

Ambush Marketing Strategies' Misleading Influence on Consumers

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Bachelor of Science in Business and Economics
Business Administration

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Acknowledgement

This thesis is our final project at the International Business Administration Program at Luleå University of Technology. During 10 weeks of conducting this study, we have developed a growing understanding within the area of event marketing as well as within ambush marketing. Along the way we have encountered challenges, but we have also learned a lot. We have learned not only about ambush marketing, but also about each other and how to work together.

We want to express our gratitude to our supervisor Nidal Dwaikat for all the help and support along the way. We would also like to thank the participants in our focus groups, who helped us conduct this study. We would also like to thank our family and friends for their encouragement and support. Finally, Malin Avén would like to thank Carl Hedén, while Carl Hedén wants to thank Malin Avén, for this developing, challenging and fun part of their time in Luleå.

Abstract

Event marketing and sponsorship is considered to be a top opportunity of marketing for a company. With help from these phenomenas, companies can reach out to a great number of people and achieve their stated objectives. Another and a rather new phenomenon in marketing is ambush marketing. Ambush marketing occurs when a company aims to look like it is an official sponsor by making advertisements and promotions that can be related to a specific event, but in fact they are not supplying any financial support to the event holder.

The purpose of this study is to provide a deeper understanding on the role of ambush marketing in mega sporting events. The conducted study has a qualitative approach and the empirical data is collected through focus groups. To analyze the data, we have used a within-case analysis.

This study has shown that the stated ambush marketing strategies are efficient for companies to mislead consumers. Moreover, the study also indicated that two strategies called support of event participants and advertising in the geographical surroundings of the event are distinguishingly more misleading than the other two discussed in this thesis.

Keywords: event marketing, sponsorship, ambush marketing, advertising, marketing, sporting events.

Sammanfattning

Att marknadsföra sig genom event och att agera officiell sponsor, anses vara en toppmöjlighet för företag. Det får företag att nå ut till en stor skara potentiella kunder och på så vis uppnå sina mål. Ett annat och relativt nytt begrepp inom marknadsföring är så kallad ambush marketing. Det förekommer när ett företag medvetet eller omedvetet framstår som en officiell sponsor inför- eller under ett evenemang. Genom reklam och kampanjer som förknippas med ett visst evenemang uppfattas de som officiella sponsorer trots att de inte bistår med något finansiellt stöd till evenemangets ägare.

Syftet med denna studie är att få en djupare förståelse inom ämnet ambush marketing vid större sportevenemang. Studien som har genomförts har en kvalitativ ansats och den empiriska datan har samlats in genom fokusgrupper. För att analysera den insamlade datan, har vi använt oss av en så kallad “within-case”-analys.

Studien visar att strategier inom ambush marketing på ett effektivt sätt får företag att vilseleda mottagarna, ur aspekten vem som spelar rollen som officiell sponsor. Dessutom visade studien att två av de fyra strategier som diskuteras i studien är betydligt mer vilseledande och inger ett starkare intryck hos mottagarna.

Nyckelord: Evenemang, marknadsföring, sponsorskap, ambush marketing, reklam, publicitet, sport evenemang

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1. Introduction

The first chapter of this thesis will introduce a short background of Event Marketing, Sponsorship and Ambush Marketing. The Background section is followed by a problem discussion that will follow up to the overall purpose, research question and overview of thesis.

1.1 Background

Event marketing has been defined as “*The practice of promoting the interests of an organization and its brands by associating the organization with a specific activity*” (Zarantonello & Schmitt 2013, p. 256). Either the company can host an event by the company itself or provides a third party company with financial assistance for helping hosting an event. Events can be in various types, for instance product sampling, conferences, publicity events, product launches or sport events. By exposing a company's brand at an event, it attracts many potential consumers and visitors of the event. (Ibid)

This method of marketing, advertising and sponsorship through global sport events, as for instance The Olympic Games, is considered to be a top opportunity of marketing in the world (Macintosh et al., 2012). In general terms, event marketing helps companies to reach different objectives, for instance public awareness, brand positioning, increasing sales and reaching target markets. Every year the industry of event marketing is growing. In 2012, 37 billion dollars were spent in the US event marketing industry. It had then increased with 7,8% from the previous year. This shows marketers are growing awareness about how efficient event marketing is in reaching objectives such as the factors mentioned above. (Zarantonello & Schmitt, 2013) As events are such an opportunity for companies to market themselves on, it brings sponsorship as a necessary part of it. Most event holders need sponsors to make it possible. (Ibid)

Sponsorship has grown significantly over the past 20 years (Fahy & Jobber, 2012). When hosting a mega event, such as The Olympic Games, Super Bowl or World Cup, sponsorship has become an obvious choice for companies trying to reach out both nationally and globally. Through mega events, the sponsors of the events get the opportunity to reach out to billions of people with the advantage of appearing on the event's website, social media and on TV commercials for the event. Additionally, they are presented as official sponsors in conjunction to all advertisements by the

event owner, an invaluable opportunity to create brand awareness. (MacIntosh et al., 2012) Over the past three decades' official sponsorship has grown and become an important part of different kinds of events (Chadwick & Burton, 2011). Together with this the phenomenon *ambush marketing* has emerged and also evolved a lot since the 1980s when it first appeared. (Kent & Campbell, 2007)

Ambush marketing could be defined as “*the formation of an association with an event without securing official sponsorship rights*” (Kelly et al., 2012, p. 16). It occurs when a company aims to look like it is an official sponsor of an event by making advertisements and promotions that can be related to a specific event, but in fact they are not supplying any financial support to the event holder. (Kent & Campbell, 2007) The company communicates a false impression that it is an official sponsor and their brand is associated as a sponsor of a certain event, though it has not paid the event-owner to be an official sponsor. (Crompton, 2004) As long as no logo or event symbol is used, this way of marketing is legal. (Fahy & Jobber, 2012)

1.2 Problem discussion

Mega events, lasts for a fixed period of time and these particular global events attract a great number of people all over the world (Müller, 2015). Mega events are a great opportunity for companies to awaken brand awareness within the target markets' consumers. In this study focus will be on mega sporting events. Since mega sport events involve huge financial investments, sponsorship is necessary to keep these investment costs down. (Ibid)

Official sponsors pay a certain amount to get the possibility to appear among the events' audience in commercials and advertisements connected to the events name. (The Olympic Museum Educational and Cultural Services, 2013) But before and during these types of larger events, companies that are not official sponsors might create advertisements with the goal of becoming associated with the event. (Kelly et al., 2012) This is known as ambush marketing. Non-official sponsors market their brand in connection to the event and in that way they become associated with it, this is a common dilemma, which of course is not appreciated by the sponsors who has invested in the event. (Chadwick & Burton, 2011)

Ambushing has got two main goals, the first is to make competitors who actually are official sponsors of an event, obtain less benefit than what the intention with the sponsorship was. The

second goal is to become recognized and associated with the event just as official sponsors are. (Crompton, 2004) Television has for a long time been a main channel for companies to promote themselves through (Chadwick & Burton, 2011), but it is important to emphasize that the Internet has grown into an important marketing channel, certainly for non-sponsors. (Ibid) Internet has become a natural part of media reporting and marketing, it makes anybody able to access the commercials or advertisements and in this manner ambush marketing is constantly growing. (Ibid)

According to Wolfsteiner, Grohs and Wagner (2015), four different ambush marketing strategies exist. They explain how ambush marketing occurs depending on occasion and event. These will be further discussed in Chapter Two.

An example of when Ambush Marketing occurred was during the Olympic Games 2008 in Beijing, the star athlete Li Ning, who is a well-known athlete in China, ambushed Adidas who was the official sponsor of the 2008 Games. During the opening ceremony, he was, as the ultimate torchbearer, wearing sportswear from his own brand. By doing this, he made the audience think that Li Ning's brand had an official sponsorship status; this happening is regarded as ambushing. (Ibid)

Another example of this type of ambushing is during the 1984 Olympic Games in Los Angeles when Fuji was an official sponsor. Kodak, a competitor to Fuji, chose to sponsor ABC News, who had the exclusive rights to broadcast the event. As Kodak was exposed and connected to ABC News during each broadcast, the audience started to associate Kodak as the official sponsor and Fuji came in the shadows. Kodak who did not pay any financial support still managed to market themselves during the Olympic Games. (Carrillat, Colbert & Feigné, 2012)

Earlier results have shown that ambush marketing has a negative impact on the official sponsorship companies but brings positive impact on the companies using ambush marketing strategies. With positive impact on the ambushing companies in this area, it implies that a company is misleading the consumer. The purpose of a successful ambushing commercial is to mislead the audience, to make consumers associate the company with a certain event. (Carrillat et al., 2012)

1.3 Overall Purpose and Research Questions

Based on the problem discussion above, the purpose of this study is to provide a deeper understanding on the role of ambush marketing strategies at mega sporting events. The purpose of this thesis will be reached with help from the research question stated below.

From what is stated in the problem discussion in the previous section, some aspects are considered more relevant and worth developing. Ambush marketing is a growing marketing strategy and noteworthy is how ambushing campaigns affect the receivers (Kelly et al., 2012). This led to the research question stated below.

RQ1: *How does different ambush marketing strategies mislead consumers?*

RQ2: *Which ambush marketing strategy has the highest influence on misleading consumers?*

1.4 Thesis Overview

This thesis consists of six different chapters: Introduction, Literature Review, Methodology, Empirical Data, Data Analysis and Findings & Conclusions. These six are shown in figure 1 below.



Figure 1 - Thesis Outline

As shown in figure 1, this thesis starts with *Chapter One*. In this chapter the reader is introduced to the topics, which represents the main areas in this study and thesis. The background in Sponsorship and Ambush Marketing in the context of Event marketing is brought up and is later on being discussed more in depth in the Problem Discussion. Chapter One will end in a research purpose where the authors want to provide a better understanding in how ambushing is used in global mega sporting events and how it occurs. *Chapter Two*, the Literature Review, consists of theories that are connected to the research area. *Chapter Three* brings up the Methodology of this study. In *Chapter Four*, the empirical data will be presented and will in *Chapter Five* be analyzed. The last chapter, *Chapter Six*, presents the Findings and Conclusions, where the answer of research purpose and questions will be answered.

2. Literature Review

In Chapter One the background of event marketing, sponsorship and ambush marketing were stated, followed by research purpose. In Chapter Two the main topics brought up in the Problem Discussion are further discussed and are narrowed down into what is stated in our research question.

2.1 What is Event marketing?

Event marketing provides the opportunity for a company to make their brand or logo visible for an audience for a fixed period of time. It can be in a location only or in media/online. (Preston, 2012) Kotler and Armstrong (2010) describe that an activity can either be arranged by the company itself or a third party company being endorsed with sponsorship programs. According to a study conducted by Zarantonello and Smith (2013), event marketing is a comparatively new phenomenon, which emerged in the 1980s.

A study conducted by Tafesse (2016) discuss the characteristics of event marketing, which are the following:

- High audience involvement
- Novelty
- Experiential richness
- Transiency

The *first* characteristic of event marketing is high audience involvement. Event marketing is about referring the brand with the event. It requires involvement from the consumers and from the audience to create the awareness of the brand sought. If the company can become visible in many different marketing channels while associated with the certain event, it is considered the high audience involvement comes automatically. (Tafesse, 2016)

The *second* characteristic of event marketing is novelty. According to Tafesse (2016), novelty can be defined as “*the essence of event marketing as bringing the audience into a lively engagement with a unique set of concepts, ideas, and activities constitutes the heart of event marketing*” (p.36). For instance, a product launch event is a novel due to their content of the event, i.e., the fact that a company launching a new product or service for the consumers. (Tafesse, 2016)

The *third* characteristic of event marketing is experiential richness. Today, experience is significantly integral to event marketing, that event marketing often is associated with experiential marketing. Promotional events such as product launches, pop-up stores and street shows, are designed to make brands approachable. This approach tends to encourage the consumer experience of the brand. (Tafesse, 2016)

The *fourth* and last characteristic of event marketing is transiency. According to Tafesse (2014), transiency can be described as “*event-based promotions are spatially and temporally transient as they take place in an interim location and last for a few days*” (p.37). A short event or an event shifting to another location warrant the consumers to get involved and experience the event while it is close to where the consumer is. (Tafesse, 2016)

2.2 What is Ambush Marketing?

According to Dickson, Naylor and Phelps (2015), Ambush marketing as a strategy can take many different forms, the main three are presented in Figure 2 and further explained below.

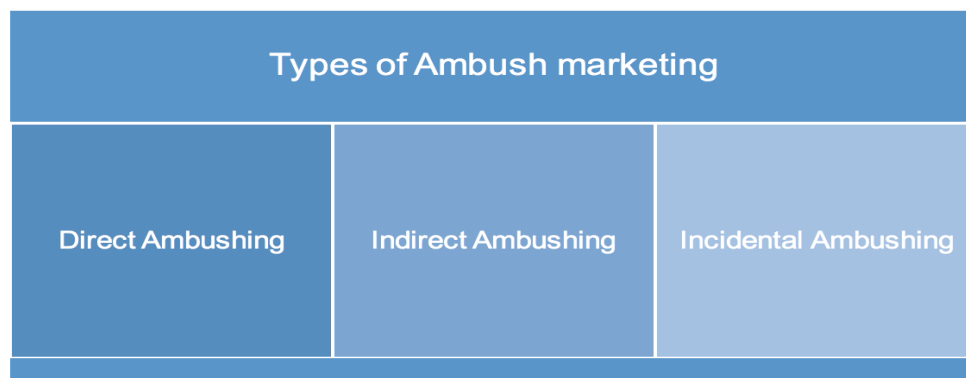


Figure 2 : Types of Ambush Marketing
Source: Adapted from: Types of Ambush Marketing

One type of ambushing is *Direct Ambushing*. This way of ambushing implies the idea of that a company intentionally makes its brand become associated with an event, but without paying any sponsorship fee. (Dickson et al., 2015) The ambushing company is intentionally trying to confuse consumers as to who the official sponsor is, by interfering a rival's official sponsorship. The aim by intentionally and unauthorized use the official sponsors' protected property, is to gain market share. (Dickson et al., 2015)

Indirect Ambushing is when a company is associated with an event, but motives not much concerning their rivals plans. (Dickson et al., 2015) Indirect ambushing can be associative, distractive or built on values. Associative, is when the ambushing company creates an illusion that they are an official sponsor. Distractive, includes promotional campaigns close to the event, but nothing specific in the promotional presence refers to the event. Built on values means when a company uses the event's central theme without conflict the property of the event. (Dickson et al., 2015)

Another form of ambush marketing is *Incidental Ambushing*, which equals unintentional ambushing. It can appear during a sporting event when a clothing company sponsors athletes with clothes, where their logo is visible. (Dickson et al., 2015)

A clear example of when ambush marketing has appeared was during the Summer Olympic Games in Spain, when American Express ambushed the official sponsor Visa. American Express had a campaign called “Visitors to Spain don’t need a visa”. American Express defended their campaign and Visa did not take any official action. (Chadwick & Burton, 2011)

2.2.1 Ambush Marketing Strategies

According to Wolfsteiner et al. (2015), there are different strategies for a non-official company to use when using ambush marketing as a marketing tool. These four different strategies of ambush marketing are not illegal and is a way for the company to offer a marketing campaign related to the event. The following four strategies are presented below:

- Program Sponsoring
- Support of Event Participants
- Event used as Central Theme for Advertising
- Advertising in the Geographical Surrounding of an Event

According to Wolfsteiner (2015) program sponsoring “*creates an association with the event through the media covering the broadcast of the event*” (p.141). The ambushing company works in the media part of an event and pays the right to advertise for the broadcast company, not to the event holder. (Wolfsteiner et al., 2015)

This type of strategy was for instance used at the 2014 FIFA World Cup, when the German brewery company Bitburger was the program sponsor on German television. By doing this Bitburger hoped to attract attention from the official sponsor of the event, Budweiser. This was a good strategy since Bitburger had done a similar ambush marketing strategy at FIFA World Cup 2006 and 2010. As earlier mentioned in the background section, another example of this ambush marketing strategy was when Kodak at the 1984 Summer Olympic Games chose to sponsor the broadcast company ABC. Kodak successfully ambushed the official sponsor of the event, Fuji. (Wolfsteiner et al. 2015)

The second strategy is Support of Event Participants. The ambush marketing company is shown at the event by supporting event participants such as teams, sport athletes and federations. This strategy is effective due to the fact that it is embedded within the event. At the 1996 Summer Olympics, the global company Puma ambushed the official sponsor Reebok by supply the sport athlete Linford Christie with contact lenses with the Puma logo that he was wearing at the press conference. At the same games, Nike did their ambush strategy by sponsor the sport athlete Michael Johnson, and when he won the 200 and 400 meters races, he showed his gold Nike running shoes. At the 2012 European soccer Championship, Nike ambushed the official sponsor Adidas by creating the campaign “My Time Is Now” and broadcasted it at several television channels. (Wolfsteiner et al. 2015)

The third ambush marketing strategy is when a company uses the Event as a Central Theme for Advertising. The ambush marketer creates a campaign/commercial that have a connection with the event. The theme, symbols, or the images used in the campaign/commercial do not refer directly to the event but still creates an association with the event. During the 2012 Olympic Games in London, the global company Nike ambushed the official sponsor Adidas with the campaign “Find Your Greatness”. The campaign focused on the greatness of athletics in other cities around the world to show that sport during this time of the year is not restricted to the Olympic Games in London only. (Wolfsteiner et al. 2015)

Advertising in the Geographical Surrounding of an Event is the fourth and last strategy. Companies using this strategy attempts to create association to the event by advertising close to- or in the surroundings of the certain event. Event holders around the world set policies and rules to avoid this sort of ambushing activities. For instance, during the 2006 FIFA World Cup in Germany, Bavaria had a give-away of orange lederhosen. Soccer fans who entered the stadium to watch the

game was forced to take these off and sit in their underwear. This procedure was done to protect the official sponsor Budweiser's sponsorship rights of the event. (Wolfsteiner et al. 2015)

2.3 Conceptual framework

This thesis partly relies on a study conducted by Tafesse (2016). The study describes the different types of event marketing and the underlying characteristic of event marketing. With the study regarding event marketing and the underlying characteristic, we can reach deeper knowledge about event marketing, which will help narrow down and conduct the study regarding ambush marketing. Additionally, our research will not focus on event marketing, but on ambush marketing. As ambush marketing is a part of event marketing, the study conducted by Tafesse (2016) helps us to connect to our overall purpose.

The second theory used is conducted by Dickson et al. (2015), where consumer attitudes towards ambush marketing are being explored. In their study three types of ambush marketing are brought up. They introduce *direct*, *indirect* and *incidental* ambush marketing. *Direct* is when a company intentionally makes its brand associated with an event. *Indirect* is when the company creates a false impression that they are the official sponsor of an event. The last one, *Incidental*, explains unintentional ambushing.

The findings and conclusions of Dickson et al. (2015) give us the possibility to complete our study and to connect with our research question. Furthermore, it helps us connect with our overall purpose, to provide deeper knowledge on the role of ambush marketing in global mega sporting events. Dickson et al. (2015) findings are:

- “Age, gender, and location of residence were not related to consumer attitudes towards non-industry-specific acts of ambush marketing.” (p.287)
- “Consumer attitudes towards ambush marketing are consistent across ambushers from different industries.” (p.287)

These findings are connected to our overall purpose and if ambush marketing affects the consumers.

Additionally, we will rely on a study conducted by Wolfsteiner et al. (2015). The authors of the study bring up different types of ambush marketing strategies. Wolfsteiner et al. (2015) bring up four different strategies: program sponsoring, support of event participant, event as a central theme

and to advertise in the geographical surroundings of the event. Wolfsteiner et al. (2015) list three key findings:

- *“The differences among the four strategies appear to be of little importance for actual ambush marketer misidentification”*
- *“Sponsor memory reconstruction heuristics that consumers apply are also relevant for ambush marketing effectiveness”*
- *“Event involvement has no effect on ambush marketer misidentification”*

Hence, the study conducted by Wolfsteiner et al. (2015) and their findings are connected to our overall purpose and furthermore help us to answer our research questions. An overview over the conceptual framework is presented below in Table 1.

Table 1: Conceptual framework

Conceptual framework	Theory	Context
RQ1: How does different ambush marketing strategies mislead consumers?	A. Tafesse (2016) B. Dickson et al. (2015) C. Wolfsteiner et al. (2015)	A. Describes the four different characteristics of event marketing. B. Consumer attitudes towards ambush marketing. C. The effectiveness of different ambush marketing strategies.
RQ2: Which ambush marketing strategy has the highest influence on misleading consumers?	A. Wolfsteiner et al. (2015)	A. The effectiveness of different ambush marketing strategies.

3. Methodology

In this chapter, the research method of this study is described. The purpose of the research together with the research approach and research strategy is discussed. As well data collection, case collection, data analysis, validity and reliability are described and discussed.

3.1 Research Purpose

Generally, the purpose of a research can be of either a *descriptive*, *exploratory* or *explanatory* nature (Yin, 2014). A study does not have to be only one of the three, but combinations and variants occur depending on the main purpose of the study as well as prerequisites in the area. (Ibid)

A *descriptive* study aims to give a careful description of a problem, situation or event. (Yin, 2014) As discussed by Buckingham and Saunders (2004) descriptive research could be defined as: “*The aim here is to measure a phenomenon - to find out how widespread it is, or how it varies across a given population.*” (p.44) According to Buckingham and Saunders (2004) a descriptive study is often conducted in connection to one of the other types. Either as a continuation of an exploratory study, or either as a pre-study to an explanatory study.

An *exploratory* study aims to explore and clarify relationships between relevant variables, likewise seeks to determine whether the existing theory in the area can describe what is observed (Yin, 2014). It explores a phenomenon to induce a better understanding in the area and the purpose is to gather a lot of information followed by identification and specification of the area. (Buckingham & Saunders, 2004)

An *explanatory* study intends to identify patterns or relationships that shapes the phenomena. The definition of an explanatory research would, according to Buckingham and Saunders (2004), be: “*This is where we want to go further than just documenting a phenomenon - we want to explain why it takes the form it does.*” (p.44)

The purpose of this study is to gain a deeper understanding in the phenomena ambush marketing. The purpose is also to investigate how misleading this marketing strategy is and how it affects the audience. This leads us to the conclusion that this study will be an exploratory study, based on the descriptions and definitions above. An exploratory study often explores associations in the area

through interviews or by keeping focus groups. As we believe this study's data collection will be most successful by organizing focus groups, which would be another motive for calling this study an exploratory one.

Ambush marketing is still a fairly unknown area among consumers, therefore the authors of this study are trying to get more knowledge in the subject rather than testing something, which is what an explanatory study would aim to do. (Yin, 2014) There is not a lot previous literature about this topic, which certainly implies a limitation in the progress. Thus, this study is not trying to explain a phenomenon but to understand how it occurs and why, hence, this is an exploratory study.

3.2 Research Approach and Strategy

The purpose of this study is to gain a deeper understanding in ambush marketing and to investigate the use of it among companies connected to global mega sporting events. As Buckingham and Saunders (2004) describe, the research questions should guide the methodology approach as well as the research approach. Generally, there are two types of research approaches: quantitative and qualitative. The quantitative approach is based on statistical numerical data, mathematical methods, and other types of quantitative based methods. However, qualitative research approach aims to gain a deeper understanding in the area rather than find numerical patterns. (Bryman, 1997) This research follows the qualitative research approach due to the nature of the research questions, which are explorative.

3.3 Research Methods

There are many different methods to use to conduct scholarly researches. It could be interviews, surveys, experiments or focus groups. This study has been completed through focus groups. Since ambush marketing is a rather young phenomenon and not that much previous research is to find, the authors thought a survey would not end in a reliable result due to lack of knowledge in the area. Therefore, keeping focus groups, where the background and the basics in the area are discussed as well as different strategies of ambush marketing are being analyzed, were perceived to be the best option for this study.

The participants of the group were intentionally selected to form a specialized group (Wibeck, 2010). Students at Luleå University of Technology who has got marketing as their major, were provided the opportunity to participate in focus groups held by the authors. Marketing students were demanded due to the fact that they possess deeper knowledge in the area of marketing. They were offered two different occasions to choose between and we assumed the experiment would take approximately one hour. The participants were not informed about what specific area the focused group interviews would be about, since we wanted to investigate if they could recognize which commercials are from official sponsors and which are not. We also assumed ambush marketing would not be a recognized area to them and therefore it was a good starting point.

By conducting these focus groups, we hoped to gain a general overview of consumer's impressions and thoughts about ambush marketing commercials and advertisements.

3.4 Data Collection

As this study is of qualitative approach, focus groups have been used as data collection strategy. A focus group is equal to focused interviews, except that a focus group is discussing the specific questions stated together with others. (Wibeck, 2010) In our case we have worked with not structured focus groups, which implies that it is not only specific questions to answer during the interview session. (Wibeck, 2010) The Data Collection Process is shown in Figure 3 below.



Figure 3: Data Collection Process
Source: Adapted from Wibeck (2011)

As presented in Figure 3 above, we have divided our work for the focus groups into four stages. *Planning* before the interviews deciding what the session will look like and how it will be formed, *Recruitment* of focus group members choosing students who has marketing as their major. The third stage is *Discussions*, which equals the actual meeting with the focus group and the final stage is *Analysis*, where we analyze what we got out from the focus group meeting and its discussions. (Wibeck, 2010)

3.4.1 Data Collection Procedure

The intentionally selected participants for the focus groups were divided into two groups during two different days. The focus group sessions were held in classrooms with the participants and the research team. One of the members from the research team acted as the moderator, the other person observed, recorded and took notes from the discussion.

In the first focus group six participants were collected consisting of students studying international business and industrial engineering with marketing as their major. For the second one another six students whom as well have their major within marketing, both economists and engineers, were collected. The reason for choosing students with marketing as their major was that they are assumed to have previous knowledge and interest in the field of marketing.

Proceeding with the focus groups, the participants who did not know each other got some overall questions in the area of marketing, partly to make them feel comfortable as a group and partly because we wanted to find out their prerequisites in the area of *marketing, sponsorship and event marketing*. After the introducing questions the focus group moved on with the four main themes representing the four different ambush marketing strategies Wolfsteiner et al. (2015) describes.

Theme one included two different commercials of the ambush marketing strategy called *Program Sponsoring*. The second theme was the strategy called *Support of Event Participants Sponsoring*, where the focus group was shown one promotional photo. Theme three consisted of two different commercials. The strategy referring to theme three is when a company *uses the event as a central theme for advertising*. The last and fourth theme was *Advertising in the Geographical Surroundings of the Event*. The participants were shown two different promotional photos.

The focus groups were voluntary and anonymous to guarantee the participants that they would not be held responsible for their opinions and to get truthfully answers. To get the attendant's truthfully answers the moderator had to ask open questions and not lead the participant in any direction.

3.5 Case Selection

The reason for conducting this study, with a focus on mega global sporting events, is that mega global sporting events reach out to a large audience all around the world. For instance, the London 2012 Olympic Games, had an audience via media platforms consisting of 4.8 billion people spread around the world. (The Olympic Museum Educational and Cultural Services, 2013) Since this thesis were to be written with an international approach, global sporting events instead of local Swedish sporting events were taken into consideration. In addition, these types of events are renowned to be attractive to the large firms as a marketing spot. It is with great certainty that these companies will reach out to a large amount of receivers and when conducting a study about event marketing it is an advantage to rely on events that are known worldwide. (<http://www.olympic.org/sponsors>)

3.6 Data Analysis

As the data collected needs to be analyzed in a proper manner, we have been relying on strategies and procedures mentioned in Wibeck (2010), how to analyze material from focus groups properly.

There are four types of processing the data collected during a focus group, *transcription based*, *playback based*, *notes based* as well as *memory based*. (Wibeck, 2010) We decided to take sound records of the focus group sessions while one of the authors were the moderator and one of us were an assistant taking notes during the session. Hence, while processing and analyzing the data we have used all the four of the types mentioned above. As we started the transcription not long after the focus group took place, it thus was partly memory based.

Conducting content analysis from focus groups can be divided into three stages; to *encode* the material, to *deconstruct* it into units and to search for trends, patterns and overall themes in the participant's opinions. (Wibeck, 2010) We have applied this theory in our work with the content analysis, which is further described- and presented in a Table 2 in Chapter Five, Data Analysis.

3.7 Validity & Reliability

Throughout the implementation of the methodology part in conducting a study, there is a risk of bias and difficulties. To exclude this risk of problems there are certain factors to consider during the method implementation. These factors are mentioned below.

According to Yin (2014) there are multiple recommendations for having high *construct validity*. Yin (2014) recommends to have key informants to review the study, for our study that will be done by our supervisor. Another recommendation is to use multiple sources of evidence to increase the factor credibility. The last recommendation for constructing validity is to establish a chain of evidence, which is done in our conceptual framework. Additionally, to strengthen our validity, we will send out the transcribed answers from the focus groups to the participants. By doing this and letting them confirm what was said during the focus group sessions will strengthen our validity. (Yin, 2014)

When conducting an explanatory research, *internal validity* needs to be considered. (Yin, 2014). As we have an exploratory approach to our study, the internal validity has no longer any relevance. *External validity* concerns the extent to which the results can be generalized to other social environments and situations. Since we are conducting only two focus groups, we cannot generalize the same way as using surveys and apply statistical generalization. (Yin, 2014)

According to Buckingham and Saunders (2004) *reliability* is defined as “*The likelihood that a research instrument will produce similar results each time it is used*”. (p.294) For this study, to retain a high reliability, the authors have provided a focus group protocol with questions that has been reviewed and confirmed by academics in the area of marketing at Luleå University of Technology. The focus group protocol can be found in Appendix 1.

4. Empirical Data

In this chapter, the collected data that aims to answer the research questions stated in Chapter One will be presented. The data was collected through two focus groups with students studying marketing as their major. The participants were shown different commercials and advertisements and were asked to discuss specific questions stated.

4.1 Focus Group One

The first question presented at the focus group session was what the attendants thought of when they hear the word *Marketing*. Most of the participants connected marketing with advertising and publicity, for instance: television, Internet and billboard advertising. All of the six individuals also claimed that they get affected by advertising.

The next question was how their approach to *Sponsorship* was. The respondents stated that they all connect sponsorship with sports. Three of the respondents also connected sport athletes and other celebrities with sponsorship and thought it was a good way for companies to advertise. By sponsoring global sporting events, companies reach out to a great number of people.

The third question asked was what knowledge the respondents had in *Event Marketing*, thus it was certainly limited. Most of them thought about minor events and small fairs, while one person thought it could be any kind of event, both small and global ones.

Now we started to show them the different commercials and photos connected to ambush marketing, consisting of four different themes.

We started with *theme one*, program sponsoring, and the participants were shown two different commercials created by the global brands Bitburger and Budweiser. They were asked what their thoughts about the commercials were and if they found it connected to any significant event or product. For the first commercial the four main opinions were football, beer, happiness and fellowship/community. They all said that the commercial purpose is to associate beer with something joyful. One of the participants thought this commercial was created for the FIFA World Cup or the UEFA Euro Championship, as another thought it was for the German National Team.

In the beginning the focus group found it hard to see which product the commercial was advertising for, but it became clear as the brand's logo was shown. The participants thought that Bitburger's commercial was made by a non-official sponsor, who took advantage of an upcoming event and chose to promote themselves in connection to it.

For the second commercial, the respondents thought this was a more appealing commercial. They got the impression that in this commercial the company wanted to create the feeling of *gathering the whole world*. It was a clear promotion for beer and a clear connection to the FIFA World Cup, due to the fact that the official event logo was shown in the end of the commercial.

Next up was *theme two*, support of event participants, and a promotional photo with the running athlete Michael Johnson, as his golden shoes from Nike were shown and discussed. The participants were asked what they thought of the promotional photo, if they connect the picture to a specific event and what they thought was the purpose of the picture. The participant's first thoughts when watching the picture were connected to Nike and to win gold. According to the group, it was clear that the purpose of the picture was to awaken an interest in buying Nike clothing. To become a champion like the person in the picture you need to buy the golden shoes, one of the six participants argued. The photo is taken at the Olympic Games and as the celebrity in the picture has Nike as personal sponsor, he has gotten order from Nike to have the golden shoes around his neck when being photographed after his race. The focus group participants claim that it is unclear whether Nike is an official sponsor or not.

Moving on to *theme three*, event used as a central theme for advertising, where the participants were shown two different commercials; one made by Adidas as the official sponsor and one made by Nike as the non-official sponsor. About the first commercial the participants mentioned positive phrases such as *keeping on fighting*, *become better* and *once in a lifetime*. The commercial was clearly linked to 2012 London Olympic Games, several of the participants noticed the Olympic Games logo in the end of the commercial.

After watching the second commercial made by Nike, the participants thought that this was made for 2012 London Olympic Games due to the fact that the word *London* appeared several times during the commercial. Their overall thoughts about this commercial and the consensus of the commercial was to find your greatness. The six participants of the focus group found both commercials much alike and thought it was not obvious who the official sponsor was for the two.

But in the end they argued that the first commercial made by Adidas was the official sponsor and the second one by Nike was the non-official sponsor.

As the participants had taken part of three of the four strategies, they were asked a few general questions about ambush marketing. Yet, none of the six individuals had heard of the concept before, which confirms the lack of knowledge in the area.

For *theme four*, advertising in the geographical surroundings of the event, the group was shown promotional photos from an ambushing action that Bavaria took when Budweiser had the official sponsorship rights. These photos represented an example of the fourth and last ambushing strategy, which implies advertising in the geographical surrounding of an event. The group discussed the benefits that Bavaria got out of this and their overall thoughts about this strategy.

The last part of the focus group session was a question regarding if there were any of the strategies that they found more efficient than the others. The participants thought that the strategy where a company supports an event participant and the strategy where advertise in the geographical surrounding of an event, were the best ones in terms of becoming misled as a consumer.

4.2 Focus Group Two

The second focus group had the same structure as the first one, consisting of the same questions, but depending on what the group answered or were discussing, specific supplementary questions were added.

Initially the group participants were asked what they refer to when they hear the word *Marketing*, whereon the whole group agreed on that it is connected to *advertising*. Other associations made were to social media, posters, ads and TV-commercials. Four of the six individuals argued that one is affected by advertising a lot, every day, wherever you are. Sometimes even more than you actually realize.

As the next concept they were asked about was *Sponsorship*, the group associated it to sporting events and sport in general. The participants claimed that sports teams, sportswear and arenas are

strongly related to sponsorship. Brand placement in the movies were mentioned in agreement among the group members, as they brought up different well known Swedish commercials made for sponsorship purposes.

The last introductory question was what the group members thought of as they see the word *Event Marketing*. Music events, sporting events and red carpet events was immediately mentioned. The moderator asked if the participants believe that the relationship *sponsorship* and *events* has an influence on them. The group agreed and pointed out that depending on which companies that act as sponsors of the event, it can give an impression on the event's quality. If well established companies act as sponsors of an event, it will as well end up as a successful event. Red Bull and Carlsberg were associated as this kind of companies.

Now we started to show them the different commercials and photos connected to ambush marketing, consisting of four different themes.

Theme one, program sponsoring, where Bitburger as a non-official sponsor of the football World Cup that year, made a commercial that was quite similar to the one Budweiser as an official sponsor of the event made. The participants in the focus group got to take part of the two commercials and were then asked what they were thinking of and associating to while watching them. The Bitburger-commercial they associated to happiness, excitement and solidarity. They immediately connected it to sports and to the World Cup, even if there were no logo or event name in the commercial.

The commercial created by the official sponsor Budweiser made a bigger impact on the group participants. This commercial gives a more global impression of the event, some of the individuals argue that many parts of the world are involved here and it gives more of a “festival feeling”, compared to Bitburger's, which due to the participants felt more like a commercial to a national football game.

One of the six individuals claims that the second commercial has to do with the World Cup in Brazil and that it was made to market the event and to involve the whole world. When they were asked if the two were much alike, they agreed on that they were not. They found a different atmosphere and mood in the two, but they claim that both the first and the second commercial could have been advertising for particular events. Hence, they argue that both of the two commercials could have been created by a company that possesses sponsorship rights.

Moving on to *theme two*, support of the event participants, where the first picture to watch is the one with a running athlete in Nike sportswear, wearing golden Nike-shoes. The group members associate it to individual international track and field competitions. They notice the Nike-logo on the runners' sportswear and made a connection to the Olympic Games and to the World Championship. They claim that the purpose of this picture could be that if you run with Nike sportswear that equals gold medal. Therefore, it can only be of advantage for Nike if this picture gets distribution.

The second picture, with the athlete standing holding his golden shoes. The six individuals claim that there is a growing demand for those shoes when watching this picture. It sure would be a selling picture for Nike if it was put in a magazine, but they were questioning if it actually is legal to take such a picture as Nike is not the official sponsor or the event.

The *third theme*, event used as a central theme for advertising, consists of one commercial made by Adidas who acted as official sponsor for that years' Olympic Games, as well as one commercial made by Nike, non-official sponsor. The participants did quickly notice the Adidas-logo as well as the Olympic Games logo, and connected the commercial to having sport as a lifestyle. It was not only about the competitors but also about involving the audience and people around the event and in the society.

After watching the Nike commercial, the participants thought of the Olympic Games in London for this one as well. Since the name "London" is appearing in each sequence they connected it to an event as if Nike was a sponsor of it. Words they associated to this commercial was coherence, different prerequisites, generations and motivation. Two of the six individuals thought of Paralympics because of the associations mentioned above, while two did not think of the Olympic Games at all. The consensus of this commercial was, due to the focus group members, that anything is possible to anyone as long as you dare. The group found the two commercials mostly alike each other, only the first one they assumed was made by an official sponsor of the Olympic Games, whereas the second one was just Nike taking advantage of the fact that the Olympic Games took place at that time.

Before showing the group our *theme four*, we asked them some questions about ambush marketing. We asked if they had heard of the concept, which they had not. After the research team explained what it implies, some of the participants argued that Adidas was ambushing in their commercial,

while some of the individuals claimed that Nike did. This demonstrates the lack of knowledge in ambush marketing and that it obviously is efficient.

Theme four, advertising in the geographical surroundings of the event, showing them the picture of Bavaria's ambush marketing against Budweiser during a football game. The group got to analyze what they saw whereon the research team told them about this fourth strategy and what Bavaria's aim with this advertisement was. The group thought it was a good and efficient way of marketing and were surprised that it is an accepted way of marketing.

For the last part of this focus group session, we asked the group to discuss if any of the four different ambushing strategies was more efficient than the others, and what their overall impression on ambush marketing is after taking part of this focus group. The overall impression among the focus group participants was that the second and the fourth strategy certainly are two good and efficient strategies. One individual argues that strategy four might be a cheap way to market yourself as a company but maybe only efficient in a short run. When we asked them about their overall impression of the concept ambush marketing, the group argued that a company that is ambushing has to be creative when producing the commercial. This is to make sure it reaches out to a large group of recipients and makes an impact on them.

5. Data Analysis

In this chapter the data presented in Chapter Four will be analyzed and put into comparison with the theories presented in previous chapters. The analysis attempts to answer the research questions stated in Chapter One, as well as it aims to be put in context with the main theories that were presented in the conceptual framework. To describe the data, we will use a within case analysis.

5.1 How does different ambush marketing strategies mislead consumers?

Tafesse, (2016) describes the four different characteristics of event marketing, which consists of: high audience involvement, novelty, experiential richness and transiency. These concepts are important to mention, as ambush marketing is a part of event marketing. The four different ambush commercials or promotional photos shown in the focus group all consisted of one of each characteristics mentioned above. As the group initially explained that they did not have much of previous knowledge in the area of event marketing, our expectations were that the outcome of the focus groups would result in the participants being misled by the commercials. People with experience and knowledge within event marketing are more likely to recognize the phenomena of ambush marketing.

Dickson et al. (2015) explain in their study about consumer attitudes towards ambush marketing, that event owners, sponsors and governments all care about ambush marketing but questions if consumer do as well. As the result shows from the focus groups held, the participants noticed similarities between the different commercials and found it difficult to tell which of the commercials that was made in an ambushing purpose. We expected the outcome of the focus groups to match the theory of Dickson et al. (2015), where it is shown that consumers' attitude to ambush marketing is not related to age, gender and location of residence. The collected data support this theory due to the fact that the focus groups consisted of participants with a different age, gender and location of residence.

With these prerequisites for the focus group we hoped to get an outcome as reliable as possible. The empirical data from the focus groups enlightened that none of the participants had heard about ambush marketing before, which implies it is an unknown area for many. Furthermore, the participants acknowledged their uncertainty whether there was an ambush marketing commercial

or official sponsor commercial shown during the focus group session. This proves that ambush marketing is efficient and that there is lack of knowledge in ambush marketing.

Additionally, Wolfsteiner et al. (2015) implies that there are four different ambush marketing strategies for a company to use when applying ambush marketing as a marketing tool. They also intend that these four are the most effective strategies for ambush marketing, thus, we distributed the four strategies into four themes for our focus group. For *theme one* and *theme three* when TV commercials were shown, the group expressed that when the two commercials are set to each other, it becomes clear that they are very similar. With this a growing uncertainty among the participants is revealed and they found it misleading, in terms of which of the two companies that has got the sponsorship rights. Concerning *theme two* and *theme four* which consisted of two promotional photos each, the group participants found it even more difficult to determine whether it was distributed by an official or non-official sponsor. Hence, we can conclude that all the four themes and strategies implied confusion among the participants as well as they all had a misleading impact on them.

5.2 Which ambush marketing strategy has the highest influence on misleading consumers?

In the study conducted by Wolfsteiner et al. (2015), the authors discuss the effectiveness of the four different ambush marketing strategies. The group participants had different opinions about the four methods and they argued that *theme one* and *three* are expensive alternatives but most likely they are less efficient compared to *theme two* and *four*. According to the focus groups, *theme two* and *theme four* might be a cheaper alternative but will only last for a limited period of time. The participants claim that these two strategies most likely will make the strongest impact on the audience.

In Table 2 below, a chart is presented consisting of what the main impressions were from the participants after watching the different commercials and ads. The questionnaire is attached in Appendix 1. After they had taken part of the four examples and as we had open discussions about the four strategies, we asked the group to determine which of the observed commercials that belongs to an official sponsor. The six individuals in each group all had difficulties with that. Hence, we declared the content of the concept ambush marketing, whereon they were asked to

express their opinions in this phenomenon. It resulted in slightly similar answers between the two groups.

Table 2: Focus Groups Analysis

Focus Group (FG)	Question (Q)	Marketing	Sponsorship	Event Marketing	Theme 1 - Commercial 1	Theme 1 - Commercial 2	Theme 2 - Picture	Theme 3 - Commercial 1	Theme 3 - Commercial 2	Theme 4 - Picture
FG1	Q1	Advertising and publicity	Connected with sports and celebrities	Limited knowledge - minor events and small fairs	Football, beer, happiness and community	Gather the world - happiness	Nike and to win gold	Once in a lifetime opportunity	Find your greatness	Good way of marketing
	Q2				FIFA World Cup or German National Team	FIFA World Cup	Olympic Games	2012 London Olympic Games	2012 London Olympic Games	FIFA World Cup or UEFA European Championship
	Q3				It was a commercial for Beer	It was a commercial for Beer	Awaken an interest in buying Nike-clothing	Commercial before Olympic Games	Commercial before Olympic Games	Advertising during a football event
	Q4				Non-official sponsor	Official sponsor - event logo in the end		Official sponsor due to the logo	Non-official sponsor	
FG2	Q1	Advertising, social media, ads	Sporting event, sportswear and arenas	Music events, sporting and red carpet	Happiness, excitement and solidarity	Global impression - "Festival feeling"	Growing demand for Nike shoes - win gold	Sport as a lifestyle	Anything is possible	Efficient way of marketing
	Q2			Successful events sponsored by Red Bull and Carlsberg	Sport and FIFA World Cup	FIFA World Cup in Brazil	Olympic Games / World Championship	Olympic Games	2012 London Olympic Games/ Paralympics	FIFA World Cup in Germany or Netherlands
	Q3				Commercial for beer	Commercial for Budweiser	Selling picture for Nike	Involve the audience & people around the event	Try to act as the official sponsor	Advertising during a football event
	Q4				Might be a sponsor for the German National Team	Sponsor for FIFA World Cup		Official sponsor for the Olympic Games	Non-official sponsor for the event	

In the first focus group our conclusion is that the example of advertising in the surroundings of an event, *theme four*, made a significant impact on the group. As well did Nike's commercial which represented *theme three*, where events are being used as central theme for advertising. The focus group participants noticed that Nike in their commercial was taking advantage of the fact that the Olympic Games was coming up, since they referred the commercial to the Games, even though no event logo was shown. This confirmed our expectations of the outcome of the focus group, the participants obviously got deluded by the ambushing examples they took part of and they claimed that the two themes mentioned above were the most misleading ones.

The second focus group, consisting of six other marketing oriented students, partly shared the opinions of the first group. They argued that *theme four* provides a quicker impact on the audience as well as it certainly gives a clear impression of official sponsorship. The group claims that it is an advantageous marketing idea, although it also can result in legal complications, as in the Bavaria example discussed in Chapter Two. This group also mentioned that to make *theme three* leave a deep impression on the receiver, the company requires to be creative when creating the commercial. This would imply that the audience unconsciously becomes misled regarding whether if it is made by an official or non-official sponsor.

6. Findings and Conclusions

This chapter summarizes the findings and conclusions of this thesis. In Chapter Six, we conduct conclusions of the two research questions that we stated in Chapter One. Limitations and research contribution are discussed and finally we have made suggestions for further research in this area.

6.1 Research Question One

How does different ambush marketing strategies mislead consumers?

Based upon this study, we have learned that ambush marketing is a rather new and unknown area of marketing, which implied limited accessibility to previous research in the area. We have analyzed four different ambush marketing strategies: *program sponsoring, support of event participants, event as a central theme for advertising and advertising in the geographical surroundings of the event.*

These strategies were put into four themes, which we discussed during our focus groups, whereon we came to the conclusion that ambush marketing works in an efficient way, to mislead consumers. When talking about efficiency in this area, it also means misleading. A successful ambushing commercial has an underlying purpose of misleading the audience, to make the company become associated with a certain event. We can certify that this has been confirmed after conducting this study.

Finally, if companies use ambush marketing as marketing strategy, it most probably will imply consumers being misled. A solution to this would be that the certain event owners set up clear rules regarding how other companies would be allowed to do their marketing in conjunction with the event.

6.2 Research Question Two

Which ambush marketing strategy has the highest influence on misleading consumers?

As earlier mentioned in Chapter Four and Chapter Five, the two strategies represented through *theme two* and *theme four* was due to the focus group participants the most efficient ways of marketing yourself as a company, in terms of misleading the recipient. This would also be the final conclusion as for the second research question stated in this thesis to answer.

It is rather difficult to choose only one of these two strategies as the very prominent one, as it is two fairly different types of strategies. The second theme concerns support of event participants, which to the focus group was perceived as sneaky but considerably effective for a company to practice. Even if you do not possess sponsorship rights you can still get your brand to appear during the event. The group claimed that although it involves some financial contribution to support event participants, it is a strategy where you reach out to a large group of recipients, for instance through broadcast. Hence, there is a possibility for many to become misled.

For *theme four*, which represents advertising in the geographical surrounding of an event, a company can exist in the surroundings of an event and arrange a happening that attracts attention from the visitors. As the participants in the focus groups claimed, the visitors will unknowingly become affected by the ambush action from the company, thus, also become misled about which company that possesses the sponsorship rights of the event. Hence, we can conclude that this ambushing strategy is certainly misleading as well as the one represented through *theme two*.

Finally, as these two strategies were the most discussed during our focus groups as the most misleading ones, we can come to the conclusion that this would answer our second stated research question.

6.3 Limitations

As any other research study, this thesis has a few limitations. For instance, the analysis included only two focus groups but this is due to the limited time and number of participants. Therefore, we suggest conducting more focus groups for improved reliability. Additionally, *theme two* and *theme four* represent two strategies that are advanced to explain and show examples of, due to the fact

that both strategies appear during and in surroundings of the event. Due to this it is hard to present the strategies in a fair picture through focus groups in a classroom, the best way would have been to attend certain ambushed events.

6.4 Research Contribution

This thesis has contributed to knowledge in two ways, firstly to theory and secondly to practice. As earlier discussed in this thesis, the area of ambush marketing is relatively unexplored and the amount of scientific studies in the area are limited. Though it has been challenging to collect useful data in the area, we can now state that with this study a contribution to academic research has been done. It is a study where the reader is brought into the theory of ambush marketing as well as how strategies within this marketing strategy can be used and perceived. This study can help both sponsoring companies and ambushing companies in terms of managerial contribution, as ambushing strategies and their impact are being discussed. Theoretical contribution is for further research in the area of ambush marketing.

6.5 Suggestions for further research

During the working progress with this thesis we have encountered some topics that this study does not cover. Below is a list of suggestions for further research in the area of ambush marketing, which we would have found interesting to follow.

- Conduct participants for focus groups who have got significant knowledge in the area, to make sure they are analyzing the ambushing commercials on an expert level.
- Make it a more comprehensive study with more than two focus groups consisting of more than six participants, to get an even more reliable result out of the study.
- Doing interviews, instead of keeping focus groups, the outcome could be in a different manner.
- Look into one specific event, for instance the Olympic Games.

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APPENDIX 1

Interview Guide

An interview guide will be provided to answer the research questions and the overall purpose.

The same question was used in Focus Group One and Focus Group Two.

What are your first thoughts about the following concepts?

- Marketing
- Sponsorship
- Event Marketing

Theme 1 - Program Sponsoring

Questions:

- What do you see in commercial 1 / commercial 2?
- Is there any certain event you connect this commercial to?
- Are the two much alike?
- Which company would you reckon as the official sponsor for the event?

Theme 2 - Support of Event Participants

Questions:

- What do you see/think of when you see this picture?
- Is there any certain event you connect this picture to?
- What do you think is the purpose of this photo?

Theme 3 - Event as a Central Theme for Advertising

Questions:

- What do you see in commercial 1 / commercial 2?
- Is there any certain event you connect this commercial to?
- Are the two much alike?
- Which company would you reckon as the official sponsor for the event?

General Questions:

- Have you ever heard of the concept *Ambush Marketing*?
- What are your thoughts about Ambush Marketing after being introduced to this phenomenon?

Theme 4 - Advertising in the Geographical Surrounding of an Event**Questions:**

- What do you see/think of when you see this picture?
- Is there any certain event you connect this picture to?
- What do you think is the purpose of this picture?

Final questions:

- Is there any strategy that is more efficient than the others?
- What is your overall impression/thoughts?
- What are your thoughts about *Ambush marketing* after you have been introduced to these four different strategies? Good/Bad/Forbidden?