



Kimmo Lipponen

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An Interview with Kimmo Lipponen, Director of Corporate Marketing, Nokia

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Introduction

Kimmo Lipponen is the Director of Corporate Marketing for Nokia, where he is responsible for global Corporate Sponsorships and Corporate Citizenship programs. Here he talks to Christine Green of the University of Texas about sponsorship, corporate citizenship strategies, and the linkages among them.

CG: To begin, could you discuss your role as the Director of Corporate Marketing for Nokia, and what it is that you do in that role?

KL: Nokia is a very decentralized, non-hierarchical organization with 60,000 employees worldwide and a corporate headquarters that is very lean and small. Corporate marketing, as one of several Nokia-wide global functions, is handling corporate reputation and corporate image-related issues like the Nokia.com web-site and corporate sponsorships. The corporate sponsorship part is my playground. I am responsible for the corporate sponsorships function. After saying that, that doesn't mean that my team is operationally running our global sponsored programs. For example, our execution of commercial sponsorships is mainly run by our regions and business units. We do general policy work that develops the general guidelines for our

sponsorships to operate, but all of the execution and operations in commercial sponsorships happen in our regions and business units.

CG: Sponsorship decisions would be made at the regional level rather than by head office?

KL: It depends. We (head office) are involved in all global sponsorship decisions. Of course, if we have any proposals from the global sponsorship programs, the evaluation process is driven by us. We get feedback, then, from the regions and business units. But today we are not, for example, running any global commercial sponsorship programs like the Olympics, World Cup football, or Formula 1. But we are running a few multinational sponsorship programs like the Nokia Snowboard World Cup. The Nokia Sugar Bowl, from our perspective, is a national program, even though it is nationwide in the US. And Nokia runs plenty of national sponsorship programs. So we are one of the strongest brands in the world right now.

We have an unusual way of looking at sponsorships. For example, we feel that from a long-term corporate reputation perspective our corporate citizenship work and what we're doing in local communities plays a more important role today than the ►



short-term tactical type of commercial sponsorships. They both have very important roles in our brand building and in our corporate image building, but how they are managed and what different organizational units do the managing varies. We think it is clearly defined, but it's differently defined than what companies are usually doing. So, our main idea is to decentralize functions as close to the practical operations as possible. Corporate marketing is willing to give policy work support, put very basic guidelines in place, and also help the business units in terms of measuring results, sharing best practices from different countries and from different regions, and trying to learn in the process of doing, for example, sport sponsorships.

CG: You say that your corporate citizenship and your sponsorship programs are working together to build your brand. Can you explain how the two link to one another?

KL: Our consumer brand is a very valuable asset. It has been valued as the fifth most valuable brand in the world today. It's a very valuable, if not the most valuable, asset we have. And, of course, every single marketing communication-related action has to also build value for the brand. According to our definition and our working practices, commercial sponsorships – including entertainment-type sponsorships, product placements in movies, music, sports and, in some cases, also the arts – are something that our consumer brand building business unit today, Nokia Mobile Phones, is striving for.

But Nokia is not only mobile phones. Even

though it is our biggest business unit we also have other business operations like Nokia Networks, the Nokia Ventures Organization, and the Nokia Research Center. We have Nokia Internet Communications which is a non-consumer oriented business. And that is the area – brand building – into which sport sponsorships and other commercial sponsorships, in most of the cases, would fall.

From the corporate perspective, it is also important to build Nokia's reputation and to increase stakeholder communication. We feel that today it is not enough that we are a successful business and add value to our shareholders. We also have to be responsible for the societies and communities we operate in. And that's why we have been building a systematic policy for the corporate citizenship work, work which has different drivers, different metrics, than our brand building as such. And we also have sport sponsorships in that area (corporate citizenship). But the goals and metrics for selecting the properties and working with those organizations are totally different.

Corporate citizenship is driven by our corporate values. If commercial sponsorships are building brand equity, then corporate citizenship is building corporate reputation and social equity. So, corporate citizenship is measured more by social performance than by economic performance. They're kind of a dual track. Of course, some of the sponsorship properties and some of the social programs help each other; they help both corporate reputation and brand equity. It is very important to notice that these two areas do exist, especially from the global



perspective. In the US, corporate citizenship and community relations have a very long tradition. It is a way of doing business. When you go to Europe, when you go to Asia, the tradition is totally different. In this area of the world, it's not as clear that corporate citizenship is an essential part of everyday business as it is here in the US. So from the global perspective, those two tracks are the main tracks we are trying to work on.

CG: Okay. I'd like to understand a bit about some of Nokia's current sponsorships. Your main sponsorship property in the US is the Nokia Sugar Bowl. Can you explain the strategy behind this sponsorship?

KL: Sugar Bowl in the US is a good example of what we call national and local sponsorships. When Nokia seriously came to the US market in the beginning of the '90s, of course nobody knew what Nokia was as a company. Our name awareness was very low. When you enter a new market where nobody knows about you, you have to build awareness by some means.

We entered German and middle or central European markets by doing tennis, sponsoring tennis circuits and ski jumping which are very important in that specific market. When you enter the US you cannot really think about creating awareness and marketing without thinking sports. Of course the easy way out would be to go out there and sponsor major leagues and do commercial campaigning around some NBA or NHL or NFL teams and go that route. But Nokia has always believed in creativity and individuality, and in a kind of youthful way of

doing things, and trying to find something new. In 1995 the marketing people here in the US started to evaluate the different possibilities for doing something new, which is fresh, but still has very American roots and is tied with American culture. College football was mentioned as one possibility and, of course, when you research more of what is happening at the college level, and the popularity of college football, especially in the southwest corner of the US, it's a very compelling sport. And it's also a fairly non-commercial arena for your marketing actions. So 1996 was the first year for the Nokia Sugar Bowl.

Of course, if you are willing to commit to a successful sponsorship you have to share in the sponsorship property as best you can. So being a title sponsor and being kind of a name owner for a famous series, like what Nokia Sugar Bowl is all about, is a good way to go.

At the time of selection, of course, you don't really know how it is going to work in practice. And that's one of the great things I see in our company. We believe very strongly in value-based leadership. Even though you don't really know what the implementation program is going to be all about, if you genuinely share the same values with the partner you are starting the corporation with, it's going to lead almost automatically to high-quality execution and an implementation program that is beneficial for both parties. During the last six years we have been co-operating with the Nokia Sugar Bowl organizers, and also with its broadcasters. An essential part of the co-operation is the co-operation with ABC ►



and the TV partners. The same thing applies to our other properties as well. So by systematically building a package that is compelling to the audience, we can also bring something extra to the broadcasting partner and to the event organizers. It makes a good triangle and creates a positive synergy.

At the same time, we have been growing very fast in the US. Right now, we are market leader in the mobile phone market, and our awareness is one of the best among consumer brands here. So you can always question what effect, for example, a property like Nokia Sugar Bowl adds to it. Based on our research, the Sugar Bowl sponsorship has played a very important role in building strong US roots. Local roots are important for a company coming from the northeast corner of Europe called Finland.

CG: Sporting roots tend to be very powerful, don't they?

KL: I think that's the whole beauty and the strength in sports sponsorships that you have those strong feelings that people get for their teams and for individual athletes. The feelings aren't for the Nokia Sugar Bowl as such, but the Nokia Sugar Bowl is a vehicle to channel those feelings and to link with that fighting spirit to win the Bowl. But I think that trying to build a linkage to the team itself somehow has to be there, and that's a tricky business.

CG: It's interesting that you mention the shared values and the importance of having a

partnership and input into the event itself with both the broadcasters and event owners. In terms of a Bowl game though, you don't really know who your other partners are going to be until late in the picture. Each football team will also bring its own brand image. How does that affect how you choose to leverage your sponsorship?

KL: We have been thinking about that a lot, not only in terms of the Nokia Sugar Bowl, but also in our other sponsorships. If you go for a team sponsorship and you are supporting individual teams, there is always a risk of alienating opposing fans. As compelling as sports are, if you are supporting a team, the team is always playing against somebody else with supporters too. It's much more neutral to support an event. It doesn't matter that the supporters are always there to support their own team. By sponsoring an event you are basically supporting both teams and their fans. With some tailoring, whatever marketing campaigns you are doing can easily address both of the teams. But, I think that you are quite right that somehow you have to create more intimate and closer relationships to those spectators than by just being a title sponsor of the Bowl. And that's where we started three years ago.

The third year of the Nokia Sugar Bowl, we started a campaign called "Road to the Sugar Bowl". Basically, this was a road show through the different cities and university campuses of teams with the potential to qualify to compete in the Sugar Bowl. It starts at the same time as the first qualification game starts. There are four or five trucks driving around the country; they



have certain routes where they go and follow those teams. The road show makes a great lead-in to the finale at the Sugar Bowl itself. In the qualification games there are tens of thousands of people already there hours before the game. So they come to the "Road to the Sugar Bowl" van, play the games, and participate in the sweepstakes to be part of the New Orleans Sugar Bowl itself by trying to win \$1,000,000 together with Joe Theismann. The road show really gives a way to connect with people.

CG: So your build-up starts at the community level and then works toward the Sugar Bowl?

KL: Absolutely. The Sugar Bowl is just a climax to the whole operation.

CG: And how does the Sugar Bowl sponsorship fit with your target market?

KL: That's an interesting question because, if you look at the volume of the mobile phone business today, more than one-third of the adult population has them. So we are basically talking to the whole country. In some countries, Finland for example, the penetration rate for 15- to 65-year-olds is 75 per cent – so 75 per cent of the adult population has a mobile phone. So if you think simply from the mobile phone marketing perspective, it's a mass market.

We can fine tune the promotions we are doing with our carriers or the promotions we are running with "Road to the Sugar Bowl". Depending on the area and on the timing you can run more targeted actions. But, the Sugar Bowl for us was, in the beginning, a

general public awareness building sponsorship. And the segmentation, targeting, positioning type of ideology was not that heavily built into this sponsorship.

We have strongly segmented category management where we market different phones for different target audiences. But for us, six years ago, the whole market for mobile phones US was just in the beginning. The Sugar Bowl sponsorship was mainly used to build local roots for the company and especially to build consumer awareness.

CG: You said that your brand awareness now is very high. How will that affect your sponsorships in the future?

KL: Six years is a long time and plenty of things do happen. The focus and scope of what you're actually doing has to change. I cannot speculate on the future of the Sugar Bowl sponsorship, but we have lots of smart people in our marketing department in the US who have a first-hand knowledge of what the US market is going to be and, of course, it's then primarily their expertise that will determine what the future focus of Nokia Sugar Bowl is going to be. When you are an accepted and well-known brand in the market place, you have basic awareness. The focus of your marketing actions, including sponsorships, has to change accordingly. That's what, for example, the other big multinational sponsorship, the snowboard sponsorship, is all about. It's completely unlike the Sugar Bowl. It is not an awareness building sponsorship at all. It's totally a lifestyle – youth lifestyle – program. ➤



CG: Is that linked to your target markets in Europe?

KL: Yes. It's basically a European program. The FIS World Cup has competitions in North America in Whistler-Blackcomb, for example. There is also a Continental Cup which is not part of the World Cup but is run in Latin America. We are running some programs in Latin America with snowboarding as well, in Brazil, for example, which is quite exciting. But it's mainly a European brand building program.

Again when we talk about sports sponsorships, they are 95 per cent tied with our consumer brand building, i.e. marketing mobile phones. And today there is no global standard for mobile phones. Our product range in the US, for example, is different from our product range in Europe. So that means that we are introducing new phones into different markets at different times, which then affects what kind of market we want to target with our sports sponsorships.

In Europe, for example, we launched a new category of phones called the entertainment phone (Nokia 5510). You use this phone in an entirely different way. You use it like this (horizontally, rather than vertically), you have a screen in the middle and you have a full keyboard on both sides of the screen.

One of the main applications for mobile phones today, not that much in the US though, is text messages. Youth in Asia and in Europe use, amazingly, the simple application which was a coincidental add-on to the mobile phone a few years ago. It's one of the biggest revenue generators in the

mobile phone industry at the moment. Basically, people are sending instead of talking; they write a message and send it and correspond with the messages. Especially young people do that. Chatting is one part of the youth lifestyle.

CG: Could you talk a little bit more about some of the other joint promotions that you have around the World Cup, and with the Snowboarding Challenge?

KL: That was a lead-in to that, because it's a very important business context for why we are doing certain things we are doing. We are not doing the promotion randomly; the 5510 was introduced in early October – youth phone, youth market, very special entertainment, very good applications. It has an integrated FM radio, MP3 player, lots of games, etc. The phone was introduced for the first time at a snowboard event. It's been a very successful match.

In addition to the FIS Snowboard World Cup, we organized a snowboard event three years ago in Warsaw, last year in Dusseldorf, and this year in Manchester, UK. The Manchester event was also a big launch pad for the new category of mobile phone. It was an outdoor snowboard event, with ramp jumping, skateboarding, rollerblading, music – world-class music band Run DMC from the US, tons of different bands from Europe and the US. It was a very youth lifestyle oriented event, and was broadcast on MTV. We're doing our own TV production which we are giving to the European broadcasters, but also to the global broadcasters to use. And we're tying the



event in with the new generation of mobile phones as well. It works very nicely. The core values of snowboarding – creativity, individualism, and the expression of freedom – are very relevant values to young people. The fit is almost too good!

CG: It also seems to be a good fit with your brand dimensions. I noticed that your brand dimensions include independence and freedom. Is that one reason why you are going after that particular market?

KL: Absolutely. The snowboarding program is now in its fourth year, so it is a fairly mature program. We started it four years ago, especially as a European program, but it has expanded to other countries. But the core selection criterion for the sponsorship is that it should support the brand values we are willing to use in terms of expression of freedom and individualism. That's also what the strength of marketing of the phones is all about. We are very famous, of course, for the design and user interface of our phones, but also for the personalized nature of our phones. You have a possibility to build your own covers, your own colors in your covers, and you can build your own ringing tones. You can basically personalize according to your own lifestyle which is very important, especially for the youth market.

CG: To what degree is Nokia involved in the actual event design for your sponsored events?

KL: We are very much involved. For example, the Manchester event is designed by us; it's tailor-made to our needs. So the

whole event, basically, is built to support the core values. That's, of course, very important for a brand like ours. We cannot take any risks of mismanaging the events. It would give the wrong impression to the viewer.

It's a two-way street, though. If you are sponsoring a sport like snowboard, it has its own image. It has its own organization. It has its own athletes already. So, this is not theater or wrestling; you can't decide the end result. Sport is sport, which is great, and what it has to be. That's the strength, and that's what we want, of course – that the end result is not known. There are always some irregularities and inconsistencies as well. But that's one part of the value-based leadership as we see it, that if you believe your core values fit with the organization, if your core values are strong enough and you go in the same direction together, that's the key to success. You find the way.

And that's what the FIS World Cup is all about. It's an event organized by the World Ski Federation, not by Nokia. We are the title sponsor and we have certain responsibilities in the supporting services and the kind of event augmentations we can do. But for the event itself, of course, we are not willing to tell the experts or the organizers how they should run their business. It's their core competence and core business and we trust that they know what they are doing.

And that, I think is a very important principle for all of the sponsorships – when you have a partnership, you have to give freedom to your partner so that they can concentrate on their core competence and do what they are best at – organizing the events. ➤



CG: You mentioned earlier the importance of culture, national culture in particular, when you were speaking about the Sugar Bowl. It seems that, at least for snowboarding, it's really more an issue of youth culture. How do you balance the national culture needs with some of the subcultural issues that cross national boundaries?

KL: I don't see them as separate. For example, in snowboarding, they are not mutually exclusive. It's a kind of matrix – a three- or four-dimensional matrix that we are talking about here. If you look at the lifestyles, it's one element, it's one dimension. And then the geographical dimension is another dimension. And, when we go to Europe, snowboarding plays a different role in the national culture, for example in Austria, than it plays in Brazil. And of course in those countries it can be part of the national identity – national in geographic terms.

But I think you are right, that the balance changes. Like in snowboard, the youth lifestyle is a more important factor than the geographic segmentation. While in the Sugar Bowl example, the geographical dimension is much more important. It needs to have the local and national roots in the US.

Another good example to support that view is sponsorship of Rubens Barrichello. We did sponsor a Brazilian Formula 1 driver, Barrichello, last year and the year before in Brazil. We are not running any global campaigns or international campaigns in Formula 1. But in Brazilian markets, supporting and using one individual driver from that country as a spokesperson in our advertisements, and also as a

spokesperson in some other known advertising campaigns, is very important in terms of national pride – almost as important as sponsoring Pele as part of the same campaign. Pele, of course, is a national institution (in Brazil). We have been sponsoring him and we have a good relationship with him still in Brazil. And he's been very happy to act as a spokesperson in our consumer advertisements and our corporate image advertisements. He's also an ambassador for our Make a Connection corporate citizenship program in Brazil. That type of national relevance is, of course, very important.

CG: How does that affect your positioning in various countries?

KL: We have a brand steering wheel which is our main tool to build our brand, and we have certain core dimensions and tonalities which are common across countries, bringing consistency to our brand building. We also believe in flexibility in applying those core values and tonalities to the national context. So we do not centrally decide how the implementation of the exact individual campaigns is done. But, in every single national market, in every different culture and region, the campaigns have to be illustrating the core values – what we, as a company, believe in and what our brand tonalities are. But they have to be done in a way that is relevant to that geographical audience. And that's common sense, but not always done.

As a Finnish company, we are very pragmatic. We'd rather do than talk. That is why we don't have very many guidelines and



policies and issues. We have a very pragmatic way of going and doing things, and that's one of those things. We believe that all the wisdom does not live in Espoo where our head office is. Even though our head office is there, we believe that our marketing people in Brazil know Brazilian people a bit more than we do in Helsinki. This is quite common sense I think.

CG: If the implementation happens at the national/regional levels, how do those sponsorships link to your global marketing efforts?

KL: In both the corporate citizenship actions and in commercial sponsorships, we organize annually, sometimes semi-annually, best-practice workshops where we take the results from our different national and regional sponsorship programs, bring them to the table, analytically examine the programs – where we have done programs, how have we done them – based on the research that we're doing. We have a global research mechanism going on all the time where we also measure the effectiveness of our major campaigns to our brand and to the specific tonalities. So we take the practical implementation of the sponsorship programs and other marketing programs, compare them to the goals that our brand has, and then look at the research results and try to learn from those programs that we are running.

If there are lessons, and so far there have been, we also try to apply those lessons to other programs in different countries. But that application has to be done by that specific marketing manager or marketing

director in the country who then can (in his or her internal hard drive) think that this might work in our country; we can apply this program and this learning in our country, and not the other way around.

CG: So the sponsorships would be evaluated in their context?

KL: Yes, absolutely. We have a general evaluation framework for our commercial sponsorships with our key criteria, the basic steps we have to go through, and any other basic issues we are evaluating. But, especially in terms of the qualitative research, of course, the actual outcome of the research has to be evaluated in its context. That's absolutely right.

CG: Could we shift gears for a minute and could you talk a little bit about "Make a Connection," Nokia's corporate citizenship program?

KL: Corporate citizenship is based on what we call social performance. That corporate social responsibility has three main areas. As a company, we have to, of course, be successful in terms of our economic performance. We have to also be performing well environmentally and also socially. That social performance framework provides the tools and metrics for how you look at the corporate citizen. So the goal is simply that we are willing to be, as a company, a good corporate citizen in whatever community we are working in. And the overlap, in terms of sponsorship, is very interesting because when you are dealing with arts and sports, culture, and science, ➤



the issues are not only commercial. Those properties which usually are commercially sponsored also are very relevant usually to the national culture and to the local communities. And, that's why, from a sponsorship perspective, they go very close to each other. It's usually a very fine line between the two programs.

A good example is our sponsoring of US youth soccer. It had commercial goals behind it; we were doing it for brand building purposes to co-operate with our carriers in different states and local markets. But it also had very strong community aspects to it. And that's what our research also showed – that that kind of pride factor of the properties is very relevant.

CG: So would social, economic, and environmental responsibility all be a part of your evaluation of sponsorships?

KL: Not exactly. The corporate social responsibility framework is an evaluation framework for our business, for how our company overall is looked at. Corporate citizenship is just one part of our social performance. It's one slice in the framework. And that's an important slice because, in terms of company social performance, you are looked at also through what you are doing outside your company premises in the communities – how you are supporting the communities you are operating in.

And that's what the Make a Connection program is all about. The basic goal of the Make a Connection program is to build worldwide programs to support the education of young people and their life

skills. We are not a youth organization, we are not a sports organization, and we are not an educational organization, so we have to have a partner who is doing it and who knows how to do it. That's why we are partnering together with an organization called International Youth Foundation (IYF) which is based here in the US in Baltimore. But it has global partners in more than 40 countries, and we have started programs in seven countries to date. We are operating with our IYF country partners in China, South Africa, Germany, UK, Poland, Mexico and Brazil. This is a very wide selection of countries and different cultures and different governmental ways of organizing their educational programs, etc. Like the commercial sponsorship, we are not willing to build a cookie-cutter type of program where one size fits all. We decide on a place, and then we take those programs to the different countries. But, we establish different programs for different countries based on the same basic principles and core values of the company and our country organizations.

We look over the national programs so that we have a global program overlay, so that we are consistent in terms of our branding and in terms of our messaging. But, like with commercial sponsorships, we also secure that the best practices from those country programs come back to the system and feed into other country programs so that they can learn from the process and can improve and bring consistency to their own programs. This gets a kind of positive cycle going. That's a program where our team (corporate marketing) has been handling all the initial involvement. It's quite amazing



how a totally new type of partnership with a non-profit organization can, during 18 months, evolve into a true partnership in the fullest sense of the word.

CG: So, would Nokia have made this selection of the seven countries?

KL: Yes, basically we have proposed the countries we would like to start programs in.

CG: Is that linked to your market penetration strategies?

KL: No, not really. It's a non-commercial program so there are criteria other than how market penetration is developed. But, of course, just like in commercial sponsorships, employees – our own employees – are a very important target group and very important stakeholders, especially in the community programs. We would like to run programs in countries where we have a strong employee base and where we can also help our employees to volunteer for the programs, but also actively participate in those communities where our employees and their families live.

In some cases there's a strong correlation with our main markets, but the driver is different. We are not running our social sponsorships with commercial goals; we are not willing to sell more mobile phones by doing that. That would be a little bit hypocritical. But, on the other hand, we also say very clearly that we are not doing it for philanthropic purposes either. There is a so-called enlightened self-interest in those programs, but it's not commercial. It's based

on our stakeholder communications – we are willing to run programs which make a difference in the communities, and of course, we are happy to. If and when those programs are effective, we are in a discreet manner also talking about those programs to our stakeholders. But today, we are not running any cause-related marketing campaigns; we are not doing it for that purpose.

CG: What is Nokia's position regarding sponsorship proposals that you receive?

KL: All the main properties are basically done proactively by us. But, we are also approached by every single player in the industry, basically. When you are one of the best-known brands in the world you are also approached by most of the properties anyway. So you are on the list, which is good for the kind of dialogue that you have to have going on.

But, most of our answers which go out are “no” answers, of course. We are not sponsoring a lot. We have just a few programs that we put more effort into, and we try to do that with the high-quality approach. We are trying to search for properties which are new, fresh, and bring a return on investment. If you do sponsorships well, nobody else can do it.

Snowboarding is a good example. Nobody else could do it (snowboarding) the same way, because it is so based on our own brand, our own core competencies, and our own strengths that we have as a company and as a brand. If somebody else would do the same thing it would look stupid. That's ►



a kind of interesting thing in terms of the big properties, and that's why we're not sponsoring Olympics or World Cup football or any of the big properties at the moment. We don't feel that we would get the same return on investment as we are gaining through the more decentralized approach. At least that's how we feel about it today.

A good example is Nokia Adventure. Nokia Adventure is an adventure sports team which is one of the best, if not the best, in the world. They won the World Championships in Switzerland this summer. Last year they won three out of the five main adventure competitions in the world – a very rapidly increasing sport. It gets lots of TV coverage and is quite different – very team oriented. It's very well aligned with some of our core values, what we believe in. It's also a very good fit with one of our product categories which is a rough kind of phone that can go anywhere. When we selected the team, of course, we selected it because it had the potential two years ago to be one of the best teams in the world and now, basically, it is.

CG: And that was a proactive sponsorship? You went out to put together a team?

KL: No – there was a team already. There was a team we were co-sponsoring before but we decided to take the next step. We invested a bit more and helped them to compete more in the international competitions and we also endorsed the name of the team. It is one of those programs where the return on investment is amazing. Just like in snowboard, for

example: according to our research its return on investments is spectacular.

CG: Are there any sponsorship elements that, in your view, tend to get overlooked?

KL: I think one thing that is usually prominent in many sponsorship programs is the measurement of results and development of high-quality processes. We try to build into all of our programs, whether they're corporate citizenship programs or commercial sponsorship programs, a systematic way of measuring the results. Not only in a TV exposure sense, but also in terms of the primary drivers – like brand tonalities. For example, how does the snowboarding image, the different tonalities that snowboard represents, impact our brand? Does the sponsorship and the things we are doing really have any effect on brand tonalities? Yes, they do: sponsorship is a very effective form of communication.



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Biographies

Kimmo Lipponen received an MBA from the University of Alberta, Canada, in 1995 and an MSc from the University of Jyväskylä, Finland in 1991, where he also worked as a researcher and lecturer from 1991 to 1995. He joined Nokia in 1999 and is responsible for global Corporate Sponsorships and Corporate Citizenship programs. From 1996 until 1999 he worked for the Finnish National Lottery, from 1996 until 1998 as a Sponsorships Manager, and from 1998 as a



Research Manager. Mr Lipponen has been an active writer and lecturer on sponsorships, and is the author of *The Counterpoint of Sponsorships*, published in 1999 by the Association of National Advertisers in Finland.

B. Christine Green is an Assistant Professor of Sport Management at the University of Texas. She received a PhD in Sport Management from the University of Maryland. She has published broadly, including works in major academic journals in tourism, sport, and leisure. Her research

has been supported by grants from the university as well as from the Queensland Tourist and Travel Corporation, the Australian Research Council, and the CRC for Sustainable Tourism. She has served as the Director of Planning and Marketing for Australian University Sport-north, led the research team studying Sydney's Olympic volunteers, and served as Director of Volunteer Systems for the British Olympic Holding Camp. Her research is multi-disciplinary, focusing on consumer behaviour of participants in sport, tourism, and leisure.



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