

Manfred Bruhn
Peter Rohlmann

Sports Sponsoring

Requirements and Practical Examples
for Successful Partnerships

 Springer



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Requirements and Practical Examples for
Successful Partnerships

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Preface

In marketing, sponsoring is considered a very successful tool for effectively and efficiently achieving certain marketing and communication goals. This success story has also been significantly shaped by the repeated new editions of the basic work “sponsoring” by Manfred Bruhn, first published in 1987. Already in the last edition of the constantly revised and expanded work on the systematic planning and integrative use of sponsoring, more space was given to its areas of application in sports, culture, the environment, social issues, and the media.

The last edition of the book by

Manfred Bruhn: Sponsoring. Systematic Planning and Integrative Use, 6th Edition, Wiesbaden 2018

will not be continued in its previous form. The areas of application have differentiated so much in sponsoring that it seems necessary to write separate treatises on the different forms. This will begin with the present book on “sports sponsoring” and is intended to continue later with “cultural sponsoring”, etc. This, as well as a two-author team, who bring their expertise to the individual special titles, can take into account the peculiarities of the areas of application. As far as “sports sponsoring” is concerned, Manfred Bruhn from the scientific-conceptual side and Peter Rohlmann from the practice-oriented side will jointly address the topic.

Overall, sponsoring has long been established as a fixed component in the communication mix of companies and is indispensable from the communication strategy of many companies. It often no longer functions as a purely supportive communication tool, but is consciously used by companies for profiling in communication competition. In particular, in the conceptual sponsoring work and the integrative linking of sponsoring with other communication tools, there have been far-reaching advances in knowledge recently, which are also taken into account in this book.

However, the sponsoring market is not exclusively characterized by positive developments. Political and economic crises, as well as pandemics, have not spared this industry. While growth can still be expected in some selected sponsoring areas such as sports sponsoring due to attractive sporting events, the future development of socio-environmental sponsoring and culture and media sponsoring depends on global economic and

ecological influencing factors and remains to be seen. At the same time, it is becoming increasingly difficult to generally assess where a sponsoring commitment actually promises success. Thus, all forms of sponsoring offer interesting niches and open up opportunities for company-specific sponsoring concepts. The fact that the creativity, innovative strength, and initiative of the companies are more in demand than ever before is beyond doubt. This also applies to sports sponsoring, which makes up the largest share of the entire sponsoring market.

In a modern society, sports, with all its facets, plays a central role. This applies both privately and to the wider public. Similarly, sports as a business platform for entrepreneurial purposes has become increasingly important. From an economic perspective, sports sponsoring offers a unique opportunity to reach a specific target group relatively quickly and effectively, and to use this for the sale of own products and services. In sports sponsoring, providers and demanders of sponsoring rights face each other, with a real competition for exclusive partnerships due to limited availability and sometimes exploding costs in many cases.

While attractive sponsoring offers are a “must” for professional sports operations at all levels, this opportunity for improved revenue situations is also increasingly being used in amateur and mass sports. Especially through the allocation of larger financial resources by the economy, sponsoring combinations occasionally occur from organizations unrelated to the economy (e.g., governmental agencies and state-related institutions), which are partly seen as critical, partly even as dangerous for sports. This can be further potentiated, as the host locations for major sporting events are under strong political influence, which can also have effects on the sponsoring participants.

In-depth knowledge in sports sponsoring enables sports actors to successfully market their sports, their association, their league, their team, their players, their sports venue, or their event, thus creating competitive advantages. In the course of societal and economic development, sports sponsoring has evolved from small beginnings into a highly professional and complex marketing tool that not only affects those directly involved, but also has to include interest groups far from marketing objectives with their own intentions and interests. In addition, societal and general development trends such as digitization and globalization constantly present new challenges to sports sponsoring.

Our book is equally aimed at students and practitioners. For students, it primarily aims to provide an understanding of the classification of sports sponsoring in the marketing and communication mix of companies, and at the same time help to bring them closer to the perspective of those responsible for sponsoring in companies. With this book, we also want to address practitioners, including companies driving sports sponsoring and sponsored parties, as well as agencies and media, and provide assistance in developing successful strategies for sports sponsoring.

The present book delves into the fundamental prerequisites of sports sponsoring and outlines manifestations, initial conditions, targets, and strategy development, as well as concrete implementation measures. Thus, it creates basic knowledge and understanding

for successful sports sponsoring. In fifteen chapters, not only is a systematic approach for professional sports sponsoring laid out, it is also clarified with concrete market data and numerous illustrations, and summarized in the form of subject-specific key points. Numerous examples and case studies from practice illustrate what successful sports sponsoring can look like, and provide concrete suggestions for its implementation in everyday life.

The structure of the book is oriented around the individual phases of analysis, planning, implementation, and control of sponsoring concepts. As an introduction to the classification of sponsoring as an element of sports marketing and the different forms of sports sponsoring, the planning process with its individual phases is presented. Building on this, the situation analysis, goal setting, target group planning, strategic orientation, budgeting, selection of sponsorings, integration into the communication and sponsoring mix, design of sponsorings, success control, legal aspects, services of sports agencies, and trends in the use of sports sponsoring are the subject of a detailed treatment. In a concluding chapter, the 2022 Football World Cup is used as an occasion to highlight the critical points of contention in the discussion about sports sponsoring of major events. The question of consequences for upcoming sporting events is also raised. The chapter is intended to contribute to the current discussion of the Football World Cup and will not be represented in future new editions.

In order to not only propagate a noticeable practical relevance, but also to have it substantiated by experts, the authors have agreed on a cooperation with the sponsoring association S20 regarding the inclusion of case studies in the book. The S20—The Sponsors' Voice was founded in 2006 as a registered association and counts notable sports sponsors in Germany among its members. These currently include Adidas, Allianz, Alpecin, Bayer, Hugo Boss, Deutsche Post DHL Group, DKB, Evonik, Henkel, HypoVereinsbank, ING Deutschland, Mercedes-Benz, Rewe Group, ROWE Motor Oil, SAP, Teamviewer, Deutsche Telekom, Viessmann, Warsteiner and Würth.

The S20 pursues the goal of further professionalizing sports sponsoring as an important and successful marketing tool and strengthening its relevance in public perception. The focus is on the topics of sustainability, law, media consumption, entertainment sponsoring, the future of winter sports, and the potential of sponsoring in women's sports.

The authors would like to express their special thanks to the S20 managing director, Jana Bernhard, with whose help it has been possible for nearly half of the members to share their successful sports sponsoring engagements with the readers of this book, thereby providing insights and suggestions for their own sponsoring activities to the interested readership. Three Swiss companies also participated in the case studies. The authors would like to express their sincere thanks to the following companies for their participation:

- Allianz SE
- Bell Food Group AG
- German Credit Bank AG (DKB)
- German Telekom AG
- HypoVereinsbank/UniCredit Bank AG
- ING Germany
- Mercedes-Benz AG
- Novartis International AG
- Penny Markt GmbH (Rewe Group)
- Raiffeisen Switzerland
- Viessmann Climate Solutions SE
- Warsteiner Brewery Haus Cramer KG

Our special thanks go to the many conversation partners and colleagues from the industry who have ultimately contributed to the creation of such a comprehensive work. This is particularly true for the patience and the many hints from our publishing partner, who, in the person of Ms. Barbara Roscher and Ms. Birgit Borstelmann, has shown commendable commitment to the thorough manuscript editing.

Finally, a brief formal note. In the text, we use—for simplification reasons and as is standard in scientific publications—the generic masculine in most cases, without thereby implying discrimination or contempt for any gender or any attitude towards equality. All gender identities are explicitly included, as far as it is necessary for the statement.

We are pleased if this book attracts the interest of many readers and provides suggestions for conceptual and methodological work in the field of scientific and practical sports sponsoring. We also assume that the intensive technical discussion on sponsoring in sports will continue to be pursued vigorously in the future. Therefore, we are grateful for suggestions of all kinds.

Basel, Switzerland
Rheine, Germany
November 2023

Manfred Bruhn
Peter Rohlmann

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The authors Manfred Bruhn and Peter Rohlmann would like to thank the sponsoring association S20—The Sponsors’ Voice e. V. for the excellent collaboration in the creation and integration of case studies into this book. Not only did the managing director Jana Bernhard maintain close contact with us, but many of her members also provided expert conversation partners who superbly accompanied the process of case study creation. This created the best possible conditions to enrich the application of the book in daily use with positive examples and concrete experiences from practice.

Our thanks therefore go to the following member companies and their representatives from S20, as well as to three Swiss companies that have compiled the practical cases:

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- Penny Markt GmbH (Rewe Group): Peter Rack
- Raiffeisen Switzerland: André Stöckli
- Viessmann Climate Solutions SE: Georg van der Vorst
- Warsteiner Brewery Haus Cramer KG: Marcus Bunse

About the S20

The S20—The Sponsors’ Voice was founded in 2006 as a registered association and counts notable sports sponsors in Germany among its members. These currently include Adidas, Allianz, Alpecin, Bayer, Hugo Boss, Deutsche Post DHL Group, DKB, Evonik,

Henkel, HypoVereinsbank, ING Germany, Mercedes-Benz, Rewe Group, ROWE Motor Oil, SAP, Teamviewer, Deutsche Telekom, Viessmann, Warsteiner, and Würth.

The S20 pursues the goal of further professionalizing sports sponsoring as an important and successful communication tool and strengthening its relevance in public perception. The focus is on the topics of sustainability, law, media consumption, entertainment sponsoring, the future of winter sports, and the potential of sponsoring in women's sports in general and women's football in particular.

The S20 association, registered as a non-profit organization, is represented in public by a five-member board. The general assembly meets twice a year at different locations in Germany. The association's office was located in Bonn from 2006 to 2019. Since October 1, 2019, S20 has been based in Frankfurt am Main (<https://www.s20.de>).



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Sponsoring as an Element of Sports Marketing

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Abstract

Sponsoring has developed into a significant and above-average growing segment in the communication sector in recent years. While the argumentation with product benefits and additional services often no longer provides sufficient differentiation from the competition, companies are increasingly looking for communication tools that enable experiential benefits and a specific target group approach. Both can be found in sponsoring, which is now often established as a fixed component in the communication mix. This chapter elaborates on the concept and characteristics of sponsoring as well as the development phases in science and practice. The focus is on the description of the structure of the sponsoring market and the importance of sponsoring rights. In addition to a detailed case study on the general sponsoring approach of Raiffeisen Switzerland, there is further practical information on sports sponsoring, including the so-called “shoe dispute” at the DFB.

1.1 Concept of Sponsoring and Distinctions

Sponsoring has become a common and everyday phenomenon. Companies from various sectors are increasingly using the diverse **opportunities of sponsoring**. In sports, cultural events, as well as in the ecological, social, and media sectors, individuals, institutions, and audiovisual media are specifically supported, and own events are initiated to confront participants and viewers with the communication intentions of companies. This confrontation aims to include events that are in the public interest or of specific target groups and consequently find resonance in the mass media, in the communication work of companies to achieve communicative effects.

The promotion of culture and sports as well as social welfare by companies or entrepreneurs has a long tradition (see Bruhn, 2018). When considering the historical development of the various forms of **corporate sponsoring activities**, a general distinction is made between patronage and donations as specific forms of philanthropy. The Roman Gaius Clinius Maecenas (70–8 BC) is considered the forefather of the promotion of art and culture. As a friend, helper, and advisor to Emperor Augustus, he gathered and supported the significant poets of his time. Even though Maecenas himself did not only promote art for altruistic reasons: The term patronage, derived from his name, characterizes the promotion of culture and the common good by individuals or organizations for altruistic motives.

A **patron** thus promotes individuals or institutions without expecting concrete services in return. The motive for such an action could be the self-commitment of a person, a foundation, or a company to use part of the available budget for the benefit of a specific part of the environment, with artistic, sporting, or socio-political interests in the foreground. However, a closer look at the cultural sponsoring activities of historical patrons (including Maecenas and the Medici) suggests that these cases also had interests of a political, economic, or communicative nature and were therefore not purely altruistic. While it is possible that historical patrons found the motivation for their cultural activities in their love of art and social responsibility, it is also conceivable that they pursued an interest in influencing external images and images with their actions. Nevertheless, the terms patronage and cultural promotion (as opposed to cultural sponsoring) remain associated with positively connoted characteristics to this day, from which companies that describe themselves as patrons or cultural promoters benefit (Rothe, 2001, p. 222).

In the case of classical patronage, the patron would provide support even if his name or that of his company is not associated with the promotion. It is evident that there is therefore hardly a reliable overview of the financial scope of corporate patronage—not only in Germany—as many promotions do not become public. This is all the more true as the tasks of patrons are now partly taken over by **foundations** that fulfill their declared foundation purpose from the proceeds of a foundation's assets.

An evolution of patronage and thus another specific form of philanthropy are activities by companies that are referred to as **Corporate Giving** in the United States and

as **donations** in Germany. These are donation campaigns in which companies provide financial or material resources or services free of charge, aware of their socio-political responsibility, with the goal of contributing to the solution of societal problems. In the United States and other Western countries, this systematic promotion is found in health facilities, universities, opera houses, theaters, etc. In Germany, social and confessional associations as well as parties are mainly financed in this way. From a corporate perspective, tax reasons play a major role in the donation; specific services demanded from the beneficiary are rather the exception.

► However: Neither **patronage** nor **donations** are to be equated with **sponsoring**.

When considering the etymological meaning of the word “sponsor”, the following interpretations are found:

Duden Sponsor: to promote as a sponsor. Sponsor: supporter; financier [in sports]; person, group, who finances radio or television broadcasts [for advertising purposes].

The American Heritage 1. One who assumes responsibility for another person or a group during a period of instruction, apprenticeship, or probation. 2. One who vouches for the suitability of a candidate for admission. 3. A legislator who proposes and urges adoption of a bill. 4. One who presents a candidate for baptism or confirmation; a godparent. 5. One that finances a project or an event carried out by another person or group, especially a business enterprise that pays for radio or television programming in return for advertising time.

Grimm’s Dictionary Spons: Fiancé, fiancée, referring to the heavenly bridegroom and → heavenly brides. Spunse: Beloved. Old Spunse: derogatory for an unchaste girl. Sponsieren: 1. to accept as Spons: to engage, to marry, 2. more often: to behave like bride and groom, worldly turned: of sensual courtship: to sponsor, to pimp. SponsiererIn, f. the one who courts, woos, veiled designation of a matchmaker. Sponsierung: Courting.

If one disregards the definition according to the Grimm brothers in the 1830s, “Sponsoring” is primarily associated with terms such as “**guarantee**” and “**partnership**”. In contrast to patronage and donation system, companies that act as sponsors link their commitment to their own communication goals. These are achieved by agreeing on certain services with the sponsored party and making the sponsoring known also with the help of other communication instruments, such as media advertising and sales promotion.

An analysis of the **development of sponsoring understanding** in the scientific field shows a comprehensive discussion of terms, with phase- and event-oriented definitions as well as enumerative-explicative and contract-oriented perspectives being distinguished

(Ahlert et al., 2007, pp. 14 ff.; Bagusat & Marwitz, 2008, pp. 5 ff.; Bruhn, 2018, pp. 3 ff.). For a comprehensive overview of the scientific status of sponsoring in English-language literature, see Cornwell et al. (2005); Walliser (2003).

When looking at developments in practice, it becomes clear that a sometimes very diffuse understanding of the **conceptual content of sponsoring** has emerged among companies, sponsored parties, media representatives, politicians, and the general public in recent years. This has led to almost any form of support, promotion, transaction of business, etc. between individuals, groups, or organizations being erroneously referred to as “sponsoring” in everyday language (examples include the regular provision of pocket money by a mother to her son or the granting of advertising cost subsidies by a manufacturer to its trading partners). This has—in the actual understanding—nothing to do with sponsoring.

The previous consideration shows that the differences between the presented forms of corporate sponsoring activities are primarily based on a diverging focus of the motives for sponsoring. These are supplemented by differing conditions that are placed on the allocation of sponsoring funds by patrons, donors, and sponsors. Fig. 1.1 illustrates the

Form of business support			
Features	Type of funding		
	Patronage	Donations	Sponsoring
Type of donor	Private individuals, Foundations	Private individuals, The company	The company
Motive(s) for promotion	Exclusively promotional motives (altruistic)	Promotional motive dominant, possible tax benefits (public protection)	Promotion motive and achievement of communication goals (self-interest)
Cooperation with sponsored persons	partially (via conveyor areas)	no	yes (implementation of sponsorships)
Media impact	no (rather private)	hardly	yes (public)
Use in the sports sector	very rare	rare	dominant
Use in the area of culture	dominant	frequently	frequently
Social/ecological commitment	frequently	dominant	frequently
Use in the media sector	non-existent	non-existent	dominant
Decision makers In the company	Entrepreneur	Finance, management	Company management, marketing, communication

Fig. 1.1 Forms of corporate sponsoring activities. (Source: Bruhn, 2018, p. 4)

differences between the three mentioned **forms of corporate sponsoring activities** based on various characteristics.

Based on these fundamental distinguishing features, the **concept of sponsoring** in its general form is defined as follows (Bruhn, 2018, p. 5):

Sponsoring means the

- Analysis, planning, implementation, and control of all activities,
- that are associated with the provision of money, goods, services, or know-how by companies and institutions
- to promote individuals and/or organizations in the fields of sports, culture, social, environment and/or the media
- under contractual regulation of the performance of the sponsor and the counter-performance of the sponsored,
- in order to simultaneously achieve goals of marketing and corporate communication.

Accordingly, a **Sponsoring** is spoken of when the sponsor and the sponsored party have agreed to carry out a specific project within a specified period under certain conditions.

An analysis regarding the specific characteristics of sponsoring shows that the use of various forms of sponsoring as a tool for marketing and corporate communication is based on partly heterogeneous intentions, taking into account different rules and laws. Regardless of the heterogeneous goals and approaches, the following **characteristics of sponsoring** can be highlighted, which are common to all sponsoring activities:

- Sponsoring is based on the principle of **performance and counter-performance**. The sponsor invests his support funds, such as money, material resources and services, expecting to receive a certain counter-performance from the sponsored party. For example, the sponsored party can offer the effective use of the sponsor's brand or company name for advertising purposes. In addition, it is possible to grant the sponsor the communicative use of the sponsoring, for example within the framework of his public relations.
- Sponsoring does not correspond to the pure purchase of advertising space for a fee. Rather, in sponsoring, the **idea of support** towards the sponsored party is expressed, as the sponsor usually also identifies with the tasks and goals of the sponsored party. Through the character of support and the promotion of activities considered important by society, a sponsor can generate goodwill for himself to an extent that is not possible through media advertising. The extent to which the reputation is positively influenced depends, among other things, on the respective sponsoring activities and how much a company obviously exploits a sponsoring for selfish purposes and suppresses the idea of support.

- For companies, sponsoring is a communication tool. Sponsoring fulfills **communicative functions** for sponsors, which are directly provided by the sponsored party, transported by media, or created by the sponsor himself.
- Sponsoring has to go through a **systematic planning and decision-making process**. It is not enough to provide resources to a sponsored party and wait for the expected effect. Rather, measures need to be planned, organized, implemented and controlled based on a situation analysis and goal formulation. This necessity of carrying out a systematic planning and decision-making process applies equally to sponsors and sponsored parties.
- One of the essential goals of sponsoring is the **image transfer**. The special feature of image transfer in sponsoring lies in the determinants that contribute to a specific brand or corporate image. While in classic communication tools, such as media advertising, the message of an advertising measure and the medium through which it is communicated influence the image transfer independently of each other, in sponsoring, message and medium cannot be separated. The object of a sponsoring commitment embodies both the message and the medium itself. Empirical studies have found that the derived image from a sponsoring largely depends on the form of sponsoring appearance (Christensen, 2006; Huber & Matthes, 2007). Precise image dimensions are derived in a second step from the specific activities within a sponsoring category.
- From a corporate perspective, sponsoring is a component of **Integrated Communication**. This means that companies should not use sponsoring in isolation, but in conjunction with other marketing and communication tools (e.g., public relations, advertising, sales). A clear distinction between sponsoring and other communication tools and forms of corporate promotion is not always given in sponsoring practice based on the mentioned characteristics. Rather, a number of mixed forms have emerged, each of which presupposes the presence of the listed characteristics, but assigns them different levels of importance.
- Sponsoring always requires a **specific public stage or platform**. Therefore, depending on the field of activity and the goals of the sponsor, different commitments can make sense. This means, conversely, that sometimes sports provide the right platform, sometimes culture or social projects, sometimes the top performance category is the right stage, sometimes rather the category in its breadth.

The various forms of sponsoring make it difficult in practice to speak of a uniform concept of “sponsoring”. In view of the diverging motives of the sponsors, the diverse possibilities for use and the heterogeneous degree of use of sponsoring for marketing and corporate communication, it is advisable from a company’s perspective to typify sponsoring. Fig. 1.2 shows that four **types of sponsoring** can be distinguished with the altruistic as well as the support-oriented and classic sponsoring.

Type 1: Altruistic sponsoring

In altruistic sponsoring by companies, altruistic motives are at the forefront, often anchored in the company’s philosophy. A characteristic feature is that the company’s

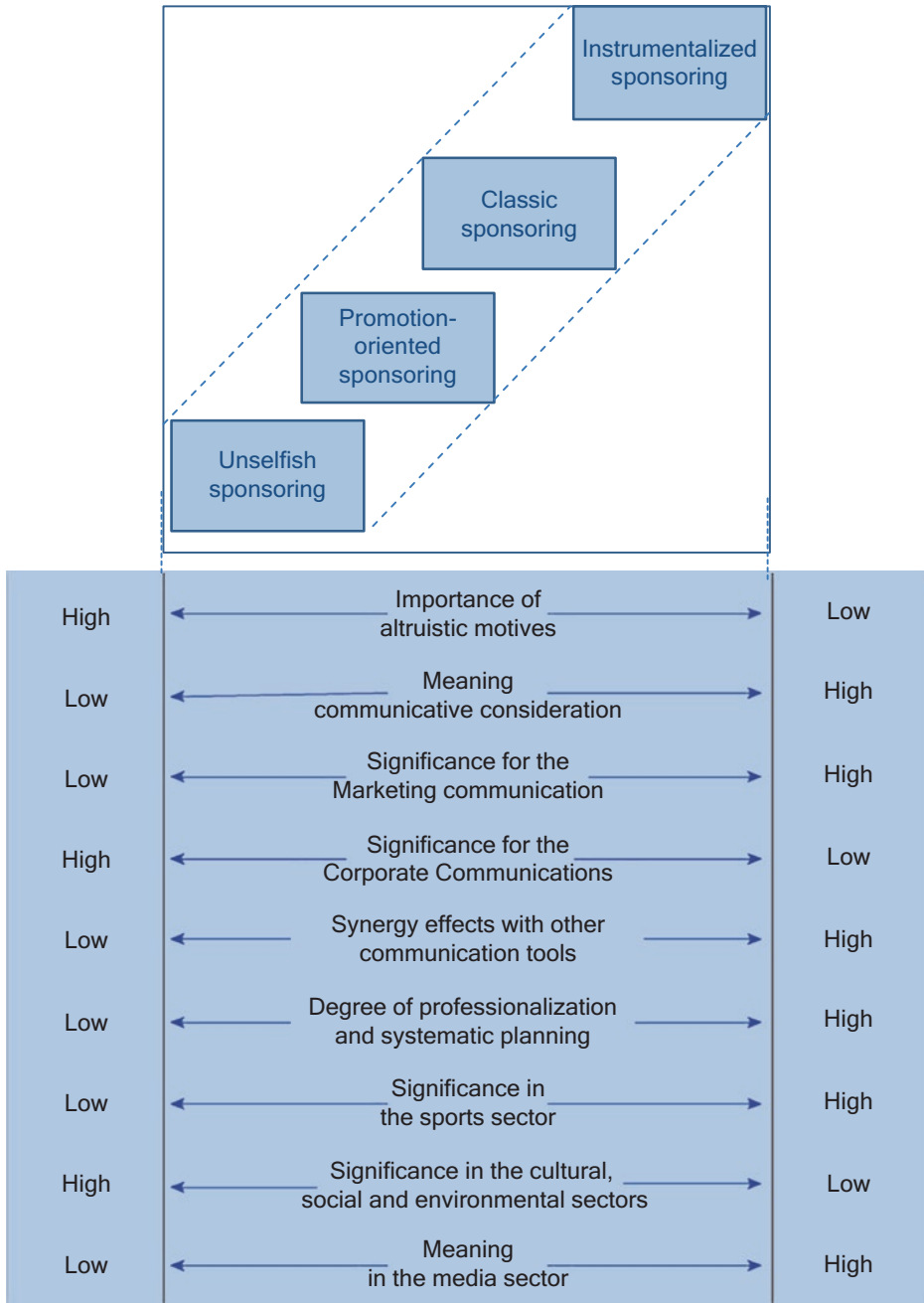


Fig. 1.2 Typology of sponsoring. (Source: Based on Bruhn, 2018, p. 8)