CHAPTER 1

SPONSORSHIP MARKETING

Talha HARCAR*

*Professor, Pennsylvania State University at Beaver, USA
e-mail: tdh13@psu.edu

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Abstract

In recent years, there has been a concerted effort on the part of both manufacturing and service companies to move from broadcasting (mass communication) to one of narrow casting (targeted communication). Various companies have been using different types of media tools to engage in both institutional, as well as product/brand promotion. It is shown that more focused targeted promotions serve the needs of companies better. In this study, it is indicated that several companies have made use of corporate communication techniques more effectively and as a result gained a higher market share, increased brand loyalty, and created more favorable attitudes among its target markets towards the airline. In this way, digital interactive advertising as well as sponsorship and events gained tremendous importance. Sponsorship has become a vital marketing strategy in today's highly cluttered and fragmented marketing environment. Sponsorship becomes an important strategy for companies to connect with their customers who are usually very involved with the event that is being sponsored. Several forms of sports and other special events are sponsored by companies, and all these companies have different advertising objectives. The importance and effectiveness of sponsorship within large sports events is discussed in detail; statistics and data from real-world sports events are analyzed based on effectiveness and passion indexes. This chapter focuses on sports sponsorship practices, examines the trends in sponsorship marketing, and reviews sponsorship marketing research. Finally, the last part of the chapter discusses the successful story of Turkish Airlines sponsorship practices in details and examines the role of sponsorship activities in the company's overall performance through the last years when Turkish Airlines have held the title of Europe's Best Airline for four consecutive years.

Keywords: Sponsorship Marketing, Sports Marketing, Turkish Airlines, Corporate Sponsorship, Stadium Sponsorship, Jersey Sponsorship.

"In 1984, the owner of a large bicycle shop in the upper Midwest sent some of his mechanics to a local bicycle race sponsored by a national charity. At the time, his store was doing about $200,000 per year in retail sales, and he wanted to help out the charity while finding out what the racers thought of his and his competitors' businesses. An unexpected benefit of the company's presence at the race was that participants started showing up in his store. Encouraged by these results, the company now supports more than 100 bicycle events each year and sends staff members to dozens of such events. It has hired a full-time representative to coordinate company involvement in special bicycle events that have the potential of increasing its exposure and business revenue. In 20 years, the company went from a low-key presence at bicycling events, donating a few water bottles embossed with the company's name, to large-scale sponsorship, participating in event registration, providing event participants with workshops on bicycle maintenance, and offering in-store discounts to event participants. Within a week of one event, 30 participants had visited his store. Even better news for the company was that nearly half of the more than 5,000 riders reported purchasing goods from it. By 1996, the company had revenues of $3 million. The owner attributes much of his success to his sponsorship of bicycle events. In his words, "I support them, and they support us." [1]

1. Introduction

Traditional advertising media still plays a critical role in corporate integrative marketing communication programs, but companies are facing enormous challenges with traditional mass media advertising. One of the most important challenges with traditional media is advertising expense accountability and measurability. In the last decade, due to increased competition, globalization, and challenging economic conditions, the emphasis on accountability and measurable outcomes has become much more prevalent for advertisers. While advertisers are not prepared to eliminate traditional media, such as radio, newspaper, magazine, television and outdoor advertising, they are focusing more on alternative advertising methods. Technological advances have enabled companies to search for alternative media such as: internet marketing, web-based advertising, websites, blogs and social networks, buzz marketing, guerilla advertising, lifestyle marketing, product placement, branded entertainment, video game advertising, mobile phone advertising, cinema advertising, brand communities, and all different types of sponsorship marketing.

Advertisers are continually examining how they can maximize the media they can use in order to effectively reach their target market. This media includes, but is not limited to: parking lots, shopping bags, street and mall kiosks, escalators, gas pumps, taxi cab seats, toilet stall advertising, in-flight advertising, conveyor belts, clothes, etc. In order to increase awareness and positive attitudes towards companies and their products, marketing professionals also started to consider using sponsorship and event marketing as an alternative way to promote their products in the last twenty years.

1 From "*M: Advertising* (3rd ed.)" by W. Arens and M. Weigold, 2018, New York, NY: McGraw-Hill Irwin.

Sponsorship has become a pivotal marketing tool in today's highly cluttered and fragmented communication environment. It presents a platform for companies to (re)connect with their customers who are usually very involved with the event that is being sponsored. Clearly, an influential effect is created when a company is able to communicate to its consumers on sponsoring corporate social responsibility campaigns (Chomvilailuk & Butcher, 2010).

The main objective of sponsorship activities is to express to the customer the company's image, brands, products or services by relating them to a favorite event, cause or sports team (Gwinner, 1997). The majority of companies started building a company image that promotes brand identity and positive attitudes through sponsorships and events, contrary to promoting a company's brands, products or service attributes. It is critical for sponsors to realize whether or not the target market is conscious of the sponsor's existence, to observe the attitude towards the sponsor, and to understand the outcome of sponsorship activities.

By definition, sponsorship is a cash and/or in-kind fee rewarded to a property (typically in sports, arts, entertainment or causes) in return for access to the credulous profitable potential related with that property (Meenaghan, 1991). Sponsorship can be considered one the most prominent forms of marketing communication (Roy & Cornwell, 2004). Harvey (2001) affirms that sponsored events produce more income than all media advertising combined. Sponsorship can be broken down into many different categories, including: sports, arts, causes, festivals, fairs and annual events, associations, organizations, and members; entertainment, tours and attractions (IEG, 2010).

Many kinds of special events are sponsored by advertisers, and these advertisers have different objectives in mind. Some aim to obtain sales promotion by creating publicity, while others try to improve public relations through personal contact and affiliation with a worthy cause. Companies recognize that sponsorship is an effective way to gain popularity and institute brand loyalty in an IMC program.

2. Corporate Sponsorships

Corporate sponsorship has become an essential marketing tool in the highly congested marketing communication world and is now considered one of the most important tools for a corporation's marketing communication strategy. In fact, research indicates that sponsorship can be a highly cost-effective means of marketing communication (Benett, 1999; Marshall & Cook, 1992; Meenaghan, 1991; Thwaites, 1995). Lyberger and McCarthy (2011) indicate that in international marketing, sponsorship is essential for a brand's global exposure at a lower cost than through more traditional advertising methods. As an example, the most recent

World Cup reached 3.2 billion people in more than 200 countries making the event one of the most cost effective communication tools. Corporate sponsorships and events have become a popular form of public relations and sales promotions in recent years. It's clear that there are some companies that use sponsorship activities as part of traditional public relations objectives, but there also exist a growing number of companies that are especially focused on marketing oriented goals.

Sponsorship enables a corporation to achieve numerous goals including increasing brand awareness (Cornwell, Roy, & Steinhard, 2001; Dean, 2002); enhancing brand recall and loyalty, and developing a positive attitude toward the sponsor (Cornwell et al. 2001); developing a positive affect towards the company and their products and services; assessing consumer purchase intentions and; boosting sales (Gwinner & Swanson, 2003); and developing a halo of goodwill (IEG, 2011); (Meenaghan, 2001; Rifon, Choi, Trimble, & Li, 2004; Speed & Thompson, 2000). As Levin, Joiner and Cameron (2001) and Neijen, Smit and Moorman (2009) indicated a corporation can benefit from sponsorship by associating its brand with a specific event. Furthermore by sponsoring corporate events such as sporting events, causes, the arts, festivals and annual events, etc., firms can create a positive image of commitment to corporate social responsibility (CSR) with their customers, which has a positive influential effect on them (Chomvilailuk & Butler 2010). Finally, sports sponsorship enables a firm to link the aspiration and passion of its customers to specific sporting events (Arun 2004; Kim & Trail, 2010). One undisputed benefit of sponsorship is that there is public approval. A study conducted by Roper Starch Worldwide indicates that 80 percent of Americans believe corporate sponsorship is an important source of money for professional sports (Roper Starch Worldwide, nd). This approval rating is much higher than what most companies would get for their own advertising program. The advantages of sponsorship outweigh any other marketing communications tool due to the ability of sponsorships and events to involve customers, prospects, and other stakeholders. Marketers that define their audiences tightly are able to select those sponsorships that offer a close fit to their audience. A significant benefit that evolves is the opportunity to enhance the company's public image or promote its positioning through affiliation with a proper event. Marketers that try to sponsor an event solely because it holds a large audience are misapplying this tool (Duncan & Moriarty, 1997).

An important effect that is often left unnoticed is the effect sponsorship can have on employees. Affiliation with a spirited event can really uplift the morale of employees and increase self-esteem. Many companies present an opportunity for employees to attend the events (Super Bowl, Olympics, etc.) as motivation for their sales staff. Marketers have found

out that sponsorships can swiftly convert fan loyalty into sales. For example, 74 percent of stock-car racing fans have reported that they often buy products they see promoted at the racetrack. This holds true for other sports as well: 58 percent for baseball, 52 percent for tennis, and 47 percent for golf. Sponsorships can be very cost-efficient due to the high media exposure at a comparatively low cost. Volvo International believes the media exposure it gets from its $3 million sponsorship of local tennis tournaments is equivalent to $25 million worth of advertising time and space. PepsiCo has been the top U.S. sponsorship spender for several years. Other top sponsors are listed in Table 1.

Table 1: Top U.S. sponsors.

Company	**Amount($ millions)**
PepsiCo	$370–$375
Anheuser Busch	$360–$365
Coca-Cola	$275–$280
Nike	$260–$265
AT&T	$200–$205
Toyota	$195–$200
Addidas	$190–$195
Ford	$155–$160
General Motors	$150–$155
Verizon	$145–$150

Source: Adapted from "Sponsorship's Big Spenders: IEG's Top Sponsor Rankings", by IEG, 2016, Retrieved from https://www.sponsorship.com/IEGSR/2016/09/19/Sponsorship-s-Big-Spenders--IEG-s-Top-Sponsor-Rank.aspx.

Though sponsorship is an effective marketing tool, its rights are not accessible to all companies. Due to large investment requirements and existence of exclusivity, many corporations are unable to associate themselves with major national and international events such as the World Cup Soccer, Olympic Games, Tennis Grand Slam (Australian Open, French Open, Wimbledon, and US Open), Super Bowl, PGA, Tour de France, and Formula1. Therefore, these companies seek alternative strategies to capitalize on the popularity of such events by being the "unofficial sponsors" (Bayless, 1988). Unlike sponsorship, unofficial sponsorship is a marketing campaign that takes place around an event but does not involve payment of a sponsorship fee to the event. Previous studies indicate that consumers are often confused or have misperceptions about official sponsors (Meenaghan, 1996). Hence, official sponsors may face a marketing challenge whereby they have to ensure that their customers recognize them as sponsors and develop favorable attitudes toward their brands (Pitt, Parent,

Berthon, & Steyn, 2010; Schmitz, 2005). The effect of sponsorship on consumer company identification and brand attitude were found to be greater in the high corporate social responsibility reputation than in the low corporate social responsibility reputation (Lii & Lee, 2012). This is a practically important issue because if consumers do not recognize sponsors correctly, their brand preference could be different from what it would have been if the correct sponsorship is identified.

The problem with co-sponsored events is clutter. Some events have so many sponsors that getting a singular marketer's message through is especially challenging (Arens & Weigold, 2018). Take a look at the picture of the car below. How many logos does this car sport?



Courtesy of Darren Garlick at https://www.flickr.com/photos

Transparency and accountability are two of the greatest obstacles sponsors face in the area of sponsorship. As corporations increase their investment in sponsorship, they will be subject to more stakeholder financial scrutiny and review in order to accurately determine the effectiveness of sponsorship activities (Meenaghan, 2013).

Finally, evaluating the effectiveness of a particular sponsorship can be risky at best. The difficulty is in separating the effects of a sponsorship from the effects of other coincident marketing activities. Although sponsorship has several benefits, firms cannot always be sure that their sponsorship programs are effective. Previous studies indicate that consumers are often confused or have misperceptions about official sponsors (Meenaghan, 1996). Thus official sponsors may face a marketing challenge whereby they have to ensure that their

customers recognize them as the sponsor and develop a favorable attitude towards their brands (Pitt et al., 2010; Schmitz, 2005). Interestingly, the effect of sponsorship on consumer company identification and brand attitude were found to be greater in firms that ranked high in corporate social responsibility reputation than in firms that ranked low in corporate social responsibility reputation (Lii & Lee, 2012). The effectiveness of sponsorship is discussed in more detail later on under the sponsorship research section of this chapter.

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3. The Growth of Sponsorship

Sponsorship is the fastest-growing form of sales promotion. Studies estimate global sponsorship expenditures at $65 billion in 2019 Two Circles Data Driven Sports, n.d.). As one can see from Table 2 sponsorship expenditures across all categories have increased in North America. Other parts of the world are also likely to experience increases as North America in Table 3. As seen in Figure 1, sponsorships of sports events are accountable for most of the spending. North American sport sponsorship amounts to $17.05 billion, which undoubtedly accounts for the major bulk of sponsorship expenditures.

Table 2: North American Sponsorship Spending by Property Type

		2014	**2015**	**2016**	**2017**	**2018**
Sports		14.35	14.99	15.70	16.26	17.05
Entertainment		2.05	2.13	2.22	2.29	2.40
Causes		1.85	1.92	1.99	2.05	2.14
Arts		0.92	0.94	0.96	0.99	1.03
Festival, fairs, annual events		0.85	0.86	0.88	0.90	0.94
Associations and membership organizations		0.57	0.59	0.60	0.62	0.64

Source: Adapted from "Signs Point To Healthy Sponsorship Spending in 2018", by IEG, 2018. Retrieved from https://www.sponsorship.com/Report/2018/01/08/Signs-Point-To-Healthy-Sponsorship-Spending-In-201.aspx.

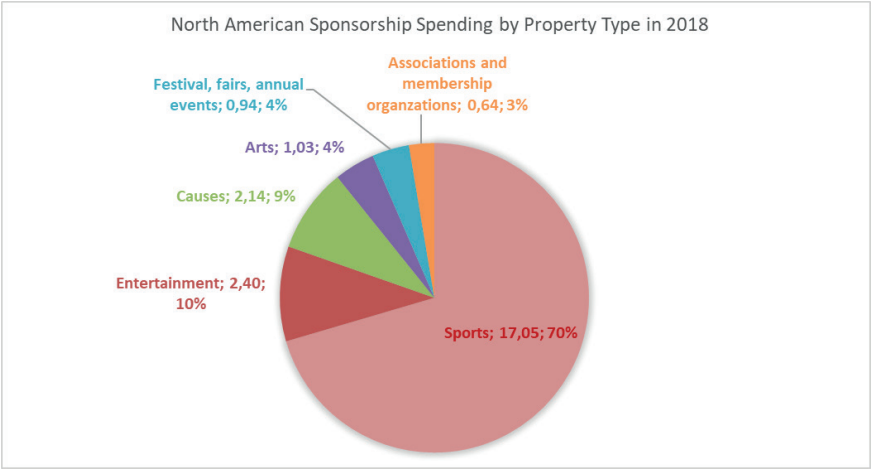


Figure 1: Types of Sponsorship Expenditures

Source: Adapted from "Signs Point to Healthy Sponsorship Spending in 2018", by IEG, 2018. Retrieved from https://www.sponsorship.com/Report/2018/01/08/Signs-Point-To-Healthy-Sponsorship-Spending-In-201.aspx.

As shown in Figure 1, the category of sponsorship spending that companies spend the most amount of money on is sports with $17.05 billion, which is 70% of their total sponsorship expenditure. It can be seen in the table above that this expenditure has been increasing at a high rate for the past few years. On the other hand, entertainment sponsorship is the next category that the most money is spent on with $2.4 billion, which is 10% of their total sponsorship expenditure, and this expenditure is not increasing nearly as fast as sports. Expenditure on causes is $2.14 billion at 9% and is seeing just about the same increase as entertainment. Expenditure on arts is $1.03 billion and is 4% of the total. "Festivals, fairs, annual events," and "associations and membership organizations" is $0.94 billion at 4%, and $0.64 billion at 3% respectively.

Table 3: Global Sponsorship Expenditures by Region

	2016 Spending	**2017 Spending**	**Increase from 2016**	**2018 Spending *Projected***	**Increased from Projected *Projected***
Europe	$16 billion	$16.7 billion	4.5%	$17.6 billion	5.1%
Asia Pacific	$14 billion	$15.7 billion	5.8%	$16.6 billion	5.7%
Central/South America	$4.4 billion	$4.5 billion	3.4%	$4.6 billion	3.3%
All Other Countries	$2.6 billion	$2.7 billion	3.3%	$2.8 billion	3.5%

Source: Adapted from "Signs Point To Healthy Sponsorship Spending In 2018," by IEG , 2018. Retrieved from https://www.sponsorship.com/Report/2018/01/08/Signs-Point-To-Healthy-Sponsorship-Spending-In-201.aspx.

Corporate sponsorship is a very worthwhile business. Total global sponsorship expenditures, made by event organizers were $60.15billion in 2016, up from $65.8 billion in 2018. According to IEG's 29th annual year-end industry review and forecast, in North America, the total dollars spent on corporate sponsorship has grown from $17.2 billion (2010) to $20.6 billion (2014 projected). Although corporate sponsorship dollars have increased annually from 2010 to 2014, the growth rate of sponsorship dollars has actually declined from 5.5% (2010) to 4.3% (2014 projected), (IEG, 2014). Globally, corporate sponsorship has grown from $46.3 billion (2010) to $55.3 billion. Similar to North America, the growth rate globally has declined from a 5.1% increase in 2010 to 4.1%, (IEG, 2014). Figure 2 shows that North American sponsorship spending over last 5 years.

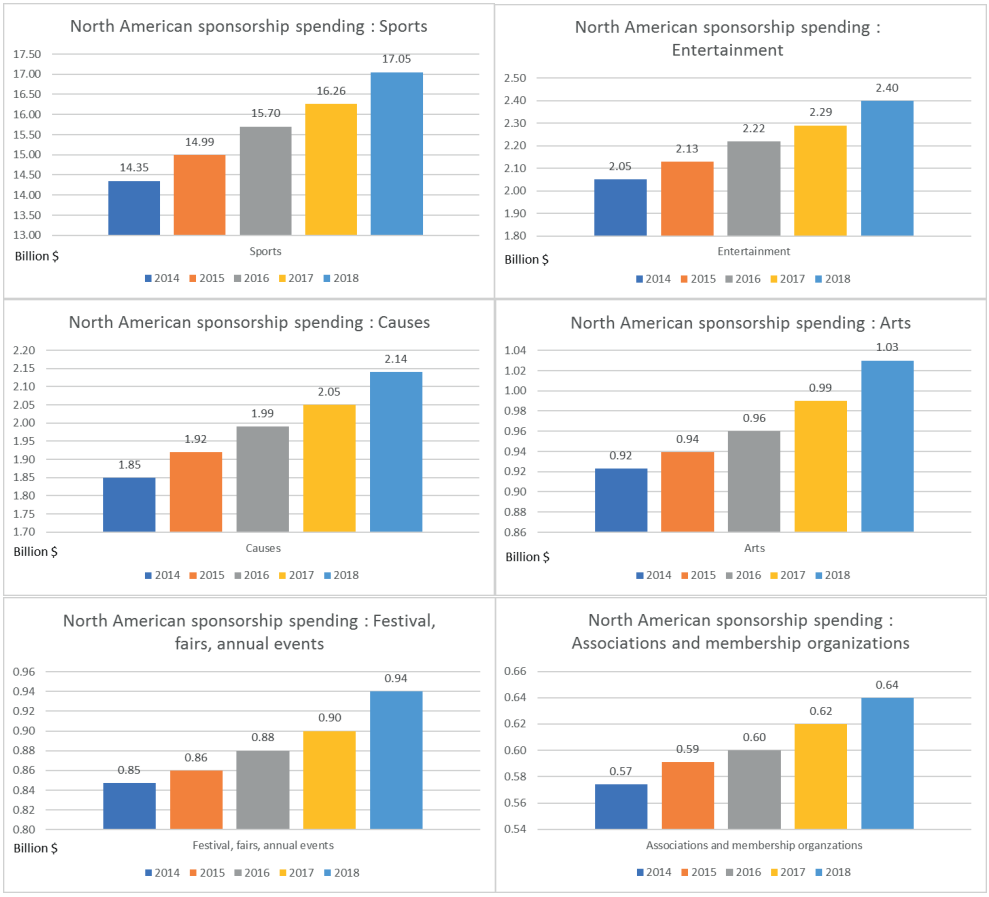


Figure 2: North American sponsorship spending over last 5 years

Source: Adapted from "Signs Point to Healthy Sponsorship Spending in 2018", by IEG, 2018. Retrieved from https://www.sponsorship.com/Report/2018/01/08/Signs-Point-To-Healthy-Sponsorship-Spending-In-201.aspx.

4. Sports Sponsorship

There are numerous ways companies can sponsor sports; sponsorship of a sport in general, sponsorship of a sport in particular, sponsorship of a competition within a sport, sponsorship of a team, and sponsorship of an individual sportsman (Abratt et al., 1987). Based on the statistics given earlier about the involvement of sports activities and events in North America, it is not such a shocking observation that sports sponsorship is the category that companies spend the most resources on.

Generally, the focus is on sponsoring a competition with global followers, such as the Olympic Games, or the World Cup. As one might expect, the general focus of most companies is to sponsor a competition with global followers (Olympic Games, World Cup, Tour de France, Tennis Grand Slam, PGA Tour, and Formula One.). Numerous clubs are currently traded on an open market in stock trades. The main reason for this is the salary that the clubs gain from television broadcasting rights. For instance, in 2012 Manchester United obtained £104 million in television income alone (Ozanian, 2013). The best soccer players get compensations equivalent to, or sometimes even considerably more than, high status CEOs. There are numerous multi-billion dollar soccer clubs such as Real Madrid ($3.3 billion), Manchester United ($3.1 billion), and FC Barcelona ($2.6 billion) (Ozanian, 2013). These multi-billion dollar clubs would not exist if not for the support of hopeful and enthusiastic firms. Events such as the Olympic Games or Champions League may not even be as popular as they are today if not for sponsorship marketing. Companies or organizations tend to have the stubborn demand to be the essential supporter of a group or an event; this desire increases resources spent on sponsorships, and undoubtedly creates a bitter and enthusiastic rivalry (Bukenas, 2014).

5. Team Jerseys' Sponsorship

In Europe, advertising on soccer team jerseys, and other sports has been used for more than 30 years as a separate category of sponsorship (Bell, 2006). According to Forbes, the category in soccer alone has reached $930 million in 2016, up 13% from previous year. Manchester United and Barcelona ranked top for such deals. In principle, jersey sponsorship is used to showcase or expose a firm or its brands. Compared to Europe, the concept of game day jersey sponsorship in the United States is relatively new. Major League Soccer Clubs and corporate partners Volkswagen, Best Buy, Alaskan Airways have signed jersey sponsorship deals in last decade (Igel, 2011). Recently, the Philadelphia 76ers has become the first team in the NBA to strike a deal with StubHub for jersey sponsorship.

Sports Jersey advertising has many benefits; it can be seen by fans attending the game, as well the television viewing audience. In addition to this, supporters buying official team jerseys become free walking advertising media. Previously, the largest revenue generating activities for European soccer teams was the transfer of players between teams, followed by ticket sales, radio and television broadcasting rights. In the past, most of the European Soccer Club finances were dependent on the financial capabilities of the club President and Board of Directors. Once these teams transition from a smaller, one man operation to a large corporate business model, team merchandise sales and jersey sponsorship have become more important revenue sources. In the 2007-08 season, the price paid for jersey sponsorship in the United Kingdom, Germany, Italy, France, Spain, and the Netherlands increased by a total of 10.6 percent reaching 405.3 million Euros. Total jersey sponsorship revenue in the UK was 97.5 million Euros, 95.5 million in Germany, 71.8 million in Italy, 51 million in France, 50.2 million in Spain, and 39.5 million in the Netherlands. More than twenty percent of this revenue was shared amongst the top six soccer clubs: Manchester United (AIG – 20.8 million), Chelsea (Samsung – 14.5 million), AC Milan (Bwin -15 million), Schalke (Gazprom – 12 million). In 2010 jersey sponsorship across the European Soccer Leagues increased to 470.7 million Euros (Sarginson, 2010). English Soccer teams were the largest recipient of this 470.7 million, receiving 128 million Euros (Sport+Market, 2011). The English Premier League was followed by the German Bundesliga with 118.5 million Euros, Serie A Italy, 65.9 million, Ligue 1 France 58.8 million, La Liga Spain 57.5 million, Enedivise Netherlands 42 million. Banking and gambling are two industry sectors which dominate soccer jersey sponsorship (Gillis, 2010). Manchester United generates the highest income from jersey sponsorship in Europe. However, after the economic banking crisis of 2008, which created major financial difficulties for the insurance conglomerate AIG, both AIG and Manchester United agreed to mutually terminate their sports jersey sponsorship agreement. Since Manchester United is such a popular soccer club, they were able to sign a four year $130 million jersey sponsorship agreement with an international risk management and consulting company, AON.

The Turkish Super League is a professional league for Turkish Soccer clubs. It is one of the top leagues in the UEFA (United European Football Association). Like their European counterparts, one of their most important income generating activities is the jersey sponsorship. In 2018 Fenerbahce signed a year-long, €5.45 million jersey sponsorship agreement with Avis, a well known global car rental company (Spotlight Resources, 2018). Vodafone, current sponsor of Besiktas, renewed a two-year sponsorship contract for 36

million Turkish Lira (Spotlight Resources, 2019). In 2008, Galatasaray signed a 5-year sponsorship deal worth $40 million with Türk Telekom, a Turkish telecommunications company which include the naming rights to the new stadium and a shirt sponsorship, so that Türk Telekom logo will replace the current one, Avea, in Galatasaray jerseys next year, when the club's deal with the Turkish mobile phone operator is done. Recently in 2018, Galatasaray signed a multi-year deal with world-famous cosmetic company Jeunesse Global. According to the agreement, Jeunesse will benefit from stadium signage, strategic player product endorsements and a VIP room at stadium. The company's branding will also be visible on television broadcasts featuring Galatasaray and on the team's social media channels., The deal includes both the naming rights of their new stadium, and a jersey sponsorship (Spotlight Resources, 2018). On June 1, 2009, the Turkish Soccer Federation also allowed company logos to be placed on the back of team jerseys, as well as on the shoulders. Logos are also allowed to be placed on the front of team shorts, but not on the rear side. In addition, teams will be allowed to have different sponsors for both home and away jerseys. It is estimated that these rule changes will increase the revenues of the Turkish soccer clubs by up to as much as fifty percent.

6. Stadium Sponsorship

It is evident that a company's communication strategy that focuses on sponsorship creates an influential effect on the consumer's response (Chomvilailuk & Butcher, 2010). Stadium sponsorship, particularly, may provide firms with continuous visibility and benefits of goodwill which results from the financing of the stadium in return for naming rights (E.M. Leeds, Leeds, & Pistolet, 2007). Moreover, stadium sponsorship may be a very cost effective tool in that an average $2 million investment can help firms reach hundreds of thousands of sport fans. Recent data show that firms invested approximately $200 million in 71 stadium sponsorships in the United States for the current year (Entertainment and Sports Programming Network (ESPN), 2013). Considering that sponsorship expenditures on the four major US pro-sports leagues totaled $2.62 billion in the same time frame (IEG, 2013a), stadium sponsorship is still in its infancy, though growth is expected as it becomes an alternative to other sponsorship forms that already suffer from clutter (Clark, Cornwell, & Pruitt, 2002). Stadium sponsorship refers to "a transaction in which money or consideration changes hands in order to secure the right to name a sports facility" (Thornburg, 2003). The objectives of stadium sponsorship are very similar to those of other sponsorship activities. Previous studies have shown numerous benefits of stadium sponsorship including awareness (Cheng & Zhang, 2011; Lefton, 1999), image enhancement (Welch & Calabro, 1997), direct on-site sales

(Deckard, 2001), consistent presence of the brand (Gore, 1996), and halo of goodwill (IEG, 2013b; Speed & Thompson, 2000). Hence, a firm can reap the benefits of sponsorship by associating its brand name or corporate name with the stadium in return for brand preference and purchase intention (Keller, 2003; Morales, 2005). Though there is an increasing research attempt to determine the effects of stadium sponsorship, most studies focus either on ROI (Clark et al., 2002; E.M. Leeds et al., 2007) or on anecdotal evidence. Further, there is no comprehensive theoretical study that examines the effectiveness of stadium sponsorship in generating favorable attitudes toward the sponsor and brand equity. Furthermore, congruence theory posits that the perception and expectations of the sport participants (or target customers) determine the outcome of sponsorship. In other words, a strong fit between a sponsor and a stadium sponsorship may create more favorable attitudes toward the sponsor and its brands than does a weak fit (Mazodier & Meruka, 2012; Speed & Thompson, 2000). Hence, sponsor-sponsored stadium fit represents a key variable in determining consumer response. In addition, evidence suggests that sponsorship results in a better consumer response when the level of involvement with the event is high (Meenaghan, 2001; Bennett, 1999). In applying involvement theory to stadium sponsorship research needs to establish how consumer involvement with the sporting event that takes place in the sponsored stadium affects consumer response. A sample of names of the stadium/arenas, sponsor companies, sponsored teams and cities, dollars amount paid for the agreement and sponsorship expiration date appear in Table 4.

Table 4: Stadium Naming Rights in North America

Stadium/Area Name	***Sponsor Co.***	***Team/City***	***Sponsorship Agreement***	***Ending Year***
American Airlines Arena	American Airlines	Miami Heat	$2.1 million	**2019**
American Airlines Center	American Airlines	Dallas Mavericks, Stars	$6.5 million	**2031**
America West Arena	America West	Phoenix Suns, Coyotes, Mercury	$866,667	**2019**
Ameriquest Field	Ameriquest Capital Corp.	Texas Rangers	$2.5 million	**2034**
Bank of America Stadium	Bank of America	Carolina Panthers	$7 million	**2024**
Citizens Bank Park	Citizens Bank	Philadelphia Phillies	$2.3 million	**2028**
Conseco Fieldhouse	Conseco	Indiana Pacers, Fever	$2 million	**2019**

FedEx Field	Federal Express	Washington Redskins	$7.6 million	**2025**
FedEx Forum	Federal Express	Memphis Grizzlies	$4.5 million	**2023**
Wachovia Center	Wachovia Bank	Philadelphia 76ers, Flyers	$1.4 million	**2023**
Ford Field	Ford Motor Co.	Detroit Lions	$1 million	**2042**
Heinz Field	H.J. Heinz	Pittsburgh Steelers	$2.9 million	**2021**
HP Pavilion	Hewlett-Packard	San Jose Sharks	$3.1 million	**2016**
HSBC Arena	HSBC Bank	Buffalo Sabres	$800,000	**2026**
Invesco Field at Mile High	Invesco Funds	Denver Broncos	$6 million	**2021**
Jacobs Field	Richard Jacobs	Cleveland Indians	$695,000	**2014**
Lincoln Financial Field	Lincoln Financial Group	Philadelphia Eagles	$6.7 million	**2022**
M & T Bank Stadium	M & T Bank	Baltimore Ravens	$5	**2018**
Miller Park	Miller Brewing	Milwaukee Brewers	$2.1 million	**2020**
Minute Maid Park	Coca Cola	Houston Astros	$6 million	**2030**
Pepsi Center	PepsiCo	Denver Nuggets, Colorado Avalanche	$3.4 million	**2019**
Petco Park	PETCO	San Diego Padres	$2.7 million	**2026**
Phillips Arena	Royal Phillips Electronics	Atlanta Hawks, Thrashers	$9.3 million	**2019**
PNC Park	PNC Bank	Pittsburgh Pirates	$2 million	**2020**
Qualcomm Stadium	Qualcomm	San Diego Padres, Chargers	$900,000	**2017**
Raymond James Stadium	Raymond James Financial	Tampa Bay Buccaneers	$3.1 million	**2026**
Reliant Stadium	Reliant Energy	Houston Texans	$10 million	**2032**
Safeco Field	Safeco Corp.	Seattle Mariners	$2 million	**2019**
SBC Center	SBC Communications	San Antonio Spurs	$2.1 million	**2022**
Staples Center	Staples	Los Angeles Lakers, Kings, Clippers, Sparks	$5.8 million	**2019**
St. Pete Times Forum	St. Petersburg Times	Tampa Bay Lightning	$2.1 million	**2014**
Tropicana Field	Tropicana	Tampa Bay Devil Rays	$1.5 million	**2026**
United Center	United Airlines	Chicago Blackhawks, Bulls	$1.8 million	**2014**
U.S. Cellular Field	U.S. Cellular	Chicago White Sox	$3.4 million	**2025**

Source: Adapted from "Stadium naming Rights," by ESPN, 2003. Retrieved from https://www.espn.com/sportsbusiness/s/stadiumnames.html.

The sponsorship agreement to a club and the title sponsor is clear if the partnership can last its distance. Even so, these types of long-term and high-profile arrangements create a raft of potential legal and commercial issues. Given that the fundamental concept of a

sponsorship deal is to enhance market reputation, an essential issue relates to situations when actions (or omissions) of one of the parties threaten to deteriorate, by association, the goodwill and reputation of the other. In these circumstances, the million-dollar question is: how easily can either the club or the sponsor disassociate themselves from each other (Powell, 2019). There have been multiple cases in North America in which clubs or venues have sought to disassociate themselves from naming rights partners who were subject to bankruptcy proceedings, including the Tennessee Titans in the case of the Apeldphia Coliseum, the Rams in the case of the *Trans World Dome* and the Houston Astros in case of Enron Field. (Wang, 2002).

In March 2019, the *United Airlines Memorial Coliseum* (formerly the *LA County Memorial Coliseum)* was subject to public protests, including politicians and World War I veterans groups raising arguments that the change of name is disrespectful and changing the fabric of a national heritage sight. It's very interesting that a 16 year, $69 million naming rights deal can be ended by public pressure alone (Associated Press, 2019). In contrast, a title sponsor can dissever itself from a "*rogue*" club or venue, or one with a damaged reputation, to avoid or limit any negative linked publicity. The reputation of a stadium or club, and by association its title sponsors, may be impacted by various possible issues, examples which could include (Powell, 2019):

- Misconduct of high-profile professional players employed by the club
- Bad behavior of supporters: recent examples in the news in the UK of soccer supporters' actions causing possible reputational damage by association, including a supporter invading the pitch at the *Emirates Stadium* during play and assaulting Chris Smalling. EPL Club Chelsea FC has had to deal with being associated with a number of its supporters who have been the subject of police investigations for racial hate crimes.
- Corporate Misdemeanor: for example, penalties being imposed on certain corporations relating to money laundering offences.
- Safety and security issues: for example, there have been a tragic number of terrorist attacks, including in the *Stade de France* stadium in Paris in 2015.

7. Sponsorship Research

Previous research shows that company sponsorship has the potential to be a high cost-effective method for marketing communication (Marshall & Cook, 1992; Meenaghan, 1991;

Thwaites, 1995). For example, promotional materials issued by the Visa credit card company featuring Olympic Game sponsorship were 17 percent higher than for a control group without Olympic sponsorship images (Bennett, 1999). The main focus of previous research has been the impact of brand awareness through sponsorship (Cornwell & Coote 2005; Gwinner & Swanson, 2003; Madrigal, 2000, 2001; Pham & Johar, 2001; Rifon et al., 2004). Past studies have also observed psychological theories and conceptual frameworks to define how a consumer reacts towards a sponsorship activity, and whether or not the promoted event modifies consumer purchasing intentions and buying behavior (Cornwell & Coote 2005; Gwinner & Swanson, 2003; Madrigal, 2000, 2001; Speed & Thompson 2000).

An event study was conducted on the football event "La Liga" in order to measure the effect of an economic event on the value of a firm; this study has been widely used in the fields of accounting, finance, and marketing (Bukenas, 2014). The result of the study determined that a positive abnormal exists on returns after every Champions League game. This finding can be used by a company to determine the pricing of sponsorship agreements to set the best marketing strategies.

Aligned with the previous studies, Groot and Ferwerda (2015), in their study "Soccer Jersey Sponsors and the World Cup," focused on the business sector for soccer shirts, shoes and gears as a multi-billion business sector, in which the three noteworthy organizations are Adidas, Nike and Puma. One approach to expand deals and ensure or raise the price of the overall industry is to support national teams. In opposition to games in club rivalries, at World Cup competitions no other marking than the logos of the jersey sponsor on the uniform is permitted. Rather than a two-path causality as allied rivalries, there is just a restricted causality for national teams, where more grounded performing national teams get higher sponsorship charges than others, yet not one or the other sort of patrons nor the expense itself ought to affect the execution. On the same balance, brands of fabrics are unrealistic to significantly affect the execution of chess players. The results have shown that in the last four World Cup tournaments, the national teams sponsored by Adidas performed significantly better than expected, while the teams sponsored by any other company than Adidas, Puma or Nike did not perform well.

Most sponsorship studies have been focused on measuring the attitudes of loyal fans in order to understand their reactions to abstract sponsors; the studies conducted in this field have examined the relationships between attitudinal and behavior loyalty with sponsorship awareness, attitude towards actual jersey sponsors, and purchase intentions (Biscaia, Correia, Rosado, Ross, & Maroco, 2013).

Along with the increased expenditures have come a number of methods for measuring the impact of sponsorships. Essentially, measures of sponsorship effectiveness can be categorized as exposure-based methods or tracking measures (Frutkin, 2007):

Exposure methods: Exposure methods can be classified as those that monitor the quantity and nature of the media coverage obtained for the sponsored event and those that estimate direct and indirect audiences. While commonly employed by corporations, scholars have heavily criticized these measures. For example, Michel Pham argues that media coverage is not the objective of sponsorships and should not be considered as a measure of effectiveness. He argues that the measures provide no indication of perceptions, attitude change, or behavioral change and should therefore not be considered as measures of effectiveness (Belch, 2018).

Tracking measures: These measures are designed to evaluate the awareness, familiarity, and preferences engendered by sponsorship based on surveys.

A number of empirical studies have measured recall of sponsors' ads, awareness of and attitudes toward the sponsors and their products, and image effect, including brand and corporate images. A number of companies now measure the effectiveness of sports and other sponsorships. For example, companies assign a value referred to as media equivalency and assign a monetary value to the amount of exposure the sponsor receives during the event. They review broadcasts and add up the number of seconds a sponsor's product name or logo can be seen clearly (for example, on signs or shirts). A total of 30 seconds is considered the equivalent of a 30-second commercial. (Such measures are of questionable validity.) As with all other IMC touch points, marketers would like to measure the ROI of event sponsorships. But—like these other means of communication—this is usually not possible, so the focus will be on other more communication-oriented objectives.

SponsorMap, a company that measures effectiveness utilized a Sponsorship Performance Matrix (see Figure 3) that uses the vertical axis to measure passion. The emotional attachment of the consumer towards a sports team, event, etc. dictates how high or low the Passion Index is. The horizontal axis measures sponsor appreciation, also called Gratitude Index. According to SponsorMap, companies can achieve more appreciation by being more active, creating more goodwill (Belch, 2018).

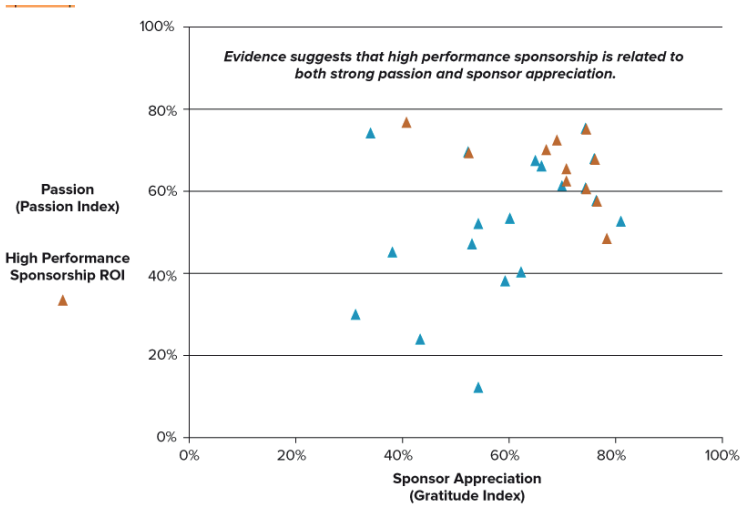


Figure 3: Sponsorship Performance Matrix

Source: Adapted from *Advertising and Promotion: An Integrated Marketing Communications Perspective*, by G. Belch, 2018, McGraw-Hill Higher Education.

As seen in Figure 3, the sponsor would increase effectiveness of the sponsorship by reaching the top right corner. According to the matrix, a direct correlation exists between high performance sponsorship, strong passion, and sponsor appreciation.

Tracking the number of website visits and buzz generated are also criterion that have been used. While each of these measures has its positives and negatives, most are not detailed enough. Most marketers limit their sponsorship evaluations to brand recognition and impressions. The main question that must be asked is "how do you do sponsorships that build brand equity and maintain financial responsibility?" (Steinberg & Hampp, 2007).

Belch (2018) suggests an eight-step process in the following guide to be used in these evaluations.

1. *Narrowly define objectives with specifics.*
2. *Establish solid strategies against which programming will be benchmarked and measure your programming and effectiveness against the benchmark.*
3. *Set measurable and realistic goals; make sure everything you do supports them.*
4. *Enhance, rather than just change, other marketing variables.*
5. *Don't pull Marketing Plan 101 off the shelf. Programming should be crafted to reflect the particulars of your company's constituencies and target audiences.*

6. *Define the scope of your involvement. Will it involve multiple areas within the company? Who internally and externally constitutes the team?*
7. *Think "long term." It takes time to build brand equity. Also, think of leveraging your sponsorship through programming for as long as possible, before and after the event.*
8. *Build evaluation and a related budget into your overall sponsoring program. Include items such as pre- and post-event attitude surveys, media analyses, and sales results.*

8. A Success Story of Corporate Sponsorship: Turkish Airlines

Past studies indicate that airlines are one of the most regular users of corporate sponsorship techniques to create not only awareness among the flying public but to establish brand loyalty, preference and positive purchase action. Turkish Airlines uses several forms of sponsorship events to build a positive corporate image, as highlighted in Turkish Airlines Global Sponsorship Activities (Exhibit 1).

Turkish Airlines is a prime example of a company that has used its resources on sponsorship activities for corporate growth. In recent years, Turkish Airlines has invested heavily on global sports sponsorship (Euro league Basketball, UEFA European Championships, etc.). Turkish Airlines has also been associated with the best athletes in the world for many years. Soccer icon Lionel Messi and NBA superstar Kobe Bryant are the airline's most visible endorsers, the two starring in a commercial together.

In a bid for market growth and development, Turkish Airlines has been involved in multiple sport event sponsorships. These steps have enabled the airline to build a strong brand image and expand title familiarity among the public, leading to the successful growth of the company. Figure 4 shows that when sponsorship events are occurring, Turkish Airline (THY) passengers and destinations see a dramatic growth in a positive direction.

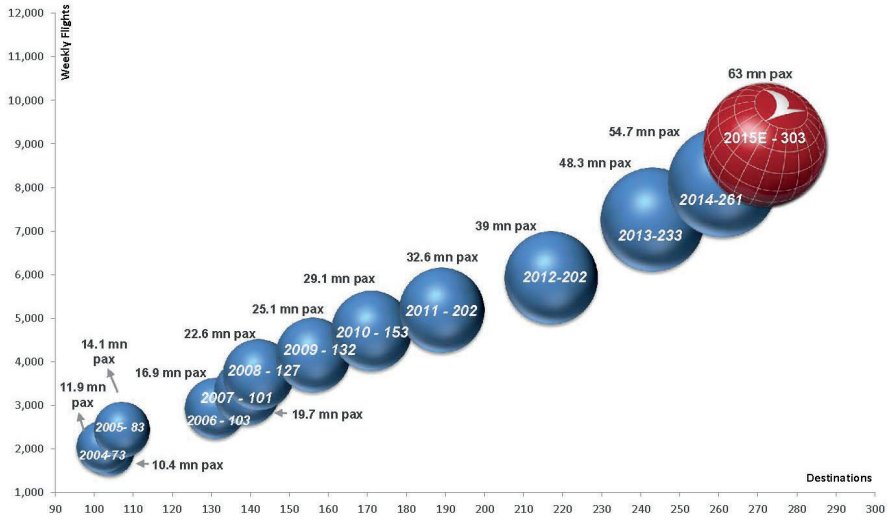


Figure 4: Turkish Airlines Passengers and Destination Growth

Source: Adapted from "TURKISH AIRLINES 1Q'15 Results Summary", by THY, 2015. Retrieved from http://investor.turkishairlines.com/documents/ThyInvestorRelations/download/sunumlar/IR_PRESENTATION_1Q15.pdf

As a result of successful sponsorship activities and overall company performance Turkish Airlines has held the title of Europe's Best Airline for four consecutive years, and it is perfectly reasonable that company aligns with the best and most recognizable sports figures in the world. Signing sponsorship agreements with global sports stars like Lionel Messi, Didier Drogba, Kobe Bryant, and Caroline Wozniacki ground Turkish Airlines' leading position as one of the world's fastest growing airlines flying to a number of countries across the globe. Exhibit 1 shows detailed sports sponsorship activities of Turkish Airlines during this period.

Exhibit 1: Turkish Airlines Global Sports Sponsorship Activities	
Turkish Airlines Sports Event Sponsorships	
FIBA World Championships. Turkish Airlines was among the main sponsors of 2010 FIBA World Championships which was held in Turkey. ***UEFA Champions League.*** Turkish Airlines will be the official airline sponsor of the UEFA Champions League for a term of three years. The UEFA board of directors has decided that Turkish Airlines will be the official airline sponsor of the UEFA Champions League, which is considered one of the most prestigious football leagues in the world. The sponsorship aims to "contribute to our global brand awareness and brand perception. The value of the three-year deal has not been revealed, but current Champions League sponsor packages are currently between €55-65 million per season. ***Euroleague Basketball.*** On 26 July 2010, Turkish Airlines and Euroleague Basketball announced a €15 million strategic agreement to sponsor the top European basketball competition across the globe. According to the agreement, starting with the 2010–11 season, the top European competition was named Turkish Airlines Euroleague Basketball. The agreement was signed for a ten-year period with a five-year option. Similarly, under this agreement, the Euroleague Final Four playoffs will be conducted under the name "Turkish Airlines Euroleague Final Four" whereby the new league title appears in all media accordingly. This title partnership runs for five seasons, with the option of extending it to an additional five years. In 2013 Turkish Airlines has signed a new five-year deal to continue as the title sponsor of the Euroleague, Europe's top club basketball competition. Turkish Airlines remained the main sponsor of the pan-continental competition until 2020, taking the relationship between the airline and competition organisers Euroleague Basketball to ten years. With this agreement Turkish Airlines has also become the main sponsor of Euro Cup, the biggest basketball competition in Europe after Euroleague. This sponsorship deal is one of the biggest sponsorships in basketball history. According to the agreement Turkish Airlines will pay a total of some €37.5 million over the seven years, with the annual fee set to rise year-on-year. The vast portion of that sum will be paid in cash, with around five per cent comprised of value-in-kind services such as flights and marketing spend. ***bj Japanese Basketball League.*** *In 2014, Turkish Airlines has agreed to become the title sponsor for the bj-league (Japanese Basketball league for two seasons. The bj-league unveiled a new official logo that includes Turkish Airlines as a major component of it.Turkish Airlines becomes by far the biggest company to become affiliated with a league featuring teams in 22 of Japan's 47 prefectures.Financial terms of the deal were not disclosed.Despite its struggles to gain sustained major media coverage within Japan, the airline's title sponsorship could be a catalyst to boost the bj-league's brand name and recognition on a global scale.*	
PTT Thailand Open**. I**n 2010 Turkish Airlines signed an agreement with PTT Thailand Open to be a platinum sponsor of 2010 tennis tournament, which was held between 25th September and 3rd October at IMPACT Arena, Muang Thong Thani in Thailand. In 2010 PTT Thailand Open promised to be bigger and better than ever, as the interest in tennis grows in both Thailand and around the world. PTT Thailand Open, became to be highly competitive and exciting event having attracted such players as World number 1 player Rafael Nadal. Turkish Airline is on the way to becoming a key airline player in Thailand and this tennis event conveyed the company even closer to both the Thai and expatriates living in Thailand. In addition to sponsoring the event, Turkish Airlines is also offering a total of fourteen airline tickets to Europe for lucky winners who join the PTT Thailand Open this year. At the Turkish Airlines booth, simply by filling in a boarding pass visitors will get the chance to win three sets of two tickets each to one of the sixty-seven destinations that Turkish airlines flies to in Europe. In addition at both the semi-final and final matches there was Lucky Seat draws giving two sets of two tickets each to Europe. The draw was held courtside to announce the winners who will be sitting on the Lucky Seats pulled from the barrel. ***Shop&Miles Sailing Cup.*** The İstanbul leg of the GarantiBank "Shop&Miles Sailing Cup" took place on 22-23 May 2010 and was followed by the Bodrum and Göçek legs on 30 July-1 August and 27-29 August respectively. First-place winners at each event took part in the Les Voiles de Saint-Tropez races held in France from 26 September to 2 October of the same year. Turkish Airlines acted as the transportation sponsor for the first-place winners of all three legs.	

Stena Match Cup Sweden. Stena Match Cup Sweden is one of the best sailing events in the world. In 2013 Turkish Airlines has signed up to sponsor the Stena Match Cup Sweden, the Swedish leg of the Alpari World Match Racing Tour (WMRT) sailing series. Over 115,000 spectators turned out for 2012 Stena Match Cup Sweden, which was a record for the event.

Intercontinental Istanbul Eurasia Marathon. Turkish Airlines was the official transportation sponsor for the 32nd Intercontinental Istanbul Eurasia Marathon. This is the most important international marathon event held in Turkey and attracts hundreds of thousands of runners and spectators every year.

Presidential Cycling Tour of Turkey. In 2010, Turkish Airlines was a sponsor for the 46th Presidential Cycling Tour of Turkey, one of the most prestigious annual bicycle races in the country. A hundred twenty cyclists from 30 countries took part in this event, which began on April 1st and ended on the 18th.

Turkish Airlines Challenge. Turkish Airlines was a sponsor for the European Challenge Tour golf tournament when it was held in Antalya last year. Conducted under the name "Turkish Airlines Challenge", the tournament began on April 29th and ended on May 2nd, 2010. It was attended by 156 professional golfers from countries across the world. The event provided an occasion for Turkish Airlines to support Turkey's tourism industry by drawing international attention to the country's golf potential and highlighting yet another aspect of Antalya as a travel destination.

Turkish Airlines Ladies Open. Turkish Airlines sponsored the Turkish Airlines Ladies Open golf tournament when it took place in Antalya from 6 to 9 May 2010. Broadcasts of the event, which was attended by 108 professional women golfers who came to Antalya from more than 30 countries, was seen by a billion people around the world.

Sony Ericsson WTA Istanbul Cup. Turkish Airlines served as the transportation sponsor for the Sony Ericsson WTA İstanbul Cup International Women's Tennis Tournament when it was held at the ENKA Sports Complex inn İstanbul on 26 July to 1 August 2010.

Black Mountain Masters. Turkish Airlines was a sponsor for the Black Mountain Masters, a golf tournament on the Asian tour that was attended by 132 professional golfers during December 2010. One of the most prestigious events in the Asian golf calendar, the event provided an occasion for Turkish Airlines to engage in extensive promotional activities and to strengthen its connections with the

Business Class target audience.

Archery World Cup. Turkish Airlines has been the long-time supporter of the Archery World Cup and other international archery events. In 2014, Turkish Airlines renewed its partnership deal with World Archery until the end of the 2015 season. Turkish Airlines became the official airline of World Archery with the launch of the Archery World Cup in 2006. It has supported the growth of the World Cup circuit and archery's evolution into one of the core Olympic sports. According to the new agreement Turkish Airlines offer 12kg additional luggage allowance certificate for archery equipment.

Turkish Airlines Sports Team Sponsorships

FC Barcelona

In 2013, Turkish Airlines has signed a three-year sponsorship deal with FC Barcelona football club in a ceremony in Barcelona. According to the terms of this sponsorship contract, all the advertising materials and logos of Turkish Airlines will be displayed on the internal screens of the Nou Camp Stadium in Barcelona and all other locations of the team, Turkish Airlines will make commercial films with the players of the Barcelona Club and carry out the promotion of this sponsorship deal in all the arenas of advertising and mass media. As the result of this sponsorship Turkish Airlines will transport the players of Barcelona to all the tournaments and training camps as well.

Manchester United. In 2010 Turkish Airlines concluded a sponsorship agreement with the English club Manchester United, one of the world's football giants. The agreement signed at the team's Old Trafford Stadium. Under the 3 1/2-year agreement, Turkish Airlines' ads and logo appeared as Manchester United's 'official sponsor' on all the club's ads, including the advertising panels at its Old Trafford Stadium and on the internet. The Turkish Airlines had the right to shoot advertising films with the Manchester United football players and take part in some PR activities as well as publicizing and advertising its sponsorship around the world. Turkish Airlines transported the English team to camps and tournaments outside Britain.
Aston Villa F.C. In 2013 Aston Villa FC announced a partnership deal with Turkish Airlines for the 2013-14 season. According to this sponsorship agreement Turkish Airlines brand became the Official Airline Partner of the Premier League team.
Borussia Dortmund. In 2013 Turkish Airlines agreed to sponsor German soccer club Borussia Dortmund for three years. Turkish Airline became a second-tier 'premium partner' of the 2012 Bundesliga champions, who are heavy favorites to progress to the final of the UEFA Champions League. , The deal run from the start of 2014 season until the end of 2015/16. The sponsorship agreement entitled Turkish Airlines to extensive branding rights and hospitality services - including a private lounge - at the team's home Signal Iduna Park. Turkish Airlines committed an annual €2 million (US$2.61 million) to the partnership.
Hannover 96. In 2014, Turkish Airlines signed a multi-year collaboration with Bundesliga team Hannover 96. As part of the deal, Turkish Airlines will be present on the Premium TV video in the HDI Arena and receive hospitality services for the home games in the Bundesliga. In addition, Hannover 96 will fly with Turkish Airlines as an airline partner to selected matches and training camps.
Olympic Marseille. Effective for the 2013/14 season Turkish Airlines entered into a partnership with Ligue 1 giant Olympique de Marseille to become the official airline company of the French club .This sponsorship agreement allows Turkish Airlines to promote its recently established direct route from Istanbul to Marseille. Marseille has allocated branding space on the back of its shirts for Ligue 1 matches to Turkish Airlines, which will also benefit from pitch-side LED advertising and access to hospitality tickets for its customer loyalty program.

FC Sarajevo. In 2015, Bosnia and Herzegovina football club Sarajevo and Turkish Airlines signed a three and a half sponsorship agreement. Turkish Airlines became the general sponsor of FC Sarajevo. According to the agreement FC Sarajevo during the three and a half years wear Turkish Airlines uniforms.
Turkish Airlines also is the transportation sponsor for the Beşiktaş Gymnastics Club Association, the Fenerbahçe Sports Club, the Trabzonspor Club, the Galatasaray Sports Club, and the Bursaspor Club as well as for the Turkish National Football Team.
Turkish National Basketball Team. Under an agreement signed at a ceremony held on 12 August 2010, Turkish Airlines became the prime sponsor of the Turkish Basketball Federation for two and a half years. The Turkish Airlines television advertisement for the Turkish national team also set a new record of sports as the highest and fastest basketball game ever played in the air in the history of the game.

Macedonian Basketball. In March, 2015 Turkish Airlines became Macedonian basketball sponsor and National Basketball Team. Recently Turkish Airlines signed a sponsorship deal with the Macedonian Basketball Federation enabling it to support the Macedonian men's national team for a further year as well as other basketball teams in different age groups. According to this new sponsorship agreement Turkish Airlines logo will be used on the teams' training kits and jersey during the contract, which will last until the end of the year. Macedonia will be competing against Netherlands, Greece, Croatia, Slovenia and Georgia in the same group in FIBA EuroBasket 2015.

Galatasaray and Trabzonspor EUFA Champions League and EUFA European League. In 2014-15 season Turkish Airlines became uniform sponsor of Galatasaray, who are representing Turkey in the Champions League, and of Trabzonspor, who are representing the country in the UEFA European League. Both teams appeared on the pitch in uniforms bearing the Turkish Airlines logo when they play in the European Cups in 2014-15 season.
Turkish Airlines Athletes Sponsorships

In addition to corporate sponsorship, Turkish Airlines engaged in sponsorship of athletes in several sports fields. Some of these athletes who endorsed Turkish Airlines are as follows:

Lionel Messi. In 2012, Messi signed new multi-million pound sponsorship deal to be the global ambassador for Turkish Airlines. International soccer superstar Leo Messi was named Global Brand Ambassador for Turkish Airlines at the Camp Nou Stadium in Barcelona, Spain. In September 2012, Messi shot a commercial for the airline with Kobe Bryant. In the airlines' latest commercial, the duo –competes to win the attention of a young boy. The latest commercial was a collaborative effort among producers, actors and crew members from Turkey, the Netherlands, Spain and the United States. Shot partly at Istanbul's Ataturk Airport and partly in other countries abroad, the commercial will air worldwide late this year.

Kobe Bryant. In 2013, Lakers G Kobe Bryant has signed a deal with Turkish Airlines, agreeing to appear in Turkish Airlines advertisements for the two years. Commercials with Bryant will be shown globally but that the focus of the campaign will be on the US market and on the Far East and the Middle East. Bryant as part of the deal participated in a number of public relations events for the Turkish Airlines and special gatherings with his fans around the world," promoting the airline. The first spot aired in more than 80 countries in the first quarter of 2011. Ads also appeared on many other outlets including billboards, magazines, dailies and digital environment. In addition, Turkish Airlines is improving and adding to its destinations in the Americas. Turkish Airlines has been flying to N.Y. and Chicago for a long time and added Washington DC, Toronto, Sao Paulo, Los Angeles and as a destination. Turkish Airlines stepped up its commitment to flights from the United States and thought Bryant was the perfect spokesman. Turkish Airlines released a commercial that features Bryant and Messi "competing for a kid's attention." The kid in the ad "walks back and forth on an airplane as Bryant and Messi each try to impress him." Messi kicks the ball in place, using "some fancy footwork," while Bryant responds by "passing the ball through his legs over and over again as they're extended in the air." The kid "eventually walks away from both men to eat some ice cream

Caroline Wozniacki. In December 2010, Caroline Wozniacki, the number one name in tennis, became the face of Turkish Airlines Business Class for . Chosen to be the face of Turkish Airlines Business Class in 2010, Caroline Wozniacki appealed to tennis fans in particular and to sports fans in general primarily in Turkish Airlines' brand communication efforts in Europe. Danish-born of Polish parents, Wozniacki represented Turkish Airlines in advertising films and public relations activities for three years.

Didier Drogba. In 2014, ***T***urkish Airlines has teamed up with international football stars Didier Drogba and Lionel Messi for its new *'Widen your World'* global advertising campaign. The commercial explores the concept that food is the only true way to experience different cultures, and aims to highlight the worldwide destinations that Turkish Airlines offers. The TV commercial sees Drogba fly with Turkish Airlines to destinations such as Nepal, Japan and Siberia in a bid to outdo Messi, but finds signed photos of his rival at all the locations, suggesting the Argentine had already visited each restaurant first.

Source: https://www.turkishairlines.com/en-tr/press-room/sponsorships/

9. Conclusions

There is a plethora of research on the effectiveness of sponsorship. However, most of the existing studies focus on domestic markets. The international literature, certainly, lacks research on the impact of sponsorship on a firm's foreign market position. Even though sponsorship can be a very cost-effective method to reach a large international audience, little is known about the role of sponsorship in forming or modifying consumer attitudes toward the sponsoring brands. Therefore researchers need to fill this gap and address several questions such as Can foreign customers correctly identify corporations as official sponsors of an international event and develop positive response? or How does the level of involvement with the event impact the consumer response to sponsor message? For example the 2018-2022 FIFA World Cup can be used as a research venue. Although sponsorship enables a

corporation to communicate with their customers and deliver increased awareness, brand building and propensity to purchase, unlike other advertising media, sponsorship cannot communicate specific product attributes.

Corporate sponsorship is still experiencing a steady growth rate; however corporate sponsors have begun to utilize other marketing communication tools such as digital media, social media, and mobile applications. Sports sponsorship remains the largest sponsorship category for corporations although its dominance has declined in recent years as corporations invest advertising dollars in other non-traditional media venues such as social media and mobile applications. (Meenaghan, 2013).

In recent years, companies of all sorts have been utilizing a variety of media tools to engage in both institutional as well as product/brand promotion. To this end, there is a concerted effort to move from broadcasting (mass media promotion) to that of narrowcasting (targeted promotion). Studies show that more focused targeted promotions serve the needs of companies better. This study indicates that several companies have made use of corporate communication techniques more effectively and as a result gained a higher market share, brand loyalty and created more favorable attitudes among its target markets towards the company.

It is evident that when home grown firms are the sponsors, consumers have a higher tendency to develop more positive attitudes toward the firm or brand, and perceive that there is a good fit between the firm and sponsorship. Further, the fans of the sport are loyal to the sponsoring firm as evidenced in previous research. This is especially true for popular teams that have an excellent national standing. Specifically, the effects of stadium sponsorship on brand equity, attitudes toward the firm/brand while examining the moderator effect of fit should be examined.

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