

**Sponsorship: How synergies between brands are building
a sustainable sports movement**

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Abstract

This case study examines why sports sponsorship has remained a viable option for marketers in the face of the digital advertising revolution. It looks at how sponsorship works in theory and what sponsors are looking for in associations. The case study discusses a range of sponsorship deals involving the region's brands and teams and assesses their effectiveness. Finally, it looks at how sponsorships can be measured and what assets local sports programmes can package up for sponsors.

Keywords: Sponsorship, Sport, Qatar, Qatar Airways, Measurement

Introduction

Sports sponsorship is one of a wide range of options available to marketers. That range varies from direct mail through media relations to digital advertising and takes in perhaps tens of options. Yet with many marketers spoiled for choice in terms of the tactics available to them, and with digital marketing offering quick, cheap and easily measurable returns on investment, brands continue to choose sports sponsorship. In this case study we explore why sports sponsorship remains an attractive option for brands, how brands can maximise returns through smart activation and how sponsorship can be made viable for all levels of sport.

Background

Relatively little has been written about the history of sports sponsorship but according to Meenaghan and Shipley, it's roots may lie in the patronage systems of earlier societies – where individuals, sometimes with business interests, would support a favoured athlete financially in order to increase their chances of success.¹

Specifically, Kissoudi has traced back this form of sponsorship to Ancient Greece in the 5th century BC, where the proud payment of tax permitted major sporting and cultural events to take place. In 330 BC Leonidas was said to have donated to construction in Olympia, and financed the building of what is likely to be

¹ [Meenaghan, T.](#) and [Shipley, D.](#) (1999), "Media effect in commercial sponsorship", *European Journal of Marketing*, Vol. 33 No. 3/4, pp. 328-348. <https://doi.org/10.1108/03090569910253170>

the first ever hospitality suite for dignitaries. The building was named the Leonidaion² - an early example of naming rights. There is further evidence of sports sponsorship less than a hundred years later, in the form of promoted gladiator fights, which were often organised by the important and wealthy to secure their reputations in the community.

Sports sponsorship has obviously become more sophisticated since then but the basic principles survive – and still link to the activities of sponsors today. In 2019, the value of the global sports sponsorship rights-fees market is estimated to be \$46bn – although that figure is likely to decline significantly as a result of 2020's global pandemic.³

How does sports sponsorship work?

First of all, it is useful to posit a definition of sponsorship – although that is less straightforward than it sounds. But a usefully broad definition was provided by Mullin, Hardy, and Sutton (2000) who said sponsorship is “the acquisition of rights to affiliate or directly associate with a product or event for the purpose of deriving benefits related to that affiliation or association.”⁴

² Kissoudi, Penelope. (2005). Closing the Circle: Sponsorship and the Greek Olympic Games from Ancient Times to the Present Day [1]. International Journal of the History of Sport. 22. 618-638. 10.1080/09523360500122921

³ <https://twocircles.com/gb-en/articles/projections-sponsorship-spend-to-fall-17-2bn/> - accessed 1 August 2020

⁴ Sport Marketing 4th Edition, 2000, [Mullin, Bernard J.](#), [Hardy, Stephen](#), [Sutton, William](#)

Perhaps a more detailed definition is made by Zagnoli & Radicchi (2011) who describe it as “any agreement by which an individual or a company (the sponsor) invests in a sport entity (athlete, team, league or event) (the sponsee) by providing funds, goods, services or know-how. The aim of the sponsor is to exploit sport passion, excitement and emotions to reinforce its image, create visibility and increase brand loyalty”.⁵

At the heart of all sports sponsorship is the aim of transferring associations that an audience has with a competition, team or athlete to the sponsoring brand. But how and why does it work?

Meenaghan and Shipley argue that sponsorship differs from traditional advertising (say, on radio or TV) because it ‘allows the sponsored brand to live in the reflection of the sponsored activity’. Whereas advertising allows advertisers to suggest associations, say with sexiness or sociability, it must often do so in a blunt, unmediated way. Sponsorship on the other hand affords brands to bask in the reflected characteristics of the event or competition, without ever having to explicitly

⁵ Sport Marketing, 2011, Zagnoli & Radicchi

promote them.⁶ See Figure 1 below.

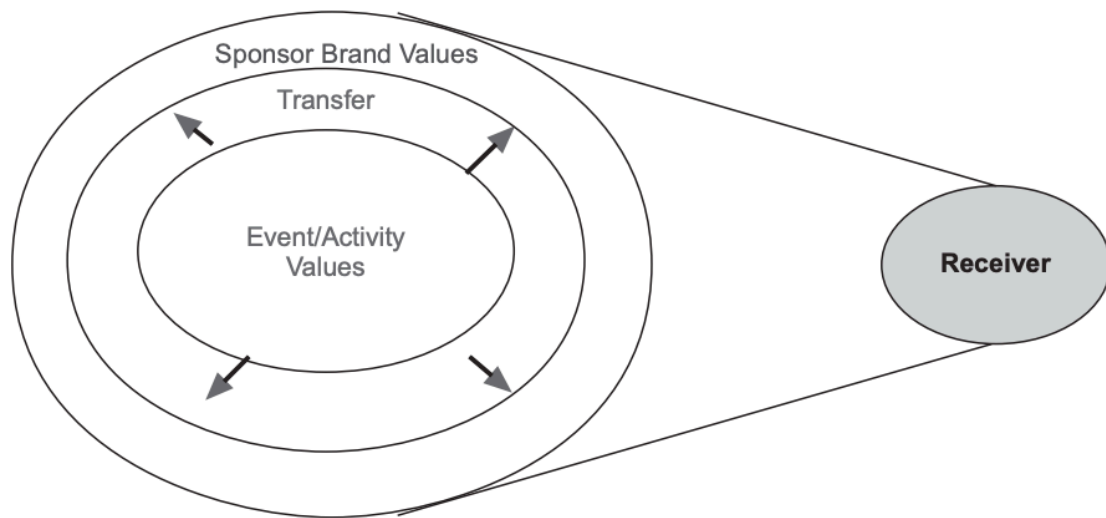


Figure 1 – How brands bask in reflected values of a sponsored property

Source: Meenaghan and Shipley

This is an important difference between the two mediums and it allows brands to buy into a sports property's values without ever having to create those values themselves. Take QNB's sponsorship of Qatar's premier football competition – the QNB Stars League, for example. The cache and lustre of the nation's elite league can rub off on its sponsor by association, without the bank ever having to specifically promote those brand characteristics.

This distinct advantage over advertising is one of a number that sponsorship offers in addition to the benefit of awareness-raising, which in itself is a simplistic but valuable upside of relationships. Others include:

⁶ [Meenaghan, T.](#) and [Shipley, D.](#) (1999), "Media effect in commercial sponsorship", *European Journal of Marketing*, Vol. 33 No. 3/4, pp. 328-348. <https://doi.org/10.1108/03090569910253170>

- Sponsorship as goodwill – Consumers are more likely to see a brand's involvement in sport as an act of goodwill, as opposed to self-interest. That can make fans more receptive to messaging received through sponsorship than advertising, particularly if they have a strong affinity with the competition, team or athlete involved.⁷
- Sponsorship and preference/reciprocity – Related but different to the creation of goodwill is the effect of fans being more receptive to a brand simply because it is a supporter of their team or league – and the possible feeling created among fans that they should in turn support that brand.
- Sponsorship and emotion – Sponsorship gives brands the opportunity to be associated with the strong positive emotions that sport can generate. Association with big wins, trophies and important moments can create powerful, if sometimes sub-conscious reasons to prefer a brand.
- Sponsorship is less direct – Because it does not always rely on the promotion of specific corporate messaging ('Buy our product'), sponsorship is considered by some fans to be a more palatable and therefore more agreeable form of promotion. It may not enjoy the same kind of direct cut-through but can, as a result, be more powerful.
- Sponsorship and place/time – Sponsorship typically reaches people in their leisure-time, often during one of the periods that they enjoy or value the most in life. This presents an opportunity to strengthen the links between these experiences and brands, as well as places (in the form of matches or events)

⁷ [McDonald, C.](#) (1991), "Sponsorship and the Image of the Sponsor", *European Journal of Marketing*, Vol. 25 No. 11, pp. 31-38. <https://doi.org/10.1108/EUM00000000000630>

where experiential marketing ('try our product or an activity associated with it') can take place.

- Sponsorship as targeted marketing – Although sponsorship is by no means the only way of executing targeted marketing (and neither is it necessarily the most accurate), it offers marketers the chance to focus on a specific group of potential customers and create campaigns designed specifically to engage with them.
- Sponsorship and affiliation – A relationship between a brand and a sports property can create a sense that 'this brand is for me' among fans.
- Sponsorship and implied size – This psychological mechanism operates by creating a perception of a sponsor brand that it is sufficiently big and important to be a sponsor.

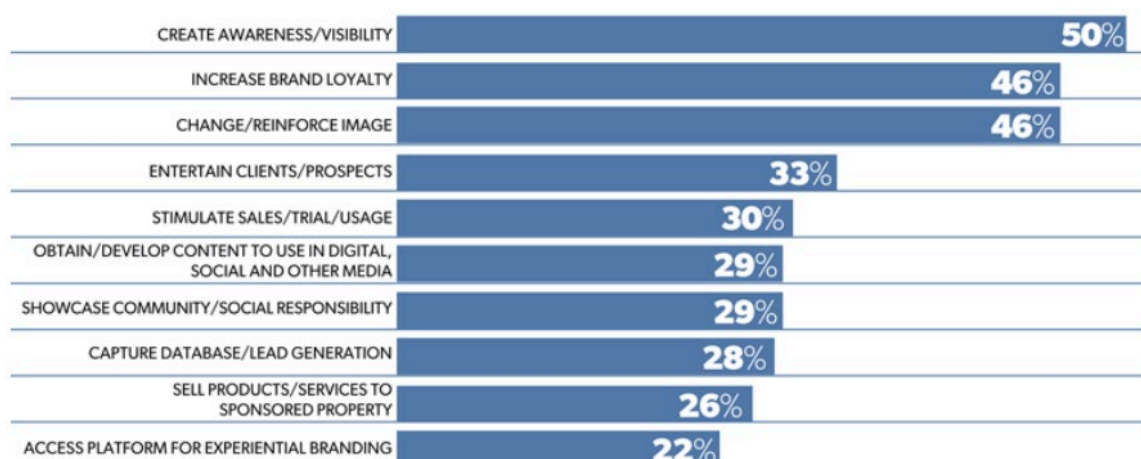
What are sponsors looking for in a relationship

Sponsors can look for a variety of outcomes from a relationship with a sports property and this can vary depending on a wide range of factors, including the sophistication of the sponsor, the size and type of competition and the values of any deal. In some cases, a deal can be as simple as decision-makers having a personal interest in a sport or team and wanting to give something back to that property.

However, in today's increasingly sophisticated sponsorship market – and particularly when large sums are being exchanged, and with multiple decision-makers involved in signing off any deal, it is likely that brands will have specific objectives in mind. Sponsorship consultants IEG have been tracking these reasons

among sponsors for a number of years and you can see the support for the most common objectives in Figure 2 below.

HOW IMPORTANT ARE THESE OBJECTIVES WHEN EVALUATING PROPERTIES?



Percent of respondents who ranked the factor a 9 or a 10 on a 10-point scale, where 10 is extremely important

Source: IEG 2017 Sponsorship Decision-Makers Survey

Figure 2 – Relative importance of reasons for sponsoring sports properties

Source: IEG 2017 Sponsorship Decision-makers survey⁸

As the chart shows, awareness remains the top priority for sponsors but it is closely followed by brand loyalty and changing or reinforcing of a brand's image. These top-level objectives have not changed in importance for a number of years, although it is noticeable that entertaining clients or prospects is now higher up the list than it was in surveys from previous years.⁹ For a brand like telecoms company, Ooredoo, sponsors of one of Qatar's national football tournaments – the Ooredoo Cup – with large market share and high awareness among consumers, a sponsorship deal like this is less likely to be about driving brand awareness and

⁸ <http://www.sponsorship.com/IEG/files/f3/f3cfac41-2983-49be-8df6-3546345e27de.pdf>

⁹ <http://www.sponsorship.com/IEG/files/f3/f3cfac41-2983-49be-8df6-3546345e27de.pdf>

more likely to be designed to shore up preference for the brand by creating a link to fun and enjoyable sports competition.

What are properties looking for in a sponsor and what makes a good match?

Next to no quantitative evidence exists to reveal how rights-holders select sponsors but here we can rely on testimony of those involved in deals.

Frank Saez, founder of YouGov Sport, describes how decisions are made:

“Generally speaking, brands don’t get too much choice when it comes to who their sponsor should be. Ultimately, it generally comes down to which brand is prepared to pay the most. In the event that more than one brand is vying for a deal and that both are prepared to pay similar amounts, a number of factors may come into play. They may include the amount a brand is prepared to pay on activating a deal, the brand’s values and their affinity with the sports property or the brand’s cache.”

In the long-term, it is in the long-term interests of rights-holders to sign up a sponsor for whom they can deliver results and that can sometimes be a factor in the sales efforts of clubs and leagues. A good match between property and sponsor is mutually beneficial.

Effective sponsorships

Qatar Airways has a significant sports sponsorship portfolio which stretches from Boca Juniors in Argentina to Bayern Munich in Germany. Its commercial relationships also include Qatari-owned Paris St German as well as FIFA, where it is the Federation's airline partner.

With its Paris St Germain (PSG) deal, the airline is sponsoring a club who regularly win the domestic championship, Ligue 1. Indeed, the team has won seven of the last eight titles. In addition, PSG compete in Europe's highest-level football competition – the UEFA Champions League - giving the team and its sponsor visibility in markets across Europe and further afield.

Figure 3 below shows the Awareness of the airline that various segments of the population have for the airline in France over a five-month period in 2020. As we note above, brand awareness is generally the most important objective for brands entering into sports sponsorship deals.

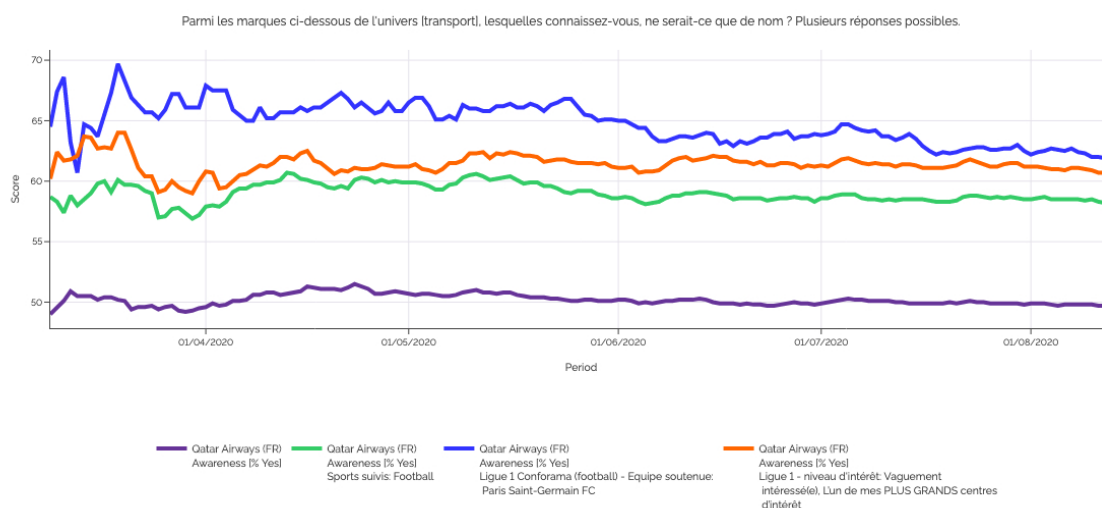


Figure 3 – Awareness of Qatar Airways among specific target groups

Source: YouGov BrandIndex¹⁰

As the chart shows, awareness of the airline runs at around 50% among the general population. But among football fans this grows to between 55 and 60%. Followers of Ligue 1, where PSG are the current champions, are more likely still to be aware of the airline with the score running at over 60% in this group. And amongst PSG fans, awareness has run as high as 65% (with peaks of even higher awareness). Across the board, this shows an excellent return for the airline from its deal with PSG at this high point in the purchase funnel.

Ultimately, though, sponsors are also looking to use that increased awareness to influence decision-making further down the purchase funnel. In the case of Qatar Airways, this also seems to be the case. See figure 4 below.

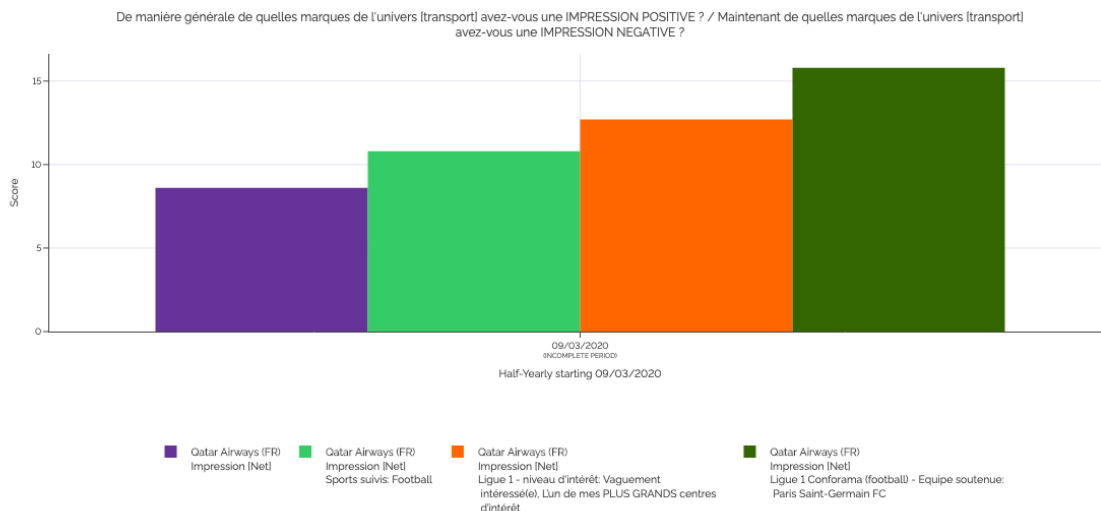


Figure 4 – Impression of Qatar Airways

Source: YouGov BrandIndex¹¹

¹⁰ YouGov BrandIndex – www.yougov.com – Proprietary tool – Accessed 15 August 2020

¹¹ YouGov BrandIndex – www.yougov.com – Proprietary tool – Accessed 15 August 2020

The chart shows net Impression for the airline among the same groups and, as you can see, it demonstrates that the sponsorship is delivering higher scores among every group related to football. Impression for the brand among PSG fans is almost double that among the general population.

Finally, further down the purchase funnel – in fact, very close to purchase – is consideration for a brand. Figure 5 below shows the Consideration for the airline among the same groups.

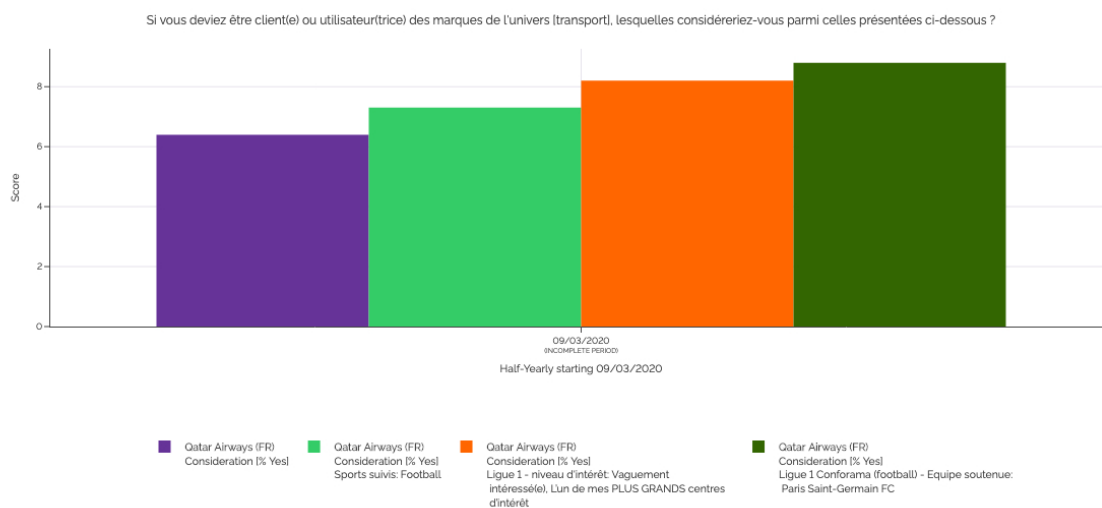


Figure 5 – Consideration for Qatar Airways

Source: YouGov BrandIndex¹²

Once more, it's possible to see that consideration of the brand is higher the closer to the football club a group is. Consideration among PSG fans is more than a third higher than it is among the general population. But consideration is also significantly higher among Ligue 1 fans and also among football fans in general.

¹² YouGov BrandIndex – www.yougov.com – Proprietary tool – Accessed 15 August 2020

In addition, the airline is also performing well compared to its competitors thanks to its associations with football. For example, its Ad Awareness score increases from 1.9% to 3.3% between general population and Ligue 1 fans, moving the brand up six places in a ranking of its peers, while its uplift on Consideration lifts it two places among followers of the league, compared to the general population.

Successful Partnerships

The success of a partnership like that between Qatar Airways and PSG is determined by a wide range of factors and in this section, we will explore a number of them.

Audience compatibility

When considering a partnership, a brand must ensure that the partner properly delivers an audience that matches - or at least closely fits – the target audience for its customer base.

Take, for example, a luxury brand like high-end watch manufacturer Rolex. Its target audience fits a specific profile so it would not make sense for the brand to sponsor an event which is unlikely to appeal to that audience.

As a result, Rolex has sponsoring arrangements with some of the most prestigious sports events in the world. These include all four tennis and show-jumping majors, three of the four golf majors, Formula 1, 24 Hours of Le Mans, and Daytona, and a wide range of the world's most important yachting competitions.

In the UK, Rolex sponsors eight of the 20 most prestigious properties according to data from YouGov's SportsIndex tool (see Figure 6 below).¹³

¹³ YouGov SportsIndex – www.yougov.com - Proprietary tool – Accessed 15 August 2020

<i>Rank</i>	<i>Brand Name</i>	<i>Score</i>
1	Wimbledon Championships	51.8
2	Summer Olympics Games	37.7
3	Men's Six Nations Rugby Championship	37.2
4	Winter Olympics Games	35.7
5	Rugby World Cup	33.7
6	Commonwealth Games	32.5
7	The Ryder Cup	28.6
8	Formula 1 British Grand Prix	28.6
9	Summer Paralympic Games	28.1
10	England Test Cricket	27.3
11	Royal Ascot Horse Racing	25.4
12	US Masters Golf	24.6
13	French Open Tennis	22.7
14	US Open Tennis	21.6
15	The Open Championship	21.1
16	Tour de France, Cycling	21.1
17	Australian Open Tennis	19.8
18	Queen's Tennis Championship	19.8
19	The FA Cup	19.6
20	Lions Rugby Tour	19.2

Figure 6 – Most prestigious properties UK

Source: YouGov SportsIndex¹⁴

¹⁴ YouGov SportsIndex – www.yougov.com – Proprietary tool – Accessed 15 August 2020

<i>Rank</i>	<i>Brand Name</i>	<i>Score</i>
1	Special Olympics	40.7
2	Winter Olympic Games	36.0
3	Summer Olympic Games	34.5
4	Wimbledon Championships (tennis)	28.8
5	Harlem Globetrotters	27.6
6	US Open (tennis)	26.5
7	Major League Baseball (MLB)	25.8
8	PGA Men's Golf Tour	24.3
9	National Hockey League (NHL)	19.4
10	NCAA Division 1 College Football	16.0
11	LPGA Women's Golf Tour	15.7
12	NCAA Division 1 College Basketball	14.9
13	Australian Open (tennis)	14.2
14	United States Women's National Soccer Team	13.7
15	French Open / Roland Garros (tennis)	13.5
16	National Basketball Association (NBA)	13.1
17	Formula One (F1)	12.8
18	NASCAR	11.7
19	FIFA Women's World Cup	11.6
20	Women's National Basketball League (WNBA)	11.5

Figure 7 – Most prestigious properties US

Source: YouGov SportsIndex

As Figure 7 shows (above), the brand also has an association with seven of the top 20 most prestigious properties in the US. In Germany, the number is six, and in Australia it sponsors half of the top ten alone and the same is the case in France. As the data suggests, Rolex has focused its sponsorship resources on many of the world's most prestigious events. In the case of each of these countries, Rolex has no involvement in sports ranked in the bottom half of YouGov's prestige rankings – an important corollary of the company's strategy to only support properties where its customers may be found – either in person or as broadcast audience.

Measurement

According to IEG, around half of sponsors spend 1% or less on measuring return but it is increasingly the case that brands now take more care to evaluate their deals – both before and after they are signed.¹⁵

Sponsor analysis services can track perceptions of brands among fans of specific sports properties to assess how much of an impact a sponsorship is having and at what points in the consumer's purchase funnel. As we saw in an earlier section, for many brands awareness is the key objective but a sponsorship can effect a range of other purchase funnel metrics.

Take First Arab Bank (FAB), sponsors of UAE's most successful team, Al-Ain FC. It already enjoys very high awareness among the general population so that is unlikely to be as much of a factor in any deal the brands signs. Instead it will be seeking to measure and improve on metrics lower down the funnel, like Impression

¹⁵ <http://www.sponsorship.com/IEG/files/f3/f3cfac41-2983-49be-8df6-3546345e27de.pdf>

and Reputation. As you can see from Figure 8, the brand's association has succeeded in influencing football fans positively.

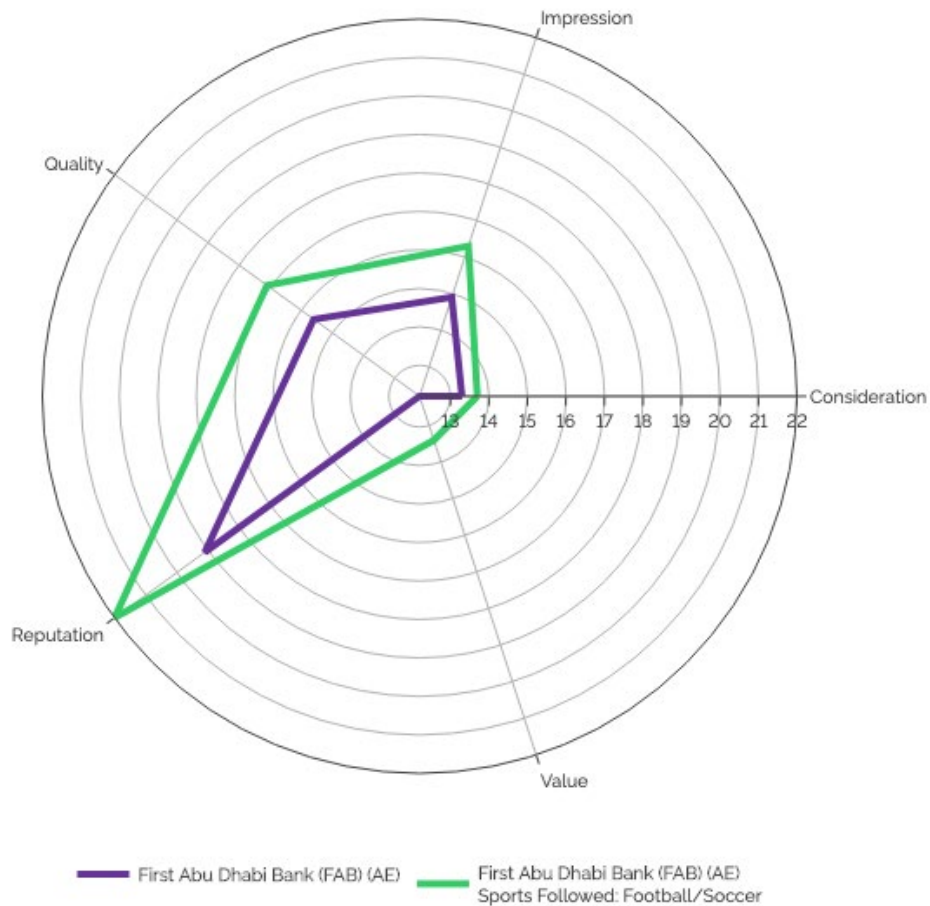


Figure 8 – Funnel metrics for FAB among general population (UAE) and football fans (UAE)

Source: YouGov BrandIndex 21 Aug 2020

Likewise, Figure 9 below shows a similar set of metrics for Qatar Airlines amid the German public and fans of Bayern Munich whom the airline sponsors.

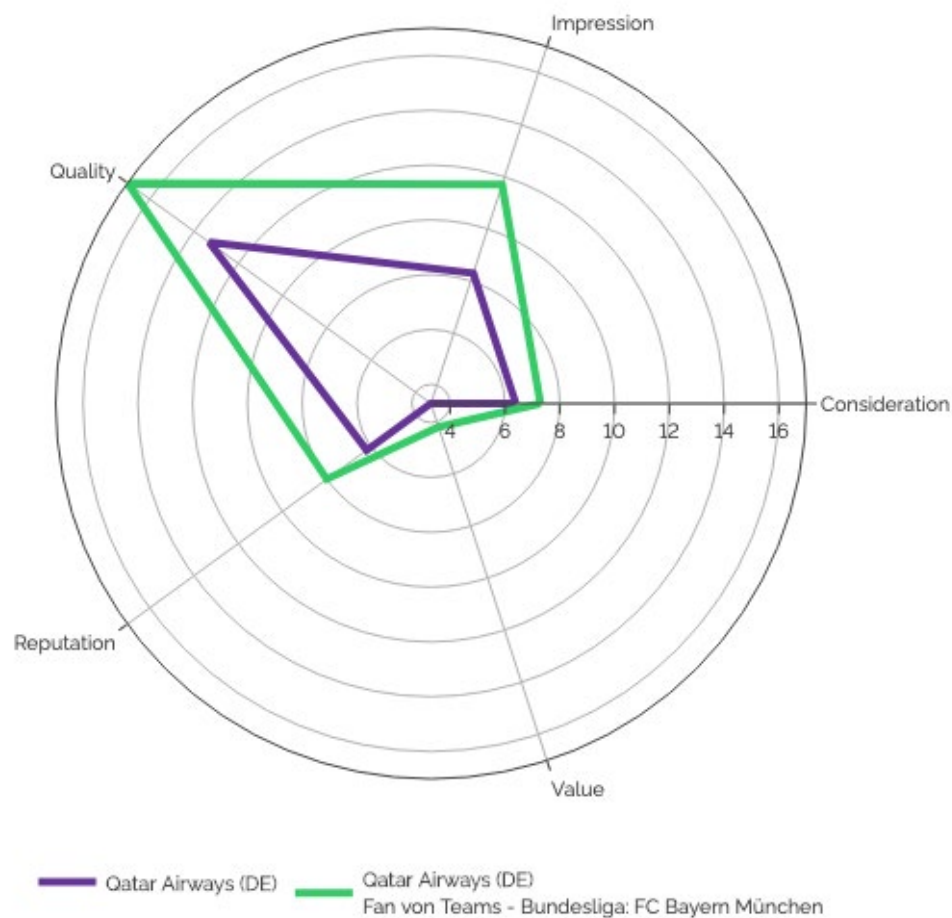


Figure 9 - Funnel metrics for Qatar Airlines among general population (Germany) and Bayern Munich fans (Germany)

Source: YouGov BrandIndex 21 Aug 2020

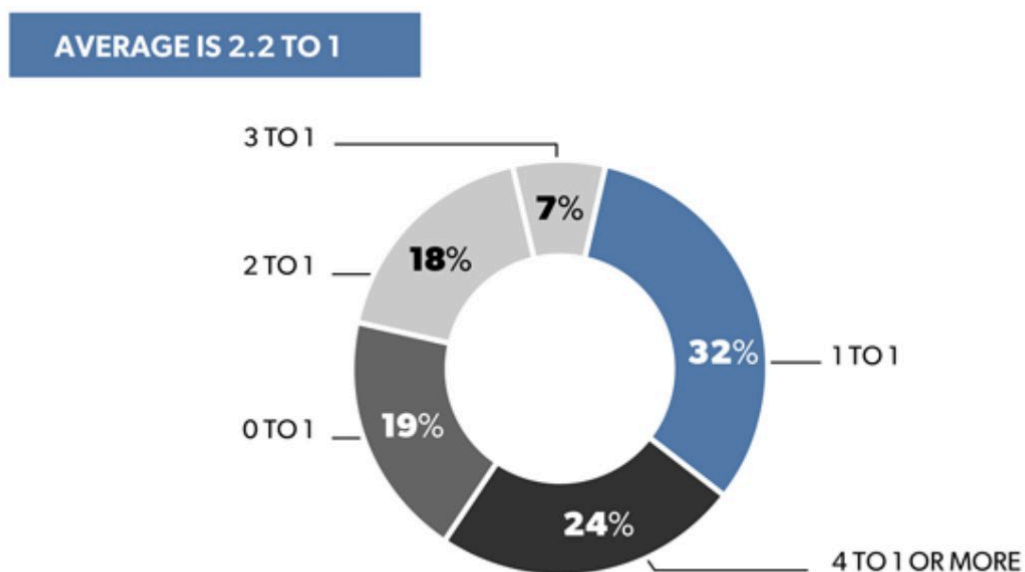
Measuring metrics like this allows brands to assess their return on investment and gives sports event rightsholders a strong case for renewing sponsorship deals. Data like this can also help brands to identify sponsors who are a good fit for their property.

Sponsorship activation

According to IEG and its 2017 industry survey, sponsors will spend an average of \$2.20 promoting their rights for every dollar they spend on the rights to be associated with an event – see Figure 10 below.¹⁶

This sum is known as an activation budget and is an essential part of a successful partnership, since it allows sponsors to promote their association to the audiences they wish to reach – for example by running competitions or promotions, paying for pitch-side advertising, the purchase of any tickets not included in a deal or even staff to manage the partnership.

WHAT IS YOUR COMPANY'S TYPICAL PROMOTIONAL SPENDING RATIO?



Source: IEG 2017 Sponsorship Decision-Makers Survey

Figure 10 - Sponsorship activation ratio

Source: IEG¹⁷

¹⁶ <http://www.sponsorship.com/IEG/files/f3/f3cfac41-2983-49be-8df6-3546345e27de.pdf>

¹⁷ <http://www.sponsorship.com/IEG/files/f3/f3cfac41-2983-49be-8df6-3546345e27de.pdf>

Take, for example, Qatar Airways' partnership with FIFA, under which it became an Official Partner and the Official Airline of the FIFA. The deal takes in the 2018 FIFA World Cup Russia, the FIFA Women's World Cup France 2019, the FIFA Club World Cup Qatar 2019 & 2020, and of course the highly anticipated FIFA World Cup Qatar 2022. The Airline activates its deal in a range of ways.



For example, it provided air crew to be present at key moments during the World Cup, including during the presentation of medals and trophies at the final. It held a virtual 'Goal for Difference' penalty shoot-out in nine countries to support a

charitable foundation. It provided FIFA fan experiences at the Women's World Cup in France in 2019 and organised all-expenses paid trips for competition-winners. In addition, it produced special media assets to support all of FIFA's competitions – from branding to videos. For the Club World Cup in Qatar, it created special airfares to the country that came complete with tickets.

More locally, take the 2006 Asian Games, held in Doha, as another example. The company was the official airline for the Games in a deal worth around \$10m. Activation here included flying participants, support staff, officials and spectators into Doha, as well as branding its aircraft with specially designed livery and sporting images. Its logo took a prominent place in venues, while it also produced an 80-page guide on the event which it carried in its in-flight magazine, Oryx. Furthermore, it was present in three key Doha destinations – the Corniche, Doha Golf Club and Market Street in Sports City – setting up special exhibition areas for the event.

Sponsorship in community sport

As with all markets, the sponsorship market is stratified, and different levels of sports property attract different levels of sponsor. That can be seen within leagues (for example, the sponsorship of the champions by an international brand and deals with perennial relegation-strugglers with smaller, local brands) and across sports properties.

As a result, community sport properties tends to attract more local deals, mainly because they don't offer the same level of national exposure that a big club or league can provide.

Nevertheless, there are a number of assets which local sports clubs or competitions can package up which many do not consider.

These can include:

- Shirt branding
- Pitch-side perimeter advertising
- Naming rights to a stand, a ground, a social space even a public convenience
- Special events (sporting or social)
- Awards
- IP rights like use of logos and imagery
- Tickets and ticket discounts
- Free and discounted use of facilities
- Branding on media channels, like website etc
- Visits from players or coaches

Teaching asset

Teaching: Students will consider model data to assess the effectiveness or otherwise of sponsorships

Exercise 1: Using the accompanying data (*Model Data 1* – Highlighted cells), students should assess the effectiveness of deals for three sponsoring brands.

Each of these brands is a bank and a sponsor of a footballing property, each with a three-year deal, in the same country.

Brand 1 is the main sponsor of a top division team which plays 44 games over a season, all domestic.

Brand 2 is the title sponsor of a domestic cup competition. In total, 63 games are played.

Brand 3 is the banking partner of a domestic top division (ie a category sponsor and one of a number of main sponsors but is exclusive in the banking sector). Its deal covers all domestic games played by teams in that league.

The amount they paid for their rights and to activate their deal are listed in Figure 1 below:

	Rights cost \$m	Activation cost \$m	Year of 3-year deal
Brand 1	5	10	1

Brand 2	2	5	2
Brand 3	10	10	3

Compare the performance of each brand across three metrics – Awareness (are you aware of the brand?), Impression (do you have a positive impression of the brand?) and Purchase Intent (From which of these would you be most likely to take out a financial product with?) – by assessing their scores amongst the general population and amongst football fans.

Question 1: Which of these deals has generated most awareness? Why could this differ between deals?

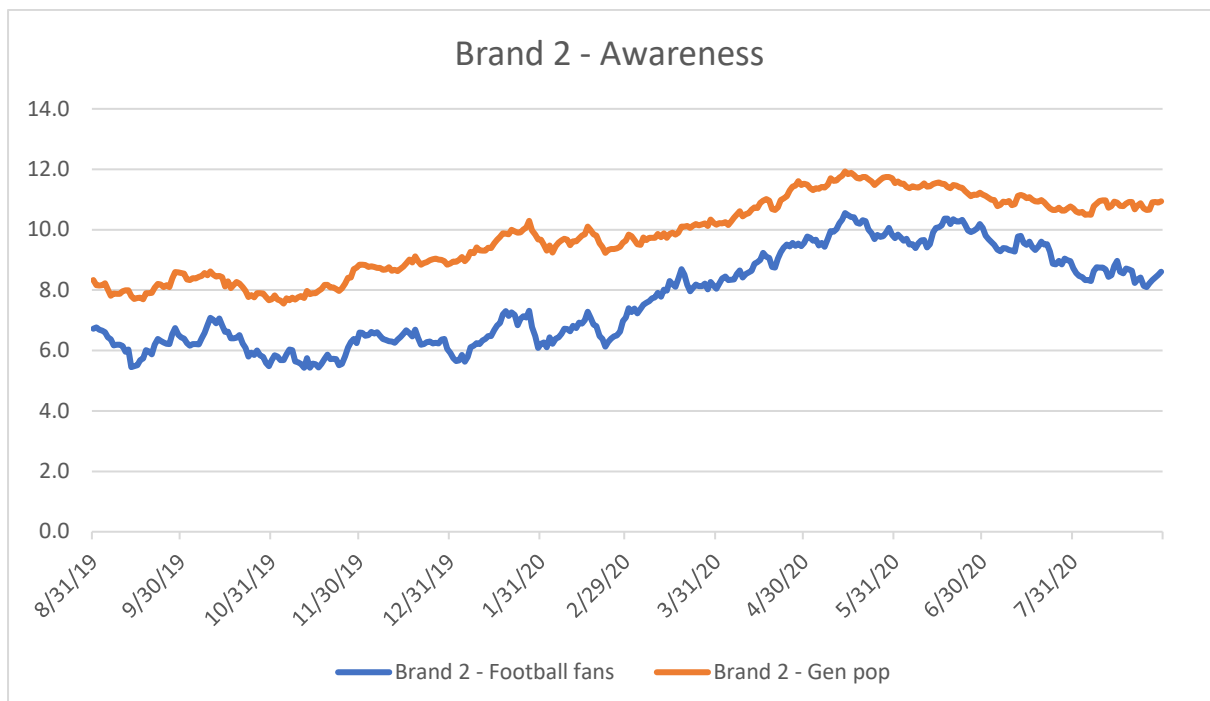
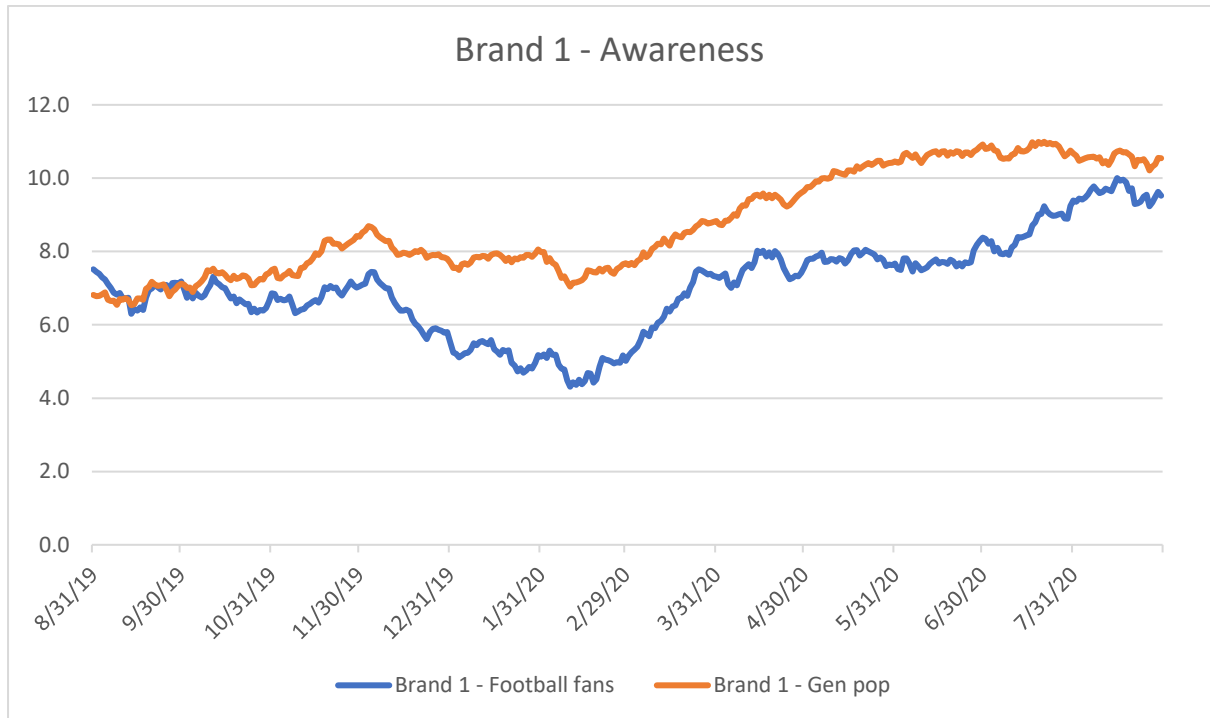
Answer

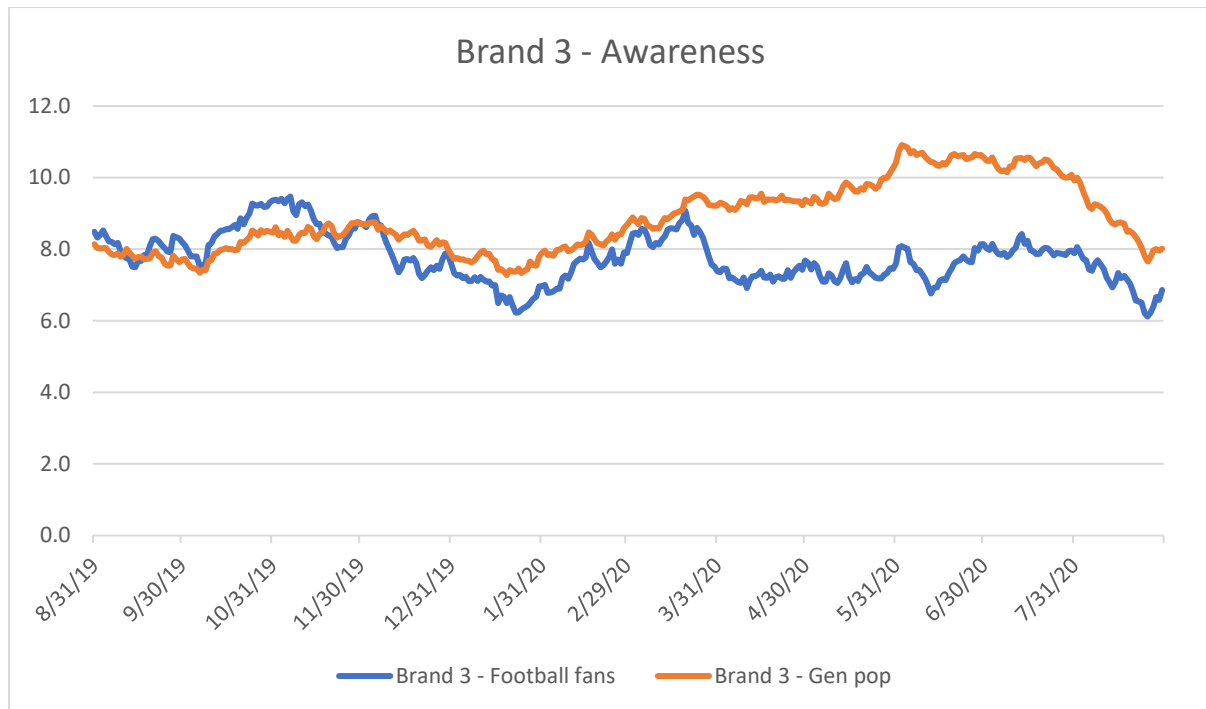
Brands 1 and 2 have seen the biggest uplift in Awareness.

Multiple factors may be at play here including:

- Brands' pre-existing awareness levels among these groups
- Strategy
- Activation budget
- Length of competition
- Value of competition
- Levels of excitement created by competition
- Success of competition
- Appeal of teams
- Other competing brands in the same space
- Prominence of advertising spaces

- Volume of opportunities (eg length of competition)
- TV/media coverage



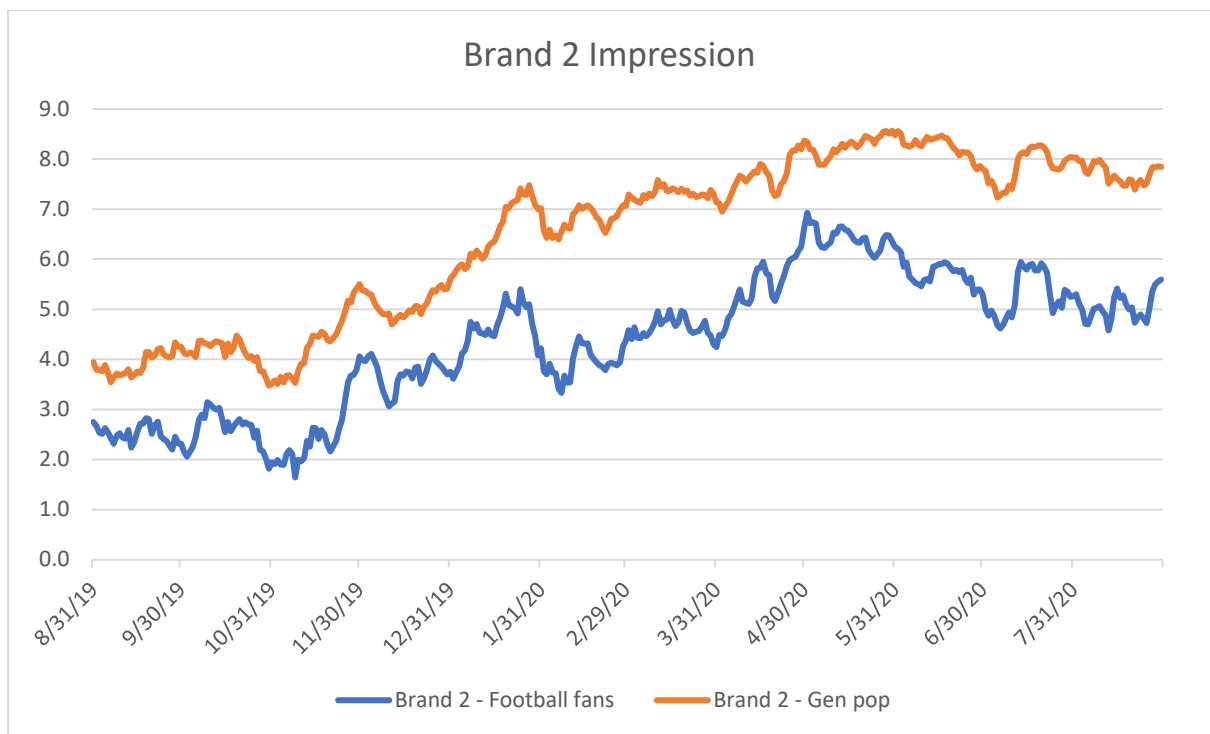
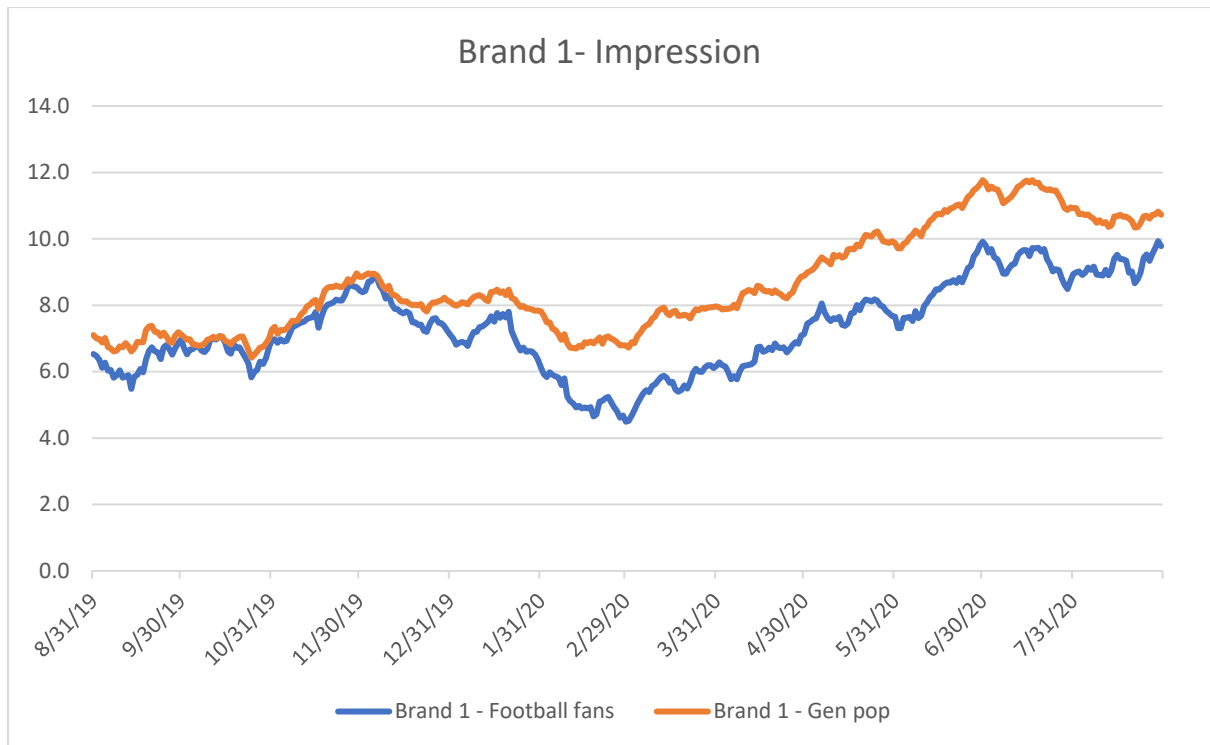


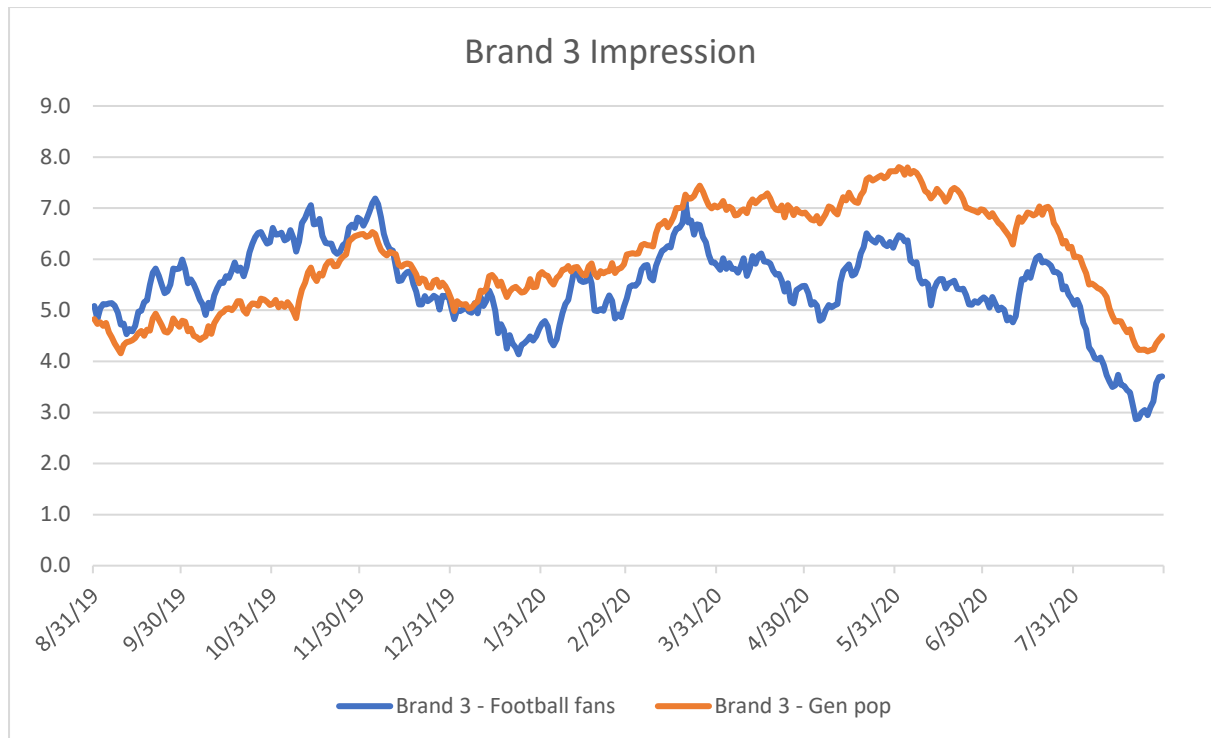
Question 2: Which of these deals has increased brand Impression the most? Why could this differ between deals?

Answer

Brand 2 wins out.

Association with a successful team or event is often helpful in forming positive impression. But football fans may be pre-disposed towards certain types of brand – eg mid-range vehicle manufacturers - which may affect results. A brand which was less well-known may enjoy a good boost in awareness, without it transferring straight across to Impression, which is further down the purchase funnel.

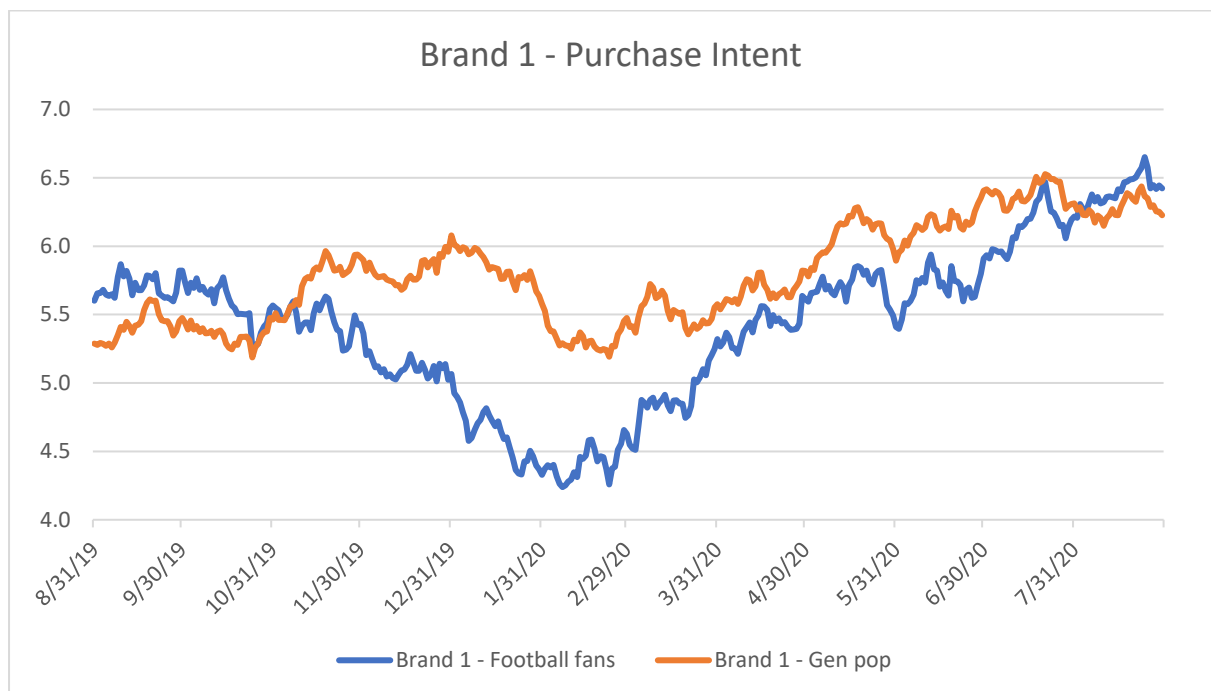


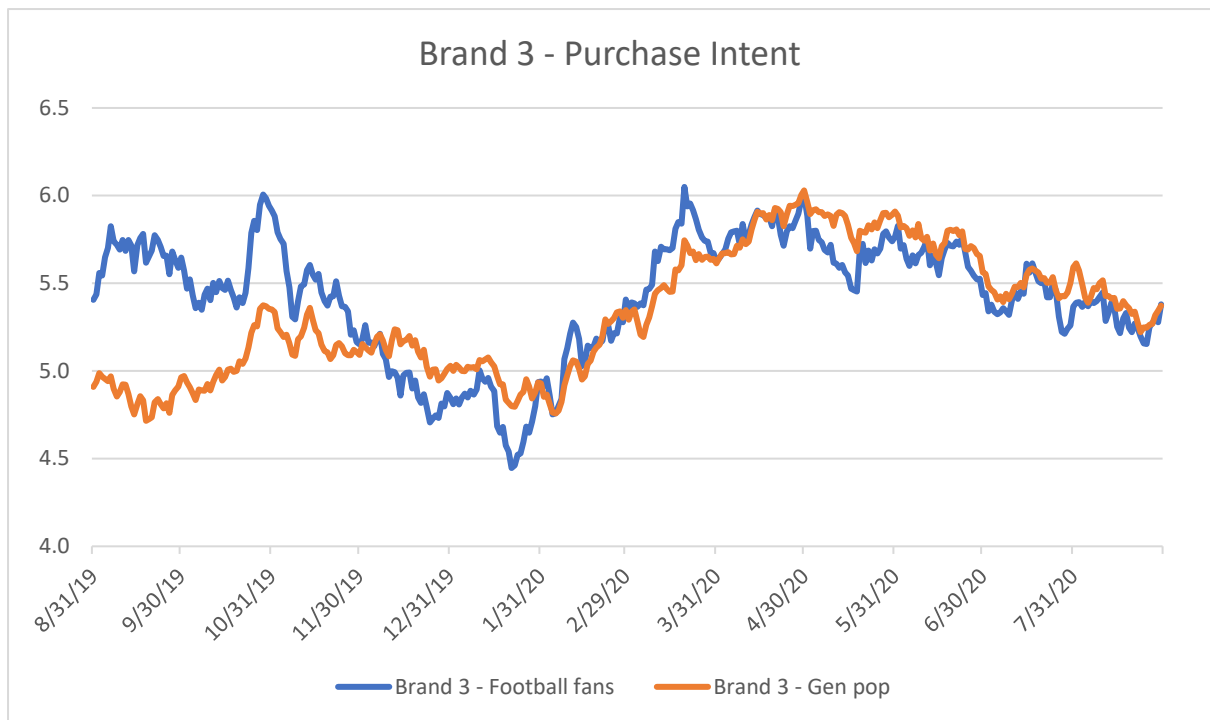
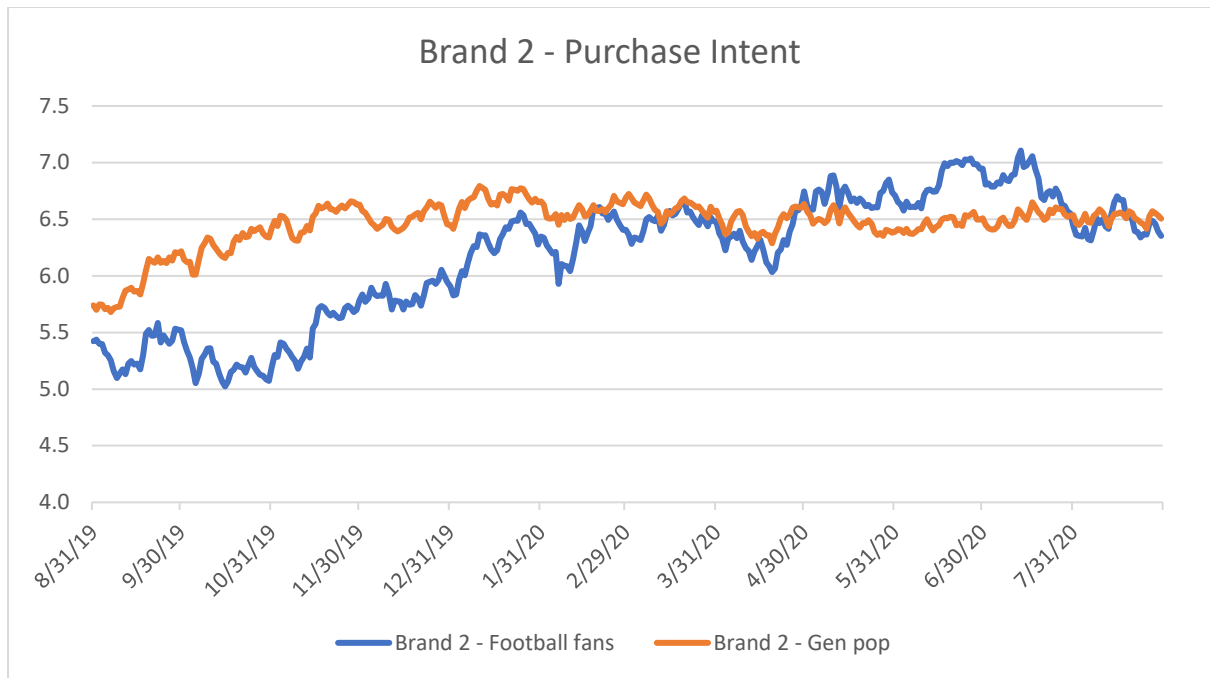


Question 3: Which of these deals has increased brand Purchase Intent the most?

Why could this differ between deals?

Answer:





Brand 3 wins.

Factors affecting performance could include:

- Activation budgets
- Activation strategies
- Team performance

- Competition popularity
- Broadcast deals
- Who won
- Scandals
- Competition from other events, leagues or teams
- Consumer habits
- Overall brand popularity
- Brand fit with sports property

Question 4: Taking into account the amounts paid to activate the sponsorship, as well as where each is into its three-year deal, order the sponsorships in terms of the value you perceive each to be receiving. Give reasons why you believe this to be the case.

Answer:

Although the evidence suggests that Brand 2 has performed better across the three metrics, as long as the student gives reasoning for their answer, any answer can be accepted (it will be hard to make a case for Brand 3).

Exercise 2: The accompanying data (Model Data 2 – highlighted cells) is data for the past year for Brand 4 among football fans. Brand 4 sponsors a successful domestic team, which also plays in continental competitions.

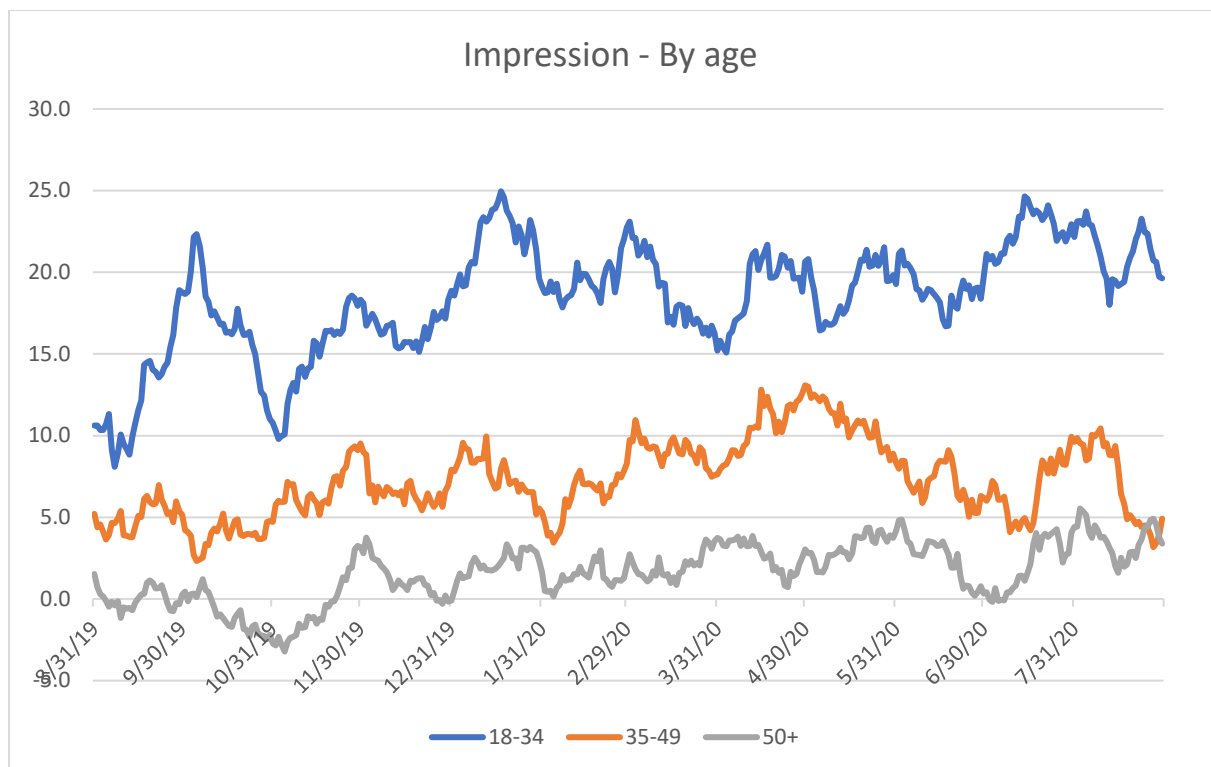
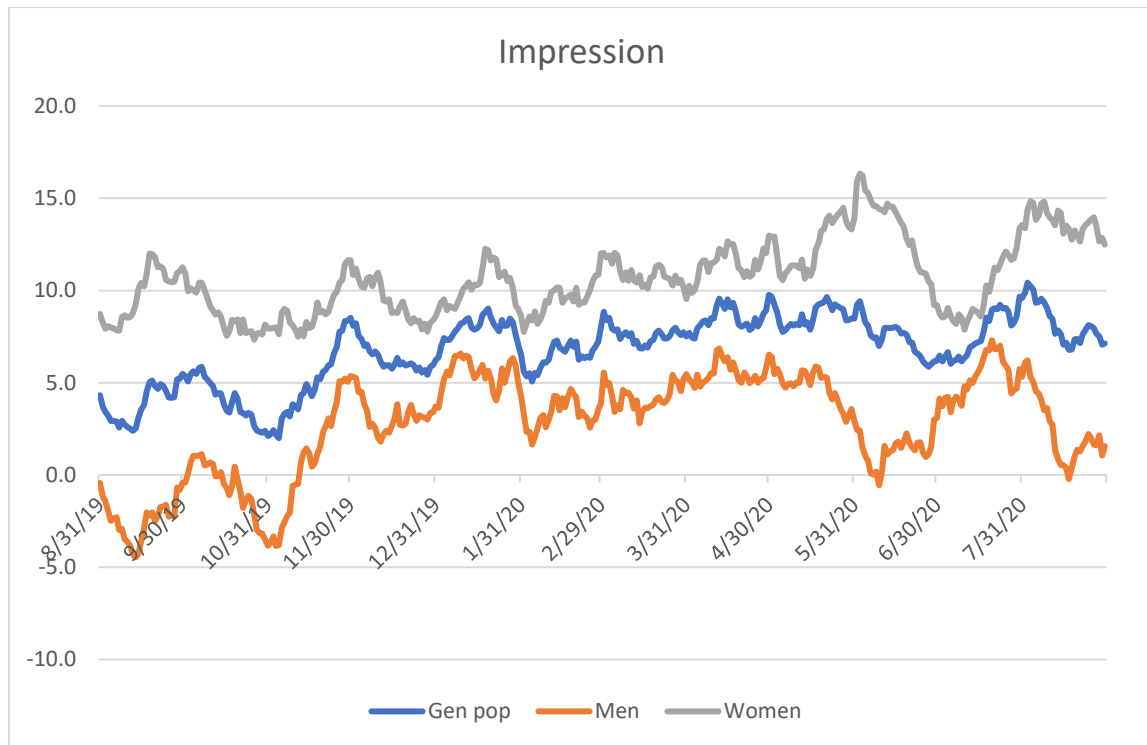
Break down the effectiveness of its sponsorship across the demographic groups provided (ie male v female, age segments)

Question 1: Where is the sponsorship proving to be most effective? Why should this be the case?

Answer: Women and young people

This could be affected by multiple factors:

- Specific appeal of team
- Specific appeal of players
- Specific appeal of tournaments
- Marketing of club
- Marketing of sponsors
- Type of brand
- Brand marketing
- Brand targeting
- Audience of club or competition
- Socio-economic reasons
- Etc



Question 2: Where the effects are diminished in certain groups, what actions could be taken to improve the impact of the sponsorship?

Answer:

- Targeting of other groups
- Tailored activations
- Complimentary sponsorship or other marketing activities
- Reduction in some types of marketing
- More budget
- Better targeting
- Using different assets and mediums to reach targets
- Etc

Question 3: What factors should brands consider when they are considering entering into a sponsorship deal with a sports league or event?

Answer:

- Value
- Potential ROI
- Target audience
- Reach
- Opportunity costs – eg not sponsoring a different team
- Budgetary constraint
- Fit/synergy
- Length of commitment
- Trajectory of team/league
- Broadcast opportunities
- Positioning of rivals

- Assets available