

UNIVERSITY OF KWAZULU-NATAL

Perspectives on the Effects of Ambush Marketing: The Case of Nike, the Global Ambusher

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DECLARATION

I, Achal Sukram declare that:

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ABSTRACT

Nike is one of the most recognisable brands in world. The brand has developed a reputation for its creative and imaginative marketing strategies, especially its effective and successful use of ambush marketing as a marketing tactic during major sporting events. Thus, it has been dubbed the global ambusher. The growth of ambush marketing as a marketing strategy during major sporting events has raised concern over the value of sponsorship. This is because the ambush marketer may receive similar benefits of sponsorship without the investment in sponsorship fees. As such, this may have a direct effect on major stakeholders in a sponsorship relationship. Therefore, this research is important as its primary purpose is to understand ambush marketing as a marketing strategy and the effects it has on major stakeholders such as the public, spectators and participants, event organisers, sponsors and ambushers. The study focuses on Nike as a case in point. Understanding the effects of ambush marketing is important for policy and law makers developing legislation to prevent ambush marketing. It is also important for event organisers trying to source sponsors to fund events and to protect those sponsors' sponsorship investments. Then finally for competing companies, understanding the potential benefits and risks of ambush marketing is important as they weigh these up in the development of their competitive strategies.

The literature review forms the foundation for this study. It has discussed sponsorship, in particular, sport sponsorship before introducing the concept of ambush marketing and engaging in topics such as ambush marketing strategies, ethics, legal implications and preventive steps. In accordance with the objectives of this study, the focal literature around ambush marketing focuses on the effects of ambush marketing on various stakeholders.

The research methodology for this study has focused on Nike as a global ambusher. Data was collected from three different sources. The first source of data collection was academic articles from Google Scholar and the second source was from popular online press articles around the 2014 Soccer World Cup. The final source of data was collected via a website called Social Mention, which tracks data on social media websites.

The findings for this study suggest that despite the presence of Nike as an ambusher, Adidas was able to counter-act with its own successful promotional and marketing strategies.

However, Nike was able to achieve similar results and reactions from its target market without having to spend on sponsorship fees that Adidas had to spend in addition to their promotional and marketing campaigns. It can be concluded, that ambush marketing has a negative effect on various stakeholders, however one should acknowledge the creative and imaginative ability of ambushers to effectively compete with sponsors. In accordance, recommendations were made to the various stakeholders on how to oppose the effects of ambush marketing.

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CHAPTER 1 - INTRODUCTION

1.1. Introduction

The significant growth of commercial sponsorship over recent decades has contributed to the overall success of many companies. According to Hoek and Gendall (2002:72) managers no longer see sponsorship as a philanthropic gesture, but expect it to provide a financial return, in other words, it is a profit-oriented perspective. Sponsorship has proven to be a key component of marketing. Many companies find it a valuable avenue in which they can also gain the attention of major stakeholders as well as creating a competitive advantage (Dhurup, 2011:216).

Sport sponsorship has played a major part in the emergence of sponsorship as a key strategy for marketers today. Many sporting events around the world have provided marketers with the perfect platform to promote and advertise their business, increase their sales as well as reach their target market (Gilaninia, 2011:114). Many of these events generate a great public following which not only attracts international media but a mega global audience with potential sales benefits for sponsors associated with the events. Therefore, sponsorship as a promotional tool has proven to be a highly beneficial marketing strategy for many companies around the world.

Sponsorship deals are usually a way for event organisers to cover the cost associated with hosting such events (Pitt et al, 2010:281). In return, sponsors are given exclusive rights and benefits to use the event as a tool to advertise their brands and products (Nufer, 2010:303). In contrast to their competitors, the sponsors gain a greater advantage in terms of brand awareness and sales figures due to the large public following (Nufer, 2010:305).

At times, this potential advantage creates an opportunity for competitors to unfairly benefit from an event. Through their own marketing activities, non-sponsoring competitors take advantage of the public interest and worldwide media presence related to the event, defending themselves with their advertising freedom guaranteed under constitutional law and the opinion that a worldwide sporting event cannot be monopolised (Soldner, 2009:1). This can be referred to as Ambush Marketing. “Ambush marketing is a practice whereby companies seek to associate or align themselves, in the mind of the public, with high-profile sports events and properties without paying the fees required to obtain official sponsor status” (McKelvey and Grady, 2017:98).

This chapter is an overview of the entire dissertation. It focusses on how ambush marketing was established and how the successful use of ambush marketing as strategy by Nike, has prompted the company to be dubbed the global ambusher. The use of ambush marketing as a strategy has grown significantly over the years, especially by Nike during major sporting events. This raises concern about the value of sponsorship and how individual stakeholders are affected by ambush marketing. Hence, this study seeks to determine the effects of ambush marketing on major stakeholders through analysing data collected from academic articles, popular press articles and social media activity. The purpose is to gain a better understanding and to determine the effects of ambush marketing.

1.2. Background to the Study

The practice of ambush marketing was first documented as early as 1984 when Fuji Film, an official sponsor of the Olympic Games, was ambushed by their rival Kodak, which sponsored both the US track team and ABC's coverage of the games (Ellis, Scassa and Seguin, 2011:255). The Olympic Games commercialised sponsorship deals in which official sponsors were given exclusivity to the event (Hoek and Gendall, 2002:73). The strategy was deemed highly effective as the Olympic Games were held without the use of public money and generated a profitability of over \$200 million (Shani and Sandler, 1998:370). However, "this limited the number of sponsors, resulted in competitors resorting to other tactics and ambush marketing was born" (Shani and Sandler, 1998:370).

A classic example of ambush marketing is:

Official sponsor: Heineken; Ambusher: Guinness. Event: 1991 Rugby World Cup

Heineken was the official sponsor of the 1991 Rugby World Cup held in England. The brand was given full access to use the event as a tool to promote and market themselves. Guinness, one of Heineken's closest rival brewers ambushed the event. Guinness launched a massive marketing campaign. "On the day of the championship game, a large inflatable replica of a pint of Guinness adorned the air close to the Twickenham Stadium, where the game was played" (Fullerton: 2010:240). Fans were given Guinness-shaped tokens, which enticed them into many pubs that lined the street leading the stadium. Television broadcasters were flooded with Guinness adverts; however, none of their promotional activities included any official logo or

the name of the organising body and thus was not in breach of any sponsorship or event rules at the time.

According to Mazodier and Quester (2010:53) ambush marketing refers to any form of communication around an event that uses its characteristic signs and symbols to mislead spectators by implying the brand is an official sponsor in order to improve the ambusher's brand image. One of the most well know ambushers is Nike.

1.3. Nike, the global ambusher

In 1968, Phil Knight and Bill Bowerman founded Blue Ribbon Sports (BRS), which later became known as Nike. "Nike is one of the top sporting goods manufactures in the world" (Larson, 2011:1). The brand is synonymous with quality, innovation, fashion and style and is widely recognised by its signature logo, which is referred to as the Swoosh (Park and Kincade, 2010:185).

A report published by Interband on the Best Global Brands in 2010, placed Nike 25th on the list based on the financial performance and the brand strength (Larson, 2011:10). The brand value of Nike was established at \$13.7 billion. This was mainly due to the marketing and promotional activities Nike have implemented. "Nike created a return on investment on 2.35 billion dollars spent in global marketing by creating content that attracts millions" (Larson, 2011:10). Nike's closest competitor, Adidas was ranked 62nd on the list with the brand value of \$5.5 billion (Larson, 2011:10).

As can be seen from the examples discussed below, Nike as a brand, has resorted to ambush marketing as a tactic for many years. The company used sporting events from around the world as a tool to promote and advertise the brand. The following are examples of ambush marketing strategies Nike has implemented:

- **Official sponsor: Reebok; Ambusher: Nike. Event: 1992 Barcelona Olympic Games**

Reebok was the official sponsor of the Games. Michael Jordan and Charles Barkley, two star basketball athletes, covered the Reebok logo on their tracksuit with a carefully draped American flag when they stepped on the podium to receive their medals. Both players had

personal endorsements deals with Nike. This was considered to be ambush marketing because by obscuring the Reebok logo, Nike received exposure thus benefiting from the event without paying for sponsorship rights (Scassa, 2011:355).

- **Official sponsor Adidas; Ambusher: Nike. Event: 2010 Soccer World Cup**



Figure 1: Write the Future

Nike released a series of adverts on various media platforms titled 'Write the Future'. The advert featured famous footballers in future scenarios within the tournament. In this case these adverts were not considered ambush marketing even though, Nike publicised the adverts coherently with the 2010 Soccer World Cup. The adverts were deemed legal because the advertising space was paid for by Nike as well as the fact that no logos or signage related to the organising body FIFA was used. Although, Nike was able to side step the law, this was still considered ambush marketing because Nike attempted to use the event to mislead and confuse the public into believing that Nike is associated with the event as an official sponsor. Though footballers playing in the tournament were featured in the adverts, it was considered a personal endorsement rather than an attempt to ambush the event. According to the laws of advertising in South Africa, every company has the right or freedom to market and advertise their product (Koenderman, 2010:43).

- **Official Sponsor: Adidas; Ambusher: Nike, Event UEFA Euro 2012**

Nike released a marketing campaign entitled 'Make it count' which was encouraging footballers participating in the tournament to give of their very best. Wayne Rooney tweeted about the Nike #Makeitcount campaign. Nike was sanctioned by UEFA's legal affairs division as the messages posted by the player with the use of Twitter was seen as a hidden advert, connecting Nike to the English team and the Euro 2012 soccer tournament. The official sponsor of the event was Adidas (Chanavat and Desbordes, 2014:154).

The above examples shows that Nike has a history of ambushing major sporting events around the world. Online research conducted by the Nielsen Company identifies Nike as one of most successful ambushing brands (Koenderman, 2010:42). Based on the 2010 Soccer World Cup, the research focused on observing the buzz around well-known brands during such an event. The research found that "more people linked the World Cup with Nike than any other brand although it was not an official FIFA sponsor or partner. Nike received 30% of English-language references; yet the official sponsors Adidas and Coca-Cola received 14% and 12% respectively" (Koenderman, 2010:42).

Another survey conducted by Lightspeed Research based on the 2012 Olympics Games, interviewed 1000 consumers on their awareness of brands involved with the Games (Costa, 2011:24). The participants were given a list of brands and asked to identify which brands were official sponsors and which were not. Adidas spent 100 million Euros on the sponsorship deals. However, results reflected the following outcome: 14% of the participants correctly identified Adidas as the official sponsor while 15% thought Nike was the official sponsor (Costa, 2011:24).

From the above discussion, it is evident that Nike is one of the best global ambusher's in the field of marketing and communication. This research intends to understand ambush marketing and its impact, by investigating the commentary on Nike's use of ambush marketing to promote and advertise the brand.

1.4. Research problem

As illustrated in the above examples, major sporting events, such as the Olympic Games and the Soccer World Cup provide a perfect opportunity for competitors of event sponsors to use ambush marketing as a strategy to gain promotional and advertising benefits without having to invest in sponsorship fees.

Nike is one of the most recognisable brands in world. The brand has developed a reputation for its creative and imaginative marketing strategies, especially its effective and successful use of ambush marketing as a marketing tactic during major sporting events (Datamonitor, 2010:7). Thus, it has been dubbed the global ambusher. Hence, this research aims to understand ambush marketing as a marketing strategy with particular focus on Nike as a major ambusher. The study has explored various online discussions and perspectives around ambush marketing using Nike as a case in point with the purpose of determining the effects of ambush marketing on various stakeholders, which are the public, spectators and participants, event organisers, sponsors and ambushers.

The first stakeholder is the public which includes the fans or spectators of an event. Ambush marketers aim is to mislead or to create confusion amongst the public or spectators as to who the real sponsor is. This stakeholder represents the potential customers of both sponsors and ambushers and thus their perceptions of ambush marketing are critical to understand. If they feel negatively about ambushers this is likely to negatively affect their behaviour with regards to the ambusher's products or services, however if they are misled into believing the ambusher is a sponsor, the effect on them is likely to be positive. The second stakeholder is participants, who can be identified as athletes or teams. Again, this stakeholder represents potential customers of both the sponsors and ambushers and as explained above, their perceptions of ambush marketing are important to understand. The third stakeholder is organisers of an event whose aim is to protect official sponsors from ambush marketing tactics, thereby protecting their investment as well as being able to host the event. Understanding the effects of ambush marketing on event organisers and thus events, is therefore obviously important. If ambush marketing threatens the ability of the event organiser to protect the rights of sponsors, this may lead to a decline in sponsorship and ultimately lead to the demise of these events. The fourth stakeholder is the official sponsors of an event. Sponsors invest huge amounts of capital into sponsorship fees to become official sponsors of an event. However, the ambush marketer aims

to draw attention away from official sponsors and mislead the public into thinking they are official sponsors, thus devaluing the sponsorship deal. Determining whether ambush marketing has such an effect on sponsors is thus important. The fifth stakeholder is ambushers themselves. If ambush marketing strategies are implemented well they can potentially be highly beneficial to the ambushing company, in terms of profitability. However, by employing ambush marketing strategies, companies run the risk of being judged as unethical and illegal which can negatively affect the image, reputation and profits of the company. Thus, the research sought to determine the effects of ambush marketing on these various stakeholders.

1.5. Research question

What are the effects of ambush marketing for the public, spectators, participants, the event's organisers, the official sponsors and the ambushers themselves?

1.6. Research purpose

This study is a critical evaluation of Nike's use of ambush marketing as a marketing tool. The primary purpose of this study is to understand the marketing strategy of ambush marketing by examining the online discussions related to this topic. The study focuses on various perspectives in the debate around ambush marketing, using Nike as a case in point, with the purpose of determining the effects of ambush marketing. Understanding the effects of ambush marketing is important for policy and law makers developing legislation to prevent ambush marketing. It is also important for event organisers trying to source sponsors to fund events and to protect those sponsors' sponsorship investments. Then finally for competing companies, understanding the potential benefits and risks of ambush marketing is important as they weigh these up in the development of their competitive strategies.

1.7. Research objectives

The objectives of this study are to determine, by analysing content written on Nike as an ambusher:

1. The effects of ambush marketing on the sponsors.
2. The effects of ambush marketing on event organisers.

3. The effects of ambush marketing on the ambusher.
4. The effects of ambush marketing on the public.
5. The effects of ambush marketing on participants involved in sponsored sporting events.

1.8. Overview of the Literature Review

The literature review forms the foundation of this study. The key focus is on existing literature on the concepts of ambush marketing and sponsorship. The first step in understanding ambush marketing is to understand the concept of sponsorship. The literature review covers how sponsorship deals are formed and the benefits that are gained by the company. It also explores the relationship between the sponsor and event organiser and why sponsorship has become an extremely attractive marketing activity.

However, the main emphasis is on ambush marketing. The term ambush marketing can be referred to as opportunistic advertising; an opportunity for competitors to benefit from events that they have not paid to be associated with (Fullerton, 2010:231).

Burton and Chadwick (2009:305) suggest a framework based on four major themes used in previous research in discussing ambush marketing:

- The emergence and nature of ambush marketing.
- The ethical considerations and implications of ambushing.
- The legal framework surrounding ambush marketing and potential defences against it.
- The impact of ambush efforts on consumer recognition and recall of sponsors.

This is not a theoretical framework but rather provides a logical structure for presenting and discussing the extant literature on ambush marketing. Particular focus is placed on research that covers the effects of ambush marketing.

Burton and Chadwick (2009:305) state, “the research offered is an initial understanding of concerns surrounding ambushing and the discipline remains a largely underdeveloped field”. As such, this research aims at gaining a comprehensive understanding of ambush marketing and its effects on multiple stakeholders, by reviewing various sources linked to ambush marketing and the related field of study. The literature also includes the discussion of theoretical frameworks that help in the understanding of ambush marketing. Three theoretical

frameworks are discussed. Stimulus response theory is the first theoretical framework. This theory focuses on the way in which a brand or a company communicates with consumers and in turn how the consumers react or respond to their marketing activities. The second theoretical framework is communication theory. The communication theory focuses on the methods in which information is transmitted from one source to the next. The final theoretical framework used for this study is associative network theory. This theory aims at understanding which brands (official or non-official brand) that a consumer associates with an event.

1.9. Overview of the Research Methodology

The research methodology for this study focuses on Nike as a global ambusher. Known as a global multinational company, Nike's marketing strategies and promotional activities is highly publicised and debated within both public and social media platforms as well as in academic research. This study used the qualitative technique of content analysis to interpret textual material that was collected. Data was collected and analysed from three sources. The first source was academic articles collected via Google Scholar published from 1984 to 2016 and analysed through software called Leximancer. "Leximancer is a data-mining tool that can be used to analyse the content of collections of textual documents and to visually display the extracted information" (Leximancer, 2017). The software automatically identifies main words within the text and creates a semantic map to give the researcher a bird's eye view of key concepts and themes within the text (Leximancer, 2017). The academic articles were collected from 1984 because it was the year that the first practice of ambush marketing was documented. This source provided an academic perspective on the potential (theoretical) as well as actual (from empirical finding) effects of ambush marketing on all the stakeholders thus contributing to achieving all the objectives of this study.

The second source used was popular press articles collected via Google during the period 12th May 2014 to 13th August 2014 around the 2014 Soccer World Cup. This data was also analysed through Leximancer and could also reflect the perceived or actual effects on any of the stakeholders. The final source of data was social media data which reflected consumers and participant perspectives on ambush marketing. This data was collected via a website called Social Mention. This website tracks data on social media websites such as Twitter, Facebook and various other social networking sites. The second and third sources of data were collected around the 2014 Soccer World Cup. This event was specifically chosen in order to gain

stakeholder perspectives about actual rather than hypothetical ambushing events. These data sources were particularly useful in identifying consumer and participant perspectives on ambush marketing thus helping to achieve objectives 4 and 5.

1.10. Overview of Findings and Discussions

The three sets of data were presented, interpreted and discussed. The findings for Google Scholar and Google data was presented on concept maps that was produced via Leximancer. Each set of data it was interpreted and discussed with reference to the original text data. The findings of the data collected via the Social Mention website were presented in graphs that were extracted from Microsoft Excel. This set of finding was interpreted and discussed with reference to the original text collected from Google for the period of three months during the 2014 Soccer World Cup.

1.11. Overview of Conclusions and Recommendations

The conclusion and recommendation chapter discussed each objective for this study and accordingly recommendations were made for each objective. This chapter also includes the limitations of study, the final conclusion and avenues for future research.

1.12. Contribution of the study

The purpose of this research is to gain a better understanding of ambush marketing using the case of Nike as a global ambusher. In the current economic environment, the value of sponsorship was estimated to be 60 billion dollars worldwide in 2016 (Woisetschläger, Backhaus and Cornwell, 2017:121). This has prompted event organisers to take more stringent control and preventive measures to ensure that the sponsors' investments are well protected. Yet, ambush marketing continues to grow and remains a consistent threat to the exclusivity of sponsors. This study is an important contribution in understanding the effects of ambush marketing, particularly for sponsors. In addition, the study provides an understanding of the impact ambush marketing has on participants, the public, the event organisers and the ambushers.

CHAPTER 2 – LITERATURE REVIEW

2.1. Introduction

The literature review forms the foundation for this study. The main objective of the literature review is to build an understanding of ambush marketing as a marketing strategy. As such, the first step to understanding ambush marketing, is to understand the concept of sponsorship. Therefore, the introduction of the literature review would discuss sponsorship, in particular, sport sponsorship, as a lead up to introducing the concept of ambush marketing. This section would engage in topics such as ambush marketing strategies, ethics, legal implications and preventive steps used to stop ambushers from using such tactics. In accordance to the objectives of this study, the literature about ambush marketing would focus on the effects of ambush marketing on various stakeholders.

2.2. Sponsorship: What is Sponsorship?

In the current economic environment, the use of marketing tools and techniques are extremely important for any business that wants to compete effectively and improve their market share. Today, sponsorship has become a mainstay marketing tool, “globally in 2000, companies invested a sum of 25.0 billion dollars in sponsorship” (Silva, 2016:100) and by 2016 the value of these investment reached 60 billion dollars worldwide (Woisetschläger, Backhaus and Cornwell, 2017:121).

The growth in sponsorship makes it a very powerful marketing strategy and an integral part of the marketing mix. Corporations are increasingly recognising the effectiveness of corporate communication and lucrative commercial investments (Ko and Kim, 2014:185). A definition of sponsorship by Meenaghan, in Martinez and Janney (2015:211), describes sponsorship as a company purchasing (in cash or kind) the right to associate itself with a team or an event in return for potential commercial exposure. It is seen as a direct transfer of goodwill between sponsor and sponsee.

Gardner and Shuman (1987: 11) define sponsorships “as investments in causes or events to support corporate or marketing objectives”

Sponsorship has proven to have a positive effect on brand awareness, brand loyalty, improvement of brand image as well as a company's financial performance. It also is commonly used to establish commitment, goodwill and enhance community relations (Fredriksson and Rosenborg 2016:8)

Corporate sponsorship can vary from entertainment, sport, social causes or art, where there can be a profitable exchange between two parties. Cornwell and Dae Hee (2015:133) states, that sponsorship is evolving as part of an overall trend of indirect marketing and companies are now seeking to be close to their customers and involved in their everyday lives. Through sponsorship, brand placement, ambient marketing, social media and other integrative approaches, brands are able to connect with consumers

Sport sponsorship has proven to be the most common and effective form of sponsorship. Brands are eager to connect with the passion of sport, the media coverage and the audience that it is able to generate (Woisetschläger, Backhaus and Cornwell, 2017: 121). Sport sponsorship provides the ideal platform for the sponsor and sponsee to build a relationship that would not only have a positive impact on the objectives of a business but will provide the sponsored property with the resources it needs to host an event. "Sport sponsorship accounts for 68% to 84% of global sponsorship revenue largely because of its capacity to influence brand awareness and positive brand associations" (Kelly et al.2016:241).

For example, Procter and Gamble allocate more than 9 billion dollars annually towards its advertising expenditures. In 2012, they signed a 10-year sponsorship deal with the Summer Olympic Games (Jensen and Cornwell, 2017:401). In 2012, the American car manufacturer Chevrolet began a seven-year sponsorship deal with English Premier League giants Manchester United. The deal is worth 600 million dollars with an estimated return on investment of 85 million dollars per year. (Woisetschläger, Backhaus and Cornwell, 2017:121)

In Formula One (F1) racing, "more than 70% of the operating budgets of teams are generated via corporate sponsorship" (Jensen and Cornwell, 2017:401). The petroleum company, Shell has sponsored the Formula One racing team Ferrari since 1995. Shell has provided Ferrari with "diverse resources such as financial investment, petroleum products, and technological performance expertise" (Cobbs et al 2017:96). "In exchange, Ferrari provides Shell with the F1 product testing, knowledge, and sponsorship resources to meet Shell's promotional objectives" (Cobbs et al 2017:96)

To summarise, sponsorship is a relationship between two parties usually an event organiser and a company or organisation, who sign a contract in which one party becomes the sponsor and the other the sponsored. The sponsor provides financial funding for the event organiser and in return expects to be given exclusive rights to the event and the use of the event as an instrument to advertise and promote the company and its brand.

2.3. What is Sport Sponsorship?

Sport Marketing was first introduced in 1886; the Kodak Company partnered with the event organisers of the Olympics Games in Athens. The agreement between the two parties was ‘in kind’ in which Kodak became the official imaging partner of the event (Raynaud, 2008:32). Since then, sport sponsorship has become a multi-billion-dollar industry for over three decades. Sport has become an effective communication vehicle to send messages about a brand, a product or a company. With the development of social media platforms, popular sports has the ability to go beyond boundaries of location, stadiums or spectators at an event (Nufer, 2016:20). According to Faed et al (2012:535), “sponsorship of large sporting and cultural events has become a significant marketing communication tool, specifically when companies acquire exclusive rights and accumulate the hype associated with this honour”. Sport offers special potential in this trend due to the passion surrounding it and the demand for real-time viewing” (Cornwell and Dae Hee 2015:133).

2.3.1. Sport Sponsorship Deals

The deal between event organisers and sponsoring companies is considered a partnership. It is a valuable exchange between two parties that benefit each other. Sport Sponsorship has grown into a major global industry with millions if not billions of dollars being invested into it. To host major sporting events such as the Soccer World Cup or Olympic Games, event organisers like the International Federation of Association Football (FIFA) and International Olympic Committee (IOC) seek major financial investment from multi-national companies to cover the cost of hosting such an event. Sponsorship deals provides an opportunity for companies to invest capital into events and obtain a return of investment from the exposure received.

To illustrate how sport sponsorship deals, occur, the Soccer World Cup would be used as an example. An event of this magnitude requires major financial backing from sponsors. “Amongst global sponsors of the FIFA World Cup, there are two different levels: FIFA Partners and FIFA World Cup Sponsors” (Jensen and Cornwell, 2017:406). FIFA World Cup Sponsors is a short-term sponsorship deal, which is likely to end once the event concludes. The relationship is based on the location of the event or the proximity of the company’s corporate headquarters, for example, South African based company MTN was one of the sponsors during the 2010 Soccer World Cup hosted in South Africa (Jensen and Cornwell, 2017:407). Whereas, FIFA Partners are viewed as long-term partners where contractual agreements continue further than one specific event. (Jensen and Cornwell, 2017:407).

Adidas is one of the official FIFA partners. It has been associated with FIFA for more than 40 years and has been the official match ball supplier for all FIFA World Cups since 1970 (FIFA: 2017). However, Adidas being an official event sponsor does not provide them with a guarantee to sponsor all teams or players participating in the FIFA World Cup. Each team independently outsources its own sponsorship deals for its kits as well other sporting equipment and gear. It must be noted that players’ personal endorsements are independent contracts with companies. For example, players such as Lionel Messi, Xavi, Thomas Müller, David Villa, Nani, Robin van Persie and David Beckham are all personally contracted with Adidas (FIFA: 2017).

2.3.2. Objectives of Sport Sponsorship

Objectives are a set of goals or targets a company as a sponsor wants to achieve through the sponsored event. As this study focuses on the topic of ambush marketing, it is important to note that objectives of sponsors are also important to ambush marketers. “The objectives of ambush marketers are therefore largely identical to those of the sponsors, but are to be attained with reduced financial expenditure” (Nufer, 2016:478). Singh (2015:648) has identified “three broad categories of sponsorship objectives, namely, corporate objectives (image based), marketing objectives (brand promotion, sales increase) and media objectives (cost effectiveness, reaching target markets).”

a) Corporate Objectives

As mentioned above, corporate objectives refer to the ability of a brand or company to establish or enhance its image and reputation by associating itself with an event by which it can grow

brand awareness and increase the purchasing intention of the consumer. One of the effects of sport sponsorship, is that it is considered one of the most effective communication vehicles which enables it to create a long-term relationship with consumers (Singh: 2015:646). Consumers who intend to purchase a product or service are influenced by two attributes, the positive attitudes toward the brand and brand familiarity. Brand familiarity is determined by two factors, a consumer's prior experience with the brand and brand exposure (Pope and Voges, 2000:97). Major sporting events provides the ideal platform for sponsors to gain a positive return on investment and the attractiveness to achieve a positive corporate image. "Corporate image is the total impression that the entity makes on the minds of an individual and the image associated with the name of an organisation" (Pope and Voges: 2000:98). For example, one of the official Olympic Games partners Visa Card entered into a partnership with the Olympic Games based on the event's image as the world's leading sporting event, an image association consistent with Visa Card's positioning as the world's leading payment system (Kelly et al, 2016:242).

Prendergast, Paliwal and Mazodier (2016:133) discussed that if an event organiser's image is positive it will have positive effect on the brand image. However, if there is negative image connected to the event organiser then it will transfer negatively towards the brand. For example, Nestle and Adidas terminated its sponsorship deal with International Association of Athletics Federations (IAAF) over doping and corruption charges. Also, major sponsorship partners Coca-Cola, Adidas and Visa have voiced their concerns over recent investigation of corruption within International Federation of Association Football (FIFA) (Prendergast et al, 2016: 133). The same is true if the brand has a negative image, then it would also reflect negatively on the event or the event organisers. As such, to ensure the effectiveness of the sponsorship deal there has to be a mutual agreement of goodwill and ethics between the stakeholders to ensure a successful partnership and for both to achieve their strategic goals.

b) Marketing Objectives

These objectives aim at creating positive publicity or heightening visibility that will promote the brand equity which will ultimately drive the increase in sales (Singh: 2015:648). "The concept of brand equity consists of six major components: brand salience (consumer awareness of the brand), brand performance (satisfying consumers' functional needs), brand image (extrinsic assets of the product that meet consumers' psychological and social needs),

consumers' judgments or assessments, consumers' feelings or sentiment (consumers' emotional reactions to the product), and brand resonance (associations between consumers and the brand)" (Woo-Young, Youngjin and Minjung ,2015:981). These components ultimately work together to create brand loyalty and brand value. The positive attributes that link the sponsor and event can create many favourable opportunities for the brand. "By choosing brands that project a particular image, associations (e.g., sporty, high fashion), consumers seek to project certain perceptions about themselves to the society that surrounds them" (Wear, Heere and Clopton, 2016:81). Recall and recognition by consumers is one of the most important advantages a sponsor gains by associating itself with a sporting event. Mega sporting events are usually well documented and-publicised in the media and social media. Thus, exposure that sponsors and brands receive build on the brand equity.

For example, during the 2010 Soccer World Cup hosted in South Africa, the country's local beer manufacturer SAB Miller was one of the main sponsors of the South African national soccer team. The company used one of its popular brands, Castle Lager to represent the sponsorship deal. Castle Lager has a long association with sports in South Africa, such as cricket, rugby and soccer. As such the World Cup provided an ideal platform for the brand to gain both local and international exposure. The beer brand is promoted as being proudly South African and is characterised by togetherness and unity. The 2010 Soccer World Cup was promoted as a proudly South African as well as African event and it spread the message of bringing together and uniting people from all walks of life. This similarity that linked the event and Castle Lager as a sponsor projected positively on the public and consumers. (Fullerton, 2010:100).

However, the ultimate objective of any company is to increase sales and market value, which would also increase profitability for the company. "Companies would not spend their money on a specific sports event if they did not feel that they would not gain some kind of return on their investment" (Faed et al, 2012: 536).

c) Media objectives

"Sport sponsorship is an effective mechanism to reach large and targeted audiences and to transfer desirable associations favourable among consumers, thus accounting for the burgeoning popularity and vast investment in this marketing medium" (Kelly et al, 2016:242). Unlike traditional advertising, sport sponsorship also has the ability to cut out the clutter that

is caused by an overload of information available on multimedia channels. This enables a brand to differentiate itself from competitors and establish its own unique brand position.

Sport sponsorship is an attractive marketing strategy because sport is a way in which people spend their leisure time. “It is inextricably part of people’s lives and the level of emotion is high when it comes to people’s relationship with sport” (Radicchi, 2014:53). This makes people more receptive and committed to the sporting event. If a brand is associated with an event it can successfully link to the psychological connectedness a consumer has to that sport, a team or a player thereby achieving its objectives of reaching its target market, increasing sales and profitability as well as being cost efficient (Radicchi, 2014:53).

2.3.3. Stakeholders in Sport Sponsorship

It is significantly important, especially for sponsors that a stakeholder analysis be conducted to determine the key players that may affect the success of a sponsorship deal. A stakeholder is defined as “an individual or group who can affect the achievement of an organisation’s objectives or who is affected by the achievement of an organisation’s objectives” (Benn, Abratt and O’Leary, 2016:1). It can also be defined as “persons or groups that have, or claim, ownership, rights, or interests in a corporation and in its activities, past, present, or future” (Benn et al, 2016:1). All stakeholders that affect a sponsorship have different roles and objectives. The stakeholder analysis is the process of identifying stakeholders and the influence it has on the success of the sponsorship deal. Below each stakeholder is discussed:

a) Event organisers

One of the primary stakeholders in a sponsorship agreement is the event organiser. The basis for a sponsorship deal arise from the requirement for funds to cover the expense of organising a huge sporting event. “Cash is expected to host and show brandishing occasions, and organisations go into authority sponsorship to give financing” (Dugar, Gehlot and Farheen, 2016:500). One of the main objectives for event organisers is protect that financial support and thereby protecting its sponsor. Event organisers are required to be able to maintain a long and prosperous relationship with not only sponsors but also other key stakeholders. The actions of event organisers have a direct reflection on sponsors. It is important that event organisers uphold and improve on the events reputation and image in public.

b) Sponsors

Sponsors themselves are also vital stakeholders. “A sponsorship is a purchased opportunity that must be acted upon. Its value will depend on the extent and manner in which it is exploited” (Scassa, 2011:355). They are responsible in establishing and maintaining a good relationship with its event organiser, which not only ensures that the event is successful but that the partnership is maintained for a longer period. It is also vital that the sponsors’ ethical conduct, its image and reputation is of a high standard because the characteristics of event organisers and sponsors are interlinked.

c) Participants

Participants are individual athletes and national or club teams that represent sponsors by endorsing their brand, products or services. For example “an athlete who competes in the Olympic Games will seek their own sponsors to financial support training and qualifying activities on an ongoing basis and not just at the time of the event” (Scassa, 2011:355). As such, the athlete will advertise the sponsors’ logo, products, and services on their clothing, equipment or gear. In other cases, the elite athletes with high professional profiles are paid by sponsors to endorse and promote them. These lucrative contractual agreements between sponsors and elite athletes are usually independent and often long-standing (Scassa, 2011:356).

d) Fan/Spectators

The fans or spectators are the target market for sponsors. The key objective for a sponsor is to maintain current consumers and attract new consumers who in turn will increase sales and profitability (Nufer and Buhler, 2010:157). Spectators watching a sporting event on television or live are exposed to an extensive array of commercial messages from both official and unofficial sponsors, such as “advertising during commercial breaks, commercial messages embedded into the content of the broadcast may include actual and virtual signage in the stadium or arena, sponsors' logos on the uniforms of players, coaches, and officials, as well as in-game broadcast billboards and sponsored segments” (Levin et al. 2013:194). Sponsors interact with fans and spectators through its promotional and marketing tactics that form a significant association between the two. Depending on how effectively a message is communicated by sponsors, it will result in consumers reacting and ultimately acting by

purchasing products or services that the company offers. Thereby, a need or want is met by the consumer through the purchasing of the product or service and the objectives of sales and profitability is achieved by sponsors.

e) Competing Competitors

Competing competitors are complicated stakeholders to deal with for any sponsor. This is because sponsors have the least control over the reaction and the actions of competitors (Nufer and Buhler, 2010:157). The most effective way of earning a higher market share by competing competitors, is to implement unique and creative marketing strategies that will achieve all objectives of a company in a cost-efficient way (Nufer and Buhler, 2010:157). This is the reason why sponsorship is such an attractive strategy to employ.

Competitors as stakeholders also pose a threat of becoming a potential ambusher. This has a negative effect on the success of a sponsorship deal. Competitors can be divided into direct and indirect competitors (Nufer and Buhler, 2010: 160). Indirect competition are companies who also sponsor the same event, although they offer products or services in different categories. They are a threat because they are also competing for sponsorship space and media coverage. Direct competitors are companies that compete in the same category as the sponsor. However, sponsorship contracts may stimulate that event organisers may not enter into sponsorship deals with companies that are in direct competition with their current sponsors as it is a way of protecting both exclusive and benefits of the event (Nufer and Buhler, 2010:168).

The above stakeholder demonstrates the importance of building or maintaining a strong relationship with stakeholders is vital to the success of any sponsorship strategy. “Relationship marketing in sports refers to the establishment and maintenance of positive, enduring and mutually beneficial relations between professional sporting organisations and their stakeholders” (Nufer and Buhler, 2010:157). The next section is a discussion of ambush marketing.

2.4. Ambush Marketing

“The philosophy of ambush marketing consists of achieving conventional marketing objectives with unconventional methods” (Nufer, 2016:477). This type of marketing aims at getting the most out of the attention, awareness, goodwill and other benefits, produced by being involved

in sporting events without having an exclusive or direct connection to that event (Dugar et al, 2016:499).

Ambush Marketing is a broad term due to the wide characteristics that define it. However, the following definitions would give an overview and understanding of what ambush marketing entails.

- Sandler and Shani (1989:11): “Ambush marketing is a planned effort (campaign) by an organisation to associate themselves indirectly with an event in order to gain at least some of the recognition and benefits that are associated with being an official sponsor.”
- Meenaghan (1994:77): “The practice whereby another company, often a competitor, intrudes upon public attention surrounding the event, thereby deflecting attention toward themselves and away from the sponsor is known as ambush marketing.”
- Payne (1998:324): “Ambush Marketing is an unauthorised association by businesses of their names, brands, products or services with a sports event or competition through one or more of a wide range of marketing activities- 'unauthorised' in the sense that the controller of the commercial rights in such events . . . has neither sanctioned nor licensed the association.”
- Farrelly, Quester and Greyser (2005:340): “Ambushers have aimed to enhance their own brand equity, at the expense of official sponsors, by illegitimately associating their name with the positive brand equity of the target sport or event.”
- Nufer: (2016:477) “Ambush marketing is the practice by companies of using their own marketing, particularly marketing communications activities, to give an impression of an association with the event to the event audience, although the companies in question have no legal or only underprivileged or non-exclusive marketing rights for this event sponsored by third parties. Thus, ambushers want to promote and sell products via an association with the event.”

From the above definitions, one can conclude that ambush marketing is a tactic employed by non-sponsors to hijack the limelight and publicity from the official sponsors of any major sporting event. As such, they reap the benefits of being associated with such an event without paying for the exclusivity of the event. “The main objective is to create miscomprehension in

the consumer's mind about whom the sponsor is and therefore either gain the benefits associated with being a sponsor or weaken the impact of a main competitor being the exclusive sponsor of an event" (Mazodier, 2010:54).

2.4.1. The Growth of Ambush Marketing

"As with sponsorship, whose growth and development over time has been well documented, so too has ambushing evolved since its emergence in the 1980s, driven by technological advancements and the growing financial importance of sport marketing" (Chadwick and Burton, 2011:712).

Today, "no event is immune to ambush marketing" (Fullerton: 2010:251). This is mainly because the costs associated with organising major sporting events are very high as well as competition to secure sponsorship deals being extremely fierce (Pitt et al, 2010:281). Therefore, companies that cannot afford or do not have sponsorship contacts use ambush marketing as a tool to gain an opportunity to also benefit from such an event. However, it can be argued that most sporting events where ambush marketing occurs, are ambushed by rivals or competitors of sponsors. For example, Adidas and Nike, Visa and Master Card, Coca Cola and Pepsi as well as McDonalds and Burger King. These ambush marketing companies are multi-national corporations or world-wide enterprises that can financially afford to pay sponsorship fees for an event (Pitt et al, 2010:281). This may be because companies consider it more cost efficient and beneficial to employ ambush marketing tactics than to fork out the huge amount of fees connected to sponsorship deals. "Ambush marketing helps an organisation save a significant amount of money and at the same time contributes effectively towards the customer generation for the brand thus directly increasing the goodwill of the organisation" (Dugar et al, 2016:501).

The growth of ambush marketing also prompted event organisers to take more defensive and preventive measures to protect its source of investment. "The earliest tactics employed by ambushers took advantage of easily identifiable and available marketing opportunities being passed over by official sponsors, including signage near event sites and event broadcast sponsorship" (Chadwick and Burton, 2011:713). For example, to deter ambushers from advertising during the broadcast of an event, the International Olympic Committee (IOC) negotiated with media to restrict the use of 'broadcast sponsor' and monitor their own advertising partners (Chadwick and Burton, 2011:713). "The Union of European Football

Associations (UEFA) took it a step further by buying and controlling all advertising time during matches and allotting the time to sponsors” (Chadwick and Burton, 2011:713). Although, these preventive measures act as barriers to ambush marketing, it has prompted ambushers be more creative and imaginative to overcome preventive measures as well as laws.

The growth of the Internet, especially the development social media has assisted ambushers in implementing ambush marketing strategies as well as achieving the objectives of the company. The ‘social ambusher’ poses the most obvious threat to sponsorship and it is the hardest to monitor and control (Grady, 2016:3).

2.4.2. The emergence of social media

In the age of social media, platforms such as Twitter, Instagram, Facebook and YouTube have become an important and integral part of any marketing strategy. “Social media are online tools or platforms that integrate the social interactions among various components of multimedia, such as text, image, audio, and video” (Do, Ko and Woodside, 2015:658). The development and influence that digital technology and social media have on society has rapidly evolved the landscape of sport sponsorship. By engaging and tracking social media users (fans, participants, consumers), companies not only monitor the dialog surrounding their brand but also distinguish valuable commercial opportunities for future investment. “The social marketing channel represents the extent to which social marketing resources (e.g., conversations, sharing, presence) are transformed into financial performance capabilities (e.g., sales)” (Paniagua and Sapena, 2014:721).

The use of social media during major sporting events has introduced multiple opportunities for companies, whether they are official sponsors or ambushers, to engage and promote their brands, products and services to social media users (Nufer, 2016:19). Ambush marketers aim at creating confusion and misleading users or the public as to who the official sponsor of an event is, whereas, sponsors aim at educating as well as creating awareness of their official sponsorship status and counteracting ambush marketing strategies (Nufer, 2016:22).

The 2014 Soccer World Cup in Brazil, at that time, was regarded as the most social World Cup ever as well as the most social mega sports (Nufer and Ibele, 2015:1). Social media sites, such as Facebook, generated three billion conversations, whereas Twitter received 672 million tweets related to content about the tournament (Nufer and Ibele, 2015:1).

Nike and Adidas, two of the largest companies in the sporting industry, continued their rivalry on social media platforms. The official sponsor Adidas, created the ‘All in or Nothing’ campaign which was supposed to bring a winning and fighting attitude to both fans and athletes (Nufer and Ibele, 2015:12). “Adidas had three key objectives for the entire campaign: increase sales, brand promotion and purchase intent, as well as the increased social media-led activation of the brand” (Nufer and Ibele, 2015:12). Nike on the other hand, launched its ‘Risk Everything’ campaign, which featured a combination online activity on various social platforms as well as fan interaction, both online users and in the real world (Nufer and Ibele, 2015:13).

2.4.3. Ambush Marketing Strategies

Chadwick and Burton (2011:714) have noted that a previous study by Meenaghan in 1994 on ambush marketing, have identified five common ambushing opportunities. However, due to the evolution and expansion of ambush marketing tactics over time, these strategies seem limited in scope compared to recent studies. The five categories identified in the earlier study of ambush marketing by Meenaghan (1994: 80) are the following:

- a) Sponsoring the broadcast of an event
- b) Sponsoring subcategories and leveraging this sponsorship aggressively to overshadow competitor sponsors
- c) Buying advertising time surrounding event broadcasts, before and after official telecasts
- d) Aligning major promotions, not sponsorship-related, with an event and actively leveraging those promotions
- e) Miscellaneous ambush strategies, which are alternate creative means that highlight the innovation and dynamism of ambushers, and the plethora of opportunities to ambush events that are available.

The above breakdown reflects ambush marketing as a communication vehicle. This earlier view is that ambush marketing is merely a competitor of the event sponsor (Chadwick and Burton, 2011:714). The breakdown is less distinct, where strategies are categorised in a broader sense. For example, all broadcast sponsorship is grouped as one, i.e. broadcast sponsorship, outdoor advertising media, promotion (Chadwick and Burton, 2011:714). Whereas, the

following strategies form “a unique perspective on the various objectives and implications of ambush campaigns and the themes and tactics used by ambushing parties, as well as a critical examination of the relationship between the ambush marketer and official sponsor” (Chadwick and Burton, 2011:715).

Besides, the sponsorship of event broadcasts and the use of television advertising time surrounding an event as previously noted, a further five potential ambush avenues were identified which are listed below: (Chadwick and Burton, 2011:714)

a) The sponsorship of associated entities (other than the organisers/rights holders)

Associated entities other than the event organiser can refer to the ambusher supporting participants of an event such as athletes, players and teams of a tournament. It can also refer to ambushers sponsoring subcategories of an event. As such, the ambusher associates itself to an event through a legitimate link (Chadwick and Burton, 2011:715). Many competitors find it more cost effective to sponsor subcategories in the event rather than the entire event itself. This still provides competitors with many opportunities for exposure, however, it is still viewed as ambushing because it is denying the official sponsors the right to exclusivity (Hoek and Gendall, 2002:75).

For example, during the 2010 Soccer World Cup in South Africa, Adidas was one of the official sponsors of the event. Their competitor, Nike sponsored several of the top teams in the tournament. As such, Nike’s logo and name was on several of the team’s t-shirts, shoes and other items of the sports kit. Although this conflicted with Adidas as the official sponsor of the event it was considered a legitimate marketing decision (Fullerton, 2010:236).

b) The use of advertising media near/in proximity to the event/venues

This type ambush marketing refers to an ambushing company’s outdoor activities. The aim is to promote the company or its brand to the stream of visitors that are either in attendance or in proximity to venues of an event. These forms of communication can be through billboards in streets with high spectator traffic, distribution of giveaways or simply brand placement, where the company brand logo or symbols are placed in the vicinity of the event and even advertised in the air (Nufer, 2016:481). For example, “at the 2010 Soccer World in South Africa, Nike put up an interactive installation on the fourth-tallest building in Johannesburg” (Wolfsteiner, Grohs and Wagner, 2015:141). This was a visual representation of Nike as a brand in an

attempt to mislead their association to the event. Therefore, Nike ambushed Adidas who was the official sponsor of the 2010 Soccer World Cup.

c) Advertising using a theme or implied association

Themed adverts are an attempt by ambushers to associate or implement association with an event by using universal words and visuals. In this way, the ambusher is able to indicate a connection to an event without making direct references to the event itself or the use of the symbols or trademarks. (Wolfsteiner et al, 2015:141).

An example would be, the 2008 Beijing Summer Olympics were Nike used the number 8 to promote and advertise its brand. The number 8 is the symbol of good fortune and luck in China, it was also the date in which the Olympic Game started. Using the number 8, Nike designed similar patterns on several shoes and items of clothing. It also drew comparisons to Beijing Olympic Stadium “Bird’s Nest” design as well as the five rings on the Olympic logo (Chadwick and Burton, 2011:714).

This strategy can also involve ambushers making a sponsorship-related contribution to the player pool. (Meenaghan, 1998: 310). This is when ambushers contract players for personal endorsements to market and promote their brands which in turn contributes to the personal earnings of the player (Seguin and O’Reilly, 2008:67).

David Beckham, for example, had a personal endorsement deal with Adidas during his playing days at Paris-Saint Germain (PSG). The official shirt sponsor of Paris-Saint Germain was Nike. This was a marketing strategy by Adidas to ambush Nike as, David Beckham was spotted wearing a Nike branded shirt with Adidas boots on the playing field (Chanavat and Desbordes, 2014: 154).

d) Creating a competitive attraction to distract from the event

This refers to “the creation of a presence or disruption at or around an event in order to promote a brand, without specific reference to the event itself and its imagery or themes in order to intrude upon public consciousness and gain awareness from the event’s audience” (Chadwick and Burton, 2011:716).

During the 2008 Open Championship, car manufacturer Bentley prominently displayed a row of its brand of cars outside the Hillside Golf Club, which is adjacent to the Royal Birkdale course, which hosted the sporting event. It was a means to attract interest from fans or the audience that attended the Open Championship and in turn, deterring from Lexus's official sponsorship of the event (Chadwick and Burton, 2011:716).

e) Accidental ambushing of an event due to a lack of diligence on the part of the organiser

This type of ambushing refers the highly creative and imaginative tactics that ambushers engage in to benefit from the advantages of a sporting event.

One of the most memorable incidences of ambush marketing was during the 2010 Soccer World Cup game between the Netherlands and Denmark. A relatively unknown Dutch beer company Bavaria, was accused of hiring 36 women as body billboards to advertise and promote their brand and brewery (Datamonitor, 2010: 3). The women wore orange coloured mini dress which displayed the Bavaria logo on it (Nufer, 2016:485). During the game around 40 stewards surrounded the women removing them from the stadium. Subsequently, FIFA filed a civil case against Bavaria as it viewed the incident as ambush marketing against their official sponsor Budweiser (Nufer, 2016:485). However, the damage was already done. The exposure of the brand not only created brand awareness in their home country of the Netherlands but also in surrounding European countries as well as globally (Datamonitor, 2010: 3).

2.5. The legal framework surrounding ambush marketing and potential defences against it

In 1984 the Olympic Games restructured the provision and sale of its Olympic sponsorship. This resulted in the introduction of the International Olympic Committee's (IOC) Olympic Partner Programme and revolutionised the sale and distribution of sport sponsorship assets, limiting the number of official sponsors of IOC events and increasing the financial value of IOC sponsorship packages (Burton and Chadwick, 2017:2). Prior to 1984, the Olympic Committee allowed any number of companies to become official sponsors at a conservative fee, for example, at the 1976 Montreal Olympic there were 628 official sponsors (Hill,2016:199). Other event organisers such as the Union of European Football Associations

(UEFA), the Fédération International Football Association (FIFA), and the Association of Tennis Professionals (ATP) have incorporated similar sponsorship models into their events (Burton and Chadwick, 2017:2).

Ambush marketing has for a long time, been part of the discussions about sponsorship although mainly framed as a business issue rather than a legal one (Grady, 2017:1).

However, with the growing concern over the interest of protecting of major stakeholders and their financial investment, “legal intervention and the enactment of event-specific laws are now seen as expected ways of managing practices of ambush marketing” (Grady, 2017:1). Anti-ambush marketing legislation or regulation varies and differs according to the landscape of an event.

The Summer Olympics Games of 2016 hosted in Rio, provided the most recent example of anti-legislation and regulation been employed to combat ambush marketing. Prior to the Games, the International Olympic Committee announced that it was relaxing the Rule 40 of the Olympic Charter. “Bye-law 3 of Rule 40 restricts how Olympic athletes can be used for advertising purposes during the Olympic Games when their personal sponsor is not an Olympic sponsor” (Grady, 2017:1). Rule 40 prohibits any athlete participating in the Olympic Games to associate themselves with a non-official sponsor during a prescribe period of time.

According to the Olympic Charter, Rule 40 states: “Except as permitted by the IOC Executive Board, no competitor, coach, trainer or official who participates in the Olympic Games may allow his person, name, picture or sports performances to be used for advertising purposes during the Olympic Games” (Schlereth and Frederick, 2017:22). However, by relaxing Rule 40, the International Olympic Committee (IOC) allowed generic themed advertising by non-sponsors to feature during the Games.

Rule 40 is not a new addition to the Olympic Charter (Ormond, 2014:181). It was re-defined during the 2012 Olympics Games in London. The Game was dubbed as the Twitter Game due to the emergence and increased presence of social media (Ormond, 2014:179). “Traditionally, Rule 40 protected official Olympic sponsors by safeguarding against ambush marketing, i.e., the practice of non-official Olympic sponsors engaging in unauthorised association and commercialisation of the Games” (Ormond, 2014:179). Although, Rule 40 still enforces the same principles, it was redefined to include scope for social media (Ormond, 2014:181). Rule 40 was enforced to protect official sponsors by limiting the exposure non-official sponsors

receive from being associated with athletes of the event and therefore deterring ambush marketing. The rule required a three-week black-out period in which athletes could not advertise for non-Olympic sponsors before or during the Olympic Games (Hill, 2016:211). Rule 40 was also used along with Rule 45 and Rule 50. “Rule 45 prevents athletes from making commercial appearances during the Olympic Games in order to prevent non-sponsors from gaining access to the athletes for commercial exploitation” (Hill,2016:211). Rule 50, limits the exposure of outside brands in and around Olympic venues as well as limits signage, visuals and logo placement on athlete equipment (Schlereth and Frederick, 2017:22).

There was mounting pressure from athletes at the dissatisfaction of rule, especially the social media ban in which athletes were not allowed to relate any information about their personal sponsor or a non-official sponsor (Hill, 2016:211). The International Olympic Committee announced the relaxation of Rule 40, “in attempt to allay the concerns of athletes while still being able to deliver on the contractual promise of exclusivity made to sponsors” (Grady, 2016:182). In the relaxed vision of Rule 40, non-official sponsors were only allowed to advertise during the ‘blackout-period’ if they were granted a waiver by the International Olympic Committee (IOC) (Grady, 2016:182). However, they were still not allowed to use Olympic intellectual property which are protected words and phrases such as, Olympic, Olympics, Olympic Games, Olympiad, Olympiads, the Olympic motto, 2016, Rio/Rio de Janeiro, Gold, Silver, Bronze, Medal, Effort, Performance, Challenge, Summer, Games, Sponsors, Victory, and Olympian (Grady, 2016:182; Schlereth and Frederick, 2017:22). Athletes could also use social media to share information about non-official sponsor as long as they followed the same rule as the brands (Schlereth and Frederick, 2017:23).

The relaxation of Rule 40 had a positive effect on athletes because the rule was seen as a restriction to an athlete’s right to freedom of speech as well as limiting their ability to fully capitalise on their earning potential (Schlereth and Frederick, 2017:23). During the 2012 Olympic Games, athletes had to fully comply with the parameters of Rule 40. Guideline for the use social media were strict. For example, “the IOC encourages all social media activity . . . provided that it is not for commercial and/or advertising purposes”, also “athletes are prohibited from allowing their picture or sports performance to be used for advertising purposes during the blackout period of the Olympic Games” (Ormond, 2014:181). Athletes were also not permitted to use social media to thank their personal sponsors for their support (Hill, 2016:211). If athletes did not follow the strict guidelines of Rule 40, their actions could be punished. “The United States Olympic Committee (“USOC”) had the authority to sanction

any athlete that fails to comply Rule 40, including “disqualification from the Games and/or withdrawal of the participant’s accreditation” (Ormond, 2014:180). However, there have not been any report of athletes been investigated or sanctioned for the violation of the rule (Grady, 2017:3).

The enforcement of Rule 40 during the 2012 Olympic Games also resulted in having a negative effect on official sponsors. Many remarks about the official sponsors were negative (Ormond, 2014:184). For example, McDonald’s received criticism for being the only vendor permitted to sell French fries and Visa received criticism for being the only ATM available around the Olympic venue (Ormond, 2014:184).

There were also creative ambush marketing attempts by non-official sponsors to circumvent Rule 40. For example, Nike ran a campaign entitled, “Find Your Greatness that featured everyday athletes competing in sports in places fictitiously named London (Ormond, 2014:184). Headphone brand Beats sent special edition headphones adorned with union jack colours to several British athletes (Ormond, 2014:184).

Rule 40 received harsh criticism from athletes, attracted negative public sentiment towards official sponsors and still did not totally alleviate the problem of ambush marketing. This positioned the International Olympic Committee to make amendments to Rule 40 and find a better balance to meet all stakeholder’s needs. However, what was deemed a victory for athletes raised many issues about the International Olympic Committee’s ability to ensure exclusivity to official sponsors. For example, McDonald’s, commented: “If we find Rule 40 impacts on the value of our sponsorship, we could always go back and renegotiate for the future” (Grady, 2017:1).

During the Rio Olympic Games, there was a clear distinction between onsite and online marketing. Official sponsors made maximum use of contractual opportunities by promoting and advertising their brands using Olympic clear zones areas such as Olympic parks, venues and major fan hubs (Grady, 2017:3). Non-official sponsors also used onsite promotion and advertising; however, they used social media as their main platform to engage with fans. (Grady, 2017:3). “Non-sponsors were more aggressive in pushing Rule 40’s boundaries” by using loopholes and avenues such as hashtags to affiliate themselves without using protected words and restricted trademarks (Grady, 2017:3). “Enforcing Rule 40 proves to be a challenge as it still offers non-affiliated brands sufficient legal ‘grey area’ in which to operate” (Grady, 2017:3). As advancement in technology and growth in social media occurs, so would evolution

and development rules and regulations in opposing ambush marketing. Event organisers would have to cater for each specific event and find a balance that would satisfy all stakeholders involved.

2.6. Perspectives of Ambush Marketing

The perspectives of ambush marketing is that it is deceitful and unethical but it is also a strategic tactic that requires creative and imaginative skills to execute successfully (Hill, 2016:197). It is possible that even if a tactic is assumed to be legal, it may be perceived as unethical, and could therefore cause negative sentiment towards the ambusher. Thus, understanding the different perspectives of ambush marketing is necessary to understand the effects of ambush marketing on stakeholders. There are four main stakeholders that may be negatively affected by ambush marketing. They are the event organisers, sponsors, fans or spectators and ambushers themselves (Burton and Chadwick, 2017:7).

For event organisers the main aim is to “use sponsorship as a means to tap into additional sources of income; the greater the public interest, the greater the marketing potential” (Nuffer, 2016:486). From the viewpoint of event organisers, ambush marketing has the potential to commercially devalue the event and therefore devalue the sponsorship fees. It also raises questions about the ability of event organisers to protect and safe guard their stakeholders. “The consequences are either a demand by sponsors for a reduction in sponsorship fees or possibly even a withdrawal of the sponsors” (Nuffer, 2016:487). This will not only jeopardise the source of income for event organisers but also leads to the insecurity of event organisers (Nuffer, 2016:487).

The perspectives of ambush marketing’s legality and ethical context have long been debated amongst event organisers and stakeholders. Hill (2016:198) argues whether ambush marketing should be considered illegal because it inherently violates trademark laws or if ambush marketing should remain legal because it is a strategic business tactic used to get around unfair restrictions imposed by event organisers. Hill (2016:198) further states that deceitful ambush marketing should be considered illegal because ambushers intentionally use advertising avenues to associate itself with an event. However, ambush marketing about promotional advertising at actual sporting event could be deemed acceptable (Hill, 2016:198). This type of

ambush marketing includes businesses handing out flyers to spectators; athletes going to a certain local restaurant after competition; or athletes wearing their independent sponsors apparel (Hill, 2016:198).

Hill (2016:198) specifically referred to the Olympic Games and states that event organisers should give individual participants or athletes leeway to show appreciation to their independent sponsors for their support not only during the event but also during the preparation leading up to the Games.

For example, for an athlete who is representing the United States of America, it is estimated to cost over 100,000 dollars to compete in the Olympic Games. This cost is usually covered by family or independent sponsors such as Nike. The United States Olympic Committee (USOC) will provide 25,000 dollars to athletes who have won gold medals. In addition, an athlete could receive a training stipend or grant, which may not be enough to cover training expenses (Schlereth and Frederick, 2017:19).

This type of ambush marketing is not deceitful but ‘innocent ambush marketing’ (Hill, 2016:209). Hill (2016:209) further recommends that “event organisers (International Olympic Committee and United States Olympic Committee) should be more respectable to its athletes and allow this type of innocent ambush marketing.”

Hill (2016:210), also argued, that opportunities should be given to small and local businesses owners to advertise and promote their business during the event. Due to the high cost, sponsorship deals are unattainable to small businesses and limited to large corporations only. Local business should also be allowed to economically benefit from the event. The Olympic Committee should allow a few spots for local businesses, such as restaurants and pubs around the venue to use the Olympic logo and symbols to advertise their business. Another solution is for event organisers to allow any sponsor to pay a reasonable price to be a sponsor, similar to the 1976 Montreal Olympics Game where there were 628 sponsors.

Sponsors face the most direct consequences with regard to ambush marketing activities during sporting events. The practice of ambush marketing is unethical because it is considered unfair competition and against the principles of business. “Unfair competition includes trademark infringement, passing off, false advertising and anticompetitive activities” (Scassa, 2011:356).

Consequently, “ambush marketing might be considered in lay terms to be an unfair form of competition, it is not necessarily unfair competition in the eyes of the law” (Scassa, 2011:356).

Sponsorship forms an integral element of a sponsor’s communication policy and they use it as a platform to achieve economic and communicative goals (Nufer, 2016:486). Ambushers weaken the communication effectiveness of sponsorship of an official sponsor because the number of companies using the event for promotion activities has increased. There is clutter from both direct and indirect competitors of the official sponsors who are also competing for the attention of the same target group, thereby, “decreasing the effectiveness of sponsors promotional message and ultimately in a depreciation of their sponsorship” (Nufer, 2016:486).

However, in order to deter or condemn ambush marketing activities, sponsors must avoid looking like bullies in eyes of the public (Pitt et al, 2010:287). The response and actions of a sponsor can create negative sentiments toward the brand if the public or consumer deem it exaggerated. It can in turn create positive sentiment towards the ambusher.

For example, during the 2008 Beijing Olympic Game, former Chinese gymnast Li Ning was the official torchbearer for the opening ceremony. Li Ning won 6 Olympic medals, including 3 gold medals during the 1984 Los Angeles Games and is a prominent figure in China. In front of a packed stadium and estimated 4 billion viewers globally, Li Ning ambushed official footwear sponsor Adidas by wearing his own personal branded footwear “Li Ning was broadcast on Chinese state television, countless other international channels, and was featured on the front page of every national newspaper in China the following day” (Pitt et al, 2010:282). This was dubbed the Li Ning effect and world media called it ‘the boldest case of Ambush Marketing ever pulled off’ (Pitt et al, 2010:282).

While it might have been tempting for Adidas to take legal action against the ambusher or the event organiser for not being diligent enough to stop the incident from occurring or by condemning the ambush as unethical in the media, their reaction was a muted one.

If an aggressive reaction to the Li Ning ambushing tactic was taken by Adidas against either Li Ning or the Olympic Organising Committee, it might have had a negative effect on the Adidas as the official sponsor as they may have appeared to the global public and particularly the patriotic Chinese fans and spectators, to be a bully given that Li Ning is a small Chinese competitor and the Olympic committee a non-profit organisation. (Pitt et al, 2010:283).

However, it can be argued that advertising by ambush marketers is a freedom of expression and that major sporting events cannot be monopolised. Ambush marketing is a necessary tool for commercial marketing as it evens out the advantages that big wealthy companies have access too. It also can create a monopoly of companies competing in a dominant industry. “If correctly understood and rightly practiced, is an important, ethically correct, competitive tool in a non-sponsoring company’s arsenal of business and image-building-weapons” (Nufer, 2016:489). Ambush marketing is a great marketing practice, it is a new and innovative tool that can provide the sponsorship market with great efficiency (Nufer, 2016:489).

However, ambush marketing may prove to also negatively affect the ambushers themselves, especially, if the public or fans perception of the ambush market is negative, unethical, deceitful and dilutes sporting events. Fans perceptions of ambushing tactics may transfer a negative image and become a “particular threat if the target group sought to compare the positive promotional ideas of the official sponsors with the possibility of aggressive practices of the ambushers which can climax into a reaction by the targeted consumers” (Nufer, 2016:488).

2.7. The impact of ambush efforts on consumer recognition and recall of sponsors

The issue of ambush marketing has increased the interest in the consumers’ ability to recall and recognise brands and more importantly their ability to distinguish between official sponsors and non-sponsor’s brands. “Ambush marketing is considered a great threat to the recognisability of the sponsors and the effectiveness of their advertising campaigns” (Piatkowska, Zysko and Godowska, 2015:21).

Past studies have pointed out that consumers have trouble in distinguishing official sponsors from ambushers and that ambush marketing campaigns are incredibly efficient (Piatkowska et al, 2015:20). Creating a successful marketing campaign that creates a strong brand association with a sporting event is a key factor when it comes to recognising and recalling a sponsor’s brand or product (Piatkowska and Godowska, 2016:34). However, other facts are also equally important, like “the exposition of an event that features in the mass media and market

prominence, the intensity of advertising campaigns for a sponsor's brand, the brand's current popularity and the prior knowledge of a brand" (Piatkowska and Godowska, 2016:34).

Together with ambush marketing strategies, characteristics of individual consumers and companies may have a specific influence on ambush marketing misidentification, such as consumer involvement with an event, a company's product category, fit with the event, or prominence (Wolfsteiner et al, 2015:141). Fan involvement with the sporting event plays a significant role in their identification with an event. "Event involvement should be differentiated distinctly from fan identification which is based on three elements: an individual's personal commitment to, perceived connectedness with, and self-categorisation as a fan of a sports team. It results from attributed biases toward his or her own team (in-group) and against opposing teams (out-group)" (Piatkowska and Godowska, 2016:34).

The psychological attachment fans have towards a team or athletes they support will affect their willingness to invest in them, which will transfer into the consumer's intent to purchase (Biscaia et al., 2013:288). "Behavioural loyalty refers to the actual purchase behaviour towards the team and can include aspects such as the frequency of game attendance during a season or over time, the regularity in following the team through media, and the money spent in merchandise (Biscaia et al., 2013:288). Drawing from this, an ambushing company who is a kit sponsor of a specific team in a tournament or who has a personal endorsement with an athlete participating in event, may benefit from fan loyalty and reap financial rewards. However, "active information searching and information processing can result in a better understanding of and differentiation among official sponsors and ambush marketers and increase the consumers ability to screen out non-sponsoring companies" (Wolfsteiner et al, 2015:142).

Event fit is the second characteristic that influences ambush marketing misidentification. "Event fit describes the degree of perceived similarity between a company and an event. Perceived fit can be based on functional and/or image characteristics of the sponsor and the event or can be created through communication activities" (Wolfsteiner et al, 2015:142). If a sponsor's product is used in an event then the functional fit is high, for example, Adidas manufacturing the official soccer ball for the 2014 Soccer World Cup (Grohs and Reisinger, 2014:1019).

“Image fit is high if attributes associated with the event overlap with attributes associated with the sponsor, e.g., a prestigious car manufacture sponsors a high-class golf tournament” (Grohs and Reisinger, 2014:1019). Where the positive traits between the event and sponsors are high, the likelihood of consumers recall of an official sponsors are also high. However, “the fit heuristic provides opportunities for ambush marketers by increasing the probability of being (incorrectly) identified as official sponsors of events in which their fit is high” (Wolfsteiner et al, 2015:142). This means that the ambush marketer can create similar attributes to that of an event, which can create confusion amongst consumers. Through ambushing strategies, such as themed advertising and repeated exposure, ambushers can communicate attributes that associate them with an event. This is similar to tactics employed by Nike during their ambush marketing campaigns.

The third characteristic influence that may influence ambush misidentification is company or brand prominence. Consumers use pervious knowledge and experience as a cue to connect or associate official sponsors to an event (Herrmann et al., 2014:786). “Prominent companies are more likely to suffer from mental ‘contaminations’ based on plausibility heuristics, such as brand prominence and brand-event relatedness” (Herrmann et al., 2014:786). This is because well-known brands are highly visible and “consumers may assume that these brands are more willing pay high sponsorship fees. “Companies perceived as more prominent are more accessible in memory, which facilitates sponsor identification” (Wolfsteiner et al, 2015:142). “Therefore, the prominence heuristic may increase ambush marketer misidentification because consumers incorrectly assume that prominent and dominant ambush marketers are more likely to be official sponsors” (Wolfsteiner et al, 2015:142).

Recall and recognition of official sponsor brands has a great impact on the purchasing intention of consumers. Fan involvement, event fit and brand prominence are all characteristics that can be key driving focuses to enhance the effectiveness of sponsorship for official brands. However, these characteristics are also key focuses that strive for ambush marketing success.

2.8. Theoretical Framework

“Theoretical frameworks provide a particular perspective, or lens, through which to examine a topic” (Trent University, 2014). This research used the stimulus response theory as a theoretical framework to explain the communication pattern of a company or brand and its

effect. The origin of the stimulus response theory stems from the traditional communication theory or model process, which involves “source –message- media- receiver- effects, which is little more than an elaboration of Stimulus (source- message- media), Organism (receiver) and Response (effects)” (Jacoby, 2002:51).

The stimulus response theory for this research is related to the field of sponsorship research which “to some extent includes research on ambush marketing or counter-strategies of sponsorship” (Olkkonen, Tikkanen and Alajoutsijärvi, 2000:16). Olkkonen et al (2000:13) further states, that based on marketing management and communications-related rhetoric, it can be argued that “current sponsorship research draws heavily on the stimulus - organism - response (S-O-R) way of thinking”.

Thus, the stimulus response theory focuses on the way in which a brand or a company communicates with consumers and in turn how the consumers react or respond to marketing activities (Olkkonen et al, 2000:13). Basically, “the seller’s (S) marketing activities influence buyer response (R) positive attitudes towards the sponsor or its brand, depending on the different characteristics of the buyer (O)” (Olkkonen et al, 2000:13). Thus, “sponsorship is the process of sending a set of stimuli to a market (different target groups) with the intention of evoking a desired set of responses within that market” (Olkkonen et al, 2000:13).

Similarly, it can be argued that an ambush marketer’s activities act as a stimulus to arouse a certain response from the buyers towards the action of ambushing company.

Stimulus, in terms of consumer behaviour, is depicted as external influences on the reaction of the consumer (Chang et al, 2011:235.) These external factors consist of marketing mix variables and other environment inputs, whereas organisms refer to the internal process i.e. perceptual, physiological, feeling and thinking activities of the consumer. The organism is situated between the external stimulus and the final action, reaction or response of the individual. (Chang et al, 2011:235)

The second theoretical framework used for this research is communication theory. Regardless of what strategy a company chooses to use in achieving their marketing and promotional objectives, communicating and transmitting information is an important process for a company to reach its target market (Ondondo, 2015:1324).

After the message is encoded by sender, an appropriate medium is chosen to convey the message to the receiver and the process of decoding the message begins. “Once the message is

received and examined, the stimulus is sent to the brain for interpreting, to assign some type of meaning to it” (Moustafa, no date:18). The receiver translates the words, symbols and gestures of the message according to his/her own set of experiences. “Successful communication takes place when the receiver correctly interprets the sender's message” (Moustafa, no date:18).

Therefore, companies that practice ambush marketing as a strategy, use encoded generic words and symbols in their promotional campaigns. For example, when Nike uses ambush marketing as a strategy during major sporting events such as the Soccer World, they use symbols such as soccer balls and professional players. The receiver relates and connects these symbols to the game of soccer and to the World Cup that might be taking place at that time. Consumers, thereby associate the ambushing brand to the World Cup and are misled into believing that ambushers are official sponsors.

The third theoretical framework used for this research is associative network theory. Wolfsteiner et al (2015:140) identified the associative network theory as a way of explaining the impact ambush marketing has on the consumer. It is a theory that also aims to explain the communication and marketing patterns of brands (Wolfsteiner et al, 2015:140).

Associative network theory aims at explaining which brands, whether official sponsors or ambush marketers, consumers associate with sports events (Wolfsteiner et al, 2015:140). “There are two main components of associative network theory: nodes and links. Nodes represent any piece of information, and links represent the connection between the nodes” (Wolfsteiner et al, 2015:140). So, if an individual receives information (node), it may trigger a link to other existing information that the individual is familiar with, thus, activating a network of knowledge (Wolfsteiner et al, 2015:140). Associate network theory is knowledge that is stored in the memory of the consumer with regard to brands, sport leagues or teams, and sponsored sports events (Wolfsteiner et al, 2015:140).

“Associative network theory suggests, that sports events are more likely to trigger recall of brands of official event sponsors if those brands are:

1. Strongly linked with the event because of strong perceived event related alliances e.g., through associative clustering in memory;
2. Well encoded e.g., because of higher exposure to or greater involvement in the event;
3. Closely connected with the event because of memory biases e.g., prominence or fit heuristics that consumers use to recall sponsors” (Wolfsteiner et al, 2015:140).

The associate network theory outlines how consumers may misidentify ambush marketers as official sponsor of an event.

2.9. Conclusion

Sport sponsorship is a partnership between event organisers and sponsors. For companies that are sponsors, it is a marketing strategy that requires major financial investment that can be highly beneficial, in terms of sales, profitable and brand awareness. By sponsoring a major sporting event, event organisers grant sponsors exclusive rights to use the event for promotional and marketing activities (Nufer, 2010:303). However, with rival companies employing ambush marketing strategies or tactics to mislead the public or consumers into believing that they are official sponsors of an event, threatens the sponsors right to exclusivity of the event (Mazodier and Quester, 2010:53). This has a negative effect on both the event organisers and the sponsors. It effects a sponsor's ability to achieve its corporate, marketing and media objectives. In an effort to counteract ambush marketing strategies, event organisers establish anti-ambushing rules and legislation to prevent or avoid ambush marketing by non-official sponsors (Grady, 2017:1). This is a way to protect the sponsors' rights. Although the majority of literature reviewed highlighted the negative effects and unethical practices of ambush marketing, ambush marketing continues to grow and rival companies are able to exploit grey areas and loopholes in anti- ambushing rules and regulations. The growth of social media has provided the perfect platform for ambushers to further exploit ambush marketing tactics and to further establish a connection with consumers (Grady, 2016:3). This can affect consumer recall and recognition for the official brand. The theoretical frameworks provided an analysis for understanding ambush marketing as a strategy and helps in determining the effects of ambush marketing on various stakeholders.

Chapter 3 - Research Methodology

3.1. Statement of the Problem

For many years, Nike has been using ambush marketing as strategy during several major sporting tournaments. It has gained recognition for its innovative and imaginative campaigns that have deflected attention away from official sponsors and created confusion amongst the public. Thus, Nike has been dubbed the global ambusher. The primary purpose of this study is to understand ambush marketing as a marketing strategy with particular focus on Nike as a case in point.

3.2. Objectives of the study

The objectives of this study are to determine:

1. The effects of ambush marketing on the sponsors.
2. The effects of ambush marketing on event organisers.
3. The effects of ambush marketing on the ambusher.
4. The effects of ambush marketing on the public.
5. The effects of ambush marketing on participants involved in sponsored sporting events.

3.3. Research design and Research Method

Qualitative and quantitative methods are two general approaches used in scholarly research within various disciplines. Quantitative research offers hard, factual data, while qualitative research adopts an interpretivist and subjective approach that aims to provide a deeper insight into the phenomena. (Barnham: 2015:837). "Qualitative research aims to answer questions about the 'what', 'how' or 'why' of a phenomenon rather than 'how many' or 'how much', which are answered by quantitative methods" (McCusker and Gunaydin, 2015:537).

Qualitative research was first introduced in the 20th century with rise of social science and focused on an understanding of the way in which humans viewed their social world (Mayer, 2015:56). A broad definition of qualitative research, is "any kind of research that produces

findings not arrived at by means of statistical procedures or other means of quantification and instead, the kind of research that produces findings derived from real-world settings where the phenomenon of interest unfolds naturally” (Mayer, 2015:56). Qualitative research seeks to build an understanding by depth and meaning. Its aim is to gain a better understanding of the underlying reasons, opinion and motivation of an issue. It is a naturalistic approach that does not manipulate the phenomenon, instead it tries to understand the phenomenon in context-specific setting (Golafshani, 2003:600). Examples of qualitative research are in-depth interviews, observations, document analysis and focus groups (Yilmaz, 2013:315)

On the other hand, quantitative research seeks to adopt a very structured approach and is a mathematical measure a specific aspect of a phenomenon. “The term ‘quantity’ in this research approach refers to measuring and counting and implies an emphasis on quantification in the area of data collection and analysis” (Mayer, 2015:56). In other words, it produces numerical data and hard facts. Examples of quantitative research are questionnaires, surveys and experiments (Yilmaz, 2013:315). Unlike qualitative research, which uses opened ended questions, quantitative research use closed ended questions which would result in problem definition and perhaps generate hypotheses to be tested (Mayer, 2015:56). The goal of quantitative research is to identify variables and examine the relationship between them in the context of the study (Park and Park, 2016:4). “Data is collected under controlled conditions in order to rule out the possibility that variables other than the ones under study can account for the relationships identified” (Park and Park, 2016:4).

This research adopted a qualitative approach, it aims is to gain an in-depth understanding of the phenomenon of ambush marketing with the use of secondary data. The method of research is content analysis.

3.4. Content Analysis

This research has used qualitative content analysis as tool to extract knowledge, meaning and understanding on the subject of Nike and ambush marketing. It is also used to determine the effects of ambush marketing on various stakeholders. Content analysis is defined as, “a systematic, replicable technique for compressing many words of text into fewer content categories based on explicit rules of coding” (Scott and Smith, 2005:88). Content analysis is a research technique used to code and interpret a collection textual data. It is used to determine

the presence of certain words or concepts within a set of texts. “Qualitative content analysis goes beyond merely counting words to examining language intensely for the purpose of classifying large amounts of text into an efficient number of categories that represent similar meanings” (Hsieh and Shannon, 2014: 1278). These categories can be broken down into various levels such as words, sentences, phrases or themes.

Krippendorff in Elo and Kyngas (2007: 108) states that “Content analysis is a research method for making replicable and valid inferences from data to their content, with the purpose of providing knowledge, new insights, a representation of facts and practical guide to action. For this study, the aim was to analyse discussions surrounding ambush marketing and Nike, as such there is no quantitative method of measuring this. Through collected text, discussion can be extracted and the only way to analyse text is through content analysis.

3.5. Data Collection

Data was collected from three different secondary sources for the research. As mentioned above, the primary purpose of this study is to understand ambush marketing as a marketing strategy with particular focus on Nike. Nike has reputation for using ambush marketing as a strategy to associate itself with major sporting event around the world. Ambush marketing can be explained as a controversial strategy, which borders on the line of ethical and unethical deliberation. Usually, companies who practice such strategies do not openly admit to it. However, with the prominence of Nike as a global company and major sporting events, such as the World Cup and Olympics, gaining huge public and media attention, any use of strategies, such as ambush marketing is highly publicised and debated in media, academic literature and the various social media platforms, thus there is sufficient available commentary on the topic.

Websites that was used to obtain data:

1) Google Scholar

The first source of data was academic articles collected from Google Scholar, using the search words Nike and Ambush marketing. The practice of ambush marketing was first documented in 1984. Articles were collected from 1984 to 2016. The importance of Google Scholar is that it provides academic research on ambush marketing. Academic articles cover research, for

example, through interviews or questionnaires, to assess the impact ambush marketing has on major stakeholders. This data can therefore address all the objectives of this study.

For each year the first ten pages of Google Scholar academic articles were collected. This was due to time constraints and to ensure that the content of the articles remained relevant to the search terms. Each article was visually checked to ensure that it was relevant to the search terms, Nike and ambush marketing. Each article was then copied and pasted into a word document and all irrelevant information, such as diagrams, reference lists, footnotes, page numbers, author name and details as well as year was removed. The clean version of the articles was saved in a word document and submitted into Leximancer for analysis. The final word document had a word count of 432272 and a page number of 1115.

A study by Walters (2009:6) which focused on comparing Google Scholar to 11 other academic databases in terms of recall and precision of research results according to a simple keyword search provided a guideline for using only the first 10 pages of Google Scholar. “Databases with high recall are those that retrieve many relevant records. In contrast, databases with high precision are those for which relevant records make up a high proportion of all the records retrieved” (Walters, 2009:11). Google Scholar had 90% recall rate of relevant documents which was higher than any of the other 11 databases (Walters, 2009:13). However, the measurement of the precision reflects a more comprehended view on the relevant documents Google Scholar was able to retrieve. Google Scholar reflected a 21% precision over the first 300 search results. Within the first 100 and 50 search results, Google Scholar had a precision of 39% and 38% respectively (Walters, 2009:13). When it came to the first 20 search results, Google had a relevance of 55% and was the third highest precision amongst the other academic databases (Walters, 2009:13). It also must be noted that first 30 and 40 search results had also had a high precision with 53% and 45% respectively and was tied for third place amongst the other databases in each case (Walters, 2009:12). From the above, “relevant results were concentrated more heavily within the first 20 or 30 search results than the first 50 or 100 search results” (Walters, 2009:13). A user who chooses Google Scholar is “least likely to look past the first 10 or 20 search results” (Walters, 2009:14). Hence, this provides a justification for choosing to use the first 10 pages of academic articles from Google Scholar for each year (1984-2016) Google Scholar as an academic database is a good source for retrieving relevant results, however as the search results descends the precision or relevance also decreases.

2) Google

The second set of data collected was popular press articles from Google. Popular press articles was collected every week for a period of three months before, during and after the 2014 Soccer World Cup. This event was chosen as it would provide an indication of ambushing activities and perspectives on ambush marketing and Nike for a specific event. Various sources, such as commentators, companies and general, popular press articles provide a broad discussion on the effects of ambush marketing on various stakeholders. While the Google Scholar data would reflect academic perspectives based on theory and research, the Google data would reflect public sentiment and perspectives of the effects on any of the stakeholders. This data was also specific to actual ambushing events thus providing a more real perspective than much of the academic research that might for example, ask consumers how they feel about the marketing tactic of ambush marketing, rather than identifying actual comments made about Nike's actual ambush activities in real time. This data would thus provide additional insights to that provided by the Google Scholar data.

Articles were collected using the search terms Nike and ambush marketing. The first ten pages of Google articles were collected, due to time constraints and to ensure that the content of the articles remain relevant to the search terms. However, on some weeks the results were limited to less than ten pages. Each article was copied and pasted in its original format, before being checked for relevance to the search terms Nike and ambush marketing. All irrelevant words and information, such as URL addresses, share and links were removed. All articles were then combined into one single word document and submitted into Leximancer. The final word document had a word count of 147735 and consisted of 333 pages.

3) Social Mention

The third set of data was collected through a social media tracking website called Social Mention. "Social Mention is a social media search engine that searches user-generated content" (Social Mention, 2014). This website tracks data on social media platforms such as Twitter, Facebook and various other social networking sites (Social Mention, 2014). It tracks the frequency of brand mentions, sentiment towards the brand as well as key words associated with the brand (Social Mention, 2014). For this research, data was collected every day for a period of three months. This was a period before, during and after the 2014 Soccer World Cup. The

2014 Soccer World Cup was chosen in order to gain a better understanding particularly of consumers or the public perspective as well as participant perspectives on ambush marketing. This event provided an opportunity to gain insight into the perceptions and sentiment of the public or consumers and participants as they engaged or interacted with a specific event, as well as reacted to Nike as an ambusher. As the objective was to determine the sentiment around Nike's ambushes, the terms 'Nike' and 'ambush marketing' were searched daily at a specific time on the Social Mention website. Social Mention has readily available statistics on the social media activities connected to the search terms. Each day at 8pm for the period of three months data was reviewed, extracted and entered into an excel spreadsheet. After three months, data was combined into single spreadsheet and formulated into a graph using excel.

For this research, the statistics on the strength of the brand being discussed on social media was collected. According to the Social Mention website, strength refers to the likelihood that your brand is being discussed on social media platforms (Social Mention: 2014). It is a simple calculation of a phrase mentioned within the last 24 hours divided by total possible mentions. (Social Mention: 2014). The final graph was then compared to the Google data that was also collected during the same period. This was to analyse whether the ambushing strategies used by Nike during the 2014 Soccer World Cup was also reflected on the social media activities of the public.

3.6. Data Analysis

The first two sets of data, academic articles from Google Scholar and popular press articles from Google was analysed using Leximancer. "Leximancer is a text analytics tool that can be used to analyse the content of collections of textual documents and to display the extracted information visually" (Leximancer, 2017). Traditional content analysis, required researchers to physically classify and encode collected text for analysis and interpretation. Leximancer eliminates this process by automatically coding text into categories, identifying important words, concepts, themes and patterns within the collected text.

Concerns of validity such as developing frameworks for coding and identification in which text are grouped into categories can be solved by Leximancer. Reliability issues caused by human judgment, error or fatigue can also be addressed. Leximancer is also cost effective and less time consuming (Scott and Smith, 2005:88).

“Leximancer is a computer assisted text (content) analysis application that uses a machine-learning technique” (Rooney, 2005:409). Leximancer not only automatically identifies and extracts the main concepts from the submitted text but also identifies how each concept is inter-linked with each other. “The software uses word frequency and co-occurrence data to identify families of terms that tend to be used together in the text” (Cretchley, Rooney and Gallois, 2010:319).

“It distinguishes between themes, concepts, and words: concepts are the most semantically significant words, and themes are sets of clustered, highly semantically related concepts” (Mckenna and Rooney, 2012:127). In other words, Leximancer detects the words that have frequently appeared within the text. These words are known as concepts (Cretchley et al, 2010:319). Leximancer then builds a thesaurus of words that are closely related to the concept thus giving the concept its semantic or definitional content (Rooney, 2005:409). “Clusters of concepts are grouped by theme circles to summarise the main ideas in particular clusters and each theme is named after the most prominent concept in that group” (Cretchley et al, 2010:319).

Various authors have used the Leximancer software as a tool for content analysis. For example, Scott and Smith (2005: 88) used Leximancer to identify changes in public perception of Schoolies Week which is an event attend by final year high school graduates in Australia. This study used newspaper reports to examine change in textural characteristics reported by media over a six-year period (Scott and Smith, 2005:88). In a similar study to the current research paper, Vigar-Ellis and Hall (2015:949) used Leximancer to analyse online discussions on ambush marketing during the 2012 London Olympic Games.

The third set of data was collected via Social Mention, a website that tracks activities on social media platforms. Social media platforms have become a source for extracting information about people, their preference and opinion about companies, brands, products or services. This has led to development of various online data mining tools that allows users to search and track online activities.

A study conducted by Lawrence (2014:2), seeks to test the reliability of sentiment mining tools. The study was a comparison of two sentiment online mining tools, Social Mention and Semantria. Data for the study by Lawrence (2014:2) was collected from 12 different car models over a one-month period. This was done in order to compare the results of the two sentiment mining tools, social platform as well as the presence of each car model on social media.

Similarly, this research has used sentiment analysis to examine Nike's ambush marketing activities and the strength of social media activities during the 2014 Soccer World Cup. "Sentiment analysis involves the identification of sentiment expressions, polarity and strength of the expressions, and the relationship to the subject or topic" (Lawrence, 2014:2).

The use of secondary data to understand ambush marketing is not unprecedented. There are several examples of studies in which researchers used existing literature to understand ambush marketing. For example, Burton and Chadwick (2009:307) drew on more than 850 secondary sources relevant to the study of ambush marketing and sport sponsorship. The article focused on literature that showcased past examples of ambush marketing, protective means for sponsorship and counter-ambush measures. Hoek and Gendall (2002:72), also used secondary sources to highlight and examine events in which ambush marketing has played a central role in affecting sponsorship deals.

While primary data has been previously collected to answer questions of consumer perceptions of ambush marketing, the ambushing context to which consumers are referring is usually broad and hypothetical as by their very nature, ambushers are surprise attacks not easily predicted. Thus, collecting primary data on an actual ambush event is difficult. In addition, the purpose of this research was to collect data representing the effects of ambushing on all stakeholders, not just consumers, and thus the commentary on actual live ambushes occurring at a specific event as reflected in both the Google data and the Social mention date, represented highly relevant data necessary to determine what was being said about the effects of the ambush on the various stakeholders. The Google scholar secondary data provided a more academic perspective which often reflected primary research, on the effects of ambush marketing. This it is believed that secondary data was the most appropriate data needed to address the research purpose.

3.7. Data Quality

"Given the diverse genera and forms of qualitative research, there is no consensus for assessing any piece of qualitative research work" (Leung, 2015:325). Validity and reliability in qualitative research are not viewed as separate terms, instead it is terminology that encompasses both, such as credibility, transferability and trustworthiness (Golafshani, 2003:600).

By completing the following steps below, it ensured that data collected for this study was credibility, transferability and trustworthiness. Data was collected from three different source, Google, Google Scholar and Social Mention. Each data set was collected using the search terms Nike and ambush marketing. Each data set was collected in its original format, before being checked for accuracy according to relevance of the topic. Articles collected from Google Scholar and Google were rechecked and irrelevant words such as the URL address, share, and links were removed. The cleaned version of articles was then copied and pasted into a word document before being submitted into Leximancer. The data collected from the social media tracking site, Social Mention was collected every day at 8pm for a period of three months. The data was saved in its original format before being entered on a spreadsheet in excel. The data was then formulated into graphs with the use of excel.

3.8. Ethical Issues

Ethical clearance was applied for and approved by the University of KwaZulu-Natal. The ethical letter is attached in Appendix 1.

3.9. Conclusion

The above chapter seeks to explain why and how research for this study was conducted. It details the problem and objectives of the study, before explaining the research design and method that was used. The research design was qualitative and research method was content analysis. The chapter then goes on to give an in-depth explanation on the process of data collection and analysis. For this study, there was three set of data collected from three different sources, Google Scholar, Google and a website called Social Mention. For each set data, information on how data was extracted and analysis was provided. The chapter concludes by explaining the procedures that was used to ensure the quality and accuracy of the data collected.

CHAPTER 4 - FINDING AND DISCUSSION

4.1. Chapter Introduction

The findings and discussion chapter presents each set of findings that were collected for this study. The three sets of findings are from Google Scholar, Google and Social Mention. Each set of findings was analysed and discussed accordingly.

4.2. Introduction: Google Scholar

Information was collected from 1984 to 2016. The results were then sorted out according to the relevance to the topic of Nike and ambush marketing. The final results were then combined and pasted into a word document with all comments, photos, URL addresses and other irrelevant words removed. The final results were then submitted into Leximancer.

There are nine main themes that Leximancer detected. These are ambush, sponsorship, official, protect, Olympic, legislation, brand, Nike and research. Each bubble is represented by a different color, dark or warm colours, such as shades of red, orange, brown indicate the most important themes within the text. Whereas, the light or cool colors such as shades of blue and purple indicate the least important concepts (Vigar-Ellis and Hall, 2015:955). According to Leximancer's theme ranking, there are four main themes: ambush, sponsorship, official and protect. Within each theme, "Concept dot sizes represent the frequency of occurrence while lines represent the relationships between concepts" (Vigar-Ellis and Hall, 2015:955).

Within each themed bubble, various concepts that appear in black links to each other. As mentioned above, each of these concepts has a strong connection and semantic relationship with the theme. "Direct links between concepts are measured, establishing the strength of relations between concepts. The more times a concept occurs directly with another concept, the stronger the relationship" (Rooney, 2005:410). Concepts from different themes may also overlap and link with each other. Please note that the concepts are in italic font and themes are in bold font in the discussion below. It also must be noted that in presenting this data there are two types of referenced material. All direct quotes placed within 'single' quotation marks represent evidence. In other words, the quotes come from the analysed material. The references provided for the 'evidence' quotes appear in Appendix 2, and unless also used in the literature review, will not appear in the reference list. This material represents evidence of

the themes i.e. data. Where the data is discussed in relation to literature covered in the literature review, normal references are given and if direct quotes are used, these will be in double quotation marks for clarity. These sources are included in the Reference list.

4.2.1. Discussion: Google Scholar

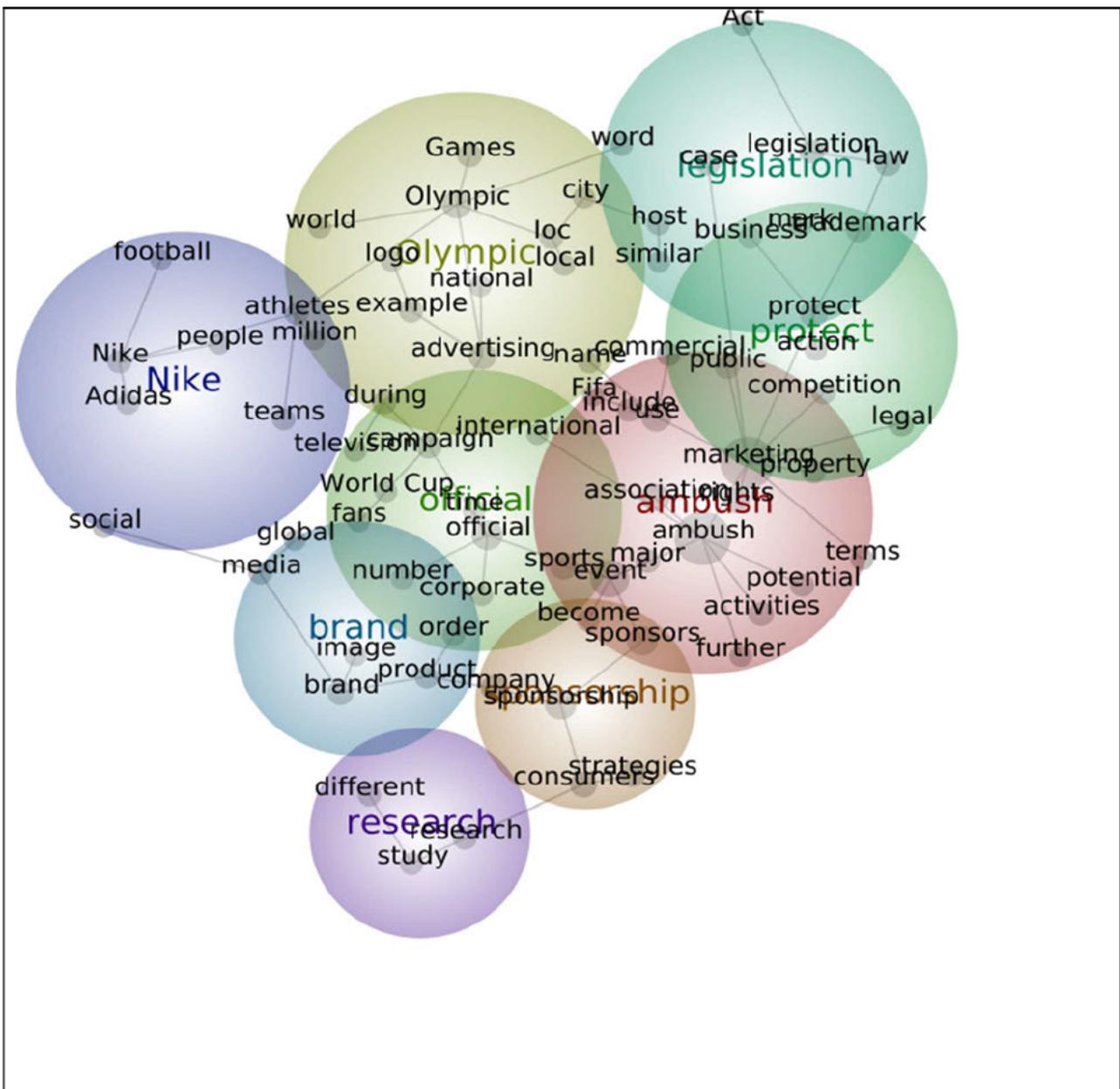


Figure 2: Concept map for Google Scholar

a) **Theme:** ambush

Concepts: *ambush, marketing, event, use, association, rights, activities, major, property, potential, include, further, Fifa*

The red bubble entitled **ambush** has a 100% relevance to the collective text, thus making it the dominant theme of the concept map. The relevance is the percentage displayed with the main theme from Leximancer and refers to the themes relevance in terms of connectivity (Vigar-

Ellis and Hall, 2015:955). By reviewing the specific text extract from Leximancer, it evident that these concepts relate to **ambush marketing activities** during *major sport events* to promote and advertise non-official sponsors.

By definition, '**ambush marketing** is a form of associative marketing, utilised by an organisation to capitalise upon the awareness, attention, goodwill, and other benefits, generated by having an *association* with an *event or property*' (Burton and Chadwick, 2009:305). 'Through wide range of marketing *activities*; unauthorised in the sense that the controller of the *commercial rights* in such events, usually the relevant governing body, has neither sanctioned nor licensed the *association*, either itself or through *commercial agents*' (Mckelvey and Grady, 2008:553). Ambush marketers view major sporting events as a way to tap into *potential* economical and marketing opportunities.

The concept *terms* is directly linked to marketing and property which is linked to the concepts *include* and *use*. These concepts are linked to the concept *name* in the Olympic bubble as well as the concept *commercial* in the bubble themed Protect. Organisers of *major sporting events*, such as *International Federation of Football Associations (FIFA)*, controls the usage of all signs and symbols related to the *event*. This also includes the *use* of the *name* of the *property* or the *event*. As such, ambusher marketers use generic terms in the promotional campaigns in reference to the event or property in order to avoid trademark infringements. 'Common examples include the use of the 'big game' or the 'championship' to refer to a major sporting event like the Super Bowl' (Chase and Kurnit, 2010:382).

The theme **ambush**, indicates that ambush marketing has a negative impact on the event organisers. Despite event organisers employing rules and regulations to protect the usage signs and symbols, such as the logo of the event, ambush marketer are still able to by-pass these laws and use the event for promoting and marketing their brands.

b) **Theme: sponsorship**

Concepts: *sponsorship, sponsors, company, strategies, consumers, become*

The **sponsorship** has relevance of 26%. A *company becomes* a *sponsor* of a major sporting event as it seen to be an effective marketing strategy to achieve business objectives such as

targeting *consumers* and potential *consumers*. Thus, **sponsorship** is an investment. ‘Commercial **sponsorship** of sporting, artistic and other events offers an opportunity to marketers to make their voices heard in a cluttered media environment. It also provides an opportunity to develop positioning and branding *strategies* through association with events of defined status and value’ (Piatkowska and Zysko, 2010:118)

The **sponsorship** theme overlaps with the previously discussed theme of **ambush**. As such, there is a link between the concepts of *ambush*, *sponsorship* and *consumers*. The concept of *strategies* is also linked and of close proximity to the concept of *consumers*. This can suggest that ambush marketing is a *strategy* that seeks to mislead and misguide the *consumer* as to who the real *sponsor* of an event is. ‘Industry professionals clearly believe ambush marketing can confuse *consumers* into thinking a non-sponsor is actually a *sponsor*’ (Moorman and Greenwell, 2005:197). Presumably, if *consumers* presume that an ambusher is an official *sponsor* of an event, then the *sponsor’s* investment has devalued or diminished.

Ambush marketing has a negative effect on sponsors as ambushers aim their marketing campaigns at the same target group as official sponsors. Official sponsors have to actively campaign to attract the attention of the public or consumers and away from their rivals.

The **research** theme has a relevance of 8% and the following concepts appear within it: *research*, *different*, *study*. The research theme has links to both themes of **sponsorship** and **ambush**. The research theme can be linked to the concepts of *consumers*, *strategies* *sponsorship* and *sponsors* within the **sponsorship** theme, as well as the concepts of *event*, *major* and *ambush* in the theme ambush. **Ambush** has a direct link to the concept **further**.

From reviewing Leximancer extracts, these concepts highlight’s additional research that needs to be conducted. *Different studies* have been conducted on consumer recognition and recall, however, ‘*further research* is necessary to fully understand consumer reactions when companies are identified as official sponsors or ambush marketers’ (Wolfsteiner et al, 2015:151). ‘Consumers attitudes toward ambush marketers may also differ depending on which ambush marketing strategies companies use’ (Wolfsteiner et al, 2015:151).

c) **Theme: Official**

Concepts: *official, sports, campaign, during, corporate, fans, World Cup, television, international*

The third theme of **official** has a relevance of 22%. The main subject area being discussed is the battle between official sponsors and ambushers during major sporting events. During major *sports* events, *corporate* businesses apply to become one of the limited *number* of official sponsors during major tournaments. On the diagram, there is an overlap between the theme **official** and **ambush**. The link between common concepts (ambush, major, event, sports and international) indicate that ambushers aim is to be recognised and associated with the event just as official sponsors are. ‘Simultaneously, when a person engages in ambush marketing, they may simply be exploiting a marketing opportunity missed by the official sponsors, or generally seeking to create an association with the event in question’ (Nufer 2016: 489). Although, the concept of *international* stand alone in the official theme bubble, it however has a direct link to the theme ambush. This suggests that ambush marketing is most effective when it is conducted on an *international* stage. ‘The importance of *international* competitions like the Champions League and the World Cup is that the major commercial and industrial corporations are now operating in a cross-national (indeed a global) market and seeking global events to maximise their marketing investment’ (Hare, 1998:125)

‘*Television* has for a long time been a main channel for companies to promote themselves but it is important to emphasise that the growth of Internet’ (Aven and Heden, 2016:3). *Television* is a key avenue for both the **official** sponsor and ambusher to run marketing *campaigns* during live or repeat broadcast of matches that will directly target *fans*. ‘A sponsored company does not purchase the rights to all avenues leading to the public's awareness of a property as such, ambushers are free to pursue other event-related activities (e.g., television advertising on the event broadcasts, onsite events, and other such activities), which are legitimate’ (Jain and Aruna, 2012:168)

The **official** theme also overlaps with the Olympic theme and has a direct link between fans, World Cup, campaign, advertising, Olympic and Games. Platforms such as the Soccer World Cup and Olympic Games are perfect setting for both ambusher and official sponsors to connect with fans.

The **official** theme also has a major overlap with the theme **brand**. The following concepts appear within the bubble: *brand, media, product, image, order, global*. With the *global* growth

of new media, brands (official or non-official) have more control over how their brand, *image* or *product* is projected to consumers or fans, in *order* to meet marketing and corporate objectives. ‘Companies or **brands**, which are entangled and concerned about the competence of their product and services, have taken on various strategies involving alternative media to mark audiences and buyers’ (Yazdanifard, no date: 2). The emergence of social media has made it easier for brands to have direct connection with their target markets. The advent of social media has also provided new opportunities and expanded the playing territory for ambushers to execute their creative marketing initiatives.

d) **Theme: Protect**

Concepts: *protect, legal, trademark, public, competition, commercial, action, business*

Protect has relevance of 15% and refers to **protective** measures taken to prevent the misuse of property or an event for *commercial* use by ambushers to mislead the *public* into assuming they are official sponsors. ‘Established areas of law to combat ambush marketing include traditional intellectual property law, such as *trademark* law and copyright law; and alternative *legal* remedies other than intellectual property law such as unfair *competition* or trade practice law’ (Kretschmer and Wei, 2004:25), protecting the *business* activities of sponsors and event organisers and discouraging or restricting competitors from entering into illegal practices.

There is a big overlap between the protect theme and the ambush theme. All concepts within the protect theme have links to the concept and theme of ambush. Despite the consequences of *legal action*, ambushers are still able by-pass laws by creative and imaginative campaigns without the use protected words, phrases and symbols of an event.

e) **Theme: Legislation**

Concepts: *legislation, law, case, Act, word, host, similar*

The theme **legislation** has a relevance of 9%. It has a significant overlap with the **protect** theme and has direct concept links to the theme of **ambush**.

Unlike traditional **legislation**, such as trademark infringement which provide general guidelines and rules against the protection of sporting event. There is a need for detailed *laws* and *Acts* that deal with the specific *case* of ambush marketing. Thus, the direct link between

the concept of *case* and the theme **ambush** and the indirect link between **ambush**, *protect*, *law*, *legislation* and *Act*.

For example, the United States of America is governed by two Acts regarding the Olympic Games. The Amateur Sport Act of 1978 and the Lanham Act of 1946. ‘The Amateur Sports Act (OASA) designates certain Olympic related words and symbols as being the exclusive property of the U.S. Olympic Committee (USOC), prohibits their unauthorised use, and subjects the unauthorised user to civil actions and remedies’ (Berger-Walliser et al ,2012:13). ‘The Lanham Act also provides a cause of action, based on the theory of unfair competition, for false designation of origin, which is designed to prevent the use of similar marks that cause confusion as to affiliation or sponsorship’ (Mckelvey,2008:559). ‘The Lanham Act prohibits the use in commerce of any registered mark which is likely to cause confusion, or to cause mistake, or to deceive without the consent of the registrant’ (Mckelvey, 1994: 409).

Similar principles that govern the **legislation** and rules of the event organisers, should be employed by the *host* nation or city. ‘Typically, the Olympic host city must include its strategies for protecting Olympic intellectual property rights as part of its Bid Proposal, and the Host City Agreement will require certain protections of Olympic marks and logos. For example, Australia adopted the Sydney 2000 Games (Indicia and Images) Protection Act (1996) and Beijing issued a municipal government decree to protect Olympic intellectual property rights’ (Moorman and Greenwell, 2005: 190).

‘Governments are now being asked to play an active role in protecting the commercial interests of the IOC by passing event-specific legislation. This was the case in Australia, Greece, Italy and Beijing. The most recent examples include Canada, where the Olympic and Paralympic Marks Act was enacted as a way to protect the Olympic brand and control ambush marketing activities for the Vancouver Organising Committee for the 2010 Olympic and Paralympic Winter Games (VANOC). In the United Kingdom, the London Olympic Games and Paralympic Games Act was enacted for *similar* purposes in the lead-up to the London 2012 Games’ (Ellis, Scassa and Seguin, 2011:297)

f) **Theme: Olympic**

Concepts: *Olympic, advertising, Games, example, world, loc, local, national, name, logo, city*

The Olympic theme has 20% relevance. From reviewing the collective text, the **Olympic Games** has been the most referred to *example* used in discussing ambush marketing. The context of these examples, discuss different companies use of ambush marketing, official sponsors attempts to prevent ambush tactics and the comparative analysis between official and non-official brands.

‘For example, when American Express ambushed official Olympic sponsor Visa during the 1992 Winter Olympic Games, American Express featured claims in its television commercials to "visit Spain, you don't need a visa' (Moorm and Greenwell, 2005:183)

‘For example, McDonald's paid NBC to be the only fast food company allowed to advertise during the Atlanta Olympic Games telecast. However, it should be noted that this tactic is far from foolproof as ambushers can still buy time on the national network's hundreds of local affiliates, and thus get their message out nevertheless' (Vassallo, Blemaster and Werner, 2005:1354).

‘For example, in the *Sochi 2014 Ambush Marketing Report* by the Global Language Monitor (GLM), the company found that many non-affiliated brands are among the top rated on GLM's Brand Affiliation Index (BAI) which measures the perceived relationship between the Olympics and the particular brand' (Epstein, 2013:313).

The **Olympic** concept is directly linked to the concept of *IOC*, which is in reference to the International **Olympic** Committee. The IOC are event organisers of the **Olympic** Games. There is also a close link between the concepts of IOC and local. The *local* concept is in reference to that the *local* affiliations and the concept of *national* refers to the *National Olympic* Committee of the host city. Due to the high levels of ambush marketing activities during **Olympic** Games, the International **Olympic** Committee requires that *local* affiliations such as the government and the *National Olympic* Committee to ensure that the Olympic brand, logo and words associated with it is well protected.

‘The **Olympic** brand is able to transcend sport, resonating strongly with people of all ages and cultures from all over the *world*. Indeed, the **Olympic** rings are one of the most widely recognised symbols in the *world*' (Miteva, no date: 15). Ambush marketers inspire association with the event through substantial advertising campaigns, thereby driving

commercial value from the event. ‘The host country and city’s obligations to vigorously protect the Olympic marks arises from provisions set forth by the IOC in the Host City Contract. The Host City Contract is the primary means of ensuring Olympic mark protection throughout the pre- and post- Olympic period’ (Mckelvey and Grady, 2008:575).

g) Theme: Nike

Concepts: *Nike, Adidas, athletes, teams, millions people, football, Social*

Nike has a relevance of 9% and has been identified as one of the main companies to practice ambush marketing during major events. ‘Nike is considered the benchmark when formulating and implementing successful ambush marketing strategies for the Olympic Games. Nike has a history of ambushing “the Olympic Games since 1984’ (Nickell, Cornwell and Johnston, 2011:no page)., therefore, the link between the concepts of **Nike** and *Olympic*. However, **Nike** has also ambushed major football tournaments around the world, hence the link between *Nike* and the football concepts.

‘**Nike** has been behind some of the most successful and high-profile ambush marketing strategies, there is no doubting the creativity and ingenuity behind their campaigns’ (Ellen, 2010:5). Nike has invested *millions* in creating ambushing marketing campaigns and choose to sponsor individual *athletes* or *teams* instead of the event itself. This significantly contributes to the financial earning of players or *athletes*, as such this has a positive effect on participants of ambush marketing. This can be referenced back to the communication theory within the theoretical frameworks section of this study. The communication theory involves an encoded message by the sender that is transmitted by an appropriated medium to the receiver in which the process of decoding the message begins (Moustafa, no date:18). Nike’s ambush marketing tactics involves encoding a message of association to a particular event by sponsoring individual athletes or teams of the event itself. Individual athletes or teams provide a symbol for that particular sport they participant in, as such when the receiver decodes the message according to his/her own set of experiences it may connect or relate Nike to that particular sporting event that is taking place and therefore associating Nike as sponsor of that event.

Their closest rival is *Adidas*, whose marketing activities rely heavily on sponsorship deals with major sporting events. Hence, the proximity between the concepts Nike and Adidas. Although,

both companies employ different tactics, their main aim is to transmit promotional messages via the platform to *people*. ‘Sport touches people and gives them a feeling of affiliation. Football fans for instance show much more passion towards their favourite soccer club than “normal consumers” show towards their favourite brands’ (Nufer and Ibele, 2015:3).

The concept of *social* is linked to the concept of *media* within the **brand** theme. This refers to the growth of *social* media and its use as a communication channel by companies to establish a connection with their target market. ‘*Social* media encompasses all of the interactions between *people* online – all the ways they participate in and share information, knowledge, and the opinions while using web-based applications to communicate’ (Nufer and Ibele, 2015:2). *Social* media has opened new opportunities and avenues for ambush marketing, it is a tool that can be used for brand building and creative marketing campaigns. ‘The two largest companies in the sports industry, Adidas and Nike, continued their ongoing rivalry on these platforms during the FIFA World Cup 2014. Both had launched globally reaching marketing campaigns in order to once again demonstrate to the public who the real leader in the sports goods industry is’ (Nufer and Ibele, 2016:17).

4.2.2. Conclusion

The concept map of academic articles collected from Google Scholar identifies nine themes by Leximancer. The dominant conversations about Nike and ambush marketing centred on rules and regulations to protect sponsors and event organisers from the negative effects of ambush marketing. Nike was identified as a major ambusher and Adidas was identified as an official sponsor of major sporting events, such as the Olympic Games and the Soccer World Cup. Ambush marketing is a strategy that allows the ambusher to tap into economic opportunities at lower costs than the official sponsors. This is a beneficial strategy for the ambusher, thus ambush marketing has a positive effect for ambushers. However, due to the negative effect on sponsors and event organisers, rules and regulations have to be established in order to prevent or avoid ambush marketing. Although, event organisers protect against the use of signs and symbols by any non-official sponsor, the continued growth and use of ambush marketing as a strategy by competitors, mainly through the use of generic terms or words has resulted in event organisers having to establish more stringent rules and regulations. Therefore, from this set of findings it can be established that ambush marketing has a negative effect on sponsors and event organisers and a positive effect on the ambusher.

4.3. Introduction: Google

This set of findings represent data that has been collected from Google for period of three months, using the search terms Nike and ambush marketing. The aim of collecting this data was to comprehend and understand the dialogue that was being discussed in popular press articles. The main purpose was to use Nike to understand the concept of ambush marketing as a marketing strategy and its effects on different stakeholders.

Information was collected for the months before, during and after the 2014 Soccer World Cup. The results were then sorted out according to the relevance of the topic of Nike and ambush marketing. The final results were then combined and pasted into a word document with all comments, photos, URL addresses and other irrelevant words removed and excluded. The final results were then submitted into Leximancer.

In the diagram below, twelve main themes were identified from the texts collected. They are marketing, brand, Adidas, rights, commercial, ad, company, Brazil, people, look, Nike and track. Each bubble is represented by a different color, dark or warm colours such as shades of red, orange and brown indicate the most important themes and concepts within the text. The light or cool colors such as blue and purple indicate the least important concepts (Vigar-Ellis and Hall, 2015:955). The three dominant themes that can be identified from the diagram below are Marketing, Brand and Adidas.

Please note that the concepts are in italic font and the themes are in bold font in the discussion below. As with the Google Scholar data, it must be noted that references that are referred to in the discussion for this section are evidences that was extracted from the data collected for this study. All direct quotes place within ‘single’ quotation marks represent evidence and the references are listed under Appendix 2. Referenced material from the Literature review used to discuss the findings, will be referenced in the Reference list with direct quotes being in double quotation marks as applied previously.

4.3.1. Discussion: Google

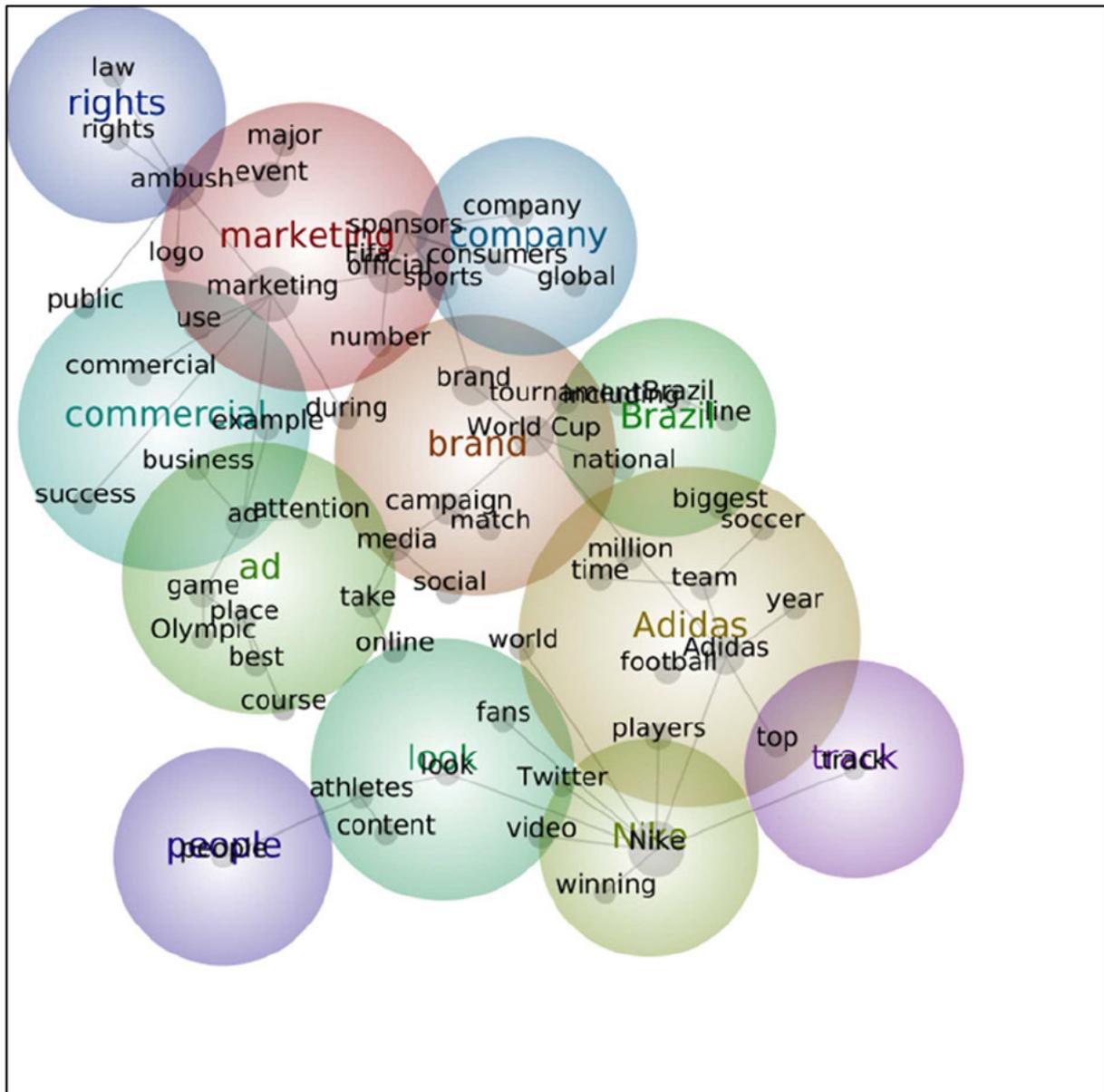


Figure 3: Concept map for Google

a) **Theme: Marketing**

Concepts: *marketing, sponsors, ambush, official, event, sports, Fifa, use, major, logo*

Within the marketing theme, as expected, the concepts of *ambush* and **marketing** featured strongly with a relevance of 62% and 83% respectively. A closer investigation of the text containing these concepts, revealed that discussions revolved around Ambush Marketing is used most often within major sports events around the world thus having a greater effect on the sponsors and organisers of these events.

Legal Service India reported that '*ambush marketing* is an attempt by a third party to associate itself directly or indirectly with an *event(s)* or the event(s) participant(s), typically major *sporting* events like the Olympics or the World Cups, without the event organiser's sanction, thereby depriving the *official sponsors*, suppliers and partners of much of the commercial value deprived from the '*official*' designation' (Bawa, 2014: para1).

Major sport events around world provide the perfect platform for commercial exposure. *Ambushers* seek to take advantage of the huge public interest and media exposure that such *events* generate. *Ambush marketing* has a positive effect on ambushers because as a marketing strategy it aims to mislead the public or consumer into mistakenly believing that they are official sponsors of the event. Coventry University reported that '50% of consumers may be led to believe that ambushers are official sponsors and in such cases, they are more likely to recognise and recall ambusher brands' (Lumani, 2014: para 13). As such, ambush marketing as strategy is an effective way for an ambusher to achieve promotional and corporate objectives without having to invest huge fees attached to sponsorship deals.

The **marketing** theme overlapped with the **company** theme. The **company** theme has a relevance of 12% and the following concepts appear within it: *company*, *consumers*, *global*. The **company** concept has a direct link to the concept of *sponsors*, which is linked to the concepts *FIFA*, *official* and *number*. *FIFA* which stands for International Federation of Association Football were the event organisers for 2014 Soccer World Cup. The Soccer World Cup is a *global* event that attracts a *global* audience from various backgrounds. Therefore, sponsoring an event such as the Soccer World Cup, enables **companies** to target various *consumers* and potential *consumers*. However, *FIFA* allow only a limited *number* of **companies** to become official *sponsors* of the event. 'There are a limited number of official sponsors who are entitled to World Cup licensing, so rivals need to think out of the penalty box to garner eyeballs and promote their products without violating laws' (The Financial Express, 2014: para 1). Therefore, ambush marketing negatively affects event organisers because ambushers seek to *use* the event for promotional and marketing activities without paying licensing fees. Hence, event organisers lose out on financial gains which otherwise would have been paid for by a company who pays a sponsorship fee to gain access to the benefits associated with the event. Ambush Marketing decreases the commercial value of the event.

The **marketing** theme also overlap with the **right** theme. The **right** theme has a relevance of 8% and the following concepts appear within it: *rights* and *law*. The **marketing** concept has a

direct link to the concept *ambush*, which borders between the bubbles of both the **marketing** and **right** theme. The *ambush* concept also has direct links to the concepts of *right* and *law*. The marketing concept also has links to the concepts *FIFA*, *official* and *sponsors*. By reviewing the relevant text, the **right** theme refers to event organisers *FIFA* establishing *laws* and rules that protect the **rights of** official sponsors as well as their own interests to the prevent or avoid the negative impact of ambush marketing. ‘Between FIFA’s own guidelines and specifically created legislation introduced by the Brazilian Government, the numerous and complex restrictions placed on businesses and advertisers during the World Cup are aimed at defending both FIFA’s and the official sponsors’ rights’ (Cerroni, 2014: para 2). The concept of *ambush* has a direct link to the concept of *logo*. *FIFA* have strict laws to prevent ambushers from using any trademarks of the event, such as *logos*, signs or symbols. ‘*FIFA* details a number of protected words and images: including *logos* such as the image of the *official* mascot and emblem of the World Cup, and a wide range of terms such as ‘World Cup’, ‘2014 FIFA World Cup’, ‘Brazil 2014’, ‘Copa do Mundo’ and the slogan ‘*All in one rhythm*’. *FIFA*’s guidelines state that any unapproved advertisement or product that uses an official mark creates an unauthorised commercial association’ (Cerroni, 2014: para 15). However, despite attempts by event organisers to safeguard and protect the *event* and *official sponsors*, ambush marketers are still able to by-pass any *laws* or regulations and exploit avenues of creative and imaginative marketing that would create an association to the event. Thus, ambush marketing has a negative effect on official sponsors because it threatens to infringe their rights and exclusivity of to the event.

The **commercial** theme also overlaps with the **marketing** theme. The **commercial** theme has relevance of 9% and the following concepts appear within it: *commercial*, *success*, *business example* and *public*. *Businesses* who use **ambush marketing** as a strategy are able to achieve success by exploiting **commercial** opportunities that are available through the event. ‘Just as sponsorship has become big business, so too has ambushing. Corporations that have missed out on the big sponsorships are going to great lengths to undermine their rivals’ sponsorship of sporting mega *events*’ (Lumani, 2014: para 4).

The **commercial** theme also significantly overlaps with the **ad** theme. The theme **ad** stands for advertisements. The **ad** theme has a relevance of 27% and the following concepts appear within it: *ad*, *attention*, *game*, *place*, *Olympic*, *best*, *course*, *take*. The main aim of **ambush marketing** is to gain the *attention* of the *public* through **commercial advertising**. Hence, the concept of *public*, which appears in the **commercial** theme is linked to the concepts of *ambush* and

marketing which is then linked to the **ad** concept. ‘The World Cup will see many of the world’s most recognised brands competing for the *attention* of a truly global audience. The mix of high drama, national pride and multi-million pound reputations makes the tournament a genuine theatre for marketing excellence’ (Macleod, 2014: para 3). Over the *course* of the event or tournament, the ambush marketer *places* their brand in the *best* possible position that they not only gain the attention of the *public* but create confusion and mislead the public into thinking that *ambusher* is the official *sponsors*. ‘Wearing *logo*’s is a good example of passive advertising with the *placement* of the *logo* or **ad** being obvious that it is a **marketing** message’ (McLaren, 2014: para 17). The above statement is proof that brand *placement* is key component in *ambush* marketing strategies. *Ambush* marketers carefully strategise **advertising** campaigns that *places* their brand, *logo* or product at the core of the event with the *use* of generic words, images and players. This indirectly sends a message to the *public* that the ambusher is associated with the *event* and are official *sponsors*.

By creating confusion or misleading the public, ambush marketing can affect opinions and possible actions of the public. By the ambusher associating itself with the event, the public might identify positive core values of the event with ambusher. These positive opinions may turn the public into consumers, which would generate sales and profitability for the ambushing company, thus ambush marketing has a positive effect on ambushers. However, if the public are aware of ambushing tactics by company, the public may question the business practice and ethical conduct of the ambusher. In this case, ambush marketing as a strategy negatively effects ambushers.

The concepts of *Olympic* and *games* within the **ad** theme refers to the *Olympic Games*. These concepts are linked to the concept of **ad**, which is directly linked to the concept of *example* within the commercial theme bubble. Olympic Games is another major sporting event in which ambush marketing strategies are used by non-official sponsors. From the data collected, there are many to *examples* of ambush marketing that have taken place at various *Olympic Games*. For example:

- 2008 Beijing Olympic: Coca-Cola, the official sponsor of the event, was ambushed by its rival Pepsi. ‘Pepsi replaced its usual blue cans with reds one to show their respect for the year of China’ (Roberts, 2014: para 5). In China, the colour red is a symbol good fortune and happiness. As we are aware, Coca-Cola’s cans are also red. This negatively impacted Coca- Cola because it drew attention away from them.

- 2007 Sochi Olympics Games: Samsung, the official sponsor of the Games was ambushed by their rival Apple. Athletes were seen using their iPhones in which the Apple logo was clearly visible. Rumours spread that Samsung demanded that the International Olympic Committee, who were the event organisers monitor and police the Apple logo so that it is covered up by athletes who used their iPhone during the tournament. Although, Samsung denied these rumors, athletes were seen with tape over their iPhone that covered the Apple logo. Ambush marketing, in this instance had a positive effect on the ambusher and a negative effect on the official sponsors. The covering up of the iPhones logos with tape, had given more attention to the iPhone by the public. Thus, Samsung was negatively affected (Miller, 2014: para 3).

The two remaining concepts within the **ad** themed bubble are *take* and *online*. These two concepts are also linked to the concepts of *social* and *media* within the **brand** themed bubble. It is basically referring to digital online marketing *taking* over from traditional advertising. Companies continue to recognise the benefits of online marketing through social media, which enables them to directly engage and interact with its target market. ‘That’s why Nike, which is not a FIFA sponsor, is decreasing its TV ad buys and increasing its spend on Facebook, Twitter and YouTube’ (Miller, 2014: para 5).

b) **Theme: Brand**

Concepts: *brand, World Cup, campaign, media, social, tournament, during, match.*

The **brand** theme has a relevance of 44%. The following statement captures what the **brand** theme is about, ‘the beautiful game is now the branded game’ (Twyford, 2014: para 1). As mentioned previously, the 2014 Soccer *World Cup* provided the perfect platform for companies to strategies campaigns that aimed at promoting and market their **brands** *during tournament*. ‘Native advertising, content advertising, long-form video and digital storytelling are battling it out to have 2014 be their year’ (Haynes, 2014: para 6).

The brand theme overlaps with the **Brazil** theme. The Brazil theme has a relevance of 15% and the following concepts appear within it: *Brazil, line, national and including*. The concept of *including* overlaps with the concept of *tournament* within the **brand** theme, which makes it

unclear to see it within the concept map. The concept maps that are developed by Leximancer is based on quantitative analysis of the relationship between concepts, thus it is not possible to eliminate these overlaps (Leximancer: 2014).

As expected within the context of text, **Brazil** refers to the host nation of the *tournament* and especially focus on how as a host nation **Brazil** tackled ambush marketers. With 32 *national* teams competing, the World Cup attracted a huge fan following and great media exposure. ‘The stakes are high and the potential for global exposure has been a temptation for many advertisers, *including* a number of market heavyweights’ (Bainbridge, 2014: para 6). Thus, event organisers employ rules and regulations to prevent and avoid ambush marketing. This was previously discussed under the theme titled **right**.

However, within the current digital age, major sporting events like the World Cup are also *social media* events. At this *tournament*, social media played a significant role for both ambusher and sponsors. ‘In order to capitalise on this huge opportunity, marketers are developing an integrated campaign to engage more people across social media platforms like Twitter, Inc., Facebook, Inc., and Google Inc. owned YouTube’ (Zacks Equity Research, 2014: para 8). Although, social media can benefit both ambushers and sponsors, it is particularly useful to ambush marketers. This is because *social media* provides a platform for which ambush marketers can further create confusion and mislead the public into believing that they are official sponsors of the event. ‘The reality is, however, that social media and the nature of today’s media landscape has drastically changed the game for event sponsorships and is, in many ways, increasingly blurring the *lines*’ (Vehr, 2014: para 7). *Social media* platforms are accessible and freely available to almost everyone, thus ambush marketers have the creative freedom to produce online content that can indirectly associate them with an event such as the World Cup. ‘Twitter, Facebook and other social media are the ideal place for ambushers to get their message across’ (Score and Change, 2014: para 6). Without breaking any rules or regulations of the event organiser, ambush marketers can directly access and interact with their target market. Thus, ambush marketing with the use of social media has a negative effect on both official sponsors and event organisers. Because social media is easily accessible, anyone can create user-generated content and with use of generic words and symbols to associate itself with the sporting event. This creates a clutter of online activates that may confuse users as to who is the official sponsor of the event. ‘The advent of content marketing has been a boon for fan engagement but will also make Brazil’s World Cup the most cluttered social conversation ever’ (Joseph, 2014f: para 10). Ambush marketing activities force the official sponsor to be

creative and innovative in their marketing campaigns so they are able to stand out and push through the clutter of social media. This clutter also makes it harder for event organisers, like FIFA to monitor and regulate online ambush marketing activities. Through social media the gap between the ambusher and sponsors have certainly narrowed in recent years (Vehr, 2014: para 7).

During the 2014 Soccer World Cup, the center stage of the social media battle was between how unofficial sponsor Nike *matched* up to its rival and official sponsor Adidas throughout the *tournament*.

c) Theme: Adidas

Concepts: *Adidas, team, football, players, million, world, time, soccer, biggest, year.*

Adidas, the official sponsor of the 2014 *Soccer World Cup* has a relevance of 42%. Nike earned \$1.9 billion from *football* in the previous year 2013, only 500 *million* dollars behind Adidas. Nike's key ambushing tactic is to sponsor *teams* and *players*. Nike kitted out the most teams at the World Cup and signed six of the ten most marketable players in the world, compared to Adidas' three (Herold, 2014: para 11). Also, Nike and **Adidas** have each signed two of the most valuable and biggest soccer *player names* in present day football with Nike sponsoring Cristiano Ronaldo and Adidas sponsoring Lionel Messi (Herold, 2014: para 12).

Having sponsored the World Cup for 40 *years*, Adidas wasted no *time* in 'innovating in both products and marketing, from soccer balls to offering shoe customisation via Instagram, in order to stay ahead of the curve and making its presence felt in Brazil'(Miller, 2014: para 4). However, Nike sponsored the Brazilian national team. Brazil is known for being a passionate, soccer loving nation thus Nike was able to create a huge buzz around the tournament through sponsorship of the *top* teams and players.

While sponsors like Adidas invest large sums of capital in sporting events as well as team and player sponsorships, it is evident that ambushers like Nike who spend only on selected teams and players, achieve similar returns as Adidas, with a much lower investment. This indicates that while sponsorship is a good investment, creative and innovative ambushing can be a much more efficient and effective use of resources.

d) Theme: Nike

Concepts: *Nike, winning, twitter, video.*

The **Nike** theme has relevance of 100% as expected, as **Nike** was one of the search terms used to gather the data. As per the concept map, **Nike** has a direct link with Adidas to the brand theme. The *brand* theme captures two meanings of the term, firstly the brand portfolio, which is the number of brands connected to an event such as the World Cup soccer tournament, and secondly, the way a brand is projected to the consumer or public through advertising campaigns such as those in social media.

The concept of *winning* is associated to Nike because Nike brands itself as having a winning mentality. During the 2014 Soccer World Cup, marketing tools such as *video* adverts featuring various football players was one of the main promotional strategies used to ambush the event. These adverts appeared on various platforms such as television and YouTube. Nike's Winner Stays advert, 'which features teens turning into their favourite players such as Ronaldo, Rooney, and Neymar was one of the most viewed online Nike ad and YouTube clip in the company's history' (Miller, 2014: para 5). As such, discussion about Nike was visible on social media platform such as *Twitter*.

Social media, such as Twitter, played a vital role in creating a buzz *during* the *World Cup tournament*. For example, text related to this theme includes, 'as the World Cup kicks off on 12th June 2014, marketers and social media experts was eyeing both the off-field social media battle as well as the action that was taking place on the pitch. For the first time, social media promised to be a major advertising and promotional force to rival television, radio and print as a marketing communications channel' (Joseph, 2014e: para 2). Therefore, ambush marketing campaigns used at this major world tournament would be likely to affect a much greater portion of the public due to the discussions taking place not only in traditional press but also on social media.

Center stage of this social media battle was how the Nike brand *matched* up to its close rival Adidas throughout the *tournament*.

Nike's Risk Everything *campaign* commanded a huge buzz around social media platforms. It all started when 'Portugal star Ronaldo tweeted about Nike's new World Cup advert to his over 26-million Twitter followers, which generated more than 70-million YouTube views of the campaign' (African Marketing Confederation, 2014:para 1). According to communication agency Way to Blue, "Nike secured 200,118 social mentions between the 20th April 2014 and

6th June 2014 with 99,725 positive affinity mentions about the brand and its World Cup campaign” (Joseph, 2014c: para 9). This can be referenced back to the stimulus response theory within the theoretical frameworks section of this study. The stimulus response theory focuses on the way in which a brand or a company communicates with consumers and in turn how the consumers react or respond to marketing activities (Olkkonen et al, 2000:13). As was evident in the above finding, the stimulus was Nike’s ‘Risk Everything’ campaign, the organism was the receiver which in this case was the users on the social media platforms and the response was the effect of the campaign on the users which resulted in users viewing, sharing and creating dialogue around the campaign which is evident from the above finding. Nike was able to associate itself with 2014 Soccer World Cup using ambush marketing as strategy and without having to invest money in sponsorship deals for the event.

e) Theme 5: look, rights, people, track

The battle to be Football’s Top Brand does not come cheap and Adidas **looks** to dominant Nike by investing heavily in advertising and to promote their brand as official sponsor of the 2014 Soccer World Cup. ‘Adidas Chief Executive Officer Herbert Hainer told reporters that the company was investing a double-digit-million sum in World Cup advertising’ (Boudway, 2014: para 4). However, Nike continues to dominant and succeed in ambushing tactics.

The effectiveness of Nike’s winning formula is that Nike is able to make a human connection with **people**. This is not only in the way they present adverts to the public but also in their innovative products. For example, Nike invented a way in which a user can sync their Nike shoes to a device in which they will be able to **track** and monitor their progress.

4.3.2. Conclusion

The concept map of popular press articles collected from Google identified three dominant themes, which are Marketing, Brand and Adidas. The 2014 World Cup provides the perfect platform for commercial exposure and an ideal platform to target consumers. Nike’s use of ambush marketing as strategy helps to achieve its promotional and marketing objectives without investing in sponsorship fees. Through its social media campaign titled ‘Risk Everything’ and the use of famous footballers, such as Cristiano Ronaldo, Nike was able to create a buzz and excitement around their campaign and their brand. Joseph (2014c: para 8), reported that “Nike secured 200,118 social mentions between 20th April 2014 and 6th June 2014

with 99,725 positive affinity mentions about the brand and its World Cup campaign.” This is an indication that the sentiment towards Nike’s campaign was positive, as such ambush marketing as a strategy had a positive effect on Nike as an ambusher. Participants, who are football players, are also positively affected by ambush marketing as a strategy, as they are able to financially benefit from the ambushers campaigns. The official sponsor of the 2014 Soccer World Cup, Adidas was negatively affected by ambush marketing tactics because they had to invest in additional marketing campaigns to counteract Nike’s ambush marketing campaign. FIFA, the event organisers of the 2014 Soccer World Cup are also negatively affected by ambush marketing, despite attempts to counteract or prevent ambush marketing through rules and regulations, ambushers like Nike are still able to succeed in their ambush marketing efforts.

4.4. Introduction: Data Collection via the Social Mention website

This set of data was collected via the website called Social Mention. “Social Mention is a social media search engine that searches user-generated content” (Social Mention, 2014). This website tracks data on social media platform such as Twitter, Facebook and various other social networking sites (Social Mention, 2014). It tracks the frequency of brand mentions, sentiment towards the brand as well as key words associated with the brand (Social Mention, 2014)

The Social Mention data was collected every day at 8pm for a period of three months during the 2014 Soccer World Cup. The search terms Nike and ambush marketing was used on Social Mention. The first period data was collected from 12th May 2014 to 11th June 2014 which was before the World Cup commenced. The second period was from the first day of the World Cup, which started on 12th June 2014 and ended on 13th July 2014. The third and final period was from 14th July to 13th August 2014. The statistics from Social Mention was reviewed, extracted and entered into an excel spreadsheet every day. Once all three months of data was collected, all data was compiled into a single excel spreadsheet and using excel, formulated into graphs.

This set of findings discussed are strengths. Strengths are the likelihood that your brand is being discussed in social media (Social Mention: 2014). A very simple calculation is used: phrase mentions within the last 24 hours divided by total possible mentions (Social Mention: 2014). Popular press articles from Google, which was collected for the pervious set of findings, discussed above, would also be used when discussing strengths. Popular press articles from Google was also collected for the same period of time, which was the 2014 Soccer World Cup.

This period was before, during and after the 2014 Soccer World Cup. The same search terms of Nike and ambush marketing were also used in collecting the popular press articles from Google. As mentioned above, each article collected for the period of three months was reviewed and checked for relevance to the search terms Nike and ambush marketing. It was then copied and pasted into a word document before been rechecked and compiled into a single word document. There were 333 pages and a word count of 147735.

The aim was to use the final strength graph with the popular press articles from Google to determine whether the ambushing activities of Nike had a reflection on fluctuation of the graph. Each article from Google was reviewed and information extracted regarding ambush marketing activities of Nike, the marketing activities of the Adidas as well as the date in which it occurred.

However, these explanations come from online writers or journalists within the collected text. It needs to be noted that this narrative reflects only one possible explanation of Nike's strength graph fluctuations and other analyses of other aspects of Nike's strategies or marketing environment, could surface to offer an additional or alternative explanation. The purpose of this data collection and analysis was to determine some of the possible effects of ambushing and social mention as a valuable resource to identify how the public, through their social media activities are responding to, and engaging with the brand. It must be noted that references that are referred to in the discussion for this section are evidence that was extracted from the data collected for this study. All direct quotes are place within 'single' quotation marks. All evidence used in the discussion are listed under Appendix 2

4.4.1. Discussion: Strength Graph

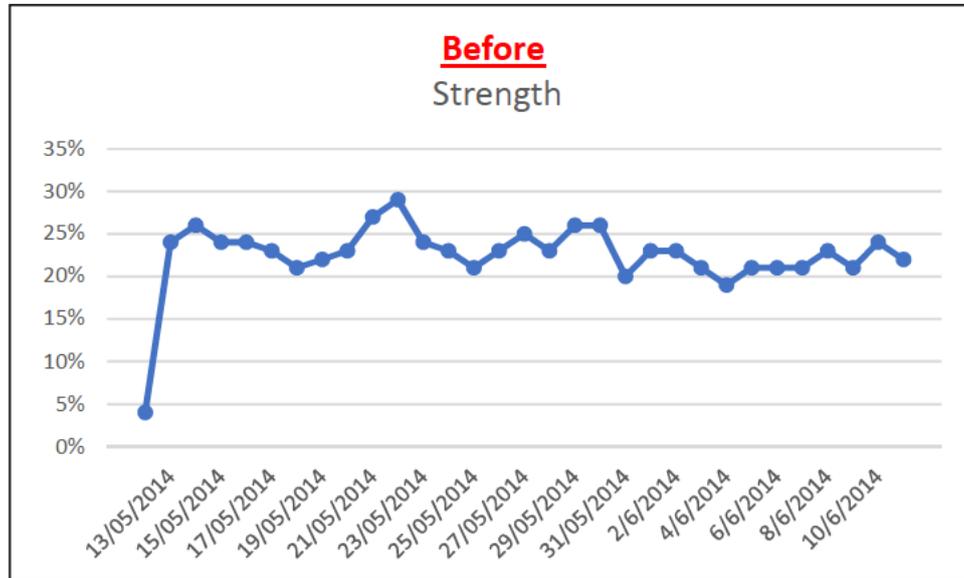


Figure 4: The Strength Graph for the month before the soccer world cup

On 12th May 2014, the discussion around Nike and ambush marketing stood at a mere 4%. However, it took a massive leap to 24% the next day and continued to have a stable dialogue throughout the month. This can be interpreted that Nike’s ambush marketing tactics had a major effect on the opinions and conversations of the public through social media. It also must be noted that Nike had already launched its World Cup campaign called “Risk Everything” at the beginning of April 2014 (Haynes, 2014: para 4). The advert featured some of the world’s most talented and famous footballers. The first advert of the campaign was titled ‘Winner Stays’, in a four-minute video, Nike showcased kids envisioning themselves as famous footballers, such as Cristiano Ronaldo, Neymar Jr., Wayne Rooney, Zlatan Ibrahimović, Gerard Piqué, Gonzalo Higuaín (Miller, 2014: para 5).

At the start of the data collection for the month before, Nike’s advert had attracted 66,334,577 million YouTube hits. Nike also received 35 million Facebook pages ‘likes’ and 1.8 million Twitter followers (Jewell, 2014: para 2). This figure continued to grow throughout the tournament. The public at large seemed to be interested in Nike’s adverts and the likes indicated that the public was not averse to Nike due to these adverts. While the public may not have been aware that these adverts were ambushing attempts, Nike certainly appears to have experienced a positive effect because of their ambushing activities, on the public through social media.

On 19th May 2014, the curve took a slight dip. This dip might have been due to that fact Nike's closest competitor Adidas announced on Instagram that it was updating its 'MiAdidas' project. MiAdidas was originally a standardised customisation feature, however, Adidas was now allowing fans to personalise their trainers with their own Instagram photos. This was done via an app which was to be launched on August 2014 and provide direct competition to the NikeiD customisation service (Joseph, 2014a: para 1).

On 23th May 2014, the curve dropped to 23% from 29% the previous day and continued to fluctuate around the 23% mark until 27th May 2014. During this time, Adidas, the official sponsor of the 2014 Soccer World Cup, launched its new 50-million-dollar World Cup campaign titled 'All in or Nothing' (The Guardian, 2014: para 1). The first advert featured football star, Lionel Messi, and was called Leo Messi's World Cup Dream and featured a new track by singer Kanya West (The Guardian, 2014: para 1). The first advert launched during the half-time break of UEFA Champions League final between Real Madrid and Atletico Madrid (The Guardian, 2014: para 3). It garnered more than 30 million views in less than a week (Russell, 2014: para 9). This indicates that Adidas as an official sponsor was aware of its competitors and their ambush marketing strategies against them. Adidas was prepared to counteract Nike's ambush marketing tactics by launching its own campaign and not purely relying on being associated with the event to achieve its promotional or marketing objectives. By investing 50 million dollars on their 'All in or Nothing' campaign, Adidas considered the effects of ambush marketing a major threat in devaluing their sponsorship deal. Besides enhancing their brand awareness, Adidas was educating the public of their 'official' status and their association to the event. By receiving 30 million views in less than a week for its first advert of the campaign, it can be established that the public responded positively towards Adidas and its campaign.

Adidas described the 'All in or Nothing' campaign as the biggest global campaign in the company's history (The Guardian, 2014: para 4). The campaign also featured other footballers like Luis Suarez and Dani Alves (The Guardian, 2014: para 7). Part of the campaign was allowing fans to click on 'all in' button or a 'nothing button.' Those that opted in received all of Adidas' World Cup communications and those opting out effectively were blocked. Adidas stated that they were focusing on quality rather than quantity in their social media campaigns (The Guardian, 2014: para 9).

Hence, the 2014 Soccer World Cup was an off-field battle between two giants sport brands. The official sponsor verses the unofficial sponsor meaning Adidas verses Nike, ‘All in or Nothing’ campaign versus ‘Risk Everything’ campaign and Adidas Leo Messi versus Nike’s Cristiano Ronaldo. Social media played an important role in both campaigns enabling the two companies to connect and interact with users or public, thus targeting both consumers and potential consumers.

On 27th May 2014, discussions around Nike and Ambush Marketing started to pick up and has a steady growth until 31th May 2014.

On 29th May 2014, Brazilian Brands Tracker which was created by Unruly, a marketing technology platform announced that Nike’s football-themed adverts had attracted more shares online than any other brand. Nike’s ‘Winner Stays’ commercial, which launched on 25th April 2014 was the most shared football advert of 2014 with 1.28 million shares across Twitter, Facebook and the blogosphere (Trademarks and Brands Online, 2014: para 2). During this stage, Nike’s attempts to ambush the event from its rival Adidas was effective. The public had continued to show interest and positivity towards the brand and its campaign. However, Nike had an advantage by launching its World Cup campaign a month before Adidas. Subsequently, this provide more time for the public to relate and interact with the campaign. This created a greater impact on the public and established an early association with the event. This had a negative effect on Adidas as the official sponsor.

Also during this time, sport research agency Repucom announced that Cristiano Ronaldo was named the most marketable footballer in the world. Around the world 83.9 % of respondents knew who he was, whereas 95% of people from key football markets such as Spain, Italy, Germany, Turkey and Argentina knew who he was (Joseph, 2014b: para 2). He was also named the most influential player with 82.5 % of people believing that he reflects today’s pop culture trends (Joseph, 2014b: para 2). ‘This research was founded on a Celebrity DBI Index, a ranking of more than 5,000 celebrities in 15 markets and is based on the players’ global awareness figures’ (Joseph, 2014b: para 2).

This was great news for Nike as Cristiano Ronaldo was at the forefront of Nike’s marketing campaign. He also beat his arch rival Lionel Messi who was in second place and who was at the forefront of the Adidas marketing campaign. The rest of the top ten was made up of Fernando Torres, Wayne Rooney, Andres Iniesta, Neymar Jr, Iker Casillas, Zlatan Ibrahimović

and former Arsenal striker, Thierry Henry. Nike sponsored six of the ten footballers in comparison to Adidas's three (Joseph, 2014b: para 5).

The participants of the marketing campaigns, who in this case are popular footballers, play a key role in connecting the brand to the public. They are the medium in which brands are able to communicate their promotional messages and create powerful marketing campaigns directed at the public. The popularity and positive image of a player can transfer to the product or brand they endorse. The fact that Cristiano Ronaldo was not only the most well-known footballer in world but also in major footballing markets had a positive effect on Nike as an ambusher. This enhanced the reach of Nike's ambushing marketing campaigns.

Cristiano Ronaldo was also named the most influential player that had reflected today's pop culture trends. Popular culture has the power to influence individual's attitudes and perspectives towards certain topics, brands or products. Therefore, the partnership between Nike and Cristiano Ronaldo had a greater potential to create a positive effect on the brand, its ambush marketing campaign and its products. As such, the public may have been more inclined or attracted to Nike and its promotional activities. In addition, the fact that Nike sponsored six out the ten footballers on the list compared to the three that Adidas sponsored. This put them in a better position to attract and influence the public, which may have had an effect on the popularity of each brand's campaigns.

From 30th May until 8th June 2014, the curve starts to pick up slowly. It was around this time that the communication agency, Way Blue reported that Nike secured 200,118 social mentions between 20th April 2014 and 6th June 2014, with 99,725 positive affinity mentions about the brand and its World Cup campaign (Joseph, 2014c: para 11). Whereas, Adidas secured 88,041 mentions in comparison with 9,530 of these posts discussing a positive affinity with their campaign (Joseph, 2014c: para 11). Once again, these figures show that Nike's ambush marketing campaigns had a positive effect on the public. However, it was still unknown if the public was aware of the ambushing tactics of Nike.

In the last week prior to the commencement of the 2014 Soccer World Cup, Nike's strength hovered in the 20% to 24% range. On 10th June 2014, Nike's strength increased to 24% which was most likely due to Nike releasing a five-minute animated film called *The Last Game*. The film featured animated versions of famous footballers on a mission to save football from the hands of a villainous mastermind, the scientist. This was a part of their Risk Everything

campaign and their mantra ‘taking risks beats the safety-first approach’ on the world football stage (Joseph, 2014d: para 3).

This was a strategy by Nike to maximise on the public hype and excitement connected to the start of the event. The public become more attentive and attracted to information and activities surrounding the event. This provided further opportunities for the ambusher to associate itself to the event through football themed adverts in an effort to mislead or confuse the public into thinking that they are official sponsors. This subsequently reduces the effectiveness of the sponsorship as it negatively affects brand awareness, the public recall as well recognition and ultimately profitability of an official sponsor. This also raises ethical issues such as unfair competition and deceptive business practices, which could have a negative effect on an ambushing company.



Figure 5: The Last Game

During this time, communication agency, Way to Blue announced the latest social mention figures between 20th April 2014 and 11th June 2014. Nike had increased their social mentions from 200,118 on 6th June to 232,000 on the 11th June 2014 (Joseph, 2014c: para 11). During the same period Adidas had increased their social mentions from 88,041 to 129,000 (Joseph, 2014c: para 11). Although, Nike leads the number of social mentions, Adidas increased their number of mentions by 40,959 in five days whereas, Nike increased their mentions by only 31,882. In this way, Adidas had a slight advantage. These figures indicate that Nike continued to have a positive effect on the public through social media. However, Adidas made significant

progress and was also able to increase their social media presence. Thus, its campaign was also positively received by the public.

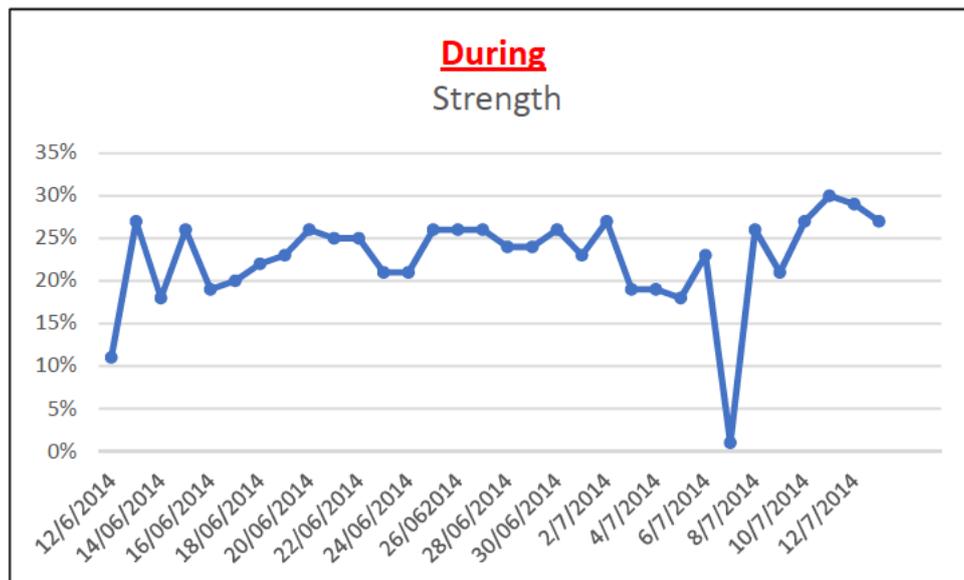


Figure 6: The Strength Graph for the month during the world cup

On 12th June 2014, the start of the 2014 Soccer World Cup, Nike’s strength dropped from 22% to 11%. This was expected, as it was the first day of the Soccer World Cup 2014 and Adidas, the official sponsor, was taking center stage. As Adidas was the official ball sponsor, their adverts appeared on side billboards and around the stadium (Brownsell, 2014: para 1). This could explain why Nike chose to launch its ambushing campaign a month before Adidas launched their campaign. It was to exploit the public attention before competing with Adidas and the benefits of being official sponsors.

Adidas also launched a new series of localised adverts. These were web, mobile and video adverts that were pushing consumers to a microsite that featured daily trivia, questions and prizes all in the context of the tournament (Miller, 2014: para 12). Adidas also launched a 24-hour newsroom in Brazil as well as a six episodes YouTube show. They also roped in ex-footballer legends David Beckham and Zinedine Zidane to star in advert for the ‘All in or Nothing’ campaign (Joseph, 2014c: para 6).

This could be understood as a way in which Adidas maximised its promotional campaigning by taking full advantage of being an official sponsor of the event. They were able to tap into opportunities of being fully visible to spectators or fans attending the event as well as the viewing public watching the live broadcast of the event. They also maximised their promotional campaigning by increasing both local and digital advertising. In this way, being an official sponsor of the 2014 Soccer World Cup had a positive effect on Adidas and negative effect on Nike as an ambusher.

Nike did, however, ambush Adidas by sponsoring the playing kit of the Brazilian national team which was the host of the 2014 Soccer World Cup (Goon, 2014: para 10). As a host nation and a football crazy nation, there was a lot of public hype and excitement surrounding the national team and its performance. On 12th June 2014, the first match of the event was between Brazil and Croatia in which the host nation won 3-1.

On the same day, Nike tweeted the picture below in support of the Brazil team with this message *'Teach the world what your country taught you. #justdoit'* (Scibetti, 2014: para 1). In relation to figure 7 below, the number of retweets, which was 1,519 and number of likes, which was, 1,806 were figures captured just moments after Nike messaged this tweet. It was also the day in which Nike launched its 'Dare to Zlatan' campaign (Marketing Week Reporters, 2014: para 23). This campaign featured Zlatan Ibrahimovic, who was also part of Nike's previous ambushing campaign 'The Last Game'. Although, the Swedish striker was not part of the 2014 Soccer World Cup, Nike used his unique personality to engage and interact with fans. In the campaign, the Swedish player responded to questions using live puppetry and animation videos on YouTube to Twitter fans using the hashtag #askzlatan. (Marketing Week Reporters, 2014: para 23). This campaign had a positive effect on the public and on 13th June 2014, the curve took a sharp increase to 27%. This was attempt by Nike to counteract the marketing activities Adidas. Despite Adidas taking full advantage of its official status and promoting its brand, Nike was able to counteract Adidas' promotional campaigns by using social media platforms such as Twitter and famous footballer personalities like Zlatan Ibrahimovic to grab the attention away from Adidas. The positive effect on curve increasing was also due to Nike sponsoring the Brazil national team kits.

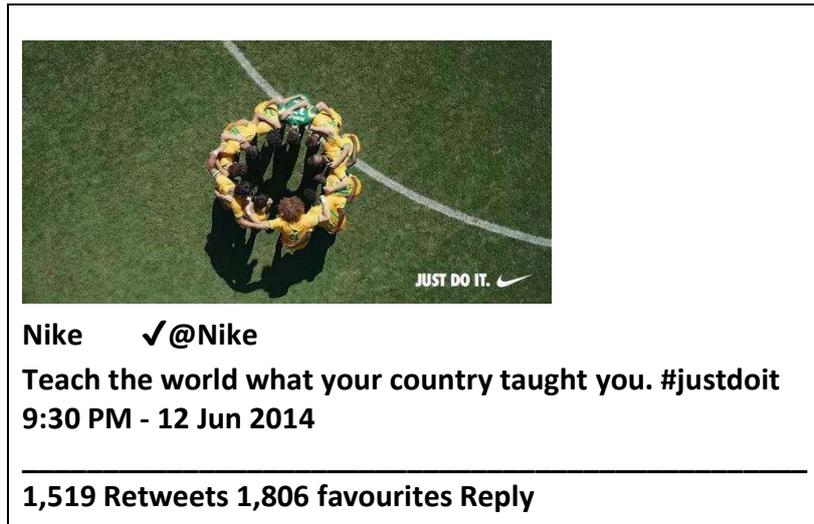


Figure 7: Teach the world what your country taught you. #justdoit

On 14th June 2014, however, the curve dropped to 18%. This may have been due to the fact that England, one of the most followed teams and tournament favourites lost its opening match against Italy. Nike was not only the kit sponsor of the English team but also one of its popular player Wayne Rooney was a Nike brand ambassador. This had a negative effect on the strength of conversation surrounding Nike. On 15th June 2014, the curve increased to 26%. On this day, another tournament favourite France won its opening match 3-0 against Honduras. Nike was the team's kit sponsor. From this, it can be established that a team's performances and results affect the conversation of the brand that sponsors them. England's loss had a negative impact on the public's discussion or conversation surrounding Nike, whereas France's win had a positive effect on discussion surrounding Nike.

Another reason for an increase on curve on 15th of June 2014, was that Nike's campaign 'Dare to Zlatan' which launched four days before was viewed 103.5 million times. Nike's Pixar-style film which launched a week prior was shared 3 million times on Facebook, making it one of the most shared videos on Facebook at the time (Marketing Week Reporters, 2014: para 20). These figures are further examples of how Nike's campaigns had a positive impact or effect on the public. By the public's willingness to not only watch or share but also to interact with the Nike brand, demonstrates the success of Nike's ambush marketing strategies at this stage. However, the public still might not have been aware of this ambush marketing and if so, Nike has successfully misled the public into believing that they are official sponsors as well as deflected attention away from Adidas.

On 16th June 2014, the curve declined from 26% to 19%. On this day, two of the tournament favourite contenders, Germany and Portugal played each other (Marketing Week Reporters, 2014: para 17). It could have been dubbed the battle of brands, Adidas versus Nike. This was because Adidas sponsored the German team kit and one of Germany's popular player Thomas Muller was a brand ambassador for Adidas. Nike sponsored the Portuguese team's kit and Cristiano Ronaldo was one of their main brand ambassador for their ambush marketing campaigns.

The final score ended 4-0 in favour of Germany, thus a win for official sponsors Adidas. On 16th June 2014 after the match, Adidas tweeted the word 'Mullered' with reference to their brand ambassador Thomas Muller (figure 8 below). The striker scored a hat-trick in their 4-0 win over Portugal. According to event organiser's FIFA, this was the second most tweeted match of the tournament with 8.9 million tweets. (Marketing Week Reporters, 2014: para 18) A victory for the official sponsor Adidas, who was able to decline the strength of the public's discussions surrounding Nike and drive attention towards themselves. This was the second high-profile match, in which a Nike sponsored team lost the game. This proved to have a negative effect on the curve and a negative effect on public discussions around them on social media platforms.



Figure 8: Mullered

From 17th June 2014 onwards, the curve had shown steady growth. On 18th June 2014, it was reported in research conducted by GlobalWebIndex, that nearly a third of UK and USA consumers thought that Nike was an official sponsor. It was also found that 87% of UK Twitter users will be watching the World Cup on TV and a sixth of them had previously retweeted a football related content about brands (Bold, 2014a: para 10). This research shows that even if conversations about Nike fluctuated over the last couple of days. Nike was successful in confusing consumers in the UK and USA that they were official sponsors of 2014 Soccer World Cup. Their campaigning as well as social media activities was effective in targeting consumers. However, it is unclear whether the 87% of Twitter users in the UK, who retweet a football related content about a brand were retweeting about Nike or Adidas. This indicates that social media had become a key tool in the marketing mix.

From 19th June 2014, the curve continued to show a steady growth, it was during this time that a research report on brand affinity was released. According to Way to Blue, Nike kept above the competition in terms of brand affinity within the first seven days of the tournament, securing 7,700 positive mentions just in the UK. Brand Affinity is the ability of company to create a long-lasting relationship with its customers and this is based on the mutual belief that the customer and the company share common values (Marketing Week Reporters, 2014: para 16). These common values help in building relationships, which can be retained for a longer period of time. When customers have an emotional and personal connection to the brand, it would have an effect on their purchasing decisions. Through social media as well as the use of ambush marketing as a strategy, Nike is able to communicate and reaffirm these positive qualities of the company to the public. By associating themselves with a high-profile event, like the 2014 Soccer World Cup, positive attributes that are associated with the event transfers to Nike. This put Nike in a better position to connect and interact with the public, thus creating both brand loyalty and brand affinity without having to invest in the high fees connected to sponsorship deals. With securing 7,700 positive mentions on social media in UK alone, Nike was able to achieve its objective in connecting and building a relationship with public. Therefore, ambush marketing effects the public identification, interaction and purchasing of decisions of a brand.

On the 20th June 2014, the curve increased from 23% to 26%. This was attributed to France winning 5-2 against Switzerland (FIFA, 2014). Nike sponsored the French team's kit. The next day the curve drop to 25%. This was attributed to Argentina, who was sponsored by Adidas

winning 1-0 to Iran and Nike sponsored team Germany drawing 2-2 against Ghana. (FIFA, 2014). The next day on 22th June 2014, the curve remained the same at 25%. On this day, two of Nike's sponsored teams Portugal and USA played against each other and draw 2-2. (FIFA, 2014). This was a second negative result for Portugal and Nike's brand ambassador Cristiano Ronaldo. This led to the curve dropping to 21% on 23rd June 2014 and remained the same on 24th June 2014.

However, on 24th June 2014, Nike released a video of Brazilian footballers Neymar, David Luiz and Thiago Silva dancing with the strapline 'When the world is watching, make it look even better' (Marketing Week Reporters, 2014: para 15). This was in celebration of the Brazilian team's 4-1 win over Cameroon. Subsequently, the African nation was knocked out of the World Cup. Nike's competitor and fellow ambusher Puma posted a sympathetic tweet about their sponsored team Cameroon (Figure 9 below). (Marketing Week Reporters, 2014: para 15).



Figure 9: Puma's Tweet

Despite the drop-in strength that had occurred on 23rd and 24th June 2014, the curve increased to 26% on 25th June 2014. Ambush marketers had certainly appeared to have benefited from being discussed on social media. With the use of players, symbols and signs such as national team's flags as well as hashtags, ambushers were able to ignite conversations and discussions around them, thereby effectively increasing involvement and interaction between public and ambushing brand.

On 25th June 2014, Adidas also became a hot topic of discussion. This was mainly due to one of their brand ambassadors, Luis Suarez allegedly biting an opponent Giorgio Chiellini (Goon, 2014: para 13). He was subsequently banned for four months and removed from Adidas's promotional campaigns. However, the player quickly created buzz amongst the public and jokes circulated about the highly appropriate Adidas's advert with Suarez mouth open (Marketing Week Reporters, 2014: para 14). This was a case that bad publicity was still publicity as this created discussion around the brand.



Figure 10: Adidas's Luis Suarez Advert

Also on 25th June 2015, Nike's #askzlatan campaign generated over 10 million views since its launch and the company's "Risk Everything" film reach 372 million views across YouTube, Facebook, Twitter and China's Weibo (Marketing Week Reporters, 2014: para 12). However, according to Nike, this figure rises to 6 billion impressions when TV, mobile and cinema views are included (Marketing Week Reporters, 2014: para 12). This was further indication that the public at large were not averse to Nike's adverts and even if it was not known by public that this was ambush marketing. There was a positive affinity to the brand by the number of views received on various networks. Nike was also in the process of showcasing its latest boot collection at the time and footballers Neymar, Wayne Rooney and Daniel Sturridge all had been wearing these during the tournament. The design of the boot with bright colours and highly visible logo was perfect to grab the viewers' attention and promote their product. Nike continued to push the boundaries through their brand ambassadors to create the maximum effect on the public.



Figure 11: Nike's Latest Boot Collection

On 30th June 2014, it was revealed that the World Cup gave FIFA's digital platform a major boost. 230 million users visited its World Cup hub by the end of the group stages of the tournament. (Marketing Week Reporters, 2014: para 10). Those fans went on to consume more than 7.5 billion-page impressions of official World Cup digital content. Organisers said mobile and social platforms contributed to the record breaking numbers with 79 million football fans consuming content on mobile devices since the tournament began. FIFA made no secret of its digital ambitions prior to the tournament, investing in mobile and social media to emulate the strategies of its commercial partners. This was a major plus to advertise and inform consumers and fans of the 'official sponsor' of the tournament. This may have accounted for the slight dip in Nike's strength on 1st July 2014 (Marketing Week Reporters, 2014: para 10).

Nike's strength again peaked on 2nd July 2014 possibly due to USA goalkeeper Tim Howard creating history by making a record 15 saves against Belgium. Although his team went on to lose the game in extra time, Howard created huge buzz and discussion around social media platforms with various brands congratulating him. (Marketing Week Reporters, 2014: para 8). His official sponsor, Nike congratulated the goalkeeper on twitter with a pic and the tagline 'Never forget the fearless, the only failure is being afraid to fail' (Marketing Week Reporters, 2014: para 8). Nike also released a cut-down from its animated 'The Last Game' cartoon film, which it posted on Nike Soccer's YouTube channel and turned into a shareable Vine video. Howard also appeared on Nike's #askzlatan campaign as an animation, where Zlatan Ibrahimovic honoured the American's World Cup showing in typically egocentric style by claiming the 'USA was like a country shaped like me.' (Marketing Week Reporters, 2014: para 9). Nike as an ambusher was able to use a player performance to further ambush Adidas as the official sponsor. The curve peaking on 2nd of July 2014 was mainly due to Nike's ability to react swiftly with the use of social media. From an ambush marketing perspective, it can be

established that social media can be a key component for successful ambush marketing campaigns.



Figure 12: “Never forget the fearless, the only failure is being afraid to fail.”

On 3rd July, Nike’s strength declines from 27% the previous day to 19%. The tournament took a one-day break before the quarterfinal matches the next day. Adidas also posted a paintbrush digital picture, depicting the tournament highlights so far featuring sponsored players. The tweet read, ‘The story so far. Who will write the final chapter? #allin or nothing’ (Marketing Week Reporters, 2014: para 7). This was ambiguous statement as it referred to who would be crown champions of tournament and which brand sponsored team will deem the winner between Adidas and Nike. This may have contributed to the conversations surrounding Nike dropping to 0% on 4th June 2014. Therefore, it can also be stated that social media activities of official sponsors also play an important role in counter-acting ambush marketing strategies.



Figure 13: “The story so far. Who will write the final chapter? #allin or nothing.”

On 4th July 2014, the halfway mark of the tournament and the day of the first two quarter-finals, Adidas had four teams (Germany, Colombia, Argentina, Belgium) and Nike three teams (France, Brazil, Netherlands) left in the tournament. However, the countries sporting Adidas jerseys had won the most games so far. Adidas has won 16 games compared to Nike’s 14 (Joseph, 2014g: para 10).

The first quarterfinals between France and Germany and between Brazil and Colombia were also battles between Nike and Adidas as they each sponsored a team at both matches. However, with Germany winning for Adidas and Brazil winning for Nike, the discussion on Nike was not strong between the 3rd July 2014 and 5th July 2014. It picks up again on 6th July 2014 from 18% to 23%, this might have been due to the Netherlands reaching the semi-final. However, on 7th July 2014 the graph took a massive dip to 1%. This may be due to fact that it was a one-day break in the tournament.

The next day, the 8th of July 2014, Nike’s strength returned to 26%, the same day as the first semi-final between the host nation Brazil (Nike) and Germany (Adidas). Following, the 7-1 humiliating loss to Germany, this was a less than positive result for Nike. The graph dipped slightly to 21% on 9th July 2014. Official and non-official brand’s released material that sympathised and mocked Brazilian team (Marketing Week Reporters, 2014: para 4). Social media also reflected on the dismal performance of Brazil. According to Twitter, around 35.6 million tweets were posted, making the game the most discussed ever on the platform. (Marketing Week Reporters, 2014: para 3). It also set a new record for tweets per minute with a peak of 580,166 when Sami Khedira slotted home the fourth goal, ending a shocking

first half for the hosts. Miroslav Klose was the most mentioned player during the game with the #GER, hashtag after becoming the all-time record goal scorer in World Cup finals. (Marketing Week Reporters, 2014: para 3). As such, this reflected positively on Adidas as the official sponsor of the Germany team. The second semi-final also took place between Netherlands (Nike) vs Argentina (Adidas) on the same day. Argentina won the game 4-2 on penalties (Goon, 2014: para 7).

Despite Nike's teams not doing that well, Nike's brand strength still remained high. Perhaps the public support what they perceive to be the underdog rather than the stronger, more powerful teams and their sponsors. Nike may have reduced the negative effect of Adidas' sponsored team's better performance through this action of congratulating Klose, as well as showing good sportsmanship thus seeing an increased strength over the 9th to 10th place (Marketing Week Reporters, 2014: para 5).

On 10th July 2014, Adidas claimed success at the World Cup with both Adidas sponsored teams Germany and Argentina reaching the semi-finals. Adidas also claim that they were the 'most talked about brand at the event across all major social channels', amassing some 4,865,502 followers in total and more than any other sports brand. Beyond the social arena, Adidas also boasts the highest scoring boot of the tournament with 47 goals (Marketing Week Reporters, 2014: para 1).

The curve of 10th July 2014 grows to 27% from the previous day. It went up to 30% the next day but starts to fall to 29% on 12th July 2014 and 27% on 13th July 2014 the day of the final. Adidas's association with the two final teams may have led to the gradual or slight decline in Nike's strength during the last few days of the tournament.



Figure 14: The Strength Graph for the month after the world cup

The month after the 2014 Soccer World Cup, saw the percentage of strength stay between the 20% to 34% mark for the majority of the time. The lowest being 0% on 4th August 2014. In terms of ambushing activities by Nike, there was none directly related to the 2014 Soccer World Cup to report on. However, there was a release of a television advert to encourage Brazilians to forget about the 7-1 defeat against Germany and to look forward to future glory at the 2016 Olympic Games that took place in Rio de Janeiro in 2016 (Marketing Week Reporters, 2014: para 5).

After the world cup, Nike’s strength was mainly due to articles and blogs written about Nike’s ambushing strategies and activities during the World Cup. It also reflected on the outcome and comparing Nike’s ambush activities to that of its rival Adidas’ marketing activities.

According brand tracking data on 14th July 2014, on the pitch, Adidas outperformed all competitors, supplying the kits to both finalists Germany and Argentina and having deals with Golden Ball winner Argentina’s Leo Messi, Golden Boot winner James Rodriguez and Golden Glove winner Germany’s Manuel Neuer (Goon,2014: para 7)

Adidas’ teams and players may have won the on-pitch tussle with non-sponsor and rival Nike but the American’s business is still ahead in the eyes of consumers. Nike’s drop-in buzz during the tournament still left it ahead of Adidas with a score of 7.8 to Adidas’ 6.8, despite a dismal World Cup, where its Brazilian team capitulated to Germany and ambassadors Wayne Rooney, Andres Iniesta and Cristiano Ronaldo went home empty handed after the group stages. From

this, it can be established that Nike's ambush marketing tactics were successful in creating buzz and getting the attention of the public despite its sponsored teams and brand ambassadors not performing well. This has a negative effect on sponsors as a stakeholder of the event because despite investing capital in both sponsorship fees and additional promotional activities, rival companies are able to use creative ambush marketing strategies to achieve similar or greater results.

Purchase intent for Nike was also higher than Adidas, although it did drop a 'statistically significant' 2.7 points to 12.6 in the period (Joseph, 2014h: para 6).

In terms of global online reach, the battle is tipped in Adidas' favour during the World Cup. Nike began with more video hits and posts going into the tournament, according to marketing intelligence firm Origami Logic, but Adidas pulled away during the latter stages. Adidas dominated Nike on YouTube with 9 million views compared to Nike's 3 million in the last two weeks of the tournament, while it also generated 2.4 times more retweets. The difference may be due to the follower base of each brand (Tracks and Brands Online, 2014: para 8).

On 24th July 2014, nearly 2 weeks after the event, it was reported that 30% of consumers still thought Nike was an official World Cup sponsor. Research conducted by GlobalWebIndex, surveyed UK, US and Brazilian consumers, also found no official partner brand had increased its recognition by more than 5% by the end of the tournament (Bold, 2014b: para 2).

This can be referenced back to the third theoretical framework used for this study which is associative network theory. Associative network theory aims at explaining which brands, whether official sponsors or ambush marketers, consumer's associate with sports events (Wolfsteiner et al, 2015:140). "There are two main components of associative network theory: nodes and links. Nodes represent any piece of information, and links represent the connection between the nodes" (Wolfsteiner et al, 2015:140).

Nike as an ambusher, is a popular brand that produces sporting gear, while football is one of the most popular and most watched sports around the world as such the two can be easily connected to each other. Thus, Nike is an important node in the sports network to begin with. However, to strengthen Nike's connection to the network, Nike embarks on ambushing activities that mislead the public into thinking they are an official sponsor of a major soccer event. So ambushing activities such as video adverts work as a trigger for the public to associate Nike with the World Cup and Nike has been successful in achieving this. As evident from the

above finding, consumers in the UK, US and Brazilian still thought Nike was an official World Cup sponsor, this despite the vast amount of advertising done by official sponsors like Adidas and the event organisers, to educate the public on who the official sponsors were.

4.4.2. Conclusion

The findings indicate that Nike's World Cup campaign was well received by the public. This was reflected by the number of views, shares, likes and retweet by the public on social media. Adidas's World Cup campaign also received a positive response on social media by the public. As Nike and Adidas both received positive responses on social media, it is possible that confusion had been created amongst the public as to who the official sponsor of the 2014 Soccer World Cup was. In this sense, Nike was successful in achieving a similar reaction and response from the public without spending as much as Adidas, the official sponsor. It therefore shows that ambush marketing has a negative effect on sponsors. The findings of this study also reveals that the on-field performance of participants played a major role in the strength of conversations around Nike. The positive performances of Adidas sponsored players and teams was an important part in Adidas counteracting ambushing tactics of Nike.

CHAPTER 5: CONCLUSIONS AND RECCOMENDATIONS

5.1. Introduction

This chapter provides concluding remarks on the findings and analysis of data collected according to each of the objectives of the study. Discussions for each objective are made according to findings and the literature study. This discussion is followed by recommendations for each objective.

5.2. Objective 1: The effects of ambush marketing on the sponsors

Companies that invest in sponsorship, invest in a marketing tool that can create a unique and advantageous position for them in a competitive industry. Through sponsorships, they are able to achieve both marketing and corporate objectives. From the findings, it is established that Adidas is an official sponsor, whereas their biggest competitor Nike, is an ambusher. Ambush marketing has a negative effect on sponsors because as identified by all three sets of findings, ambush marketing is an unauthorised attempt by competitors to associate themselves with a major sporting event. It therefore devalues and diminishes a sponsor's investment for the event. This is because ambush marketing is a threat to the exclusivity and rights of the sponsorship agreements.

For example, from the set of findings from Google Scholar, it has indicated that dialogue in the academic literature surrounding sponsorship has a direct link to ambush marketing. This is evident on the concept map, where the theme sponsorship overlapped with the theme ambush. This is also evident from text extracted from the data collected for example, 'industry professionals clearly believe ambush marketing can confuse *consumers* into thinking a non-sponsor is actually a *sponsor*' (Moorman and Greenwell, 2005:197).

From the set of findings from Google, Adidas, the official sponsor of the 2014 Soccer World Cup and the ambusher, Nike have a direct link to each other. This indicates that majority of discussion in the popular press about Adidas was in connection to Nike. Evidence extracted from the collected text indicates that both companies competed for the attention of the public on various media platforms. For example, 'Adidas wasted no *time* in innovating in both products and marketing, from soccer balls to offering shoe customisation via Instagram, in order to stay ahead of the curve and making its presence felt in Brazil' (Miller, 2014: para 4),

whereas Nike produced various adverts such the Winner Stays advert, ‘which features teens turning into their favourite players such as Ronaldo, Rooney, and Neymar was one of the most viewed online Nike ad and YouTube clip in the company’s history’ (Miller, 2014: para 5). This indicates that Adidas had to invest in both sponsorship fees as well as additional promotional activities whereas Nike invested in ambushing tactics to associate itself with the event. Thus, ambush market has a negative effect on sponsors.

Official sponsors cannot purely rely on their ‘official’ status and association to the event to promote and market their brand. They have to create additional campaigns to educate and inform the public of their official status. In an attempt, to counteract ambush marketing strategies, sponsors have to further invest in promotional and marketing campaigns. Thus, in addition to sponsorship fees further capital outlay is needed.

The rise in social media surfaced as a key area in all three sets of findings. This was also similar to the research that was found within the literature review section of this study. Grady noted that the rise of social media would also give rise to the ‘social ambusher’ which poses the most obvious threat to sponsorship and as such ambush marketing activities on social media platforms would be the hardest to monitor and control (2016:3).

Although, social media has enabled both sponsors and ambushers to engage and interact with the public and consumers. It also has the potential to create new consumers. However, for sponsors it is also a platform that makes ambush marketing attempts much easier to achieve. In the finding from the Google data, “Twitter, Facebook and other social media are the ideal place for ambushers to get their message across” (Score and Change, 2014: para 6). Social media activities create a clutter of content that is directed at the public. This has the ability to confuse and mislead the public into thinking that the ambusher is the official sponsor. “The advent of content marketing has been a boon for fan engagement but will also make Brazil’s World Cup the most cluttered social conversation ever” (Joseph, 2014f: para 10).

During the 2014 Soccer World Cup, Adidas launched its official World Cup campaign entitled ‘All in or Nothing’. It was a campaign launched to counteract Nike’s ambush marketing campaign titled ‘Risk Everything’. The Adidas campaign attracted a lot of attention through social media, however it fared lower, in terms of views, likes and shares on social media compared to Nike’s campaign. For example within the data from Social Mention, during period of 20th April 2014 to 6th June 2014, Way to Blue, a research agency, (which is quoted in the findings chapter) reported that Nike secured 200,118 social mentions with 99,725 positive

affinity mentions about their campaign (Joseph, 2014c: para 11). However, this could be attributed to the fact that Adidas launched their World Cup campaign a month after Nike. Therefore, timing and positioning of the brand is important to achieve success.

The response to Adidas campaigns picked up as the tournament progressed. This was mainly due to sponsored Adidas teams and brand ambassadors performing well in the tournament. Despite, Nike's ambush attempts, in this case Adidas appeared unaffected, however one needs to take into account that this could have been because of the performance of the teams and players that both Nike and Adidas sponsored. One can consider what would have happened if Nike's teams and players had outperformed those of Adidas.

Although Adidas sponsored teams and players performed well, the expenses of Adidas was higher than that of Nike as Adidas had to pay for being the official sponsor of the World Cup as well as paying for additional marketing campaigns. This reflects the negative effect of ambush marketing on official sponsors.

5.2.1. Recommendations for Adidas and other sponsors

It is evident that sponsors are aware of ambush marketing activities as they prepare marketing campaigns to counteract them. However, time and positioning of these campaigns is key to the impact it has on the public. Adidas, for example launched their campaign a month later than Nike. Nike was able to attract much more of social media views, likes, shares compared to Adidas during the beginning stages of the World Cup. It recommended that Adidas be proactive and launch their campaigns at an opportune time to gain as much exposure as possible. This requires innovation and being a step ahead of the ambush marketers.

Adidas must use social media to their advantage. They could become more interactive and engage with consumers online. This helps in building relationships with their customers, which would lead to customer loyalty.

Adidas must always associate with brand ambassadors who have a positive public image and reputation. This type of association will reflect positively on the brand.

5.3. Objective 2: The effects of ambush marketing on the event organisers

From the findings, it can be concluded that ambush marketing has a negative effect on event organisers. Due to the impact of ambush marketing, event organisers, such as FIFA, have to create strict rules and regulations that would prevent and discourage such actions. However, ambush marketers have found loopholes and grey areas within these laws and regulations. This results in assumptions about the ability and the integrity of the event organisers as they are unable to protect sponsorship investment. In addition, with the rise of social media event organisers are finding it difficult to monitor online activities due to the volume of content been created.

Ambush marketing also, affects the value of the sponsorship fees. If sponsors feel that ambush marketing is increasing and event organisers are unable to control or deter ambush marketing attempts, official sponsors may demand a lower rate for sponsorship deals. This would decrease the income that is generated from sponsorship and thus devalue the event.

On the other hand, if event organisers place too many restrictions and regulations on the event then this may create negative sentiments towards the event and the organisers. This could also lead to protests from key stakeholders.

5.3.1. Recommendations for event organisers

The Google and Social Mention data were collected during the 2014 Soccer World Cup in order to collect commentary related to ambushing around a specific event, therefore recommendations can be made specifically to FIFA as they were the organising body. FIFA as event organisers should have laws and regulations that is similar to Rule 40 that was created by the International Olympic Committee. Rule 40 was enforced to protect official sponsors by limiting the exposure non-official sponsors receive from being associated with athletes of the event and therefore discouraging ambush marketing. The rule required a three-week black-out period in which athletes could not advertise non-Olympic sponsors before or during the Olympic Games (Hill 2016:211). In this way, FIFA, for example, would have a better control of online ambush marketing tactics that could be conducted through participants, where participants use social media to promote their sponsors who could be an ambush marketer.

The event organiser should allow for local businesses in and round the event venues to use the event for promotional purposes at a minimal fee. Due to high costs and competition,

sponsorship deals are unattainable and only limited to large corporations (Hill, 2016:210). In this way, the event organisers can encourage economic growth.

The event organisers could increase the number of companies they allow to become official sponsors of the event. This will result in a lower rate being charged to sponsors, which would encourage more companies to enter into sponsorship deals and will deter ambush marketing attempts.

5.4. Objective 3: The effects of ambush marketing on the ambusher

From the data collected and analysed above, Nike used three main strategies during the World Cup soccer tournament. The first strategy being sponsoring subcategories of the event; Nike sponsored more of the team kits than the official sponsor Adidas.

The second strategy was to make a sponsorship-related contribution to the player pool. This strategy involved Nike contracting players to endorse their brands, which in turn contributed to the personal earnings of the player (Seguin and O'Reilly, 2008:67). Nike had several players as brand representatives such as Cristiano Ronaldo, Neymar Jr., Wayne Rooney, Zlatan Ibrahimović, Gerard Piqué and Gonzalo Higuaín.

The third strategy Nike used was to engage in advertising that coincided with the sponsored event. This strategy is when an ambushing company pursues advertising strategies that are timed to coincide with the sponsor's event (Meenaghan, 1998: 310). These are usually themed adverts that use universal words and visuals to indicate an association to the event without making direct use of symbols or trademarks of the event (Wolfsteiner et al, 2015: 141). This was one of the main strategies used by Nike; Nike's adverts showcased the brand and products to the public by associating Nike with the 2014 Soccer World Cup. Nike used signs and symbols such as soccer balls and famous footballers but were careful not to use any words, logos or symbols prohibited by FIFA.

All three of these ambush marketing strategies were also highlighted within the literature review section of this study. However, the negative and positive effects created by on-field performances of sponsored players and teams on brands provided a new insight into ambush marketing. Nike's ambush marketing campaign started on a high with all promotional activities creating the right type of buzz and public interest. With the help of social media, Nike was able

to use their creative and innovative marketing strategies to generate hype and interest in their content. However, despite all the marketing and promotional activity Nike had not foreseen that on-field performance would slightly derail their campaign. Nike was not represented in the final of the tournament and their brand representatives all performed rather poorly. This limited the amount of social media activity Nike could have generated in relation to their sponsored teams and players. This challenge however, is not unique to an ambusher, and is a challenge both ambushers and sponsors can face. Choosing the right teams and players is a tricky decision and often not something that can be carefully forecasted and predicted. Overall, however, it can be concluded from this analysis of Nike's ambushing activities especially around the Soccer World Cup, that the ambusher can gain substantial benefits through ambush marketing as a strategy.

5.4.1. Recommendations for Nike and other ambushers

For ambush marketing to continue to have a positive effect on the ambusher, the ambush marketer needs to continue to create innovative and creative campaigns that would attract attention to them and away from official sponsors. Nike, for example, relied heavily on player participation both on and off the pitch. As such if the brand ambassadors or the team they sponsored performed badly on the pitch, it reflected negatively on the strength of the conversations on social media platforms and in turn benefited the official sponsor Adidas. It is recommended that Nike use more generic themed adverts that rely less on player involvement.

5.5. Objective 4. The effects of ambush marketing on the public

The public is the most vulnerable stakeholder when it comes to ambush marketing. This is because there is an overload of content and information directed at them, which makes it easier to mislead and confuse them. As stated within the literature review section of this study, ambush marketing campaigns are incredibly efficient in creating a strong brand association with the particular sport it is ambushing. This plays a key factor when a consumer tries to recognised and recall a sponsor's brand or product (Piatkowska et al, 2015:20) (Piatkowska and Godowska, 2016:34). This was evident from the set of finding from Social Mention, were

30% of consumers still thought Nike was an official sponsor of the World Cup nearly 2 weeks after the tournament. (Bold, 2014b: para 2).

The main objective for Nike as an ambusher was to relate a message that will stimulate a response from the public, thus increasing brand awareness and sales as well as attracting new consumers.

Nike was successful in achieving these objectives. It generated a buzz amongst the public with its 'Risk Everything' campaign before the tournament began. The strength graphs which reflected the likelihood that Nike was discussed in social media and through data collected during the event indicate that the public had a positive affiliation with the brand on social media. However, it could not be determined whether the public were aware if these advertisements and campaign were ambush marketing attempts by Nike.

In many instances, the public was misled into believing that Nike was the official sponsor of the World Cup and not Adidas. Although, this raises ethical questions in connection with the ambusher, it is only certain instances in which the public may be negatively affected, for example, a consumer may want to purchase an official brand as a memento of the event, however if the ambusher sells similar products to the official sponsor then the consumer may mistakenly purchase the wrong brand, as such, in this instance ambush marketing may have a negative effect on the public,

It can be also argued that ambush marketing promotes healthy competition within a highly competitive industry, preventing a brand from dominating a market. This gives the public an array of products to choose from a competitive pricing. In this way ambush marketing has a positive effect on the public.

5.5.1. Recommendations for the public

To avoid being misled into believing the ambusher is the official sponsor, the public need to be cautious in their interaction with brands. The public needs to look for the word 'official' or any other symbols of the event, which indicate that brands, are legally and ethically associated with the event. It is also recommended that the public pay close attention to activities of event organisers, which frequently mention and communicate activities of official sponsors through its web pages and social media accounts.

5.6. Objective 5: The effects of ambush marketing on the participants

Participants in this instance are professional soccer players who act as medium for promotional campaigning by ambush marketers as well as sponsors. The players are contracted as brand ambassadors for both ambushers and sponsors, which contribute significantly to the income of the professional player. Thus, ambush marketing has a positive effect on participants. Also, as identified in the social mention finding, players performance and actions reflect upon the brand they endorse. So, maintaining a positive image and reputation is key in a successful partnership between the player and the brand. However, the increase in ambush marketing activities by competitor's cause event organisers to monitor and police player activities both on the field and off the field. In this way, ambush marketing has a negative effect on participants.

5.6.1. Recommendations for participants

Participants need to follow the rules and regulations of the event organisers to avoid getting into trouble and being penalised by the organisers. However, they can still benefit from ambush marketing attempts that is created by loopholes or grey areas of the law. As indicated in the findings, a player or team's performance is the key element for the success for ambush marketing. It recommended that a player or team performance reflect the image and promotional message it has projected through marketing campaigns. This sends a message to the public that Nike's products enhance one's performance and contributes in achieving success. It also indicates to the ambushing company to continue their partnership with the player and team. Players and team must portray a positive public image and reputation because their actions can reflect negatively or positively on a brand.

5.7. Conclusion

Ambush marketing has a negative effect on both the event organisers and the official sponsors because it threatens the exclusivity and integrity of the event. However, ambush marketing also has a positive effect on the ambusher. The ambusher benefits from associating itself with the event without having to pay extravagant fees for sponsoring the event. Participants benefit from ambush marketing because it contributes to the players earnings and they able increase their marketability as a public figure.

In terms of ethical business practice, ambush marketing is considered negative because it misleads and confuses the consumer. However, ambush marketing makes the public aware of the variety of products available in the market and prevents a company from being a single dominant entity in a particular industry.

5.8. Limitations of the study

The data collected and presented for this study, specifically related to Nike and ambush marketing. In the final findings, the strength of conversations surrounding Nike was presented. The concept of Adidas as an official sponsor became a reoccurring theme in relation to Nike as an ambusher. It would have been advantageous for this study to also have data that related to the strength of conversations surrounding Adidas. However, due to time constraints and the volume of data available this was not possible.

5.9. Final Conclusion

The purpose of this study was to critically evaluate ambush marketing as a marketing strategy with particular focus on Nike as a case in point. The objectives of the study were to determine the effects of ambush marketing on various stakeholders. The literature review forms the foundation of this study. It focused on key literature on the concepts of ambush marketing and sponsorship. Discussion on sponsorship with particular focus on sport sponsorship was the bases of the literature review, this was to gain an understanding of ambush marketing strategy. Further discussion on the growth of ambush marketing strategies, the legal landscape and perspectives of ambush marketing as well as the impact ambush marketing had on brand recall and recognition was discussed.

Data was collected from three different sources, these were; academic articles from Google Scholar, popular press articles from Google and social media data from a website called Social Mention. Findings were presented, interpreted and discussed according each set of data collected. The findings for the study suggests that despite the presence of Nike as an ambusher, Adidas was able to counter-act Nike's ambush strategies with its own successful promotional and marketing campaigns. However, Nike was able to achieve similar results and reactions

from its target market without having to spend on sponsorship fees that Adidas had to spend in addition to their promotional and marketing campaigns.

It was established that ambush marketing has a negative effect on various stakeholders, however, one should acknowledge the creative and imaginative ability of ambushers to effectively compete with sponsors.

5.10. Recommendations for future research

- Similar research should be undertaken on Nike and ambush marketing during the 2018 Soccer World Cup in Russia.
- A comparative analysis of Nike's ambushing activities can be conducted for the 2014 Soccer World Cup and the 2018 Soccer World Cup.
- A study on ambush marketing activities between other official sponsors and ambushers such as Visa and Master Card, Coke-Cola and Pepsi, MacDonald's and Burger King.
- Investigate the legal landscape of sponsorship and ambush marketing.
- Research brand recall and recognition between official brands and ambushing brands.
- Track official and ambushing companies' use of hashtags during promotional campaigning on social media.
- Ethics and ambush marketing.

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Appendix 1: Ethical Clearance Letter



02 March 2016

Ms Achal Sukram (208512275)
School of Management, IT & Governance
Pietermaritzburg Campus

Dear Ms Sukram,

Protocol reference number: HSS/0191/016M

Project title: Perspectives on the effects of ambush marketing: The case of Nike, the global ambusher

Full Approval – No Risk / Exempt Application

In response to your application received on 29 February 2016 the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully


Dr Shenuka Singh (Chair)

/ms

Cc Supervisor: Professor D Vigar-Ellis
Cc Academic Leader Research: Professor Brian McArthur
Cc School Administrator: Ms Debbie Cunyngame

Humanities & Social Sciences Research Ethics Committee

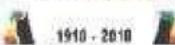
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Appendix 2: Data Reference List

The following are the articles and sources analysed in this research as part of the data analysis.

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