

Sports Sponsorship and Internet

Case Studies of Ericsson and Volvo

Yasser Parvez
Adnan Pervez

Luleå University of Technology

Master's thesis
Marketing

Department of Business Administration and Social Sciences
Division of Industrial marketing and e-commerce

Acknowledgement

Writing is though, difficult and time consuming task, but it is always helpful to improve our thoughts about a particular subject. Working on this thesis was not an easy job, with only a few ideas and very limited work done on this issue in past made us think many times to change the thesis topic but the interest in this particular topic made this study as a challenge and our efforts with the help of many around us helped us to achieve our goals.

First of all our thesis supervisor Åsa Wallstrom deserves a very big thank you, without her help and advises it could be a difficult job to finish our study on time. Further we wish to express our gratitude to the respondents from both companies (Ericsson and Volvo) who spare time from their very busy schedules and made themselves available for interviews.

Finally we would like to thank our families, especially our parents, and friends for all understanding and support during the thesis.

Luleå University of Technology, 2006-01-01

Adnan Pervez

Yasser Parvez

Abstract

Sponsorship field is constantly growing and changing. Sports sponsorship is an investment in a sports entity (athlete, league, team, event) to support overall organizational goals, marketing objectives, and/or promotional objectives. The purpose of this research was to gain a deeper understanding of sports sponsorship and how companies with regard to sponsorship process are using Internet. This research was an exploratory and descriptive research. Qualitative research approach was used to carry out this research. The research strategy used for this research was case study. Ericsson and Volvo were selected as samples for the case studies. Data was collected by conducting telephone interviews. Validity and reliability were the main concern through out the research. The findings of the research showed that relationship marketing, image building and employees motivation are the objectives of companies related to sports sponsorship. Companies have a simple structure for sports sponsorship budgeting. Companies have different criteria for sports sponsorship selection. Sports sponsorship evaluation is done by using bench marking and setting milestones. Internet for sports sponsorship is used in shape of e-mail, chat channels and websites. This study enabled us to gain the purpose of research i.e. deeper understanding of sports sponsorship and how Internet is being used by companies with regard to sponsorship process.

Table of Contents

1- Introduction	1
1.1- Background.....	1
1.1.1- Sports Sponsorship	2
1.1.2- What is Internet and how can it be used for businesses?	3
1.2- Problem Discussion.....	4
1.2.1- Purpose and Research Questions	5
1.2.2- Study Limitations.....	5
1.3- Outline of Thesis.....	5
2- Literature Review & Frame of Reference	7
2.1- Sponsorship Process.....	7
2.1.1- Sponsorship Objectives	7
2.1.2- Sponsorship Budgeting.....	8
2.1.3- Sponsorship Selection Process	9
2.1.4- Sponsorship Evaluation	11
2.2- Use of Internet by Businesses	11
2.2.1- Communication (Internal and External).....	12
2.2.2- Corporate Logistics.....	12
2.2.3- Globalization and Leveling the Playing Field	13
2.2.4- Gaining and Maintaining Competitive Advantage	13
2.2.5- Cost Containment.....	14
2.2.6- Collaboration and Development.....	14
2.2.7- Information Retrieval and Utilization.....	14
2.2.8- Marketing and Sales	15
2.2.9- Transmission of Data	16
2.2.10- Corporate Presence on the Internet	16
2.3- Frame of Reference	16
3- Methodology.....	20
3.1- Purpose of Research.....	20
3.2- Research Approach.....	20
3.2.1- Qualitative versus Quantitative Research	21
3.3- Research Strategy	21
3.3.1- Sample Selection	23
3.4- Research Method	23
3.4.1- Data Collection.....	23
3.4.2- Presentation and Analysis of Empirical Data	25

3.5- Quality Criteria.....	25
3.5.1- Validity	25
3.5.2- Reliability.....	26
4- Data Presentation.....	28
4.1- Ericsson	28
4.1.1- Objectives with Sports Sponsorship.....	28
4.1.2- The Sponsorship Budget	29
4.1.3- The Sponsorship Selection Process	29
4.1.4- The Sponsorship Evaluation.....	30
4.1.5- Use of Internet for Sponsorship Objectives	30
4.1.6- Use of Internet for Budgeting	31
4.1.7- Use of Internet for Sponsorship Selection Process.....	31
4.1.8- Use of Internet for Evaluation	32
4.2- Volvo Sweden AB	32
4.2.1- Objectives with Sports Sponsorship.....	33
4.2.2- The Sports Sponsorship Budgeting	33
4.2.3- The Sports Sponsorship Selection Process.....	33
4.2.4- The Sports Sponsorship Evaluation	35
4.2.5- Use of Internet for Sports Sponsorship Objectives	35
4.2.6- Use of Internet for Sports Sponsorship Budgeting.....	36
4.2.7- Use of Internet for Sports Sponsorship Selection Process.....	36
4.2.8- Use of Internet for Sports Sponsorship Evaluation	36
5- Data Analysis	37
5.1- Within Case Analysis 1: Ericsson.....	37
5.1.1- Objectives with Sports Sponsorship.....	37
5.1.2- The Sports Sponsorship Budgeting	39
5.1.3- The Sports Sponsorship Selection Process.....	40
5.1.4- Sponsorship Evaluation	41
5.1.5- Use of Internet for Sports Sponsorship Objectives	42
5.1.6- Use of Internet for Budgeting	46
5.1.7- Use of Internet for Sports Sponsorship Selection Process.....	48
5.1.8- Use of Internet for Sponsorship Evaluation	49
5.2- Within Case Analysis 2: Volvo	51
5.2.1- Objectives with Sports Sponsorship.....	51
5.2.2- The Sports Sponsorship Budgeting	52
5.2.3- The Sports Sponsorship Selection Process.....	53
5.2.4- Sponsorship Evaluation	54
5.2.5- Use of Internet for Sports Sponsorship Objectives	54

5.2.6- Use of Internet for Sponsorship Budgeting.....	59
5.2.7- Use of Internet for Sports Sponsorship Selection Process.....	61
5.2.8- Use of Internet for Sponsorship Evaluation	63
5.3- Cross Case Analysis.....	64
5.3.1- Objectives with Sports Sponsorship.....	64
5.3.2- The Sports Sponsorship Budgeting	65
5.3.3- The Sponsorship Selection Process	66
5.3.4- Sports Sponsorship Evaluation.....	66
5.3.5- Use of Internet for Sports Sponsorship Objectives	67
5.3.6- Use of Internet for Sponsorship Budgeting	69
5.3.7- Use of Internet for Sports Sponsorship Selection Process.....	69
5.3.8- Use of Internet for Sports Sponsorship Evaluation	70
6- Findings and Conclusion	71
6.1- How can the sports sponsorship objectives of companies be described?.....	71
6.2- How can the sports sponsorship budgeting be described?....	71
6.3- How can the selection of sponsorship be described?	72
6.4- How can the evaluation of sponsorship be described?	73
6.5- How can companies' use of Internet for sports sponsorship process be described?	73
6.6- Purpose of the research.....	74
6.7- Implications	75
6.7.1- Implications for Management.....	75
6.7.2- Implications for Theory	75
6.7.3- Implications for Future Research.....	76
References.....	77
Appendix	A
Apendix 1: Interview guide	A

1- Introduction

According to Shank (1999), Sports marketing is the specific application of marketing principles and processes to sports products and to the marketing of non-sports products through association with sports. Furthermore, Mullin, Hardy and Sutton (2000; p.9), defines sports marketing as “activities designed to meet the needs and wants of sports consumer through exchange processes. Sports marketing have developed two major thrusts: the marketing of sports products and services directly to consumers of sports, and marketing of other consumer and industrial products or services through the use of sports promotions”. According to Shank (1999), two components in sports marketing have been recognized i.e. marketing of sports and marketing through sports (Mullin et al, 2000). Further, Shank (1999), has associated sports marketing with promotional activities such as advertising, sponsorship, public relations, and personal selling. Although this is true, sports marketers are also involved in product and service strategies, pricing decisions, and distribution issues. These activities are referred to as the sports marketing mix, which is defined as the coordinated set of elements that companies, use to meet their marketing objectives and satisfy consumer’s need. Mullin et al (2000) and Shank (1999), says that the element of the promotional mix that is linked with sports marketing to the greatest degree is sponsorship. Shank (1999), described that sponsorships can increase sales, change attitudes, heighten awareness, and build and maintain relationships with consumers. A sponsorship is an investment in a sports entity (athlete, league, team, event) to support overall organizational goals, marketing objectives, and/or promotional objectives (Ibid).

Parallel to sports sponsorship another interesting area is use of Internet for businesses, According to Paul (1996), large and small companies are embracing the Internet as a fundamental communication tool to conduct daily businesses, Internet is the model for the information highway, it is open, cost effective, and provides information on everything imaginable. Companies around the world use Internet as a communication link through email, interactive advertising, bulletin boards, research and online discussion groups (Ibid). Internet is used for almost all businesses purposes. However, one area where no previous research has been found is how Internet is used for sports sponsorship activities.

1.1- Background

This section provides a discussion on sports sponsorship, and then the sponsorship process will be described. In parallel to sports sponsorship the issue of Internet will be brought up and how Internet is being used so far by businesses.

1.1.1- Sports Sponsorship

Jiffer and Roos (1999) have described sports sponsorship as a support, in form of donations, for sporting activities from businesses and commerce. However, these kinds of donations were just that – donations and nothing else. It was more a case of companies being charitable rather than having any marketing aim in mind. It was not until 1970s that people began to think about getting something in return. The sports sponsorship field is constantly changing and growing. One of the reasons for this is that new areas are emerging in advertising and marketing and a number of these are within what we call the sports sponsorship field. Sponsorship has for some time been a vague concept, and there has been no real consensus with regard to a definition. This is maybe due to the volatile and changeable world. New fields are being created all the time that offer companies opportunities for marketing and sales. Shank (1999), says that sports sponsorships are growing in popularity as a promotional tool for sports and non-sports products, all the elements in the promotional mix must be integrated to have the greatest and most effective promotional impact. However, sponsorship decision influence much more than just promotion. Sponsorship decision can impact the entire marketing mix. Because so much emphasis is placed on sponsorship, organization must understand how to develop the most effective sponsorship program. Companies require a careful evaluation before taking a decision regarding sponsorship and companies can follow a sports sponsorship process. Shank (1999), described the sports sponsorship process as shown in Figure 1.1.

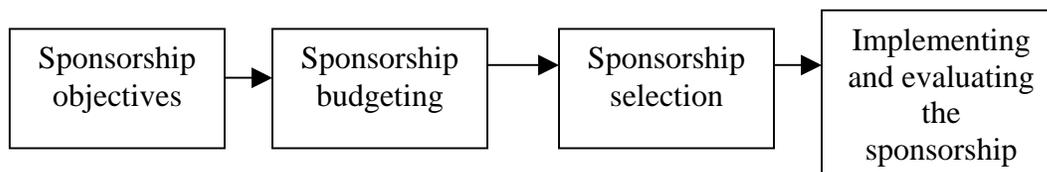


Figure 1.1 The Sponsorship Process

Source: Shank, 1999-p370

The sports sponsorship process consists of four steps these four steps are sponsorship objectives, sponsorship budgeting, sponsorship selection, and sponsorship evaluation.

Among the most important issue, brought up by researchers, are the objectives of sponsoring company with regard to sports sponsorship activities. According to Shank (1999) while designing the sponsorship program the initial decisions are based on sponsorship objectives. There might be direct or indirect objectives related to sports sponsorship. Direct objectives are focused on increase in sale. Indirect objectives lead to the desired goal of enhancing sales. According to Mullin et al (2000), sponsorship objectives range from social responsibility to commercial objectives, it is difficult to classify the objectives of sponsoring company in a clear-cut way there are a number of

objectives that overlap and interact. According to Shank (1999), regardless of various sponsorship objectives sponsoring company must be careful in reaching the objective by remaining within the sponsorship budget. In budgeting process size of the sponsoring company is one element that may vary the budget amount (Ibid).

After the objectives and budgets have been agreed upon, according to Shank (1999) a detailed decision making process, from the sponsoring company, is needed to choose the most effective sponsorship opportunity. According to Shank (1999), Mullin et al (2000) role of person involved in decision making process is very important and it vary from company to company but there is a selection process set by each company. According to Shank (1999), issues that need to be decided could be whether to sponsor a local (most narrow geographic focus such as a city or community), regional (narrow geographic focus, interest level is within a region), national (extremely high level interest in a single country or two countries) or global (broadest coverage extensively all over the world) event and what entity, considering level of competition, to sponsor, sponsoring company must choose whether to sponsor athletes, teams, sport/league or events (Ibid).

Mullin et al (2000) and Shank (1999), says that once the sponsorship decisions are finalized, it is very important to evaluate the sponsorship. A demand for accountability has been the driving force, an attempt to see whether this was a wise decision to sponsor or not, whether the sponsorship is having a positive impact on the sponsoring company or not (Ibid).

1.1.2- What is Internet and how can it be used for businesses?

In parallel to sports sponsorship it is interesting to see use of Internet by businesses. According to Chaffey, Mayer, Johnston, Chadwick (2003), the use of Internet for business purposes has become widespread and Internet is being used by all the businesses in all fields. Use of Internet is a growing field and companies are realizing it as an effective tool in terms of cost, time and global reach. Mullin et al 2000, describes that Internet is a standard tool for any business and executives throughout the world get their industry news via Internet (Ibid). Different researchers have different views regarding the definition of Internet and use of Internet by businesses, according to Strauss and Frost (1999), Internet can be understood as a technological innovation, and it can be used as a new form of publishing, media for advertising and as a form of electronic commerce. According to Frost et al (1999), different definitions of Internet help to explain its current impact and business potential, and how businesses can take advantage of Internet (Ibid).

According to Zimmerman (2001), Internet can be defined as network of computers that link two or more computers by allowing the users to share information, programs and equipment with one another. Frost et al (1999), describes that Internet is more than computers and their contents. Internet is a social space where users can communicate by using emails, Usenet, and Web. Internet is a technology, a social space and a marketing tool, a place for transactions, information publishing, and mass customization. Internet has an economic, social and political, context. There is no governing body that allows the users to shape the Net (Ibid).

According to Jones (1997), In 1994 Internet was not a business tool, only a few companies took it seriously but as for today Internet is used by big businesses around the world and almost all businesses benefit from it (Hanson, 2000). Further Jones (1997), Janal (1998) says that Internet has given new directions to the businesses and way of working. According to Jones (1997), pundits predict businesses that do not use Internet in one or another way will be soon out of market. Hanson (2000) describes that the Internet user base has grown rapidly, the web cycle leads to a rapid growth of consumer access, usage and content online. According to Jones (1997), businesses are using Internet as mean of communication. Many businesses are also selling products and services over the Internet (Zimmerman, 2001).

Frost et al (1999), says that Internet is established as a business tool and businesses can use Internet to gather data for marketing planning, the net has become an integral piece of the marketing mix, spawning new products and serving as a digital distribution channel and an electronic storefront. It is a strong medium of communication with target audience. The Internet is a medium for communication and electronic commerce whose time has come (Ibid).

1.2- Problem Discussion

Mullin et al (2000), describes that sports industry trends of growth together with the increased competition has heighten the need for scientific, professional approaches to sports marketing. Since the early 1980s, sponsorship was given importance by conducting serious researches, large investments and strategic planning and it still needs more research efforts (Ibid).

The four stages of sponsorship process (i.e. objectives, budgeting, selection, and evaluation) differ from company to company and are considered of great importance by researchers. According to Mullin et al (2000), the issues related to sports sponsorship process includes, the objectives of sponsoring company with respect to sports

sponsorship, the budgeting of sponsoring company, the proposal selection process of the sponsoring company and finally the evaluation of sponsorship by sponsoring company.

Parallels to sports sponsorship another important area is use of Internet for businesses and for sports sponsorship process, according to Bock, Senne (1996), Internet has changed the way we do businesses, it is important to understand how individuals and businesses are adopting the Internet for businesses (Ibid).

1.2.1- Purpose and Research Questions

In the light of above the purpose of this research is to gain a *deeper understanding* of sports sponsorship and how Internet is being used by companies with regard to the sponsorship process.

The following research questions are formulated to reach the purpose of research.

- 1. How can the sports sponsorship objectives be described?*
- 2. How can the sports sponsorship budgeting be described?*
- 3. How can the selection process of sports sponsorship be described?*
- 4. How can the evaluation of sports sponsorship be described?*
- 5. How can the use of Internet for sports sponsorship be described?*

1.2.2- Study Limitations

The depth of the topic it is beyond the scope to cover all the aspects of the research area, as there are no previous studies available on this topic. Therefore this study is limited to view the research questions from the sponsoring company's point of view.

1.3- Outline of Thesis

Thesis is divided into six chapters (shown in figure 1.1) as follows:

Chapter 1: Introduction, by now chapter one has been presented to the readers, that include area of interest, problem discussion and purpose of the study.

Chapter 2: Literature Review, in this chapter different theories and models will be presented that best fits to the research area with regard to the research questions. At the

end of chapter a conceptual frame work will be developed that will be used to conduct this study.

Chapter3: Methodology, this chapter will present different methods for carrying research and the methodology for this research will be selected.

Chapter 4: Data Presentation, in this chapter all the empirical data collected from the selected companies, with a brief introduction of company, will be presented.

Chapter 5: Data Analysis, this chapter of the thesis will compare the collected data with theories presented in chapter 2 (Literature Review) and both a within case analysis and cross case analysis will be carried out.

Chapter 6: Conclusions and Implications, this chapter will present the answers to the research questions and the implications of the study (e.g. implications for future research, implication for theories, implications for management).

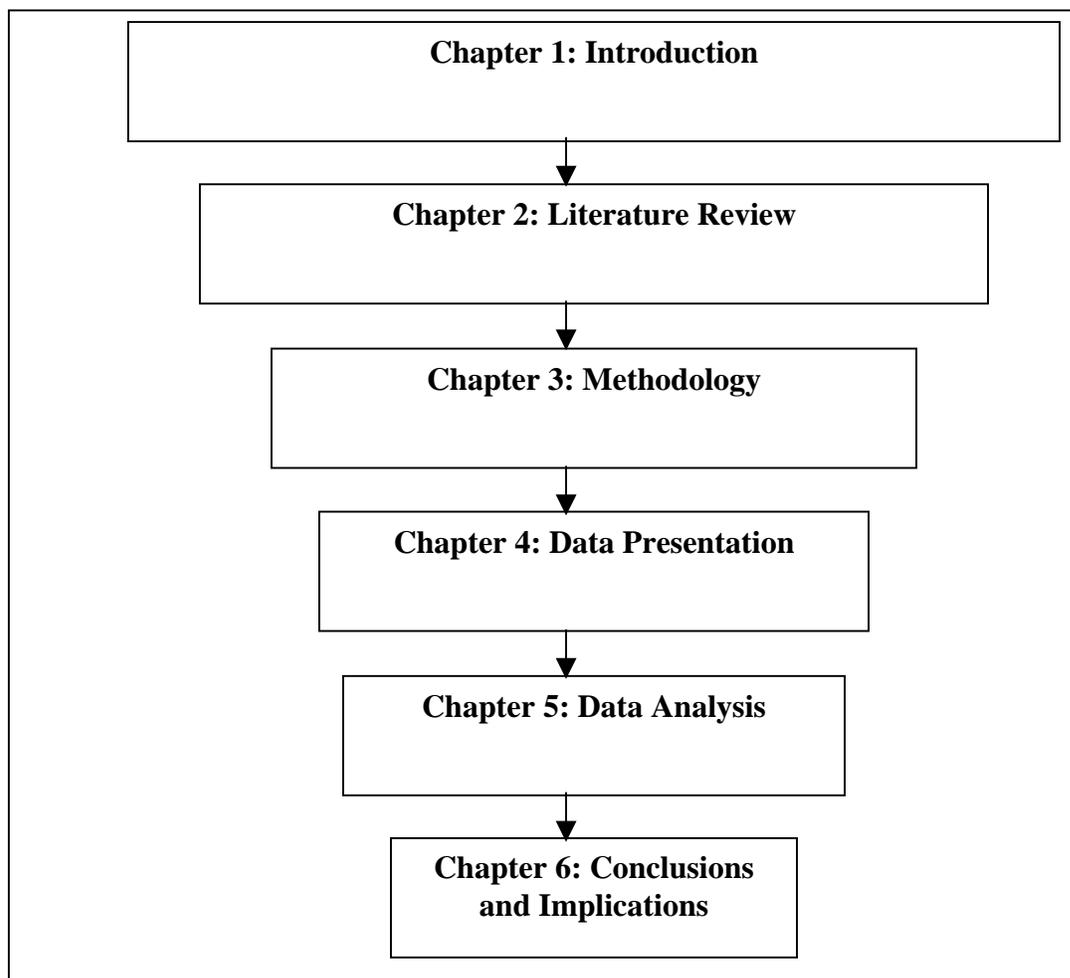


Figure 1.1: Outline of Thesis

2- Literature Review & Frame of Reference

In this section the theories and models that best suits our research questions, described in the previous section, will be presented. First of all the sponsorship process is described, where details are provided for sponsorship objectives, sponsorship budgeting, sponsorship selection process and evaluation of sponsorship. Later, business use of Internet is described and at the end a frame of reference is presented.

2.1- Sponsorship Process

The sponsorship process as described by Shank (1999), consists of four-step process and the steps are sponsorship objectives, sponsorship budgeting, sponsorship selection process, and implementing and evaluating the sponsorship. The initial decision related to sponsorship activity is based upon the objectives of the sponsoring company. The next step is to allocate a budget for the sponsorship activity. Once the objectives and budget decisions are done the next step is to select the sponsorship proposal. The final step is to evaluate the sponsorship.

2.1.1- Sponsorship Objectives

According to Shank (1999) sponsorship objectives can be categorized as either direct or indirect. Direct sponsorship objectives have a short-term impact on consumption behavior and focus on increasing sales. Indirect objectives are those that ultimately lead to the desired goal of enhancing sales. In other words, the sponsor has to generate awareness and create the desired image of the product before consumers purchase the product. The indirect sponsorship objectives include generating awareness, meeting and beating competition, reaching new target markets, building relationships, and improving image (Ibid).

One of the most basic objectives of any sponsor is to *generate awareness* or raise levels of awareness among its customers and / or improving corporate name (Austious and Bitz, 1995; Shank, 1999; Nicholls, Roslow, and Dublish, 1999; Cornwell and Roy, 2003). Another objective of sponsorship is to stamp out or meet any *competitive threats*. Many corporate sponsors claim that they are not that interested in sponsorship opportunities, but that they cannot afford not to do so. In other words, if they do not make the sponsorship investment, their competitors will do so (Nicholls et al, 1999; Shank, 1999; Berrett, 1999).

The next objective related to sponsorship is *reaching target markets*. Companies can reach to their target markets (who are hard to reach with traditional media) and consumers, with well-defined messages, through sports sponsorship (Gardner and Shuman, 1987; Shank, 1999; Berrett, 1999; Nicholls et al, 1999; Cornwell et al, 2003). *Building long-term relationship* is one of the most important issues for sports marketers in today's competitive marketing environment. Building relationships with clients or putting the principles of relationship marketing to work is another sponsorship objective (Shank, 1999; Farrelly, Quester, and Mavondo, 2003).

Further, according to Slack, Amis and Berrett (1999), image and reputation of a company are the factor, enabling a company to secure a competitive edge and sports sponsorship is an effective tool to enhance company image and reputation. According to Nicholls et al (1999) and Shank (1999), perhaps the most important reason for sponsorship of a sports entity at any level is to maintain or *build an image*. According to Berrett (1999), Nicholls et al (1999) and Cornwell et al (2003), companies took part in sports sponsorship activities to build a corporate image. According to Shank (1999), image building is a two way street for both the sponsoring organization and the sport entity (Ibid). Sports sponsorships are undertaken to improve the company sales. The eventual objective for nearly all organizations involved in sponsorship programs is to increase sales. Companies would not spend million of dollars to sponsor an event if there is no return on investment (Berrett, 1999; Nicholls et al, 1999; Gwinner and Swanson, 2003; Shank, 1999).

2.1.2- Sponsorship Budgeting

According to Shank (1999), the methods of determining the sponsorship budget include competitive parity (a state of equivalence between competitors), arbitrary allocation (allocation based on convenience), percentage of sales (to allocate the budget as a percentage of sales) and the objective and task method (setting some objectives and then allocating the budget accordingly). According to Joshi, Mudhaki and Bremser (2003), the budget decision-making varies widely based on the size of the company and its history and commitment to the practice of sponsorship. Further according to Mullin et al (2000), the budget decision maker is held accountable for the budget allocation. Shank (1999) says, larger organizations that have used sponsorship as a form of communication for many years tend to have highly complex (involving more persons and stages in decision making) structures and those new to sponsorship tend to keep it simpler.

2.1.3- Sponsorship Selection Process

According to Shank (1999), in choosing the most effective sponsorship opportunity the sponsoring company requires a detailed decision-making process. Several researchers have examined the organizational decision-making process in attempts to understand the evaluation and selection of sponsorship opportunities. A conceptual model of the corporate decision-making process of sport sponsorship selection, developed by Arthur, Scott, and Woods (ref. to in Shank, 1999) is shown in Figure 2.1

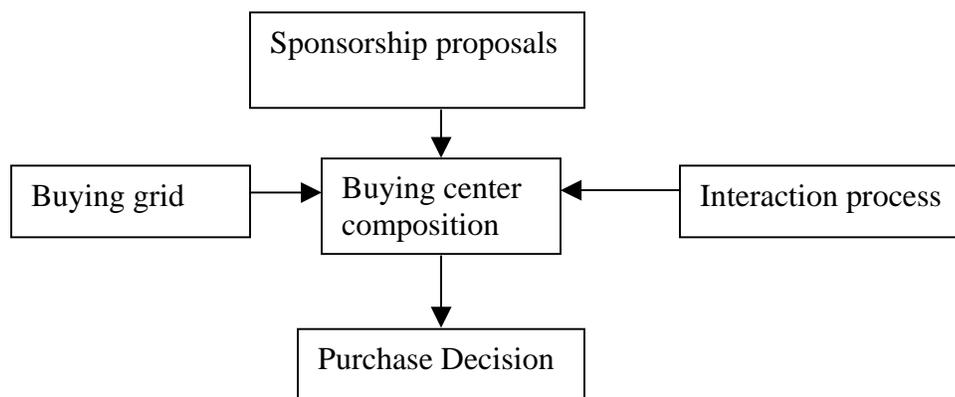


Figure 2.1: Sport Sponsorship Selection Model

Source: Arthur, Scott and Woods (ref. to in Shank, 1999, p388)

Shank (1999), describes that the process begins with the receiving of sponsorship proposals. Generally, this is a reactive process in which organizations receive the multitude of sponsorship possibilities from sports entities wishing to secure sponsors. Within the sponsorship proposal, potential sponsors commonly look for the following information to assist in decision-making:

- Fan attendance/demographic profile of fans at the event
- Cost/cost per number of people reached
- Length of contract
- Media coverage
- Value-added promotions
- Sponsorship benefits

After the proposals have been received, the next is to form the buying center (Ibid). The buying center is the group of individuals within the organization who is responsible for evaluation and choosing the sponsorship. The buying center usually consists of four to

five individuals who each play a unique role in the purchase. These roles are described as gatekeepers, influencers, decision makers, and purchasers. *Gatekeepers* control the flow of information to the other members of the buying center. The *influencers* are individuals who can impact the decision-making process. The *decision maker* is the individual within the buying center that has the ultimate responsibility to accept or reject proposals. The *purchasers* are responsible for negotiating contracts and formally carrying out the terms of the sponsorship. Composition of buying center is a function of the sponsorship decision, in terms of number of individuals and the interaction between these individuals (Assael, 1995; Solomon, 2004; Askegaard, Bamossy and Solomon, 2002).

According to Shank (1999), the *buying grid* refers to the organization's previous experience and involvement in sponsorship purchases. If this is the first time the organization has engaged in sport sponsorship, then more information will be needed from the sponsorship requester. On the other hand, if the sponsorship is simply being renewed (also known as a straight sponsorship re-buy), the buying center plays a less significant role in the decision-making process. Once the decision has been taken, next stage in the sponsorship acquisition model is to make the purchase decision. Typically, it takes an organization three to six weeks to make a final sponsorship decision. While this may seem slow, purchasing a sponsorship is a complex decision that requires the coordination and interaction of all the members in the buying center.

The *purchase decision* consists of three interrelated steps. The *first step* in the purchase decision phase of sponsorship acquisitions is to determine the desired scope of the sponsorship. This contains: global events, international events, national event, regional events, and local events. Global events as the name implies have the broadest coverage and are covered extensively all over the world. In addition to their wide coverage, global events generate a great deal of interest among consumers. International events are the next level in the hierarchy. For any event to be considered international in scope, it might (1) have a high level of interest in a broad, but not global, geographic region, or (2) be truly global in scope but have a lower level of interest in some of the countries reached. National events are extremely high interest levels among consumers in a single country or two countries. Regional events have a narrow geographic focus and are also characterized by high interest levels within the region. Local events have the narrowest geographic focus, such as a city or community, and attract a small segment of consumers that have a high level of interest in the event (Ibid).

The *second step* requires if the organization want to sponsor an event, a team, a league, or an individual athlete? According to Shank (1999), once sponsorship objectives have been carefully studied and financial resources have been allocated, organization must make decision regarding the appropriate sponsorship opportunities. The company should

determine the athletic platform. This includes athletes, teams, sports or leagues and events. After the organization has chosen the scope of sponsorship and the athletic platform, *third step* is to specify the particular sports entity. The choice of a particular athletic platform follows the selection of the general platform. At this stage of the sponsorship process, the organization makes a decision regarding the exact athlete(s), team, event, or sports entity. After the final decision is made, a quick audit can be conducted to determine whether or not the organization has made the appropriate choice of sponsorship (Ibid).

2.1.4- Sponsorship Evaluation

According to Berret (1999), sponsorship evaluation included the costs and uncertainties involved, technical research difficulties, absence of meaningful criteria for assessment, and lack of clear initial objectives. According to Shank (1999), once the sponsorship decisions are finalized and sponsorship is implemented it is important to evaluate the effectiveness of sponsorship. Does sponsorship really work? To get the answer to this question or to evaluate the sponsorship, there are two types of measures that can be used. First measure is *monitoring strategic thrusts*. It is to define objectives and establishing a benchmark against which to measure the effect of sponsorship. According to Berrett (1999), there are no universal measures but a few ways are available to evaluate the sponsorship. Number of stories in popular media serves as a measure of exposure; in addition awareness can be assessed by determining how much time the sponsor has accumulated through television coverage. Another way is to keep track of sales that means examine sales figures prior and after the event. Another way could be to assess the consumer attitude toward sponsored events by conducting research in form of surveys or in-depth interviews. Further, Shank (1999) says, *second measure* that can be used is milestone review; marketing managers of sponsoring company usually establish milestones that will be reached during the implementation of sponsorship (Ibid).

2.2- Use of Internet by Businesses

Theories regarding businesses use of Internet will be now presented. According to Ellsworth and Ellsworth (1996), businesses use Internet for almost all aspects of business and Internet can be used by businesses in following areas:

- Communication (internal and external)
- Corporate logistics
- Leveling the playing field
- Globalization

- Gaining and maintaining competitive advantage
- Cost containment
- Collaboration and development
- Information retrieval and utilization
- Marketing and sales
- Transmission of data
- Creating a corporate presence

2.2.1- Communication (Internal and External)

Maintaining a good corporate communication is a critical issue to businesses. E-mail is used by businesses to maintain local, regional, national, and international communications in a low cost and time saving method (Janal, 1998; Ellsworth et al, 1996; Jellasi and Enders, 2005; Chaffey et al, 2003; Hills, 1997; Frost et al, 1999; Hanson, 2000; Jones, 1997). Further, according to Ellsworth et al (1996) and Jones (1997), businesses use Internet for internal and external communications. The Internet is a connection between different branches of a company and work teams at any locations, it (Internet) permits high-speed excess to vendors and customers. Jellasi et al (2005) and Ellsworth et al (1996) says that Internet creates a virtual community in which people who might normally never meet or communicate, take part in conversations about substantive matters. According to Zimmerman (2001), Jellasi et al (2005), Ellsworth (1996), Janal (1998), single e-mail can be sent to groups as easily as to one person. Ellsworth et al (1996), further describes e-mail is a richer and complete source of information as compared to telephone. Use of Internet is increased for communication through e-mail rather than over the phone or postal mail; businesses use this increasing public enthusiasm for e-mail by interacting with customers via e-mail (Ibid).

2.2.2- Corporate Logistics

While communicating through email and electronic conferences all participants are not required to be in the same place at the same time to contact business (Hill, 1997; Ellsworth et al, 1996; Jellasi et al, 2005). Online, real-time meetings are possible among individuals worldwide through the use of Talk and Internet Relay Chat (IRC) (Hanson, 2000; Hill, 1997; Ellsworth et al, 1996; Janal, 1998; Zimmerman, 2001). Internet has reduced the barriers of distance and time. Videoconferencing techniques and / or telephone software is making virtual meetings easier. The Internet is anywhere anytime network and exchanges, from one corner of the world (north) to another corner (south), can be facilitated by use of e-mail and conferencing (Janal, 1998; Jelassi et al, 2005; Ellsworth et al, 1996; and Frost et al, 1999). According to Ellsworth et al (1996),

Companies are using Internet to support telecommuting employees; work teams can be formed online allowing these telecommuters (people working at home by the use of an electronic linkup with a central office) to become a part of team. In some businesses, a virtual company have been composed of individuals who work at a distance from one another and they may meet face to face occasionally (ibid).

2.2.3- Globalization and Leveling the Playing Field

Internet provides companies a global edge without any physical boundaries and distances. Internet provides opportunities for rapid communication that can increase a business visibility from local to global overnight (Jellasi et al, 2005; Ellsworth, 1996; Zimmerman, 2001; Chaffey et al, 2003; Frost et al, 1999). A cheaper access to Internet allows small companies to compete in the larger market place (Janal, 1998; Jellasi et al, 2005; Ellsworth et al, 1996), whereas according to Ellsworth (1996), isolated businesses can compete at much higher level. Internet helps small businesses to create an image on the network that allows them to compete with large businesses. It makes the pursuit of customers, vendors, and resources possible worldwide—allowing competition in a world market. Worldwide competition is possible if companies are using the World Wide Web to carry the business activities worldwide. Companies do not need physical presence in case of a well designed website. Businesses that use the Web and, to a lesser degree, the other parts of the Internet, will need to think about the use of the global Internet, and their ability to do product fulfillment on a global scale (Capron, 2000; Ellsworth et al, 1996; Chaffey et al, 2003).

2.2.4- Gaining and Maintaining Competitive Advantage

According to Ellsworth et al (1996), Internet is a tool for businesses to take a look at their own organizations, structures, and processes in an effort to become more competitive. According to Jones (1997), Ellsworth et al (1996), Internet helps companies to gain information about other businesses like, what are other businesses doing? What kinds of information are available? Internet mailing lists and Usenet newsgroups are sources for keeping track of industry and government standards and trends. Further Ellsworth (1996), Janal (1998), Jellasi et al (2005), Frost et al (1999), Chaffey et al (2003), companies can gain a competitive advantage by having access to information on products, materials, and new ideas. Corporations use the Internet to keep a finger on the pulse of emerging and new technologies, and the market response to those technologies, by gathering anecdotal information as well as data on financial performance and the stock market. In addition Ellsworth (1996) and Chaffey et al (2003) describes, many businesses are using their Web sites to make available corporate information such as is typically found in annual

reports, including information regarding financial performance and more. According to Hills (1997), Internet is a tool for solving problems by accessing information, documents, and experts. Many companies cannot afford in-house experts on every process or activity, they use Internet to locate and network with experts, through the mailing lists, newsgroups, or e-mail (Ibid).

2.2.5- Cost Containment

Businesses are using the Internet to reduce costs. Thousands of dollars can be saved by using e-mail, in lieu of long-distance phone calls and postal deliveries. Data files, pictures, graphics, sound and movie files and software can be transferred via the Internet. E-mail, data exchange, and conferencing abilities of the Internet, are reducing the need for travel. This saves time, effort, and money (Janal, 1998; Jellasi et al, 2005; Chaffey et al, 2003; Hanson, 2000; and Zimmerman, 2001). According to Ellsworth (1996), web sites allow customers to access catalogues, brochures, and technical information quickly, and that information can be updated swiftly and easily, without incurring reprinting costs.

2.2.6- Collaboration and Development

According to Janal (1998), Ellsworth (1996), Frost et al (1999), it is increasingly common for companies to form partnerships and collaborative development efforts. Internet helps development teams to exchange data, programs, and working papers; it allows several small businesses to easily band together for product development. Internet has given rise to virtual corporations and virtual partnerships, which take telecommuting to another level. According to Capron (2000), Ellsworth et al (1996), Chaffey et al (2003), such businesses may have no physical home office, and the employees probably do not come into work in the same place or time. Further Ellsworth (1996) and Hanson (2000) describes, that virtual corporations or partnerships can be formed for the purpose of single projects, or as permanent, incorporated units (Ibid).

2.2.7- Information Retrieval and Utilization

Businesses find that the Internet is useful in helping employees and customers learn new tasks and processes. There are many simulations, manuals, training aids, and tools available for software running on a variety of platforms. Also large quantities of instructional materials are available online regarding the use of the Internet itself (Ellsworth et al, 1996; Jellasi et al, 2005; Chaffey et al, 2003).

2.2.8- Marketing and Sales

Businesses use the Internet more, and Internet users become more accustomed to marketing activities, Internet marketing is becoming much more popular. Marketing and sales on the Internet have been revolutionized by the World Wide Web (Ellsworth, 1996; Chaffey et al, 2003; Frost et al, 1999; Hanson, 2000; Zimmerman, 2001; Jones, 1997).

Ellsworth (1996) describes, Business on the Web allows for:

- Full-color catalogues that are easily and frequently update
- Online graphics, sound, and textual information
- On-Screen ordering, customer feedback and surveys
- Online technical support
- Worldwide distribution of announcements and PR information

Marketing research is common on the Internet; attitudes are tested, conversations actively pursued, and opinions solicited from many groups. One of the prime business uses of the Internet is in the area of customer support. Customers can reach a company on their own schedules—day or night—and can obtain online information. A business with a presence on the Internet is perceived as modern, advanced, and sophisticated (Ellsworth, 1996; Frost et al, 1999; Hanson, 2000; Zimmerman, 2001; Jones, 1997). Further, according to Jellasi et al (2005), customer and product support and technical assistance by way of the Internet, is time-efficient. Companies provide e-mail assistance including both individual and automated replies to e-mail questions and requests for information. Technical sheets, specifications, and support are offered online. Relationships with vendors and outlets are maintained via the Internet. In these days of a highly competitive global marketplace, the company that can reach and continue to satisfy customers will have an advantage—and the Internet can help in maintaining positive relationships with customers. The Internet is also a fast and efficient way of networking with vendors and suppliers (Janal, 1998; Ellsworth et al, 1996; Jellasi and Enders, 2005; Chaffey et al, 2003; Hills, 1997; Frost et al, 1999; Hanson, 2000; Jones, 1997). According to Jellasi et al (2005), with its global reach, the Internet can assist businesses in locating new suppliers and keeping in better touch with them. According to Ellsworth (1996), maintaining up to-date postings and a Web site of company's product information and prices also allows vendors to have continuous access to the information that is needed in order to promote and sell products. Internet-assisted sales, where customers are sought and served online, are also popular. Companies are doing actual product sales transactions on the Internet, particularly through the Web. In addition, if the product is amendable to electronic delivery, as with software and information, it is actually delivered via the Internet. Companies are

arranging product delivery and services through the Internet, where companies can create and support actual distribution channels (Ibid).

2.2.9- Transmission of Data

Companies have been using the Internet for the transmission of data. Publishers are using the Internet to receive manuscripts, and to transmit files for printing over the Internet. Books are written and edited collaboratively using the Internet. Research and scientific organizations and educational institutions, the original inhabitants of the Internet, are using the Internet to transmit large quantities of data as well; in addition corporate users now transfer the largest portion of data over the Net (Ellsworth, 1996; Jellasi et al, 2005; Chaffey et al, 2003).

2.2.10- Corporate Presence on the Internet

By creating a corporate presence on the Internet, businesses can participate in all the benefits of online marketing, publicity and sales. They can use such tools as the Web, e-mail, and Usenet to build and support a virtual storefront, create catalogues that can be browsed online, announce products, take orders, and get customer feedback (Jones, 1997; Ellsworth, 1996; Chaffey et al, 2003; Frost et al, 1999).

2.3- Frame of Reference

This section contains the frame of reference that will be used to gain the research purpose, that is, to gain a deeper understanding of sports sponsorship activities and how companies with regard to sponsorship activities are using Internet.

RQ1: How can the sports sponsorship objectives be described?

The list of objectives provided by Shank (1999) will be studied for this research question. This list is focusing on sports sponsorship objectives in particular, and this covers the common objectives described by various authors (Austious and Bitz, 1995; Shank, 1999; Nicholls, Roslow, and Dubliss, 1999; Cornwell and Roy, 2003). The list described the following objectives:

- Awareness
- Competition
- Reaching new target markets

- Relationship marketing
- Image building
- Increase of sales

RQ2: How can the sports sponsorship budgeting be described?

Budgeting is an important stage of sponsorship process. To get the answer to this question different aspects (i.e., influence of company size on budget decision, structure of budget either complex or simple, budget decision maker) will be studied. One area of study is according to Bremser et al (2003), budget amount is related to the company size and company's involvement in sports sponsorship activities that means large organization spends more money on sponsorship. Further another area according to Shank (1999), is that larger organizations involved in sponsorship process, for years, have complicated and complex (i.e., lot of people and stages involved for approval of the budget) structure for budget amount decision-making. And who is involved or responsible for budget amount decision-making is another area of study.

RQ3: How can the selection process of sponsorship be described?

To get the answer to this question the sports sponsorship selection process will be studied. Arthur, Scott and Woods (ref. to in Shank, 1999) describes, the process starts with the receiving of proposals that leads to the formation of buying center. Buying center is consisting of different persons from different departments. After the formation of buying center according to Shank (1999), next stage is to make the decision. Decision-making involves three stages. First to determine the desired scope that means selecting a Local, national, international or global activity for sponsorship. Second is athletic platform that means whether to sponsor athlete, team, event or league. Final and third step is to select a specific entity. Once the decision is taken the purchasers will purchase the sponsorship (Assael, 1995; Solomon, 2004; Solomon et al, 2002).

RQ4: How can the evaluation of sponsorship be described?

Shank (1999), theory will be used for this research question. The author has described two different measures for evaluation. First is monitoring strategic thrusts i.e., define objectives and establishing a benchmark for measurement. Benchmark is a point of reference from which measurements may be made. Second is Milestone (a significant point) review i.e., establish milestones that will be reached during implementation of sponsorship.

RQ5: How can the use of Internet for sports sponsorship be described?

To get the answer to this question Ellsworth et al (1996) theory will be used. Ellsworth et al (1996) has provided a list of the areas for which businesses are using Internet. The areas mentioned in list are shown in the figure 2.2, page 19. The four stages of sports sponsorship process (i.e., objectives, budgeting, selection process, and evaluation), whether or not are using Internet, will be checked with reference to these areas of Internet.

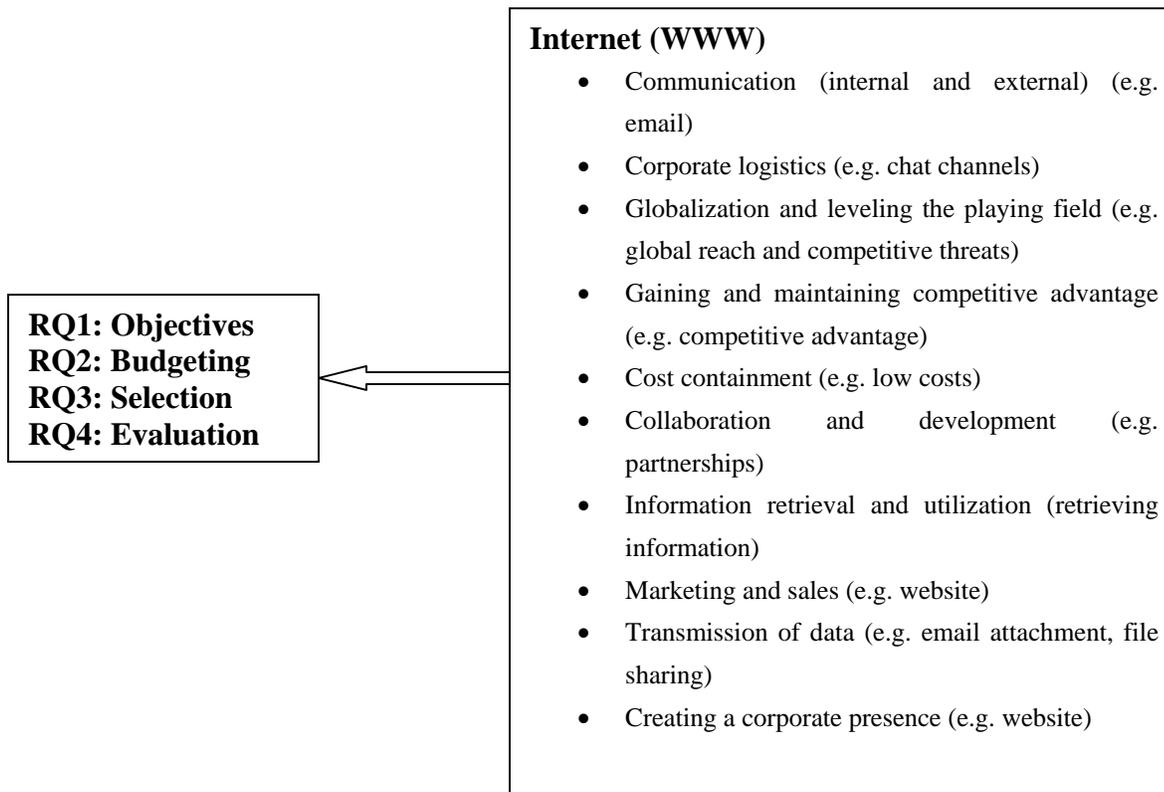


Figure 2.2: Use of Internet for Sponsorship Objectives, Budgeting, Selection and Evaluation

After it is discussed that how will the answers to each research question will be obtained. The emerged frame of reference is developed as shown in figure 2.3, page 20. The four stages of sports sponsorship process are shown and each stage has the details of what areas of the stage will be focused during the studied. Once the areas of sports sponsorship process has been studied the last box of the figure shows the areas of Internet that will be studied with reference to the focused areas of sports sponsorship.

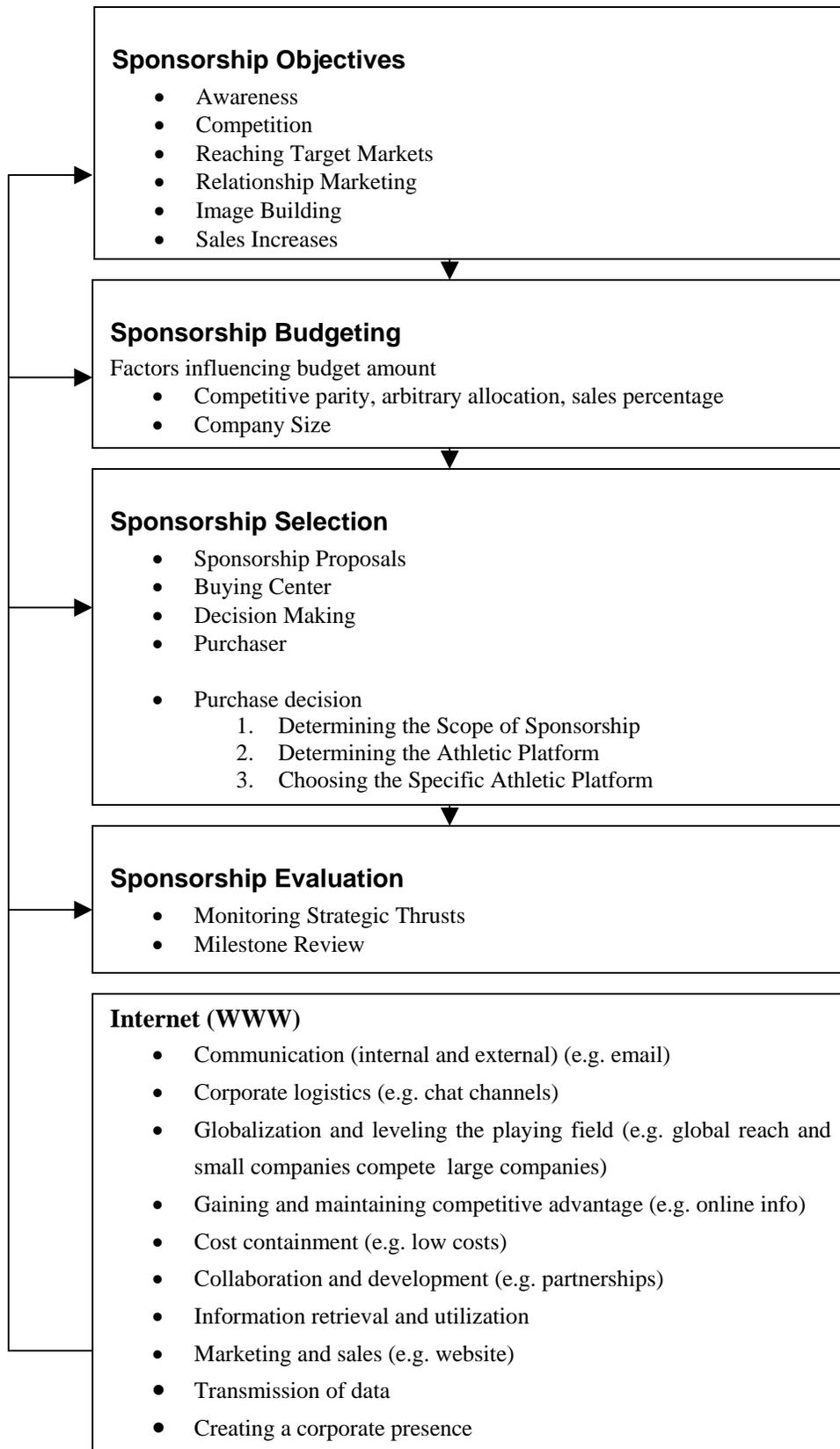


Figure 2.3: Emerged Frame of Reference

3- Methodology

In this section different methodologies will be presented with a discussion of what methodology, among the discussed one, will be used for this research.

3.1- Purpose of Research

According to Saunders, Lewis and Thornhill (2003), the classification of research most often used is the threefold one of exploratory, descriptive and explanatory. *Exploratory studies* are a valuable means of finding out ‘what is happening; to seek new insights; to ask questions and to assess phenomena in a new light’. It is particularly useful to clarify the understanding of a problem. It may well be that time is well spent on exploratory research, as it may show that the research is not worth pursuing. Its great advantage is that it is flexible and adaptable to change. In exploratory research one must be willing to change his / her direction as a result of new data that appears and new insights that occur to you. The object of *descriptive research* is ‘to portray an accurate profile of persons, events or situations. This may be an extension of, or a forerunner to, a piece of exploratory research. It is necessary to have a clear picture of the phenomena on which you wish to collect data prior to the collection of the data. Studies that establish causal relationships between variables may be termed *explanatory studies*. The emphasis here is on studying a situation or a problem in order to explain the relationships between variables (Ibid).

In this study, the research purpose will be exploratory. That is getting a deeper understanding of sponsorship process. In parallel use of Internet in businesses specifically for sports sponsorship process will be studied therefore this is an *exploratory and descriptive research*.

3.2- Research Approach

This section will distinguish the two research approaches i.e. qualitative and quantitative and also present the justification of research approach used for this study.

3.2.1- Qualitative versus Quantitative Research

According to Saunders et al (2003), *qualitative research* are based on meanings expressed through words, they result in the collection of non-standardized data, which require classification and are analyzed through the use of conceptualization. Further, Saunders et al (2003) says *quantitative research* involves some numerical data or contains data that could usefully be quantified to help the researchers in answering the research question and to meet the objectives; primary objective of this research is to be able to generalize the gathered information (Ibid).

According to Saunders et al (2003), data produced by *qualitative research* is flexible and it gives the researcher an opportunity to correct the possible weaknesses of study. *Qualitative data* is based on meanings expressed through words; collection results in non-standardized data requiring classification into categories, and analysis are conducted through the use of conceptualization. *Qualitative research* is helpful to have a deeper and more complete understanding of the research problem and this method is helpful to investigate several variables and to understand more deeply the research problems. *Qualitative approach* will be used for this research, because the purpose of this research is to gain a deeper and better understanding of sports sponsorship and use of Internet.

3.3- Research Strategy

According to Saunders et al (2003), research strategy is a general plan i.e. how one is going to answer the research questions, it will contain clear objectives, specify the sources from which we intend to collect data and consider the constraints, (e.g. access to data, time, location and money, ethical issues).

Yin (2003), defined experiment, survey, archival analysis, history and case study as different type of strategies, table 1 (Page 24) shows the relevant situation of different research strategies.

Table 1: Relevant Situations for Different Research Strategies

Strategy	Form of Research Question	Requires Control of Behavioral Events?	Focuses on Contemporary Events?
<i>Experiment</i>	How, why?	Yes	Yes
<i>Survey</i>	who, what, where, how many, how much?	No	Yes
<i>Archival analysis</i>	who, what, where, how many, how much?	No	Yes/No
<i>History</i>	how, why?	No	No
<i>Case study</i>	how, why?	No	Yes

Source: Yin, 2003, p.5

According to Saunders et al (2003), case study is a strategy for doing research that involves an empirical investigation of particular contemporary phenomenon within its real life context using multiple sources of evidence. Case studies are used to gain a deeper understanding of the research and the processes. Further Yin (2003) says, the most important step is to define the research questions and for the research questions with “how” format case study is the most suitable research strategy (Ibid).

Research questions for this research are as follow

- 1. How can the sports sponsorship objectives be described?**
- 2. How can the sports sponsorship budgeting be described?**
- 3. How can the selection process of sports sponsorship be described?**
- 4. How can the evaluation of sports sponsorship be described?**
- 5. How can the use of Internet for sports sponsorship be described?**

Therefore *multiple case studies* was used for this research as the research questions are formulated in “how” format and the purpose of this research is to gain a better and deeper understanding and case study is helpful for investigation of particular phenomenon within its real life context. According to Yin (1994), multiple case studies help to study two or more cases with less depth as compare to single case study where one case can be studied with more depth. The advantage of multiple case studies is it enables the researcher to perform a comparison between multiple cases. The evidence from multiple cases are regarded as more robust and are considered as more compelling (Ibid).

3.3.1- Sample Selection

According to Saunders et al (2003), it will be impossible, either to collect or to analyze data available, owing to restrictions of time money and often access. Sampling enables to reduce the amount of data needed to collect by considering a few cases instead of using a full set of cases (Ibid).

Sweden is used as a sample country for this research, because of the limited resources and time factors. Cases are chosen based on organizations involved in sports sponsorship activities, because this will help to gain the better understanding of the research purpose i.e. to gain a deeper understanding of sports sponsorship activities and how Internet is being used by companies with regard to sponsorship activities. First case taken for this study is Ericsson, the largest supplier of mobile systems in the world and supports all major standards for wireless communication. They drive the telecoms industry and are shaping the future. The world's 10 largest mobile operators are among their customers, Ericsson are in sponsorship activities because they want to capture the challenges to enrich the end-user experience. Second case is Volvo they are involved in sports sponsorship activities; they at Volvo believe that sponsorship plays a key role in the corporate and brand marketing. Volvo Group is one of the world's leading suppliers of transport solutions for commercial use. Volvo also provides complete solutions for financing and service.

3.4- Research Method

This section contains methods used for empirical data collection and how the presented data will be analyzed i.e., within case analysis and cross case analysis. Finally a justification of selected research method is described.

3.4.1- Data Collection

According to Yin (2003) following are six evidence collection sources for case study method; documentation, archival records, direct observation, participant observation, physical artifacts and interviews.

According to Yin (2003), *documentation* can take many forms and should be the object of explicit data collection plans. For example, letters, agendas, administrative documents, formal studies and newspapers. Documents must be carefully used and should not be

accepted as literal recordings of events that have taken place. *Archival records*-often in computerized form-also may be relevant. These can be service records, organizational records, maps and charts of the geographic characteristics, lists of names, survey data, personal records and phone listings. By making a field visit to the case study “site,” you are creating the opportunity for *direct observations*. Assuming that the phenomena of interest have not been purely historical, some relevant behaviors or environmental conditions will be available for observation. Such observations serve as yet another source of evidence in a case study. *Participant-observation* is a special mode of observation in which you are not merely a passive observer. Instead, you may assume a variety of roles within a case study situation and may actually participate in the events being studied. A final source of evidence is a *physical or cultural artifact*—a technological device, a tool or instrument, a work of art, or some other physical evidence. Such artifacts may be collected or observed as part of a field visit and have been used extensively in anthropological research (Ibid).

According to Yin (2003), most important source of case study information is the *interview*, one can ask key respondents for the facts of a matter as well as for the respondent’s opinions about an events. In some situations, one may even ask the respondent to propose his or her own insights into certain occurrences and may use such propositions as the basis for further inquiry (Ibid). According to Saunders et al (2003), interview is a purposeful discussion between two or more people; the use of interview is helpful to gather valid and reliable data that are relevant to the research questions and objectives. Because according to Saunders et al (2003) interviews are used to conduct discussions to reveal and to understand the “how” format questions, therefore interviews were conducted for data collection in this research.

The company management helped us to find the right person and best time to call for interviews. Key person involved in sponsorship activities were most suitable for making an interview therefore, from Ericsson the person responsible for sports sponsorship activities is the corporate manager (Brand imaging, Marketing and Sponsoring) whom was conducted for Interview and Director, Sports Sponsorship was conducted for Interview from Volvo. Best time recommended by both companies was middle of the week. The *telephone interviews* (70-80 minutes each) were conducted and taped. An interview guide was developed (see appendix 1) and an outline of the interested areas of study were sent to the respondent before interviews. After the interviews a draft of data presentation was sent to the respondent for re-check and confirmation if the presented data is explaining the same meanings what the respondent had told.

3.4.2- Presentation and Analysis of Empirical Data

According to Saunders et al (2003), once data is collected, it is ready to present. For data presentation use of diagrams is recommended by Saunders et al (2003), diagrams help to understand and explore the data. It is important to keep the research questions in mind while presenting the data. To avoid misinterpretation structure and label each table and diagram. The key aspects to be considered while presenting collected data are specific values, highest and lowest values, trends over time, proportions and distributions.

According to Saunders et al (2003), data collection and analysis are simultaneous processes. Yin (2003) says, in case study, having two cases makes the analysis easier and the findings are more robust than having a single case. A possibility is to create tables displaying data from the individual case study according to the frame of reference and comparing with the previous studies. This comparison can be made with in case (comparing the data with previous studies) or cross case analysis (comparing the data of two cases) (Ibid).

In this research the empirical data collected was presented research question wise. Tables were used to present the data and were labeled. Multiple case study was used to make the analysis. Within case and cross case analysis were used.

3.5- Quality Criteria

According to Yin (2003), research is supposed to represent a logical set of statements and the quality can be judged by certain tests.

3.5.1- Validity

According to Saunders et al (2003), validity is related to whether the findings are really about what they appear to be about, the validity of data can be proved as a result of data analysis with the help of a well-designed research. For example, a poorly developed interview guide could create validity problems.

According to Saunders et al (2003), the threats to validity are recognized as history, testing, mortality, maturation and ambiguity about casual direction.

History stands for the time of the research. For example if the research is made shortly after a redundancy program in a particular organization, about job security could bring misleading affects to the results. *Testing*, if the person interviewed (from organization) is of the opinion that the result of this research could bring disadvantages to the organization, the results will be affected. *Mortality*, if a research participant is dropped

out of the study this causes problems for the researcher because they have to look for a new participant and work done before is to be rewritten. *Maturation*, the events happening all around the year have effects on the management style. *Ambiguity about casual direction*, poor performance is related to a negative attitude towards appraisal (Ibid).

Validity has been a major concern throughout this research. Telephone interviews (our source of evidence) were conducted with the person, most capable of defining the company's involvement in sports sponsorship, the language of interview was English. Questions were defined if any further explanation was required. Still misunderstandings could occur but efforts were made to minimize the risk of misunderstanding by sending a draft to the respondent and if there is some misunderstanding made in interpreting the interview that can be adjusted accordingly. In order to contact the right person the company management guided us to the person who have the knowledge and have interest in our required field, getting to the right person increased data's validity.

3.5.2- Reliability

Reliability according to Saunders et al (2003), is if the measures yield the same results on other occasions, with similar observations by other observers and the transparency that how sense was made from the raw data. For example selecting the wrong person for interview could be a threat to reliability.

Four threats as described by Saunders et al (2003), to reliability are subject or participant error, subject or participant bias, observer error and observer bias.

Subject or participant error, the responses of the same interview are different if it is done by different employees at different time of a week. That means the findings of interview filled on Monday morning, where the employees have a full week ahead, will differ from the result of the same Interview done on Friday, where the employees have weekend ahead. Therefore the selection of best time is required, when the respondents have not much load of work.

Subject or participant bias, here the interviewee may tell the facts what their bosses want them to say this could be because there is a threat of employment insecurity. Elaborate steps can be taken to ensure the respondent understand the question. In data analysis one should ensure that data is telling what the respondent told. *Observer error*, a high degree of structure to the interview could lessen this threat to reliability. *Observer bias*, this could be different person have different approaches to interpret the replies (Ibid). For this research the interview time was selected as per the convenience of the respondents.

During the interviews every effort (repeating the question or explaining the question) was made to ensure if the respondent had understood the question. The interview structure (see appendix) helped to lessen the threats to reliability.

4- Data Presentation

In this chapter the empirical data collected from two case companies will be presented. First of all we will give a brief introduction of the company and later we will present the data collected for each research question.

4.1- Ericsson

In this section data collected from Ericsson Sweden, i.e. case 1, is presented. This section starts with a brief company introduction and the empirical data related to each research question is then presented.

In 1876, Lars Magnus Ericsson opened a repair shop for telegraph equipment. He got a vision of the great potential phones and he felt the need to improve the technical quality too. Today Ericsson is the largest supplier of mobile systems through out the world, with its presence in more than 140 countries; it supports all the major standards for wireless communication. Ericsson claims, “We drive the telecom industry and are shaping the future”. The world’s largest mobile operators are among the Ericsson customers and 40% of the mobile calls are made through the Ericsson systems. Ericsson provides solutions that include system and applications, and core technology for mobile handsets. Ericsson is top supplier of complete mobile multi media products.

Company’s vision is “to be the prime driver in an all-communicating world” and the core values that are the foundation of Ericsson business are professionalism, respect and perseverance these are the driving factor that is guiding the company in the daily work that how they relate to people and how they do business.

Ericsson Head office is located in Stockholm, Sweden. For this research a telephone interview with the Corporate Manager (Brand imaging, Marketing and Sponsoring) was conducted he has been working at the sponsorship department for the last two years.

4.1.1- Objectives with Sports Sponsorship

According to the respondent, Ericsson is involved in sports sponsorship and sponsoring tennis, sailing and golf as main sports. The respondent told that the prime and main objective related to sports sponsorship is customer relationships, building long term

relationship with customers and maintaining them is a prime activity that is related to sports sponsorship activities. Image building, increase in sales are secondary objective related to sports sponsorship activities. The respondent stated that another reason for being in sports sponsorship activities is to develop the employee's moral and to make them feel company's value and mission.

Other objectives that are covered by sponsoring are awareness, and reaching target markets but these are of low importance for the company. The respondent mentioned that competitive threat is no reason for Ericsson's involvement into sports sponsorship activities.

4.1.2- The Sponsorship Budget

The respondent stated that it is not possible to disclose the amount of budget Ericsson is spending on the sponsorship activities, but usually the sponsorship budget is part of the marketing budget and it is decided and approved by the top management. Further he added, as a general rule, any budget grows when the company grows but for some other companies it might be possible the involvement in sponsorship activities are more important and this reason could make them spend more amount in sponsorship activities. As per respondent Ericsson do not have a large amount of budget for sponsorship activities as compare to the size of company but, it is a key marketing activity for Ericsson. The person deciding sponsorship budget is not the same who is deciding the sponsorship activity, later could be a country manager so he or she is the one who could be accountable for the sponsorship activity not the one who has decided the budget amount in the beginning of year.

4.1.3- The Sponsorship Selection Process

According to the respondent, Ericsson has hired a company that is doing the evaluations for proposals according to the standards specified by Ericsson; that company selects the most attractive proposals, as per Ericsson sponsorship strategy guidelines, and sends them to Ericsson for decision. Mainly Ericsson is interested to sponsor Golf, Tennis and Sailing, because a research by Ericsson shows most of the Ericsson customers are interested to watch or play these games. They are sponsoring events and teams but Ericsson is avoiding sponsoring individuals and leagues. Further the respondent stated that Ericsson is involved in sponsorship activities on local, national, international and global level. The respondent added Ericsson is interested to sponsor anything that is helping to build or maintain customer relationships

For decision making the respondent mentioned that it depends on the size of the investment that means local Ericsson organization, anywhere in the world, have the authority to make decision for sponsorship activities up to certain amounts. If it is a larger investment, specifically any global activity, the decision lies with the central communication functions at Ericsson Head office. And if it is bigger amount the decision lies with the top management of Ericsson. The framework or guidelines for an interesting activity are owned by the central sponsorship team, so this is sort of central decision making in an area, central communication will be approving local sponsorship activities if they goes outside of the general guidelines of the activity. The respondent stated that decision making at a local level includes 3-5 people where as for a big global investment the decision making may include up to 15 people.

4.1.4- The Sponsorship Evaluation

The respondent stated that in general the evaluation is made on annual basis but it is done after each activity as well. The respondent mentioned that Ericsson ask at least a number of customers and organizations to send their feed back regarding an event sponsored by Ericsson, by answering the questions if they have liked this event or would they like to come back if Ericsson arranges some similar event in near future. Further the changes in customer's perception after the event regarding Ericsson are measured. Moreover, what type of coverage Ericsson got in international media is another way, used by Ericsson, to evaluate the sponsorship.

4.1.5- Use of Internet for Sponsorship Objectives

Ericsson website www.ericsson.com contains information regarding the sponsorship activities. There is update regarding the sponsored events. The respondent stated website is helping to reach our customers by building better relations and saving costs and time. He added customer is able to retrieve information from the website. Every event sponsored by Ericsson is marketed through the web page and chat channels are used to obtain the information from customers regarding any current event. Customers are given an opportunity to share their views online with others. Besides that the objectives like awareness, reaching target markets, relationship marketing, and image building are achieved by putting the event information on the web page. Ericsson website shares the customer's experiences of Ericsson products which is a good effort to build customer relations. The objective of reaching target markets is achieved by designing separate pages (language wise) for different regions and countries. One can select the required region from the home page www.ericsson.com, a customer sitting at a far off place can just go to the web and can get the information regarding the event Ericsson is sponsoring.

The web page <http://www.ericssonracingteam.com/default.aspx?id=202> provides all the information about the current events. Visitors can join the current event they can play online games and win prizes. Moreover, web page has information about products. The main focus is to keep the customer on the racing web page by involving them in games to make them feel they are part of Ericsson team. This is an effort to build better relationships with the customers, as stated by the respondent. The respondent mentioned that to reach the objectives emails are exchanged with in the organization and to promote the event emails are sent to the customers. To gain a competitive edge Ericsson is always improving the web page related to sports sponsorship activities, initially the web page just kept the information regarding the event whereas now our customer can not only get the information from our web page but can find a lot of other entertaining stuff where they can involve themselves into different activities and that makes us ahead of all others. Online customer survey regarding their response to an event is helping to make them feel we do what the customer wants us to do.

4.1.6- Use of Internet for Budgeting

The respondent stated that currently for budgeting process Internet is used for sending emails with files of proposed budget to the top management. That makes the process faster in terms of time and cost savings, he added chat channels are used to discuss the budget with an Ericsson office located at a far off place. Cost and time in a way, if a proposed budget file from local office is sent to Head office in Sweden via Internet it is faster and less time taking as compare to someone presenting that budget to Head office in person.

4.1.7- Use of Internet for Sponsorship Selection Process

Presently Ericsson is not using Internet for the sponsorship selection process, the respondent stated that a few years back they tried to do the selection process online by putting some online information about sponsorship but they got a bad response from the sponsor seeking companies or individual for example mostly they got only questions that are not related to the purpose of that online activity. Therefore Ericsson removed that information from website as they thought it is only time consuming. The respondent mentioned that it is impossible to reach all online proposals and in addition people calls to know about their proposal that creates a flooded situation where Ericsson is unable to reply or to concentrate to all proposals.

Ericsson has hired a company for sponsorship proposals. This hired company is using Internet they have an online questionnaire that is send to the sponsor seeking company or

team etc to fill in. Then the questionnaire is evaluated online by system and if the sponsor seeking company get a minimum score of 90% the sponsorship proposal is considered for the further selection. Email and chat channels are used at all stages of the selection process from proposal receiving till purchase, he added, website of the sponsor seeking company is a source to get more information about the company.

4.1.8- Use of Internet for Evaluation

The respondent stated that Internet is used for evaluation by sending email questionnaires to customers and getting there feed back. A track of web page is kept, with the help of software, under observation where we can see how many of our customers are coming to Ericsson page to check the latest news regarding the event we have sponsored. Online media coverage is another way to evaluate the sponsorship.

4.2- Volvo Sweden AB

In this section data collected from Volvo Sweden AB, i.e. case 2, will be presented this section start with a brief company introduction and the empirical data related to each research question is presented.

In 1927 the first series-manufactured Volvo car, named Volvo ÖV4, the production line was rolled off on the island of Hisingen, Gothenburg. Volvo has developed from a small local industry to the one of the world's largest manufacturers of heavy trucks, buses and construction equipment with more than 76000 employees world over and a presence in over 125 countries.

The values of Volvo group comprise of what they stand for and what they focus on. Corporate values, of Volvo cover quality, safety and environment care. These values are reflected in how Volvo develops its products and how they act in the society and how they approach their customers and employees. Social responsibility means open exchange of information and active participation in society, manifested in both the internal and external cultures. Company culture, the philosophy of Volvo is "the Volvo way" that means describing Volvo values, Volvo culture and how Volvo works. It includes the history of Volvo brand and company's vision of future. Diversity is recognized as part of the current and future business success. A telephonic interview was conducted with the Director, Sports Sponsorship.

4.2.1- Objectives with Sports Sponsorship

According to the respondent, the company has three main objectives with the sports sponsorship. The first objective is brand image building, where the company wants to build a brand image of the products. Another objective is to develop the customer relationship management (CRM) and the third objective is social objective of employee motivation to make them feel like they are working with a company that is involved in such big sports sponsorship activities.

The sports sponsorship objectives like awareness, competition, and increase in sales are of low importance for Volvo as stated by the respondent. Reaching target market is an objective that is considered by Volvo and that is a reason to take part in sport sponsorship. The respondent stated that these objectives are always met by sponsoring activities. As mentioned earlier the respondent stated that the main objectives consist of brand image building, relationship marketing and employees motivation as well the core values of company i.e. quality, safety and environment. Increase in sales is another objective that often works with the sponsorship activities that means the sales are more than expectations after the sport sponsorship activity.

4.2.2- The Sports Sponsorship Budgeting

The respondent was unable, due to company privacy policy, to mention the amount of budget reserved for sponsorship activities, but he stated the budget amount for sponsorship is integral part of the marketing budget of the company. He added amount of budget is not linked with the percentage of sales and top management decides budget amount. The respondent stated that amount of budget is depending on the size of company, small companies have small budgets and big companies have big budgets, budget amount is a part of company's marketing budget and it is allocated on annual basis. Budgeting structure is simple; budget is prepared by managers and than approved by top management.

4.2.3- The Sports Sponsorship Selection Process

Volvo is interested to take part in sponsorship activities on local, national, international and global level. The respondent stated that Volvo is interested to sponsor events and we at Volvo are avoiding sponsoring a team, league or athlete. Volvo has a strategy for selecting the right entity for sponsorship and to follow the strategy guidelines is a must

for selection. According to respondent the selection process is based on very careful evaluation of the sponsor seeking party. If Volvo thinks that sponsoring an event may create problems for the brand image they do not sponsor in such activities. The quality of the sponsored activity (events) is of high importance to Volvo. In addition the company look at the sponsor seeking company if they are famous or not that means if they are famous that is a positive point in sponsoring them otherwise there is a risk involved in sponsoring the team or company. And the final step is to make a budget and evaluation of the sponsor seeking party. Concerning the selection decision the Director Sports Sponsorship can approve/select an activity for sponsorship up to 1 million SEK and for big amount that could be unlimited the CEO is deciding for sponsorship approval.

Following is the process as described by the respondent:

Target group: who are interested in the event if we sponsor this activity?

Brand Impact: To check if sponsoring for this activity is harmful for brand image.
Media exposure

No of visitors at the event: How much audience is expected if we sponsor in this proposal
Possibilities for integration and utilization

Total cost: To check how much it will cost the company to sponsor in this event as it is not only the sponsorship amount it includes the man hours of the employees working on the proposal.

For involved person or departments, in the decision making process, the respondent told us, it depends upon the size of the sponsorship. If it is a small amount it could be 3-4 people involved and if it is a big amount it could be 7-8 persons involved in the decision making of the selection process. But, according to the respondent, the department responsible for selection process with their responsibilities is shown in table 4.1.

Table 4.1, Responsibilities of Department

Department	Responsibility
Market Intelligence	Target group interested
Brand Management	Brand impact
Executive Management	Decision making for selection
Marketing	Possibilities for integration and utilization

Market Intelligence department make an evaluation of interested target group for the sponsor seeking activity and send the proposal to the brand management who check if sponsoring for this activity is harmful for the brand or not and after their job is done they

send the proposal to the executive management or approving authority for making a decision on selection and the marketing department then check the possibilities for integration and utilization.

4.2.4- The Sports Sponsorship Evaluation

The evaluation process at Volvo is done after the activity, in general measuring the media coverage does the evaluation, number of visitors attended the event and number of leads, in addition sales, if applicable, are taken into consideration when it comes to evaluation. Technical research difficulties and cost and uncertainties are taken care during the evaluation the results of evaluation, if positive, help Volvo to get the answer to the question if sponsorship really worked? In addition Volvo is evaluating sponsorship by establishing benchmarks against each objective to measure and further the respondent added Volvo define some milestones that, if reached, sponsorship is considered successful.

4.2.5- Use of Internet for Sports Sponsorship Objectives

The website www.sponsorship.volvo.com is providing information about the events news, and visitors of the website may take part in the “online ocean game” that is an effort to build better relationships with customers and to attract more customers to the website, where one customer can invite his friends to take part in this race. Extra game points are given to one who answers the questions on the “online ocean race” page, mostly the questions are regarding Volvo products or personals that makes visitors to browse the website to get the right answer and this is an effort of creating awareness of the Volvo group activities, products and brand image in the mind of customer or visitor. The history of the company is providing information that makes the customer feel about the company’s values, mission and vision that is a competitive advantage the customer can see how Volvo is better then the competitors. Customer can select the region they are interested in and then they can visit the home page for that region. The web is providing information about the customer experience in the section “customer cases” here website visitors may share some stories from the customer experiences and can learn from the other’s experiences. The respondent added, emails are exchanged internally and externally to achieve the objectives like awareness, reaching target markets, customer relations, image building and sales increase. Website is another area helping to generate awareness, build better relations with customers, image building, sales increase, and to meet our competitor threats. Chat channels are used to negotiate internally (within the organization) and externally (with customers for problem solutions)

4.2.6- Use of Internet for Sports Sponsorship Budgeting

Internet for budget is used only for internal communications; emails are exchanged with files containing budget proposals. The best use is to discuss the proposed budget of a local office via chat channels and or emails. That is helping for a better and quick solution with low costs and timesaving.

4.2.7- Use of Internet for Sports Sponsorship Selection Process

Volvo is using Internet for the sponsorship proposals; they have clearly mentioned different types of activities for sponsorship that includes Culture, Sailing and Golf, on the website www.volvo.com/group/en-gb if one clicks on Volvo group and then clicking on sponsorship. This page contains all the information about the current and up coming events and about the history of each type of sponsorship (i.e. culture, sailing, and golf).

Presently, if someone is interested to apply for a sponsorship he or she can go to <http://www.volvo.com/group/global/en-gb/Volvo+Group/sponsorships/application/> and fill in the form and send this form to a given address via post. This form is containing some basic questions about the company for example company name, contact person, addresses and email etc. Then one has to fill in the information about what type of sponsorship they are looking for; is this sports sponsorship, culture, society, environment, or any other. Then it comes to the description of the proposed sponsorship activity with the dates and time of the event. Then what are the property right for Volvo and what is fee for these rights.

The received proposals are carefully evaluated and then the best among them is selected for sponsorship. At the proposal evaluation stage emails are used for internal and external communications that helps to reduce costs and a quick response can be obtained.

4.2.8- Use of Internet for Sports Sponsorship Evaluation

Internet for evaluation has helped Volvo in reducing time and costs, sending emails to the customers and asking them about their views regarding the current organized event. A track of website www.sponsorship.volvo.com enables to check how many customers are visiting the web to get the information about the current event. The online media coverage is another way to evaluate the sponsorship, how many web pages contain information or news regarding Volvo sponsored event.

5- Data Analysis

In this chapter the collected data will be compared with reference to theories and models the literature review and frame of reference. First of all within-case analysis will be done for each of the two cases and later we will make a cross-case analysis where the findings from the two cases will be compared.

5.1- Within Case Analysis 1: Ericsson

This section contains within-case analysis for the first case, i.e. Ericsson, in this regard each research question is taken and the findings from case are compared with the theories.

5.1.1- Objectives with Sports Sponsorship

According to Shank (1999), the basic objective related to sports sponsorship is to create the awareness of the product, services or corporate names among the target audience (Ibid). The findings from case one showed that this objective is not seen by Ericsson as of same importance as mentioned in theory. The respondent mentioned that awareness could be one objective related to sports sponsorship to increase the product and brand awareness in the audience, but this objective is not of great importance. Ericsson believes they have a good corporate name and people are well aware of the products and services, therefore the respondent put awareness as of low important objective related to the sports sponsorship. According to Shank (1999), Companies are in to the sponsorship activities to handle the threats from their competitors and some companies are not interested to take part in the sponsorship opportunities but they have to take part in such activities because of their competitors (Ibid). The respondent statement did not support the theory. According to the respondent, Ericsson is the technology leader and they do not feel major threats from the competitors therefore being into sponsorship activities because of competitors is not the actual reason, that is an objective that is served by taking part into sponsorship activities but this is no reason for Ericsson for being in sports sponsorship. According to Shank (1999), reaching the target markets is another objective related to sport sponsorship (Ibid). The respondent stated, it is not to reach the target markets by sponsoring sports but it is to build and maintain the customer relations and brand image by sponsoring such events Ericsson is sponsoring sports worldwide and the purpose behind this is to build and maintain the customer relation by sponsoring events where

huge audience is expected. Therefore the objective of reaching target markets is not inline with the theory. According to Shank (1999), building relationship with clients or putting the principles of relationship marketing to work is another sponsorship objective (Ibid). The respondent statement supported the theory as the respondent mentioned, customers are very important to each business. Building long-term relations and later to maintain them is the most important and main factor associated, by Ericsson, with the sponsorship activities. The respondent stated the main reason for Ericsson, being into sponsoring any kind of sport is customer relationships. According to Shank (1999), Image building is another important reason to companies for being into sports sponsorship (Ibid). According to respondent this is a secondary objective for Ericsson, he mentioned that sponsoring an event provides opportunities where there is a huge crowd to see the game and the sponsorship related objectives, mainly customer relationships, secondary objectives as image building, increase in sales, and objectives with low importance like generating awareness and reaching target markets can be met by sponsoring such big events where audience is big and on the other hand the teams participating can have the feelings of being sponsored by a big group, that is not only Ericsson's image building but it is image building of the team sponsored by Ericsson as well. According to Shank (1999), organization would not spend millions of dollars to lend their name to stadiums or events if they did not feel comfortable about the return on investment (Ibid). The respondent stated sponsoring the events where huge crowd is expected is not always resulting as increase in sales. This is not the main reason for sponsoring an event, the main reason for being into sports sponsorship is customer relations. Therefore the respondent put increase in sales as secondary objective related to the sports sponsorship activities. After making the analysis we found the following objectives related to sponsorship activities are not included in the theory of Shank (1999). In this case, respondent added that Ericsson is taking part in sport sponsorship to improve the moral of employees that means another objective related to sport sponsorship is internal development of employees. Below given table 5.1.1 (page 39) is developed to compare the theories and above discussed objectives of Ericsson that are related to the sport sponsorship. The table is showing the objectives mentioned in our frame of reference and the theory used to develop the frame of reference and finally the findings from the organization.

Table 5.1.1, Objectives of Ericsson with Sport Sponsorship

Objective	Theory (Shank, 1999)	Case 1: Ericsson
Awareness	Awareness of product and services and corporate name	Low importance
Competition	Stamp out competitors threats	No importance
Reaching target markets	Reach people interested in sports	Low importance
Relationship marketing	Build long term relationships with customers	High importance
Employee moral	X	High importance
Image building	Maintain or build the image	Secondary importance
Sales Increase	Increase the sales	Secondary importance

5.1.2- The Sports Sponsorship Budgeting

According to Shank (1999), the methods of determining the sponsorship budget include competitive parity, arbitrary allocation, percentage of sales and the objective and task methods. The respondent statement is not inline with the theory. According to the respondent these factors are not influencing the Ericsson budgeting for the sponsorship activities. The sponsorship budget is part of marketing budget and it is decided on annual basis. According to Joshi, Mudhaki and Bremser (2003), the budget decision-making varies widely based on the size of the company and its history and commitment to the practice of sponsorship, further according to Mullin et al (2000), the budget decision makers be held accountable for the budget allocation (ibid). According to respondent statement did not support these theories. According to the respondent the budget of a company grows if the size of the company grows but this is not having any impacts on the sponsorship budget as per the respondent the size of Ericsson budget for sponsorship activities as compare to the organization size is very low. Further according to respondent this is not the decision maker of budget who is accountable but this is the person who is selecting the sponsorship activity who could be held accountable. Shank (1999) says, larger organizations that have used sponsorship as a form of communication for many years tend to have highly complex structures and those new to sponsorship tend to keep it simpler, this theory is not supported, according to respondent the budgeting structure is not of complex nature it is simple and is decided once a year. Below given table 5.1.2 (page 40) compare the theory of sponsorship budgeting with the findings from the case. The table is showing the areas mentioned in our frame of reference and the theory used to develop the frame of reference and finally the findings from the organization.

Table 5.1.2, Sports Sponsorship Budgeting

Theory	Case 1: Ericsson
Budget is determined on the bases of competitive parity, arbitrary allocation, percentage of sales and the objective and task (Shank, 1999)	Low important factors
Size of the company (Joshi et al 2003)	Not supported
Budget decision maker is accountable (Mullin et al 2000)	Not supported
Large organization have complex (involving more people and stages) budget structure (Shank 1999)	Not supported

5.1.3- The Sports Sponsorship Selection Process

According to Shank (1999), the process begins with the acquisition of sponsorship proposals; in this process the organizations receive the multitude of sponsorship possibilities from sport entities wishing to secure sponsors. After the proposals have been acquired the next step is to form the buying center. That is a group of individuals with in the organization responsible for evaluation and choosing the sponsorship. It consists of 4-5 individuals who can play a unique role in the purchase decision. These roles are gatekeepers, influencers, decision makers and purchasers. The purchase decision is further divided into three stages. First is determining the scope of the sponsorship (global events, international events, national events, regional events and local events). Second is determining the athletic platform (athletes, teams, sports or leagues and events). The third is choosing the specific athletic platform (exact athlete, team, events, or sports entity) (Ibid). The findings are not inline with the theory the respondent stated that the company is not involved directly at the initial stage i.e., proposal receiving. The proposals are evaluated for Ericsson according to a specific standard but from another hired company. He mentioned that Ericsson is involved in the decision-making and purchase process. According to respondent company is involved from local level to international level sponsorships. Therefore it is difficult to follow a specific criteria and that is why the top management may not have information of some local event sponsored with the approval of country manager, with in assigned and approved budget, some where in Africa. Buying center is not formed always but there are specific person responsible for the process. The local offices are responsible for approving the sponsorship proposal up to a certain amount. In case the investment is bigger the respondent stated that the proposal is sent to central communication functions at head office. Central office will then evaluate and approve the proposal. In case the investment is at global level the proposal will be sent to the top management for approval. Persons are involved as mentioned in theory of Shank (1999), for each level of sponsorship there is a team that is evaluating the whole proposal. Sponsorship selection process is carried step by step before the final decision could be made. In case of small size sponsorship the involved person are 3-5 in big size

this could be 15. The proposal has to scan through country level than regional level and finally corporate level where after the final evaluation the final decision is made. The reason for evaluation at every level is that every level has some different objectives, goals and limitations to look into the proposal. The respondent stated Ericsson is interested to sponsor any local, national, international or global activity that can help to improve the relationship with customers. The respondent told Ericsson has the policy that does not allow sponsoring individuals or teams. Below given table 5.1.3 is to compare the selection process theory and findings from the Ericsson

Table 5.1.3, Selection Process

Theory (Shank, 1999): Selection process	Case 1: Ericsson
Acquisition of proposal than formation of buying center and finally purchase decision	Not supported

5.1.4- Sponsorship Evaluation

The respondent statements supported the theories, according to respondent the evaluation of sponsorship activities is made on annual basis and as well right after the sponsorship activity. Shank (1999), has described two different measures for evaluation first is, monitoring strategic thrusts (i.e. define objectives and establishing a benchmark for measurement). Benchmark is a point of reference from which measurements may be made. The respondent mentioned that Ericsson ask at least a number of customers and organizations to send their feed back regarding an event sponsored by Ericsson, by answering the questions if they have liked this event or would they like to come back if Ericsson arranges some similar event in near future. Further the changes in customer's perception after the event regarding Ericsson are measured. Second is milestone (a significant point) review (i.e. establish milestones that will be reached during implementation of sponsorship) the respondent told that media coverage, local, international and online, is a milestone established by Ericsson and reached during and after implementation of the sponsorship activity, this is another way used by Ericsson, to evaluate the sponsorship. Below given table 5.1.4 is presenting a comparison, between the theory and implementations at Ericsson, of sponsorship evaluation

Table 5.1.4, Sponsorship Evaluation

Theory (Shank, 1999)	Case1: Ericsson
Define objectives and establishing a benchmark for measurement	Supported
Establish milestones that will be reached during implementation of sponsorship	Supported

5.1.5- Use of Internet for Sports Sponsorship Objectives

According to Ellsworth et al (1996), businesses use Internet for almost all aspects and following are the areas where Ericsson is using Internet with regard to sports sponsorship.

Communication (Internal and External)

The respondent statement supported the theory related to use of Internet for communications in sports sponsorship objectives. According to Ellsworth et al (1996), maintaining a good corporate communication is a critical issue to businesses. E-mail is used, by businesses, to maintain local, regional, national, and international communications in a low cost and time saving method (Janal, 1998; Jelassi and Enders, 2005; Chaffey et al, 2003; Hills, 1997; Frost et al, 1999; Hanson, 2000; Jones, 1997). The respondent stated that Ericsson is using E-mail for internal and external communication for sports sponsorship objectives. The main objective of Ericsson's concerned is customer relationships; whenever there is an event Ericsson is sponsoring the invitation to the customers are sending via email that saves both the cost and time. According to Ellsworth et al (1996) and Jones (1997), businesses use Internet for internal and external communications. Jelassi et al (2005) and Ellsworth et al (1996) says that Internet creates a virtual community in which people who might normally never meet or communicate, take part in conversations about substantive matters. The respondent stated that the website is containing information regarding the sponsored event that enables the customers and other branches world over to know the latest event news from the website. Competitors are no threat therefore we are not putting information regarding event online on our web to handle competitor threats but this is to build better relations with our customers and secondary purpose is to increase sales and image building. The respondent added website is helping for awareness as it contains a lot of information about the services and products offered by Ericsson group. Email is used to reach target markets globally.

Corporate Logistics

Online, real-time meetings are possible among individuals worldwide through the use of Talk and Internet Relay Chat (Hanson, 2000; Hill, 1997; Ellsworth et al, 1996; Janal, 1998; Zimmerman, 2001). Internet has reduced the barriers of distance and time. The Internet is anywhere anytime. Network and exchanges from one corner of the world (north) to another corner (south) can be facilitated by use of e-mail and conferencing (Janal, 1998; Jelassi et al, 2005; Ellsworth et al, 1996; Frost et al, 1999). The respondent stated, that chat channels and email service has enabled Ericsson to reach anywhere anytime from one place to another and Ericsson is using these chat channels and email

services to save time and cost and to meet the sponsorship objectives i.e. awareness, reaching target markets, image building, sales increase and the main objective of customer relationships. Therefore this theory of Internet used for corporate logistics is supported by the findings from the case.

Globalization and Leveling the Playing Field

Internet provides companies a global edge without any physical boundaries and distances. Internet provides opportunities for rapid communication that can increase a business visibility from local to global overnight (Jelassi et al, 2005; Ellsworth, 1996; Zimmerman, 2001; Chaffey et al, 2003; Frost et al, 1999). A cheaper access to Internet allows small companies to compete in the larger market place (Janal, 1998; Jelassi et al, 2005; Ellsworth et al, 1996). The respondent statement supported the theory. According to respondent, Internet has enabled Ericsson to reach the target markets globally, generating awareness and Image building and sales increase via emails and website, anyone can come to www.ericsson.com and get the required information that may lead the visitor of the web to buy a product. The web is an open source for the competitors and suppliers where they can get information about what is required and they can improve their actions.

Gaining and Maintaining Competitive Advantage

According to Ellsworth et al (1996), Internet is a tool for businesses to take a look at their own organizations, structures, and processes in an effort to become more competitive. The respondent stated that in the beginning Ericsson put the sponsorship information on the company web page www.ericsson.com but later to keep the customers more informed about the game and to make them feel a part of our team by enabling them to play the game online a separate page, <http://www.ericssonracingteam.com/default.aspx?id=202>, is designed. This is another effort made by Ericsson to build better relations with the customers. Further, according to Hills (1997), Internet is a tool for solving problems by accessing information, documents, and experts. Many companies cannot afford in-house experts on every process or activity, they use Internet to locate and network with experts, through the mailing lists, newsgroups, or e-mail (Ibid). The respondent stated that one area of sports sponsorship is sales increase unfortunately so far Ericsson is not providing online sales services due to company policy but this is not affecting the over all company sales. People are well aware of the products and Ericsson is reaching the target market with a well-known brand image therefore online sales are not important at the moment. Therefore this theory of use of Internet for gaining and maintaining competitive advantage is supported by the findings from the case.

Cost Containment

Businesses are using the Internet to reduce costs. Using e-mail, in lieu of long-distance phone calls and postal deliveries, can save thousands of dollars. Data files, pictures, graphics, sound and movie files and software can be transferred via the Internet. E-mail, data exchange, and conferencing abilities of the Internet, are reducing the need for travel. This saves time, effort, and money (Janal, 1998; Jelassi et al, 2005; Chaffey et al, 2003; Hanson, 2000; and Zimmerman, 2001). The respondent statements supported the theory. The respondent mentioned that Internet is helping in reducing costs by sending the invitation to customers for an Ericsson sponsored event via email, other objectives i.e. awareness, reaching target markets, image building and building customer relations are met by using email, Internet chat, websites. The respondent stated that Internet is a media that helps to meet all the objectives in cost effective manners. According to Ellsworth (1996), web sites allow customers to access catalogues, brochures, and technical information quickly, and that information can be updated swiftly and easily, without incurring reprinting costs. The respondent stated that all the information on website is open for everyone with an internet access and visitors of the web can easily download their required information.

Collaboration and Development

According to Janal (1998), Ellsworth (1996), Frost et al (1999), it is increasingly common for companies to form partnerships and collaborative development efforts. Internet helps development teams to exchange data, programs, and working papers; it allows several small businesses to easily band together for product development. Internet has given rise to virtual corporations and virtual partnerships, which take telecommuting to another level (Ibid). The respondent stated that the sponsorship objectives of customer relationships, reaching target markets, image building and sales increase are achieved by taking part to the Volvo Ocean race. Email is used for information exchange with customers and with Volvo. The online game creates a virtual partnership between the customers and Ericsson. Therefore, the respondent statement is supported by the theory.

Information Retrieval and Utilization

Businesses find that the Internet is useful in helping employees learn new tasks and processes. There are many simulations, manuals, training aids, and tools available for software running on a variety of platforms. Also large quantities of instructional materials are available online regarding the use of the Internet itself (Ellsworth et al, 1996; Jelassi et al, 2005; Chaffey et al, 2003). The respondent statement is supported by the theory. According to the respondent Internet is used, by customers, for information retrieval, the latest news regarding an on going event are obtained via emails. Internet helps our customers and employees as well; to learn new things for example the Ericsson racing

team web page is helping to learn the racing game that is another effort to improve the employee's moral and to build better relations with the customers.

Marketing and Sales

The respondent stated that Internet is helping to market any event Ericsson is sponsoring by putting the entire event's information on the web including the latest news and results, further questionnaire's are available online for customer survey, this is another effort to reach our target markets effectively to maintain the image of Ericsson and to build better long term relations with customers. The respondent's statement is in accordance to the theory of Ellsworth et al (1996), where the author stated Internet is allowing companies to put the information online that can be easily and frequently updated, allowing online customer surveys and worldwide distribution of announcements and PR. According to Jelassi et al (2005), Internet with its global reach can assist the businesses to be in better contact with their customers. The respondent told us the website is the only way to reach our customers globally and to make better relations with them by keeping their favorite sports material on the web page.

Transmission of Data

Companies have been using the Internet for the transmission of data. Publishers are using the Internet to receive manuscripts, and to transmit files for printing over the Internet. Books are written and edited collaboratively using the Internet (Ellsworth 1996; Jelassi et al 2005; Chaffey et al, 2003). The respondent told us this area of Internet is used to build better relations with our customers by reaching them via emails and sending them all the information regarding the sponsored events in shape of data files that sometimes help to increase the sales as well. Therefore the respondent's statement is supported by theory.

Corporate Presence on the Internet

Companies use such tools as the Web, e-mail, and Usenet to build and support a virtual storefront, create catalogues that can be browsed online, announce products, take orders, and get customer feedback (Jones, 1997; Ellsworth, 1996; Chaffey et al, 2003; Frost et al, 1999). The respondent statement is supported by theory. The respondent stated that with regard to sports sponsorship a separate web page is developed that helps to present the Ericsson's sports involvement in particular, he added emails and online customer survey is helping to show the corporate presence on the Internet and this is overall an effort to build better relations with customers. Following table 5.1.5 (page 46) is to show use of Internet, by Ericsson, for sports sponsorship objectives

Table 5.1.5, Use of Internet for Sponsorship Objectives

Theory	Case 1: Ericsson (Used for Objectives)	Theory Vs Case
Communication (internal and external): Email	Awareness, reaching target markets, customer relationship, image building	Supported
Corporate logistics: IRC	Customer relationship, reaching target markets, awareness, image building and sales increase	Supported
Globalization and leveling the playing field: Global reach	Reaching target markets, generate awareness, image building and sales increase	Supported
Gaining and maintaining the competitive advantage	Customer relationship, awareness, reaching target market	Supported
Cost containment	Awareness, reaching target markets, image building, customer relationship	Supported
Collaboration and development: Partnerships	Customer relationship, reaching target market, image building, sales increase	Supported
Information retrieval and utilization	Employee's moral, customer relationship	Supported
Marketing and sales: Website	Reaching target markets, image building, customer relationship	Supported
Transmission of data	Customer relationship, Sales increase	Supported
Creating a corporate presence: Website	Customer relationship	Supported

5.1.6- Use of Internet for Budgeting

The respondent has mentioned that communication; corporate logistics, cost containment and transmission of data are areas of Internet as mentioned by Ellsworth et al (1996) used by Ericsson for sponsorship budgeting. Ellsworth et el (1996) has mentioned globalization and leveling the playing field, gaining and maintaining competitive advantage, information retrieval, collaboration and development, marketing and sales and creating corporate presence on Internet are other areas of Internet used by businesses which as per respondent are not used for the sponsorship budgeting.

Communication

The respondent stated email is used to negotiate budget with management it helps to save costs and time. This is supported by theory, E-mail is used, by businesses, to maintain local, regional, national, and international communications in a low cost and time saving method (Janal, 1998; Ellsworth et al, 1996; Jelassi and Enders, 2005; Chaffey et al 2003; Hills, 1997; Frost et al, 1999; Hanson, 2000; Jones, 1997).

Corporate Logistics

The respondent mentioned Internet chat channels are used to discuss different aspects of budget instead of arranging meeting especially if the proposed budget is from a far off region. These chat channels are helpful in reducing cost and time. This is in accordance to the theory where Hill (1997), Ellsworth et al (1996), Jelassi et al (2005) stated that all participants are not required to be at the same place at the same time, online, real time meetings are possible with the use of Internet chat channels where the Internet has reduced the barriers of cost and time (Ibid).

Cost Containment

According to theory of Janal (1998), Jelassi et al (2005), Chaffey et al (2003), Hanson (2000), Zimmerman (2001), Internet is used by businesses to save cost and time, email attachment i.e. data files, pictures, graphics, sound and movie files and software can be transferred via the Internet. E-mail, data exchange, and conferencing abilities of the Internet, are reducing the need for travel. This saves time, effort, and money. The respondent agreed with this theory by stating, Internet is used in shape of emails and chat channels to transfer budget files, negotiate budget and to share the budget information with in the organization.

Transmission of Data

The respondent mentioned that this area of Internet is used to transfer the data files containing budget information via emails to all the concerned persons and departments with in the organization to save cost and time. This statement is in accordance to the theory of Ellsworth et al (1996), Jelassi et al (2005), and Chaffey et al (2003) where the authors stated, companies have been using Internet for transmission of data (Ibid).

The below given table 5.1.6 shows the areas of Internet used by Ericsson for sponsorship budgeting.

Table 5.1.6, Use of Internet for Sports Sponsorship Budgeting

Theory	Case 1: Ericsson
Communication (internal and external): Email	Supported
Corporate logistics: IRC	Supported
Globalization and leveling the playing field: Global reach	Not Supported
Gaining and maintaining the competitive advantage	Not Supported
Cost containment	Supported
Collaboration and development: Partnerships	Not Supported
Information retrieval and utilization	Not Supported
Marketing and sales: Website	Not Supported
Transmission of data	Supported
Creating a corporate presence	Not Supported

5.1.7- Use of Internet for Sports Sponsorship Selection Process

The respondent stated that for sports sponsorship selection process these areas of Internet, as mentioned by Ellsworth et al (1996), are used communication, corporate logistics, cost containment and transmission of data. From the list of Ellsworth et al (1996), globalization and leveling the playing field, further other areas of Internet, information retrieval, gaining and maintaining competitive advantage, collaboration and development, marketing and sales, and creating corporate presence are the areas that are not required during the selection process.

Communication

The respondent stated that email is used for communication with in the organization for the selection process on all the stages of selection process i.e. receiving proposals, decision-making and purchasing. At each level email communication is always helpful to save time and cost. This is in accordance to the theory of Ellsworth et al (1996), Jelassi et al (2005), and Chaffey et al (2003) businesses use email for internal and external communications (Ibid).

Corporate logistics

According to the theory, while communicating through email and electronic conferences all participants are not required at same place (Hill, 1997; Ellsworth et al, 1996; Jelassi et al, 2005). The Internet is anywhere anytime networks and exchanges, from one corner of the world (north) to another corner (south), can be facilitated by use of e-mail and conferencing (Janal, 1998; Jelassi et al, 2005; Ellsworth et al, 1996; and Frost et al, 1999). According to Ellsworth et al (1996), Companies are using Internet to support telecommuting employees. The respondent statement is in accordance with the theory. According to the respondent chat channels are used to discuss various aspects with in the company, with the company responsible for scanning proposals for Ericsson and with the Ericsson office in another region if they are involved in the activity. This helps to reduce time and cost and purpose can be met by reaching anywhere with the help of Internet.

Cost Containment

The respondent stated that emails, chat channels and website are helping to reduce the cost and time. Email and chat channels are used for negotiations regarding to selection process. The Ericsson can get a lot of information from the website of sponsor seeking company. This is inline with the theory of Janal (1998), Jellasi et al (2005), Chaffey et al (2003), Hanson (2000), Zimmerman (2001), where the authors stated companies are using Internet for reducing cost and time (Ibid).

Transmission of Data

The respondent mentioned that the selected proposals are received via email attachment and further if any additional information is required that is always preferred to be sent as an email attachment. The statement is inline with the theory, companies are using the Internet to transmit large quantities of data as well; in addition corporate users now transfer the largest portion of data over the Net (Ellsworth, 1996; Jellasi et al, 2005; Chaffey et al, 2003).

The below given table 5.1.7 presents the areas of Internet used by Ericsson for sponsorship selection process.

Table 5.1.7, Use of Internet for Sponsorship Selection Process

Theory	Case 1: Ericsson
Communication (internal and external): Email	Supported
Corporate logistics: IRC	Supported
Globalization and leveling the playing field: Global reach	Not Supported
Gaining and maintaining the competitive advantage	Not Supported
Cost containment	Supported
Collaboration and development: Partnerships	Not Supported
Information retrieval and utilization	Not Supported
Marketing and sales: Website	Not Supported
Transmission of data	Supported
Creating a corporate presence	Not Supported

5.1.8- Use of Internet for Sponsorship Evaluation

The respondent mentioned that for evaluation of sponsorship these areas as mentioned by Ellsworth et al (1996) are used, Internet is used for communication, cost containment, information retrieval and transmission of data. The areas of Internet not used for sports sponsorship evaluation, as mentioned by Ellsworth et al (1996) are corporate logistics, globalization and leveling the playing field, gaining and maintaining the competitive advantage, collaboration and development, marketing and sales and creating a corporate presence.

Communication

The respondent told Internet is used for evaluation by sending email questionnaires to customers and getting there feed back this statement is in line to the theory where the authors mentioned companies are using email for internal and external communications (Ellsworth et al, 1996; Jelassi et al, 2005; and Chaffey et al, 2003).

Cost Containment

The respondent mentioned emails, website and online media coverage are the criteria used for evaluation of sponsorship which helps in cost reduction and timesaving. This statement is in line with the theory where authors stated that use of internet for businesses is because Internet is helping in reducing cost and saving time (Janal, 1998; Jellasi et al, 2005; Chaffey et al, 2003; Hanson, 2000; Zimmerman 2001).

Information Retrieval

The respondent stated that Internet is used for getting the information regarding the online media coverage and the track of website with the use of software is helping to see the number of visitors of the website. The statement is in line with the theory where authors stated that Internet is helping to learn processes and software and tools are available on a variety of programs (Ellsworth et al, 1996; Jellasi et al, 2005; Chaffey et al, 2003).

Transmission of Data

The respondent told that data is transmitted with emails, in shape of questionnaires, asking the questions regarding the event Ericsson has sponsored this was found inline with the theory of Ellsworth et al (1996), Jelassi et al (2005) and Chaffey et al (2003) where the authors has stated that companies are using Internet for transmission of data.

The below given table 5.1.8, p-50; shows the areas of Internet used by Ericsson for sponsorship evaluation.

Table 5.1.8, Use of Internet for Sponsorship Evaluation

Theory	Case 1: Ericsson
Communication (internal and external): Email	Supported
Corporate logistics: IRC	Not Supported
Globalization and leveling the playing field: Global reach	Not Supported
Gaining and maintaining the competitive advantage	Not Supported
Cost containment	Supported
Collaboration and development: Partnerships	Not Supported
Information retrieval and utilization	Supported
Marketing and sales: Website	Not Supported
Transmission of data	Supported
Creating a corporate presence	Not Supported

5.2- Within Case Analysis 2: Volvo

This section contains within-case analysis for the second case, i.e. Volvo, in this regard each research question is taken and the findings from case are compared with the theories.

5.2.1- Objectives with Sports Sponsorship

According to Shank (1999), the basic objective related to sports sponsorship is to create the awareness of the product, services or corporate names among the target audience (Ibid). The theory is not inline with the finding from case, where the respondent stated that sport sponsorship is only to create awareness of new products and new services in the target audience the audience have awareness of the corporate name. Another objective related to sponsorship is competitors, according to Shank (1999), Companies are in to the sponsorship activities to handle the threats from their competitors and some companies are not interested to take part in the sponsorship opportunities but they have to take part in such activities because of their competitors (Ibid). The respondent statement is inline with the theory where the respondent has mentioned that Volvo is involved in sports sponsorship to be able to meet the threats from the competitors but beside competitors threat the company itself is interested in taking part to these sponsorship activities. It is not only because of competitors Volvo is in sport sponsorship, we are into this to meet the core values and for employees motivation; therefore the respondent mentioned this objective of low importance. Next objective is reaching target markets, according to Shank (1999), reaching the target markets is another objective related to sport sponsorship (Ibid). This objective is inline to the findings where the respondent from Volvo stated that the “Volvo Ocean Race 2005-6” is an effort to reach the target markets. Another objective associated with sports sponsorship, that is found inline with the findings, is building relationships with customers, according to Shank (1999); building relationship with clients or putting the principles of relationship marketing to work is another sponsorship objective (Ibid). According to respondent building and maintaining customer relationships is one among the most important objective that is related to the sponsorship. Image building is an important objective associated with sports sponsorship, according to Shank (1999), image building is a two way street for both the sponsoring organization and the sport entity (Ibid). The respondent agreed to this statement, he told us that it is true that image building is the most important objective related to sport sponsorship and company is very careful in selecting a proposal for sponsorship, the proposal is carefully checked and evaluated if it may cause a trouble to Volvo’s brand image the proposal is immediately rejected. Increase in sales is the next

objective related to sponsorship, according to Shank (1999); organization would not spend millions of dollars to lend their name to stadiums or events if they did not feel comfortable about the return on investment (Ibid). This objective is not inline with the theory, according to respondent increasing the sales through participating in the sponsorship activities is another objective but it is not always helping because Volvo's main purpose by involving her in these activities is image building, CRM and employee's motivation. The findings from the case brought forward some objectives that are not mentioned in theory but they exist in the case. The respondent mentioned that employee motivation is another objective that is related to the sponsorship activities and to motivate the employees, in following the core values of the organization more effectively and efficiently.

Table 5.2.1 is developed to compare the above-discussed objectives of Volvo that are related to the sport sponsorship. The table is showing the objectives mentioned in our frame of reference and the theory used to develop the frame of reference and finally the findings from the organization.

Table 5.2.1, Objectives of Volvo with Sport Sponsorship

Objective	Theory (Shank, 1999)	Case 2: Volvo
Awareness	Awareness of product and services and corporate name	Low importance
Competition	Stamp out competitors threats	Low importance
Reaching target markets	Reach people interested in sports	Low importance
Relationship marketing	Build long term relationships with customers	High importance
Employee motivation	X	High importance
Image building	Maintain or build the image	High importance
Sales Increase	Increase the sales	Low importance

5.2.2- The Sports Sponsorship Budgeting

The respondent stated that budget is not related to percentage of sales that is not inline with the theory of Shank (1999) where the author has stated, the methods of determining the sponsorship budget include competitive parity, arbitrary allocation and percentage of sales. The respondent mentioned these areas are not important for sponsorship budget amount. The budgeting process is simple, as mentioned by respondent, the budget is decided once a year and the sponsorship budget is integrated in the marketing budget. The respondent stated that the person who is selecting a proposal for sponsorship is mostly held accountable in case of activity failure therefore it was found not inline with

the theory of Mullin et al (2000), where the authors stated the budget decision maker be held accountable for the budget allocation. Further according to Joshi et al (2003), the budget decision-making varies widely on the size of company and its history and commitment to the practice of sponsorship. The respondent size of the company is an important factor for budget decision and Volvo is spending huge amounts for sponsorship activities. The sponsorship budgeting is a simple process in Volvo as mentioned by the respondent.

Below given table 5.2.2 shows the summary of sponsorship budgeting. The table shows the study areas as mentioned in the frame of reference the theory used and the findings from the case

Table 5.2.2, Sports Sponsorship Budgeting

Theory	Case 2: Volvo
Budget is determined on the bases of competitive parity, arbitrary allocation, percentage of sales and the objective and task (Shank, 1999)	Not Supported
Size of the company (Joshi et al 2003)	Supported
Budget decision maker is accountable (Mullin et al 2000)	Not Supported
Large organization have complex budget structure (Shank 1999)	Not Supported

5.2.3- The Sports Sponsorship Selection Process

The respondent stated that the sponsorship selection process starts with the receiving of proposals from various interested companies this is inline with the theory of Shank (1999), where the author has stated that the process begins with the receiving of sponsorship proposals that leads the process to the formation of buying center and finally to the decision making. Person involved are according to Shank (1999), gatekeeper, influencer, decision makers and purchasers this is found inline with the findings, the respondent stated that different departments are involved they are market intelligence is working as gatekeepers, brand management can influence the process so they are influencers, executive management is decision makers and finally marketing department is working as purchasers. The respondent stated that Volvo has a strategy guideline for participating in sponsorship activities the guideline allows Volvo to participate in local, national, international and global activities and for choosing the specific athletic platform Volvo strategy guidelines has defined sponsoring an event only. In case of small sized sponsorship activity the buying center is authorized to approve an activity for sponsorship but in case of big sized sponsors the decision involved more people from higher management, further the CEO is involved in decision making if the amount of the sponsored event is more than the approval authority of top management.

Below given table 5.2.3 is presenting the comparison of theory and findings, which are discussed above.

Table 5.2.3, Sports Sponsorship Selection Process

Theory (Shank, 1999): Selection process	Case 2: Volvo
Acquisition of proposal than formation of buying center and finally purchase decision	Supported

5.2.4- Sponsorship Evaluation

The respondent stated that the evaluation at Volvo for Volvo sponsored event is done after the activity. The evaluation methods used are inline with the theory of Shank (1999) where the author has stated two measures i.e. monitoring strategic thrusts (define objectives and establishing benchmark for measurement, where bench mark is a point of reference from which measurements can be made). The respondent stated that after each activity customer's view are asked regarding the event, and technical research difficulties, costs and uncertainties, are the areas, taken care of during the evaluation. The second measure according to Shank (1999) is milestone review (i.e. establish milestones that will be reached during the implementation of sponsorship). The respondent stated that number of viewers attended the event, sales increase and online and offline media coverage are the milestones to be reached during the implementation of sponsorship activity. Below given table 5.2.4, p-53: is presenting the comparison between the theory and implementations at Volvo, of sponsorship evaluation.

Table 5.2.4, Sponsorship Evaluation

Theory (Shank, 1999)	Case2: Volvo
Define objectives and establishing a benchmark for measurement	Supported
Establish milestones that will be reached during implementation of sponsorship	Supported

5.2.5- Use of Internet for Sports Sponsorship Objectives

According to Ellsworth et al (1996), use of Internet by businesses is increased in every field; following are the areas mentioned by the respondent at Volvo, where Volvo is using Internet for sports sponsorship activities. All of these Internet areas (i.e. communication, corporate logistics, globalization and leveling the playing field, gaining

and maintaining competitive advantage, cost containment, collaboration and development, information retrieval and utilization, marketing and sales, transmission of data, corporate presence on the Internet) are found inline with the theory of Ellsworth et al (1996).

Communication (Internal and External)

Maintaining a good corporate communication is a critical issue to businesses. E-mail is used, by businesses, to maintain local, regional, national, and international communications in a low cost and time saving method (Janal, 1998; Ellsworth et al, 1996; Jelassi and Enders, 2005; Chaffey et al, 2003; Hills, 1997; Frost et al, 1999; Hanson, 2000; Jones, 1997). The respondent stated that Volvo uses E-mail for internal and external communication for sports sponsorship objectives. The main objective of Volvo concerned is customer relationships and image building, whenever there is an event Volvo is sponsoring emails are sent to customers from Volvo regarding the information of the event that saves both the cost and time, the respondent mentioned such emails are an effort to build better relations with the customers and to build a better image of Volvo in customers mind. Further, according to Ellsworth et al (1996) and Jones (1997), businesses use Internet for internal and external communications. The Internet is a connection between different branches of a company and work teams at any locations, it (Internet) permits high-speed excess to vendors and customers. Jelassi et al (2005) and Ellsworth et al (1996) says that Internet creates a virtual community in which people who might normally never meet or communicate, take part in conversations about substantive matters. The respondent stated that the sponsorship website is containing information regarding the sponsored event that enables the customers and other branches world over to get the latest event news from the website. Competitor threats are met by regularly updating and improving the website that always results in building better relations with our customers by keeping them on our website for a longer period and involving them in different activities like online games, secondary purpose is to increase sales, the Internet areas like email and website are helping to achieve this objective. Email can be sent globally and the respondent mentioned email is used to reach target markets globally.

Corporate Logistics

Online, real-time meetings are possible among individuals worldwide through the use of Talk and Internet Relay Chat (Hanson, 2000; Hill, 1997; Ellsworth et al, 1996; Janal, 1998; Zimmerman, 2001). Internet has reduced the barriers of distance and time. Videoconferencing techniques and / or telephone software is making virtual meetings easier. The Internet is anywhere anytime networks and exchanges, from one corner of the world (north) to another corner (south), can be facilitated by use of e-mail and conferencing (Janal, 1998; Jelassi et al, 2005; Ellsworth et al, 1996; and Frost et al, 1999). This theory is found inline where the respondent stated, that chat channels and

email service has enabled Volvo to reach anywhere anytime and Volvo is using these chat channels and email services to save time and cost and to meet the sponsorship objectives i.e. awareness, reaching target markets, sales increase, meeting competitor threats and the main objective of customer relationships and image building.

Globalization and Leveling the Playing Field

Internet provides companies a global edge without any physical boundaries and distances. Internet provides opportunities for rapid communication that can increase a business visibility from local to global overnight (Jelassi et al, 2005; Ellsworth, 1996; Zimmerman, 2001; Chaffey et al, 2003; Frost et al, 1999). A cheaper access to Internet allows small companies to compete in the larger market place (Janal, 1998; Jelassi et al, 2005; Ellsworth et al, 1996). The respondent stated that Internet is a medium enabling companies reaching the global markets. Volvo can reach to the target markets with the help of their website (www.volvo.com) and the awareness is generated through the website to the far off areas. Sports lover from all parts of the world can come to Volvo website to keep themselves updated regarding the current results of games sponsored by Volvo. The respondent mentioned that Internet has enabled to build a better image of Volvo and to reach to the markets effectively where the competitors are in strong position e.g. Japan. The global reach of Internet has helped to build the better relations with the customers through out the world.

Gaining and Maintaining Competitive Advantage

According to Ellsworth et al (1996), Internet is a tool for businesses to take a look at their own organizations, structures, and processes in an effort to become more competitive. This was found inline with the findings from the case where the respondent stated that website is a complete source of information for employees and customers the website is updated regularly and efforts are made to improve the web by introducing new creative activities for our customers to keep them on the web for a longer time. These efforts are made to meet the competitor threats and to maintain the competitive advantage other objectives met through this area are awareness, image building, customer relations, as stated by the respondent.

Cost Containment

Businesses are using the Internet to reduce costs. Using e-mail, in lieu of long-distance phone calls and postal deliveries, can save thousands of dollars. Data files, pictures, graphics, sound and movie files and software can be transferred via the Internet. E-mail, data exchange, and conferencing abilities of the Internet, are reducing the need for travel. This saves time, effort, and money (Janal, 1998; Jelassi et al, 2005; Chaffey et al, 2003; Hanson, 2000; and Zimmerman, 2001). The respondent's statement was found inline with these theories where he stated that Internet, with regard to sponsorship objectives, is

helping to reduce costs and time savings with the use of email (for awareness, reaching target markets, relationship marketing, image building), chat channels (for reaching target markets, relationship marketing), websites (for awareness, reaching target markets, competition, image building, sales increase and customer relations).

Collaboration and Development

According to Janal (1998), Ellsworth (1996), Frost et al (1999), it is increasingly common for companies to form partnerships and collaborative development efforts. Internet helps development teams to exchange data, programs, and working papers; it allows several small businesses to easily band together for product development. Internet has given rise to virtual corporations and virtual partnerships, which take telecommuting to another level (Ibid). The respondent stated that the sponsorship objectives of awareness, customer relationships, reaching target markets, competition, image building and sales increase are achieved by banding together with other companies for a recent sponsorship activity i.e. Volvo ocean race. Email is used for information exchange with customers and with other participating organizations and teams. The online game on the homepage of Volvo creates a virtual partnership between the customers, Volvo and others participating in the game.

Information Retrieval and Utilization

Businesses find that the Internet is useful in helping employees learn new tasks and processes. There are many simulations, manuals, training aids, and tools available for software running on a variety of platforms. Also large quantities of instructional materials are available online regarding the use of the Internet itself (Ellsworth et al, 1996; Jelassi et al, 2005; Chaffey et al, 2003). The respondent stated that customer and employees are using internet in form of website to retrieve information. The sponsorship website (<http://www.volvoceanrace.org/index.aspx?bhcp=1>) is helping to learn the ocean race game by providing the race guide, race tracks online, this effort at the one end helps to improve the employee's moral and on the other hand it helps to build a better image of Volvo, to meet the competitor threats and to build better relations with the customers.

Marketing and Sales

The respondent stated that Internet is used to market any event through the website, putting all the information on the web for customers and employees, sending emails to customers and within organization regarding the activity Volvo is going to sponsor. Internet marketing is used to meet the sponsorship objectives of building better relations with customers, image building, reaching target markets and sales increase. The respondent's statement is in accordance to the theory of Ellsworth et al (1996), where the author stated Internet is allowing companies to put the information online that can be easily and frequently updated, allowing worldwide distribution of announcements and PR. According to Jelassi et al (2005), Internet with its global reach can assist the

businesses to be in better contact with their customers. The respondent told us the Internet is the only way to reach our customers globally and to make better relations with them.

Transmission of Data

Companies have been using the Internet for the transmission of data. Publishers are using the Internet to receive manuscripts, and to transmit files for printing over the Internet. Books are written and edited collaboratively using the Internet (Ellsworth, 1996; Jelassi et al, 2005; Chaffey et al, 2003). This is inline with the findings where the respondent stated that Internet is used to transform information regarding sponsored event with in the organization and with the customers that is an effort to build a better image of Volvo and to have better relations with customers.

Corporate presence on the Internet

Companies use such tools as the Web, e-mail, and Usenet to build and support a virtual storefront, create catalogues that can be browsed online, announce products, take orders, and get customer feedback (Jones, 1997; Ellsworth, 1996; Chaffey et al, 2003; Frost et al, 1999). This is found inline with the findings from the case where the respondent mentioned that email, websites and chat channels are used for sports sponsorship objectives to build better relations with the customers and to build a better corporate image by being present on the Internet.

The above discussion shows that Volvo is aware of Internet importance and they are using Internet, for sports sponsorship objectives in different shapes. These shapes are emails, website, chat channels, information retrieval, data transfer. Following table 5.2.5 (page 59) is to show use of Internet by Volvo for sports sponsorship objectives.

Table 5.2.5, Use of Internet for Sponsorship Objectives

Theory	Case 2: Volvo(Used for Objectives)	Theory Vs Case
Communication (internal and external): Email	Reaching target markets, customer relationship, image building, competition, sales increase	Supported
Corporate logistics: IRC	Customer relationship, reaching target markets, competition, awareness, image building and sales increase	Supported
Globalization and leveling the playing field: Global reach	Reaching target markets, image building, customer relations and awareness	Supported
Gaining and maintaining the competitive advantage	Customer relationship, awareness, competitor threats and image building	Supported
Cost containment	Awareness, reaching target markets, image building, customer relationship, competition and sales increase	Supported
Collaboration and development: Partnerships	Customer relationship, reaching target market, image building, sales increase and competition	Supported
Information retrieval and utilization	Employee's moral, customer relationship, image building, competition	Supported
Marketing and sales: Website	Reaching target markets, image building, customer relationship, employee moral, sales increase	Supported
Transmission of data	Customer relationship, image building, employee moral	Supported
Creating a corporate presence: Website	Customer relationship and image building	Supported

5.2.6- Use of Internet for Sponsorship Budgeting

The respondent has mentioned that communication; corporate logistics, cost containment and transmission of data are areas of Internet as mentioned by Ellsworth et al (1996) used by Volvo for sponsorship budgeting. Ellsworth et al (1996) has mentioned globalization and leveling the playing field, gaining and maintaining competitive advantage, information retrieval, collaboration and development, marketing and sales and creating corporate presence on Internet are other areas of Internet used by businesses which as per respondent are not used for the sponsorship budgeting.

Communication

The respondent stated that emails are used to negotiate budget with the top management, especially when the proposed sponsorship budget is from an office situated at a far off place. This is as mentioned in theory, E-mail is used, by businesses, to maintain local, regional, national, and international communications in a low cost and time saving method (Janal, 1998; Ellsworth et al, 1996; Jelassi and Enders, 2005; Chaffey et al, 2003; Hills, 1997; Frost et al, 1999; Hanson, 2000; Jones, 1997).

Corporate Logistics

The respondent mentioned that chat channels are used to negotiate the budget with top management and it is possible to chat with more people at the same time that creates a meeting situation with no barriers of cost and time. This is in accordance to the theory where Hill (1997), Ellsworth et al (1996), Jelassi et al (2005) stated that all participants are not required to be at the same place at the same time, online, real time meetings are possible with the use of Internet chat channels where the Internet has reduced the barriers of cost and time (Ibid).

Cost Containment

According to theory of Janal (1998), Jelassi et al (2005), Chaffey et al (2003), Hanson (2000), Zimmerman (2001), Internet is used by businesses to save cost and time, email attachment i.e. data files, pictures, graphics, sound and movie files and software can be transferred via the Internet. E-mail, data exchange, and conferencing abilities of the Internet, are reducing the need for travel. This saves time, effort, and money. The respondent statement was found inline to the theory where the respondent stated that Internet is helping to discuss the sponsorship budget in cost effective and timesaving manners by the use of chat channels and emails.

Transmission of Data

The respondent mentioned that this area of Internet is used to transfer the budget files via emails to all the concerned persons and departments with in the organization to save cost and time. This statement is in accordance to the theory of Ellsworth et al (1996), Jelassi et al (2005), and Chaffey et al (2003) where the authors stated, companies have been using Internet for transmission of data (Ibid).

The below given table 5.2.6 (page 61) shows the areas of Internet used by Volvo for sponsorship budgeting.

Table 5.2.6, Use of Internet for Sports Sponsorship Budgeting

Theory	Case 2: Volvo
Communication (internal and external): Email	Supported
Corporate logistics: IRC	Supported
Globalization and leveling the playing field: Global reach	Not Supported
Gaining and maintaining the competitive advantage	Not Supported
Cost containment	Supported
Collaboration and development: Partnerships	Not Supported
Information retrieval and utilization	Not Supported
Marketing and sales: Website	Not Supported
Transmission of data	Supported
Creating a corporate presence	Not Supported

5.2.7- Use of Internet for Sports Sponsorship Selection Process

The respondent stated that for sports sponsorship selection process areas of Internet communication, corporate logistics, cost containment, transmission of data and globalization and leveling the playing field are used the areas of Internet mentioned by Ellsworth et al (1996) which are not used for sponsorship selection process are globalization and leveling the playing field, further other areas of Internet, information retrieval, collaboration and development, marketing and sales, and creating corporate presence.

Communication

The respondent stated that emails are exchanged with in the organization and with the sponsor seeking organization during the selection process i.e. receiving proposals, decision-making and purchasing. At each level email communication is always helpful. This is in accordance to the theory of Ellsworth et al (1996), Jelassi et al (2005), and Chaffey et al (2003) businesses use email for internal and external communications (Ibid).

Corporate logistics

According to the theory, while communicating through email and electronic conferences all participants are not required at same place (Hill, 1997; Ellsworth et al, 1996; Jelassi et al, 2005). The Internet is anywhere anytime networks and exchanges, from one corner of the world (north) to another corner (south), can be facilitated by use of e-mail and conferencing (Janal, 1998; Jelassi et al, 2005; Ellsworth et al, 1996; and Frost et al, 1999). According to Ellsworth et al (1996), Companies are using Internet to support telecommuting employees. The respondent statement is inline with the theory. The respondent stated that chat channels are used to exchange the information required for selection process from one corner of world to another corner, these chats channels are

used with in the organization i.e. to discuss the selection issues within the organization i.e. people involved in the selection process and with the sponsor seeking company.

Cost Containment

The respondent agreed that Internet is a media that is helping in cost reductions and timesaving for sponsorship selection with the use of emails, chat channels, websites. This is inline with the theory of Janal (1998), Jellasi et al (2005), Chaffey et al (2003), Hanson (2000), Zimmerman (2001), where the authors stated companies are using Internet for reducing cost and time (Ibid).

Transmission of Data

The respondent stated that Internet is used for data transmission in shape of emails; websites are another source of data transmission by putting information online. The statement is inline with the theory, companies are using the Internet to transmit large quantities of data as well; in addition corporate users now transfer the largest portion of data over the Net (Ellsworth, 1996; Jellasi et al, 2005; Chaffey et al, 2003).

Globalization and leveling the playing field

The respondent told that putting the sponsorship proposal application form online <http://www.volvo.com/group/global/en-gb/Volvo+Group/sponsorships/application/> is helping to receive interesting proposal across the globe and on the other hand it is same opportunity for all to apply for sponsorship. This is inline with the theory where the authors mentioned Internet allows small companies to compete in larger market place and Internet provides opportunities for rapid communications (Janal, 1998; Jelassi et al, 2005; and Ellsworth et al, 1996).

The below given table 5.2.7, presents the areas of Internet used by Volvo for sponsorship selection process.

Table 5.2.7, Use of Internet for Sponsorship Selection Process

Theory	Case 2: Volvo
Communication (internal and external): Email	Supported
Corporate logistics: IRC	Supported
Globalization and leveling the playing field: Global reach	Supported
Gaining and maintaining the competitive advantage	Not Supported
Cost containment	Supported
Collaboration and development: Partnerships	Not Supported
Information retrieval and utilization	Not Supported
Marketing and sales: Website	Not Supported
Transmission of data	Supported
Creating a corporate presence	Not Supported

5.2.8- Use of Internet for Sponsorship Evaluation

The respondent mentioned that for evaluation of sponsorship the areas of Internet from the list of Ellsworth et al (1996) that are used for the sponsorship evaluation are communication, cost containment, and information retrieval. The areas of Internet not used for sponsorship evaluation from the list of Ellsworth et al (1996) are corporate logistics, globalization and leveling the playing field, gaining and maintaining the competitive advantage, collaboration and development, marketing and sales, transmission of data and creating a corporate presence.

Communication

The respondent told Internet is used for evaluation by sending email to customers and sharing their views regarding the recently sponsored event by Volvo. This statement is in line to the theory where the authors mentioned companies are using email for communications (Ellsworth et al, 1996; Jelassi et al, 2005; and Chaffey et al, 2003).

Cost Containment

The respondent stated that Internet is used in a cost effective and timesaving manner during the evaluation of sponsorship in shape of email, website track and online information. This statement is in line with the theory where authors stated that use of internet for businesses is because Internet is helping in reducing cost and saving time (Janal, 1998; Jelassi et al, 2005; Chaffey et al, 2003; Hanson, 2000; Zimmerman, 2001).

Information Retrieval

The respondent mentioned that software is used to track how many websites has covered the Volvo sponsored event and further a track of visitor on the Volvo sponsorship website helps to evaluate the sponsorship. The statement is in line with the theory where authors stated that Internet is helping to learn processes and software and tools are available on a variety of programs (Ellsworth et al, 1996; Jellasi et al, 2005; Chaffey et al, 2003).

The below given table 5.2.8 (page 64) shows the areas of Internet used by Volvo for sponsorship evaluation.

Table 5.2.8, Use of Internet for Sponsorship Evaluation

Theory	Case 2: Volvo
Communication (internal and external): Email	Supported
Corporate logistics: IRC	Not Supported
Globalization and leveling the playing field: Global reach	Not Supported
Gaining and maintaining the competitive advantage	Not Supported
Cost containment	Supported
Collaboration and development: Partnerships	Not Supported
Information retrieval and utilization	Supported
Marketing and sales: Website	Not Supported
Transmission of data	Not Supported
Creating a corporate presence	Not Supported

In the following section we are going to make a cross case analysis where we will compare the findings from both cases i.e. Volvo and Ericsson.

5.3- Cross Case Analysis

This section is to make a cross case analysis between the two case studies i.e. Volvo and Ericsson. Findings are compared in tables followed by a short discussion.

5.3.1- Objectives with Sports Sponsorship

According to the theory of Shank (1999), where the author has mentioned all the objectives (awareness, competition, reaching target markets, relationship marketing, image building and sales increase) as important objectives. Companies are involved in sports sponsorship to achieve these objectives. Cases comparison of the case studies shows that the objective that is important for both the cases is relationship marketing. In addition Volvo has another high importance objective of image building that was mentioned as a secondary importance objective by the respondent at Ericsson. Sales increase was mentioned as of secondary importance objective by the respondent at Ericsson where as Volvo consider sales increase as of low importance factor. The objectives of awareness and reaching target markets were mentioned as of low importance by both the cases. The objective of competition was of low importance to Volvo whereas, Ericsson mentioned the objective of competition is of no importance to Ericsson. The objective of employee motivation was found in both the cases that show that this is an important objective for both the companies but this objective was not mentioned in the theory of Shank, (1999). Both the companies counted this objective among their important objectives related to the sports sponsorship. The comparison of the objectives of Volvo and Ericsson are presented in table 5.3.1 (page 65).

Table 5.3.1; Sports Sponsorship Objectives Comparison Between Volvo and Ericsson

Objectives	Theory (Shank, 1999)	Case 1: Ericsson	Case 2: Volvo
Awareness	Awareness of product and services and corporate name	Low importance	Low importance
Competition	Stamp out competitors threats	No importance	Low importance
Reaching target markets	Reach people interested in sports	Low importance	Low importance
Relationship marketing	Build long term relationships with customers	High importance	High importance
Image building	Maintain or build the image	Secondary importance	High importance
Employee motivation	Not in theory of Shank (1999)	High importance	High importance
Sales Increase	Increase the sales	Secondary importance	Low importance

5.3.2- The Sports Sponsorship Budgeting

The budget influencing factors as mentioned by Shank (1999) are competitive parity, arbitrary allocation, percentage of sales and the objective and task. These factors were found of low importance in case of Ericsson whereas Volvo respondent stated these factors are not at all considered while preparing budget. Shank (1999) mentioned in theory that size of the company is an important factor influencing the budget amount that was found true in case of Volvo where as in case of Ericsson this was not true as per the respondent statement that Ericsson has a small budget for sponsorship activities as compare to the size of company. Further Mullin et al (2000) described in theory that budget decision maker is accountable that was not true in both the cases where the respondents told that the decision maker for budget is not accountable but the decision maker who decides to sponsor in an activity is held accountable. Further Shank (1999) stated in the theory that the large organizations have complex budget structure that was not true in the findings of both the cases where the respondents told that the budgeting is a simple process. The table 5.3.2 (page 66) shows a comparison between Ericsson and Volvo budgeting.

Table 5.3.2, Comparison of Sponsorship Budgeting between Ericsson and Volvo

Theory	Case 1: Ericsson	Case 2: Volvo
Budget is determined on the bases of competitive parity, arbitrary allocation, percentage of sales and the objective and task (Shank, 1999)	Low important factors	Not Supported
Size of the company (Joshi et al 2003)	Not Supported	Supported
Budget decision maker is accountable (Mullin et al 2000)	Not Supported	Not Supported
Large organization have complex budget structure (Shank 1999)	Not Supported	Not Supported

5.3.3- The Sponsorship Selection Process

The selection process as mentioned in the theory of Shank (1999) starts with the proposal receiving than formation of buying center and finally purchase decision this process was found true in case of Volvo where the company receive proposals and than different departments play the role of buying center and finally the purchase is made where as it was not true in case of Ericsson where the company has hired a company for proposal receiving and than selected proposals are sent for purchase decision to Ericsson, further every local office has a budget for sponsorship and they can decide at their own whether or not to sponsor an activity at local level. Proposal receiving is done by a hired company in case of Ericsson. The decision-making and purchase of the sponsorship process are the areas Ericsson is handling itself. The table 5.3.3 shows a comparison of Ericsson and Volvo sponsorship selection process

Table 5.3.3, Sponsorship Selection Process Comparison of Ericsson and Volvo

Theory (Shank, 1999)	Case 1: Ericsson	Case 2: Volvo
Acquisition of proposal than formation of buying center and finally purchase decision	Not Supported	Supported

5.3.4- Sports Sponsorship Evaluation

The table shows that the findings from both the cases are inline with the theory of Shank (1999), both the cases are defining objectives and establishing benchmarks (customer feed back) for measurement and both the cases have established milestones (sales increase, number of audience at an event) that are reached during the implementation of sponsorship. The table 5.3.4 (page 67) shows the comparison between Ericsson and Volvo regarding the sponsorship evaluation

Table 5.3.4, Sponsorship Evaluation Comparison between Ericsson and Volvo

Theory (Shank, 1999)	Case1: Ericsson	Case2: Volvo
Define objectives and establishing a benchmark for measurement	Supported	Supported
Establish milestones that will be reached during implementation of sponsorship	Supported	Supported

5.3.5- Use of Internet for Sports Sponsorship Objectives

Both the cases are found inline with the Internet related theory of Ellsworth et al (1996) where the author has stated that companies are using Internet for businesses; both the companies are implementing the areas mentioned in theory for use of Internet but for different objectives. Communication area of Internet for sports sponsorship objectives is used by both the cases where Ericsson is using communication for the objectives awareness, reaching target markets, customer relationship, image building whereas, Volvo is using communication for Awareness, reaching target markets, customer relationship, image building, sales increase and competition. Similarly corporate logistics is used by Ericsson for the objectives of customer relationship, reaching target markets, awareness, image building and sales increase where as Volvo uses this area for the objectives of customer relationship, reaching target markets, competition, awareness, image building and sales increase. Globalization and leveling the playing field is used by Ericsson for the objective reaching target markets, generate awareness, image building and sales increase and by Volvo for the objectives of reaching target markets, image building, customer relations and awareness. Ericsson is using gaining and maintaining the competitive advantage for customer relationship, awareness, reaching target market and Volvo is using for the objectives of customer relationship, awareness, competitor threats and image building. Ericsson uses cost containment for awareness, reaching target markets, image building, customer relationship and Volvo uses it for awareness, reaching target markets, image building, customer relationship, competition and sales increase. Collaboration and development is used by Ericsson for the objectives customer relationship, reaching target market, image building, sales increase and by Volvo for customer relationship, reaching target market, image building, sales increase and competition. Information retrieval and utilization is used by Ericsson for employee's moral and customer relationship where as Volvo uses it for employee's moral, customer relationship, image building, competition. Marketing and sales is used by Ericsson for reaching target markets, image building, customer relationship and Volvo uses it for reaching target markets, image building, customer relationship, employee moral, sales increase. Transmission of data is used for customer relationship and sales increase and by Volvo for customer relationship, image building, and employee moral. Finally, creating a

corporate presence is used by Ericsson for the objective of customer relationship and by Volvo for customer relationship and image building. The table 5.3.5 is to make the comparison of use of Internet for sponsorship objectives between the two cases

Table 5.3.5, Use of Internet for Sponsorship Objectives

Theory	Case 1: Ericsson (Used for Objectives)	Case 2: Volvo (Used for Objectives)	Theory Vs Case
Communication (internal and external): Email	Awareness	X	Supported
	Customer relationship	Customer relationship	
	Reaching target markets	Reaching target markets	
	X	Competition	
	Image building	Image Building	
	X	Sales increase	
Corporate logistics: IRC	Customer relationship	Customer relationship	Supported
	Reaching target markets	Reaching target markets	
	Awareness	Awareness	
	Image building	Image building	
	Sales increase	Sales increase	
	X	Competition	
Globalization and leveling the playing field: Global reach	Reaching target markets	Reaching target markets	Supported
	Awareness	Awareness	
	Image building	Image Building	
	Sales increase	X	
	X	Customer relations	
Gaining and maintaining the competitive advantage	Customer relationship	Customer relationship	Supported
	Awareness	Awareness	
	Reaching target markets	X	
	X	Image building	
	X	Competitor threats	
Cost containment	Awareness	Awareness	Supported
	Reaching target number	Reaching target market	
	Image building	Image building	
	Customer relationship	Customer relationship	
	X	Competition	
	X	Sales increase	
Collaboration and development: Partnerships	Customer relationship	Customer relationship	Supported
	Reaching target market	Reaching target market	
	Image building	Image building	
	Sales increase	Sales increase	
	X	Competition	
Information retrieval and utilization	Employee's moral	Employee's moral	Supported
	Customer relationship	Customer relationship	
	X	Image building	
	X	Competition	
Marketing and sales: Website	Reaching target markets	Reaching target markets	Supported
	Image building	Image building	
	Customer relationship	Customer relationship	
	X	Employee moral	
	X	Sales increase	
Transmission of data	Customer relationship	Customer relationship	Supported
	Sales increase	X	
	X	Image building	
	X	Employee moral	
Creating a corporate presence: Website	Customer relationship	Customer relationship	Supported
	X	Image building	

5.3.6- Use of Internet for Sponsorship Budgeting

Both companies are using the same areas of Internet for budgeting these areas are communications, corporate logistics, cost containment, and transmission of data whereas, the areas found of no use by both the cases were, globalization and leveling the playing field, gaining and maintaining the competitive advantage, collaboration and development, information retrieval and utilization, marketing and sales and creating corporate presence. The table 5.3.6 is to compare the two cases for use of Internet for sponsorship budgeting

Table 5.3.6, Use of Internet for Sponsorship Budgeting

Theory	Case 1: Ericsson	Case 2: Volvo
Communication (internal and external): Email	Supported	Supported
Corporate logistics: IRC	Supported	Supported
Globalization and leveling the playing field: Global reach	Not Supported	Not Supported
Gaining and maintaining the competitive advantage	Not Supported	Not Supported
Cost containment	Supported	Supported
Collaboration and development: Partnerships	Not Supported	Not Supported
Information retrieval and utilization	Not Supported	Not Supported
Marketing and sales: Website	Not Supported	Not Supported
Transmission of data	Supported	Supported
Creating a corporate presence	Not Supported	Not Supported

5.3.7- Use of Internet for Sports Sponsorship Selection Process

Both the cases are using Internet for the selection process, the areas of Internet used by both the cases are communications, corporate logistics, cost containment and transmission of data. Both the cases are not using gaining and maintaining competitive advantage, collaboration and development, information retrieval and utilization, marketing and sales and creating corporate presence for the sponsorship selection process. Moreover, Volvo uses globalization and leveling the playing field whereas Ericsson is not using this area of Internet. Below given table 5.3.7 (page 70) is to compare the sponsorship selection process of Ericsson and Volvo.

Table 5.3.7, Comparison of the Sponsorship Selection between Ericsson and Volvo

Theory	Case 1: Ericsson	Case 2: Volvo
Communication (internal and external): Email	Supported	Supported
Corporate logistics: IRC	Supported	Supported
Globalization and leveling the playing field: Global reach	Not Supported	Supported
Gaining and maintaining the competitive advantage	Not Supported	Not Supported
Cost containment	Supported	Supported
Collaboration and development: Partnerships	Not Supported	Not Supported
Information retrieval and utilization	Not Supported	Not Supported
Marketing and sales: Website	Not Supported	Not Supported
Transmission of data	Supported	Supported
Creating a corporate presence	Not Supported	Not Supported

5.3.8- Use of Internet for Sports Sponsorship Evaluation

Internet for sponsorship evaluation is used by both the cases for communications, cost containment and information retrieval and utilization. Both the cases are not using Internet for the sponsorship evaluation in the areas corporate logistics, globalization and leveling the playing field, gaining and maintaining the competitive advantage, collaboration and development, marketing and sales and creating corporate presence. Whereas, Ericsson is using transmission of data for the evaluation process and Volvo is not using this area of Internet for the evaluation of sponsorship. The table 5.3.8 below is showing the comparison for use of Internet for sponsorship evaluation by both the cases i.e. Ericsson and Volvo.

Table 5.3.8, Comparison for Use of Internet for Sponsorship Evaluation by Ericsson and Volvo

Theory	Case 1: Ericsson	Case2: Volvo
Communication (internal and external): Email	Used	Used
Corporate logistics: IRC	Not used	Not Used
Globalization and leveling the playing field: Global reach	Not used	Not used
Gaining and maintaining the competitive advantage	Not used	Not used
Cost containment	Used	Used
Collaboration and development: Partnerships	Not used	Not used
Information retrieval and utilization	Used	Used
Marketing and sales: Website	Not used	Not used

Transmission of data	Used	Not used
Creating a corporate presence	Not used	Not used

6- Findings and Conclusion

In this chapter readers will be provided with the findings against each of the research question and the conclusion, based on the research purpose of this study. In the end implications for theory and management will be presented and finally suggestions for future research will be presented.

6.1- How can the sports sponsorship objectives of companies be described?

The finding shows that companies are into sports sponsorship activities to achieve objectives; the objectives are of the categories, high importance, low importance and secondary importance. The findings support that the sponsorship related objectives i.e. relationship marketing, image building and employee motivation are the objectives that are identified as of high importance. Whereas, awareness, competition and reaching target markets objectives are categorized as of low importance objectives related to sports sponsorship. The objective, sales increase is in the category of secondary importance.

On the basis of findings from the study, following objectives are recognized as the main objectives for company's participation in the sports sponsorship activities

- Relationship Marketing
- Employees Motivation
- Image Building

6.2- How can the sports sponsorship budgeting be described?

The budgeting process has slight differences depending upon the organization. The findings from the study shows that companies give some importance to the budget influencing factors these factor are competitive parity, arbitrary allocation and percentage of sales but these factors are considered as of low important factors, while determining the budget. Further the findings shows that size of the company for budget amount of sponsorship is not considered as important factor influencing the budget amount. The budget structure is simple, as it does not involve a lot of people and stages. One person

can prepare the budget and the approving authority will approve it. The person who is deciding the budget amount for sponsorship activities is not held accountable in case of sponsored activity failure, but the person who is choosing the activity for sponsorship is held accountable.

From the findings of this study it could be said that

- Budgeting is a simple process.
- The person selecting to sponsor an activity is held accountable in case of activity failure.
- Size of company does not influence the amount of budget.

6.3- How can the selection of sponsorship be described?

The findings show that among the different sponsoring options (i.e. events, teams, leagues, and individuals), companies prefer to sponsor events and sponsoring activity can be local, national, international, or global. The selection process differs from organization to organization, depending upon what type (local, national, international and global) of activity is to be sponsored and how big is the investment. At every level there are at least three stages involved for selection i.e. receiving the proposal, decision making (i.e. what proposal to sponsor?), and purchasing. For proposal receiving there could be different channels (i.e. hiring a company that receives all proposals, and evaluating them as per the company strategy guide line for sponsorship) but the decision making and purchasing is done by the sponsoring company itself. The decision-making involves different persons it depends upon the size of investment, companies have given authority up to a certain amount limit to their managers, and where the managers can decide at their own if the amount of sponsoring activity falls within their authority. For big investment decisions top-level management (including the CEO) are involved in the decision making process.

The findings of this study indicate:

- Companies are avoiding sponsoring teams or individuals rather they are interested to sponsor events.
- Companies are interested to sponsor activities at each local, national, international and global level, in accordance with their sponsorship strategy guidelines.
- Companies have different criteria for sponsorship selection based on their sponsorship strategy guidelines.

- People involved in sponsorship decision-making process are important for the selection of the sponsorship.
- Companies define a budget for sponsorship and sponsorship manager is authorized to approve an activity within his or her budget limit.

6.4- How can the evaluation of sponsorship be described?

The companies involved in sports sponsorship are following criteria for the evaluation of sponsorship. Companies define objectives and establish benchmarks for measurement that was found similar as mentioned in theory of Shank (1999). The customer feedback is used as a benchmark reference, by companies to evaluate the sponsorship further companies define milestones that are reached during the implementation of sponsorship these milestones could be number of viewers attending an event and media coverage.

The findings of the study show that following factors are considered important while evaluating the sponsorship activity:

- Companies are using different methods for evaluations, asking the audience about their opinions regarding a sponsored activity,
- Interest level of visitors is measured, if another similar activity is sponsored by the company.
- Number of visitors attended a sponsored event
- Media coverage.

6.5- How can companies' use of Internet for sports sponsorship process be described?

Ellsworth's (1996), statement that businesses are using Internet for all the areas of business is found supported in case of sports sponsorship where companies are using Internet for sports sponsorship process and different areas of Internet are used for different steps of the sports sponsorship process. Following are the areas of Internet used by companies against each step of the sponsorship selection process

Use of Internet for Sports Sponsorship Objectives

Companies are using email, websites, chat channels to meet different objectives of the sports sponsorship, further data transfer, global reach, low cost, partnerships, information retrieval, marketing and sales, transmission of data and creating corporate presence are

the areas of Internet companies are using to achieve different objectives related to sports sponsorship.

Use of Internet for Sponsorship Budgeting

For this step of sponsorship process, companies are using emails and chat other areas of Internet used for budgeting are data transmission and cost containment.

Use of Internet for Sponsorship Selection Process

Companies are using following areas of Internet for sponsorship selection process, email chat channels, global reach, cost containment, and data transmission.

Use of Internet for Sponsorship Evaluation

Following are the areas of Internet companies are using for the sponsorship evaluation, emails, cost containment, information retrieval and utilization, marketing and sales, transmission of data.

Understanding of the Use of Internet for sports sponsorship

The study enabled the authors to understand that the companies are using Internet for sports sponsorship process in following shapes:

- Emails
- Chat channels
- Websites

And Internet, for sports sponsorship process, is helping companies in following shapes:

- Global reach
- Cost and timesaving
- Information retrieval
- Marketing and sales
- Transmission of data

6.6- Purpose of the research

The purpose of this study was to gain a deeper understanding of sports sponsorship and use of Internet for sports sponsorship is achieved by studying the sports sponsorship process in depth. The understanding is established that companies have objectives (high importance, low importance, and secondary) related to sports sponsorship, for sponsorship activities companies allocate budget (small investments, big investments), there is a criteria for selection (i.e. proposal receiving, decision making, and purchase) of

sponsoring activity and finally evaluation (bench marking and establishing milestones) is made for the sponsored activity. Internet is used by companies in different shapes (i.e. emails, chat channels, and websites) by companies for the sponsorship process.

Now some implications for management, theory and for future research will be presented. These implications are based on the research purpose and findings.

6.7- Implications

Implications are based on the research purpose and the findings obtained from the case studies of Volvo and Ericsson.

6.7.1- Implications for Management

We would like to suggest the management that they should not forget the Internet as a source of global reach. Technology is changing rapidly and one should not neglect this area of Internet where organization can perform more activities more effectively and efficiently, in less time with less costs. Especially this time when researchers are talking the future of electronic commerce as “E” everywhere. We think putting the process online will at the one end make the process faster and because of global reach and more received proposals company can select the best among them. Management can arrange to develop software that will evaluate the online proposals as per the sponsorship strategy guidelines and the approved proposals can be forwarded automatically for decision-making and purchase. This may revise the sponsorship selection process by reducing the person involved in the selection process. Further software will help to reach to a decision faster. The companies worried about getting more proposals online can develop a online proposal questionnaire in a way that is inline with their sponsorship strategy guideline and one who is applying for sponsorship will get the reply immediately whether his proposal is found of interest to the sponsoring company or not.

6.7.2- Implications for Theory

The theories we brought up in the frame of reference proved to correlate well with the actual findings from the cases. The objectives and selection process and evaluation were close to the defined theories. Further, theories regarding the use of Internet for sport sponsorship objectives, budgeting, sponsorship selection process and evaluation correlate too with the findings.

But we found that in the theory a social objective of employee's motivation as a major objective for participating in the sports sponsorship is missing. Further Shank (1999), did not mention the two levels of sponsorship that is low sized investments and high sized investments. The budgeting theory needed to be revised, as there are differences between the findings and the cases; therefore, we suggest revising these theories. For Internet we suggest to divide the used theory into two sections, just to make it simple and clear, one is use of Internet that is in shape of emails, chat channels and websites and another is reasons for use of Internet that is global reach, cost savings, timesaving, corporate presence, competitive advantage.

6.7.3- Implications for Future Research

After the research we found that there is much work done on sports sponsorship but there is not much work done on sports sponsorship and Internet. We think this research has open enough space for future researches that includes why companies are not using Internet for sponsorship selection process. Another interesting research area could be to see from the sponsor seeking company's point of view if they are using Internet for getting sponsorship and what are their objectives related to sponsorship, how they select companies for sending the proposals. Later making a comparison can give a better picture of the loopholes for not using Internet for sponsorship process.

References

Amis, J. and Slack, T. and Berrett, T. (1999), Sport Sponsorship as Distinctive Competence, *European Journal of Marketing*, Volume 33 Number 3/4 1999 pp. 250-272, MCB University Press

Astous, A. and Bitz, P. (1995), Consumer Evaluations of Sponsorship Programmes, *European Journal of Marketing*, Volume 29 Number 12 1995 pp. 6-22, MCB University Press

Bennet, R. (1999), Sports Sponsorship Spectator Recall and False Consensus, *European Journal of Marketing*, Volume 33 Number 3/4 1999 pp. 291-313, MCB University Press

Bock, W. and Senne, J. (1996), *Cyber Power for Business, How to Profit from the Information Superhighway*, Career Press

Chaffey, D., Mayer, R., Johnston, K., Chadwick F (2003), *Internet Marketing strategy, implementation, and practice*, New York, financial times

Capron, H.L (2000), *Computers Tools for an Information Age* Prentice Hall, Inc

Cook & Coupey (1998), Consumer Behavior and Unresolved Regulatory Issues in Electronic Marketing; *Journal of Business Research*, Vol 41, P 231-238

Ellsworth, H.J and Ellsworth, V.M (1996), *Internet Business Book*, John Wiley & Sons, Inc.

Farrelly, F. Quester, P. and Mavondo, Collaborative Communication in Sponsor Relations, *Corporate Communications: An International Journal*, Volume 8 Number 2 2003 pp. 128-138, MCB University Press

Gardner, M.P and Suman, P.J. (1987), Sponsorship: An Important Component of the Promotion Mix, *Journal of Advertising* , Vol. 16, No. 1

Gwinner, K. and Swanson, S.R (2003), A model of fan identification: antecedents and sponsorship outcomes, *Journal of Services Marketing*, Volume 17 Number 3 2003 pp. 275-294, MCB University Press ISSN 0887-6045

Hanson,W. (2000), *Principles of Internet Marketing*, South-Western College Publishing

Hills, M.(1997), *Intranet Business Strategies*, John Wiley & Sons, Inc

Janal, D. S. (1998), *Online Marketing Handbook, How to Promote, Advertise and Sell Your Products and Services on the Internet*, John Wiley & Sons, Inc

Jellasi, T. and Enders, A (2005), Strategies for e-business, creating value through electronic and mobile commerce: concepts and cases, Harlow: Financial Times Prentice Hall

Jiffer, M. and Roos, M. (1999), Sponsorship, Ekerlid in co-operation with sponsor strategi/s-comm: Stockholm

Jobber, D. (1998), Principles and Practice of Marketing, London: McGraw-Hill.

Jones, G. (1997), Doing Business on the Internet, how to use the new technology to win a competitive edge, How to Books Ltd, Plymbridge House

Kotler, P. (2003), Marketing Management, Upper Saddle River, NJ: Prentice Hall

Mullin, B.J and Hardy, S. and Sutton, W.A. (2000), Sport Marketing, Champaign, Ill: Human Kinetics

Nicholls, J.A.F. and Roslow, S., Dublish, S. (1999), Brand Recall and Brand Preference at Sponsored Golf and Tennis Tournaments, European Journal of Marketing, Volume 33 Number 3/4 1999 pp. 365-387, MCB University Press

Nielsen, J. and Molich, R. and Synder, C and Farrell, S, (2001), E-Commerce User Experience, Fremont, Calif.: Nielsen Norman Group

Paul, P. (1996), Marketing on the Internet, Journal of consumer marketing, (vol. 13 no. 4)

Roy, D.P. and Cornwell, T.B. (2003), Brand equity's influence on responses to event sponsorships, The Journal of Product & Brand Management, Volume 12 Number 6 2003 pp. 377-393, MCB University Press ISSN 1061-0421

Saunders, M. and Lewis, P. and Thornhill, A. (2003), Research Methods for Business Students, Harlow: Financial Times/Prentice Hall

Shank, M.D. (1999), Sports Marketing, A Strategic Perspective, Prentice Hall; London: Prentice-Hall International

Straus, J. and Frost, R. (1999), Marketing on the Internet, Principles of Online Marketing, Prentice Hall, Inc

Yin,R.K. (2003), Case Study Research, Design and methods, Thousand Oaks, Calif. : Sage Publications

Zikmund, W.G. (2000), Business Research Methods, Fort Worth, Tex.: Dryden Press
Zimmerman, J. (2001), Marketing on the Internet, Seven Steps to Building the Internet
into Your Business, Maximum Press

Appendix

Appendix 1: Interview guide

- Q1- Since when you are working with sponsorship department?
- Q2- Since when your organization is involved in sponsorship activities?
- Q3- What are the objectives related to sports sponsorship?
- Q4- Is sponsorship is helpful in generating awareness?
- Q5- Is your organization involved in sponsorship activities because of competitors threat?
- Q6- Is sponsorship is helpful for organization in reaching the target markets?
- Q7- Is sponsorship is helpful for building relationships?
- Q8- Is sponsorship is important for image building?
- Q9- Is sponsorship is helpful to increase sales?
- Q10- Do you want to add something about sponsorship objectives?
- Q11- How is the budget decision for sponsorship?
- Q12- Is competitive parity influence budget decisions for sponsorship?
- Q13- Is arbitrary allocation influence budget decisions for sponsorship?
- Q14- Is percentage of sales influences budget decision?
- Q15- How much amount your organization spends in sponsorship activities?
- Q16- Does size of the company varies the amount of budget?
- Q17- How is the budgeting structure for sponsorship activities in your organization?
- Q18- Do you want to add something regarding budgeting?
- Q19- How is the selection of sponsorship process in your organization?
- Q20- How is the sponsorship proposal selection criteria in your company?
- Q21- Who is responsible for proposal receiving?

Q22- Whom is involved in sponsorship selection process?

Q23- Is someone controlling the information flow?

Q24- Is someone has influence on sponsorship selection?

Q25- Is someone responsible for decision making?

Q26- Is someone responsible for purchasing the sponsorship?

Q27- How is the selection of what events to sponsor?

Local

National

International

Global

Q28- How to select what athletic platform to be used for sponsorship?

Event

A team

A league

An individual athlete

Q29- How to select the particular sports entity?

Q30- Do you want to add anything with regard to selection criteria?

Q31- When is sponsorship evaluation made?

Q32- How your organization evaluates sponsorship?

Q33- Is Costs and uncertainties are taken care while evaluating?

Q34- Is Technical research difficulties considered while evaluating the sponsorship?

Q35- Is Absence of meaningful criteria important for evaluation?

Q36 Is Lack of clear objectives considered while evaluating the sponsorship?

Q37- How to decide if sponsorship really worked?

Q38- Do you define objectives and establish benchmarks against each objective to measure sponsorship?

Q39- Does the organization set milestones to be reached during the implementation of sponsorship?

Q40- How does your organization use Internet for business?

Communication (internal and external): Email
 Corporate logistics: IRC, Video conferencing
 Leveling the playing field: Competitive threat
 Globalization: Global reach
 Gaining and maintaining competitive advantage: Competitive advantage
 Cost containment: Cost
 Collaboration and development: merge with other business for product development
 Information retrieval and utilization: retrieving information
 Marketing, PR, and sales: Websites
 Transmission of data: e.g. email attachments
 Creating a corporate presence: Website

Q41- How is Internet used for sponsorship objectives with the following frame? Cannot answer

Objectives	Awareness	Reaching TM	Relationship Marketing	Image building	Sales Increase		
<i>Internet</i>							
Communication							
Corporate logistic							
Leveling of playing field							
Globalization							
Gaining and Maintaining competitive adv							
Cost containment							
Collaboration and development							
Information retrieval and utilization							
Marketing, PR, sales							
Transmission of data							
Creating a corporate presence							

42- How is the Internet areas mentioned under question 40 are helpful in budgeting?

Q43- How is the Internet areas mentioned under question 40 are helpful for selection process?

Q44- How is the Internet areas mentioned under question 40 are helpful for evaluation of sponsorship

Q45- Do you want to add something regarding use of Internet for sports sponsorship?