

## *Messi vs Martens*

Researching the landscape of sport sponsoring; Do company sponsoring motives differ for sponsoring FC Twente men or FC Twente women?

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## **Abstract**

### *Description of objectives*

For FC Twente Men, it is quite “easy” to find sponsors. In contrast to FC Twente women, who find it difficult to attract sponsors. The central research question of this thesis is therefore: What are the motives of firm’s regarding sponsorship, and do firm’s motives differ in sponsoring men soccer or women soccer at FC Twente?

### *Description of methods*

A (quantitative) Q-Sort methodology sorting task was conducted online, in combination with a follow-up interview (qualitative). Thirty respondents were purposively selected for the Q-sort. Five out of the original thirty respondents were randomly selected for the follow-up interview.

### *Description of results*

Company sponsoring motives for FC Twente men and FC Twente women differ. Motives for FC Twente men were more opportunistic and economically oriented whereas motives to sponsor FC Twente women were more altruistic and emotionally oriented.

### *Description of conclusions*

More specifically sponsoring motives for FC Twente men are more related to Market and Bond categories, whereas company sponsoring motives for FC Twente women are more related to the society category of the Sponsor Motive Matrix.

### *Description of practical implications*

FC Twente should bear in mind the unique and different values and aspects FC Twente women has in comparison with FC Twente men. In addition, FC Twente women has a completely different audience then FC Twente men. Values such as; collectivism, easy accessible and being more united are typical for FC Twente women. To eventually gain more sponsors for FC Twente women, FC Twente should emphasize those specific and unique values more and take them into account when “designing: sponsor deals.

*Keywords:* FC Twente, men’s soccer, women’s soccer, company sponsoring motives, sponsor motive matrix.

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## **1. Introduction**

Sports sponsorship has gained enormous importance in recent decades. In addition to the traditional communication channels, companies use sports clubs to achieve their marketing objectives in function of the company objectives. With the sport industry being the biggest sponsoring area and soccer the stage where the biggest sponsor deals are done. Males are still taking the major piece of the available sponsor deals. However, soccer is also the most popular and fastest growing sport among girls in the Netherlands. After winning the European Championship in 2017 and their second place at the World Championship, the Oranje Leeuwinnen made the public even more aware of women's soccer and their sponsor possibilities. Major companies like Albert Heijn and Calvé tied their name to the Oranje Leeuwinnen. However, despite all the successes of the Oranje Leeuwinnen, the Eredivisie Vrouwen (highest league in the Netherlands) has not yet reached maturity in recent years. The contrast between the Oranje Leeuwinnen and the players from the national competition (Eredivisie Vrouwen) cannot be greater. At FC Twente, this is not otherwise. It is quite "easy" to find sponsors for FC Twente men. However, for FC Twente women it is still a difficult mission. This research will investigate if there is a difference in sponsorship motives for men's soccer versus women's soccer at FC Twente. The central research question of this thesis is therefore: Do company sponsoring motives differ for sponsoring FC Twente men or FC Twente women?

Current research on sponsorship in literature is largely focused on the effectiveness of sponsorships in general (Crompton, 2004). In addition, Walliser (2003, p. 13) states that: "by far the largest proportion of the studies reviewed concern the measurement of sponsorship impact". Thus, current research is focussing on the outcome of sponsorships. Relatively little empirical research has been conducted into the reasoning behind sponsorship and more specifically motives companies hold to start sponsoring. There has never been done research into the different motives companies hold for sponsoring men or women sports in general. This thesis will contribute to a broader picture of the sponsoring motives companies have in the field of sport sponsoring, by focussing the different motives companies hold for either a men's soccer team or a women's soccer team. This research aims to contribute to a more in-depth view of the motives that underlie sponsorship.

It is interesting to research the different motives companies hold for sponsoring FC Twente men or FC Twente men. With the results from this research FC Twente could make well

informed choices on sponsorship. This research can answer the question: which specific motives are relevant for either FC Twente men or FC Twente women? With that information, FC Twente can design their sponsor deals around the specific motives companies are looking for.

## **2. Theoretical framework**

Sponsorships are everywhere. At the sports club, in the stadium, in the theatre, at festivals or events, charities and other events. Sponsors attempt to link themselves to events, celebrities or other properties to increase their relevance to consumers. The sports world has undergone significant changes in the recent decades. Sport has evolved from Saturday or Sunday activity into a real industry. According to Thieringer (2018) sports sponsorship is booming, never before has more money been put into marketing with athletes, sports teams, or sporting events.

### **2.1 Sponsorship in general**

Over the last years, sponsorship has evolved from a merely philanthropic activity to a popular marketing vehicle and consequently budgets have been rising (Nufer & Bühler, 2010, as cited in Walraven 2013). Sponsorship has become an integral activity for almost every organization around the world (Stotlar, 2009). In the current sponsorship market, million-dollar contracts are the rule rather than the exception (Walraven, 2013). According to Statista, in 2017, 62.7 billion U.S. dollars were spent on sponsorships worldwide. An increasing number of firms see sponsorship as a natural and important part of their marketing mix. As a result, sponsorship for some firms constitutes the largest proportion of their total budget for marketing communication (Abiodun, 2011). In line with Abiodun (2011), Alexandris et al., (2012) states that sponsorship could be a more effective communication strategy than traditional advertising is. In addition, Smith et al (2012) state that there is one important reason for this growth in sponsorship. It seems to be that traditional marketing channels such as television, radio and magazine advertisements are becoming less effective than others, including sponsorship. Consequently, firms find sponsorship to be a powerful through which to communicate and build their brands (Thjømmøe, 2010).

#### **2.1.1 Sport sponsoring**

According to Madill and O'Reilly (2010 as cited in Slåtten et al., 2017) sponsorship is used most extensively in the sport sector. Major sports events are increasingly broadcasted all over the world which leads to sponsorships with an international and even global character are becoming more common (O'Reilly, Lyberger, McCarthy, & Séguin, 2008, as cited in Walraven, 2013). In addition, Plewa and Quester (2011, as cited in Slåtten et al., 2017) state that sport remains the primary focus of sponsorship globally, with over two-thirds of all sponsorship activities being related to sport. Moreover, Walraven (2013) states that sponsored properties are diverse. Within the sector sports, a sponsor can choose between different sports

categories, with different fanbases, opportunities, and degrees of risk. Furthermore, within a certain sports category, sponsored properties might include sport teams or clubs (such as Manchester United soccer team), individual athletes (for example tennis player Roger Federer), leagues (for example UEFA Champions League), sport accommodations (for example soccer stadium Allianz Arena) and sport events (such as the Olympics). Furthermore, Andrews (2020) states that global sports sponsorship spending is projected to grow 5% this year, exceeding \$ 48 billion. This is the strongest growth in ten years, and more than the growth in any other traditional media. In addition, According the European sponsor market is expected to grow 5% to \$ 12.9 billion this year. Dutch sponsor amounts will rise to 434 million euros, 38% of European sports sponsorships go to rights holders in football (“Sportsponsoring naar nieuw record van \$48,4 miljard”, 2020).

### *2.1.2 Different definitions of sport sponsoring*

A general characteristic of sponsorship is that it contains an agreement between two parties: the sponsor and the sponsored property (or: the sponsee) (Walraven, 2013). The definition has developed along with the perspective of sponsorship over the years. While sponsorship used to be seen in a charitable, donating money way, today the focus is on a mutually beneficial relationship (Doets, 2008). However, there are many definitions that can be found regarding sponsorship in literature, with just as much different perspectives. For example, Cornwell (2008, in Biscaia et al., 2013) defines sponsorship as “a marketing communication tool, which is used by companies to communicate with the public as well as their own employees and to differentiate themselves from the competition”. The perspective of Cornwell is on differentiating their company from another company. Meaning there is an excessive focus on the outcome that is important for the sponsee, there is nothing mentioned about the potential benefits of the sponsored property. In line with the definition Cornwell (2008) putted forward, the definition proposed by Meenaghan (1983) is comparable. “Sponsorship can be regarded as the provision of assistance either financial or in-kind to an activity by a commercial organization for the purpose of achieving commercial objective”.

This definition of sponsorship is also directed at achieving commercial goals to create benefits for the sponsee. However, Meenaghan (1983) also mentions the provision of either financial or in-kind to the sponsored property. Consequently, the focus in the definition still lies more on what the sponsee can get out of the sponsor relationship. A slightly different vision on the definition of sponsorship is put forward by De Pelsmacker et al. (2004, p.291) they define sponsorship as: “an investment in cash or in kind in an activity in exchange for access to the

exploitable potential of that activity. The company promotes its own interests or brands by associating them with a specific and meaningful event or purpose”.

This definition is more equally focussed, it emphasizes both on the organization taking part in sponsorship, and the importance of the meaningful event or purpose, created by the sponsee. However, this definition does not take the potential benefits of the sponsored property into account. the fact that they should also gain some sort of benefits from the sponsorship deal made. Consequently, we adopt the definition put forth by Mullen, Hardy, and Sutton, (2000) who refer to sponsorship as, “The acquisition or rights to affiliate.....for the purpose of deriving benefits related to that affiliation or association”. The definition is revolved around the word “benefit” and could be interpreted to include both the advantages and value of the sponsorship for the sponsor as well as the sponsored property. Similarly, sport sponsorship has been defined a variety of ways in the literature. When the definition of Mullen et al., (2000) is applied to sports sponsorship, this definition both acknowledges the perspective of the sponsor, and the sponsored property. So, while the sponsored object may have sponsorship objectives, the sponsor also expects to provide a consideration in return for work delivered.

## 2.2 The difference between men and woman in sport sponsoring

In general, in sports, males are still massively outweighing their female counterparts when it comes to monetary value. The global sports sponsor market is 30.87 billion. The clear majority of that sponsorship money (93%) goes to men's sports, especially men's leagues and teams, which collectively account for \$ 19.1 billion. Women's sports leagues and teams receive only \$ 0.06 billion (Kautz, Röder, & Dordowsky, 2019). In addition, Kautz, Röder & Dordowsky (2019) explain in their report that across all sporting categories: individual athletes, teams, leagues, federations, governing bodies and events, women’s sports receive the least amount of sponsorship income when compared to men’s sports funding. Most competitions, on both a national and international level, are dominated by men which results in men’s teams being considered more attractive for sponsorship than their female counterparts. Football is the most popular sport and receives the highest amount of funding through direct corporate financial sponsorship. Its global popularity makes it the most attractive sport for companies to partner with (Kautz, Röder, & Dordowsky, 2019). Figures on the Dutch sponsor boards are determined by the 'big boys'. Both in the field of sports (NOC \* NSF, football - KNVB, Ajax, PSV, Feyenoord) and art & culture (Van Gogh Museum, ID&T, Mojo Concerts). Smaller organizations - such as sports associations, sports clubs, cultural institutions and festival organizers - still find it difficult to raise sufficient (Sponsorreport, 2019). Smaller organizations



will also include specific women's soccer leagues (Eredivisie Vrouwen) and specific women's soccer clubs (FC Twente vrouwen). Soccer is extremely popular among girls and women and is also the fastest growing sport in the Netherlands. However, despite all the initiatives, the Eredivisie Vrouwen has not yet reached maturity in recent years. The contrast between the Women's Dutch National Team (Oranje Leeuwinnen) and the players from the national competition (Eredivisie Vrouwen) cannot be greater. The potential of the Eredivisie Vrouwen is clearly visible, and the attention is slowly increasing. Many followers of the sport therefore do not understand that companies invest little money in women's football (Tervoort, 2020). There are plenty of opportunities for sponsorships. Especially when you look at the visibility of brands within sponsorship. Women's soccer now offers brands the chance to stand out from the competition. At the European Football Championship for men, a brand is one of many. As a company, you can only spend your marketing money once. With an investment of a ton, you are the main sponsor of the European Championship Soccer for women. When talking about club sponsoring, you can be the largest sponsor of Dutch women's football (Eredivisie Vrouwen) by a tenth of a potential investment in Ajax (Ziggo as shirt sponsor, 10 million) (Frank News, 2017). The question is, why do companies invest a lot of money in men soccer? Where they are one out of many. And why do they not invest in women's soccer where they potentially could be way more visible. This leads us to the underlying motives for sport sponsoring.

### 2.3 Company motives to sponsor

The current literature regarding sponsorships contains information on firms motives for sponsorship. However, this information is often presented as a lists of possible company objectives for being sponsors. One example is Skinner and Rukavina (2003) as cited in Slåtten et al., (2017), who in their book suggest a range of firm sponsorship objectives such as increased visibility, enhancement of reputation, creating enthusiasm among employees, creating marketing opportunities and differentiating a product from those of competitors. Another example is Collett and Fenton (2011), who present a variety of objectives such as awareness of the brand, motivation of employees, community relations, increasing sales and development of staff competence. Moreover, previous research has found that sponsorship has a positive impact on return on investment (ROI) (e.g., Harvey, 2001 as cited in Slåtten et al., 2017) and influences customers' awareness, firm image, goodwill and recall recognition of the sponsor (Nielsen, 1990; Rifon et al., 2004 as cited in Slåtten et al., 2017) and achievement of media exposure (Crompton, 2004) and employees brand identification, commitment and loyalty

(Punjaisri & Wilson, 2011 as cited in Slåtten et al., 2017) Sponsorship is also linked to the level of company pride (Gardner & Shuman, 1988; Rosenberg & Woods, 1995 as cited in Slåtten et al., 2017) and as an instrument for stimulating corporate identification and engagement to business goals among employees Farrelly and Greyser (2012). Moreover, Helgesen (2004) observes that the primary goal of sponsorship is to strengthen companies' market positions on the long run. According to Bowdin et al., (2011) sponsorship is a powerful medium for communicating and forming relationships with a specific target group. Sponsorship has also been linked to corporate social responsibility (CSR) (e.g., Plewa and Quester, 2011 as cited in Slåtten et al., 2017). In addition, Grimes and Meenaghan (1998) state that sponsorship can be employed to adorn the sponsor's corporate image with desirable brand values in the eyes of corporate staff.

This is in line with Coppetti (2004) who state that sponsorship, and specifically the link between the sponsorship and individuals' own lifestyle and values, can result in emotional benefits for employees and other partners. In addition, Tepeci & Bartlett (2002) state that sponsorship can 'build a bridge' between personal values and organizational values, and increase the person-organization fit perceptions. Concluding, according to Erikson and Kushner (1999), the main communication objectives of sponsorships are to increase brand awareness and improve brand image or consumer attitudes toward the brand. Other objectives may include motivating personnel or building closer relationships with partners (e.g., suppliers, customers, prospective customers). In Table 1 an overview of possible motives, found in literature, is presented. For the extended version of the possible motives found in literature see Appendix I.

### **Table 1**

*Sponsor motives found in literature categorized by author*

<b>Sponsor Motive</b>	<b>Name(s) of author(s)</b>
Strengthen companies market position	Helgesen (2004)
Increase sales of the company	Collett & Fenton (2011)
Creating new market opportunities	Skinner & Rukavina (2003)
Differentiating company product from competitors	Skinner & Rukavina (2003)
Creating relationships with new costumers	Erikson & Kushner (1999)
Increase Return on Investment (ROI)	Harvey (2001)
Supporting the community	Jobber & Ellis-Chadwick (2016) O'Hagan & Harvey (2000)

### 2.3.1 *Classifying sponsorship motives*

It is difficult to classify corporate sponsorship objectives in a clear-cut way because companies frequently have several overlapping and interacting objectives within one sponsorship relationship (Mullin, Hardy, & Sutton, 2007). According to Bouchet et al., (2015: 200 as cited in Slåtten et al., 2017) “Corporate sponsorship plays an increasingly crucial role in sports...”. Although it seems clear that firm sponsorship is most often used in the sports sector and has an important role here, it seems that the knowledge and insight connected to the reasons and fundamental motives of why firms actually join in sponsorship remain elusive”. In line with that, Apostolopoulou and Papadimitriou (2004 as cited in Slåtten et al., 2017) state in their research that there has been limited research focusing on the motive’s companies have, to become involved in sport. The existing literature on sport sponsorship states that motivations for corporate and organizational sponsorship vary greatly.

Wilkinson (1993) states that beginning of sponsorship it was primarily born out of philanthropic motivations; companies did not focus on sponsorship as an important tool through which they could accomplish business objectives. In addition, Shank (2009) states that the primary goal and motivation for a firm to participate in sport sponsorship is still unclear.

Lough and Irwin (2001) write that companies and organizations are moving away from philanthropy as a motivating factor for engaging in sport sponsorship. Instead, companies choose to enter sport sponsorship deals with a focus on the accomplishment business centric objectives. Most previous studies on firm sponsorship are focused on in relationship to external outcome variables, meaning the extent to which it directly or indirectly affects the firm’s sales. A way to classify firms’ motives is done by Arthur, Scott and Woods (1997 as cited in Hack, 2018) who state that the decision to step into a sponsorship agreement is decided after consideration of a range of emotional and rational motives. Emotional motives for entering sponsorship agreements can include enhancing good will, supporting the community, personal interests of decision-makers, and strong identifications with one or more causes (Jobber & Ellis-Chadwick, 2016; O’Hagan & Harvey, 2000 as cited in Hack, 2018).

Rational motives include the accomplishment of business-centric objectives and employment of sponsorship as a calculated corporate marketing tactic (Jensen & Cobbs, 2014; Lee, Hur, & Sung, 2015 as cited in Hack, 2018). The distinction between rational and emotional motives is in line with the distinction made based on externally and internally focussed motives. The externally focused motives are in line with rational motives, whereas the internally focussed motives are in line with emotional motives. In literature, the perspective lies often on the externally (rational) focused motives of a company entering a sponsorship agreement. Focusing

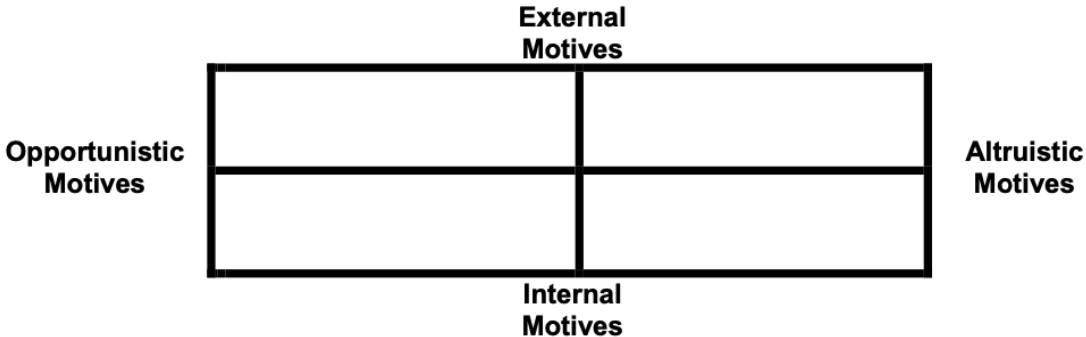
on external (rational) motives is natural and important, when a company decides to sponsor or not to sponsor a sports event. However, it is also reasonable to assume that there are other motives than just externally (rational) focused motives for participating in sponsorship, for example internal (emotional) focussed motives. Internally (emotional) focussed motives are for example: employees brand identification, commitment and loyalty (Punjaisri & Wilson, 2011). As stated before, the focus in literature is excessively on the externally (rational) focussed motives. However, the sponsorship literature offers support that there are internally focused motives as well. This is in line with Slåtten, Svensson, Connolley & Bexrud (2017), who state that it is reasonable to assume that some sponsorship motives could involve, or target groups related to the firms' inner life. In contrast to externally focused motives, this motivational category can be referred to as "internally focused motives". When companies commit themselves to sponsoring certain activity, they should always have clear reasons and objectives for their actions. Sponsorship goals should always be linked to promotional objectives and in a wider sense to the marketing objectives of the organization (Shank 2009, p. 333). Concluding, it is difficult to classify corporate sponsorship objectives in a clear-cut way because companies frequently have several overlapping and interacting objectives within one sponsorship relationship (Mullin, Hardy, & Sutton, 2007). As mentioned before, previous studies are mainly focused on external outcomes and there are minimal studies that categorized the motives into a clear overview. Additionally, there has not been a study conducted regarding the different motives' firms' hold when sponsoring men's soccer versus women's soccer.

#### 2.4 Sponsor Motive Matrix

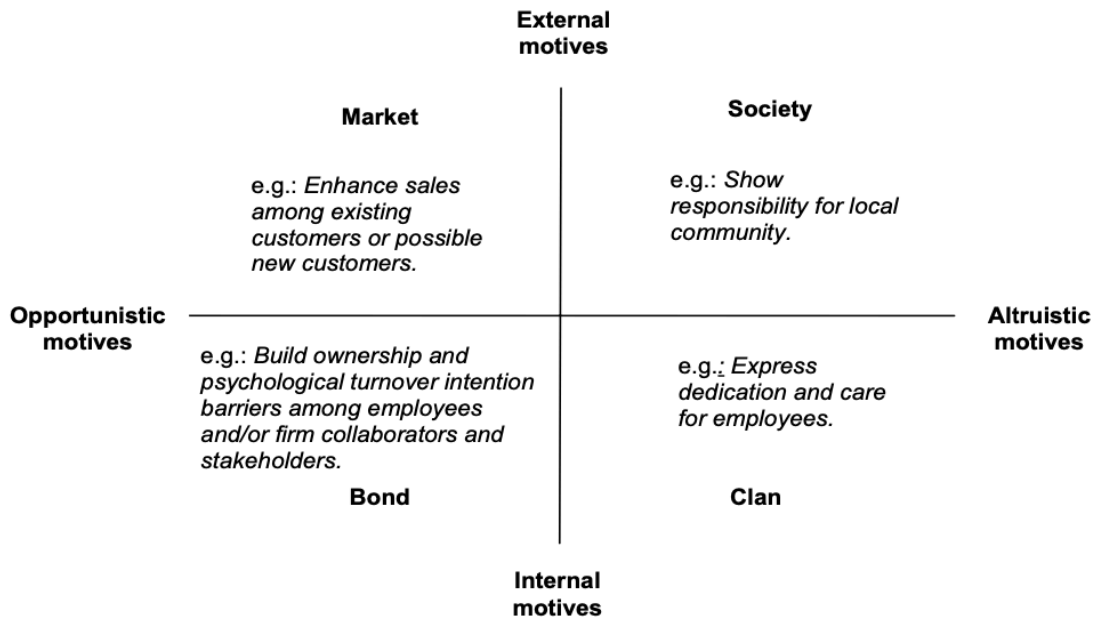
Slåtten, Svensson, Connolley & Bexrud (2017) are the first study that has explored and described a conceptual framework for categorizing firm motives for sport sponsorship. They

made sense of the motivations for firm sponsorship by locating them according to the two contrasting motivational spectrums, arranged as a two-way matrix. First, sponsorship motives can be categorized as either internal or external, reflecting “areas” in which the benefit of sponsorship should be achieved. Secondly, sponsorship motives can be categorized as either opportunistic or altruistic, reflecting “who or what” should benefit from the sponsorship. This in line with Arthur, Scott, & Woods, 1997 who state that the decision to enter sponsorship agreements is determined after consideration of a range of emotional and rational motives. Figure 1 illustrates the different contrasting motivational directions for sponsoring. Consequently, the main or ideal types of sponsorship motivational categories stated by Slåtten et al., (2017) are labelled as “market”, “society”, “bond” and “clan”. The category market revolves around enhancing sales among existing customers or new potential customers. The category society is focused on the community and showing Corporate Social Responsibility among other motives (CSR). The category bond is based on building ownership and psychological turnover intention barriers among employees and/or firm collaborators and stakeholders. The fourth category clan revolves around expressing dedication and care for employees. The final framework, displaying four main categories or ideal types of sponsorship motives, is referred to as the **Sponsorship Motive Matrix (SMM)** as presented in Figure 2. The Sponsor Motive Matrix presented by Slåtten et al., (2017), will be the matrix adopted for this thesis.

**Figure 1**  
*Firms’s contrasting motivational directions for sponsoring (Slåtten, Svensson, Connolley & Bexrud, 2017).*



**Figure 2**  
*Sponsorship Motive Matrix (SMM) (Slåtten, Svensson, Connolley & Bexrud, 2017).*



### **3. Method**

#### **3.1 Research design**

In order to investigate the difference in companies sponsoring motives between sponsoring FC Twente men and FC Twente women, both qualitative and quantitative research is done by means of an online Q sort methodology and follow-up interviews. First the details of the Q methodology will be explained, followed by the details of the follow-up interviews.

#### **3.2 Study 1: Q methodology**

Q methodology is suitable for research into views, experiences and interpersonal relationships. Q methodology combines qualitative and quantitative research techniques and can be considered a mixed method research technique. “By combining the strengths of both qualitative and quantitative research, Q methodology allows for the simultaneous study of objective and subjective issues to determine an individual’s perceptions” (Cross 2005, p. 75). This method allows the researcher to identify groups of participants who share the same opinion or alternative opinions regarding the topic and can identify the differences and similarities between groups. In Q methodology, the information available about a specific topic is referred to as a “concourse”. Concourse refers to the volume or discussion about a topic (Stephenson, 1980). This may range from gossip to well-informed information about ordinary things, thoughts, feelings, wishes, emotions, opinions and beliefs (Stephenson, 1978). Every piece of information about that specific topic may be input for the q sort. The communication about sponsorship motives in this research is found in secondary sources, more specifically in literature. In figure 1 an overview of firms sponsoring motives collected out of literature is given.

##### **3.2.1 Pre-study FC Twente**

The concourse presented in Figure 1 is the unstructured Q sample with statements gathered from literature. To structure the Q-sample, and narrow down the list of possible sponsorship motives, a pre-study was conducted. In a meeting at the headquarter of FC Twente (de Grolsch Veste) the possible motives as presented in Figure 1, were narrowed down to 20 motives divided over the 4 groups of the Sponsor Motive Matrix; Market, Society, Bond and Clan. The motives that FC Twente found most interesting for the outcome of the study, were chosen to use in the research. FC Twente added one important motive to the Q-sample. In the quartile Society, they added the motive “supporting the club”. Concluding, the final twenty motives that



were selected through the pre-study are presented in a list below. These final motives are incorporated into the Sponsor Motive Matrix per quartile (see Figure 3).

1. Strengthen companies market position
2. Supporting the community
3. Increase sales
4. Show Corporate Social Responsibility
5. Differentiating product from competitors
6. Increase community relations
7. Creating relationships with new costumers
8. Create goodwill
9. Increase Return on Investment (ROI)
10. Supporting the club
11. Increase brand preference
12. Increase motivation of employees
13. Increase brand loyalty
14. Build bridge between personal values and organizational values to increase employees perceived organizational fit
15. Increase brand reputation
16. Relate sponsor corporate image with desirable brand values
17. Create stronger sense of organizational identification among employees
18. Form or intensify bond with new or current collaborators or stakeholders
19. Increase employees company pride
20. Increase company loyalty

**Figure 3**

*Final motives in Sponsor Motive Matrix (after pre-study)*

<i>External</i>	
<i>Market</i>	<i>Society</i>
<p>1.1 Strengthen companies market position</p> <p>1.2 Increase sales</p> <p>1.3 Differentiating product from competitors</p> <p>1.4 Creating relationships with new costumers</p> <p>1.5 Increase Return on Investment (ROI)</p>	<p>3.1 Supporting the community</p> <p>3.2 Show Corporate Social Responsibility</p> <p>3.3 Increase community relations</p> <p>3.4 Create goodwill</p> <p>3.5 Supporting the club</p>
<p><b>Opportunistic (rational) motives</b></p>	<p><b>Altruistic (emotional) motives</b></p>
<p>2.1 Increase brand preference</p> <p>2.2 Increase brand loyalty</p> <p>2.3 Increase brand reputation</p> <p>2.4 Relate sponsored corporate image with desirable brand values</p> <p>2.5 Form or intensify bond with new or current collaborators or stakeholders</p>	<p>4.1 Increase motivation of employees</p> <p>4.2 Build bridge between organizational values and personal values to increase employees perceived organizational fit</p> <p>4.3 Increase employees company pride</p> <p>4.4 Increase employees company loyalty</p> <p>4.5 Increase employees' sense of organizational identification</p>
<p><b>Bond</b></p>	<p><b>Clan</b></p>
<b>Internal</b>	

### *3.2.2 Participant selection Q methodology*

The sample of participants for the Q-sort were intentionally selected, this is done according to the needs of the study; and is referred to as ‘purposively sampling’ (Boeije, 2010 p. 35). Information-rich cases are selected. “Information-rich cases are those from which one can learn a great deal about issues of central importance to the purpose of the research” (Coyne, 1997 p. 624) This study consists of 30 participants. Participants are purposively selected with the expectation “that they will hold different points of view on the topic being studied (Dennis 1986 p. 10). In a pre-meeting with FC Twente, based on the inclusion criteria, FC Twente selected 30 companies. The participants were based on the following criteria: (1) Company must be stationed in Twente, (2) company must be a former sponsor of FC Twente in general, (3) company must be a current sponsor of FC Twente in general of (4) company must be a potential sponsor of FC Twente. Next to that (5) the participant selected needed to hold a marketing position in the selected company.

### *3.2.3 Procedure Q-sort methodology*

Thirty participants filled in the Q-sort. Participants were approached through e-mail. They gained access to the online Q-Sort in Qualtrics by means of an anonymous link to ensure their anonymity. In the first stage of the Q-sort, participants were asked to give consent (See appendix II). After that, participants were asked to answer four general questions about the company they work in. The main phase of the Q-Sort consists of two ranking tasks of the 20 sponsoring motives. The first task is to rank twenty motives for FC Twente men into two pairs of ten motives. Ten motives that participants find relevant or somewhat relevant for sponsoring FC Twente men and ten motives participants find non-relevant or less relevant for sponsoring FC Twente men. After that the selected ten motives in both cases (relevant and non-relevant) are ranked again, ranging from (3) most relevant motive, (2) somewhat relevant motives (1) not selected motives until least relevant motive (-3), somewhat less relevant motives (-2) and not selected motives (-1). The second task is the same task only with the goal of doing the same for FC Twente women. In between there are four open questions to comment on participant’s choice of most relevant sponsor motive for FC Twente men, least relevant motive for FC Twente men, most relative sponsor motive for FC Twente women and least relevant motive of FC Twente women. In the final stage of the Q-sort, participants were informed that could contact the researcher if they had further questions. Participants were made aware that they could withdraw their response within three days after completing the Q-sort.

### 3.3 Study 2: Interviews

The second part of the research conducted is done by means of interviews. These interviews were taken after the participants conducted the Q-Sort methodology sorting task. The interviews are semi-structured. “Semi-structured interviews are conducted based on a loose structure consisting of open-ended questions that define the area to be explored, at least initially, and from which the interviewer or interviewee may diverge in order to pursue an idea in more detail” (Britten, 1995 p. 251). The reason for this is to ensure the information is in accordance with the outcome of the Q-sort and to gain more in-depth information on the matter (see appendix II). The interviews are done to clarify the answers given by participants in the Q-sort. Merely to deepen their view and opinion on the topics presented in the q-sort.

#### *3.3.1 Participant selection interviews*

Five participants from the initially thirty respondents were randomly selected to do a follow-up interview. The random selection was done by means of the random selection tool in excel (index (A2:A31, RANDBETWEEN (1,30)).

#### *3.3.2 Interview procedure*

Participants were approached through email to arrange an online or face to face interview. One of the interviews was online (through skype) and the other four were face to face. The interview consisted of six questions. Participants signed a consent form before the interview and received a debriefing form after the interview (see Appendix IV and V). The questions asked during the interview were two sighted. On the one hand, reflective questions on their personal answers of the Q-sort were asked. On the other hand, the results were presented to them to validate if their opinion was in line with the overall sentiment of the Q-Sort. In the end a question was asked about their opinion about differentiating between the content of sponsor deals for FC Twente men or FC Twente women. Below, the list of interview questions is presented. The interviews were transcribed afterwards and quotes are used in the result section.

1. What motive do you consider to be the most important motive to sponsor FC Twente men and why do you consider this to be the most important motive?
2. What motive do you consider to be the least important motive to sponsor FC Twente men and why do you consider this to be the least important motive?

3. What motive do you consider to be the most important motive to sponsor FC Twente women and why do you consider this to be the most important motive?
4. What motive do you consider to be the least important motive to sponsor FC Twente women and why do you consider this to be the least important motive?
5. The analysis shows that motives for sponsoring men are different from those of women. The motives to sponsor the men are more economically oriented, those of the women more emotional. Can you agree with this and what do you think about that?
6. How would you distinguish between the sponsorship packages for FC Twente men and FC Twente women?

### 3.4 Validity and reliability

To ensure the validity of the Q-sort methodology, a literature study was conducted. Possible sponsoring motives were distracted from literature, and narrowed down by FC Twente by means of a pre-study to arrive at the definite measurement instrument (SMM). Ten Klooster, Visser & de Jong (2008, p. 516) state that “When conducting a Q-sort study, researchers have no standard means of testing the reliability of the specific instrument used. Reliability of a Q-sort instrument can only be determined by applying the same instrument at several occasions”. The interviews are utilized to check whether the content provided by participants in the surveys are representative of the sentiment. This is called respondent validation. Respondent validation is referred to in literature as respond feedback on the tentative results and analysis (Kvale, 1997 as cited in Gubrium, Holstein, Marcasti & McKinney, 2012). In addition, the interview questions were distracted from the Q-Sort methodology, and therefore valid.

### 3.5 Limitations

There are a few limitations of the Q-Sort methodology. The first one is that it is a forced response method. Meaning that even if they want to answer differently it is not possible, because of the lay-out of a Q-Sort. Next to that, a second limitation according to Karim (2001) is, that there is a chance that the participant will not understand what he or she needs to do. The third limitation of the Q-Sort according to Thomas & Baas (1992) is that because Q-methodology makes use of a relatively small sample, it has been accused of lack of reliability.

## 4. Results

### 4.1 General results

Thirty participants were asked four general questions about the characteristics of their company as well as the familiarity with sponsoring in general and specifically sponsoring FC Twente. 30% of the participants works for a consultancy company, 16.7% of the participants works either in production or retail (b2b), another 13.3% works in the retail (b2c) and 3.3% works for a non-profit organization. 20% of the participants said that they work in another company than the listed options (see Table 2). 50% of the participants works in a company with more than 30 employees, where as the other 50% works in a company with less than 30 employees. 46.7% of the participants is to some extent familiar with sponsoring, 40% of the participants are very familiar with sponsoring and 13.3% of the participants are not familiar with sport sponsoring at all. 46.7% of the participants have no relationship with FC Twente, 30% is currently sponsoring FC Twente and 23.3% of participants are former sponsors of FC Twente (see Table 3).

**Table 2**

*The type of organization respondent is working in*

Type of organization	Frequency	Percent
Consultancy organization	9	30.0%
Other	6	20.0%
Production (B2B) organization	5	16.7%
Retail (B2B) organization	5	16.7%
Retail (B2C) organization	4	13.3%
Non-profit organization	1	3.3%
Total	30	100.0%

**Table 3***Current relationship the respondent's company has with FC Twente*

<b>Relationship with FC Twente</b>	<b>Frequency</b>	<b>Percent</b>
No relationship with FC Twente	14	46.7%
My company is currently sponsoring FC Twente	9	30%
My company is a former sponsor of FC Twente	7	23.3%
Total	30	100%

#### 4.2 Most relevant sponsor motives FC Twente men and FC Twente women

Participants were asked their most important motive to sponsor FC Twente men and women. In Table 4 an overview of the answers is presented. The most important sponsor motive for FC Twente men is increasing sales (23.3%) followed by increasing brand preference (16.7%) and creating relationship with new costumers and strengthen companies market position (13.3%) and create goodwill (10.0%). Consequently, in the follow-up interview, one participant stated: *“Increase sales is the most important motive to sponsor FC Twente men, because there is more money in men soccer to gain from as a business”*. The most important sponsor motive for FC Twente women is supporting the club (23.3%) followed by differentiating company’s product from competitor’s product (20.0%), relate sponsored corporate image with desirable brand values (16.7%), Show Corporate Social responsibility (13.3%) and create goodwill (10.0%) (Table 5). As an explanation of the most relevant motive, one participant stated: *“Women’s soccer is more socially responsible and there is not a lot of money yet”*. *It is more revolved around supporting the club and those values than around money and sales*. In Figure 3, a visual representation is given of the corresponding categories participants answers on the most relevant sponsor motive for FC Twente men and FC Twente women.

**Table 4**

*Most relevant motive to sponsor FC Twente men*

<b>Motive</b>	<b>Frequency</b>	<b>Percent</b>
Increase sales	7	23.3%
Increase brand preference	5	16.7%
Strengthen companies market position	4	13.3%
Creating relationship with new costumers	4	13.3%
Create goodwill	3	10.0%

**Table 5**

*Most relevant motive to sponsor FC Twente women*

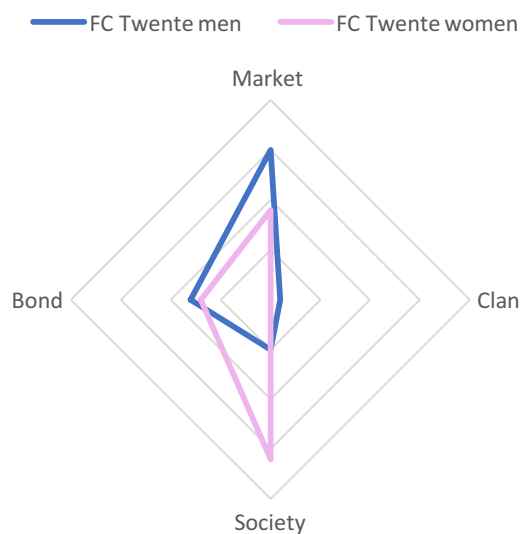
<b>Motive</b>	<b>Frequency</b>	<b>Percent</b>
Supporting the club	7	23.3%
Differentiating company’s product from competitor’s product	6	20.0%



Relate sponsored corporate image with desirable brand values	5	16.7%
Show Corporate Social Responsibility	4	13.3%
Create goodwill	3	10.0%

**Figure 3**

*Most relevant motives FC Twente men and FC Twente women sorted by category (SMM)*



#### 4.3 Least relevant sponsor motives FC Twente men and FC Twente women

In Table 6 the least important motives to sponsor FC Twente men are presented. The least relevant motive is: increase motivation of employees (26.7%). Followed by building a bridge between organizational values and personal values to increase employees perceived organizational fit (16.7%) and increase employees company pride (10.0%). The explanation given for the least relevant motive to sponsor FC Twente men is: *“Because for our business, sponsoring is considered a marketing tool and marketing is more focused on external, not internal such as motivation of employees”*. The least important motive to sponsor FC Twente women is increase return on investment (30.0%). Followed by increase employees company pride (16.7%) and increase sales (13.3%) (see Table 7). The explanation for the least relevant motive by a participant is: *“You cannot measure ROI and sales in women’s soccer. Women’s soccer is not yet measurable; you grow as a company. You sponsor equal opportunities and equal rights for young girls. You ensure that the sports world becomes a wider world with more colour than just men’s soccer”*. Transcribed interviews can be found in Appendix VI. In Figure

4, a visual representation is given of the corresponding categories participants answers on the least relevant sponsor motive for FC Twente men and FC Twente women.

**Table 6**

*Least relevant motive to sponsor FC Twente men*

<b>Motive</b>	<b>Frequency</b>	<b>Percent</b>
Increase motivation of employees	8	26.7%
Show Corporate Social Responsibility	5	16.7%
Build bridge between organizational values and personal values to increase employees perceived organizational fit	4	13.3%
Increase employees company pride	3	10.0%

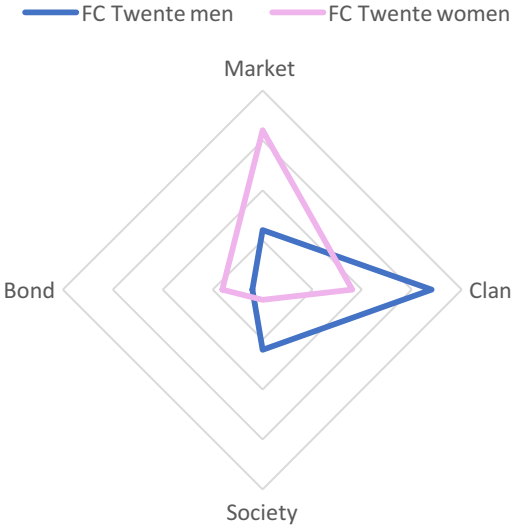
**Table 7**

*Least relevant motive to sponsor FC Twente women*

<b>Motive</b>	<b>Frequency</b>	<b>Percent</b>
Increase Return on Investment (ROI)	9	30.0%
Increase employees company pride	5	16.7%
Increase sales	4	13.3%
Differentiating company's product from competitor's product	3	10.0%

**Figure 4**

*Least relevant motives FC Twente men and FC Twente women categorized by cluster*



#### 4.4 Independent T-Test

In Table 8 statements presented to the respondents are clustered in the categories Society, Market, Bond and Clan according to the Sponsor Motive Matrix. A table with the means ( $M$ ) and Standard Deviation ( $SD$ ) per category is presented next to that the corresponding significance level ( $P$ ). On average, participant sponsor motives in the category society are higher for FC Twente women ( $M = 6.03$ ;  $SD = 3.71$ ) than for FC Twente men ( $M = -.56$ ;  $SD = 4.13$ ) this difference is highly significant  $t(58) = -6.50$ ;  $***p < .001$ ; 95% CI [-8.63, -4.56]. For the category market, participant sponsor motives are higher for FC Twente men ( $M = 4.06$ ;  $SD = 4.63$ ) than for FC Twente women ( $M = -1.76$ ;  $SD = 3.61$ ) this difference is highly significant  $t(58) = 5.44$ ;  $*** p < .001$ , 95% CI [3.68, 7.97]. For the third category; bond, participant sponsor motives are higher for FC Twente men ( $M = 2.80$ ;  $SD = 2.59$ ) than for FC Twente women ( $M = -.96$ ;  $SD = 3.42$ ) this difference was significant  $t(58) = 2.33$ ;  $**p = .023$ , 95% CI [.26, 3.40]. In the last category clan, participants sponsor motives to sponsor are higher for FC Twente women ( $M = -5.26$ ;  $SD = 4.55$ ) than for FC Twente men ( $M = -6.30$ ;  $SD = 3.71$ ) the difference is not significant  $t(58) = -.96$ ;  $p = .340$ , 95% CI [-3.18, 1.11].

**Table 8**

*Clustered statements per category FC Twente men and FC Twente women*

Category	FC Twente men		FC Twente women		Significance level
	$M$	$SD$	$M$	$SD$	$P$
Society	-.63	4.15	6.03	3.71	$*** p = < .001$
Market	4.06	4.62	-1.76	3.61	$*** p = < .001$
Bond	2.80	2.59	.96	3.42	$** p = .023$
Clan	-6.30	3.71	-5.26	4.55	$p = .340$

In Table 9 statements presented to the respondents are clustered in the categories Opportunistic, Altruistic, External and Internal according to the axes of the Sponsor Motive Matrix. A table with the means (*M*) and Standard Deviation (*SD*) per category is presented next to that the corresponding significance level (*P*). Participants who state an opportunistic motive to sponsor, are higher for FC Twente men ( $M=6.53$ ;  $SD = 5.02$ ) than for FC Twente women ( $M=.20$ ;  $SD = 4.09$ ) is highly significant  $t(58) = 5.35$ ;  $***p < .001$ , 95% CI [3.96,8.70]. In the category, altruistic motives, participants who stated an altruistic motive to sponsor are higher for FC Twente women ( $M = .78$ ;  $SD = 4.14$ ) than for FC Twente men ( $M = -6.86$ ;  $SD = 5.20$ ) the difference is highly significant  $t(58) = -6.28$ ;  $***p < .001$ , 95% CI [-10.06, -5.20]. External motives stated by participants to sponsor are higher for FC Twente women ( $M = 4.26$ ;  $SD = 5.21$ ) than for FC Twente men ( $M = 3.50$ ;  $SD = 4.25$ ) the difference is non-significant  $t(58) = -.624$ ;  $p = .535$ , 95% CI [-3.22, 1.69]. Internal motives stated by participants are higher for FC Twente men ( $M = -3.50$ ;  $SD = 4.25$ ) than for FC Twente women ( $M = -4.30$ ;  $SD = 5.19$ ) this difference is non-significant  $t(58) = .652$ ;  $p = .517$ , 95% CI [-1.65, 3.25].

**Table 9**

*Clustered statements per axe FC Twente men and FC Twente women*

Category	FC Twente men		FC Twente women		Significance level
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>P</i>
Opportunistic	6.53	5.02	.20	4.09	*** $p = < .001$
Altruistic	-6.86	5.20	.76	4.14	*** $p = < .001$
External	3.50	4.25	4.26	5.21	$p = .535$
Internal	-3.50	4.25	-4.30	5.19	$p = .517$

## 5. Discussion

Trying to investigate whether companies hold different sponsoring motives for FC Twente men and for FC Twente women, there has been made use of two different types of methods; quantitative Q-Sort methodology and qualitative interviews. The measurement instrument was created through motives collected out of literature, and were united in the Sponsor Motive Matrix by Slåtten et al., (2017). Thirty participants filled in the Q-Sort ranking task, followed by five interviews in order to answer the research question: Do company sponsoring motives differ for sponsoring FC Twente men or FC Twente women?

The results of this research show that there is a significant difference in company sponsor motives for FC Twente men and FC Twente women. More specifically company motives to sponsor FC Twente men are more opportunistic whereas motives to sponsor FC Twente women are more altruistic. These differences were highly significant. In consideration of starting a sponsoring deal with FC Twente, companies thus differ in their motives to do so.

As mentioned before the Sponsor Motive Matrix consists of 4 categories: market, society, bond and clan. There has been found a significant difference between company sponsoring motives for FC Twente men and FC Twente women in the categories: market, society and bond. Company motives to sponsor FC Twente men are more market focussed than company motives to sponsor FC Twente women. Meaning that motives such as: increase sales, increase ROI and strengthen companies market position are considered more important when considering to sponsor FC Twente men. This is exactly the opposite for the quartile society, where company sponsor motives are higher for FC Twente women in comparison to FC Twente men. Thus, motives such as: supporting the club, supporting the community and show Corporate Social Responsibility are more important when companies are considering to start sponsoring FC Twente women. For the category bond, company sponsor motives are higher for FC Twente men than for FC Twente women. This means that sponsor motives such as: increase brand preference, brand loyalty and brand reputation are more important for companies to sponsor FC Twente men than they are for sponsoring FC Twente women.

This is in line with the expectations, a possible explanation can be found in literature where Kautz, Röder & Dordowsky (2019) state that most competitions, on both a national and international level, are still dominated by men, which results in men's teams being considered more attractive for sponsorship than their female counterparts. However, this might be a vicious cycle. Companies wanting to sponsor FC Twente might choose for FC Twente men because

the soccer competition in the Netherlands is still dominated by men. Since there is more money in men's soccer than there is in women's soccer in The Netherlands, there is more opportunity for companies to create financial benefits. Sponsoring is mostly seen as a marketing tool in order to create (financial) benefit. The FC Twente women are still in the early stages of their existence and cannot offer companies economical gain. Therefore, companies are more likely to choose for FC Twente men, since the market is already developed into its full potential and there are ratios to calculate what a company gains from sponsoring FC Twente men.

The potential of women's soccer is known. According to Tervoort (2020) many followers of the sport do not understand that companies invest little money in women's soccer. There are enough opportunities for sponsorships. The Oranje Leeuwinnen are the example it can be done. When their potential was recognized in 2017, big brands like Albert Heijn, Calvé and Blokker linked their name to the Oranje Leeuwinnen.

Participants stated that FC Twente needs to focus on the different values and aspects FC Twente men and FC Twente women have. More specifically FC Twente women have a completely different audience than FC Twente men. Values such as; collectivism, easy accessible and being more united are examples of that. To gain more sponsors for FC Twente women, FC Twente should emphasize those specific values more and take them into account when designing sponsor packaging deals. These specific differences should be the central starting point on which to build their sponsoring policy around. To optimize and make well informed choices on sponsorship, FC Twente needs to be aware of the company motives that underlie their decision to sponsor either FC Twente men or FC Twente women. The results show which specific motives are relevant for either FC Twente men or FC Twente women. In this way, FC Twente can design their sponsor deals around the motives companies are looking for.

This current research complements the existing literature on company sponsoring motives because of the uniqueness of the distinction made between the women's branch and the men's branch at a single professional club (FC Twente). Current literature is mostly focused on the effectiveness of sponsorships not on the motives behind the sponsorship.

One of the limitations of this study was Covid-19, the outbreak in the Netherlands made it difficult and harder to meet with people face to face. Due to the Covid-19 outbreak the visibility of soccer in general in The Netherlands decreased. Next to that, the relatively small sample of

respondents was a limitation since this might decrease the reliability of the study. Another limitation of the study was that the Q-Sort sorting task took quite a lot of time. Participants needed to do two different sorting tasks, one for FC Twente men and one for FC Twente women. There were participants that stopped and stated that it took too long. The sorting task was done online; this could be a limitation since the researcher was not physically present during the sorting task. If there were any questions, no one could offer help. The last limitation presented is the fact that the researcher is a professional player at FC Twente. This could possibly make respondents feel as they need to give a socially desirable answer. Which could mean that the answers are biased.

A suggestion for future research would be to expand the sample of respondents to increase reliability of the research. Next to that, to decrease biased and socially desirable answers, the study could also be conducted with a different researcher.



## **6. Conclusion**

The central research question for this research was: Do company sponsoring motives differ for sponsoring FC Twente men or FC Twente women? Based on the findings of this study there is significantly difference in company sponsoring motive for FC Twente men or for FC Twente women. More specifically, company motives to sponsor FC Twente men are more opportunistic, whereas company motives to sponsor FC Twente women are more altruistic. In the categories, market, society and bond of the Sponsor Motive Matrix there is a significant difference between company sponsoring motives for FC Twente men and for FC Twente women. Company motives to sponsor FC Twente men are on average more market focused and bonding focused. Company motives to sponsor FC Twente women are more societal. In sum, one can conclude that there is a difference between company sponsoring motives to sponsor FC Twente men or FC Twente women.



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## Appendix I

**Table 1**

*Sponsor motives found in literature categorized by author*

<b>Sponsor Motive</b>	<b>Name(s) of author(s)</b>
Strengthen companies market position	Helgesen (2004)
Increase sales of the company	Collett & Fenton (2011)
Creating new market opportunities	Skinner & Rukavina (2003)
Differentiating company product from competitors	Skinner & Rukavina (2003)
Creating relationships with new costumers	Erikson & Kushner (1999)
Increase Return on Investment (ROI)	Harvey (2001)
Supporting the community	Jobber & Ellis-Chadwick (2016) O'Hagan & Harvey (2000)
Show Corporate Social Responsibility	Plewa & Quester (2011)
Increase brand preference	Skinner & Rukavina (2003)
Increase brand loyalty	Gardner & Shuman (1988) Rosenberg & Woods (1995)
Increase brand reputation	Skinner & Rukavina (2003)
Increase enthusiasm among employees	Skinner & Rukavina (2003)
Increase motivation of employees	Collett & Fenton (2011)



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Increase employee commitment	Gardner & Shuman (1988) Rosenberg & Woods (1995)
Link sponsored property to employee's lifestyle and values to enhance emotional benefit	Coppetti (2004)
Build bridge between personal values and organizational values to increase employees perceived organizational fit	Tepeci & Bartlett (2002)
Increase community relations	Collett & Fenton (2011)
Create goodwill	Nielsen (1990), Rifon et al., (2004), Jobber & Ellis-Chadwick (2016); O'Hagan & Harvey, 2000).
Relate sponsor corporate image with desirable brand values	Grimes & Meenaghan (1998)
Change/Improve brand image	Nielsen, 1990; Rifon et al., 2004) (Erikson and Kushner 1999)
Forming bonds with specific target group	(Bowdin et al., 2011; Collett & Fenton, 2011).
Increase company pride	Gardner & Shuman, (1988); Rosenberg & Woods, (1995)
Increase firm loyalty	Gardner & Shuman, (1988); Rosenberg & Woods, (1995)

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Increase corporate identification of employees Greyser (2012)

Increase stronger sense of organizational identification Hickman et al., 2005; Madrigal, 2001

Personal interest decision maker (Jobber & Ellis-Chadwick, 2016; O'Hagan & Harvey, 2000).

Increase level of job satisfaction Punjaisri & Wilson, 2011

Forming new bonds with potential collaborators/stakeholders (Erikson & Kushner 1999).

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## Appendix II

### *Approval ethics committee*

UNIVERSITY OF TWENTE.



## APPROVED BMS EC RESEARCH PROJECT REQUEST

Dear researcher,

This is a notification from the BMS Ethics Committee concerning the web application form for the ethical review of research projects.

Requestnr. : 200803  
Title : What are the motives of firm's regarding sponsorship  
Date of application : 2020-05-10  
Researcher : Roetgering, M.E.M.  
Supervisor : Tempelman, M.H.  
Commission : Galetzka, M.  
Usage of SONA : N

Your research has been approved by the Ethics Committee.

The ethical committee has assessed the ethical aspects of your research project. On the basis of the information you provided, the committee does not have any ethical concerns regarding this research project.

It is your responsibility to ensure that the research is carried out in line with the information provided in the application you submitted for ethical review. If you make changes to the proposal that affect the approach to research on humans, you must resubmit the changed project or grant agreement to the ethical committee with these changes highlighted.

Moreover, novel ethical issues may emerge while carrying out your research. It is important that you re-consider and discuss the ethical aspects and implications of your research regularly, and that you proceed as a responsible scientist.

Finally, your research is subject to regulations such as the EU General Data Protection Regulation (GDPR), the Code of Conduct for the use of personal data in Scientific Research by VSNU (the Association of Universities in the Netherlands), further codes of conduct that are applicable in your field, and the obligation to report a security incident (data breach or otherwise) at the UT.

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### **Appendix III**

#### *Informed consent Q-sort*

Dear respondent,

Thank you for participating in this study.

This study revolves around the topic of sport sponsoring.

Next to a few general questions, you will be asked to perform two sorting tasks.

During these tasks, you will sort and rank 20 motives for sport sponsoring.

No knowledge about sponsoring motives will be tested in this study, I am only interested in your spontaneous opinion regarding the relevance of these motives.

This study will take approximately 15 minutes of your time and you can stop at any moment.

Participation in this study is anonymous, no personal details will be asked by means of which a response can be tracked back to an individual.

Your response will be processed and stored according to GDPR

.

If you have any questions about this study, please contact me:

Maud Roetgering / [m.e.m.roetgering@student.utwente.nl](mailto:m.e.m.roetgering@student.utwente.nl)

Kind regards,

Maud Roetgering

s1990101

**Appendix IV**

*Informed consent form*

To be completed by the participant

I declare in a manner obvious to me, to be informed about the nature, method, target and [if present] the risks and load of the investigation. I know that the data and results of the study will only be published anonymously and confidentially to third parties. My questions have been answered satisfactorily. [If applicable] I understand that film, photo, and video content or operation thereof will be used only for analysis and / or scientific presentations. I voluntarily agree to take part in this study. While I reserve the right to terminate my participation in this study without giving a reason at any time.

Name participant: .....

Date: .....

Signature participant: .....

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To be completed by the executive researcher

I have given a verbal and written explanation of the study. I will answer remaining questions about the investigation into power. The participant will not suffer any adverse consequences in case of any early termination of participation in this study.

Name researcher: .....

Date: .....

Signature researcher: .....

## **Appendix V**

### *Debriefing form interview*

#### WRITTEN DEBRIEFING FORM

You have just participated in an interview for the bachelor thesis of Maud Roetgering. Thank you for participating in this interview. This form provides background about my research to help you learn more about the research.

As you may know, this thesis is about the different sponsoring motives companies held towards sponsoring FC Twente men or FC Twente women. The purpose of this follow-up interview was to get more in-depth insights into the results of the Q-Sort you filled in.

As you know, your participation in this study is voluntary. If you wish so, you may withdraw after reading this debriefing form, at which point all records of your participation will be destroyed. You will not be penalized if you withdraw. However, your withdrawal is allowed up to 48 hours after the study was carried out.

If you have questions now about the research, please ask. If you have questions later, please contact me.

Thank you very much for your participation.

Maud Roetgering

[m.e.m.roetgering@student.utwente.nl](mailto:m.e.m.roetgering@student.utwente.nl)

## **Appendix VI**

### *Interview transcriptions*

#### *Interview 1*

Interviewer: *What motive do you consider to be the most important motive to sponsor FC Twente men?*

Respondent: *Brand awareness.*

Interviewer: *Why do you consider this to be the most important motive?*

Respondent: *There is a whole business club involved at FC Twente men, therefore you have the opportunity to have business to business conversations, which could ultimately lead to business to consumer. That's very interesting for us.*

Interviewer: *What motive did you fill in as the least important motive to sponsor FC Twente men?*

Respondent: *Increase motivation of employees.*

Interviewer: *Why do you think this is not a relevant motive?*

Respondent: *Because for our business, sponsoring is considered a marketing tool and marketing is more focused on external, not internal such as motivation of employees.*

Interviewer: *What motive did you fill in as the most important motive to sponsor FC Twente women?*

Respondent: *A bit of solidarity and a bit of branding. Picking up something new that is not fully developed. In fact, it is the inverted pyramid. With little money you have a large share in the concept. Unlike the men, where you have to bring a lot of money to have anything to say at all.*

Interviewer: *What motive did you fill in as least important motive to sponsor FC Twente women?*

Respondent: *Employee motives because they do not matter to us.*

Interviewer: *The analysis shows that motives for sponsoring men are different from those of women. The motives to sponsor the men are more economically oriented, those of the women more emotional. Can you agree with this and what do you think about that?*

Respondent: *I fully agree with this, ultimately measuring sponsorship among men is easier. Because you can buy minutes that give you direct exposure. You know exactly how many people are in the stadium. There are all kinds of ratios for that. Of course, this is not the case with women, it is actually still unexplored territory. Actually, it has not yet been properly mapped what sponsorship actually yields.*

Interviewer: *How would you distinguish between the sponsorship packages for FC Twente men and FC Twente women?*

Respondent: *I would focus much more on the emotion for women. Much more on doing it together and collectively., I would make a business club. Creating conviviality is something specific to women. You have to pull it apart; women's soccer and men's soccer are completely different.*



*Interview 2*

Interviewer: *What motive do you consider to be the most important motive to sponsor FC Twente men?*

Respondent: *Increase brand loyalty*

Interviewer: *Why do you consider this to be the most important motive?*

Respondent: *I think if you sponsor FC Twente men you show what your values are as a company. You want to be an A-brand.*

Interviewer: *What motive did you fill in as the least important motive to sponsor FC Twente men?*

Respondent: *Increase employee motivation*

Interviewer: *Why do you consider this to be the least important motive?*

Respondent: *Because we do not sponsor because of or employees. However, it is fun to do something for your employees occasionally.*

Interviewer: *What motive did you fill in as the most important motive to sponsor FC Twente women?*

Respondent: *Create goodwill, when we started sponsoring FC Twente was in its infancy. With the conviction that it is an emerging sport. Especially that it is nice for families and families to go. In terms of performance and sportsmanship on the field, it is much friendlier. That has an impact on our company. That suits us well.*

Interviewer: *What motive did you fill in as least important motive to sponsor FC Twente women?*

Respondent: *Increase sales, I don't think there is a direct link between sponsoring FC Twente women and generating sales. It could acquire new customers, but never an immediate increase in sales.*

Interviewer: *The analysis shows that motives for sponsoring men are different from those of women. The motives to sponsor the men are more economically oriented, those of the women more emotional. Can you agree with this and what do you think about that?*

Respondent: *I understand that. Men have a much larger business network behind it. Lots of testosterone, see me and image building. In women, it is social, emerging sport, many young girls start.*

Interviewer: *How would you distinguish between the sponsorship packages for FC Twente men and FC Twente women?*

Respondent: *That's a tricky one, but I think when you look at the target audience you visit matches you should focus on that. The women simply have a completely different audience than the men. I would also adjust the sponsor packages accordingly. At the moment, there is only a select number of companies that are suitable for a long-term intensive sponsor relationship with FC Twente women. It is really a conscious choice you make. Take a good look at your target group and which companies you bring in. FC Twente is FC Twente, no distinction between men and women.*

### *Interview 3*

Interviewer: *What motive do you consider to be the most important motive to sponsor FC Twente men?*

Respondent: *Return on investment, more on market forces. You know what the numbers are, the ratings. So, I think sponsoring men is a lot more about increasing your reach and getting a lot of brand awareness and it is very measurable. You can also expect that it will yield a lot again.*

Interviewer: *What motive did you fill in as the least important motive to sponsor FC Twente men?*

Respondent: *Employee vision and values. That is irrelevant. Precisely because men's soccer has quite a negative connotation with hooligans and annoying chants, for example. These are not values that you want to associate your company with in my view.*

Interviewer: *What motive did you fill in as the most important motive to sponsor FC Twente women?*

Respondent: *More the intrinsic motives such as goodwill and supporting the community. It is a growing market. You stand more for values such as inclusivity and diversity.*

Interviewer: *What motive did you fill in as least important motive to sponsor FC Twente women?*

Respondent: *More sales and ROI, you cannot measure this 1 to 1. Women's soccer is not yet measurable; you grow as a company. You sponsor equal opportunities and equal rights for young girls. You ensure that the sports world becomes a wider world with more colour than just men's soccer.*

Interviewer: *The analysis shows that motives for sponsoring men are different from those of women. The motives to sponsor the men are more economically oriented, those of the women more emotional. Can you agree with this and what do you think about that?*

Respondent: *It is double, I agree with it on the one hand. I think that sponsors really are for market forces and growth and economic affairs. With women, you cannot sell that well yet, so you are automatically on altruism. While actually you would also like to have sponsors for women who sponsor for economic reasons. What I put in here I get out of there. Unfortunately, it is not yet that far. That is why it remains in the altruistic. That is now the phase. I hope that these reasons will be drawn up right away. You see that it is possible, look at Albert Heijn and Calve for the orange lionesses.*

Interviewer: *How would you distinguish between the sponsorship packages for FC Twente men and FC Twente women?*

Respondent: *Sponsors are not as far as women in sports themselves. So, you will have to bet that it is different and that you will embrace a potential. It stands for certain values in your company. This way you will get the sponsors on board. Then you can look at the economic values. The fact remains that women's soccer is different. It is much more accessible; it is no longer nasty chants and hooligans for families. In the end, it may be just such a large market, but with much finer characteristics and values. A little bit the same as the men but a little bit different.*

*Interview 4:*

*Interviewer: What motive do you consider to be the most important motive to sponsor FC Twente men?*

*Respondent: Increase sales because there is more money in men soccer to gain from as a business.*

*Interviewer: What motive did you fill in as the least important motive to sponsor FC Twente men?*

*Respondent: Increase motivation of employees. Since this is the least relevant to the company, it actually has nothing to do with it. It is a nice side issue but not important in my view.*

*Interviewer: What motive did you fill in as the most important motive to sponsor FC Twente women?*

*Respondent: Supporting the club: Women's soccer is more socially responsible and there is not a lot of money yet. It is more revolved around supporting the club and those values than around money and sales.*

*Interviewer: What motive did you fill in as least important motive to sponsor FC Twente women?*

*Respondent: Increase return on investment. Women's soccer is more socially responsible and there is not a lot of money yet. It is more revolved around supporting the club and those values than around money and sales.*

*Interviewer: The analysis shows that motives for sponsoring men are different from those of women. The motives to sponsor the men are more economically oriented, those of the women more emotional. Can you agree with this and what do you think about that?*

Respondent: Yes, I certainly agree with that, and I agree with that. I just indicated that there is a lot more money in men's soccer. You can get more profit out of that for your own company. It is not yet that far in women's soccer. There it is more out of love for the club.

Interviewer: *How would you distinguish between the sponsorship packages for FC Twente men and FC Twente women?*

Respondent: *In women's soccer, the fact is that there is not much money involved. If you want to make it attractive for sponsors, you should make a distinction.*

*Interview 5:*

*Interviewer: What motive do you consider to be the most important motive to sponsor FC Twente men?*

*Respondent: Increase sales because we think that sponsoring the men can generate extra sales. There is a lot of money in men's soccer and there is a large business club that we as a company can use to meet new people.*

*Interviewer: What motive did you fill in as the least important motive to sponsor FC Twente men?*

*Respondent: Increase employee company loyalty. Sponsoring is not a tool to create that among our employees. We think that is much more relevant in other ways. There are many employees who do not value soccer.*

*Interviewer: What motive did you fill in as least important motive to sponsor FC Twente women?*

*Respondent: Create goodwill. Women's soccer is in its infancy and our business operations fit in well with this.*

*Interviewer: What motive did you fill in as least important motive to sponsor FC Twente women?*

*Respondent: Increase brand loyalty, we think its relevance is low. Our consumers like it that we participate in it but will not draw any brand loyalty from it.*

*Interviewer: The analysis shows that motives for sponsoring men are different from those of women. The motives to sponsor the men are more economically oriented, those of the women more emotional. Can you agree with this and what do you think about that?*

Respondent: *I don't think it's a surprising result. Much more money is involved in men's soccer. IT makes sense that that is reflected in the sponsorships. Women's soccer is still in the early stages, as it will be less about big numbers.*

Interviewer: *How would you distinguish between the sponsorship packages for FC Twente men and FC Twente women?*

Respondent: *I think you should make a distinction in this. The amounts will be different for men and women. This must also be attractive to sponsor the women.*



## Appendix VII

### *Study-log*

For this research, (peer to peer reviewed) articles have been examined. Articles are expected to be published in English or in Dutch. There is no limitation in publication year. The databases used for the purposes of this research are Scopus and Google scholar.

*Table 10: Relevant Terms*

<b><i>Concepts</i></b>	<b><i>Related terms</i></b>	<b><i>Smaller Terms</i></b>	<b><i>Broader Terms</i></b>
Sport sponsoring	Sponsoring Sport sponsorship Sport sponsoring	Sport sponsor Sponsor	Sponsoring sports
Company sport sponsor motives	Motives to sponsor	Motive	Company sponsor motives

*Table 11: Literature Overview*

	<b><i>Date</i></b>	<b><i>Database</i></b>	<b><i>Search terms</i></b>	<b><i>Total hits</i></b>
1	22.05.2019	Google scholar	Sport sponsorship	190.000
2	22.05.2019	Google scholar	Sport sponsoring	95.200
3	22.05.2019	Google scholar	Sponsoring motives	70.000
4	22.05.2019	Google scholar	Company motives to sponsor	74.000
5	22.05.2019	Google scholar	Sport sponsorship motives	27.500
6	22.05.2019	Scopus	Sport AND sponsorship	1056
7	22.05.2019	Scopus	Limit to: "Language English"	1032
8	22.05.2019	Scopus	Sport AND sponsoring	223
9	22.05.2019	Scopus	Limit to: "Language English"	211
10	22.05.2019	Scopus	Limit to: "Sponsorship"	56