorship are rights to distribute samples and product information through which a message about product attributes can be delivered. These resources require further investment by the sponsor to provide and distribute material that assists in creating an image change.

#### <B>Non-attendee - Image Sponsorship (NIS)<B>

The key primary resources for non-attendee - image sponsorships are the same resources that allow a message about product attributes to be delivered at the event, coupled with television and media coverage. Secondary resources that require further investment are more extensive, and these would include media advertising access, endorsements and access to event footage, which can all be leveraged through further advertising.

It is worth noting that some of these secondary resources, or close substitutes for them, can be acquired without undertaking sponsorship. For instance a celebrity endorsement can be obtained directly from the individual participant

and footage that appears to be of the event can be acquired from other sources. It is the use of such promotions in the hope that consumers perceive them to be the use of secondary sponsorship resources by the actual sponsor that is the key strategy of sponsorship ambushers.

#### <B>Attendee - Use Sponsorship (AUS)<B>

Attendee - use sponsorships seek to change behaviour towards the product on site through stimulating product trial. The key resources for such a sponsorship are resources that give access to potential consumers. These would include rights such as exclusive sale, the distribution of product sample and of product information. As each of these rights require additional investment in the form of establishment and staffing of sales outlets at the event, and distribution efforts for samples, they are classified as secondary resources. An additional secondary resource is the right to use event identifiers in point of sale material on site.

#### <B>Non-attendee - Use Sponsorship (NUS)<B>

Non-attendee - use sponsorships seek to change behaviour towards the product off-site. All the resources in this case are secondary and require additional investment. Such a sponsorship may target consumers who view the opportunity to attend the event as an incentive to purchase a product. In these

circumstances seating and hospitality are valuable resources since they can be used as incentives for consumers.

Merchandising, where the sponsors creates product directly linked to the event (such as special edition cars or clothing) can be considered a secondary resource which will stimulate purchase. Other key resources for such a sponsorship are resources that allow the sponsor the ability to cue potential customers about their sponsorship whilst they are considering their purchase. Such resources would include permission to use event identifiers on the sponsor's packaging and point of sale material.

#### <B>Channel Member-Targeted Sponsorships<B>

Awareness and brand attitude effects will occur for members of the distribution channel in the same way that they occur for consumers, so the sponsorship ideals for these objectives are the same as those for AAS, NAS, AIS and NIS ideals. If a channel member happens to attend an event as a spectator, they will be targeted in the same fashion as consumers.

In a similar vein, channel commitment may come as a product of use of the product by channel members. As a result, a sponsorship which encourages channel members to use or trial the product will increase the likelihood of channel commitment. The resources for such a sponsorship are the same as the AUS. These resources are summarised in Table Four.

Table Four. Channel Member-Targeted Sponsorships

	Resource	Objectives			
		<b>Awareness</b>	<b>Image</b>	<b>Distribution Commitment</b>	<b>Improved Relationships</b>
<b>Attendee</b>	<b>Primary</b>	Signage Equipment logos Naming right Equipment use Speeches	Signage Equipment logos Naming right Equipment use Speeches		Unique opportunity Hospitality Seating
	<b>Secondary</b>	Samples Product info	Event identifier + Samples Event identifier + Product info	Exclusive sale Samples Event identifiers at event POS	
<b>Non-attendees</b>	<b>Primary</b>	Naming right + Media coverage Naming right + event promotion Signage + Telecast Equipment logos + Telecast Equipment use + Telecast Speeches + telecast/broadcast	Naming right + Media coverage Naming right + event promotion Signage + Telecast Equipment logos + Telecast Equipment use + Telecast Speeches + telecast/broadcast		
	<b>Secondary</b>	Sponsor status + Publicity + Advertising Event identifier + Advertising	Sponsor status + Publicity + Advertising Event identifier + Advertising Film/photo + Advertising  Endorsement + Advertising Advertising purchase	Merchandising  Event identifier + POS Event identifier + Cause-related marketing Seating + Sales promotion Event identifier + Packaging  Player appearance	Player visit

<B>Non-Attendee – Distribution Commitment Sponsorship (NDCS)<B>

Distribution channel members are more likely to support a product if they can be persuaded that the product will have high turnover, will have some distinguishing display feature, and will be profitable (REF?). The resources that deliver this ideal sponsorship are the same as those that will deliver increased use in consumer targeted sponsorships for non-attendees (NUS), with the addition of the right to player appearances. These in-store appearances if made available to distribution partners will generate traffic and aid turnover of the sponsor's product.

<B>Attendee Improved Relationship Sponsorship (AIRS)<B>

If a sponsor wishes to improved channel relationships, channel member impacts will occur when the targets are recipients of invitations to attend the event. When the sponsors can spend a day at an event in a corporate box or at an exclusive corporate dinner, intra-channel relationships will be improved. If the sponsor is able to take the channel member into the coach's pre-match address to the players, what we call a "unique opportunity", levels of trust within the channel are likely to increase.

### <B>Non-Attendee Improved Relationship Sponsorship (NIRS)<B>

One resource which may improve relationships with channel members that can be deployed away from the event is the player visit. If a participant in the event is made available by the sponsor to visit the work place of the channel member to address channel member organisations' employees, the relationship between sponsors and channel member must be improved.

### <B>Employee and Management-targeted Sponsorships.<B>

As employees and managers are already aware of the brand, objectives for sponsorships targeted at them are image impact, internal relationship building and rewards. Image impact is delivered to employees and managers as they are for consumers, through AIS and NIS sponsorships.

### <B>Employee/Management Motivation Sponsorships (EMMS)<B>

When a sponsors wishes to use its sponsorship for the purposes of motivation of employees and managers, incentives which link performance to the receipt of special privileges of attendance at the sponsored event can only be delivered to attendees.

**<B>Employee/Management Relationship Sponsorships (EMRS).<B>**

Internal relationships can be improved by the social interaction of employees and managers at sporting events. This improvement can be delivered by the use of sponsorship resources such as unique opportunities, hospitality and seating at the event. Non-attendees can be targeted by the use of player visits to the sponsor's workplace to improve internal employee relations.

Table Five. Employee/management Targeted Sponsorships

		<b>Objectives</b>	
<b>Targets</b>	<b>Resources</b>	<b>Motivation</b>	<b>Improved internal relationships</b>
<b>Attendee</b>	<b>Primary</b>	Unique opportunity Hospitality Seating	Unique opportunity Hospitality Seating
<b>Non-Attendee</b>	<b>Secondary</b>		Player visits

**<B>Community and Government-Targeted Sponsorships<B>**

For communities and government, the objectives are to impact brand image, to demonstrate involvement with the community and to enhance government relationships. Image impact will be achieved as it is for consumer targeted sponsorships, by the use of AIS and NIS sponsorships.

**<B>Non-Attendee Community Involvement Sponsorship (NCIS)<B>**

Involvement with the community will be achieved by using the same set of resources as consumer-targeted image objectives because there would need to be a link between the event and the sponsor in the minds of the target, and so this is a more exacting communications objective than that of brand awareness. These objectives are delivered to attendees by the same set of resources as in AIS sponsorships.

The set of resources to deliver the evidence of community involvement objective to non-attendees is the same as the NIS sponsorship but with the added opportunity of using player visit rights to target specific groups within the community. Improved government relationships would be achieved through IGR sponsorships.

Table Six. Community/Government Targeted Sponsorships

<b>Targets</b>	<b>Objectives</b>		
	<b>Resources</b>	<b>Evidence of Community Involvement</b>	<b>Improved Government relationships</b>
<b>Attendees</b>	<b>Primary</b>	Naming right Signage and message and/or dominance Equipment logos Equipment use Speeches	Unique opportunity Hospitality Seating
	<b>Secondary</b>	Event identifier + Samples Event identifier + Product info	
<b>Non-Attendees</b>	<b>Primary</b>	Naming right + Media coverage Naming right + event promotion Signage and message and/or dominance + Telecast Equipment logos + Telecast Equipment use + Telecast Speeches + telecast/broadcast	Player visits
	<b>Secondary</b>	Sponsor status + Publicity + Advertising Event identifier + Advertising Film/photo + Advertising Endorsement + Advertising Advertising purchase Player Visits	

### <A>Empirical Use of the Typology<A>

As noted previously, the value of a typology of ideal types does not lie in classification, but in benchmarking. Distance from an ideal type is hypothesised to be negatively associated with sponsorship performance. In using a typology of this type empirically, it is necessary to measure the distance of each case from each ideal type. The techniques for doing this are well developed (see Doty and Glick 1994 for a review). It is worth noting that because the types presented are ideal types, there is no necessity for an actual case to resemble only one of the types. Hybrid types may exist. These are sponsorships where two objectives are being pursued. A typical example might be a sponsorship by a drinks company. Drinks firms will almost always pursue sales objectives at the event, alongside any awareness or image objectives they may hold. A hybrid sponsorship such as this is hypothesised to generate the required performance outcomes on both objectives, so long as the resource set that is consistent with each objective is present.

### <A>Theoretical Use of the Typology<A>

Since typologies are research tools, it is also important to examine what additional research directions a typology may open up. The typology proposed here has implications for the implementation of sponsorships. The

objectives sought and resources available form the basis for sponsorship activity, but the mechanism by which the sponsorship is implemented does not follow automatically from this base. However the implementation mechanisms that are likely to be well suited to that type of sponsorship can be hypothesised. Table two summarises potential extensions of the typology of consumer-targeted sponsorships to implementation and evaluation activities. All the cells in this table can be treated as hypotheses about the implementation and evaluation activities associated with an ideal type. The hypotheses should be stated in terms of closeness to the ideal type.

The typology proposed in this chapter draws on the role of objectives and resources in managerial decision making. Hence the results of managerial decision making in sponsorship are codified in terms of objectives sought and resources available.

The usefulness of the typology lies in the predictions that arise about how sponsorships will be implemented, how they will be integrated into a broader communications program, and how they will be evaluated. These predictions require empirical examination, and the typology proposed appears no more difficult to operationalise than any other application of typologies (Doty and Glick 1994). Sponsorship researchers have frequently pointed out the weakness of existing research into sponsorship practices and the difficulty of comparison of cases. We propose this typology as a tool for future investigations, and invite researchers to test its appropriateness.

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