

FIFA AND THE CORPORATE PLAYERS

ALICE D'ANGELO

JACQUELINE ALAIR SOARES

Bachelor Thesis

Stockholm School of Economics

2020



Abstract: Private capital has become an increasingly important factor in the globalized football economy. The relationship between a sponsored entity and its sponsor is still relatively unexplored within marketing. The motivation behind writing this paper is to seek further understanding of how sponsors communicate during corruption allegations that hit an international sports body, and in light of that, investigate how brand equity changes when companies are affiliated with long term sponsor contracts.

The study has a qualitative approach and relies on pre-existing material. Theories within crisis communication and brand equity will be applied to press releases of three sponsors. In order to find brand equity implications for the sponsors, brand equity theories within marketing are weighed against each other.

The study indicates that while there is a direct relationship between the brand image for sponsors and the sponsored entity, brand equity for sponsors has been held intact during the worst crises.

Keywords:

FIFA, Crisis Communication, Marketing, Sponsors, Sports

Authors:

Alice D'Angelo (23456)

Jacqueline Alair Soares (23816)

Tutors:

Henrik Glimstedt, Associate Professor, Department of Marketing and Strategy

Examiner:

Peter Hagström, Associate Professor, Department of Marketing and Strategy

Bachelor Thesis

Bachelor Program in Business and Economics

Stockholm School of Economics

© Alice D'Angelo and Jacqueline Alair Soares, 2020

Contents

1. Introduction.....	3
1.1 Background.....	3
1.2 FIFA partners	5
1.2.1 Adidas.....	5
1.2.2 The Coca-Cola Company.....	5
1.2.3 Visa.....	5
1.3 Purpose of the study.....	5
1.4 Problem discussion.....	6
1.5 Research questions	6
2. Literature Review.....	8
2.1 Sponsorship.....	8
2.1.1 Definition	8
2.1.2 Sports sponsorship.....	8
2.1.3 Brand equity	9
2.2 Theoretical framework.....	9
2.3 FIFA 2015 and other crises.....	9
2.4 Keller's theory of customer-based brand equity.....	11
2.5 Coomb's theory of crisis communication.....	11
2.5.1 During the crisis.....	12
2.5.2 After the crisis.....	12
2.6 Sponsorship strategies.....	14
2.6.1 Fit.....	14
2.6.2 Consumer psychology	14
3. Methodology.....	16
3.1 Method criticism.....	16
3.2 Collection of data.....	16
3.3 Reflection on analytical methods.....	17
3.4 Reliability and validity.....	17
4.Results.....	19
4.1 Keller's theory in relation to the sponsors.....	19
4.2 Sponsor responses in relation to Coomb's theory.....	19
4.2.1 Adidas	19
4.2.2 Coca-Cola	20
4.2.3 Visa	20
4.2.4 Sponsors' responses in comparison with Coomb's theory.....	20
4.3 Commercial outcomes	22
4.3.1 Stock performance	22
4.4 Brand equity	23
4.4.1 Sponsor-event fit	23
4.4.2 Event psychology.....	24
4.4.3 FIFA reputation.....	24
4.4.4 Popularity of Sponsors.....	24
4.4.5 Diversity of Opinions.....	25
4.5 Summary of results.....	26
5.Conclusion and Recommendations.....	27

5.1 Drawbacks of Sponsorship within FIFA.....	27
5.2 Recommendations to the Sponsoring Companies.....	27
5.3 Limitations to the Study.....	28
5.4 Recommendations for future studies.....	28
 6. Appendix.....	 29
7.References.....	32

1. Introduction

The world of football is getting ready for its next big event - the men's World Cup in Qatar 2022. The hype surrounding these recurring events create opportunities for the corporate player within sports. The phenomenon of international marketing within sports has completely changed the political landscape of the sports economy. Football is in the midst of an era where private capital has led the globalization of the sport, with FIFA (Fédération Internationale de Football Association) acting as a frontrunner. FIFA now deals with not only the organization of football events but also with the coordination of sponsor deals and broadcasting rights. Having created a marketing platform with an inflow of private capital, FIFA has become the most influential deciding organ in international football. However, the organization has dealt with several scandals over the last few years regarding presidential elections and World Cup host decisions. Despite these revelations, none of the official long-term sponsors have terminated their sponsorship deals.

1.1. Background

In the past century, corporate interests have fueled the commercialization of sports and the global economy. In 1960, commercialization in sports swept over North America as entrepreneurs discovered new marketing opportunities. In the following years, the "big four" - basketball, baseball, ice hockey, and football - were built around the idea of commodification. This proved lucrative for corporations, as they engaged a diverse audience through different channels of media. Sports organizations such as the International Olympic Committee (IOC) and FIFA were still in the background as they produced the mega-events which were commercialized for revenue in North America and primarily the US. In the last decades of the 20th century, an intensifying private capital in sports attracted corporate sponsors which enabled a reformed political landscape within FIFA and IOC. Their events were soon centered around media and corporations, which resulted in a change in sports finance.

The 1984 Olympic Games in Los Angeles marked a new era in sports sponsorship (Tomlinson, 2004). International sports events suddenly held space for more than the teams and athletes, introducing sponsorship of teams as well as licensing of official products. Although the

promotional mix for some companies contained sponsorship of individual athletes and activities long before, events such as the Olympic Games and the Men's World Cup had an increasing inflow of private capital through marketing channels and partnerships. The results for the IOC and FIFA were several sponsors, some still partnered up to this day (Slack, 2004).

FIFA was founded in 1904 in Paris with the mission of overseeing international competition in football. From the start, there were only seven member nations; France, Belgium, Spain, Sweden, Switzerland, Denmark, and The Netherlands. Today, there are 211 member countries (FIFA, n.d.). In its organizational values, FIFA outlines several objectives that the organization works to promote. Besides being an advocate for integrity and fair play, FIFA strives to make football available to everyone. Among the international competitions and games, FIFA organizes the world's most significant event in football, the World Cup. As a member of The International Football Association Board, which determines the rules of the sport, FIFA enforces the rules in all its competitions.

The FIFA organization is the governing body of the football world, and the World Cup event brings in billions of dollars in revenue from sponsors, broadcasting rights, and merchandising. Because football has such great significance around the world and the World Cup is the event with the most viewers, the organization is continuously monitored. Despite this, FIFA has been through tumultuous times on several occasions over the years. Their scandals have ranged from rigged presidential elections to labor disputes where the latest scandal put in question whether Qatar had bribed FIFA to become the host country for the 2022 World Cup (Bernard, 2018). Despite its numerous scandals over the years, FIFA has arguably been unsuccessful in cleaning up its organization and counteracting the ethical concerns that have arisen.

FIFA events mainly generate revenue through sponsors, marketing, and broadcasting rights. During the years 2015-2018, almost 50 % of the organization's revenue came from television broadcasting rights, most of it during the 2018 World Cup in Russia. The second-largest source of revenue for the same period was marketing rights, with 26% of the total revenue split. The majority of that income comes from FIFA partners (FIFA Financial Report, 2018). Three of FIFA's largest official sponsors and partners are Adidas, Coca-Cola, and Visa.

1.2. FIFA partners

1.2.1 Adidas

Adidas is a German brand focusing on sports accessories that have been on the market since 1900. In 1970, Adidas got the honor of making the official balls for the games of the World Cup. A partnership with FIFA was initiated and Adidas continued to provide the official match balls to every FIFA World Cup after that ("History | Adidas", n.d.). Adidas has been one of the most critical official sponsors for FIFA, as the partnership has lasted for 50 years.

1.2.2 The Coca-Cola Company

The Coca-Cola Company is an American multinational beverage manufacturer that sold its first soft drink in 1886. Since then, they expanded their portfolio by buying huge brands such as Fanta and Sprite. ("Coca-Cola History | The Coca-Cola Company", n.d.). Coca-Cola states that its purpose is to refresh the world and make a difference. The company has products which are available all over the world. The organization has during each World Cup been awarded sponsorship deals, dating back to the year 1950. Thereby, Coca-Cola secured marketing opportunities early.

1.2.3 Visa

Visa started their journey in 1958 and has grown a lot since. Visa operates in over 200 countries and has its products and services available on a variety of different devices. As a result, they have become a major global brand and their focus is to be “for everyone and everywhere, the best way to pay and be paid” ("History of Visa Credit Cards | Our Business", n.d.). Visa entered a partnership with FIFA in 2007 and became a global partner. Through the partnership, Visa gets access to exclusive rights to payment services available during the World Cup.

1.3. Purpose of the study

FIFA events have created unique marketing platforms for their sponsors. The study aims to understand how Adidas, Coca-Cola, and Visa responded to the bribery and corruption accusations following the 2015 removal of the former FIFA president Sepp Blatter. The management strategies will be analyzed from a strategic crisis communication perspective.

Emphasis will be placed on how the sponsors handled the crisis, both during its occurrence and its aftermath, and how a partnership with FIFA and its events affects brand equity. Data will be collected from news articles, previous papers on the subject of marketing within sports and FIFA, as well as press releases from the aforementioned sponsors.

1.4. Problem discussion

FIFA is the governing body of international football. Football, being the world's most popular sport (Das, 2020), engages fans on a worldwide scale. FIFA organizes several football events and collaborates with major sponsors, which generates great sums of money. Though FIFA has its internal compliance processes and committees, the organization has repeatedly had members accused of corruption. The recurring corruption allegations have created a crisis of confidence for FIFA. Sponsors play a role in the crises, as they have obligations towards their stakeholders and are expected to take a stand as they collaborate with FIFA.

1.5. Research questions

Based on the discussion above, this paper aims to analyze and provide a deep understanding of how three of FIFA's major sponsors (Adidas, The Coca-Cola Company, and Visa) have communicated during the tumultuous times of FIFA's internal crises. Furthermore, brand equities as a result of a continued sponsorship will be explored. The research questions will naturally be formulated to explore things from the sponsor's perspective. This study will focus on two main research questions.

The first research question is *"How can we understand sponsor reactions to the 2015 FIFA corruption scandal and its allegations?"*. When a global organization such as FIFA has members charged with corruption, the accusations are directed at the organization as a whole. Since FIFA is thought to be a nonprofit global organization, media coverage on scandals surrounding it are typically vast. Regardless of the severity of the scandals FIFA has faced, no sponsors have chosen to terminate their cooperation with FIFA. Press releases, therefore, become an essential tool to understand their actions during and directly after the crisis and to investigate their actions.

The second research question is “*How does FIFA’s reputation affect sponsors’ brand equities?*”. The purpose of this research question is to find out how FIFA’s reputation affects its sponsors’ brand equity and whether it has an impact on the sponsors’ decisions and actions. Closely related to the first research question, the third question aims to find the properties of a successful sports event sponsorship. This research question is considered throughout the study and deemed vital because it has a bearing effect on how sponsors choose to act.

FIFA aims to further grow football communities around the world, while sponsors need to build lasting brand values that help generate sustained financial returns. Profitable and long-term sponsorship deals are key to FIFA’s continued success, making the research questions relevant to answer.

2. Literature review

2.1. Sponsorship

2.1.1. Definition

Sponsorship is an international phenomenon and has been prevalent in companies for a long time. Sponsorships are often defined as single or recurring investments in causes or events. By providing funds to activities, the sponsor can reach marketing objectives specific to that company. The purpose may therefore vary depending on several factors, such as firm size and scope, or even the product or service marketed. Usually, the desirable result from the sponsor's side is to increase brand awareness and to enhance the company image. Sponsorship typically does not involve any sort of direct financial return but instead focuses on the soft values of marketing such as consumer attitudes to create future sales opportunities (Sponsorship vs. Advertising: Know the Difference - Holtzman Partners LLP, 2018).

2.1.2. Sports sponsorship

Sports sponsorship is the relationship between a company and a sports-related entity. The company provides services related to finance or business and in turn receives marketing collateral (Cutler, 2019). These sports rights holders range from individual athletes to federations or governing bodies. In 2018, sports sponsorship accounted for the spending of about 65,8 billion U.S. dollars. Worldwide spending has increased since 2014 (See Appendix C) and the market for sports sponsorship since then has almost doubled concerning spending (Statista, 2019). The growth seen in the sponsorship market can be explained by different factors. One important factor is the exclusivity of the sponsored entity. While this exclusiveness provides marketing opportunities, the sponsor also becomes dependent on the entity it sponsors. Sponsorships are often extended contracts, as to ensure a strategic contribution from both sides of the sponsorship (Fahy, Farrelly & Quester, 2004).

Sponsorship within sports activities is by far the most common form of sponsorship within the nonprofit sector. Sports events are covered by media, which means that the visibility for sponsor brand names and products are high. The involvement as a sponsor is often more beneficial to a brand than a classic media advertisement. Sponsors today can choose from a variety of platforms

to reach out to customers. The brand exposure on social media platforms helps generate new marketing opportunities (Ní Chiaruáin, 2017). Through interaction with customers, sports entertainment sponsors can improve brand attitudes and brand recognition (Ungerman-Sears, 2015).

2.1.3. 2.1.3 Brand equity

Brand equity is a marketing term which indicates the value of the company. When customers have positive associations with a brand, they are willing to pay more for products because they perceive the positive attributes as an additional value gained. Brand equity is often divided into three different essential components, consumer perception, the positive or negative effects, and the resulting value (Hayes, 2019). Companies can build brand equity in different ways. For example, they can make their products memorable, easily recognized, or maintain a standard of quality and thus be trustworthy. Companies could use mass marketing campaigns and build brand recognition that generates a value premium when compared to a related equivalent (Hayes, 2019). Brand equity could be understood in the form of tangible or intangible value. Positive brand equity will generate increased revenue or profits. However, intangible values are positive effects that appear in marketing awareness or goodwill.

2.2. Theoretical framework

This study will be based on a theoretical framework which means that existing theories will be analyzed in contrast to the study's research questions. The existing theories that will be analyzed are Keller's (1993) theory: "Conceptualizing, Measuring, and Managing Customer-Based Brand Equity" and "Ongoing Crisis Communication: Planning, Managing, and Responding", written by Timothy Coombs. In addition, previous studies within the field of sports marketing and brand equity will be examined to shed further light on the issues discussed, such as how strategic event marketing can help strengthen brand equity.

2.3. FIFA 2015 and other crises

In December 2010 FIFA awarded the World Cup 2018 to Russia and hosting rights 2022 to Qatar. This occurred only a few days after an exposé on BBC had aired, claiming three FIFA officials (who voted in the 2018 and 2022 World Cup bidding) took bribes in the 1990s. Almost

six months later, the ethics committee within FIFA found former executive committee member Mohamed Bin Hammam guilty of bribery. Up until that point, there had been several claims of corruption within the organization.

On May 27, 2015, FIFA was hit by the biggest scandal in the football world. Seven of FIFA's delegates were accused of receiving bribes, money laundering, corruption, bank fraud, and organized crime. The current chairman of the FIFA union, Sepp Blatter, was constantly arguing that corruption did not exist in the union as he was facing re-election to continue his post as chairman. On the same day, FIFA issued a press conference announcing that FIFA itself had initiated the investigation and that the presidential election would still be held (Karlsson, 2015).

On May 28, 2015, the English newspapers criticized Blatter in regards to the FIFA scandal. Blatter would remain chairman, which was questioned. Critical votes therefore appeared against Blatter's choice to run for his fifth period as chairman (Karlsson, 2015).

On May 29, 2015, the FIFA union held a meeting where the presidential election was discussed. Blatter conveyed that FIFA would investigate and address the problems that had arisen. Blatter was re-elected as president at that congress but filed his resignation on June 2 2015 as he still faced high pressure from ongoing investigations into the bribery scandal by the FBI (Gibson, 2015). The investigation resulted in Sepp Blatter being suspended for eight years.

On May 6, 2020, Russia and Qatar were prosecuted by the US Department of Justice. The defendants were accused of accepting bribes connected to the World Cup host allocations in 2018 and 2022. Russia and Qatar had bribed 22 people to vote in their favor in the selection of the World Cup placements. Due to repeated allegations of bribery and fraud, the confidence for FIFA and its reputation had been damaged. The effects were seen internationally, as football governance in general also suffered repercussions (Larsson, 2020). The scandals may also have caused long-lasting damage to FIFA as a brand ("Yellow card for FIFA sponsors' billions", 2015).

2.4. Keller's theory of customer-based brand equity

The Men's World Cup takes place every four years and is the world's largest sporting event. Thereby, it is also a unique opportunity for sponsors around the world to push their brands. The fierce competition provides a unique opportunity for major global sponsors to market themselves and create brand awareness. To gain a deeper understanding of Adidas', Coca Cola's and Visa's responses in relation to the FIFA crisis, their actions will be analyzed in comparison to Keller's theory of Customer-Based Brand Equity. Keller's theory presents a conceptual model of brand equity from the perspective of the individual consumer. Customer-based brand equity occurs when the consumer is familiar with the brand and has some favorable, strong, and unique associations to the brand (Keller, 1993). Brand knowledge can be conceptualized according to an associative network memory model in terms of two components, brand awareness and brand image, i.e., a set of associations (Keller 1993). The strength of brand associations with the product category is an essential determinant of brand awareness. This paper therefore places emphasis on the importance of associations and how they can change, since it directly relates to the crises FIFA and its sponsors have faced.

2.5. Coombs theory of crisis communication

To get through an organizational crisis with as little damage as possible, it is vital to have a well-planned strategy for crisis communication. Sponsors have a responsibility to provide necessary information to their stakeholders, especially during any internal or external crises. If communication during a crisis is not handled correctly, it can aggravate the situation of the affected organization and its stakeholders.

Timothy Coombs theory focuses on recommendations and strategies in order to evaluate how well an organization responds to a crisis. The communication strategy that is most effective depends on the current situation and should be adjusted accordingly (Coombs, 2015, p. 147-148, 150). Coombs recommendation is for all organizations to have a crisis communication plan. The plan should include how external communication can minimize any damage that could occur due to a scandal (Coombs, 2015). A crisis management plan can be divided into three stages; *before*

the crisis, *during* the crisis, and *after* the crisis. This study will focus on the *during* and *after* phase of the crisis management plan (Coombs, 2015, p. 26-30).

2.5.1. During the crisis

For a crisis to be managed effectively, the organization must be fully aware of what has happened. An organization may find it challenging to identify the incident and thus determine whether a crisis has occurred (Coombs, 2015). The organization should internally compile information about the event and identify the starting point for the crisis and then inform its stakeholders and the public about what has happened (Coombs, 2015).

When making a public statement, the organization should have a strategic goal and a crisis management plan in mind, while also considering which channels are relevant to its purpose (Coombs, 2015). The most critical phase of crisis communication is to handle the first public opinion in an effective way as the information is widely disseminated through the mass media.

The first step for any organization during a crisis is to convey relevant information in an initial statement. Preferably, the first statement should be available within an hour after the crisis reaches the public eye (Coombs, 2015). This quick gathering of information can lead to exclusion of important parts or dissemination of incorrect information. Nevertheless, it is of great importance to quickly make an initial statement despite the possible gaps in information that may exist. Taking a passive stance in the media during a crisis can create an impression of uncertainty which the organization's should try to avoid (Coombs, 2015). The statement and its timing will impact how the recipients perceive the organization and its handling of the crisis, which is why it is important to make a well-planned statement as well as a quick one (Coombs, 2015).

2.5.2. After the crisis

In the aftermath of a crisis, the organization should consider its handling of events and from there improve its crisis management plan. The recommendation is to divide its investigations into the following groups: cooperation on possible investigations, follow-up communication, and crisis management. The organization should cooperate with authorities in any investigations to influence the image of its stakeholders and thus convey that the organization seeks to change and

improve. Stakeholders should also be continuously updated on events to indicate the importance the company places on the investigations (Coombs, 2015).

The stakeholders' perceptions of the organization will be based on how the organization chooses to deal with the crisis, shown through the organization's words and actions (Coombs 2015). The following crisis communication strategies have been developed by Coombs. Based on these recommendations, strategies have been developed that an organization can use to respond to a crisis.

Crisis communication strategies

- 1) Attack the prosecutor (Denial Posture)
- 2) Deny interference (Denial Posture)
- 3) Create scapegoats (Denial Posture)
- 4) Reduce their involvement (Diminishment Posture)
- 5) Justified emergency situations (Diminishment Posture)
- 6) Compensate (Rebuilding Posture)
- 7) Apologize (Rebuilding Posture)
- 8) Remind of one's good work (Bolstering Posture)
- 9) Make a fuss (Bolstering Posture)
- 10) Make yourself a victim (Bolstering Posture)

Strategy number one through three describes a statement from an organization that *denies* its involvement in the crisis. Group four and five aim to *reduce* the crisis and any participation in it. Strategy six and seven focus on *rebuilding* their confidence after the crisis, where strategies eight through ten aim to *strengthen* stakeholder relations. The crisis strategy that the organization is recommended to use depends on the nature of the crisis and the degree of involvement or responsibility. There are relevant tables to determine what strategy to use: Crisis Types, by Level of Responsibility and Guidance for Using Crisis Response Strategies (Coombs 2015, p.147-148,150).

2.6. Sponsorship strategies

2.6.1. Fit

Generally, much of the spending on sponsored activities are aimed at building brands. How do we then determine if the sponsorship is positive for a brand? The fit of a sporting event to a sponsor has been a hot topic in sponsorship research. The sponsor-event-fit theory explains the phenomenon of how well a sponsor and the sponsored entity match. This congruence creates perceptions of consistency which can generate affective reactions, thereby creating favorable marketing outcomes (Groza, Cobbs & Schaefer, 2012). The sponsorship match can be image based or functionality based (Gwinner & Eaton, 1999). An image based fit is defined by a transfer of associations related to the event. Brand attributes, personalities or values shared could be part of the image fit (such as Red Bull sponsoring a rally competition), whereas a functionality based fit is a “natural” and logical match (such as a sports clothing company sponsoring a sports team) (Deitz, Myers & Stafford, 2012). A study by Gwinner and Eaton (1999) showed that brand image congruence is enhanced via sponsorship. Furthermore, findings point to the match between sponsor and sponsored entity as a deciding factor in how successful the promotional activity becomes for the sponsor. A study on sponsor-event fit showed that the higher the fit between the sponsored entity and the sponsor, the more resilient the sponsored brand becomes in a consumer’s memory (Zdravkovic, Srdan & Till, 2012). The congruence between event and sponsor brand help develop positive consumer attitudes and benefits include effective image transfer (Gwinner & Eaton, 1999). Psychologically, the image transfer is explained by consumer expectations of a brand participating in a sponsorship relationship. Consumers evaluate brand attributes based on these factors and expect a fit for brands when participating in sponsored events, be it image or functionality based. The sponsor-event fit has therefore proved to be an important factor to consider when a commercial relationship is profit-oriented, which is the case of the FIFA World Cup sponsors (Ko, Chang, Park & Herbst, 2017). A successful event match implies favorable consumer attitudes for the sponsor at hand, which generally creates an enhanced relevance and brand recognition (Deitz, Myers & Stafford, 2012).

2.6.2. Consumer psychology

Many of the consumer features of sports events are intangible. The multisensory aspect of major sports events can provoke a range of emotions, which also becomes an important motivation for watching games and consuming related products. The three levels of attitudinal motivation for

affiliation, being *compliant*, *identification* and *internalization* (Kelman, 1958) can explain why long term perceptions of parties involved in sports events tend to stay stable. *Compliance* within sports marketing is the affiliations a company has with a sports entity. Compliance can also take place as brands build relationships with customers on-site, for example through entertainment. Sports fans often have an innate desire to win, and therefore *identify* with a team or athlete, which is a reason for the intensity at sports events. A fan of a particular sport, such as football, would, however, identify with any team or player perceived positively by them (Jones, Bee, Burton, & Kahle, 2004). The identification factor in sport is valuable to companies as the identification with an event and teams can translate to brand equity through positive associations. At that point, successful *internalization* has occurred. One important consequence of this three-level model is symbolic consumption, where a company could exploit products being used by “symbols” such as the players or during the event itself. The intense feelings sports fans have thus tend to rub off on any brand associated with it (Karlsson & Palmér, 2007).

The balance theory is another relevant theory within sponsorship. It is built around the fact that consumers constantly seek consistency in our beliefs. When there are multiple relationships or entities involved in a sponsorship, a balanced state in the consumer’s mind is when these entities fit together in harmony (Woodside & Chebat, 2001). One popular way to exploit the balance theory within marketing is having celebrity-endorsed brands and products. If a consumer has a positive association with said celebrity, they will be likely to carry over this view to include the endorsed product as well in order to achieve a balanced perception as a whole. Likewise, when a company is affiliated with a celebrated sport, perceptions of that company are likely to be positively affected. The Balance Theory further strengthens the view that long-term relationships with well-known and liked events can reduce the risk of losing brand equity (Rosenberger & Marková, 2013).

3. Methodology

3.1. Method criticism

The paper will be based on a qualitative method. A sponsor perspective is used in order to gain a broader understanding of the collaboration with a large global organization. In this study no experiment will be conducted, instead, the study will analyze if previous research is consistent with the actions of the three selected sponsors and partners with FIFA when handling a crisis and collaborating with FIFA. The Swedish headquarters of the respective companies were invited to participate in the study to validate or disprove the study's theories. They declined the invitation, hence the decision to analyze public statements regarding the study's chosen issues.

Global brands are exposed to a variety of consumer opinions. Having pre-existing biases could influence the way information is processed. In order to combat any subjectivity, theories will be the basis of any brand equity implications made. Theories have been chosen due to their objectivity. When discussing long-term effects on brand equity, several studies and theories are used in order to access a variety of opinions and empirical research.

As this essay focuses on a descriptive and comparative analysis, the results will follow. As the purpose is to understand the sponsors' actions in connection with the scandals and the resignation of the FIFA president, the sponsors' actions will be analyzed in relation to the selected literature. If the sponsors act in line with what the theorists advocate, the result is positive. If, on the other hand, they deviate, one should consider the reasons that led to this deviation.

3.2. Collection of data

This study is based on data collected from FIFA's website, sponsors' websites, as well as news articles and other previous research on the subject. The sponsors' statements have been examined in relation to chosen theories. The data collected has helped create a better understanding of FIFA's and sponsors' actions in connection to the crisis in 2015 but also the partnership between the sponsors and FIFA.

The reason why three FIFA sponsoring companies are being investigated is to ensure that they are thoroughly investigated. These companies are global and well known around the world. It would have been interesting to examine how more companies choose to act in connection with these crises, especially companies that are smaller, however, time constraints were a factor in why three companies were chosen.

3.3. Reflection on analytical methods

The crisis communication strategy used to analyze sponsors' behavior is developed by Dr. Timothy Coombs, a professor in the Department of Communication at Texas A&M University. His main research area is in crisis communication, in which field he has won numerous awards for his empirical studies ("W. Timothy Coombs", n.d.). Therefore, Coombs crisis communication is seen as a reliable theory to analyze how the aforementioned sponsors of FIFA handled the 2015 crisis.

Kevin Lane Keller is a well-known leader in the studies of brands, focusing his research on improving marketing strategies ("Kevin Lane Keller", n.d.). In order to gain a deeper understanding of sponsors' actions and why they continue to cooperate with FIFA through its crises, Keller's theory "Conceptualizing, Measuring, and Managing Customer-Based Brand Equity" will be used as an analytical tool.

In addition to the two main theories, research within the field of sponsorship and consumer psychology is used to provide relevant implications for brand equity. A number of quantitative studies will be evaluated in order to add relevant empirical research. The theories have been selected on the basis of how well they relate to the research questions.

3.4. Reliability and validity

Hereby follows a brief discussion of the reliability and validity of the research. Validity is about how well collected data measures what we actually intend to measure (Olsson & Sörensson, 2011). In this study, we have increased the validity by carefully reviewing the material used and ensuring that it is in line with the purpose of the essay and intends to answer the questions. The

theories that are discussed and analyzed have been designed by well-known researchers in the subject, which further increases credibility.

Reliability is linked to the survey method and whether the result will be the same if the study is conducted again (Bryman & Bell, 2017). In order to create reliability in this study, we have, among other things, been careful when carrying out the analysis of the companies' statements in connection with the selected theories. The three large companies were examined carefully, however, if a larger sample gets examined, the results may change which affects the credibility of the report. The companies' actions are analyzed in connection with crises within FIFA, which increases the dependability of the report, as this study can be applied to other crises.

4. Results

4.1. Keller's theory in relation to sponsors

There is an inherent risk when collaborating with a global organization such as FIFA. An advantage of the partnership with FIFA is the unique marketing opportunity it creates for sponsoring companies. A potential downside to breaking the sponsorship contract with FIFA is the risk that a competitor could replace them as sponsors and thereby gain valuable market shares.

In May 2018, Adidas and Coca-Cola became the most well-known FIFA World Cup sponsors ("Global brand awareness of FIFA and World Cup sponsors in 2018 | Statista", 2018). Coca-Cola was the brand that 76% of readers associated with as a FIFA partner and as a World Cup sponsor. The second was Adidas with 64% brand recognition ("Global brand awareness of FIFA and World Cup sponsors in 2018 | Statista", 2018). This shows that the respondents associated both sponsors with FIFA and the World Cup.

Keller's theory discusses the importance of associations towards a brand. The sponsors are associated with FIFA by virtue of their sponsorship, which may have negative effects on the sponsors brand equity due to FIFA's scandals. This also raises the importance of how the sponsors should respond to scandals. Adidas, Coca-Cola, and Visa are major global brands that have an established brand image. To continue to improve their brands, they must create positive brand associations in consumers' minds. All three sponsors withdrew from the allegations directed at FIFA to make it clear that their organizations did not stand for such values to prevent negative brand associations.

4.2. Sponsor responses in relation to Coombs theory

4.2.1. Adidas

Adidas was one of the first major global sponsors to FIFA to call them out in a statement. The day after the crisis hit FIFA, Adidas chose to make their statement. The company stated that they were committed to creating a culture that encourages ethical actions and compliance which

indicated they therefore expected the same from their partnership. They encouraged FIFA to meet transparent compliance standards. Adidas also stated that they are the leading football brand and therefore will continue to support football on all levels (O'Reilly, 2015). Adidas also clarified in their statement that they are committed to creating a culture that promotes the highest standards of ethics and compliance (O'Reilly, 2015).

4.2.2. Coca-Cola

Shortly after the news of FIFA's internal crisis, Coca-Cola made a statement. Coca-Cola was the first company to question FIFA as an organization. They were clear in expressing their concern about the allegations made against FIFA and prompted FIFA to take responsibility and carefully handle their issues. Coca-Cola also mentioned that they would cooperate fully with the authorities and stated that they were convinced that FIFA also would cooperate (Rushe, 2015).

Coca-Cola made a second statement on October 2, 2015, where they demanded that the FIFA president Joseph Blatter resign immediately from his position to help rebuild the confidence FIFA had lost ("Statement Calling For Fifa President To Step Down | Company Statement", 2015).

4.2.3. Visa

Visa was the sponsor who issued the most critical statement towards FIFA. On the same day the accusations towards FIFA were presented, Visa decided to make a statement. They expressed their disappointment with the FIFA organization and expected FIFA to immediately investigate the issues in their organization (Pylas, 2015). Visa also suggested that FIFA should rebuild their organization with healthy ethical practices, else threatening to reassess their sponsorship (O'Reilly, 2015).

4.2.4. Sponsors' responses in comparison with Coombs theory

When the arrest of 7 delegates within FIFA occurred on May 27, it was evident that a crisis had occurred within the organization. The sponsor's statements will be analyzed with Coombs crisis communication strategies. The crisis can be identified as *Preventable Cluster: Strong attributions of crisis responsibility* (See Appendix A), Mainly because it is damage caused by the human factor and also because crises that occur within FIFA are caused by those in powerful positions.

Firstly, during the crisis, the sponsors were quick to make a statement stating their position on the crisis in FIFA. Coca-Cola and Visa statements were straightforward and they took a strong stance against the allegations that were made towards FIFA, while Adidas went with a softer approach (See Appendix E).

The crisis response identified in Adidas' statement is "*Reminding*" (See Appendix B). Adidas encourages FIFA to continue its work to comply with transparent compliance standards. This can be seen as an attempt to remind the public of the good FIFA usually does. However, it can also be interpreted as a way for Adidas to deflect attention from the crisis. Coca-Cola's response to the crisis differed somewhat from Adidas'. Their crisis response can be interpreted, on the basis of their statement, as "*Apology*" (See Appendix B). Coca-Cola indicated in its statement that they took full responsibility for the crisis that occurred and were open to working with authorities to resolve the issue. Visa's crisis response is best identified as "*Compensation*" (See Appendix B). Visa took the crisis seriously and even threatened to break the sponsorship contract if FIFA did not make any significant changes to their organization.

The sponsors were quick to make a statement declaring their position on the crisis in FIFA. Their statements were straightforward and they took a strong stance against the allegations made towards FIFA. This shows that the crisis affected FIFA's relations with sponsors and partners. After the crisis, sponsors put pressure on FIFA. Sponsors were clear to express their cooperation with the authorities.

Coombs recommendations are that organizations that are themselves responsible for a crisis should use the strategies "Apology" and "Compensation" (Coombs 2015). The sponsors themselves are not directly responsible for the emergence of the crisis, however, stakeholders could perceive they have an obligation to speak up when any crisis arises in the partnership with FIFA. The sponsor whose actions stand out is Adidas's, where the company's choice of crisis response does not agree with Coombs recommendations. Nevertheless, it should be borne in mind that in their statement, Adidas chose to focus more on talking about its organization and its values than the crisis that had arisen to remind its customers of what they stand for.

One reason why companies should work with Coomb's recommendations on response strategies is to prevent the extent of the crisis from increasing and to minimize the negative rumors that may arise in connection with the crisis. Adidas, Coca-Cola and Visa are well-established companies, which makes it easier for them to run their organizations despite scandals to which they are associated. In order not to damage their reputation in the long term, it is important that they work with crisis communication strategies. When it comes to FIFA, which has a history of scandals, they still manage to run their organization, the reason being that people continue to sponsor sports.

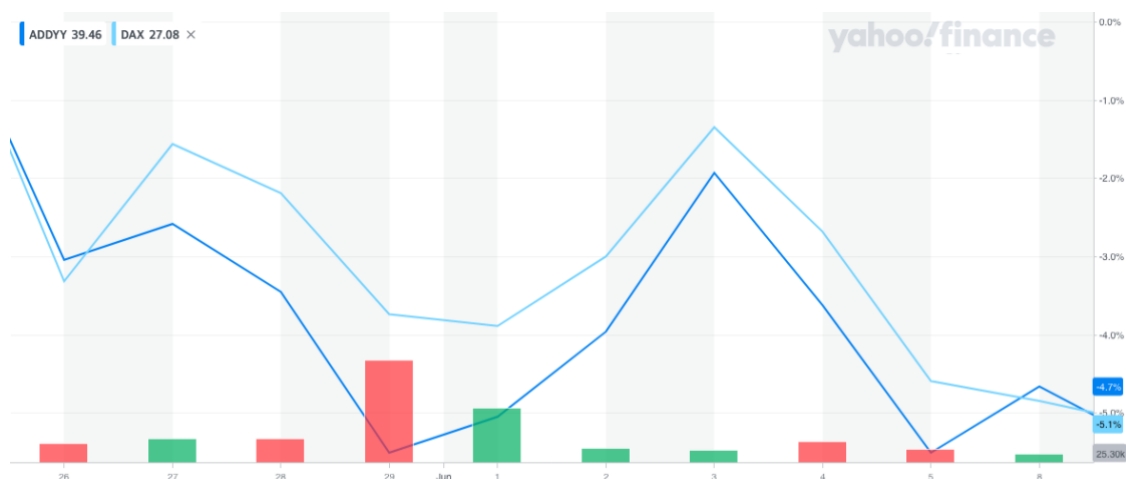
4.3. Commercial outcomes

Companies rely on their stakeholders in various ways in order to achieve economic success in the market. Customers, business partners and shareholders play a part in securing future returns.

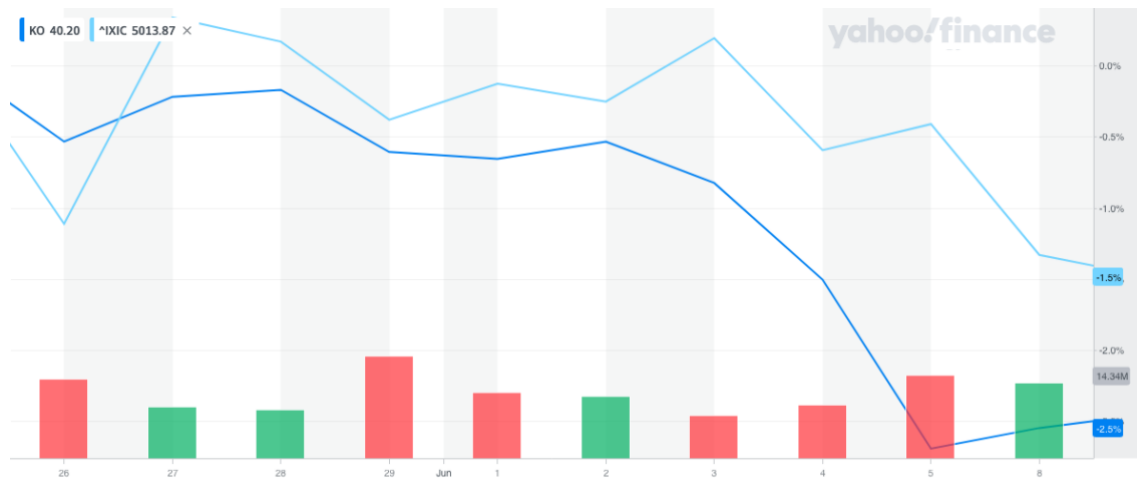
4.3.1. Stock performance

Reviewing the direct effects of early statements in relation to the FIFA corruption 2015 scandal, an indicator of performance is stock price development (Knittel and Stango, 2010). Since the three FIFA sponsors investigated in this paper are listed on stock markets, their individual stock performances will be compared to the market in which they are listed (shown below in as DAX or NASDAQ). We focus on the first week after the scandal initially. This is to trace potential initial shareholder reactions to allegations.

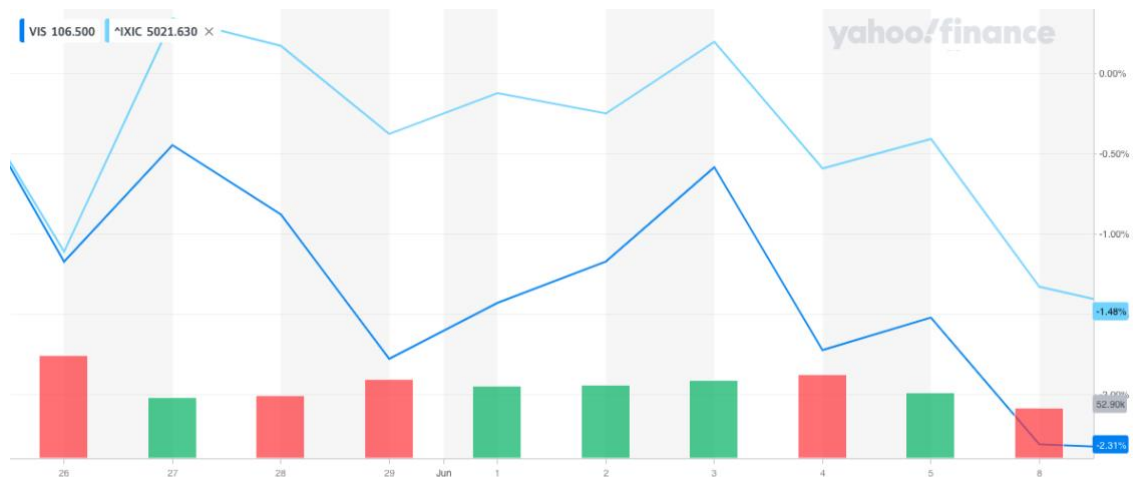
Graph 1: Adidas stock during the 2015 scandal



Graph 2: Coca-Cola Company stock during the 2015 scandal



Graph 3: Visa stock during the 2015 scandal



Source: All graphs retrieved from Yahoo! Finance.

All stocks tend to move more or less with the market during the first week after the scandal. Even though the stocks fluctuations seem to correlate to their markets, all of them experience a significant drop all in all. This may be explained by shareholders selling stock they may deem unethical (Brakke & Sakkestad, 2014).

4.4. Brand equity

4.4.1. Sponsor-event fit

The match between the FIFA brands and FIFA events is important in this context. The fit between sponsors can be explained as the result of different levels of involvement by looking at the events. The “functional-based” brands are used during events and the “image-based” brands are related to the associations’ participants have of the event (Gwinner, K. 1997). Adidas is a

typical functional-based brand since they supply the WC with things such as the official footballs. The Coca-Cola Company image is built on enjoyment and entertainment, which relates to the joy people get from the celebration of football. Furthermore, Coca-Cola has co-produced several official FIFA WC anthems as well, which adds to the entertainment of the event. The Coca-Cola Company's marketing efforts aimed at enhancing the positive emotions surrounding the World Cup, and is, therefore, image-based by nature. Reconnecting to Keller's theory, there are similarities in how consumers' memories are shaped by associations that reinforce perceptions of a brand (Keller, 1993). Both Coca-Cola and Adidas, therefore, seem to have variables they share, which results in a better image transfer than in the case of no similarity or fit. It is questionable whether VISA, a company within the sector payment services, has any other original image match with the FIFA organization or their events besides providing online payment alternatives. However, as stated in the literature, long-term relationships can create natural associations and therefore develop a good match.

4.4.2. Event psychology

All sponsors involved with FIFA's events and its off-field activities benefit from the positive rub-off that the most famous football tournament gives. The uniting force during the event is the passion for football. Since fans are likely to bring intense emotions and thereby bring properties such as compliance and identification, the affiliation with FIFA is likely to be perceived as sponsorship of football as a sport rather than FIFA as an organization. The positive associations' consumers have with football justify sponsorship deals, as benefits are transferred. The Balance theory further strengthens the positive rub-off for all three companies that sponsor FIFA and the World Cup.

4.4.3. FIFA reputation

Even though there are many benefits related to sports sponsorship, there are significant risks involved. Demonstrations and revelations on internal mishandlings have prevailed during several of these events. Before the 2013 Confederations Cup in Brazil, public outcries regarding public transport gave birth to doubts on whether the country was a good fit for the FIFA 2014 World cup. In previous studies, a strong correlation between event image and brand equity have been found, at least this is true for positive views. The direct influence on sponsor image during the Olympic Games 2008 (Grohs & Reisinger, 2014) supports the positive correlation, as do studies

conducted later of sponsors and FIFA events (Coelho, Amorim & Almeida, 2019). If the same correlation is real when views are negative, there could be a negative spillover effect on image transfer for the sponsor. However, a good sponsor-event fit seems to outweigh the risk of negative brand transfers. If an event has a long history and an established image, then a positive image transfer is more probable than a negative one (Rosenberger & Marková, 2013).

4.4.4. Popularity of sponsors

In a study of the Olympics and FIFA World Cup, sponsors were examined in the context of brand equity. The conclusion was that the selected companies within the payment services category were successful in their marketing efforts. The internationality of the events was one crucial factor of such a success since the benefit from sponsorship activities transcended language and borders. When executed successfully, international companies seem to be positively affected while collaborating with international sporting events as such. The investments in brand-building initiatives may result in enhanced brand salience and perceptions (Madrigal, Bee & LaBarge, 2005).

In order to become an official partner of the FIFA World Cup, substantial capital is needed, which prevents smaller companies from competing with big companies. The companies that have the advantage of being able to partner up with FIFA and market their brand during the World Cup get the benefits of exposure, brand association, and goodwill. Football, a sport that is loved in all parts of the world when sponsors manage to create a connection between their brand and something that the audience love (in this case football), they create a connection that is based on pure passion and love which is invaluable to a brand (Magnay, 2014).

4.4.5. Diversity of opinions

Transparency International conducted a study in 2017 where fans from over 50 countries participated. Survey data shows that 53% had no confidence and trust towards FIFA (See Appendix D). However, the confidence towards FIFA has increased from 2015 and 2016, where 69% of the respondents answered they had no confidence in FIFA (e.V., 2017).

During the scandal in the year 2015, YouGov conducted a survey on whether the public thinks sponsors should continue or stop sponsoring FIFA. The data shows that 73% of those who

answered the survey thought that sponsors should terminate their contracts with FIFA (Jordan, 2015). Some sponsors chose to take a step back from FIFA because of its bad reputation. However, the major global sponsors kept their contracts intact and instead kept pressuring FIFA to make massive organizational reforms.

4.5. Summary of results

The existing marketing platforms within sport events allow sponsors to reach a larger demographic audience and a successful sponsorship often results in return on investments. Data show that brand recognition is high for the sponsors which are partnered up with FIFA, which strengthens Keller's theory where functional associations make out the very base of brand equity.

Studies point towards long-term brand equity benefits resulting from an affiliation with FIFA, primarily because of the unique marketing opportunities their events provide. The entertainment element of the World Cup is a way for the sponsors to push their interest in football rather than their need to build a strong brand and trigger sales. FIFA's ability to bounce back from short term reputation damage due to scandals, along with the growth in brand equity that is associated with being a sponsor of the World Cup, there are many long-term benefits for financial success in a continued sponsorship.

5. Conclusion and recommendations

5.1. Drawbacks of sponsorship with FIFA

Following the FIFA scandal in 2015, several large global companies chose to withdraw from continued cooperation with FIFA and the World Cup. The reason was that FIFA's reputation was severely damaged by all accusations and the sponsors wanted to avoid having their brand image damaged. Three significant sponsors who chose to decline a continued partnership were Emirates, Sony, and Continental (Becker, 2018). Although large global companies have decided to withdraw from the partnership and cooperation with FIFA, other global companies remain. The question is whether it is beneficial to the companies to withdraw from further cooperation to protect their brands, or if the opportunities associated with a partnership with FIFA would outweigh the risks.

5.2. Recommendations to the sponsoring companies

Having analyzed the sponsors' partnerships with FIFA, the brand exposure that affects companies' brand equity is beneficial. This may be the reason why some sponsors do not terminate their collaboration with FIFA despite the significant risks they run when a scandal occurs. Crisis communication and management is important in any organization. In order to keep public trust intact, sponsors can push for change within FIFA.

Sponsors do not want to lose their unique marketing possibilities in the World Cup to any competitor. It raises another question; do sponsors need the cooperation with FIFA and the World Cup more than FIFA needs them? Investing in million-dollar partnership deals with FIFA improves customer reach on a global scale while at the same time providing brand values to sponsor brands.

If FIFA worked more to combat corruption within its organization, the cooperation with the sponsors might become even more valuable. The benefits that the sponsors receive from their collaboration with FIFA indicate that companies could continue their cooperation with FIFA, but only if they are prepared to deal with the risk involved.

5.3. Limitations to the study

- 5.3.1. The first identified limitation is the sample size of the sponsors. The reason the sponsors Adidas, Coca-Cola, and Visa were chosen was due to their long collaboration with FIFA and the fact that they are large and well-known global organizations. The number of chosen sponsors was limited to three to better be able to research and analyze in-depth their respective statements and actions concerning FIFA's internal crises. This limitation results in a lack of understanding how other sponsors acted, especially the few sponsors who terminated their contracts. The second limitation concerns the data collection process. No interviews were made with the sponsor companies, partly they did not want to participate but also because no visits could be made due to the prevailing Covid-19 pandemic. This made the study depend on press statements and communications. Lastly, there is a limitation due to time constraints. The study could have investigated issues from a consumer perspective. A more thorough consumer perspective could have contributed to a further understanding of how sponsors' actions and statements affect how customers perceive them, as consumer psychology is a critical aspect in previous studies on brand equity.

5.4. Recommendations for future studies

- 5.4.1. The three limitations discussed above could be addressed in future research studies. Firstly, by analyzing a larger sample of sponsors, the results could provide a more general result as well as include minor partners and sponsors. Further research studies could also investigate whether the behavior of smaller companies differed from the larger (global) companies in regards to statements, actions and/or termination of collaboration with FIFA. Secondly, in-depth interviews with sponsors could be conducted in an attempt to gain a better understanding of marketing decisions. This could provide the opportunity to collect information that was not previously available to the public and thereby increase the understanding of the companies' actions. The third recommendation for future studies is to examine brand equity solely from a consumer perspective.

6. Appendix

Appendix A: *Crisis Types, by Level of Responsibility*

Victim Cluster: Very little attribution of crisis responsibility

Natural disasters
Rumors
Workplace violence
Malevolence

Accidental Cluster: Low attribution of crisis responsibility

Challenges
Technical-error accidents
Technical-error product harm

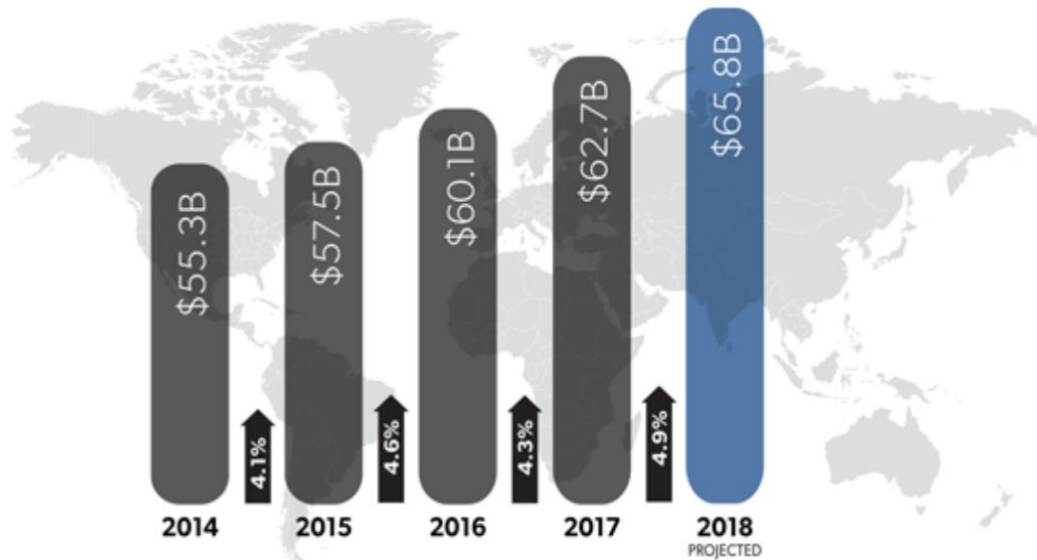
Preventable Cluster: Strong attributions of crisis responsibility

Human-error accidents
Human-error product harm
Organizational misdeeds

Appendix B: *Guidance for Using Crisis Response Strategies*

Crisis Response Strategy	Asset for Crisis Communication	Liability for Crisis Communication	Host Appropriate Situation
Attacking the accuser	Refuses claims that a crisis exists	Builds sympathy for attacker Offends victims	Rumor crisis
Denial	Refuses claims that a crisis exists	Offends victims	Rumor crisis
Scapegoating	Eliminates responsibility for a crisis	Angers victims and non-victims	Should be avoided
Excusing	Reinforces minimal responsibility for the crisis	Angers victims and non-victims	Crises with low levels of crisis responsibility
Justification	Reinforces minimal damage from the crisis	Angers victims and non-victims	Crises with low levels of crisis responsibility
Compensation	Indicates organization is taking responsibility for the crisis	Increases expense for the organization	Any crisis with visible victims
Apology	Organization accepts responsibility for the crisis	Increases expense for the organization	Any crisis where there is evidence that the organization is the primary actor responsible for the crisis
Reminding	Adds positive information about the organization	Victims and non-victims may view it as an attempt to distract from the crisis	When an organization has a favorable prior reputation
Ingratiation	Adds positive information about the organization	Victims and non-victims may view it as an attempt to distract from the crisis	Any crisis that involves help from outside actors
Victimage	Builds sympathy for the organization	Victims and non-victims may view it as an attempt to distract from the crisis	Product tampering, hacking, workplace violence, and natural disaster crises

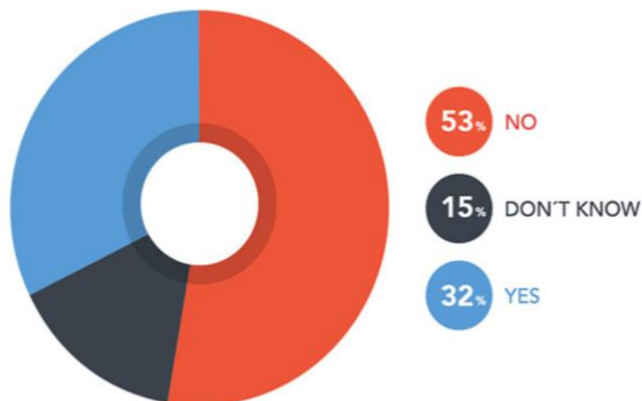
Appendix C: Total Global Sponsorship Spending



Source: IEG (2018).

Appendix D: The Fans Confidence in FIFA.

Do you have confidence in FIFA?



Data brought to you by



FORZA FOOTBALL

Source: Transparency International (2017).

Appendix E: The sponsors' first and full statements about the FIFA scandal 2015

Adidas

“The Adidas Group is fully committed to creating a culture that promotes the highest standards of ethics and compliance, and we expect the same from our partners. Following today’s news, we can therefore only encourage FIFA to continue to establish and follow transparent compliance standards in everything they do.” “Adidas is the world’s leading football brand and we will continue to support football on all levels.”

The Coca-Cola Company

“This lengthy controversy has tarnished the mission and ideals of the FIFA World Cup and we have repeatedly expressed our concerns about these serious allegations. We expect FIFA to continue to address these issues thoroughly. FIFA has stated that it is responding to all requests for information and we are confident it will continue to cooperate fully with the authorities.”

Visa

“Our disappointment and concern with FIFA in light of today’s developments is profound. As a sponsor, we expect FIFA to take swift and immediate steps to address these issues within its organization. This starts with rebuilding a culture with strong ethical practices in order to restore the reputation of the games for fans everywhere. Visa became a sponsor of FIFA because the World Cup is one of the few truly global sporting events with the power to unite people from around the world through a common love of football. Our sponsorship has always focused on supporting the teams, enabling a great fan experience, and inspiring communities to come together and celebrate the spirit of competition and personal achievement – and it is important that FIFA makes changes now, so that the focus remains on these going forward. Should FIFA fail to do so, we have informed them that we will reassess our sponsorship.”

Source: O'Reilly, L. (2015).

7. References

- Bauer, T., Gordon, J., & Spillecke, D. (2013). The dawn of marketing's next golden age: \$200 billion and counting. Retrieved 11 May 2020, from <https://www.mckinsey.com/~/media/mckinsey/business%20functions/marketing%20and%20sales/our%20insights/is%20sports%20sponsorship%20worth%20it/marketing%20golden%20age.ashx>
- Becker, L. (2018). *Everything about the sponsors of the World Cup*. Ispo.com. Retrieved 4 May 2020, from <https://www.ispo.com/en/trends/2018-world-cup-overview-fifa-sponsors>.
- Bernard, J. (2018). *The History of FIFA Corruption*. Cleats. Retrieved 6 May 2020, from <https://vocal.media/cleats/the-history-of-fifa-corruption>.
- Biscaia, Rui & Correia, Abel & Ross, Stephen & Rosado, António 2014. Sponsorship effectiveness in professional sport: An examination of recall and recognition among football fans. *International Journal of Sports Marketing and Sponsorship*. 16. 7-23. 10.1108/IJSMS-16-01-2014-B002. Retrieved 2020-05-01
- Brake, A. & Sakkestad, S. (2014). Market Valuation of Ethics: How Valuation Multiples are Affected by Investors' Ethical Perception. Lund University School of Economics and management.
- Bryman, A. & Bell, E. (2017). *Företagsekonomiska forskningsmetoder*. Malmö: Liber
- Carlsmith, J. M. & Gross, A. E. (1969). Some effects of guilt on compliance. *Journal of Personality and Social Psychology*, 11, 232-239.
- Coca-Cola History | The Coca-Cola Company*. Coca-colacompany.com. Retrieved 15 April 2020, from <https://www.coca-colacompany.com/company/history>.
- Coelho, Mariana Guará Rocha, Amorim, João Guilherme Barbosa de, & Almeida, Victor Manoel Cunha de. (2019). Sports Mega-Event Sponsorship: The Impact of FIFA Reputation and World Cup Image on Sponsor Brand Equity. *BAR - Brazilian Administration Review*, 16(1), e180071. Epub May 02, 2019. <https://doi.org/10.1590/1807-7692bar2019180071>
- Coombs, W.T. (2015). *Ongoing Crisis Communication – Planning, Managing, and Responding*. Croydon: SAGE Publications, Inc
- Cutler, M. (2019). Global sports sponsorship spend to reach £35bn in 2019 - Two Circles. Retrieved 6 May 2020, from <https://twocircles.com/gb-en/articles/sport-misses-out-on-14bn-despite-growth-year-for-sponsorship-spend/>
- Das, S. (2020). *Top 10 Most Popular Sports in The World [Updated 2020]* - sportsshow.net. sportsshow.net. Retrieved 13 May 2020, from <https://sportsshow.net/top-10-most-popular-sports-in-the-world/>.
- Deitz, G.D., Myers, S.W. and Stafford, M.R. (2012), Understanding Consumer Response to Sponsorship Information: A Resource-Matching Approach. *Psychology & Marketing*, 29: 226-239. doi:10.1002/mar.20517
- e.V., T. (2017). *Most fans don't believe Gianni Infantino's first year has won back trust in FIFA*. www.transparency.org. Retrieved 30 April 2020, from https://www.transparency.org/news/pressrelease/most_fans_dont_believe_gianni_infantinos_first_year_has_won_back_trust_in_f.
- Fahy, John & Farrelly, Francis & Quester, Pascale. (2004). Competitive Advantage through Sponsorship: A Conceptual Model and Research Propositions. *European Journal of Marketing* - EUR J MARK. 38. 1013-1030. 10.1108/03090560410539140.
- FIFA Financial Report 2018*. Resources.fifa.com. (2020). Retrieved 11 May 2020, from <https://resources.fifa.com/image/upload/xzshoe2ayttyquuxhq0.pdf>.
- FIFA. History of FIFA - Foundation - FIFA.com*. FIFA.com. Retrieved 13 March 2020, from <https://static.fifa.com/about-fifa/who-we-are/history/index.html>.

- Gibson, O. (2015). *Coca-Cola and McDonald's lead calls for Sepp Blatter to stand down*. the Guardian. Retrieved 7 April 2020, from <https://www.theguardian.com/football/2015/oct/02/coca-cola-mcdonalds-fifa-president-sepp-blatter-stand-down>.
- Gibson, O. (2015). *Sepp Blatter to resign as Fifa president after 17 years in role*. the Guardian. Retrieved 13 May 2020, from <https://www.theguardian.com/football/2015/jun/02/sepp-blatter-fifa-president-resigns>.
- Grohs, R., & Reisinger, H. (2014). Sponsorship effects on brand image: The role of exposure and activity involvement. *Journal of Business Research*, 67(5), 1018-1025. <https://doi.org/10.1016/j.jbusres.2013.08.008>
- Global brand awareness of FIFA and World Cup sponsors in 2018* / Statista. Statista. (2018). Retrieved 8 April 2020, from <https://www.statista.com/statistics/869180/brand-awareness-fifa-sponsor/>.
- Gwinner, K. and Eaton, J. (1999) *Building Brand Image through Event Sponsorship: The Role of Image Transfer*. *Journal of Advertisement*, 28, 47-57.
<http://dx.doi.org/10.1080/00913367.1999.10673595>
- Hayes, A. (2019). *What You Need to Know About Brand Equity*. Investopedia. Retrieved 5 May 2020, from <https://www.investopedia.com/terms/b/brandequity.asp>.
- History of Visa Credit Cards | Our Business*. Usa.visa.com. Retrieved 15 April 2020, from https://usa.visa.com/about-visa/our_business/history-of-visa.html.
- History*. Retrieved 15 April 2020, from <https://www.adidas-group.com/en/group/history/>.
- IEG. (2018). *Signs Point To Healthy Sponsorship Spending In 2018*. Sponsorship.com. Retrieved 13 May 2020, from <http://www.sponsorship.com/report/2018/01/08/signs-point-to-healthy-sponsorship-spending-in-201.aspx>.
- Jacobs, J., Jain, P., & Surana, K. (2014). Is sports sponsorship worth it?. Retrieved 5 May 2020, from <https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/is-sports-sponsorship-worth-it>
- Jones, S., Bee, C., Burton, R., & Kahle, L. R. (2004). Marketing through sports entertainment: A functional approach. In L.
- Jordan, W. (2015). *Public to sponsors: drop Fifa* / YouGov. Yougov.co.uk. Retrieved 30 April 2020, from <https://yougov.co.uk/topics/politics/articles-reports/2015/05/31/public-sponsors-drop-fifa>.
- J. Shrum (Ed.), *The psychology of entertainment media: Blurring the lines between entertainment and persuasion* (p. 309–322). Lawrence Erlbaum Associates Publishers.
- Karlsson, C., & Palmér, S. (2007). Event marketing : as a promotional tool for consumer brands (Dissertation). Retrieved from <http://urn.kb.se/resolve?urn=urn:nbn:se:ltu:diva-45091>
- Karlsson, K. (2015). *FIFA-pampar gripna – misstänks för korruption*. Aftonbladet. Retrieved 31 March 2020, from <https://www.aftonbladet.se/sportbladet/fotboll/a/jPrQXq/fifa-pampar-gripna--misstanks-for-korruption>.
- Keller, K. (1993). *Conceptualizing, Measuring, and Managing Customer-Based Brand Equity* [Ebook]. American Marketing Association. Retrieved from <http://www.jstor.org/stable/1252054>
- Kelman, H. C. (1958). Compliance, identification, and internalization: Three processes of attitude change. *Journal of Conflict Resolution*, 2, 51–60.
- Kevin Lane Keller. Tuck.dartmouth.edu. Retrieved 21 April 2020, from <https://www.tuck.dartmouth.edu/faculty/faculty-directory/kevin-lane-keller>.
- Knittel, Christopher & Stango, Victor. (2010). Celebrity Endorsements, Firm Value and Reputation Risk: Evidence from the Tiger Woods Scandal. *Management Science*. 60. 10.1287/mnsc.2013.1749.

- Ko, Y. J., Chang, Y., Park, C., and Herbst, F. (2017) Determinants of consumer attitude toward corporate sponsors: A comparison between a profit and nonprofit sport event sponsorship. *J. Consumer Behav.*, 16: 176– 186. doi: 10.1002/cb.1622.
- Larsson, E. (2020). Amerikanskt åtal: Ryssland och Qatar köpte till sig VM. Retrieved 7 April 2020, from <https://www.svt.se/sport/fotboll/amerikansk-atal-ryssland-och-qatar-kopte-till-sig-vm>
- Madrigal, R., Bee, C., & LaBarge, M. (2005). Using the Olympics and FIFA World Cup to enhance global brand equity: A case study of two companies in the payment services category. In: J. A. Cornwell & T. B. Cornwell (Eds.), *Global sport sponsorship* (pp. 179-190). Oxford
- Magnay, J. (2014). *The real value of a World Cup sports sponsorship*. Intheblack.com. Retrieved 30 April 2020, from <https://www.intheblack.com/articles/2014/07/01/the-real-value-of-a-world-cup-sports-sponsorship>.
- Ní Chiaruáin, A. (2017). *The Benefits of Sports Sponsorships in the Digital Age of Visual Data*. LogoGrab Blog. Retrieved 2 May 2020, from <https://blog.logograb.com/benefits-sports-sponsorships-in-digital-age-visual-data/>.
- Olsson, H. & Sörensen, S. (2011). *Forskningsprocessen: kvalitativa och kvantitativa perspektiv*. Malmö: Liber.
- O'Reilly, L. (2015). *World Cup sponsor Adidas reacts to the arrest of FIFA officials*. Business Insider. Retrieved 11 May 2020, from <https://www.businessinsider.com/adidas-statement-on-arrest-of-fifa-officials-2015-5?r=US&IR=T>.
- O'Reilly, L. (2015). *World Cup sponsor Visa warns FIFA it could jump ship*. Business Insider. Retrieved 7 April 2020, from <https://www.businessinsider.com/visa-on-fifa-arrests-2015-5?r=US&IR=T>.
- Pylas, P. (2015). *Coca-Cola, Visa and Adidas are responding to the FIFA corruption scandal*. Business Insider. Retrieved 7 April 2020, from <https://www.businessinsider.com/coca-cola-visa-and-adidas-are-responding-to-the-fifa-corruption-scandal-2015-5?r=US&IR=T>.
- Rosenberger, T., & Marková, I. (2013). Effectiveness of official event sponsorship : A study of Rally Sweden 2013 (Dissertation). Retrieved from <http://urn.kb.se/resolve?urn=urn:nbn:se:kau:diva-27643>
- Rushe, D. (2015). *Coca-Cola says corruption has 'tarnished' the World Cup*. the Guardian. Retrieved 9 April 2020, from <https://www.theguardian.com/football/2015/may/27/coca-cola-corruption-world-cup>.
- Slack, T. (2004). *The commercialisation of sport*. London: Routledge. Retrieved 20 April 2020, from <https://doi.org/10.4324/9780203494264>.
- Slack, T, Amis, J (2004) Money for nothing and your cheques for free? A critical perspective on sport sponsorship. Retrieved 1 May 2020, from <http://site.ebrary.com/id/10162769>.
- Slack, T (ed.) *The Commercialisation of Sport*. London: Routledge.
- Sponsorship vs. Advertising: Know the Difference - Holtzman Partners LLP. (2018). Retrieved 11 May 2020, from <https://holtzmanpartners.com/sponsorship-vs-advertising>
- Statista. (2018). *Global brand awareness of FIFA and World Cup sponsors in 2018 / Statista*. Statista. Retrieved 12 May 2020, from <https://www.statista.com/statistics/869180/brand-awareness-fifa-sponsor/>.
- Statista. (2019). *Sponsorship spending worldwide 2007-2018 / Statista*. Statista. Retrieved 7 May 2020, from <https://www.statista.com/statistics/196864/global-sponsorship-spending-since-2007/>.
- Statement Calling For Fifa President To Step Down / Company Statement*. Coca-colacompany.com. (2015). Retrieved 7 April 2020, from <https://www.coca-colacompany.com/media-center/statement-calling-for-fifa-president-to-step-down>.

Tomlinson, A. (2004). *The making of the global sports economy: ISL, adidas and the rise of the corporate player in sport*. In M. L. Silk, C. L. Cole, & D. L. Andrews (Eds.), *Sport and corporate nationalisms* (pp. 35-65). Oxford: Berg Publishers Ltd.

Ungerman-Sears, J. (2015). Corporate Sponsorship vs. Traditional Advertising in Sports: An Empirical Comparison.

Visa FIFA Partnership. <https://www.visa.se/about-visa/sponsorships-promotions/fifa-partnership.html>. Retrieved 7 April 2020, from <https://www.visa.se/about-visa/sponsorships-promotions/fifa-partnership.html>.

Woodside, A.G. and Chebat, J.-C. (2001), Updating Heider's balance theory in consumer behavior: A Jewish couple buys a German car and additional buying–consuming transformation stories. *Psychology & Marketing*, 18: 475-495. doi:10.1002/mar.1017

W. Timothy Coombs. Liberalarts.tamu.edu. Retrieved 21 April 2020, from <https://liberalarts.tamu.edu/communication/profile/w-timothy-coombs/>.

Yellow card for FIFA sponsors' billions. Nytimes.com. (2015). Retrieved 7 April 2020, from <https://www.nytimes.com/video/multimedia/100000003717061/yellow-card-for-fifa-sponsors-billions.html?searchResultPosition=2>.

(Zdravkovic, Srdan & Till,. (2012). *Enhancing brand image via sponsorship: Strength of association effects*. *International Journal of Advertising*. 31. 10.2501/IJA-31-1-113-132.)