

Sponsorship Accountability Metrics (SAM)

A Few Key Learnings from the First Four Years

Karen Ebben
Global Marketing Impact

Mike Wokosin
The University of Iowa Tippie College of Business

Marketing Accountability Standards Board
of the Marketing Accountability Foundation

April 7, 2022



SAM Project

Project	Sponsorship Accountability Metrics (Ebben, Meier)	Strategy Document 'What is Known' about Sponsorship Objectives, Measurement, Brand Fit*, and Return Relative to Other Marketing Tactics. Construct Road Map. *Taking into account the brand, its category and product lifecycle.
Issue Addressed	Lack of Identified Sponsorship Metrics That Tie to Brand & Business Outcomes	
Project Objective	Determine Sponsorship Contribution to Brand and Business	
Expected Outcome	'Road Map' for Brand Sponsorship Investment & Activation, based on Marketing Objectives	
When	2017 - 2022	

Sponsorship Accountability Issue Identified in Forbes-MASB Marketing Accountability Executive Forum (December 2017)



Definition of Sponsorship

Sponsorship refers to a cash or in-kind fee paid by a sponsor to a property or entity (e.g. a sports, entertainment, or non-profit event or organization) in return for access to the leverageable marketing resources associated with that property/entity

Marketing-Dictionary.org

Examples

- **USAA relationship with Wounded Warrior Project**
- **Bud Bowl – Budweiser created asset enabled by NFL media relationship**
- **Diet Coke relationship with Taylor Swift**
- **McDonalds (former) relationship with Olympics**
- **GE logo on Celtic jerseys**
- **Naming rights for stadiums - AT&T stadium in Dallas**
- **Red Bull Air Races and extreme sports events**
- **Movie such as Nissan Rogue with Star Wars**
- **Music tour/event sponsorship such as Coachella and SXSW**

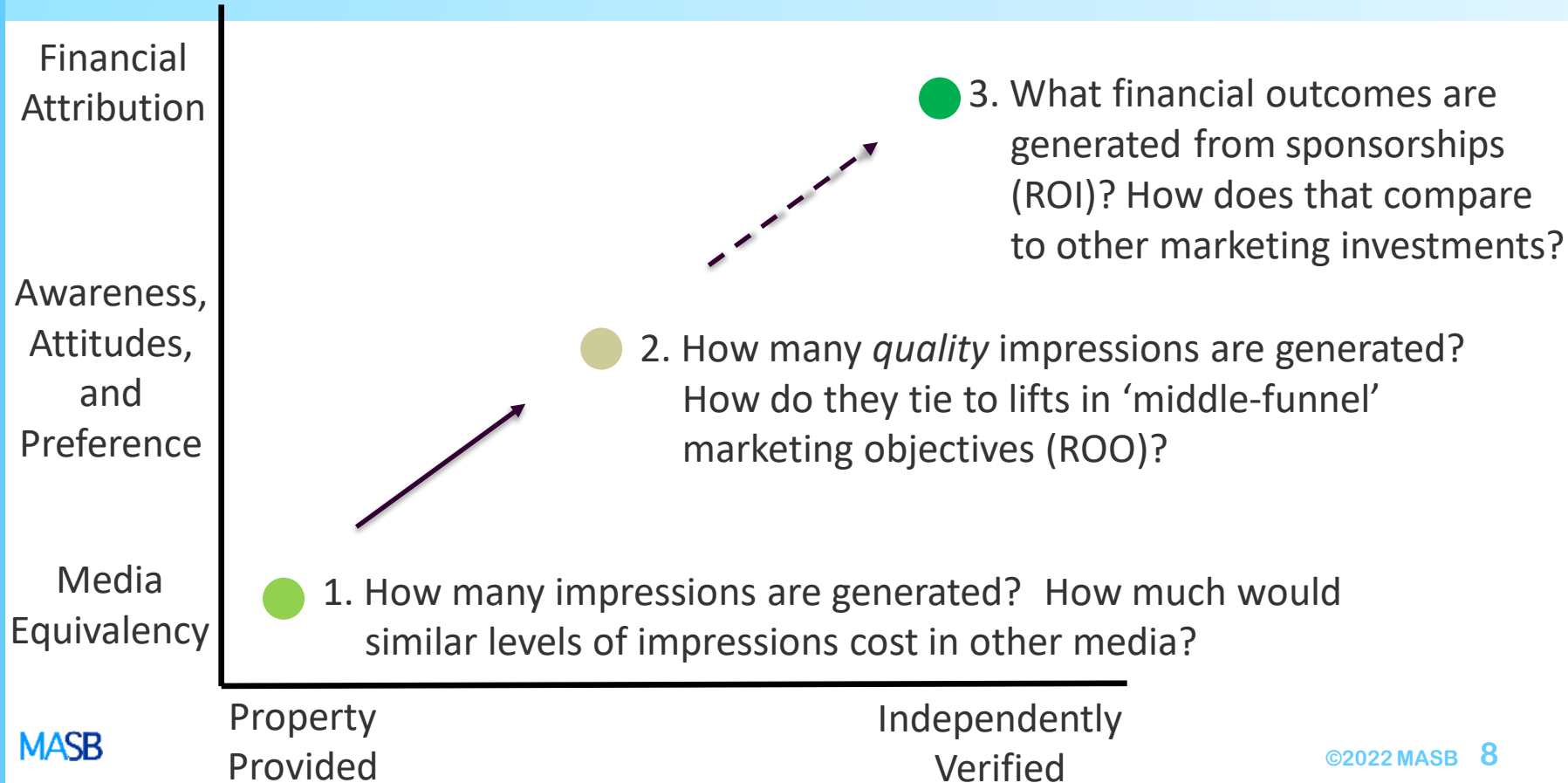
Some Highlights From Research

- **Over 60% of Companies Do Not Have a Standardized process for measuring return on Sponsorships**
- **Among the 40% of Marketers that had a standardized measurement process...**
 - **Satisfaction in measuring sponsorship ROI/ROO has been relatively consistent**

ROI:	2018	2013	2010	ROO:	2018	2013	2010
	64%	62%	61%		73%	68%	67%

- **About 40% do not have a budget for sponsorship measurement**
- **Most spend 5% or less as a percentage of sponsorship rights**
- **There are three distinct phases that marketers progress through in measuring sponsorship accountability**

Sponsorship Accountability Has Three Distinct Phases

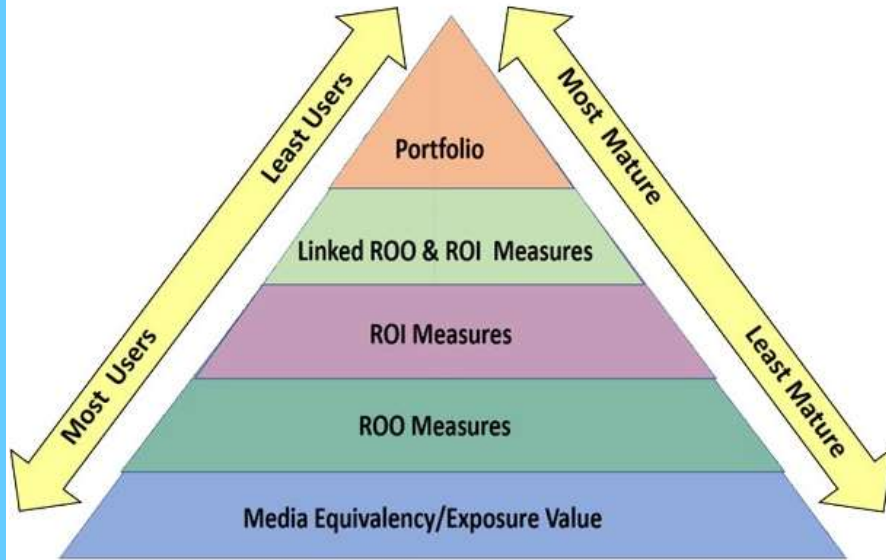


Sponsorship Accountability Article Series

1. [Elusive Dream or Quantifiable Reality?](#)
2. [Sponsorship Strategy and Brand Fit](#)
3. [The Business Case for the Business Case](#)
4. [Activation, Portfolio Management & Stewardship](#)
5. [Driving Sponsorship Value with Stewardship and Strategic Activation](#)
6. [eSports – An emerging sponsorship opportunity as great as the Super Bowl?](#)
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9. [Name, Image, Likeness AND Influence](#)



Sponsorship Measurement Maturity Hierarchy



Sponsorships are balanced among current potential customers and strategic audiences expected to grow going forward.

Converting Attitude Changes to Financial Impact

Financial Outcomes

Awareness, Attitudinal and Behavioral Changes

How many impressions are generated? How much would similar levels of impressions cost in other media?

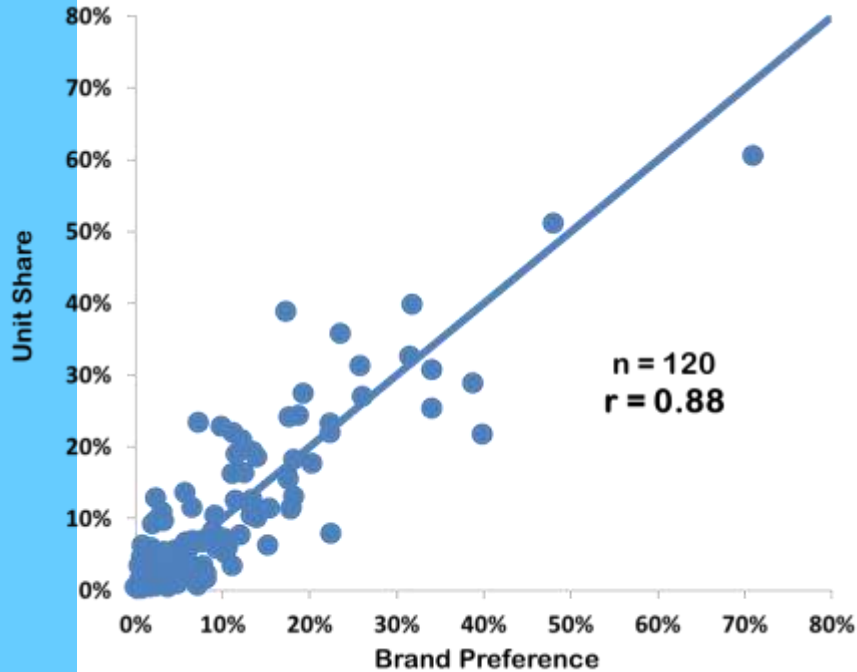
ROO: Brand Preference Should Be a Key Sponsorship Metric - Underutilized at 57%

ROO Metrics Used Vs. Value of Metrics

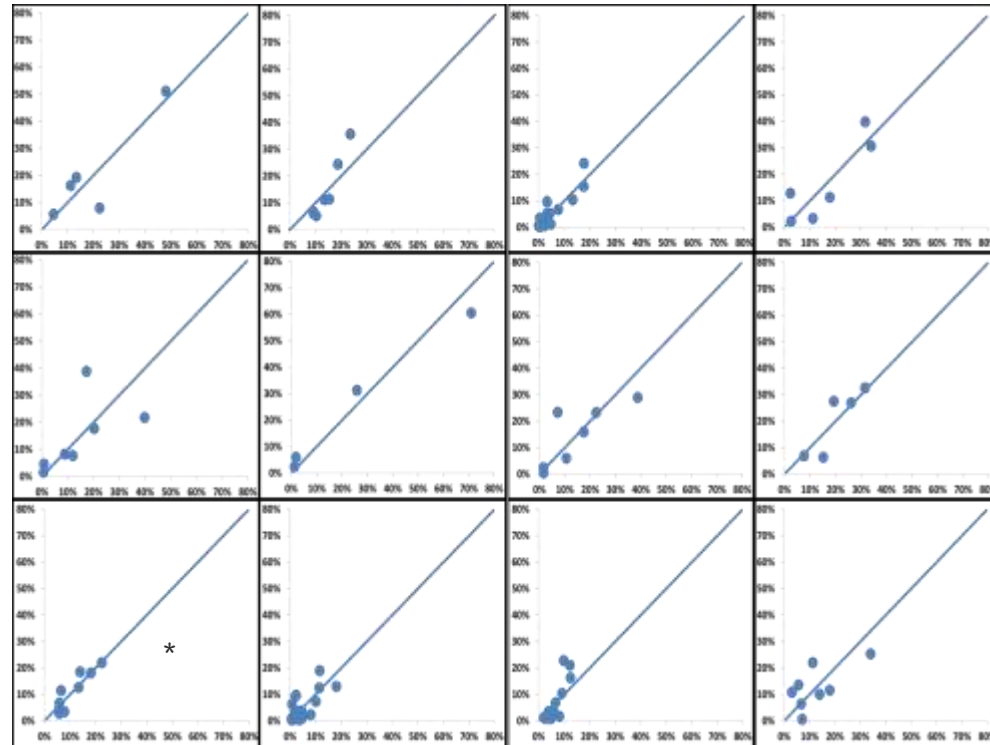
	Used	Value
Awareness of brand	78%	71%
Awareness of company's/brand's sponsorship	73%	58%
Attitudes towards brand	71%	67%
Amount of total media exposure	69%	60%
Amount of social media exposure	63%	57%
Brand preference	57%	70%
Amount of TV exposure	53%	50%
Entertainment of key customers/prospects	51%	59%
Sentiment of social media exposure	45%	62%

Brand Preference Plays Pivotal Role in Financial Outcomes from Brand Marketing

Across All Twelve Categories



Within Each Category



Capability is Unique to Brand Preference, Provides Link from Marketing to Finance

	Share Variance Explained
Brand Preference	80%
Awareness – Unaided	44%
Value	44%
Brand Loyalty	43%
Purchase Intent	26%
Awareness – Aided	26%
Brand Relevance	18%
Advocacy	13%

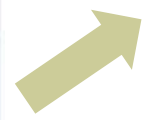
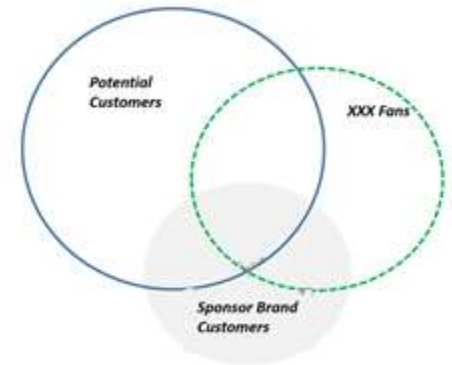
- Of over 40 marketing measures examined, 7 showed substantive, consistent relationships
- Of these, brand preference not only showed strongest relation to share but also was shown to capture variance of other metrics – acting as a ‘cornerstone’ measure

Example: Linking ROO to ROI by Estimating Financial Impact

What's the Value of a Single PPT Change in Brand Preference?

Steps	Example	Math
Understand Relationship between Measure & Market Share	Ratio of a single ppt change in Brand Preference to a ppt change in share	1:0.5
Assume Size of Industry	17.0 Mil Units	
Multiply Industry Units by Share Improvement		$17.0 \text{ Mil} \times .05 = 850,000 \text{ Units}$
Multiply Unit Improvement by Average Gross Profit		$850,000 \times \$300 = \$25,500,000$
Adjust for Audience Size	Audience Accounts for 10% of Industry Volume	$\$25,500,000 \times .10 = \$2,550,000$

Audience Sizing Example—
Extrapolate Impact by Establishing Context



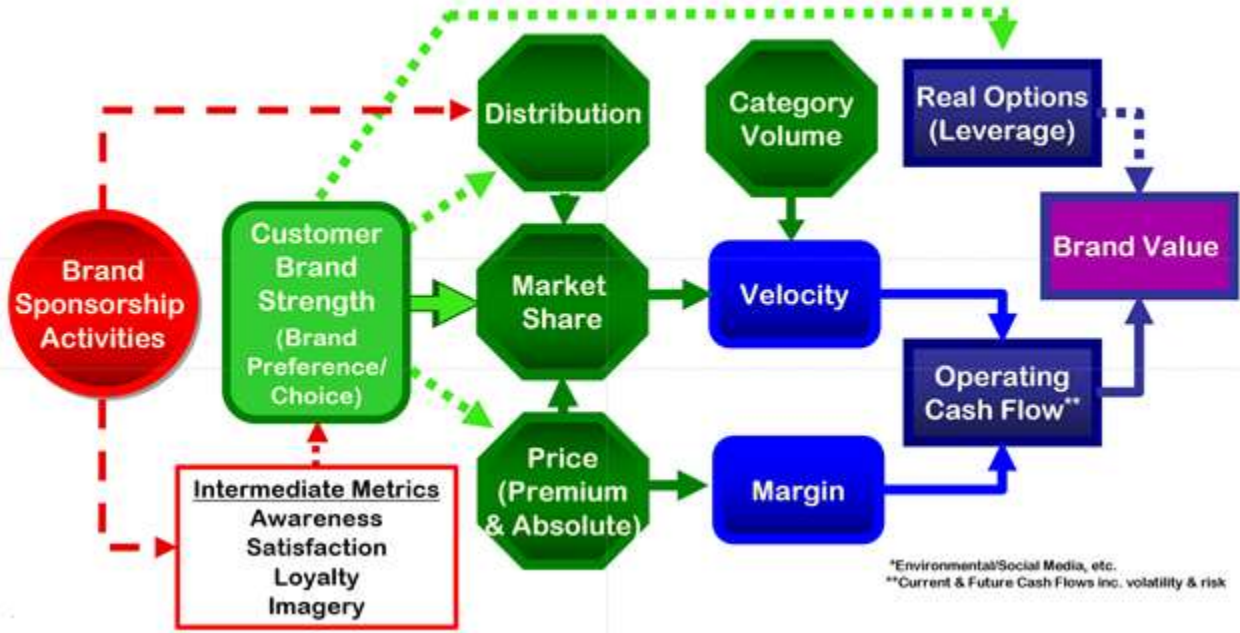
ROO: Brand Preference Should Be a Key Sponsorship Metric - Underutilized at 57%

ROI Metrics Used vs. Value of Metrics

	Used	Value
Total sponsorship investment financial return	65%	81%
Total media exposure financial return	57%	73%
Product or service sales	55%	76%
Social media exposure financial return	43%	56%
TV exposure financial return	37%	50%
Sponsorship related promotion/ads	28%	42%
Lower customer acquisition cost	7%	23%

Brand Sponsorships Can Impact Multiple Brand Value Drivers

Brand Sponsorship Hypothesized Relationships



<-ROO Measures-> <-----ROI Measures----->

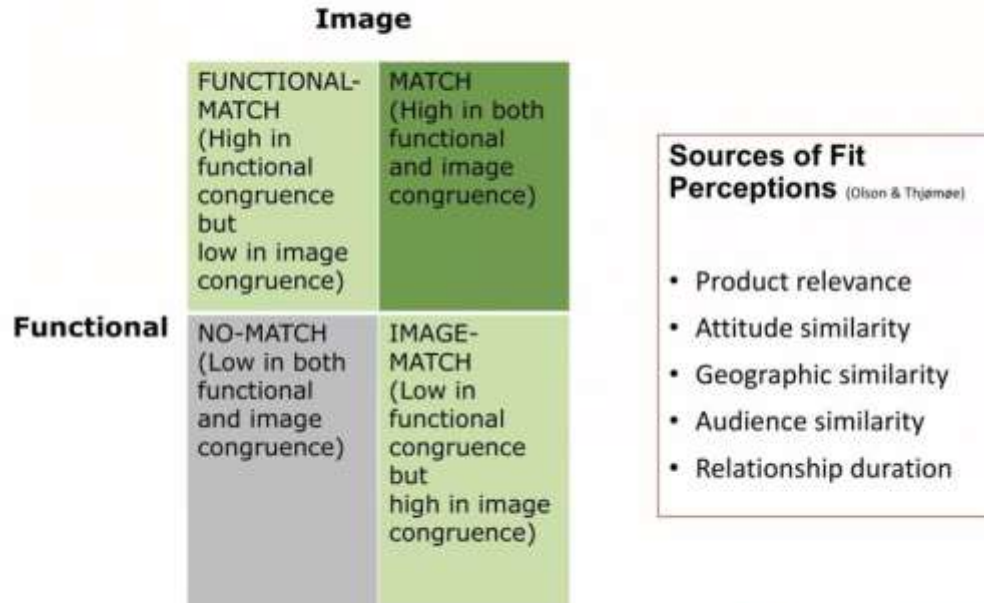
Establish Roadmap for Measurement at Key Points

Sponsorship Measurement Roadmap

	Timing			
	Pre-Contract Signing	Pre-Activation	During Activation	Post Activation
Measurement Activity	<ul style="list-style-type: none"> Audience Size, Consumer Engagement, attitudes and behaviors 	<ul style="list-style-type: none"> Activation Concept Alternatives 	<ul style="list-style-type: none"> Consumer Reactions to activation 	<ul style="list-style-type: none"> Audience Size, Consumer Engagement, attitudes and behaviors
Measurement Purpose	<ul style="list-style-type: none"> Independently validate audience size Identify audience overlap with other sponsorships in portfolio Assess potential value Develop baseline ROO measures 	<ul style="list-style-type: none"> Determine which concept has highest potential to improve consumer attitudes and behaviors Select Optimal Activation prior to spending on production 	<ul style="list-style-type: none"> Evaluate wear-out of activation tactics, need for replacement Recommend real-time changes to activation 	<ul style="list-style-type: none"> Independently validate audience size Identify audience overlap with other sponsorships in portfolio Reassess actual value Determine sustainability of lift in ROO measures

Brand Fit: Need Congruence in Both Function and Image

Congruence/Matching/Fit (Winner)



Choose Appropriate Sponsorship Model and Verify Use

Types of Sports Sponsorship Models:

	Intellectual Property (IP) Rights Driven Sponsorships	Vertically Integrated Sponsorships
Examples of sports properties/ entities* <small>*Note: Individual teams can fall into either category of property</small>	<ul style="list-style-type: none"> National Association for Stock Car Auto Racing (NASCAR) National Basketball Association (NBA) Professional Golfers' Association of America (PGA) National Football League (NFL) Major League Baseball (MLB) Major League Soccer (MLS) United States Tennis Association (USTA) Fédération Internationale de Football Association (FIFA) The International Olympic Committee (IOC) 	<ul style="list-style-type: none"> Ladies Professional Golf Association (LPGA) National Lacrosse League (NLL) / Major League Lacrosse (MLL) Professional Bull Riders (PBR) Professional Bowlers Association (PBA) Indy Racing League (IRL) United States Sailing Association (USSA) Association of Volleyball Professionals (AVP) American Hockey League (AHL) / East Coast Hockey League (ECHL)
Pros	<ul style="list-style-type: none"> Assets can be tailored to activate the partnership to brand needs, e.g. product sampling or user experience Ability to reward agents/dealers with very desirable events and merchandise Customized out-of-venue activation Association with Properties such as this are often considered a "badge" of category leadership 	<ul style="list-style-type: none"> Pricing efficiency and budget management due to all-inclusive Category exclusivity Property/entity jointly taking more responsibility for performance of partnership Generally better access to players
Cons	<ul style="list-style-type: none"> Lower brand association when property/entity/players have many other sponsorship deals Sponsoring brand is trying to drive business and brand impact in a generally more cluttered environment Tend to be more flexible and interested in supporting sponsor brand objectives, messaging and initiatives 	<ul style="list-style-type: none"> More limited reach and finite external activation opportunities through media. Larger brands would have to invest in multiple sponsorships to meaningfully drive business impact unless there is an aggregation model Limited prestige accruing to sponsor

“While a precise financial business case for a sponsorship seems elusive, don’t let perfection be the enemy of the good. Have a reasonable starting expectation, measure and refine, which helps address FOMO (fear of missing out) and FONR (fear of non-renewal).”

Jim Meier
MAF/MASB Trustee

Strive for Excellence in Stewardship

Factors that INHIBIT excellence in stewardship

- Indirect or limited relationship with sponsored entity.
- Siloed contracts, budgets and measurement, (e.g. media, personal appearances, geographic, wholesale/retail responsibilities).
- Lack of tools to track budgets & assets.
- Limited business processes to track progress; review results.
- Inappropriate behavior by leadership of either entity.

Factors that FOSTER excellence in stewardship

- Direct, collaborative working relationship at senior levels between property and sponsor.
- Both parties committed to continuous improvement.
- Interim business updates on how the sponsorship is performing relative to objectives.
- Sponsor has single point of contact or cross-functional team with budget transparency, common objectives, tools to track assets and metrics.
- Established business processes to assess and report performance to senior leaders.

Brand Activation is Critical

Suboptimal Brand Activation Factors

- Potential misattribution to another brand
- Lack of story-telling.
- Primary objective of sponsorship is awareness.
- Sponsorship decisions based on 'rights fees' that provide access, though not business outcomes.
- Lack of activation budget
- Activation "ROI" separate from rights and media.
- Least expensive activation takes priority without testing appeal, ability to positively change consumer attitudes and behaviors.

Optimal Brand Activation Factors

- Uniquely demonstrates why the brand is involved.
- Tactics that enhance the overall value of the sponsorship by fully bringing the brand to life.
- Breaks through clutter of other sponsors.
- Budget for activation established when sponsorship commitment is made.
- Pretesting activation concepts to optimize potential benefit.
- Nimble capitalizes on opportunities to evolve the brand story and why it is there.
- Activate social team while event is in progress.
- Deploy social and digital to extend the length of the sponsorship, decrease activation costs, and create content as a means of engaging consumers.

Then Covid hit...

- The pandemic changed the activation and contractual nature of sponsorships
- Actions Marketers were taking:
 - No wholesale cancelations of contracts – in fact some relationships expanded
 - Extended/Renegotiated contracts – portfolio approach became more relevant as they sought ways to minimize risk of audience underdelivery
 - Looking for new ways to leverage their existing agreements
 - Measurement became even more important as ‘benchmarks’ were not available
- Higher interest in virtual events (it was coincidental to birth of eSports)

Activation Changed Dramatically During Pandemic

Tweaking offerings to help foster psychologically important islands of normalcy

yahoo! news

Search News

Search web

Pokémon Go gets easier and cheaper to play while you're stuck at home



Follow Mariella Moon Associate Editor, Engadget · March 23, 2020



Niantic

It could be tough getting enough Poké Balls when you have to stay at home and can't visit PokéStops. To make sure you have enough balls to catch monsters with, Niantic has started selling a 100-Poké Ball bundle for 1 PokéCoin in the *Pokémon Go* shop. The company has **launched** a rotating 1 PokéCoin bundle that will change every week and will be available as one-time purchases. It's also increasing daily bonuses and giving you three times the Stardust and XP for your first catch of the day, as well as adjusting the number of gifts you can open in a day to 30.



Gaming Usage Up 75 Percent Amid Coronavirus Outbreak, Verizon Reports

4:23 PM PDT 3/13/2020 by Patrick Sharkey



Alex Herring/Getty Images

Video streaming has also seen a bump, up 12 percent during peak usage hours.

Activation Changed Dramatically During Pandemic

Cultivating alternative channels to engage with consumers to avoid blackouts



Tech News

Formula 1 Drivers Are Racing in a Video Game Because of Coronavirus

Formula One Group organized a virtual Grand Prix featuring pro drivers and celebrities, but replacing motorsports with esports wasn't the smoothest ride.

By [Matthew Gault](#)

24 March 2020, 8:55am [Share](#) [Tweet](#) [Snap](#)



Drive-Ins, Straight To Streaming And Keeping Cinema Alive In The Age Of Coronavirus

By PYMNTS [Share](#) [Tweet](#)

Posted on March 23, 2020



eSports Marketing Definition

eSports marketing is the promotion of a product through **eSports**, organized sport competition using video games that has non-playing spectators.

eSports is seen as an efficient means to reach younger individuals, who tend to play and watch video games at higher rates than other age groups.

One popular form of eSports marketing is the sponsorship of players competing either individually or as teams in organized leagues and tournaments.

Corporate sponsors engaged in eSports marketing.



eSports Marketing Opportunity - Primer

- **Revenue – Projections range from just under \$1 billion to over \$1.5 billion in 2019 and accelerating up to \$3B by the most bullish estimates.¹**
- **Audience – Total esports viewership is expected to grow at a 9% compound annual growth rate (CAGR) between 2019 and 2023, up from 454 million in 2019 to 646 million in 2023.²**
- **Investment – Investments were up to \$4.5 billion in 2018 from just \$490 million the year before, a staggering YoY growth rate of 837%.³**
- **Tournaments – While 2019 is still being tallied, 2018 saw nearly 18,000 players play in 3,500 tournaments going after total prize value of over \$1.5 billion.⁴**

1 Esports Ecosystem Report 2020: The key industry players and trends growing the esports market which is on track to surpass \$1.5B by 2023. Business Insider, Dec 18, 2019

2 Esports Ecosystem Report 2020. Business Insider, Dec 18, 2019

3 The rise of esports investments. A deep dive with Deloitte Corporate Finance LLC and The Esports Observer; April 2019.

4 eSportsEarnings.com

eSports Marketing Opportunity – “ecosystem”

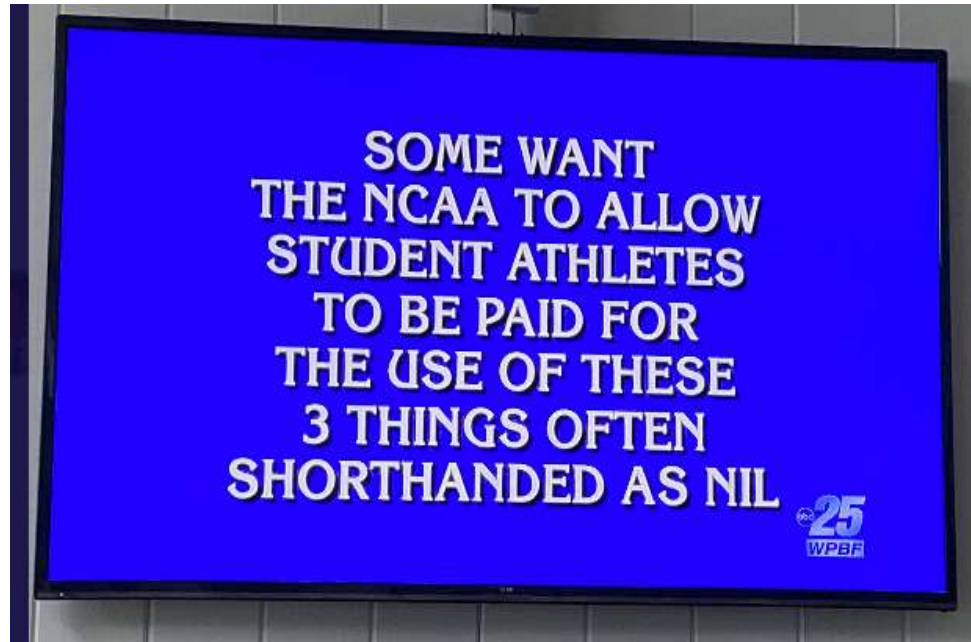
- **Publishers & Game Developers:** develop or hire development firms to create games and then market and distribute or publish the games
- **Leagues and Tournaments:** numerous local, regional and global events often, underwritten by publishers to further promote games
- **Teams:** similar to eSports origins, teams or clans have formed for training, social media amplification and scale for sponsorship
- **Players:** these are the professional eSports athletes who undergo rigorous training, coaching, game strategy and competitive scouting
- **Streaming Platforms:** provide live and delayed consumption of content (e.g. Twitch, YouTube)
- **Fans:** a demographic blend of gender, age, income and interest in games that range from casual to hard core.
- **Brands:** At first, endemic to game play with tech heavy, evolving to adjacent energy drink and now non-endemic sponsors are rapidly entering the category

eSports Marketing Opportunity - Considerations

- **A Sellers' Market:** Massive brand interest has created a sellers' market and may have created a premium value from which it is difficult to create a reasonable ROI payout. To reduce this risk, invest in a range of games, teams and players that include up and coming as well as established.
- **Brand Recognition:** Teams are still building name recognition and may not have the appeal as a standout player or event. Teams may be a good portfolio play for regional and global diversity as well as demographic appeal.
- **Global but Local:** While eSports have a global appeal, game, tournament and team followings vary by region. Local events may be a good space for Scan & Scout testing.
- **Brand Safety:** As with any brand association, risks to the brand must be considered and managed through contractual and governance process. With the heavy emphasis on social-media-driven talent and media, extra care should be considered when vetting these relationships.

Jeopardy! Question... for \$1,200

Monday, November 4, 2019



NIL – Name, Image, Likeness

Recently, collegiate athletes in the United States have gained greater control of the commercial use of these aspects of their identities outside of official competitive activities.

The student athlete's permission is required to use their NIL and they can require compensation to grant this permission.

This has created the possibility of student athlete brand sponsorships.



Some NIL Milestones

- **July 2009:** O'Bannon, a starter on the UCLA 1995 national championship team – and NCAA Basketball Tournament Most Outstanding Player of that year – filed a lawsuit against the NCAA.
- **August 2014:** District Judge Claudia Wilken finds for O'Bannon.
- **May 2018:** State and federal legislatures demand the NCAA address concerns.
- **June 12, 2020:** Florida Governor Ron DeSantis signs into law SB 646 entitled “Intercollegiate Athlete Compensation and Rights” (a.k.a. “Florida Bill”) which allows a college athlete to earn compensation for the use of NIL. Others follow.
- **June 30, 2021:** the Division 1 Board of Directors approved an interim name, image and likeness (NIL) policy.
- **July 2021:** Universities and Conferences in states without laws adopt rules
- **December 2021:** Nike officially announced UCLA soccer's Reilyn Turner as the first college athlete to sign a NIL deal with the company.

Businessweek | Feature

Bloomin' Onions, Dodge Durangos, and Six-Figure Paydays: College Athletes Finally Make Some Cash

In less than a year, marketing deals for NCAA players have become a more than \$500 million business.

By [Ira Boudway](#) and [Kim Bhasin](#)

March 18, 2022, 4:00 AM CDT



NIL – Name, Image, Likeness + Influence

Marketers have added influence to the three elements to create the expanded term NILI, which recognizes student athletes as influencers within their communities, both offline and online.

The size and composition of their audience is an important consideration in determining if the student athlete is a good fit for a brand sponsorship and is an important consideration in determining an appropriate compensation level.



Source: [Marketing-Dictionary.org](https://www.marketing-dictionary.org)

NIL Video Series with Panels of Experts



College Athlete Sponsorship: Engaging Student Athletes in 2021

MASB MASB Marketing Accountability Standards Board

Are sports marketers ready for new NCAA rules allowing student athletes to benefit from their name, image and likeness starting ...



College Athlete Sponsorship: Leveraging Name, Image and Likeness

MASB MASB Marketing Accountability Standards Board

How can sports marketers take advantage of new NCAA rules on marketing college athlete name, image and likeness? Former ...



College Athlete Sponsorship: The Female Student Athlete Advantage

MASB MASB Marketing Accountability Standards Board

Will new NCAA rules allowing student athletes to monetize their NAME IMAGE and LIKENESS create a marketing advantage for ...

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8. [Social Media Metrics for Sponsorship](#)
9. [Name, Image, Likeness AND Influence](#)
10. [Student Athletes Add Influence to Name, Image and Likeness Brand Opportunities - *NEW!*](#)



Are We Making a Difference?



Yannick Brummer

SAP Global Sponsorships Team | Marketing and Sports
Enthusiast | Impulse Network

TODAY



Yannick Brummer · 7:47 am

Dear Mr. Pace,

I am currently writing my thesis on the topic of sponsoring measurement. During my research I came across your very helpful article "Sponsorship Accountability Part 5 : Measurement" on [sponsor.com](#). Thank you for your great help with that.

I would be very happy to connect with you.



Felicia A. Santana · 2nd

Principal, Cardinal Consulting, LLC

7m ...

Really interesting and timely article. I've been retained by a client to get more corporate sponsorships for their annual conventions, and I've been attracting clients asking for this service as well. As I speak to these big corporations, they are often interested in whether or not there is ROI in the opportunity. The term ROO is new to me, and I can't wait to learn more and apply the information in my conversations as I prospect for sponsorships. Thanks for sharing.

MASB Sponsorship Accountability Benchmarking *New!*

Best Practices Benchmarking Process

This is an efficient, limited-scope consulting project conducted by MASB experts over three or more meetings:

- 1. Kick-off:** One hour, can be conducted remotely. We brief you on the approach and tighten the project scope—identifying relevant business units, customer types, timing, and your Marketing, Finance and Analytics participants for this project. We also provide questions for your team to consider.
- 2. Q&A:** 1½ to 3 hours session(s), in person and on premises or remotely. We guide benchmark participants through previously provided questions. Answers can be given verbally, with hand-outs, on white boards, etc.
- 3. Read-out:** One hour, conducted remotely or in person. We provide:
 - Overview of sponsorship process in context of the road map.
 - Comparison of your company against anonymous others.
 - Perspective on the value of sponsorship opportunities.
 - Guidance from MASB experts.
 - A point of view on the highest-potential improvement areas.
 - A written report to share with your colleagues.

Process Topics

Size and Value of Opportunities
Sphere of Influence
Prospect Priorities
Common Purpose
Property/Brand Fit
Common Financial Metrics
Funding Approach
Planning Process
Business Case

Outcome Topics

Activation of Initiatives
Measurement Development
Research-on-Research/Analytics
Property/Opportunity Valuation
Forecasting Models
Stewardship
Financial Value of Brand

Other SAM Team Priorities

- **Compendium of Sponsorship Accountability**
 - Target of 2022 Release
 - Summary of all learnings to date
 - With supporting research
 - Up-to-date statistics on the Sponsorship space
 - Will be in ebook/book format
- **Continued to stay abreast of emerging sponsorship issues**
 - Measurement providers
 - 50th Anniversary of Title IX
- **Update Survey on Sponsorship Accountability with ANA**
- **Please reach out to SAM team if you have subjects of interest**

SAM Team Members

Team Leaders



Karen Ebben
Global Marketing Impact



Jim Meier
MillerCoors (ret)

Team Heroes



Jeff Bezzo
SC Johnson



Purush Papatla
UW Milwaukee



Satya Menon
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Ray Katz
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Bill Duggan
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Steve Jagger
MSW•ARS



Robert Pitts
Col of Charleston



Henrik Christensen
At Large



Marc Fisher
Sponsorium



Brian Hamilton
DoubleCheck Advert.



Michael Wokosin
University of Iowa
Tippie College

Staff



Frank Findley
MASB ED



Tony Pace
MAF/MASB



Erich Decker-Hoppen
Communication

Thank-you!



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of the Marketing Accountability Foundation