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Charities Presented as “Sponsors” in Sports: Are Sports Teams’ Benevolence Beneficial for Concurrent Sponsors?

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## Summary

This study investigates implications of having a charity partner presented alongside sponsors in sports. This phenomenon is especially prevalent among football clubs, most prominently the partnership between Unicef and FC Barcelona. As there are poured billions into sponsorship deals every year it is paramount to investigate factors that can increase and decrease return on investment (ROI) of these deals; one such factor can be the presence of a charity partner.

This study considers brand recall and brand attitude transfer mainly. The study finds that a charity is easier to recall than a regular sponsor, which might reduce the ROI of the concurrent regular sponsors. Furthermore, it is hypothesised that the positive brand attitudes that are typically associated with a charity will transfer onto the other concurrent sponsors. The results confirm that brand attitudes can transfer to concurrent sponsors. More specifically, a charity partner will increase the sponsor attitude of the concurrent sponsors. Also, this study investigates effects related to if a charity is disliked, as it represents an area that has split opinions among the general public (refugee aid, environmental activists etc.), will the team and concurrent sponsors get negatively affected by its presence? The results show that the attitude towards the concurrent regular sponsors or the team itself is not negatively affected and that it actually can increase the sincerity and fit-perceptions of the concurrent regular sponsors due to contrast effects.

Implications for managers of sponsors, sports teams and charities are presented, where the results of this survey implicate that there are likely more benefits than there are drawbacks for all parties involved to include a charity among regular sponsors. Directions for future research concentrates on replicating the findings in a large-scale longitudinal study.

The authors hope the reader find this paper enlightening and enjoyable to read.

## 1. Introduction

In recent years, sports teams have partnered up with charities, to tap into their positive brand equity, and presented them alongside their regular sponsors. This is a form of cause related marketing (CRM). CRM is defined as “a commercial activity by which businesses and charities form a partnership with each other to market an image, product or service for mutual benefit” (BITC 2004). CRM is not philanthropy or altruism; it is a recognition by businesses that connecting with charities can be mutually beneficial. It is a win-win-win relationship between the business, the charity and the consumer (Adkins 2003). Typically, sports teams will partner up with charities where the sports team will do fundraising for the charity and promote it through its communication channels. Several teams also place the charity logo on their team jerseys. The rationale behind is that the charity makes the team look better among fans, the general public and other stakeholders, which in turn makes the team more attractive for sponsors and other partners. This is the ROI the sports team is looking for; it establishes the team at a moral high-ground relative to their competitors.

The focus of this study is the phenomenon where teams place the charity partners' logo on their team jerseys or otherwise present them in the same manner as their regular sponsors. This phenomenon has been especially prevalent in football; The most notable example is FC Barcelona's partnership with Unicef, where the club pays €2 million annually to Unicef and has the charity logo placed on the team jersey (Fundació FCB 2017). Other similar partnerships include clubs such as ACF Fiorentina, Liverpool FC and Aston Villa FC (Barry 2017). It is also well worth noting that 13 out of 16 teams in the Norwegian top division have a charity on their jerseys. Professional cycling is another sport where charity partners are presented similarly, examples are “The Livestrong Foundation” that was promoted by the teams Lance Armstrong rode for. More recently, Team Dimension Data has given their largest and most visually prominent place on their jersey to the charity “Qhubeka” (Team Dimension Data 2017).

Now, as the charities are presented alongside and in the same manner as sponsors are, it is likely that fans of sports teams perceive the charity partner in the same way regular sponsors are.

Sponsorship can be defined as: “When a brand or firm provide cash or other compensation in exchange for access to an object’s commercial potential to create exposure and association with the cause” (Olson 2010, 3). According to this definition, a charity cannot be defined as a sponsor per se. However, the charity offers compensation in the form of brand equity transfer to the sponsored object. The sponsor and sponsored object will over time become associated in the minds of the consumers and other public due to simultaneous processing (Crompton 2004). Sponsorships are today an increasingly important marketing communication tool due to privacy laws and restrictions on advertisements, changing viewing patterns of TV, and more attention to sponsored events and teams (Olson 2010; Olson and Thjømmøe 2011; Quester and Thompson 2001; Speed and Thompson 2000; Verity 2002). Sponsorship is utilised on a global basis where the total sponsorship spending is projected to be \$62.8 billion in 2017 (IEG 2017).

Sponsorship as a marketing communication tool is utilised mostly in sports, where it approximately accounts for two-thirds of all sponsorship spending (Crompton 2004; Verity 2002). Sponsorship spending in sport is also expected to have the highest growth rate among any property types with an annual growth rate of 4.7% in North-America (IEG 2017). Being by far the most popular sport over the globe, football plays an important role in the field of sports sponsorships (Totalsportek 2017). Sponsorship deals in football are therefore highly attractive due to the large and broad audiences that present favourable branding opportunities for the sponsoring brand.

Football teams rely on attractive sponsorship deals to cover the team's expenses. On the other hand, the benefits the sponsor seek in return for their substantial investment are of a more intangible character. Corporations and brands use sponsorships to increase awareness and recall of their brands and to enhance their brand equity (Meenaghan 1991). These two terms (increased recall and brand equity transfer) are amongst the most important reasons for corporations investing in sponsorships (Gwinner, Larson and Swanson 2009). Therefore, one sees the importance of research in this area.



Now, what are the possible issues with having a charity partner presented in the same way as a sponsor? In a multi-sponsor setting, can certain characteristics of one sponsor influence the recall of the other concurrent sponsors? In this case, can a charity “sponsor” influence how well the other concurrent regular sponsors are recalled? Can it be that the charity partner, that often gets substantial press coverage and has an almost exclusively positive reputation, can grab attention away from the regular paying sponsors? Which in turn can affect how well the fans remember the regular sponsors? This is the first research gap this study attempts to close.

The second gap is related to image/attitude transfer: There is very limited research related to attitude transfer between concurrent sponsors. Nobody has looked at charity partners in this context. There are indications that attitude/image transfer between concurrent sponsors occur (Carrillat, Harris and Lafferty 2010; Carrillat, Solomon and d’Astous 2015; Gross and Wiedmann 2015; Sattler, Schnittka and Völkner 2012). In this case, will the positive attitudes a charity has transfer to the regular sponsors? Can this in a sense counter the negative recall effect? Also, can the presence of a charity positively influence the attitudes towards the sports team?

Must a charity be liked to be a positive influence on concurrent sponsors and the team, or is it something inherently about charities that make them beneficial to have alongside other sponsors? Or will having a disliked charity partner just be negative for all parties involved? Most charities represent good causes. However, some causes (climate, vaccines, refugee aid etc.) have split opinions among the general public. Having a charity partner that represents such a cause might then be seen as somewhat controversial. This might hurt the sports team in some areas, and help it in others; it is not understood what and how. As the trend of having charity “sponsors” presented alongside regular sponsors grow, it is important to know what and how certain characteristics of a charity partner influence concurrent sponsors and the sponsored object (the sports team).

The third and fourth research issues in this study revolve around sincerity and fit-perceptions. Can the presence of a charity make concurrent sponsors seem sincerer? When it comes to fit-perceptions, this study looks at how this might be influenced by characteristics of one sponsor to the other concurrent sponsors. Can a sponsor

with likely much lower fit (in this case a charity “sponsor”) affect the fit-perceptions of the other concurrent regular sponsors in a positive direction?

Summing up, this paper will specifically research whether a charity partner can influence how well the other concurrent regular sponsors are recalled, if and how attitude transfers between concurrent sponsors and if a charity partner can influence sincerity and fit-perceptions. All in all, if the charity has a negative recall effect on concurrent sponsors, can this effect be compensated for by a likely positive transfer of attitudes and increased sincerity and fit-perceptions?

Overall, CRM and presenting charity partners in a similar manner to sponsors are widespread within sports. Also, there are significant gaps in the literature when it comes to charity partners in sports and how this affects recall. There is also very limited research related to attitude/image transfer between concurrent sponsors. Charity partners (both regular and controversial) are completely novel in this context. Considering the huge figures that are put into the overall sponsor market, it is important to research what consequences this has for sponsors of a team, the charities and the sports teams themselves.

## 2. Literature Review

### 2.1 Sponsorship Recall

The first facet of this study will explore if a charity “sponsor” in a multi-sponsor setting can be easier to recall and in turn affect the recall of the concurrent regular sponsors.

Keller (1993, 3) defines brand recall as “consumers' ability to retrieve the brand when given the product category, the needs fulfilled by the category, or some other type of probe as a cue”. Recall can be categorised into two categories: 1. *Unaided recall*: Normally seen as a two-stage process which requires both retrieval and discrimination of information (Lardinoit and Derbaix 2001). 2. On the other hand, *aided recall* (recognition) depends simply on the availability of information in memory (Park and Hastak 1994). Therefore, unaided recall effects are typically more valuable than aided brand recall as a stronger impression has been registered in the consumer's mind. One should, however, be aware that some consumer brand-choice decisions are not dependent on unaided recall (Krugman 1972).

In the marketing profession, there is consensus that there is a strong positive correlation between brand recall and brand choice (Alba, Hutchinson and Lynch 1991). Therefore, brand recall is a necessary condition for brand choice in several purchase decisions. In the sponsorship context, recall have been a heavily researched topic (e.g. Bill 2001; Lardinoit and Derbaix 2001; Wakefield, Becker-Olsen and Cornwell 2007). Several studies in the sponsorship context strongly suggest that sponsorships enhance recall of the sponsor's brand/brands (Johar and Pham 1999; Pham and Johar 2001; Rifon et al. 2004; Speed and Thompson 2000). Increased awareness and especially increased recall of a firm's brands are indisputable one of the most important reasons why marketing managers determine to invest millions of US dollars in sponsorship deals every year (Meenaghan 1991).

Related to sponsorship clutter, it is no surprise that when the number of sponsors increase, the recall and recognition of a specific sponsor in the clutter decrease (Cornwell and Relyea 2000). The way to alleviate this is to make your sponsor more prominent (e.g. better positioning, bigger size, colours) (Wakefield et al. 2007). Furthermore, sponsorship studies do also suggest that market prominence may influence sponsorship recall (Johar and Pham 1999).

### ***2.1.1 Press Coverage, Distinctiveness, Positive Reputation and Goodwill as Positive Reinforcers of Charity "Sponsor" Recall***

This study hypothesises that a charity "sponsor" will be more attention-grabbing and thus more prominent, than a regular sponsor. Hence, it will be easier to recall a charity "sponsor". This is primarily based on the increased media coverage and visibility the charity partner achieves, the probability that a charity will be viewed as distinctive relative to the regular sponsors, and the positive brand equity of the charity.

When sports teams announce new sponsorships, it gets coverage in the press. For instance, by using Atekst and searching for news articles containing "Barcelona Unicef" after August 2013 (which is the date Barcelona FC signed their first sponsorship deal with their current main sponsor Qatar Airways), one gets 224 results. If you on the other hand search for news articles containing "Barcelona Qatar Airways", in the same date range, one gets 172 results. This is by all means

not a good way to measure or significant results, but it shows a tendency. It seems logical that the press is more motivated to write about good causes/charities as they are more newsworthy than regular profit-hungry corporations. The increased positive media attention is likely to make the charity “sponsor” more salient in the fans’ minds and easier to recall.

Secondly, it is widely accepted within psychology that distinctive, unusual and incongruent information is easier to remember and notice than common information (Eysenck and Eysenck 1980; Rajaram 1998; Skard 2010; Wertheimer 1923). The general rationale behind this distinctiveness-effect is that unusual information creates a unique pattern in the brain. It elicits a different encoding process and becomes more salient. The charity “sponsor” should be different by activating a different neural pattern in the brain. The regular non-charity sponsors are more likely to be grouped and forgotten, as they activate similar neural patterns and are thusly harder to separate in memory (Collins and Loftus 1975; Waddil and McDaniel 1998). There is also found that distinctive information can reduce false memories and false recall (Hege and Dodson 2004).

Furthermore, some studies have found that low-fitting sponsors receive higher recall rates, as it helps them stand out due to increased attention and elaboration (Henseler et al. 2007; Olson and Thjømmøe 2009; Stangor and McMillian 1992). Olson and Thjømmøe (2009) found that low fit increased recall, but hurt liking and acceptance of the low-fitting sponsor's message. As charities are less common “sponsors” than regular corporations, it is likely that the perceived fit of the charity is low. It is hard to see a natural connection unless the charity works with issues within sport. A charity that represents a controversial cause might stand out even further compared to a regular charity. The fit is likely perceived as even lower, and hence it should crowd out the regular sponsors to a stronger degree.

Thirdly, charities are almost exclusively accompanied by a strong positive reputation and a significant amount of goodwill among the general public. This cannot always be said about the other regular non-charity paying sponsors, where one observes a mix of reputations and amount of goodwill. This makes charities further stand out and should in turn make them easier to remember. Furthermore,

there are indications that liking a brand influences recall of that brand positively (Mariani and Mohammed 2014; Walker and Dubitsky 1994). Also, Nan and Heo (2007) finds that an advertising message with a CRM component leads to more favourable consumer responses than one without. Lastly, Chatterjee and Chaudhuri (2005) finds that trusted brands are easier to recall.

*H1: Charity “sponsors” are easier to recall than regular sponsors.*

*H2a: The presence of a charity “sponsor” negatively impacts the recall of the concurrent regular sponsors.*

*H2b: The presence of a controversial charity “sponsor” has stronger negative impact on the recall of the concurrent regular sponsors than a regular charity.*

## **2.2 Attitude transfer**

This section presents literature about attitude/image transfer to shed light on how a charity “sponsor” might affect the concurrent sponsors and the sports team. Specifically, attitude transfer from sponsor to sports team and vice versa, and attitude transfer between concurrent sponsors are investigated.

Most studies have looked at the broader term image transfer, and not attitude transfer. And in several studies, the terms are used interchangeably (Carrillat 2010; Gwinner and Eaton 1999). Image transfer focuses on brand personality scales and associations, while attitude transfer has a narrower like/dislike focus. Still, the process of transfer is still largely the same. Literature from image transfer will mainly be discussed in this review, as it is more commonly studied.

Keller (1993, 4) defines brand attitudes as “consumers overall evaluations about a brand”. Brand attitude/image transfer is the process where the associations and evaluations of one entity become associated with another entity, through the link that is established between them (Carrillat, Harris, and Lafferty 2010; Keller 1993; Gwinner and Eaton 1999). According to Gwinner, Larson and Swanson (2009), image/attitude transfer is one of the most important reasons for investing in sponsorships, as it impacts the evaluations, uniqueness, favourability and strength of a brand.

The lion's share of research done within sponsorship image transfer has focused on single sponsorships (one sponsored object and one sponsor) (Gwinner 1997; Gwinner and Eaton 1999; Quester and Thompson 2001; Speed and Thompson 2000). Furthermore, image transfer has mostly been researched where it transfers from the sponsored object (e.g. Real Madrid CF) to the sponsor(s) (e.g. Emirates Airline) (Carrillat et al. 2005; Chien et al. 2005; Gwinner 1997; McCracken 1989; Otker and Hayes 1987; Speed and Thompson 2000). The opposite scenario, from the sponsor(s) to the sponsored object has been researched to a lesser degree. However, image transfer effects are found here as well (Becker-Olsen and Hill 2006; Ruth and Simonin 2003; Ruth and Simonin 2006). The third area of image transfer (between concurrent sponsors) has been researched even less, and the effects are not as clear. It is in the latter area this study hopes to make contributions.

To the authors' knowledge, only four papers have studied the area of image/attitude transfer between concurrent sponsors (Carrillat, Harris and Lafferty 2010; Carrillat, Solomon and d'Astous 2015; Gross and Wiedmann 2015; Sattler, Schnittka and Völkner 2012). These papers find that image/attitude transfer occurs between pairs of concurrent sponsors and that fit/similarity of the sponsors moderates the relationship. The mentioned studies are looking at events as the sponsored object. What is novel about the study in hand is that it looks at sports teams as the sponsored object and that it is the first study considering charities in this aspect.

### *2.2.1 Theoretical frameworks of attitude transfer in concurrent sponsorships*

The authors have identified three relevant theories that shed light on why attitude transfer should occur between a sports charity partner and concurrent sponsors.

#### Entitativity

The phenomenon studied in this paper, where a group of sponsors (the charity partner being one of them) are presented at the same time. According to the phenomenon Campbell (1958) coined entitativity, these sponsors should be viewed as one entity. Entitativity is when a group of distinct elements become cognitively grouped and are perceived to be a standalone entity. Crawford, Sherman, and Hamilton (2002) state that the observer will form a group-stereotype from each element in the group if the perceived entitativity is strong. This group-stereotype is

then applied to each element. As such, the perception one has to one element is transferred to all the elements. The attitude one has towards a charity partner should, therefore, transfer to the other concurrent sponsors and the sports team through an abstract group-stereotype the fans form. Stronger entitativity stems from three cues: common fate (If elements are experiencing interrelated outcomes), Similarity (If elements are displaying the same behaviour or resemble each other) and proximity (the distance between the elements) (Campbell 1958). In the concurrent sponsor and charity partner context in sports, the actors share a common fate, they are to some degree similar (as mentioned, attitude transfer is moderated by fit), and lastly, they are often presented together on jerseys and perimeter boards. This should result in strong entitativity for the charity, the other concurrent sponsors and the sports team as well.

### Cognitive Consistency

There are three substantial theories about cognitive consistency in social psychology: Cognitive dissonance theory (Festinger 1957), Balance theory (Heider 1958) and Congruity theory (Osgood and Tannenbaum 1955). These theories can explain why attitude transfer between sponsors occurs. Generally speaking, cognitive consistency theory says that when you hold two or more inconsistent objects, which are relevant to each other, in your mind a state of mental discomfort or imbalance occurs. The human mind is motivated to relieve this negative state and does it by changing the perceptions one has of the objects, to get rid of the mental discomfort.

Heider's (1958) balance theory explains that humans want elements that are linked in a triangular relationship (e.g. Concurrent sponsors, charity "sponsor" and team), to be in harmony and in balance. If one of these elements create imbalance, fans alter their perceptions of one of the elements to achieve balance, in other words, attitude transfer. Osgood and Tannenbaums's (1955) Congruity theory further builds on balance theory, and this theory fits better in the concurrent sponsorship context (Gross and Wiedmann 2015). In congruity theory opposed to balance theory, the attitudes one has to the elements in the triad adopts in a gradual manner instead of all or nothing. Furthermore, the attitude change can happen to elements simultaneously instead of either or, e.g. by both changing the attitudes towards the regular sponsors positively and the charity negatively (Dean 2002). The fan is

thusly creating mental balance between the concurrent sponsors. If there is a mismatch between the sponsors, the need for congruity will force the fan to assimilate the sponsor attitudes. If this happens attitude transfer has occurred (Carrillat et.al 2010; Gwinner and Eaton 1999).

### Human Memory Organization

Collins and Quillian (1969) developed the much-recognized theory that human memory is organised in a semantic network, a theory that since has been refined and expanded (e.g. Collins and Loftus 1975; Cravo and Martins 1993). Semantic knowledge is stored in different categories, where categories that share common elements, are related or are coincident in time have stronger links and are placed closer to each other in the network (e.g. football and basketball have a stronger link than football and cooking). Connected to these categories are also other sub-categories and associations (e.g. “goal”, “grass” etc. is connected to “football”). Collins and Loftus (1975) postulated that retrieval of knowledge happens when one gets an external cue which activates the related objects in the network. Specific areas in the network “light up”.

In concurrent sponsorship arrangements, fans are exposed to the sponsors together time and again. When this happens, each “memory-slot” of the various sponsors will “light-up” together with the attitudes one has to these sponsors (brand attitude). As the number of exposures rises, the links between the sponsors grow stronger and closer, as the brain learns to save capacity. As such, the next time a fan encounters one sponsor, it is likely that the associations to the other sponsors and their associations “light-up” in the semantic network. This is an explanation of how attitude transfer can work.

Due to the positive and trustworthy image a charity typically has it is likely that the image that is transferred is of positive valence. This study measures transfer effects of sponsor attitude and sponsor equity.

*H3: Brand attitude will transfer from a regular charity “sponsor” to concurrent sponsors, and increase the sponsor attitude and sponsor equity of the concurrent sponsors.*



The vast majority of charities represent good causes. However, in today's "post-factual society" many have started to doubt climate change (McCright and Dunlap 2011), vaccinations (Kata 2010) and so on. There has also been much debate in Norway and similar countries about the refugee crisis and the number of refugees one should bring in (NRK 2017). People have different views of these issues, and it is likely that some people dislike charities within these fields that work against their views (e.g. Bellona and Norwegian Association for Asylum Seekers). Even though they are doing something good, not all may see it like this. As such, these charities can be viewed as somewhat "controversial". Therefore, it is likely that sports teams with such a partner will not only get lower recall of their concurrent sponsors, they will also not get such a positive attitude transfer effect that a non-controversial charity "sponsor" will yield. Since the charity is controversial, some fans will view the charity as negative and other fans as positive, making the controversial charity "sponsor" more negative overall compared to the regular charity. Meaning that for people that like the controversial charity, the effect should be similar to the effect of a regular charity (positive). For those who dislike the controversial charity, the effect should be negative.

*H4a: If a charity "sponsor" perceived as negative is present, sponsor attitude and sponsor equity of concurrent sponsors will be lower than in a sponsor setting without a charity.*

*H4b: If a charity "sponsor" perceived as positive is present, sponsor attitude and sponsor equity of concurrent sponsors will be higher than in a sponsor setting without a charity.*

### 2.2.3 Object Equity

Fans of a sports team will place much higher value on the sponsored object (the sports team they are supporting) than they will on the sponsors (Schnittka 2010). This will make the sponsored object more resistant to change, and more likely that the sponsored object's attitudes are transferred to the sponsors than vice-versa. Furthermore, a charity "sponsor" is likely perceived as having stronger value than other regular sponsors as it is almost exclusively associated with a strong positive reputation and a significant amount of goodwill. This might make it possible for the charity to influence the attitude towards the team (perhaps not for the most involved

fans, but for more casual fans). There should be no effect if the controversial charity is disliked, as it should be perceived similarly to regular sponsors

*H5: A charity “sponsor” will have less negative influence on a sponsored object compared to regular sponsors and a charity perceived as negative when it comes to attitude score*

### **2.3 Sincerity**

According to Speed and Thomson (2000) sincerity is a key factor in generating a favourable response from a sponsorship. Sponsors that are perceived to be sincere in their sponsorship (e.g. motivated by philanthropy), will get much better results from their sponsorship compared to other sponsors that are perceived as just doing it for commercial gain (Armstrong 1987; D’Astous and Bitz 1995; Speed and Thomson 2000).

Olson (2010) found that high-fit between a sponsor and the sponsored object is a significant predictor of perceived sincerity of the sponsor. Heider’s balance theory (1958) can explain that liking can affect fit-perceptions. Humans seek cognitive consistency, if one likes a brand, then one can be motivated or make more effort to see a natural fit between it and the sponsored object. If one dislikes the brand, the opposite should happen. A liked charity will then be perceived as higher-fitting than a disliked charity. A highly involved fan will not change his/her perception about the favourite team, and the perception about the sponsor should change. Still, charities should be perceived as having lower fit to sports than regular sponsors as they are not related at all and are unusual in the context. The low fit of the charity should then lead to a contrast effect between the regular sponsors and the charity “sponsors”. Since the charity has low fit, the regular sponsors fit should appear to be higher than it is, leading them to be perceived as sincerer compared to when they are not presented alongside a charity.

*H6: Sponsorship sincerity will be higher among concurrent sponsors if a charity is present*

## ***2.4 Fit-Perceptions***

Fit, relatedness or congruence between the sponsor and the sponsored object has been researched heavily and is the most extensively used theoretical concept related to the processing of sponsorship stimuli (Olson and Thjømmøe 2011). On the other hand, little research has been conducted to address the effects of the concept in the CRM context (Nan and Heo 2007), a literature gap this research paper will attempt to bridge.

Fit can be established in several ways, for instance, functional or symbolic (Speed and Thompson 2010). Several studies in the sponsorship context have demonstrated that the conception of fit influence sponsorship responses such as the ability to recall a sponsor and the attitudes fans has towards the sponsorship. (Cornwell, Weeks and Roy 2005; Martensen et al. 2007; Menon and Kahn 2003; Olson 2010; Olson and Thjømmøe 2011; Roy and Cornwell 2003; Simmons and Becker-Olsen 2006; Speed and Thompson 2000).

This study investigates whether a charity that people most likely will evaluate as having low fit with a sports team can influence the fit-perceptions of the concurrent sponsors of the team. In other words, is it possible that being exposed to a charity “sponsor” in a multi-sponsor setting will enhance the fit of the concurrent regular sponsors? This is primarily based on the contrast effect (Kahneman and Miller 1986; Schwarz and Bless 1992), where an object is perceived differently depending on what it is contrasted to (e.g. the grade B will look much better if everyone else got a D, as opposed to if everyone got an A). This is a cognitive bias that is difficult to overcome, as it is naturally rooted in the brain. In the same way, the charity “sponsor’s” low perceived fit should then make the concurrent sponsors perceived fit higher. Olson and Thjømmøe (2011) found that a poor natural fit can be partially overcome with certain types of articulation messages related to the sponsorship, demonstrating that fit-perceptions can be changed depending on the context it is presented in.

Roy and Cornwell (2003) finds that low-equity brands (e.g. have low media spending levels - e.g. a charity) are more likely to be perceived as having low fit with high-equity objects (e.g. a well-known football club). Also, they find that object experts (e.g. highly involved fans of a team) are more likely to see a low fit

between low-equity sponsors and high-equity objects. Hence, a charity “sponsor” should be perceived as having low fit. Furthermore, a controversial charity should be perceived as having an even lower fit as it is less liked, discussed in point 2.3

*H7: The presence of a charity “sponsor”, will enhance the perceived fit between the regular concurrent sponsors and the sponsored object. The effect will be stronger if the charity is perceived as negative*

### **3. Research Methodology**

#### ***3.1 Method***

An experimental design was chosen for hypothesis testing as it allows for high-level of control and isolates the effects of the manipulated variables. Football was chosen as the object due to its extensive global and Norwegian appeal. To test the hypotheses, two surveys were developed and distributed to two different football fan clubs of two Norwegian top division football teams, Viking FK and Odds BK. Two well-known and historically successful clubs. The surveys began by randomly assigning the respondents into one of three experimental conditions (regular charity, controversial charity and control) using the built-in randomization feature in Qualtrics. The cover story for the survey was to assess the desirability of future sponsors for their team. Eight potential future sponsors of the team were presented to the respondents, followed by questions to determine fan involvement (also serving the purpose of a distracting task), then the respondents were asked to recall the previously presented sponsors, before questions regarding attitude transfer, sincerity and fit were asked about four of the eight sponsors (three regular sponsors and one regular charity/controversial charity/control sponsor). See *appendix 1* for the complete survey. The only varying element between the three conditions was the presence and type of one of the eight sponsors in the presentation and in the transfer related questions (See *figure 1* for survey flow). To test the hypotheses, ANOVA with post hoc tests was utilised, except for H1 and H2 where a z-test for proportions were used.

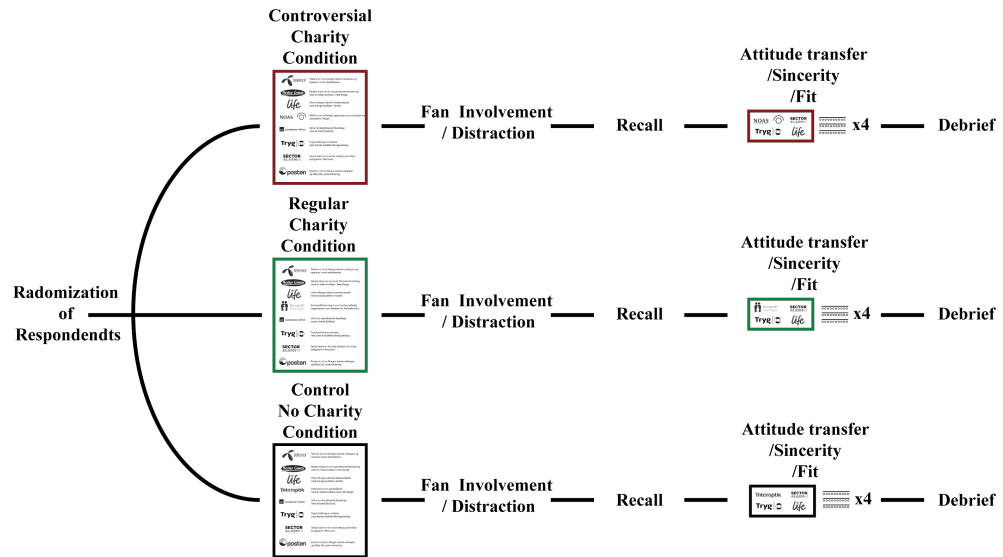


Figure 1 - Survey Flow

### 3.2 Participants and procedures

Participants were highly-involved football fans of two prominent Norwegian football clubs competing in “Eliteserien”, the top football division in Norway. The language of the survey was in Norwegian. Only highly involved fans were targeted as respondents for the survey, as they are the primary target of and most heavily exposed to the team’s sponsors. It was therefore realistic to ask them to evaluate the desirability of possible future sponsors. They are simply the most natural target for the sponsors and therefore also the most natural populations for this study.

The fans were recruited through a collaboration between the authors and the fan clubs of the two teams (“Vikinghordene” and “Oddrane supporterklubb”). The surveys were posted on the fan club's’ Facebook pages by the admins, with a descriptive text which included the possibility of winning a jersey if they participated. In total, 129 high-involved Viking FK fans and 129 Odds Ballklubb fans filled out the survey. This provided each of the conditions with at least 30 usable respondents. The two questionnaires were both distributed on April 24th, the day after the two clubs had played against each other (Viking FK won 3-0). In an attempt to control for possible biases such as mood. Data were collected from April 24th to May 8th, 2017. The surveys were developed using the online survey platform Qualtrics. The data were collected through their platform, exported and cleaned using Excel before it was imported to SPSS for further statistical analysis.

### 3.3 Manipulations and Measurements

Three measures were used to measure attitude transfer: Sponsor attitude, sponsor equity and object equity. Sponsor attitude refers to the attitude the fans has towards the sponsors. Simmons and Becker-Olsen (2006) found that this measure was a significant predictor of post-sponsorship attitudes and purchase intentions. Olson (2010) has also found this measure to be an important sponsorship effect predictor of sincerity and sponsorship attitude, which again predicts sponsor equity. Sponsor equity is used by Olson (2010) as the primary measure of sponsorship success. If the sponsor equity is positive, the effects of the sponsorship are beneficial for the sponsor. These measures were used in *H3-H4*. In *H5*, the measure object equity was used as a measure to see if it is possible to influence by having a charity present. Object equity assesses the perceived value of the sponsored object in question.

Furthermore, how a charity affects a characteristic of the sponsorship - sincerity was measured (*H6*). Sincerity has been found to be positively correlated with high-level sponsorship effects (Alexandris et al., 2007; D'Astous and Bitz, 1995; Dean, 2002; Rifon et al., 2004; Speed and Thompson, 2000). Sincerity is measuring whether the sponsor is perceived as having honest and philanthropic intentions with their sponsorship, not just commercial gain.

Lastly, in *H7*, the measure fit is used, to see how the perceived fit is considered to be.

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#### Sponsor Attitude

- (*Sponsor*) has a good reputation
- I have a good impression of (*Sponsor*)

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#### Sponsor Equity

- If (*Sponsor*) supports (*sponsored object*), I will like (*sponsor*) more
- If (*Sponsor*) supports (*sponsored object*), I will buy more of (*sponsors*) services/products

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#### Sincerity

- The main reason (*sponsor*) is involved with (*object*) is to get media attention
- (*Sponsor*) is involved with (*object*) because they care about (*object*)

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#### Object Equity

- If (*Sponsor*) supports (*sponsored object*), I will like (*sponsored object*) less

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#### Fit

- (*sponsor*) and (*sponsored object*) fits well together

Table 1 - Measures

The seven regular sponsors presented first in the survey were retrieved from “Norsk Kundebarometer” (Norsk kundebarometer 2016). Brands that were positioned from 40 to 110 were picked out in an attempt to get sponsors that were reasonably equally liked. To find plausible sport sponsors, 41 brands that had or were involved in larger scale sports sponsorship activities were picked out. Previous sponsors of Viking FK and Odds BK and prominent sponsors of rival teams were lastly excluded to remove possible biases. This resulted in a list of 21 brands that were pre-tested for liking and fit by 14 graduate students. This finally resulted in selection of the seven most similar brands regarding liking and fit with sports. In the final survey, the respondent was then exposed to these seven brands alongside a regular charity or a controversial charity or a control sponsor.

The choice of charities was also included in the pre-test. Seven charities were rated on how well known they were, how probable one was to contribute to it and its fit with sports. Barnekreftforeningen was chosen as the regular charity as people indicated that they were likely to contribute to it and that it was about equally well known as the controversial charity. Barnekreftforeningen is a Norwegian charity for families affected by childhood cancer and is a charity the general Norwegian population have positive attitudes and feelings towards. NOAS was chosen as the controversial charity as this was the charity with the highest level of variance from the pre-test when it comes to the probability of people contributing to the organisation. NOAS is a charity promoting asylum seekers rights in Norway. Both Barnekreftforeningen and NOAS had reasonably similar levels of fit in the pre-test, as such, this should not bias the results (Barnekreftforeningen had approx. 1 point higher fit rating from 1-10). See *appendix 2* for pre-test results. Lastly, the authors determined to expose participants to eight elements (eight possible sponsors) in total as this is the limit of human short-term memory capacity (Miller 1956).

In the presentation of the eight sponsors, the brand’s logos were of similar size, the appurtenant text related to each of sponsors were made in similar length and content, and the sponsor’s logos were made black and white. In other words, efforts were made to make the logos appear as similar as possible to not bias the results as this have demonstrated to influence the recall levels of sponsors in former studies (Wakefield et al. 2007). The charity “sponsors”/control sponsor were positioned as element number four in the list to account for the serial position effect, in that

humans tend to remember the first and last elements of a series best (Murdock 1962). Positioning the charity as number four on the list of eight sponsors or in other words in the middle, alleviate this potential bias.

After being presented the eight potential sponsors, participants answered five questions related to their level of involvement with the team. These questions served two purposes: 1. Ensuring that the participant was a highly involved fan and 2. A distracting task before the recall part of the survey.

There were two recall related questions, one measuring unaided recall (fill in blank box) and one aided recall (participants were exposed to a list of 20 randomly ordered brands, half of the brands were foils from the same category as the real one).

In the next part of the survey the respondents were exposed to a grid with four of the eight sponsors one more time (three regular sponsors and one charity - the control condition had four regular sponsors) and asked a series of attitude transfer, sincerity and fit related questions four times (one for each of the sponsors). Between each question, the respondents were exposed to the same grid with the logos of the four brands, with a total frequency of six, in an attempt to facilitate simultaneous processing and attitude transfer. The answers were given on a 10-point scale.

Finally, participants were asked to answer demographical questions. The respondents participating in the study were lastly thanked for their participation and debriefed on the true nature and purpose of the study.

### ***3.4 Statistical Analyses***

To test the hypothesis, a z-test for proportions was used to test H1 and H2 as all the variables are measured on nominal level. Due to the serial position effect (Murdock 1962), the first and last presented sponsor was removed from the analysis, as the results clearly indicated that they benefitted from their position (Murdock 1962) (*Appendix 3*). To test H3-H7 a between subject Analysis of Variance (ANOVA) with post hoc tests was conducted. To divide the ones who liked/disliked the controversial charity a median split was done.



## 4. Results

### *4.0 Descriptives:*

For the recall part of the study, a usable sample of 129 (64.34% men) was obtained for Odds BK, and a usable sample of 129 (78,29% men), for Viking FK. For attitude transfer, sincerity and fit-perceptions this sample was reduced to 107 (61,68% men) for Odds BK, and 100 (81% men) for Viking FK, due to respondents dropping out as these areas were measured later in the survey. All three conditions in both surveys contained at least 30 respondents. However, after using a median split for the controversial charity condition into dislike/like, these two analysed groups did contain less than 30 respondents. The total sample for Odds BK had an age range from 14-72 (mean: 36.61 median: 35). For Viking FK, this range was 15-66 (mean: 30.66 median: 27). The samples obtained consists of mostly men, which is in line with the true distribution of highly involved football-fans (Kantar Media 2017). The average age is also in line with typical Norwegian football fans (Mehus 2012). Looking deeper into the respondents, one finds that the average Odds BK-responder attends 12.8 games and respond that they are either very or extremely committed to Odds BK. The same goes for Viking FK, where the average respondent attends 11.3 games. In sum, the samples collected for this study are highly involved Norwegian football fans, with a realistic distribution of gender and age.

### *4.1 Hypothesis 1 – Charity “Sponsors” are Easier to Recall than Regular Sponsors*

H1 is partly based on charities having more goodwill and being better liked than regular sponsors. The regular charity “sponsor” is on average liked 8.49 for Odds BK and 9.14 for Viking FK (scale 1-10), which is significantly higher than the average regular sponsor in the control condition (Odds BK:  $p=0.001$  and Viking FK:  $p=0.006$ ). The controversial charity, on the other hand, is on average liked 5.37 for Odds BK and 5.94 for Viking FK, which is not significantly different from the regular sponsors. The regular charity “sponsor” was, however, not recalled significantly more often than the controversial charity, suggesting that there is more to play than just liking when it comes to recall.

The results for the Odds BK and Viking FK sample are presented in *table 2* and *3*. The one-tailed z-tests for proportions show that in the Odds BK sample, all cases (both aided and unaided) are at least marginally significant. The results are the same in the Viking FK sample; all cases are at least marginally significant.

**Odd – H1**

<b>Controversial Charity Condition</b>						
	<i>Controversial Charity</i>	<i>Regular Sponsors</i>	<i>Difference</i>	<i>z-value</i>	<i>p-value</i>	<i>Sig.</i>
<i>Unaided Recall</i>	50 %	25 %	25 %	2.2	<b>0.0142</b>	Yes
<i>Aided Recall</i>	69 %	51 %	17 %	1.5	<b>0.0715</b>	Marginally
<b>Regular Charity Condition</b>						
	<i>Regular Charity</i>	<i>Regular Sponsors</i>	<i>Difference</i>	<i>z-value</i>	<i>p-value</i>	<i>Sig.</i>
<i>Unaided Recall</i>	61 %	29 %	31 %	2.7	<b>0.0033</b>	Yes
<i>Aided Recall</i>	81 %	57 %	24 %	2.3	<b>0.0119</b>	Yes

*Table 2 - Recall Odd*

**Viking - H1**

<b>Controversial Charity Condition</b>						
	<i>Controversial Charity</i>	<i>Regular Sponsors</i>	<i>Difference</i>	<i>z-value</i>	<i>p-value</i>	<i>Sig.</i>
<i>Unaided Recall</i>	52 %	28 %	24 %	2	<b>0.0248</b>	Yes
<i>Aided Recall</i>	73 %	52 %	21 %	1.7	<b>0.0419</b>	Yes
<b>Regular Charity Condition</b>						
	<i>Regular Charity</i>	<i>Regular Sponsors</i>	<i>Difference</i>	<i>z-value</i>	<i>p-value</i>	<i>Sig.</i>
<i>Unaided Recall</i>	59 %	32 %	27 %	2.3	<b>0.0098</b>	Yes
<i>Aided Recall</i>	78 %	63 %	15 %	1.4	<b>0.076</b>	Marginally

*Table 3 - Recall Viking*

Overall, a charity “sponsor”, regardless if it is controversial or regular, is easier recalled both unaided and aided in both samples. H1 is accepted.

***4.2 Hypothesis 2a and 2b – The presence of a charity “sponsor” will negatively impact the recall of the concurrent regular sponsors. The effect will be stronger for a controversial charity “sponsor”***

In other words, a set of sponsors without a charity “sponsor” will experience higher recall rates than one with. To test this hypothesis, the number of correctly recalled regular sponsors in the three conditions (Controversial charity, regular charity and control) were compared using one-tailed z-tests for proportions. The results for the Odds BK and Viking FK sample are presented in *table 4* and *5* respectively.

The results show that there are no significant results in neither the Odds BK or the Viking FK sample. There is one marginally significant result. However, all the results are in the hypothesised direction, indicating directional tendency. Based on this, both H2a and H2b are not accepted – the presence of a charity “sponsor”, regardless if it is regular or controversial, will not impact the recall of concurrent sponsors negatively.

**Odd**

<b>Regular vs. Control - H2a</b>						
	<i>Regular Charity</i>	<i>Control</i>	<i>Difference</i>	<i>z-value</i>	<i>p-value</i>	<i>One-tailed Sig.</i>
<i>Unaided Recall</i>	29 %	35 %	5 %	0.5	0.317	No
<i>Aided Recall</i>	57 %	64 %	7 %	0.6	0.2633	No
<b>Controversial vs. Control - H2b</b>						
	<i>Controversial Charity</i>	<i>Control</i>	<i>Difference</i>	<i>z-value</i>	<i>p-value</i>	<i>One-tailed Sig.</i>
<i>Unaided Recall</i>	25 %	35 %	10 %	0.9	0.1871	No
<i>Aided Recall</i>	51 %	64 %	13 %	1.1	0.1431	No

Table 4 - Concurrent Recall Odd

**Viking**

<b>Regular vs. Control - H2a</b>						
	<i>Regular Charity</i>	<i>Control</i>	<i>Difference</i>	<i>z-value</i>	<i>p-value</i>	<i>One-tailed Sig.</i>
<i>Unaided Recall</i>	32 %	39 %	6 %	0.5	0.2975	No
<i>Aided Recall</i>	63 %	72 %	9 %	0.8	0.2239	No
<b>Controversial vs. Control - H2b</b>						
	<i>Controversial Charity</i>	<i>Control</i>	<i>Difference</i>	<i>z-value</i>	<i>p-value</i>	<i>One-tailed Sig.</i>
<i>Unaided Recall</i>	28 %	39 %	11 %	0.9	0.1815	No
<i>Aided Recall</i>	52 %	72 %	20 %	1.6	<b>0.0526</b>	Marginally

Table 5 - Concurrent Recall Viking

### **4.3 Hypothesis 3 – Brand attitude will transfer from a regular charity “sponsor” to concurrent sponsors, and increase the sponsor attitude and sponsor equity of the concurrent sponsors**

The results are presented in *table 6* and *7*. The transfer of sponsor attitude and sponsor equity in the regular charity condition were tested in this hypothesis. ANOVA with Bonferroni correction was utilised to compare the average attitude scores for each respondent between the regular charity condition and the control condition.

#### **4.3.1 Sponsor Attitude**

In the Odds BK sample, the average attitude towards the individual sponsors were more positive if a charity was present. In the regular charity condition the average sponsor attitude is 7.1, while in the control condition it is 6.1, this results in a p-value of 0.0175. The results are similar for the Viking FK sample: The average sponsor attitude when a charity is present is 7.5, compared to 6.7 in the control condition, which is marginally significant with a p-value of 0.0705.

#### **4.3.2 Sponsor Equity**

It is not found that the presence of a charity increases the equity of the concurrent sponsors. In the Odds BK sample, the mean difference was -0.56 (not significant,

and in the opposite direction of the hypothesis). In the Viking FK sample, the mean difference was 0.22 (not significant).

#### Odd - H3

<i>Sponsor Attitude</i>				
<i>(I) Condition</i>	<i>(J) Condition</i>	<i>Mean Difference (I-J)</i>	<i>Std. Error</i>	<i>Sig.</i>
Regular Charity	Control	1.02107	0.36233	<b>0.0175</b>
<i>Sponsor Equity</i>				
<i>(I) Condition</i>	<i>(J) Condition</i>	<i>Mean Difference (I-J)</i>	<i>Std. Error</i>	<i>Sig.</i>
Regular Charity	Control	-0.55922	0.56479	1

Table 6 - Attitude Transfer Odd

#### Viking - H3

<i>Sponsor Attitude</i>				
<i>(I) Condition</i>	<i>(J) Condition</i>	<i>Mean Difference (I-J)</i>	<i>Std. Error</i>	<i>Sig.</i>
Regular Charity	Control	0.7982	0.34678	<b>0.0705</b>
<i>Sponsor Equity</i>				
<i>(I) Condition</i>	<i>(J) Condition</i>	<i>Mean Difference (I-J)</i>	<i>Std. Error</i>	<i>Sig.</i>
Regular Charity	Control	0.21592	0.59365	1

Table 7 - Attitude Transfer Viking

H3 is partially accepted, the presence of a regular charity makes the attitude towards the sponsors more positive compared to a set of sponsors without a charity. However, the sponsor equity is not affected.

#### ***4.4 Hypothesis 4a and 4b – If a charity “sponsor” perceived as negative (positive) is present, sponsor attitude and sponsor equity of concurrent sponsors will be lower (higher) than in a sponsor setting without a charity.***

The results are presented in *table 8* and *9*. The transfer of sponsor attitude and sponsor equity in the controversial charity condition were tested in this hypothesis. ANOVA with Bonferroni correction was utilised to compare the average image scores between the controversial charity condition (split between like/dislike of the charity) and the control condition.

##### *4.4.1 H4a – Charity perceived negative*

Sponsor attitude: In the Odds BK sample, the average sponsor attitude in the controversial-dislike condition is 0.26 lower compared to the control condition. For Viking FK, it is 0.64 lower. Both results are in the hypothesised direction, albeit not significant.

Sponsor equity: In the Odds BK sample, the average sponsor equity in the controversial-dislike condition is 0.64 lower. In the Viking FK sample, 0.39. Once again, the results are in the hypothesised direction but not significant. H4a is not

accepted, even if a charity is perceived as negative, this will not negatively impact the attitude and equity of the concurrent sponsors.

*4.4.2 H4b – Charity perceived positive*

As predicted, the results of H4b mirror the results of H3. The sponsor attitude is higher if a controversial charity is present and the charity is perceived as positive (Odds BK mean difference 1.28, Viking FK mean difference 1.58. Both significant at 0.05 level). There are no significant differences when it comes to sponsor equity. Therefore, H4b is partially accepted. The presence of a liked controversial charity makes the attitude towards the sponsors more positive compared to a set of sponsors without a charity. The sponsor equity will however not change.

**Odd - H4**

<i>Sponsor Attitude</i>				
<i>(I) Condition</i>	<i>(J) Condition</i>	<i>Mean Difference (I-J)</i>	<i>Std. Error</i>	<i>One-tailed Sig.</i>
Control	Controversial Like	-1.27647	0.42979	<b>0.011</b>
	Controversial Dislike	0.2598	0.45304	0.5
<i>Sponsor Equity</i>				
<i>(I) Condition</i>	<i>(J) Condition</i>	<i>Mean Difference (I-J)</i>	<i>Std. Error</i>	<i>One-tailed Sig.</i>
Control	Controversial Like	-0.96961	0.66994	0.4525
	Controversial Dislike	0.64216	0.70618	0.5

*Table 8 - Controversial Attitude Transfer Odd*

**Viking - H4**

<i>Sponsor Attitude</i>				
<i>(I) Condition</i>	<i>(J) Condition</i>	<i>Mean Difference (I-J)</i>	<i>Std. Error</i>	<i>One-tailed Sig.</i>
Control	Controversial Like	-1.57619	0.45685	<b>0.0025</b>
	Controversial Dislike	0.49649	0.41384	0.5
<i>Sponsor Equity</i>				
<i>(I) Condition</i>	<i>(J) Condition</i>	<i>Mean Difference (I-J)</i>	<i>Std. Error</i>	<i>One-tailed Sig.</i>
Control	Controversial Like	-1.14127	0.78209	0.4435
	Controversial Dislike	0.39006	0.70846	0.5

*Table 9 - Controversial Attitude Transfer Viking*

**4.5 Hypothesis 5 – A charity “sponsor” will have less negative influence on a sponsored object compared to regular sponsors when it comes to attitude score**

The survey item related to this hypothesis was: I will like (object) less if (sponsor) is supporting it. The answers from the regular charity condition, when the (sponsor) was the charity, were compared with the average sponsor in the control condition, using ANOVA with Bonferroni correction.

The results are presented in *table 10* and *11*. The differences between all the groups are minimal and not significant. The results for the regular charity is in the

hypothesised direction. Still, H5 is not accepted, the attitudinal effect of a regular sponsor and a charity “sponsor” has on a sponsored object is not different from each other.

**Odd – H5- Object Equity**

<i>(I) Condition</i>	<i>(J) Condition</i>	<i>Mean Difference (I-J)</i>	<i>Std. Error</i>	<i>One-tailed Sig.</i>
Control	Controversial Like	-0.0098	0.56464	0.5
	Controversial Dislike	-0.01471	0.53567	0.5
	Regular Charity	0.67223	0.45159	0.419

*Table 10 - Object Equity Odd*

**Viking – H5 - Object Equity**

<i>(I) Condition</i>	<i>(J) Condition</i>	<i>Mean Difference (I-J)</i>	<i>Std. Error</i>	<i>One-tailed Sig.</i>
Control	Controversial Like	0.12381	0.52417	0.5
	Controversial Dislike	-0.30351	0.47482	0.5
	Regular Charity	-0.1973	0.39787	0.5

*Table 11 - Object Equity Viking*

#### **4.6 Hypothesis 6 – Sponsorship sincerity will be higher among concurrent sponsors if a charity is present.**

The answers to the items measuring sincerity in the three conditions were compared using ANOVA with Bonferroni correction.

This hypothesis was based on a charity having lower perceived fit than the concurrent sponsors, and that a controversial disliked charity has even lower fit-perceptions than a regular charity. The average fit rating for the regular charity was 7.75, for the controversial charity rated as positive it was 8.47, while it was 3.85 among the group who rated the controversial charity as negative.

The results are presented in *table 12* and *13*. All results, for both samples, are in the hypothesised direction. However, for both samples, the only significant difference lies between the controversial dislike condition and the control condition. Likely due to its low fit-perception. The mean difference for Odds BK is -1.51 with a p-value of 0.0095. The mean difference for Viking FK is -1.09 and the p-value of 0.0525

**Odd – H6 - Sincerity**

<i>(I) Condition</i>	<i>(J) Condition</i>	<i>Mean Difference (I-J)</i>	<i>Std. Error</i>	<i>One-tailed Sig.</i>
Control	Controversial Like	-0.83824	0.52447	0.339
	Controversial Dislike	-1.5049	0.49755	<b>0.0095</b>
	Regular Charity	-0.23463	0.41946	0.5

*Table 12 - Sincerity Odd*

**Viking – H6 - Sincerity**

<i>(I) Condition</i>	<i>(J) Condition</i>	<i>Mean Difference (I-J)</i>	<i>Std. Error</i>	<i>One-tailed Sig.</i>
Control	Controversial Like	-0.70794	0.49881	0.477
	Controversial Dislike	-1.09327	0.45185	<b>0.0525</b>
	Regular Charity	-0.51456	0.37862	0.5

*Table 13 - Sincerity Viking*

H6 is partially accepted. If a charity perceived as negative is present the perceived sincerity of the concurrent sponsors will increase.

***4.7 Hypothesis 7 - The presence of a regular charity “sponsor” will enhance the perceived fit between the concurrent sponsors and the sponsored object. The effect will be stronger if the charity is perceived as negative.***

This hypothesis was tested by comparing the average fit ratings for each respondent in the three different conditions using ANOVA with Bonferroni correction.

The results are presented in *table 14* and *15*. For the regular charity and the liked controversial charity, there are only small differences in the fit-perceptions compared to the control group, none significant. For a charity perceived as negative, however, significant differences are found. In the Odds BK condition, the mean difference in fit-perceptions is 1.37 (p-value: 0.0245) higher if a disliked controversial charity is present. For Viking FK, this difference is at 2.32 (p-value: 0.001).

**Odd – H7 – Fit-perceptions**

<i>(I) Condition</i>	<i>(J) Condition</i>	<i>Mean Difference (I-J)</i>	<i>Std. Error</i>	<i>One-tailed Sig.</i>
Control	Controversial Like	0.30392	0.53333	0.5
	Controversial Dislike	-1.36569	0.50596	<b>0.0245</b>
	Regular Charity	-0.89587	0.42654	0.1145

*Table 14 - Fit Odd*

**Viking – H7 – Fit-perceptions**

<i>(I) Condition</i>	<i>(J) Condition</i>	<i>Mean Difference (I-J)</i>	<i>Std. Error</i>	<i>One-tailed Sig.</i>
Control	Controversial Like	0.22924	0.45928	0.5
	Controversial Dislike	-2.31587	0.50702	<b>0.001</b>
	Regular Charity	-0.40661	0.38485	0.5

*Table 15 - Fit Viking*

H7 is partially accepted, if a charity perceived as negative is present, fit-perceptions of concurrent sponsors will increase

#### 4.8 Results Summarized

<b>Hypothesis</b>	<b>Description</b>	<b>Result</b>
H1	<i>Charity “sponsors” are easier to recall than regular sponsors.</i>	<b>Accepted</b>
H2a	<i>The presence of a charity “sponsor” negatively impacts the recall of the concurrent regular sponsors.</i>	<b>Not Accepted</b>
H2b	<i>The presence of a controversial charity “sponsor” has stronger negative impact on the recall of the concurrent regular sponsors than a regular charity.</i>	<b>Not Accepted</b>
H3	<i>Brand attitude will transfer from a regular charity “sponsor” to concurrent sponsors, and increase the sponsor attitude and sponsor equity of the concurrent sponsors.</i>	<b>Partially Accepted<sup>a</sup></b>
H4a	<i>If a charity “sponsor” perceived as negative is present, sponsor attitude and sponsor equity of concurrent sponsors will be lower than in a sponsor setting without a charity.</i>	<b>Not Accepted</b>
H4b	<i>If a charity “sponsor” perceived as positive is present, sponsor attitude and sponsor equity of concurrent sponsors will be higher than in a sponsor setting without a charity.</i>	<b>Partially Accepted<sup>a</sup></b>
H5	<i>A charity “sponsor” will have less negative influence on a sponsored object compared to regular sponsors and a charity perceived as negative when it comes to attitude score.</i>	<b>Not Accepted</b>
H6	<i>Sponsorship sincerity will be higher among concurrent sponsors if a charity is present</i>	<b>Partially Accepted<sup>b</sup></b>
H7	<i>The presence of a charity “sponsor”, will enhance the perceived fit between the regular concurrent sponsors and the sponsored object. The effect will be stronger if the charity is perceived as negative</i>	<b>Partially Accepted<sup>b</sup></b>

<sup>a</sup> Only for Sponsor Attitude

<sup>b</sup> Only if the charity is perceived as negative

*Table 16 - Results Summarized*



## 5. Discussion

The aim of this study was to uncover and shed light on issues related to having a charity “sponsor” in sports. No previous research has addressed this area; this study is the first. The findings show that a charity “sponsor” is easier to recall than regular sponsors, and furthermore, attitude transfer effects are demonstrated.

The first issue examined in this study was related to recall. As hypothesised, a charity “sponsor” is easier to recall than other sponsors, in both unaided and aided recall (*H1*). One of the theories behind this effect is that a charity is better liked than the other sponsors. However, the controversial charity (that was about equally well liked as the regular sponsors) was also easier to recall. This suggests that liking of a sponsor does not have such a big part in influencing recall as previous studies have indicated (Mariani and Mohammed 2014; Walker and Dubitsky 1994). The likely strongest contributor to the increased recall should therefore, be that charities are distinctive and unique compared to the regular sponsors. The fact that the charity is distinctive makes it more prominent and stand out. The regular sponsors have paid to be on the jersey; the charity has not. Audi might sell nice cars, but it is hard to compete with someone that saves lives. Even so, as charity “sponsors” become more common in sports, it is likely that the distinctiveness-effect will diminish as fans become more accustomed to this kind of “sponsors”.

Even though it is demonstrated that charity “sponsors” are easier to recall, it is not shown that the presence of a charity makes concurrent sponsors harder to recall (*H2*). It was hypothesised that the presence of a charity “sponsor” takes attention away and requires fans to elaborate less around the regular sponsors. Nevertheless, the results are in the hypothesised direction, albeit not significant. It is therefore not unlikely that one would find the effect with a larger sample study.

The second main area of this study was related to attitude transfer, most research in this area has focused on transfer from the sponsored object to the sponsor. The strongest contribution this study makes within the sponsor attitude transfer literature revolves around attitude transfer between concurrent sponsors of one sponsored object. A few studies have found this effect to occur (Carrillat, Harris and Lafferty 2010; Carrillat, Solomon and d’Astous 2015; Gross and Wiedmann 2015; Sattler, Schnittka and Völkner 2012), and one of the aims of this study was

to confirm their findings. None of these studies had looked at this effect with a charity as one of the sponsors and with a sports team as the sponsored object. The results show that there are indications of attitudes transferring from a charity to the concurrent sponsors.

This study finds that a regular charity “sponsor” and a controversial charity rated as positive can increase the sponsor attitude of the other concurrent sponsors (*H3*, *H4a*). This lends support to the entitativity (Campbell 1958), cognitive consistency (Heider 1958) and human memory organisation (Collins and Quillian 1969). However, the charity did not impact the other sponsors’ equity. This shows that a charity has positive impact up to a certain point, where actual purchase intentions do not seem to be affected. For a controversial charity rated as negative, negative sponsor attitude transfer was hypothesised to occur. The results were in the hypothesised direction, but not significant (*H4b*). Indicating once again, that the effect might possibly be there (concurrent sponsors attitude and equity might be more negative) and a larger sample study is needed. Highly identified fans (as used in this study) respond more positively to any sponsor (Gwinner and Swanson 2003; Madrigal 2001). Meaning that if a sample of less involved fans were used the effect would likely be stronger, due to peripheral route processing (Petty and Cacioppo 1986), where the positive charity perceptions can function as a heuristic influencing the perception of concurrent sponsors.

*H5* predicted that a charity “sponsor” would have stronger attitude transfer effects towards the sponsored object than regular sponsors would have. This is one of the lesser studied areas of attitude transfer, as there is more interest in the other direction of attitude transfer (how the sponsored object affects the sponsor) which is not surprising as brand managers must prove ROI. Nevertheless, there was not found significant evidence that a charity “sponsor” has more impact on the sponsored object than a regular sponsor. This is not a surprising finding, in that passionate fans place extremely high value on their favourite team. Therefore, it takes a lot of effort to change perceptions about it. The sample in this study was extremely highly involved fans of a team; the effect might be found if the sample consists of less involved fans.

When it comes to sincerity of the sponsors (H6), it was confirmed that if a charity perceived as negative is present, fit-perceptions of concurrent sponsors increase. The effect was hypothesised to occur for charities perceived as positive also, but it was not found. Based on that sponsor-object fit is a predictor of sincerity (Olson 2010), and that our results found that a charity perceived as negative had lower fit ratings than its concurrent sponsors. It is likely that the hypothesised contrast effect occurred, which made the concurrent sponsors seem sincerer due to their higher fit. Nevertheless, if a charity was perceived as positive (regular and liked controversial sponsor), the sincerity of the concurrent sponsors did not increase. The fit ratings for a charity rated as positive were higher than regular sponsors. However, this might be due to respondents liking the charity so much that they want them to cooperate with the team - and as a consequence report that they fit very well together.

Lastly, it is shown that the presence of a charity rated as negative influences the fit-perceptions of concurrent sponsors in a positive direction (H7). The hypothesis confirms contrast effects, in that a low fit charity sponsor would make the regular sponsors appear to have higher fit (Kahneman and Miller 1986; Schwarz and Bless 1992).

## **6. Managerial implications**

This study offers implications for managers involved in sponsorships of sports teams, managers of sponsored objects and managers of charities.

This study does find that a charity “sponsor” is easier to remember than a regular sponsor. However, any negative recall effects on the concurrent sponsors were not found. Furthermore, there were only positive attitude transfer effects when a regular charity or charity perceived as positive was present as a “sponsor”. Based on this, managers of sponsors should seek out sports teams where a charity is present as the positive image of the charity will spill over to the sponsor and make the sponsor attitude more positive. On the other hand, if the charity is perceived as negative, sponsor-managers should proceed with caution, as it might transfer negative attitudes, even though this study failed to confirm it. However, if the sponsor's objective is to increase sincerity and fit-perceptions (Which again is associated with sponsorship effects), it can be a good idea to have a controversial charity “sponsor”

or another regular sponsor with very low fit present. Also, as a charity is easier to recall, it might take attention away from other sponsors in some instances. This means that if brand awareness is the main objective of the sponsor, managers should look for sponsored objects without a charity “sponsor” present.

For managers of sports teams, the results of this study advise to partner up with a charity as it improves their offer towards possible sponsors (Even a disliked charity can help increase sincerity and fit-perceptions). The sponsors not only get desired attitude transfer from the sports team, but also from the charity they are connected with. Furthermore, there is no evidence from this study indicating that a controversial sponsor will harm the fans’ liking of the team.

Lastly, managers of charities should use information and results from this study in their pursuit of opportunities for exposure. The results from this study show that a charity has a lot to offer both for sports teams and their sponsors, the only negative aspect is that they might take attention away from regular paying sponsors. However, the charity can in a way compensate for this by making the attitudes towards the regular concurrent sponsors more positive via attitude transfer.

## **7. Limitations**

While this study has provided insight into the understanding of sponsorship in sports, there are limitations to this study that need to be acknowledged and taken into account when discussing and interpreting the results from the study. This study used a web-based survey and participants had to complete the questionnaire online. The fact that a computer and internet access was necessary to participate in the study may have led to the exclusion of older fans, but taking the age distribution of the participants into consideration this does not seem to be a significant problem. Older people in Norway is also known for being quick adopting new technology and is considered to be major Internet users compared to people of the same age group in other European countries (Forskning 2016).

Additionally, the context of sponsorship was limited to two Norwegian professional football teams and this research paper only includes fans of the two teams as the sample. The findings may, therefore, have been influenced by the specific

characteristics of the teams and fans, which may influence the external validity of this research.

The two samples used in the study were small ( $n=129$  for both Vikinghordene and Oddrane supporterklubb). This was due to resource constraints, two different football clubs were used in an attempt to get a large total sample using the same resources. Even so, having more participants in the study could engender statistical significance where the authors reported tendencies in line with the hypothesis to ensure reliability. However, this is speculation, and the tests may still have been insignificant even with more participants in the study.

Regarding the hypotheses which were related to sponsorship recall and image transfer, it is important to mention that the study did not control for the exposure time of the eight presented sponsors at the beginning of the questionnaire. Not holding the time of exposure constant for the participants may be a limitation of the study, as there is very much likely that the participants using more time staring at the list of sponsors show higher recall rates and it is also more likely that attitude transfer occurs.

Another limitation of this study is the choice of stimuli. The stimuli used in this study were real companies or brands that currently engage in sponsorships or are connected to sports. As real brands or stimuli are used, respondents may possess information about the potential sponsors that are not controlled for in the study and, the hypotheses may, therefore, suffer from prior knowledge bias regarding the sponsors. The fact that the results were significant regardless speaks well of the strength of the effects. On the other hand, using a set of fictional companies or brands as stimuli could diminish the realism of the study and result in less reliable results. Extension of this work using alternative stimuli such as a greater variety of sponsors and charity organisations could lead to more valid and reliable results.

Another potential limitation of this research is that it emphasises on one single sport (football). The results may therefore not be generalizable to other sports or non-sport contexts. One should have this in mind when generalising the results. This research paper did also use a median split analysis to divide the controversial condition into like/dislike. An issue with this is that very small differences have

relatively big impact when dividing into the groups. Also, it resulted in group sizes less than 20, which is less than what one normally wants for statistical power and mean stability.

Lastly, the design of this study gave participants relatively short time to process the various sponsors; this is a weakness as attitude transfer effects often take time and multiple exposures to materialise (Gwinner 1997). In a real setting, fans are exposed to the same sponsor multiple of times and sometimes over decades. This study is not longitudinal and it may, therefore, have been difficult for attitude transfer effects to occur due to the short time of exposure.

## **8. Further research and Conclusion**

Future research should attempt to replicate the study to enhance external validity, in other contexts such as in different sports, non-sports, other teams etc. Studies from other countries and cultures would also be welcome to ensure validity.

This research paper has emphasised on only highly involved fans; other studies could look at less involved fans, to ascertain the power of this likely moderating effect. A less involved fan should be more likely to process sponsor information peripherally, and the valence of a charity might be a stronger influence than if the fan is highly involved. Therefore, the attitude transfer effects could be stronger in such a setting. In other words, a less involved fan might react in a more negative way towards the team as well as the other concurrent sponsors if a charity is perceived as negative is present, and more positive if a charity is perceived as positive is present.

The prominence of the sponsors (e.g size) can in the future be manipulated to see at what levels the effect takes place. How prominent must the charity be for the effect to occur?

This research paper used self-reported information to test the effects. To gather more reliable data in the future, researchers can use observational methods. Also, previous research in the sponsorship profession does also suggest that demographic characteristics can influence the effectiveness of sponsorships (Alexandris et al

2008). It is therefore interesting to use other research methodologies to enhance the representativeness of the sample and test the effects on another target group.

This study lacks a broader measure image and attitude transfer; it would be interesting to see what other dimensions of a brands image gets affected by the presence of a charity. Furthermore, a longitudinal study with multiple concurrent sponsorship exposures would yield stronger and more valid results.

In conclusion, a charity “sponsor” is easier to remember than regular sponsors. If a regular charity or a charity perceived as positive is present it will make attitudes towards concurrent sponsors more positive. If a charity perceived as negative is present, sincerity and fit-perceptions of concurrent sponsors will increase. The results of this survey implicate that there are likely more benefits than there are drawbacks for all parties involved to include a charity among regular sponsors.

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## Appendix 1 – The survey



Kjære Vikingsupporter!

Velkommen til denne spørreundersøkelsen som er en del av en masteroppgave ved Handelshøyskolen BI. Hvert år henter Viking Fotballklubb inn nye sponsorer og samarbeidspartnere, samtidig som andre avtaler avsluttes. Denne spørreundersøkelsen er laget for å se på dine holdninger og tanker rundt noen nye potensielle typer sponsorer og samarbeidspartnere til Viking Fotballklubb. De svarene du gir i denne spørreundersøkelsen kan hjelpe Viking Fotballklubb med å velge fremtidige sponsorer og samarbeidspartnere.

Vi er veldig interesserte i dine meninger rundt dette, og det finnes ingen riktige eller gale svar. Svarene du gir vil være helt anonyme og kan heller ikke knyttes til din e-postadresse dersom du velger å være med i trekningen av en signert Vikingdrakt.

Denne undersøkelsen er kun laget av masterstudenter ved BI og Viking Fotballklubb har ingen tilknytning eller befatning med innholdet i denne spørreundersøkelsen.

*The respondent clicks the “Next” button and gets randomly assigned to one of the three conditions.*

The controversial charity condition:

Her er noen korte beskrivelser av potensielle samarbeidspartnere til Viking Fotballklubb, vær vennlig og les gjennom alle beskrivelsene før du klikker deg videre. (Det kan ta litt tid før teksten lastes)



Mester Grønn er en norsk blomsterforretning med en rekke butikker i hele Norge.



Sats Elixia er en nordisk treningssenterkjede med mange treningssentre i hele landet



Life er Norges største helsekostkjede med mange butikker i landet.



NOAS er en veldedig organisasjon som arbeider for asylsøkere i Norge.



Byggmakker er en norsk byggevarekjede med butikker over hele landet.



Tryg forsikring er nordens nest største skadeforsikringsselskap.



Sector alarm er et norsk selskap som tilbyr boligalarm i flere land.



Posten er ett av Norges største selskaper og tilbyr bla. postombæring.

The regular charity condition:



Mester Grønn er en norsk blomsterforretning med en rekke butikker i hele Norge.

**SATS ELIXIA**

Sats Elixia er en nordisk treningssenterkjede med mange treningssentre i hele landet

*Life*

Life er Norges største helsekostkjede med mange butikker i landet.



Barnekreftforeningen er en norsk veldedig organisasjon som arbeider for kreftsyke barn.



Byggmakker er en norsk byggevarekjede med butikker over hele landet.



Tryg forsikring er nordens nest største skadeforsikringsselskap.

**SECTOR  
ALARM•••))**

Sector alarm er et norsk selskap som tilbyr boligalarm i flere land.



Posten er ett av Norges største selskaper og tilbyr bla. postombæring.

The control condition:



Mester Grønn er en norsk blomsterforretning med en rekke butikker i hele Norge.

**SATS ELIXIA**

Sats Elixia er en nordisk treningssenterkjede med mange treningssentre i hele landet

*Life*

Life er Norges største helsekostkjede med mange butikker i landet.

**Interoptik**

Interoptik er en optikerkjede med en rekke butikker over hele Norge.



Byggmakker er en norsk byggevarekjede med butikker over hele landet.



Tryg forsikring er nordens nest største skadeforsikringselskap.

**SECTOR  
ALARM•))**

Sector alarm er et norsk selskap som tilbyr boligalarm i flere land.



Posten er ett av Norges største selskaper og tilbyr bla. postombæring.



The fan involvement/distraction part of the survey:

Under følger noen spørsmål rundt ditt engasjement for Viking Fotballklubb:

Velg det utsagnet som best beskriver ditt engasjement for Viking Fotballklubb:

- Jeg misliker Viking Fotballklubb sterkt
- Jeg bryr meg ikke om fotball eller Viking Fotballklubb
- Jeg liker et annet eliteserielag bedre enn Viking Fotballklubb
- Jeg liker Viking Fotballklubb omtrent like mye som andre eliteserielag
- Jeg liker Viking Fotballklubb bedre enn andre eliteserielag
- Jeg er ekstremt opptatt av Viking Fotballklubb - Jeg blir oppriktig lei meg når de taper, og føler meg fantastisk når de vinner

Omtrent hvor mange år har du vært Vikingsupporter?

Omtrent hvor mange Vikingkamper er du på i året?

Hvem er din favorittspiller i Viking Fotballklubb? *(Hvis du ikke har en favorittspiller, la feltet stå tomt).*

Hvem ser du på som Viking Fotballklubb største rival i eliteserien?

Unaided/aided recall:

*\*There is a page break between unaided and aided recall.*

*\*The order of elements in the list of sponsors for the aided recall was randomized*

Vi ønsker å se hvor enkelt det er å huske de potensielle samarbeidspartnerne.

Hvilke av de organisasjonene du ble presentert for i stad kan du komme på

nå? (skill med komma)

Hvilke av følgende organisasjoner ble du presentert for i stad som potensielle samarbeidspartnere til Viking Fotballklubb?

- DB Schenker
- Interoptik
- NOAS
- Posten
- Life
- Sector Alarm
- Tryg Forsikring
- Flyktninghjelpen
- Mester Grønn
- Barnekreftforeningen
- Aktiv mot Kreft
- Verisure
- SIS sportssenter
- Byggmakker
- Rema 1000
- Maxbo
- Interflora
- Sunkost
- Sats Elixia
- If Skadeforsikring

Attitude transfer/Sincerity/Fit:

\*Depending on the condition, the respondent either got exposed for a grid with Noas (controversial), Barnekreftforeningen (regular) or Interoptik (control). NOAS is presented below.

I denne delen av undersøkelsen ber vi deg se litt nærmere på disse 4 potensielle samarbeidspartnerne:



Hva tenker du om **NOAS - Norsk Organisasjon for Asylsøkere** som potensiell samarbeidspartner med Viking Fotballklubb? (1/4)

	Helt uenig					Helt enig				
	1	2	3	4	5	6	7	8	9	10
NOAS har et godt omdømme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
NOAS og Viking passer godt sammen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
NOAS vil										

samarbeide med Viking fordi de bryr seg om klubben	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Den eneste grunnen til at NOAS samarbeider med Viking er for å få eksponering i media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg er positiv til et samarbeid mellom NOAS og Viking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hvis NOAS samarbeider med Viking, vil jeg like Viking mindre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hvis NOAS samarbeider med Viking, vil jeg like NOAS bedre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg har et godt inntrykk av NOAS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hvis NOAS samarbeider med Viking, vil jeg støtte NOAS mer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Hva tenker du om **Sector alarm** som potensiell samarbeidspartner med Viking Fotballklubb? (2/4)

	Helt uenig					Helt enig				
	1	2	3	4	5	6	7	8	9	10
Sector alarm har et godt omdømme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sector alarm og Viking passer godt sammen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sector alarm vil samarbeide med Viking fordi de bryr seg om klubben	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Den eneste grunnen til at Sector alarm samarbeider med Viking er for å få eksponering i media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg er positiv til et samarbeid mellom Sector alarm og Viking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hvis Sector alarm støtter Viking, vil jeg like Viking mindre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hvis Sector alarm støtter Viking, vil jeg like Sector alarm bedre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg har et godt inntrykk av Sector alarm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hvis Sector alarm støtter Viking, vil jeg kjøpe mer av Sector alarms tjenester/produkter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Hva tenker du om **Tryg Forsikring** som potensiell samarbeidspartner med Viking Fotballklubb? (3/4)

	Helt uenig					Helt enig				
	1	2	3	4	5	6	7	8	9	10
Tryg har et godt omdømme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tryg og Viking passer godt sammen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tryg vil samarbeide med Viking fordi de bryr seg om klubben	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Den eneste grunnen til at Tryg samarbeider med Viking er for å få eksponering i media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg er positiv til et samarbeid mellom Tryg og Viking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hvis Tryg støtter Viking, vil jeg like Viking mindre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hvis Tryg støtter Viking, vil jeg like Tryg bedre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg har et godt inntrykk av Tryg	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hvis Tryg støtter Viking, vil jeg kjøpe mer av Trygs tjenester/produkter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Hva tenker du om **Life** som potensiell samarbeidspartner med Viking Fotballklubb ? (4/4)

	Helt uenig					Helt enig				
	1	2	3	4	5	6	7	8	9	10
Life har et godt omdømme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Life og Viking passer godt sammen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Life vil samarbeide med Viking fordi de bryr seg om klubben	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Den eneste grunnen til at Life samarbeider med Viking er for å få eksponering i media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg er positiv til et samarbeid mellom Life og Viking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hvis Life støtter Viking, vil jeg like Viking mindre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hvis Life støtter Viking, vil jeg like Life bedre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg har et godt inntrykk av Life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hvis Life støtter Viking, vil jeg kjøpe mer av Lifes tjenester/produkter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Presented below are the first out of 4 items related to the changed stimuli for the regular and the control condition presented as the 3 lasts are identical in all conditions:



Hva tenker du om **Barnekreftforeningen** som potensiell samarbeidspartner

Barnekreftforeningen har et godt omdømme

Barnekreftforeningen og Viking passer godt sammen

Barnekreftforeningen vil samarbeide med Viking fordi de bryr seg om klubben

Den eneste grunnen til at Barnekreftforeningen samarbeider med Viking er for å få eksponering i media

Jeg er positiv til et samarbeid mellom Barnekreftforeningen og Viking

Hvis Barnekreftforeningen samarbeider med Viking, vil jeg like Viking mindre

Hvis Barnekreftforeningen samarbeider med Viking, vil jeg like Barnekreftforeningen bedre

Jeg har et godt inntrykk av Barnekreftforeningen

Hvis Barnekreftforeningen samarbeider med Viking, vil jeg støtte Barnekreftforeningen mer



Interoptik

SECTOR  
ALARM-)))Tryg | 

life

Hva tenker du om **Interoptik** som potensiell samarbeidspartner med Viking Fotballklubb? (1/4)

	Helt uenig					Helt enig				
	1	2	3	4	5	6	7	8	9	10
Interoptik har et godt omdømme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interoptik og Viking passer godt sammen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interoptik vil samarbeide med Viking fordi de bryr seg om klubben	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Den eneste grunnen til at Interoptik samarbeider med Viking er for å få eksponering i media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg er positiv til et samarbeid mellom Interoptik og Viking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hvis Interoptik støtter Viking, vil jeg like Viking mindre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hvis Interoptik støtter Viking, vil jeg like Viking bedre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg har et godt inntrykk av Interoptik	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hvis Interoptik støtter Viking, vil jeg kjøpe mer av Interoptiks tjenester/produkter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Demographics and debrief:

Kjønn:

- Mann  
 Kvinne

Alder:

**Debrief**

Takk for at du har deltatt i denne undersøkelsen. Dine meninger er viktige når det kommer til å bestemme hvilke organisasjoner Viking Fotballklubb skal knytte seg til i fremtiden.

Organisasjonene som er presentert i denne undersøkelsen er kun hypotetiske og vil ikke nødvendigvis være de Viking Fotballklubb vil samarbeide med i fremtiden.

De organisasjonene som er presentert i tidligere denne undersøkelsen har ingen avtale eller forbindelse med Viking Fotballklubb. De mest fremtredende faktiske sponsorene av Viking Fotballklubb er:



Har du noen andre kommentarer til denne undersøkelsen? *(Valgfritt)*

Skriv inn din e-postadresse her om du ønsker å være med i trekningen av ett eksemplar av en signert Vikingdrakt:

*\* The survey for Odd is identical, except for two of the presented sponsors and the content of the debrief.*

## Appendix 2 – Pre-test Results

<b>REGULAR SPONSOR LIKE</b>						
	N	Minimum	Maximum	Mean		
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
LIKER_DNB	14	5	9	6.64		0.325
LIKER_KIWI	14	5	9	7.14		0.345
LIKER_SATS	14	4	8	6.43		0.374
LIKER_POSTEN	14	5	9	7		0.331
LIKER_STATOIL	14	4	9	7.07		0.462
LIKER_COLORLINE	14	4	9	6.43		0.388
LIKER_NETTBUSS	14	3	7	5.29		0.384
LIKER_SPAREBANK1	14	3	8	6		0.378
LIKER_CANALDIGITAL	14	3	8	5.93		0.399
LIKER_TELENOR	14	4	10	6.64		0.452
LIKER_SCANDIC	14	5	8	6.36		0.308
LIKER_TRYG	14	4	8	6.29		0.37
LIKER_REMA1000	14	3	9	5.93		0.474
LIKER_CHOICE	14	5	9	6.43		0.374
LIKER_NORDEA	14	4	8	6		0.392
LIKER_SAS	14	4	8	6.93		0.305
LIKER_SECTORALARM	14	3	7	6.43		0.309
LIKER_MESTERGRONN	14	4	8	7.27		0.323
LIKER_INTEROPTIK	14	3	8	5.9		0.39
LIKER_LIFE	14	4	8	6.43		0.374
LIKER_BYGGMAKKER	14	4	10	6.64		0.452

<b>REGULAR SPONSOR FIT</b>						
	N	Minimum	Maximum	Mean		
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
FIT_DNB	14	3	10	8.43		0.488
FIT_KIWI	14	3	10	8.14		0.592
FIT_SATS	14	3	10	7.57		0.51
FIT_POSTEN	14	1	10	6.93		0.699
FIT_STATOIL	14	1	10	7		0.832
FIT_COLORLINE	14	2	10	6.93		0.715
FIT_NETTBUSS	14	1	10	6.21		0.82
FIT_SPAREBANK1	14	3	10	8.36		0.561
FIT_CANALDIGITAL	14	1	10	7.36		0.856
FIT_TELENOR	14	1	10	7.14		0.882
FIT_SCANDIC	14	1	10	6.29		0.766
FIT_TRYG	14	1	10	6.57		0.669
FIT_REMA1000	14	3	10	8.07		0.597
FIT_CHOICE	14	3	10	6.21		0.728
FIT_NORDEA	14	3	10	7.86		0.501
FIT_SAS	14	1	10	6.57		0.81
FIT_SECTORALARM	14	1	10	6.57		0.683
FIT_MESTERGRONN	14	2	10	7.07		0.624
FIT_INTEROPTIK	14	1	10	6.93		0.699
FIT_LIFE	14	1	10	7.14		0.592
FIT_BYGGMAKKER	14	1	10	6.93		0.715

CHARITY KJENNER TIL					
	N	Minimum	Maximum	Mean	
	Statistic	Statistic	Statistic	Statistic	Std. Error
KJENNERTIL_AKTIVKREFT	14	1	10	5.57	0.685
KJENNERTIL_MOT	14	4	10	7	0.469
KJENNERTIL_RØDEKORS	14	4	10	8.71	0.438
KJENNERTIL_KIRKENSØD	14	4	10	8.07	0.497
<b>KJENNERTIL_BARNEKREFT</b>	<b>14</b>	<b>3</b>	<b>10</b>	<b>5.5</b>	<b>0.572</b>
<b>KJENNERTIL_NOAS</b>	<b>14</b>	<b>3</b>	<b>7</b>	<b>4.93</b>	<b>0.412</b>
KJENNERTIL_FLYKTHJELP	14	3	10	6.57	0.488

CHARITY PROB. CONTRIBUTION					
	N	Minimum	Maximum	Mean	
	Statistic	Statistic	Statistic	Statistic	Std. Error
SANNSBIDRAG_AKTIVKREFT	14	5	9	7	0.314
SANNSBIDRAG_MOT	14	2	8	5.07	0.508
SANNSBIDRAG_RØDEKORS	14	5	9	7.71	0.304
SANNSBIDRAG_KIRKENSØD	14	2	9	6.86	0.501
<b>SANNSBIDRAG_BARNEKREFT</b>	<b>14</b>	<b>5</b>	<b>10</b>	<b>7.29</b>	<b>0.438</b>
<b>SANNSBIDRAG_NOAS</b>	<b>14</b>	<b>1</b>	<b>9</b>	<b>4.43</b>	<b>0.598</b>
SANNSBIDRAG_FLYKTHJELP	14	3	8	5.79	0.408

CHARITY FIT					
	N	Minimum	Maximum	Mean	
	Statistic	Statistic	Statistic	Statistic	Std. Error
FIT_AKTIVKREFT	14	3	10	6.86	0.645
FIT_MOT	14	4	10	7.71	0.539
FIT_RØDEKORS	14	2	10	6.21	0.639
FIT_KIRKENSØD	14	1	8	5.21	0.664
<b>FIT_BARNEFKREFT</b>	<b>14</b>	<b>2</b>	<b>10</b>	<b>5.57</b>	<b>0.51</b>
<b>FIT_NOAS</b>	<b>14</b>	<b>1</b>	<b>7</b>	<b>4.29</b>	<b>0.518</b>
FIT_FLYKTHJELP	14	2	9	5	0.555

## Appendix 3 – Complete recall results

ODD - UNAIDED RECALL			
Controversial charity	% recall correct	Sig.	Hypothesised direction
NOAS	50.00 %	--	--
Telenor (first)	69.44 %	0.0926	No
Mestergrønn	30.56 %	<b>0.0925</b>	Yes
Life	27.78 %	<b>0.053</b>	Yes
Sas	16.67 %	<b>0.0027</b>	Yes
Tryg	27.78 %	<b>0.053</b>	Yes
Sector Alarm	22.22 %	<b>0.0141</b>	Yes
Posten (last)	33.33 %	0.1514	Yes
Regular charity	% recall correct	Sig.	Hypothesised direction
Barnekeftforeningen	60.53 %	--	--
Telenor (first)	76.53 %	0.1387	No
Mestergrønn	52.63 %	0.4878	Yes
Life	34.21 %	<b>0.0216</b>	Yes
Sas	21.05 %	<b>0.0005</b>	Yes
Tryg	26.32 %	<b>0.0026</b>	Yes
Sector Alarm	13.16 %	<b>0.0001</b>	Yes
Posten (last)	36.84 %	<b>0.0389</b>	Yes

VIKING - UNAIDED RECALL			
Controversial charity	% recall correct	Sig.	Hypothesised direction
NOAS	51.52 %	--	--
Mester Grønn (first)	48.48 %	0.8056	Yes
Life	24.24 %	<b>0.0224</b>	Yes
Sats Elixia	39.39 %	0.3228	Yes
Tryg	30.30 %	<b>0.0797</b>	Yes
Bygmakker	21.21 %	<b>0.0105</b>	Yes
Sector Alarm	24.24 %	<b>0.0224</b>	Yes
Posten (last)	30.30 %	<b>0.0797</b>	Yes
Regular charity	% recall correct	Sig.	Hypothesised direction
Barnekeftforeningen	59.46 %	--	--
Mester Grønn (first)	59.46 %	0.5945	No
Life	29.73 %	<b>0.0101</b>	Yes
Sats Elixia	54.05 %	0.6392	No
Tryg	37.84 %	<b>0.0628</b>	Yes
Bygmakker	18.92 %	<b>0.0004</b>	Yes
Sector Alarm	21.62 %	<b>0.0009</b>	Yes
Posten (last)	43.24 %	0.163	Yes

ODD AIDED RECALL			
Controversial charity	% recall correct	Sig.	Hypothesised direction
NOAS	68.57 %	--	--
Telenor (first)	80.00 %	0.274	No
Mestergrønn	54.29 %	0.2194	Yes
Life	51.43 %	0.1431	Yes
Sas	51.43 %	0.1431	Yes
Tryg	51.43 %	0.1431	Yes
Sector Alarm	48.57 %	<b>0.0894</b>	Yes
Posten (last)	62.86 %	0.6142	Yes
Regular charity	% recall correct	Sig.	Hypothesised direction
Barnekeftforeningen	81.08 %	--	--
Telenor (first)	89.19 %	0.3275	No
Mestergrønn	72.97 %	0.407	Yes
Life	56.76 %	<b>0.0238</b>	Yes
Sas	54.05 %	<b>0.013</b>	Yes
Tryg	51.35 %	<b>0.0069</b>	Yes
Sector Alarm	48.65 %	<b>0.0035</b>	Yes
Posten (last)	75.68 %	0.5719	Yes

VIKING AIDED RECALL			
Controversial charity	% recall correct	Sig.	Hypothesised direction
NOAS	72.73 %	--	--
Mester Grønn (first)	72.73 %	1	No
Life	48.48 %	<b>0.0439</b>	Yes
Sats Elixia	72.73 %	1	No
Tryg	45.45 %	<b>0.0243</b>	Yes
Bygmakker	45.45 %	<b>0.0243</b>	Yes
Sector Alarm	48.48 %	<b>0.0439</b>	Yes
Posten (last)	57.58 %	0.1965	Yes
Regular charity	% recall correct	Sig.	Hypothesised direction
Barnekeftforeningen	78.38 %	--	--
Mester Grønn (first)	72.97 %	0.5883	Yes
Life	62.16 %	0.1272	Yes
Sats Elixia	86.49 %	0.3594	No
Tryg	64.86 %	0.1975	Yes
Bygmakker	48.65 %	<b>0.0079</b>	Yes
Sector Alarm	54.05 %	<b>0.027</b>	Yes
Posten (last)	75.68 %	0.7825	Yes

**Appendix 4 – Preliminary Thesis Report**

**BI Norwegian Business School  
Preliminary Thesis Report**

**Should you Stop Supporting Charities? A  
Cost-Benefit Investigation of Charity  
Partners in Sports**

Hand-in date:

**16.01.2017**

Supervisor:

**Erik Olson**

Examination code and name:

**GRA 19502 – Preliminary Thesis Report**

Study Programme:

**Master of Science in Strategic Marketing Management**

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## 1. Introduction

Cause related marketing (CRM) has been around for quite some time, where businesses support charities to improve their own reputation and the charity gets increased attention in return. In recent years sports teams have started doing the same, nearly all big sports teams have charity partners and some even place the charity logo on their jerseys and team clothing alongside their sponsors. By doing this the charity partner looks like a regular sponsor. While the benefits of CRM might be many, this study proposes that this relationship in sports has both negative and positive consequences both for the sports team and the regular sponsors.

Why are sport teams and athletes engaging in CRM? It is easy to forget for fans that sports teams are businesses too and they need to earn money to continue to exist. A part of this is pleasing sponsors and fans. By linking up with charities, sports teams can strengthen their brand equity: Through the brand partnership that is created between the two actors, it is likely that some of the goodwill associated with the charity partner will transfer onto the supporting sports actor (Keller 2013). Charities are almost exclusively associated with a positive reputation, something sports teams would like to tap into.

According to Shainock (2015) professional sports athletes need to have a clean reputation and be model citizens in order to be attractive for fans and sponsors. Since the athletes and teams are big profiles in the media, it only takes a small misstep to start a PR-crisis. It is here the charity partnerships can be a valuable tool that builds equity and goodwill in the eyes of the fans and other relevant stakeholders, effectively working as CSR. A charity partnership can generate goodwill, improve reputation and perhaps most importantly: Positive media attention both for the team, the charity and perhaps also the team's other sponsors.

The act of placing a charity partner on the team clothing is especially prevalent among football clubs. The most prominent example is FC Barcelona, which entered a partnership with UNICEF, where Barcelona paid £1.25 million to have the charity logo on their jerseys, where normally the main sponsor would be (Independent 2013). Other prominent examples are: Fiorentina, Aston Villa, Hearts, Liverpool FC, Southampton, Rayo Vallecano (STV News 2017). Several Norwegian football clubs from the highest division has a charity partnership with MOT, where their logo is positioned at the bottom on the back of the jersey (MOT 2017). An example

from another sport is the pro-tour cycling team Dimension Data. They have given up the largest and most visually prominent part of their cycling jersey to a charity called “Qhubeka” (Team Dimension Data 2017). Another cycling example is the teams that Lance Armstrong used to ride for, which promoted his “Livestrong” cancer foundation. The average sponsorship exposure value a pro cycling team generates across a season is \$88.4 million. (Cyclingnews 2013). They are in a sense “wasting” a huge part of this figure by giving away this space to a charity. Overall, this phenomenon is widely used by many teams across many sports one can therefore see the importance of researching both the positive and negative aspects it might have.

This study considers charities as “sponsors” and what effect it has on the other concurrent regular sponsors. Therefore, it is important to look into sponsorship literature to gain a deeper understanding of the phenomenon. Sponsorship can be defined as when a company/brand or an investor creates a link with an outside issue or event with the intention to influence the audience by the connection (Rifon et al. 2004). The sponsor (brand or company) provides cash or other compensation to a sponsored object (e.g. football club) in exchange for opportunities to create links and exposure (Cornwell, Weeks and Roy 2005). The main difference between a regular sponsor and the charity “sponsor” is that the charity does not pay to be there.

The link between a sponsor and sponsored object in consumers’ mind differentiates sponsorship from advertising and can result in image transfer which means that the sponsor and sponsored object both are associated with each other’s brand values and benefit from the association (Bashiri et al 2010). It is also important to mention that corporations use sponsorships to increase awareness and recall of their brands and to enhance their image (Meenaghan 1991). These two terms (image transfer and increased recall) are argued to be amongst the most important reasons behind corporations investing in sponsorships (Gwinner, Larson and Swanson 2009).

Sponsorships is today an increasingly important marketing communication tool. This is due to restrictions on advertising, increased advertising costs, zapping and more effective usage of sponsorship as a marketing communication tool (Olson 2010; Quester and Thompson 2001; Speed and Thompson 2000; Verity 2002). Therefore, sponsorship has become a crucial part of some corporations’ marketing strategy (Smith, Graetz and Westerbeek 2008). Sponsorship is utilized on a global

basis where the total sponsorship spending is projected to be \$62.8 billion in 2017. About 70% of sponsorship investments in North America projected to be in the sports sector and sport sponsorships has increased extensively the last decades (IEG 2017). Naturally, most empirical research on sponsorship has focused on sports as the context (Crompton 2004; Olson and Thjømmøe 2009; Quester and Thompson 2001; Verity 2002). As corporations are pouring millions into sports sponsorships every year it is important to research the factors that might reduce their return on investment. One such factor can be the presence of a charity “sponsor”.

The authors theorize that the use of charity “sponsors” are a dual edged sword. Olson’s (2010) sponsorship model might argue that the presence of a charity “sponsor” can increase the object equity (the equity of the sports team) and hence enhance sponsor equity as well. On the other hand, the visibility and increased media coverage of the charity “sponsor” might distract fans from remembering and giving credit to the regular non-charity paying sponsors, which of course decreases the value of their sponsorship.

## **2. Research Areas**

In essence, this study will investigate two areas related to charity partners as “sponsors” in sports:

### ***2.1 Research Area 1: Recognition and Recall of Concurrent Non-Charity Sponsors When a Charity Partner is Present as a “Sponsor”***

Most research within sponsorship, with a few exceptions (e.g. Olson 2010; Ruth and Simonin 2003) has focused on what effects the sponsorship has on the sponsor and not on what effect it has on the sponsored object. This study looks further into this and additionally attempts to close another research gap: In a multi-sponsor setting, can certain characteristics of one sponsor influence the recall of the other concurrent sponsors? In this case can a charity “sponsor” influence how well the other concurrent regular sponsors are recalled? Can it be that the charity partner, that often gets substantial press coverage, can grab attention away from the regular paying sponsors? Which in turn can affect how well the fans remember the regular sponsors? If so, what moderates this relationship? Fit? Characteristics of the charity? Fan involvement?

## ***2.2 Research Area 2: Image Transfer from Charity Partner to Sports Team, and from Charity to Concurrent Non-Charity Sponsors.***

The vast majority of charities represent good causes. However, in today's "post-factual society" many have started to doubt climate change (McCright and Dunlap 2011), vaccinations (Kata 2010) and so on. And there has been much debate in Norway and similar countries about the refugee crisis and the number of refugees one should bring in (NRK 2017). People have different views on these issues and it is likely that people dislike charitable organizations within these fields that work against their views (e.g. Bellona and Norwegian Refugee Aid). As such these charities can be viewed as somewhat "controversial". Now, what if a sports team takes on such a charitable partner? Will this negatively impact the team through image transfer? Will it negatively impact the other regular sponsors through image transfer?

The main contribution of this study is whether supporting a charity really is beneficial for all parties involved. Can it hurt the other regular paying sponsors that a sports team has a prominent charity partner? And what are the consequences for the sports team? The findings in this study will contribute to CRM and sponsorship literature and render managerial implications.

### 3. Literature Review and Hypotheses

The following section will provide a literature review of the two research areas with hypotheses supplied.

#### *3.1 Research Area 1: Charity Presence as Inhibitor of Concurrent Regular Sponsor Recall*

##### *3.1.1 Sponsorship Recall*

Sponsorship recall has been researched heavily (e.g. Lardinoit and Derbaix 2001; Wakefield, Becker-Olsen and Cornwell 2007), as it is relatively easy to measure and it is a fundamental block in building a strong relationship with a sponsoring brand (Keller 2013). Furthermore, the focus within the field has been on single sponsorships (one actor sponsors an event/team/athlete), not multiple sponsors (several sponsors of an event/team/athlete) (Ruth and Simonin 2003). This is surprising as the latter is far more common today. This is an important gap in the sense that most of the current literature is not as connected to reality as it should be.

Related to sponsorship clutter, it is no surprise that when the number of sponsors increase, the recall and recognition of a specific sponsor in the clutter decrease (Cornwell et al. 2000). The way to alleviate this is to make your sponsor more prominent (e.g. better positioning, bigger size) (Wakefield et al. 2007).

Carrillat, Lafferty and Harris (2005) found that less familiar brands have an advantage over more familiar brands in both single and multiple sponsorship arrangements. Recall was not researched in this paper, only purchase intentions and attitudes. Nevertheless, this is an indicator that certain properties of sponsors affect how the other sponsors in a multiple sponsorship arrangement is perceived.

##### *3.1.2 Press Coverage, Distinctiveness, Positive Reputation and Sincerity as Positive Reinforcers of Charity “Sponsor” Recall*

This study theorizes that a charity “sponsor” will be more attention grabbing than a regular non-charity sponsor. This is primarily based on the increased media coverage and visibility the charity partner gets, the distinctiveness effect, the positive brand image and the sincerity of a charity.

When sports teams and athletes announce their charity partnerships it gets coverage in the press. For instance, by googling news articles containing “FC Barcelona+Unicef” one gets 27 200 results, if you on the other hand google news

articles containing “FC Barcelona+Qatar Airways” (which is their current main sponsor) you get 16 200 results. It seems likely that the press is more motivated to write about good causes instead of regular corporations. This increased media attention is likely to make the charity “sponsors” more salient in the fans mind than the regular sponsors.

Secondly, it is widely accepted within psychology that distinctive, unusual and incongruent information is easier to remember and notice than common information (Eysenck and Eysenck 1980; Rajaram 1998; Skard 2010; Wertheimer 1923). The general rationale behind this distinctiveness effect is that unusual information creates a unique pattern in the brain. It elicits a different encoding process and becomes more salient. The charity “sponsor” should be different by activating a different neural pattern in the brain. The regular non-charity sponsors are more likely to be grouped together and forgotten, as they activate similar neural patterns and are thusly harder to separate in memory (Collins and Loftus 1975; Waddil and McDaniel 1998).

Thirdly, Charities are almost exclusively accompanied by a strong positive reputation and a significant amount of goodwill among the general public. This cannot always be said about the other regular non-charity paying sponsors, where one observes a mix of reputations and amount of goodwill. This makes charities further stand out and in turn should make them easier to remember. Furthermore, there are indications that liking a brand influences recall of that brand positively (Mariani and Mohammed 2014; Walker and Dubitsky 1994). Also, Nan and Heo (2007) finds that an advertising message with a CRM component leads to more favourable consumer responses than one without.

Lastly, Olson (2010) found that sincerity positively influences sponsorship effects. Speed and Thompson (2000) found that sponsors that are perceived as more sincere and are committed to the sports team, induces advantageous responses. All in all, charities are about as sincere “sponsor” as you can get, which should result in more advantageous responses and stronger sponsorship effects.

**H1: Charity “sponsors” are easier to recall than regular sponsors.**

**H2: The presence of a charity “sponsor” will negatively impact the recall of the concurrent regular sponsors.**

### *3.1.3 Perceived fit, Previous Charity Support and Fan Involvement as Possible Moderators*

#### Perceived fit:

Fit or congruence between the sponsor and sponsored object has been researched heavily and is the construct that is most used (Cornwell, Weeks and Roy 2005). On the other hand, little research has been conducted in order to address the effects of the concept in the CRM context (Nan and Heo 2007), a literature gap this research paper will attempt to fill. Furthermore, fit is also empirically examined as a highly important success factor of the sponsorship relationship (Woisetschläger et al. 2010). There has also been disagreement about a clear definition of the construct (Jagre, Watson and Watson 2001). Nevertheless, terminologies such as congruent/incongruent, consistent/inconsistent as well as expected/unexpected have earlier been used in incongruity research (Heckler and Childers 1992).

Fit is further based on congruity theory from social psychology, people value harmony in their thoughts, feelings and behaviour and want to maintain harmony (Solomon 1996). Previous studies have shown that the fit between the sponsor and the sponsored object have great influence on both brand image, awareness and image transfer (Ravi and Cornwell 2014). Fit can be established in numerous ways such as functional or symbolic characteristics (Speed and Thompson 2000).

According to Cornwell and Maignan (1998) there can be two types of fit in the sponsorship context: The first type of fit in the sponsorship context is related to the relationship between characteristics of the sponsor and demographics, lifestyle, interests and opinions of viewers (e.g. relationship between a football club's sponsor and fans watching the game). Fit can also be established based on the relationship between the sponsoring brand's products and services, and the sponsored object based on people's expectations and perceptions. In other words, the logical link a sponsor has to a sponsored object. Also, Thjømmøe and Olson (2004) argues that a high/good fit can be established over time or when the sponsorship relationship endures.

#### Perceived fit related to recall:

There is not agreement however, in whether high or low fit is the best at influencing recall. Most studies have documented that consumers both enjoy and remember

sponsorship better where there is a natural fit between the sponsor and sponsored object (Pracejus and Olsen 2004; Rodgers 2003). On the other hand, other studies also find that there may be instances where low fit has positive effects and is remembered better (Henseler et al 2007; Stangor and McMillan 1992). Therefore, the authors have developed hypotheses in both directions:

*Low Fit:* The authors firstly hypothesize that a low fit charity sponsor will be easier to recall than a high fit charity “sponsor”. As mentioned, people remember unusual information better. When the perceived fit is low between sponsor and sponsored object, it will be perceived as more unusual than a sponsor with high fit and thus should be easier to recall.

Skard (2010) found that a seemingly low fit will lead to more elaboration, people will try harder to understand the relationship between the sponsor and sponsored object. A low fit sponsor should therefore get more attention. Other researchers have also found similar results, when the relationship between the sponsor and sponsored object does not fit, it is likely to result in increased elaboration and superior recall of the sponsor (Jagre, Watson and Watson 2001). (E.g. Marlboro sponsoring a sport organization). It is argued that this effortful and elaborate processing results in superior recall of the sponsor (Childer 1992; Graesser 1981; Heckler and Srull 1981).

Furthermore, a meta-analysis conducted by Stangor and McMillan (1992) about how social memory is influenced by social contexts indicates that memory is better for expectancy-incongruent (Low fit) than expectancy-congruent (high fit) information on recall and recognition.

**H3a: It is significantly easier to recall a low fit charity “sponsor” than a high fit charity “sponsor”.**

*High Fit:* Contrarily, the authors have developed a second hypothesis for high fit (e.g. Nike or Adidas sponsoring a sport event). As discussed earlier most studies have found that high fit is most effective regarding overall sponsorship effects (Olson 2010). Speed and Thompson (2000) found that consumers who see a logical relationship between the sponsor and the sponsored object generally demonstrate higher ability to recall the sponsor. In other words, sponsor recall increases in circumstances when there exist a strong association between the sponsor and sponsored object.



The main theory behind this is that high fitting sponsors and teams will be organized close in the semantic network and that when one thinks of the team it also activates the close node of the sponsor (Collins and Loftus 1975). Tversky and Kahneman (1973) also argue that when two objects (E.g Adidas and Manchester United) belong to the same category, the greater the probability are that people will recall the objects. It is further proposed that inconsistent information is filtered out and is therefore not brought into memory in the same manner as consistent information are (Misra and Beatty 1990). Therefore, the higher level of perceived fit, the higher probability that consumers will recall the sponsor (Cornwell et al. 2006).

**H3b: It is significantly easier to recall a high fit charity “sponsor” than a low fit charity “sponsor”.**

Previous Charity Support:

A second possible factor that might moderate the effect the presence a charity “sponsor” has on the other regular sponsors are if a fan has supported the charity in question. Cialdini (2006) notes that humans are motivated to stay consistent in their thoughts and behaviour. If you have supported a charity before, you should be motivated to do it again. Therefore, fans that has supported the charity before should be motivated to notice and remember the charity better when they encounter it again.

**H4: Previous support of the charity “sponsor” makes it more salient and easier to recall.**

Fan Involvement:

A third possible moderator is fan involvement. There seems to be agreement in that higher involvement has a positive impact on sponsorship effectiveness and thusly on recall and recognition (Biscaia et al. 2013; Deimel 1993; Lardinoit and Derbaix 2001). Highly involved fans attend the team’s events more frequently and are more exposed to the sponsors as a consequence, which in turn facilitates the information-treatment process.

This study further theorizes that the more you are involved as a fan, the weaker the negative effect the charity “sponsor” has on the other regular sponsors should be. This is based on the Elaboration likelihood model (ELM) (Petty and Cacioppo

1986). Which in part states that as involvement increases, the higher the chance is of more careful and central route elaboration. For example, Mazodier and Quester (2004) argued that highly involved people are more motivated to process incongruity than less involved people. From this it is likely that highly involved fans will pay more attention and consider each sponsor carefully. Thusly they will not be influenced as strongly as low involvement fans when it comes to the various features of the sponsors that can function as heuristics.

**H5: The negative recall effect a charity “sponsor” has on the other regular sponsors are weaker for highly involved fans.**

### ***3.2 Research Area 2: “Controversial” Charity as Negative Impact on Sports Team and Concurrent Regular Sponsors***

#### *3.2.1 Image transfer from sponsor to sponsored object*

This section presents literature about image transfer to answer the second research area of how a “controversial” charity “sponsor” might affect the sports team, and how it might affect the other concurrent regular sponsors.

Image transfer is one of the most important reasons for investing in sponsorships (Gwinner, Larson and Swanson 2009). There is a lot of literature on how image transfers from sponsor to sponsored object and vice versa. Image transfer in the sponsorship context have been defined as when a sponsor becomes linked to a sponsored object, some of the associations with the sponsored object may then become indirectly associated with the sponsor (Keller 1993). Image transfer result in transfer of values and attitudes from the sponsored object to the sponsor (and sometimes vice versa) (Meenaghan 1983). The authors theorize that image transfer can be explained by Collins and Loftus’s (1975) spreading activation theory. Objects stored close to each other in memory will be perceived as similar. Meaning that when the duration of two concepts have been associated with each other increases, they will become organized closer in the semantic network and the probability of image transfer increases accordingly.

**H6: The image of the charity “sponsor” will transfer to the team/athlete**

The moderating role of fit in image transfer:

Most research in this field indicates that relationships where the sponsor and sponsored object are similar are more effective in leading to image transfer. Becker-Olsen and Hill (2006) found that sponsorship effects between non-profit service firms and businesses are better in a high fit setting. Gwinner and Eaton (1999) found that image transfer between sponsored object and sponsor was enhanced when individuals perceive either an image or functional connection between them. As expected, relationships of extreme incongruity are demonstrated to be less effective (Jagre, Watson and Watson 2001). Building on this it is demonstrated that low fit sponsorship relationships can lead to both negative feelings and associations. This have the potential to cause a negative image transfer for the sponsor (Novais and Arcodia 2013).

**H7: A high fit charity “sponsor” will be more effective in image transfer than a low fit charity “sponsor”.**

The moderating role of fan involvement in image transfer:

Researchers has found that involvement act as a variable moderating the sponsor image transfer effect (Santos 2016). The intuition builds on Petty and Cacioppo’s (1986) ELM framework. When involvement is high individuals makes a greater cognitive effort to process information (Shank and Beasley 1998). Highly involved people also shows greater motivation to process incongruity. Santos et al. (2016) argue that individuals with very little involvement in a cause/object do not process image transfer effects, unlike high-involvement individuals.

**H8: Image transfer effects is stronger for highly involved fans.**

*3.2.2 Image Transfer between co-sponsors*

Research on image transfer between co-sponsors has been very limited. Carrillat, Harris and Lafferty (2010) finds evidence that image can transfer between concurrent sponsors. They find that co-sponsoring an event either leads to image transfer or image contrast between the co-sponsors. Image transfer occurs when the brand concepts of the two sponsors are similar and image contrast when dissimilar brand concepts. Again, confirming the notion above that high fit facilitates image

transfer. There is very little research about this specific topic and there seems to be a gap in the literature in the area. Nevertheless, the authors believe that image will transfer between a charity “sponsor” and the other concurrent regular sponsors.

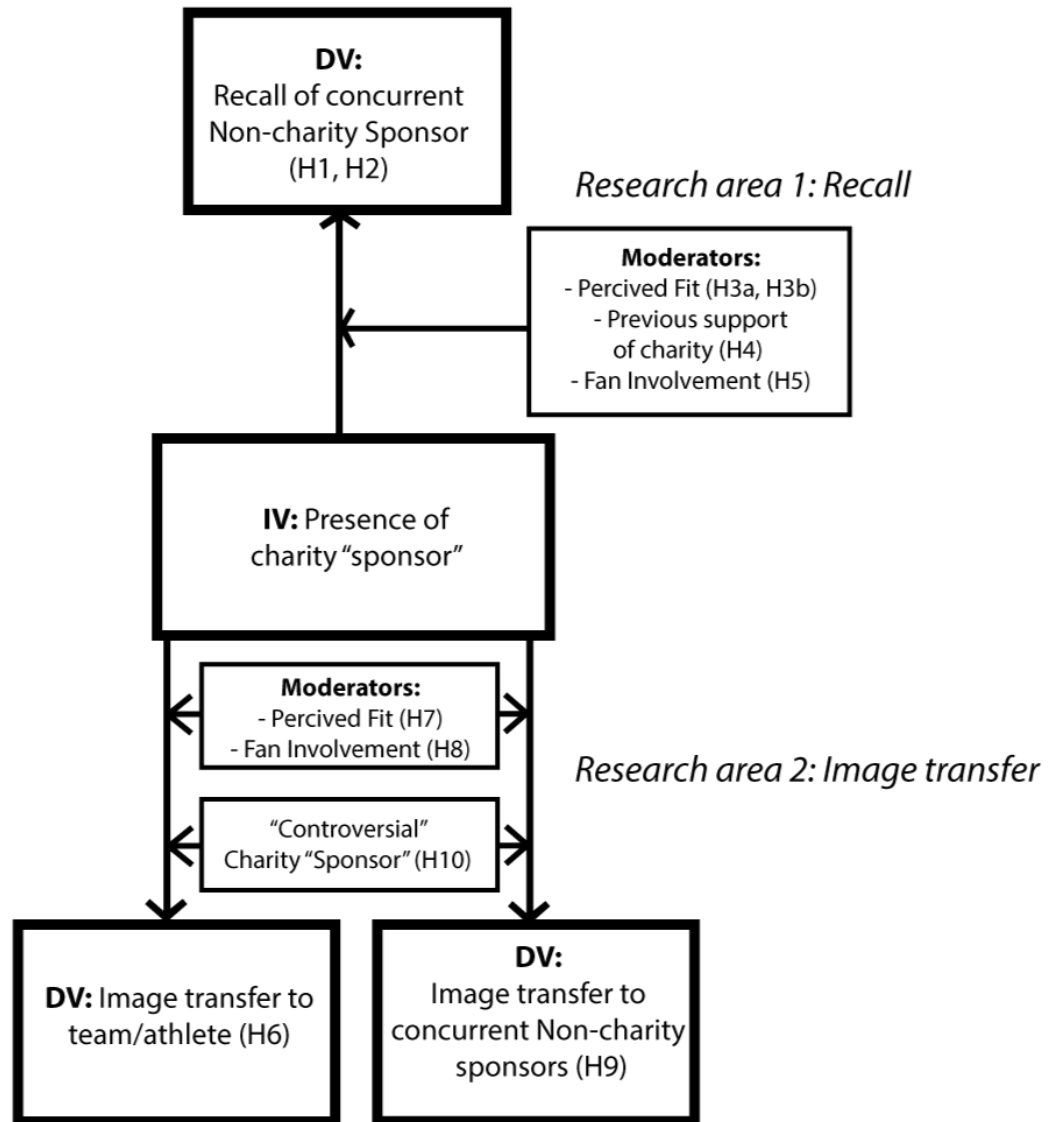
**H9: The image of the charity “sponsor” will transfer to the concurrent regular sponsors.**

### *3.2.3 “Controversial” charity “sponsor” as negative influence*

One article covers how a controversial sponsor can affect a sponsored object. Simonin and Ruth (2003) found that the presence of a controversial sponsor (tobacco) can negatively affect the impression people had of an event and its other related sponsors. This is an important finding, as it indicates that a controversial “charity” might affect a team and its other sponsors negatively.

**H10: Controversial charity “sponsors” results in image transfer with lower attitude scores towards the team/athlete and/or the concurrent regular sponsors.**

## 4. Conceptual Framework



This study's conceptual framework is presented above. The centre of the framework is the presence of a charity "sponsor". Research area 1: Recall, is described in the top part of the framework and Research area 2: Image transfer, is described in the bottom part.

## **5. Research Methodology**

### ***5.1 Research Design***

This study uses an experimental design which is appropriate when attempting to isolate the effects the different types of charity “sponsors” has on the team and the concurrent non-charity sponsors. An online survey including structured and unstructured questions will be used. By introducing a treatment (charity “sponsor” presence) and observe the effects of this treatment. This study expects to be able to discover causal relationship between the presence of charity “sponsor” and the recall of concurrent non-charity sponsors, and a causal relationship between charity presence and image transfer to the team and to the concurrent non-charity sponsors. 3 different surveys will be distributed (High fit charity “sponsor”, Low fit controversial charity “sponsor” and control group: No charity “sponsor”), the similarity and differences between these groups will confirm/refute the study’s hypotheses.

A self-reporting survey administered online will be utilized to collect data. This survey will include attitudinal, demographic and memory related questions. The survey will begin with a mock press release where the new sponsors of a sports team will be presented, after a distracting task participants will be asked recall related questions and furthermore attitude-related questions to measure image transfer.

### ***5.2 Sampling Method***

Survey participants are yet to be determined, but the authors are in dialog with two different Norwegian football teams and one winter sports team and hope to secure the fan bases of these as participants for the study. This way one can study relative homogenous groups and compare the results between sports and geographical location.

Within the 3 different populations a convenience sample will be taken. This is due to financial and time constraints. This is a non-probability sampling technique and all data collection will be online. Hopefully, the authors will get access to either mailing lists or Facebook-fans of the populations in question.

### ***5.3 Manipulations and Measurements***

The conditions the authors want to manipulate is the presence of a charity “sponsor” in the mock press release, a controversial charity “sponsor” as well as sponsor-fit as moderator. The participants will be exposed to 8 different real sponsors retrieved from “Norsk Kundebarmeter” that has a similar satisfaction level (placed from 40 to 110). This is done in order to reduce the risk of previous attitudes influencing the result. From this list 41 companies that the authors believed were feasible or likely sponsors of sports activities in Norway were picked out. This list was further narrowed down by looking at what sponsors the most popular sporting federations and other sports teams in Norway had. The most frequent sponsors were picked out. This resulted in a list of 14 companies. This list of 14 companies will be included in the pre-test to reduce them down to 8 sponsors. In the pre-test the attitudes towards the sponsors and how well-known the sponsors are will be ascertained. The sponsors with the most similar attitudes and knowledge levels will be selected. The authors choose to expose participants to 8 sponsors as this is on the limit of human short-term memory capacity (Miller 1956).

In the study, the presence of a charity sponsor is talking the values 0=absent or 1=present, and the perceived fit between the charity sponsor and the sports (0=low fit, 1=high fit). Pre-tests will be conducted in order to determine generally accepted levels of charity “sponsor” fit. An individual group of participants will code and categorize a number of charity organizations to determine the congruency between charity and sport.

#### ***5.3.1 Research Area 1: Recall***

This research paper aims to cover two research areas. Both will be covered with the same surveys. Regarding research area 1 (Recall), participants will be randomized into two different mock press release conditions with presence of a charity “sponsor” with either a low or high fit. There will be one control condition in order to establish reliable baseline data to compare results with. Before being exposed to one of the experimental conditions, the participants will need to answer questions regarding demographics, fan involvement and previous charity support (serving the purpose of a distraction before the recall-questions). Participants will then have to answer questions regarding unaided and aided recall of the sponsors. The authors are aware of the possible social desirability bias linked to the questions about previous charity support and hope that by stressing the anonymity once more this

tendency should be reduced. The brand's logos will be made in a visually similar size, as well as the appurtenant text of the brands will be of same length in order to alleviate possible bias.

The moderators previous charity support and fan involvement both serve as quasi-independent variables in the experiment: Previous support will be measured with the combination of 0=no previous support or 1=previous support and if 1, what is the annual NOK value of the previous supported charity. Fan involvement will be measured by several questions that will either categorize the supporter as a low, medium or high involved. The dependent variable is recall of concurrent non-charity sponsor.

### *5.3.2 Research Area 2: Image Transfer*

With respect to research area 2 (image transfer) the authors will use the same experimental procedure as in study 1 with two conditions and use the same control conditions as in research area 1. The independent variable is also here presence of charity "sponsor", but the moderator previous support is excluded. The low fit charity condition will be a controversial charity in order to ascertain how this affects the attitude scores of the team and concurrent sponsors. A pre-test will be conducted in order to reveal which charity "sponsors" that are perceived as controversial and measure attitudes towards these organizations. The dependent variable is image transfer to the team and concurrent non-charity sponsors.

Image transfer will be measured by several questions regarding how the presence of a charity "sponsor" affects the attitudes towards the team and the concurrent sponsors. The questions will be in the form of 10 point Likert scales and semantic differentials (e.g.: To what extent do you find the sponsor: negative/positive, favourable/unfavourable, good/bad, not appealing/appealing) and true/false statements (e.g. I like "football club X" less now that they support "charity Y").

The same surveys will be used to research both research areas, in other words only 3 different surveys are required.



#### ***5.4 Statistical Analyses***

In this research paper a between subjects Analysis of Variance (ANOVA) will be conducted to test all the hypotheses. This statistical analysis is expedient because all the dependent variables are metric and the predictor variables are categorical. A between subjects one-way ANOVA will be used to test H1, H2, H6, H9 and H10 because these hypotheses only test for one categorical IV. Consequently, a between subject two-way ANOVA will be used in order to test H3a, H3b, H4, H5, H7 and H8.

#### ***5.5 Research Limitations***

This study uses a mock press release as means of communicating the different fictional sponsorships. This gives the respondents relatively short time to process the various sponsors, due to this the results can be varied. Furthermore, it is not likely that much image transfer will occur in the relatively short period the respondents takes the survey. Also, if the respondents have never heard of one of the sponsors there is very little opportunity for them to form impressions about that sponsor (other than reading about it in the press release).

The samples will be taken from just two different sports in Norway. People interested in different sports are different in gender, social class, geographical location etc. Therefore, the study could be stronger by measuring the effects over several different sports and locations. Also, this study uses non-probability sampling (convenience) as opposed to more robust sampling techniques. This is a possible threat to the external validity of the study.

This study uses real life brands as sponsors, this is to make the study as real as possible. Due to this, it is possible that respondents react to the measurement scales based on information from their memory about the sponsors.

## 6. Progression plan for Master Thesis

<b>Month</b>	<b>Task</b>
<i>January</i>	Write preliminary report, conduct expert interviews to develop new and “pre-test” current hypotheses.
<i>February</i>	Receive feedback on preliminary master thesis report, and further correct and specify development of conceptual model. Develop and pretesting of sponsors, and develop questions for questionnaire and operationalization.
<i>March</i>	Data collection
<i>April</i>	Data collection
<i>May</i>	Interpretation and analysis of data
<i>June</i>	Write results
<i>July</i>	Finishing writing results and make corrections.
<i>August</i>	Corrections
<i>September</i>	Hand in 1st of September

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