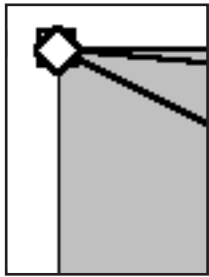


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An Interview with Adrian Hitchen, Executive Director, SRi



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Introduction

Adrian Hitchen is Executive Director of Sponsorship Research International (SRi), the Research Division of ISL Worldwide, and its associated Consulting Division, PRIME Sponsorship. He is a long-serving member of the ISL Group having first joined as Research Manager in 1984 to establish the company's in-house research and information department. Adrian spearheaded the transformation of this internal function into an independent trading Division, SRi, in 1993.

Prior to joining the ISL Group, Adrian graduated from London University in 1975, and then gained extensive experience in both media and marketing research plus account management at Scottish Television and the international media representation company, Airtime International. Much of this background experience has been utilised in recent consultancy projects through SRi, particularly in the context of new media evaluation studies, sports property rights development, and sponsor leveraging opportunities through such vehicles as broadcast sponsorship and virtual advertising systems. Here he talks to IJSMs editor Dr John Amis.

JA: Adrian, perhaps we can just start off with a little bit of background on you and Sponsorship Research International (SRi).

AH: Well, I left the University of London with

a chemistry degree – not the traditional training for a career in sport! In fact, my career path was somewhat accidental. My degree coincided with the 1974/75 oil crisis so all the chemists at that stage weren't exactly top of the recruitment list. I found a temporary job at Scottish Television (STV) which was supposed to last a few weeks. It lasted about eight years and in that time I was fortunate enough to end up working for the guy who ran the media research department. He took me under his wing and I ended up as STV's Research Manager in London. The London operation was very much focussed on advertising and marketing rather than programming. That led to an interest in broadcasting which took me into an international role with a subsidiary of STV called Airtime International, established to represent broadcasters' airtime rights. That in turn led to an interest in international communications, which brought me to the ISL group.

I joined ISL in 1984 at a time when sponsorship was developing rapidly but was still rather in its infancy. That was particularly true of sponsorship research. I was taken on, only two years after ISL itself was established, because it was becoming rapidly clear to the company that the sort of investments that were being asked of sponsors, even at that time, increasingly required some justification of a good return. And of course, from the point of view of a sales company, they needed as much ammunition as possible actually to position the sponsorship vehicle in a way that would suc-

cessfully compete with traditional media advertising. So I inherited an empty office and I sat there on day one wondering what to do next and worked it up from there.

So the origins of SRi were as a purely in-house servicing department for ISL. The switch to offering a service-at-large to the industry happened in early 1993. For the previous nine years, our direct contact with sponsors, and to some extent with the international sport federations, had sparked the concept of actually offering the skills and the resources that we had built up to the industry at large. It took a little while for the ISL Board of Directors to accept the proposition that what had been a purely in-house service be made generally available, but that said, the decision was eventually made and we launched SRi in spring of 1993. At that time we were purely based out of London with a group of, I think, seven or eight staff. In the intervening six years we have grown into three offices and 24 staff. I also now supervise another division within the company, SRi PRIME, a more traditional sport consultancy. Within SRi, the research division, we have moved from a position of being 100% focused on ISL work to a position today where three-quarters of our activities are now servicing our independent clients.

JA: Can you give us an idea of who you provide research services for?

AH: About half and half between sponsors and rights owners. We do some work for agencies, indeed agencies that compete directly with the ISL group. But the majority of our revenues are from those two broad camps. Across the board there is quite an international skew to the clients, which I think derives fundamentally from the work we have done with ISL. Our offices are located in the UK, US and Brussels. The US office is preoccupied with servicing the US market, just because of its sheer size, but the London and the Brussels offices are offering a service which is truly international. In terms of client genres, the

largest revenue sector for us is actually motor racing. This includes CART racing in the USA and, on a world-wide basis, Formula 1.

JA: Is that for the individual teams?

AH: It's across the board. We have the ongoing exposure monitoring contract for the FOA, for Formula 1. Occasionally for individual teams we also provide a customised service.

JA: How do you go about that type of thing? Does a company come to you and say, "we want to determine what sort of return we are getting on this investment"? How do you then go away and try to determine that?

AH: Assuming they come with that request, which means they have obviously already contracted as a sponsor, the starting point is really to try and get them to specify exactly what they are trying to achieve. For example, who are they trying to reach, on what geographical basis, with what demographics. The client really needs to know where they are today and where they want to get to. Then we have a good basis for defining the research which should take place, which in the context of your question, generally involves surveys and defining the sample composition characteristics. We are a consultancy so the actual interviewing would be sub-contracted out, particularly given the international nature of much of our work.

JA: That's interesting. I was involved in some work in North America with major multi-national firms that suggested that many decisions were based on an individual executive's personal preferences and justified after the fact. Do you find that still going on?

AH: I would certainly say that the market has become more sophisticated but I am not sure that it has reached full maturity yet, if full maturity were to be defined as purely objective decision-making. That said, and this may be

partly a function of the international sponsorship arena that we are working in, it's very rare today to find a decision that has been based purely on somebody's whim, chairperson or otherwise. I suspect there is a little more of that in grass-roots-type sponsorships where perhaps the costs are going to be much smaller than getting involved with, for example, World Cup soccer or the Olympics. However, I think there is still room for more objectivity in sponsorship selection.

You asked me earlier about our response when somebody asks us to evaluate their firm's sponsorship expenditure. We're hoping that we can gradually move to working with our clients at least as much at the pre-contract selection stage. It's there that we can make at least as much difference, if not more, in guiding and directing the client towards a sponsorship which will hopefully have the best possible chance of success. It would be foolish to say that pre-contract research guarantees success, but at least the pointers can be taken on board, and the firm gains a much clearer idea of what it is getting into. The pre-selection research, therefore, can help in terms of actually managing expectations, and setting much clearer objectives than would otherwise be the case. It may be that a firm has identified a shortlist of two or three or four avenues that seem appropriate to the company and that all offer potential. At the end of the day there will be different rights fees to be paid and no doubt different support costs to be met, so a cost efficiency analysis would be very helpful in the decision-making process.

JA: Within that scenario what do you look for in a sponsorship deal? You have got a client that says, for example, "I'm a cosmetics manufacturer and I want to increase awareness amongst 18- to 25-year-old males". What then happens?

AH: It depends if we are being asked purely on a research basis, as opposed to on a more consultative basis. In purely research terms, the key ingredients would be, as mentioned

earlier, to get the company to define its target groups and the type of imagery and general communication messages it wants to put across. We have a number of proprietary tools which look at the popularity of a wide range of different sports and which show their relative reach and demographic penetration.

We also have a complementary sports image tool which also looks at the imagery of a wide range of sports, each of which have been coded by survey samples on a range of 30 criteria. These are available for interrogation against input criteria with regard to the desired client imagery. This allows us to add some objectivity to the question of whether the right imagery is going to be conveyed. Obviously, only on certain levels will the image of the firm and the sport coincide in the consumer mind, but we've tried to find descriptives that apply to both. Apart from these aspects, we look at event calendars and whether the firm is looking to make a big splash at one point in time, or would rather have a seasonal or year-round presence, on a national or international stage. All of these aspects would tend to guide us towards certain types of sponsorships. This would obviously be reviewed in conjunction with the budget they have available, the kind of environment that they want to inhabit, and to some extent the risk and reward factor. Depending on whether you become a co-sponsor of a major event, a title sponsor of perhaps a smaller event, a sponsor of an individual athlete or team, etc, there are different points to take into consideration. Depending on the available budget, we would suggest that as well as using data bases or "off-the-shelf" analyses, the sponsor should also invest in some original research. The problem of course is that as soon as one steps into the qualitative research arena, using focus groups of the target market for example, you are clearly talking about spending a lot more money. But having said that, in an ideal world that is exactly what companies would do. They would look at not just bringing together product user-groups, but also potential users of their service and thus testing out what works and what doesn't work

in terms of matching imagery with different properties. If the client already has a notion of the type of activity that was appropriate, and may have actually short-listed two or three different properties, you can then start in a very customised way to compare. These issues, from the matching of properties with sponsors, through to the manner in which you manifest the actual communication, can all be put through rigorous tests in advance of the deal. And depending on the size of the rights fee, that could be money very well spent. But comprehensive research of this type clearly doesn't come cheap.

JA: Do you find that sponsors think strategically? Are they trying to tie the sponsorship in with other marketing that they are doing, or even with their overall global strategy within the firm, or do they come to you for that sort of advice?

AH: We are finding that firms are increasingly looking for ways to fit sponsorship into the overall marketing strategy, or in some cases actually use it as a theme that runs throughout the marketing-communications mix. But whichever way you look at it, yes, integration seems to be increasingly important and not just in terms of integrating sponsorship into their marketing mix or alongside their traditional advertising messages, but also in terms of more contemporary communication developments.

The way I see this, the sponsorship market has evolved considerably from the late '70s and early '80s. In those days the general focus was I think on creating awareness, putting your company or brand name in front of the largest possible audience. It was seen as a relatively inexpensive form of advertising. It evolved in my view during the late '80s and early '90s to being treated as far more of a communication vehicle where name awareness was all well and good but you couldn't possibly just leave it there. Sponsorship was increasingly seen as not just a vehicle for promoting awareness but rather as a platform

from which to communicate a message to the consumer. So, increasingly, more than just lip service was being paid to putting in place a proper marketing support program. We have now seen that evolve, I think, into trying to build interactivity into the sponsorships. It is no longer a case of building a platform, standing on it and trying to show something to the crowd, but rather trying to get some of them to join you on that platform. Sponsorship does allow you to do that, because you are generally empathising with the fans. So bringing this up to date, the advent of new technology is addressing this perceived need for interactivity head on. I have no doubt whatsoever that as internet usage grows and web-site marketing increasingly becomes a main item on corporate marketing agendas, we will see sponsorship increasingly being used to trigger these one-on-one communications.

The same is going to be true, I suspect, within the next five to ten years with digital television, especially as so many major media groups see sport as the mechanism through which to build their channel. With the acquisition of major sports rights by digital channels in the future, I think we will see increasing applications of sponsorship on this one-to-one basis. And there's no doubt that both the sports and certainly the sponsors are going to have to work harder at the communication. In the days ahead, the home viewer will also be the producer and director, able to opt for any one of X different picture channels of an arena or race track, even choosing, for example, to be on board with Michael Schumacher for the entire race if that is what s/he wants to do. It's clear that some of the traditional mechanisms at the simplest level for conveying the sponsorship message, on a car for example, are going to be less and less effective in that they are not going to have the guaranteed mass audience exposure. But at the same time, the fact that we will have opted to watch a sporting event or access a sporting web-site or whatever it happens to be, equally opens up so many new communication opportunities of a much more dynamic nature. I think we're see-

ing it more currently in the US than we are seeing it in Europe, as is so often the case, the US does lead, but I have no doubt these developments are going to change sponsorship rather dramatically over the next ten years.

JA: In North America, we are seeing partnerships between for example a league, a TV network and a sponsor. I think a lot of that was driven by the size of the fees that were involved. It was becoming so expensive to attain broadcast rights and sponsorship rights that groups were coming together to share the risk. Do you see that coming over here?

AH: Yes, certainly with the non-terrestrial channels and digital television. I think you also have a couple of other factors. You are absolutely right about the economic risk factor bringing those groups together in the States. Of course, you could also add in protective issues with regard to preventing a major competitor from sponsoring, for example, the television broadcast. It really is a matter of creating as far as possible an exclusive environment.

By actually harnessing a three-way partnership from the outset between the broadcaster, property and sponsor the rights can effectively be tied altogether in a way that ensures the sponsor has “ownership” of the sponsorship opportunity. For example, in the US, General Motors (GM) became a long-term sponsor of the US Olympic team. I think the deal was over eight to ten years and was reputedly close to \$1 billion in terms of the General Motors investment. However, around \$700 million was earmarked for spot advertising and broadcast sponsor credits on NBC’s coverage of the games.

JA: A lot of what you are saying seems to be a strategic attempt to combat ambush marketing. Has that become one of the biggest issues within these sorts of sponsorship agreements?

AH: It is certainly a key issue. At the level of these very prestigious international events it is absolutely amazing how much time and effort and money some of the sponsors’ major competitors spend in attempting to derail the impact of the actual sponsor’s messages. We have seen so many battles fought over the years between, for example, Visa and American Express.

JA: Wendy’s and McDonald’s in North America.

AH: Yes. Kodak and Fuji is another example. It’s amazing the lengths to which the competitor will sometimes go in trying to derail the sponsor, even in a slightly mischievous way. A somewhat infamous example took place in the early 1990s when Visa had signed up to become the world-wide Olympic sponsor. It transpired that American Express had gone to the official IOC and sponsor hotels about a year before the Games doing mini sponsorship deals to have its logo put on all the hotels’ keys. So the senior Visa executives arrived to find all their keys were branded Amex. Such techniques have led to changes in the way contracts are subsequently worded. Fuji, for example, flew its blimp over Kodak-sponsored events. Consequently, the exclusive environment of an event nowadays includes the air space for X miles around. So, yes, I think ambush marketing has become a major issue during the 1990s. It has been somewhat addressed through integrated media-sponsorship contracts. At least that addresses one of the main opportunities for a non-sponsor to become associated with a televised event, and that is by taking either spot advertising within that programme or by becoming a broadcast sponsor of it. Most contracts with sponsors, though, don’t include media directly. What they normally contain, through concurrent negotiation with the broadcasters, is a first option to the sponsor to acquire the air-time or broadcast sponsorship credits. Of course you do get examples where the TV station makes the appropriate offer, but the sponsor turns it

down, and in due course up pops the competitor within the broadcast.

JA: If a property previously sponsored by a firm's competitor became available, would you say that a client was better off trying to forge something new or would you say go pick it up?

AH: It's an interesting question. If we think in a UK context there are several examples of where sufficient equity has been built by a sponsor in a property for the residual impact to go on for years and years. Examples would include Gillette and cricket; John Player Special and the Lotus Formula 1 team; Mars and the London marathon. There is no doubt that any replacement sponsor, not just a competitor, then needs to think very seriously because they are not only going to be required to stamp their own name on the property, they also need to erase the previous name that has clearly impacted the public. For many years after it ended its sponsorship of the London marathon Mars was still achieving a higher recall than any subsequent sponsor, and that certainly took us through the era of ADT, Nutra Sweet and BUPA. The current sponsor, Flora, however, has done a fabulous job in positioning their brand alongside that event and overcoming the "Mars effect".

JA: Part of that presumably is a time effect: over time the association of a former sponsor diminishes. But are you saying that you also have to create a different image around the event?

AH: I think you have to get across to people why you're there. I think you have to convey a message beyond, "Hey, we're sponsoring this XYZ event". With the Mars sponsorship, what is so interesting is why a certain company becomes so closely associated with an event in the first place. With Mars, it was an example of where the fit, the synergy, was absolutely spot on. You had Mars referring to the energy-giving properties of its product

(that included the Marathon bar) and people could see the fit. You didn't need to explain it. ADT was almost at the opposite end of the spectrum. First of all, very few people really knew what the company was. Second, the name is perhaps less memorable. In the first year or two the company did relatively little to explain who they were, what their products and services were, or why they were actually sponsoring the London marathon in the first place. It was only after, I think, the third year that they started to run some reasonably heavy-weight TV campaigns explaining these aspects and also then making a connection with the London marathon – but it still didn't have the synergy. Why would a securities and car auction company be sponsoring the London marathon? The fit was difficult to perceive. Flora brings back the synergy that Mars had in my view. It's understandable and it utilises a health message that easily links the running event with the polyunsaturated product of the sponsor.

JA: Some properties supersede that need for an image association though. I'm thinking particularly at the moment of Premier League football in England. It seems that anybody can be associated with teams like Chelsea, Arsenal, Manchester United, or Liverpool – electronics firms, beer firms, consumer products – it doesn't seem to matter, they all claim effectiveness.

AH: You are absolutely right. But I would pose the same question as before, namely how memorable are each of those clubs' sponsors? I think if you look at the impact on the general public, you will find a major disparity between those sponsors scoring at the higher end of the awareness levels versus those at the lower end and at least some of that difference in awareness will be down to synergy. There are, of course, other factors, such as team success and the number of appearances on TV that also have an effect, but perceived fit is so important, at least from the point of view of the general population, or at least the national

football-interested population. Where this may differ is with the fans of an individual club. They will know who the sponsor is, and maybe even why the sponsor has gone into the deal. There are plenty of examples of sponsorships being largely built around the fact that the company's head office or major employment centre is located in the same town as the sponsored team. That is a synergy at one level. So you do get those kind of objectives and very fair objectives they are. But at the national level, I believe real product synergy within the sponsorship is more important.

JA: One of the interesting things that has come out of football sponsorship is its partisan nature. This can create problems when a firm is trying to market its products nation wide or internationally. I remember comments that were made particularly by Chelsea fans when BSkyB was looking at taking over Manchester United and there was a definite feeling among some fans that, "well if I subscribe to BSkyB I am directly supporting Manchester United, so I'll cancel my subscription". McEwan's reportedly ended its sponsorship of Glasgow Rangers because Glasgow Celtic fans would not buy the product. NTL have just announced a sponsorship agreement with both Glasgow clubs to try to overcome that. So that highlights perhaps a negative aspect of sponsorship. Do you think firms consider that when they go in? I suppose that NTL obviously have. Do you try to look at the negative aspects of that sponsorship as well as the positives?

AH: Yes we do. We try to provide the signposts that will assist a company to make its decisions, but we are not there to make decisions on their behalf. We simply try and put forward the pros and cons of any particular deal, whether it be strictly from a research point of view or whether it be taking a wider view. One of the most important factors is actually guiding a sponsor on managing their own expectations. A very good spontaneous

awareness score for any sponsorship of any type in this country would be anything over about 30%. That's very, very good. Absolutely top notch scores would be about 40% or just over that and that is where Mars were with the London marathon. However, relatively few sponsorships are able to score at that level on the spontaneous basis. Most sponsorships have single figure percentage awareness numbers and clearly to the uninitiated they may not look that impressive. However, a firm like ours is used to working with those kinds of numbers and can try to bring some interpretation to the scores. Clearly if any single figure spontaneous awareness score meant a disastrous sponsorship there would probably only be 15 or 20 successful sponsorships in the entire country, which is not the case. So a large part of what we are about is to help the client understand what expectations are valid, and to build realistic objectives. Also, sponsorships rarely work to their full optimum capacity in a single season or a single event or one year. Thus, building a longer-term relationship with the property is a big part of the equation.

JA: I am going to give you a question, which I am pretty sure I know how you are going to answer, but I'll give it to you anyway. We have this massive industry with firms paying millions of pounds for sponsorship rights. What justification can we give them for spending that money on a sponsoring a sporting event rather than a mainstream television programme such as Coronation Street?

AH: I do find it difficult to answer because, to my mind, it is the same as saying should we go with television advertising or press advertising or even should we go with this campaign theme on our TV advertising versus that. If anybody out there is able to answer those kind of questions totally scientifically then they are for sure a multi-millionaire and worth their weight in gold in the marketing context. I just don't see marketing as being that highly scientific. I think you can bring scientific discipline

to what is fundamentally a creative art form and sponsorship actually is at the more creative end of that spectrum. As far as sponsorship value goes, it is a very flexible vehicle. You can use it to achieve objectives other than just increasing product sales.

JA: Such as building employee culture, for example.

AH: Relationships with shareholders, media people, business contacts, whatever. It is also very flexible in the manner through which you can bring it to life. There is no such thing really as a standard approach. Take a multi-sponsored event like the World Cup. In 1998 you had 11 sponsors which included some very dominant high street brands with low unit priced products – such as Coca-Cola, Snickers, McDonald's – and some firms that charge a much higher unit price for their products, say Canon or General Motors. You could easily find yourself asking the question, is somebody really going to go out to buy a new motor car and make their choice on the direct basis of GM sponsoring the World Cup. I think not and I am absolutely confident that GM think not. But at the end of the day all of those companies are trying to use that one vehicle to reach certain groups of people. They are all using very different messages and a wide array of different marketing avenues to convey the message that (a) we are a sponsor of the World Cup and then (b), (c), (d) or (e) – whatever their precise communication objectives are. You even have one or two sponsors who are involved far more for the business to business aspects than for consumer marketing. So you have this flexibility that means for every sponsor and every event you have a different way of measuring it and you thus need a different yardstick with which to assess whether or not that sponsorship worked. So that is another reason why in trying to respond to the “does sponsorship work” question I would actually ask how sensible that question is. It is about as sensible to me now having spent 15 years in this business as the question in the late '60s

and '70s was about does television advertising work. I think what we are finding is that there is an increasing body of knowledge and informed opinion that yes it does work providing you use it to achieve the right sort of objectives, set those objectives properly, and that you actually manage it in the way that you would manage any other aspect of the business.

In some cases there is clear evidence of sponsorship working because a company can actually audit the returns it gets. For example, a credit card company did a special card that was connected to a “pull for the team” theme so that for every dollar spent on the card a percentage was donated to the US Olympic team. The results were phenomenal. The card usage increased by something like 17% over the equivalent period of the previous year. That is clear evidence that, under the right circumstances, sport sponsorship works.

JA: Do you find there is a blocking aspect as well? You suggested that as a consultant you would advise a company to have clear objectives, particularly when you come to try and measure effectiveness. Do you also find that one company will get in purely and simply to stop the other company taking advantage of that opportunity?

AH: It has happened in the past, but the evidence suggests it's happening less these days.

JA: Why is that?

AH: Well, probably the best example is in the soft drinks market where Coca Cola were no doubt in the habit of becoming a sponsor of certain properties simply so that Pepsi couldn't actually come in as a sponsor, and vice versa. That has changed, I think for two major reasons. I think on the one hand there is just sheer economics where it was clearly a ridiculous strategy to follow if you took it to the nth degree. A marketing agent could come along with a property and say, “well, you know we have got your competitor interested” and that

would cause you to say "OK we'll take it". That clearly was not the way to pursue strategic marketing. Having said that, I also think there was a more reactive sense to sponsorship in the past whereas now sponsorship decisions are being made on a more proactive basis. Coca-Cola, for example, now actively looks for sponsorships which fit a prescribed set of brand marketing objectives. These are different for Coca Cola or Diet Coke or whatever. That is definitely happening in the soft drinks sector. I think this type of proactive decision-making is also happening in other sectors where there has been a similar strength of sponsorship experience built up over many years. It may not be happening so much in the relatively newer sectors but it's all about experience.

JA: A newer sector? Such as?

AH: I think, at the moment, examples are the computer and the financial services sectors, where there is a lot of competition, where they tend to be newer to sponsorship and where, in experience terms, they are probably where the established sponsors were five to ten years ago. Here there is much more of a perceived need to put your name on the map, build awareness and under those circumstances it is probably about getting your name on those activities that are going to reach the most people at the least expensive price. Whereas with companies that have been on the scene for 15 to 20 years, the objectives tend to be more refined.

JA: It's more strategic?

AH: It's more strategic. It's particularly strategic in the case of, say, Coca-Cola because the one thing Coca-Cola is not trying to do is build name awareness. It's all about using the power of a sponsorship association to further communication aims, to strengthen brand position, and to build equity in the brand. That is leading increasingly towards partnership marketing that may or may not include a broadcast

partner as you were saying earlier. Indeed you even have examples in the States, I'm not aware of any here yet but there may be some, of sponsorship fees being reduced significantly. A sponsor says, "I'm not going to pay you that huge fee any more, but I am going to guarantee to spend X million on promoting my association with your event". And that could be worth more in the longer term to the event than just taking the sponsorship dollar, particularly with regard to boosting ticket sales and TV rights fees.

JA: The final thing I really want to touch on, virtual advertising has been around now for several years. What do you think are the implications of that?

AH: I think we are still at the stage where the perceived benefits are pretty much those that the virtual advertising sales companies have suggested, namely it is a way of adding commercial messages onto what would have otherwise been a clean surface. So you get those situations that we have certainly seen in American Football in the US where they will put virtual messages on a piece of sky, for example between the two uprights. We have also seen the replacement of messages that allow a company sponsoring an event to promote different brand names in different countries. Where it is going to move to though, is a bit harder to predict. People are going to be consuming television in a very different way in the future. We can use virtual advertising either at the up-link or at the down-link on an individual territory by territory basis. That is fine if you have one host broadcaster signal and every TV viewer is going to be seeing more or less the same thing. In the future, if you have X different TV signals covering the same event, the concept of putting in virtual advertising may be challenged because you are only going to be able to put it in certain places on certain signals at certain times and the whole mosaic of TV viewing is going to make the impact unpredictable. Also I think there will be more animation in the future. Currently

what you tend to see is a static sign and yet the actual technology can be used much more creatively. You could have, for example, the sponsored mascot coming to life and running on the field every time a goal or try is scored. As such, I suspect the concept of just putting a static board in the sky is going to seem increasingly staid.

JA: What do you see as being the next big development within sport sponsorship and marketing?

AH: I think it is things I have already touched on. It's the advent of digital TV and the increasing access and usage of the Internet rendering the big international televised sponsorship increasingly interactive. It is not so much people hitting sites to get the latest score, which is fine, but it is the development of e-commerce. We are already seeing sporting bodies whether they be privately owned commercial entities or whether they be FIFA or the IOC looking to remodel their brands. That is about building equity in their name and their sport at a general level. It is about building value through licensing programmes, through

other essentially commercial avenues whether it be the sport branded cafe, the web site itself, games applications and so on. It's about making optimal use of the opportunities that arise when strongly developed sporting brands begin to utilise the avenues available through new technology.

JA: Thanks Adrian. That's been very interesting.

AH: You're welcome.

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Biography

Dr John Amis is a Senior Lecturer in Sport and Leisure Management at De Montfort University in England. He has published articles in journals that include *European Journal of Marketing*, *Journal of Sport Management*, *Leisure Studies*, and *Journal of Sport, Culture & Society*. He has also written a book, *The History of Soccer in Nova Scotia*, and several book chapters.



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