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Key brand elements that can be affected by sponsorship scandals and how to
communicate the “go-decision”**

Fourth Edition

Student Papers

2018
September - October

Strategic Brand Management: Master Papers

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Should we stay or should we go? Key brand elements that can be affected by sponsorship issues and how to communicate the “go-decision”

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Abstract

Purpose: The purpose of this paper is to examine how sponsorship crises can affect brands. Especially brands that have decided to part from their athletes are taken into account in this paper. Besides that, it aims to establish managerial guidelines that help to communicate the termination of sponsorship activities.

Methodology: To understand the underlying theory, secondary data is gathered through a detailed literature review. Moreover, this research is based on several case studies of different brands that have ended their relationships with their sponsored athletes. Therefore, the multiple case study approach is used to gain a deep insight into the different responses in different contexts. The primary data is obtained solely through surveys.

Findings: The research demonstrates that depending on the nature of the sponsorship issue, companies consider different key brand elements to be affected. This leads to a framework that supports companies in the future on how a sponsorship issue can affect the brand. In total, three key elements of primary importance and two of secondary importance are identified. Furthermore, the framework gives helpful guidelines on which external communication strategy to choose. Six different communication approaches were identified based on the situational context and the key brand elements that might be affected due to the sponsorship issue.

Originality/Value: The comparative analysis of the multiple case study approach and the quantitative research allowed us to establish a framework that enables firms to better identify the impact area of a sponsorship issue. The framework is also of crucial importance as it helps to select the right external communication strategy depending on the specific context. In total, we have generated six different approaches that we named the silent, thankful, operational, emotional, informative and “victimage” approach.

Keywords: Sport sponsorship, crisis management, on-the-field misbehaviour, off-the-field misbehaviour, external communication

Paper type: Research paper

Introduction

Should we stay or should we go? In life, we face several situations where it is required to decide whether to go or to stay. What if a friend has cheated on you - would you stay or would you go? What if the company you work for is involved in controversial affairs that you do not tolerate - would you stay or go? What if a friend did not keep his or her promise –

would you stay or would you go? Leaving is always an option that can be taken into consideration. But what are the reasons that force us to decide to go? And how would you communicate on it? Do you consider yourself a silent person who would avoid getting into a confrontation? Or would you try to talk to the partner?

Also in a professional context, companies face the stay-or-go-decision in their daily business.

This paper focuses on companies that are engaged in sport sponsorships and decided to terminate its relationship with its sponsored athletes due to misconduct, breach of contract or failure to achieve the objectives. More precisely this research paper provides an answer to the question which internal factors influence how companies communicate their go-decision?

Literature Review

Sponsorship

Sponsorship is defined as an investment, in kind or cash, in an activity, in return for access to the exploitable commercial potential associated with that activity (Meenaghan, 1991). Thus, the relationship is mutually beneficial and creates a unique form of marketing that allows an organisation to differentiate itself. Shank (1999) also stated that it aims to change attitudes, heighten awareness and build new and maintain existing customer relationships. Consequently, sponsorship is a primary communication tool for thousands of companies (Howard & Crompton, 1995). It is an instrument of marketing communication that aims to achieve favourable advertising for a company by supporting an activity that is not directly associated with the company's day-to-day business (Bennet, 1999).

In conclusion, sponsorship can be seen as today's marketing tool and will continuously be used across industries, and the sports industry is not an exception.

Sports Sponsorship

Sports sponsorship offers a very diverse communication potential. According to the IOC (International Olympic Committee), sport is a very powerful and unique way to promote a company's culture and development (Lee, Cornwell, & Babiak, 2012). It promises a wide variety of groups that a brand could target because sport knows no limits in age,

nationality or profession. In addition, the different target groups are also united in the unique fascination and emotions that sport provides. The emotional impact of sport is based on two main aspects. First, the uncertainty of sports results makes sport very exciting. Second, the majority of consumers feel an emotional relationship between themselves and a sports brand (Tribou, 2002). As a result, the emotional relationship that a consumer has with a particular sport allows the consumer to bond emotionally with the brand. For these reasons, brand communication, especially sponsoring, has developed around the sports empire. The expansion of sports sponsorship is evident by observing how many brands can be seen during sports competitions or within professional teams (McAdams, 2006). Concerning the objectives of sports sponsorship strategies, they can be considered as identical to those of traditional sponsorship. The link between the sponsored person and the brand makes it possible to promote the brand passively. In addition, image enhancing benefits always play a key role (Tribou, 2002). In sports sponsorship consumers often rely on representations or symbols that a brand carries. The sponsored person therefore acts in as a brand representative in the sports environment. Through sports sponsorship, values such as team spirit or individual willingness and a high degree of motivation can contribute to the brand image (McAdams, 2006). The brand can also strengthen, change or improve its personality through the construction of associations and links between sports and the brand.

Concluding, sports sponsorship retains a strong marketing potential (Stastny & Adjouri, 2015).

Risks of Sport Sponsorships

Even if sponsorship strategies do have a lot of opportunities, several risks have to be taken into consideration as well. Nowadays, brands are aware of the fact that not all publicity is good publicity (Day, 2006). As sponsorship is a mean of communication, the risk of bad

publicity is of vital importance. Especially when talking about sports sponsorship, for example doping scandals that gain publicity's awareness can threaten a brand. Being associated with such scandals can have serious impacts on the sponsor brand's image and reputation (Kinmont, 2016). According to O'Reilly (2008), one can distinguish between "on-the-field" and "off-the-field" risks. On the one hand, the termination "on-the-field" refers to risks that directly take place at the sport place. This could be any misbehaviour on the field that is not tolerated by the sponsor or the society (O'Reilly, 2008). Good examples for such kinds of risks are doping or a decreasing performance of the athlete. In fact, a decreasing performance often takes part in sports sponsorship risks as it can lead to the brand being associated to failure or inferiority (Crompton, 2015). In addition to that, serious sport injuries or even deaths caused by a sports event obviously can have severe feedback effects on the brand. On the other side, "off-the-field" refers to any source of a serious problem that cannot be directly related to the particular sport category (O'Reilly, 2008). As sponsored athletes are always in the media spotlight, any illegal act or anti-social behaviour will have its consequences for the brand's reputation as well (Deutsches Global Compact Netzwerk, 2015). This was the case when Tiger Woods lost his main sponsor 'Accenture' when the sex scandal had been published (Donegan, 2010). Consequently, even an athlete's behaviour outside the sporting area has its risks for a sponsor brand (Wilson, Stavros and Westberg, 2010). To link these sources of risk to the go-decision that has been discussed in the introduction, any brand is associated with such on-the-field or off-the-field misbehaviour might seriously think about whether they want to risk staying with such an athlete. It is obvious that a company cannot take the decision within a few days. Such a scandal needs proper investigation. In order to minimize damage caused through the go-decision, a good and well-defined crisis management approach is crucial for a company's success.

Crisis Management

Crisis management is the active and proactive activity to overcome a crisis with the help of common sense and experience (Parsons 1996). According to Ashcroft (1997) it is vital to have the right people with the right training and with a clear structure of responsibilities to handle emerging crises. In addition, there must be a defined crisis plan that is known to all employees.

When a crisis evolves, it is a necessity to protect the brand from a reputational crisis where the essence of the brand is at risk of being harmed. To manage a crisis with the possible impact on the brand essence, the organisation first needs to identify the source of the reputational crisis (Greyser, 2009). Greyser (2009) categorizes the causes of crises and describes them as often unpredictable and occurring in various forms. A mentioned cause is a spokesperson's misbehaviour or controversy and therefore is relevant to sports sponsorships, where potential crises that occur would be a reputational threat to the brand. There are four key areas to analyse when organisations find themselves in situations where a crisis has emerged or is emerging. In that situation, an organisation should analyse the brand elements (marketplace situation), the seriousness and threat to the brand, company initiatives (communication), and finally analysing the results of the initiatives (Greyser, 2009). As previously mentioned, most of the time a sponsorship means mutual benefits, but also the risk of the brand being associated with the possible misdeeds of a sponsored athlete. In the unpredictable event of an emerging reputational crisis, the organisation needs to manage the situation immediately and mitigate the negative impact that possibly follows.

After analysing the situational brand elements and seriousness, a decision of how to approach this externally needs to be done. In this stage communication plays a key role in overcoming the crisis (Greyser 2009).

Crisis communication

When publicly addressing a crisis, there are many different approaches that an organisation can follow depending on the situation and surrounding factors. However, Seeger (2007, p.234) states that the main aim is “*to reduce and contain harm*”. In situations of crises and reputational risk there are several strategies and guidelines to implement in order to prevent negative outcome. Coombs (2007) states that no perfect list exist, but in response presents strategies and guidelines that are useful when managing reputational crises. The guidelines are based on the Situational Crisis Communication Theory (SCCT); a framework that aims to mitigate negative outcome of a crises which directly affects the reputation of a brand. Response strategies are categorised into three groups of primary SCCT strategies: To deny, diminish or rebuild to generate new reputational assets (Coombs 2007). Coombs (2007, p 172-173) elaborates on these groups to form guidelines that is recommended for usage of crisis managers when assessing and responding to a crisis:

1. Informing and adjusting information when:
 - Minimal crises responsibility
 - No crises history
 - Neutral/positive previous relationship reputation
2. Diminishing response when:
 - Minimal crisis responsibility
 - Existing crises history
 - Negative previous relationship reputation
3. Diminishing response when:
 - Low crisis responsibility
 - No crises history
 - Neutral/positive previous relationship reputation
4. Rebuilding response when:
 - Low crisis responsibility
 - Existing crises history
 - Negative previous relationship reputation

5. Rebuilding response when:
 - High crisis responsibility
 - Regardless of crises history
 - Regardless of previous relationship reputation
6. Denying response when:
 - Rumor and challenge crises
7. Victimage response when:
 - The organisation is a victim of the crises, e.g. workplace violence, product tampering, natural disasters and rumors

The seven guidelines above, could be relevant when a firm has evaluated the options and no other solution than to terminate the sponsorship is possible. After all, it comes down to analysing and evaluating different situations individually to decide on how to approach them.

Methodology

As previously described, our purpose is to establish a framework helping brands to better understand the impact of a certain scandal on the brand itself. Moreover, it shall help companies to communicate that they have decided to cut their ties with their sponsored athletes. To get an in-depth insight on what has been done so far, 52 cases were analysed where companies cut their ties with the sponsored athletes. It has then been analysed in detail why these companies decided to go and how they have communicated and structured their termination decision. Based on Yin (2003), the approach taken can be characterized by a multiple case study design. Such an approach aims at exploring differences as well as similarities within and between several cases. As comparisons will be drawn, we have classified the selected case studies in the following five categories describing why an athlete was abandoned by their endorsement partner:

- Misbehaviour off-the-field
- Misbehaviour on-the-field
- Accident / sickness

- Breach of contract
- Decreasing performance / PR value

In addition to the case studies, a quantitative research in form of an online survey was conducted. In total, 71 organisations were asked to establish certain communication strategies depending on different scenarios that have been derived from the case studies. An important selection criterion was that only communication or marketing managers should answer the survey so that the results were credible. As a second selection criteria, the interrogated companies of course had to be engaged in sponsorships. In total, five different scenarios with five identical questions were introduced. The first scenario was based on breaches of contract. Respondents were introduced in a scenario where the sponsored athlete wears a competitor's brand at a public event such as a competition or a press conference. The second scenario dealt with on-field misbehaviour by asking respondents to imagine that their athlete had been exposed for doping. Thirdly, off-the-field misbehaviour has been discussed by referring to the fact that the sponsored athlete would be involved in controversial affairs that are not tolerated by the company. Furthermore, respondents were asked to imagine that their sponsored athlete was underperforming. Lastly, the fifth scenario was about the impact of accidents or serious injuries/sicknesses on the brand. To what is concerning the questions asked, the first question was about getting a general overview on the impact that the certain scenario would have on the brand. Respondents had to rank their perception on a likert scale from one to ten (ten meaning that the issue has a very high impact on the brand). The aim of this questions was to be able to classify the importance of the five selected scenarios on the brand. Secondly, respondents had to evaluate more in-depth in which way the specific issue would harm the brand. In total, respondents had to evaluate whether the issue has an impact on the following seven factors:

1. Brand awareness
2. Brand's value proposition (competitive advantages)
3. Brand's core values and identity
4. Brand's reputation
5. Value for money
6. Consumer's loyalty
7. Sales stimulation through sponsorship

The purpose of this question was to obtain more information on the reasons why a particular problem could harm the brand. Later on, this question also helped us to establish a framework. For the following three questions, the respondent was asked to imagine that he or she would like to terminate the relationship with the athlete due to the current issue. At the beginning, we were interested in the time factor while asking when exactly the sponsor would cut its ties with the athlete. Afterwards, several communication strategies, based on what we found in the case studies combined with the literature review, were introduced. The sponsor had to choose in between the following approaches:

1. The silent approach: You consider that the best way would be not to communicate on it (as the underlying incident wouldn't raise too much of public's' awareness without communicating on it).
2. The informative approach: You consider that the best way would be to give a very short and informative statement on your decision without naming any particular reasons. (ex: "in light of recent events, we've made the decision to terminate our contract with XY, effective immediately.").
3. The operational approach: You consider that the best way would be to give a short statement on your decision naming very operational reasons (ex: your brand is directed towards other strategic visions; no mutually beneficial relationship with the sponsored party anymore etc.).
4. The victimage approach: You consider that the best way would be to give a statement explaining that "under these circumstances,

you see yourself forced to cut the ties” (victim role).

5. The emotional approach: You consider that the best way would be to create an emotional link to the brand’s personality. By doing so, you would name as a main reason that the sponsored party does not fit your brand’s personality and core values any longer.

6. The thankful approach: You consider that the best way would be to thank the sponsored athlete for the cooperation, but that you cannot support him/her any longer due to for example strategic reorientation (very generic reasons).

Lastly, respondents had to tick all the communication means that they would consider announcing their go-decision statement.

Afterwards, the quantitative research has been combined with the case studies and the literature review. This later enabled us to establish a framework explaining how a brand should communicate their go-decision considering different evaluation criteria. This framework can be considered as being of high relevance for every managerial decision that is based on similar reasons why a brand cut its ties.

Analysis

Case Study 1: Misbehaviour on-the-field

Due to increasing pressure to be the fastest and best, doping, cheating and other inappropriate behaviour are common in sports these days. This fact is also confirmed by our case study. Out of the 18 companies that terminated their contracts due misconduct on the field, 12 cases were involved in doping. When we think about doping, the first sport that comes to our mind is cycling. Doping was a big problem in professional cycling in the past and it is still a topic today (Leicester, 2017). In 2012, Lance Armstrong admitted doping and was banned from sport for life. In total, he lost six sponsors. In their public statements, they mainly made use of the emotional approach which also aligns with our survey where 85 % have chosen the emotional

approach for this particular scenario. Oakley’s (2013) official statement was as follow:

“We are deeply saddened by the situation, especially given our long-standing relationship, but we feel it is best for all involved to move on and collectively spend our energy rebuilding the sport of cycling,”

Nike (2013) chose the emotional approach as well and stated on their website:

“Nike does not condone the use of illegal performance enhancing drugs in any manner. We love sport and believe in the integrity of competition”

According to our survey misbehaviour on-the-field is in the viewpoint of many companies seen as very harmful. 97 % think it has a high impact on their core values and brand personality and therefore 88 % would terminate their contracts immediately (see appendix for more information). However, bearing Nike’s statement in mind and having a closer look at another case shows that decision-making is not always black and white. A good example therefore is the case of Maria Sharapova, a Russian professional tennis player who in March 2016 was tested positive for the substance meldonium. Meldonium has been on World Anti-Doping Agency’s (WADA) list of banned substances since January 1st, 2016. Sharapova apologised publicly and stated that she was unaware meldonium had been added to the WADA prohibited list. Consequently, as of March 12, 2016, she was provisionally suspended by the Anti-Doping Tennis Program (Gray, 2017). While the racket provider Head and the mineral water brand Evian decided to maintain its relationship with Sharapova, sportswear company Nike decided to terminate the contract at the time of the announcement of the suspension.

“We are saddened and surprised by the news about Maria Sharapova. We have decided to suspend our relationship with Maria.”

A short time later, the sportswear company withdrew the statement and stated that the company would continue to work with her.

In a statement, Nike explained (The Guardian, 2016):

“Maria did not intentionally break [the]rules. Maria has always made her position clear, has apologised for her mistake and is now appealing the length of the ban Based on the decision of the ITF [International Tennis Federation] and their factual findings, we hope to see Maria back on court and will continue to partner with her.”

While Nike distanced itself from Armstrong, the sport brand decided to further support Sharapova. Thus, there is not only one right course of action. As this case has shown, it is sometimes better not to draw conclusions too early and to make them public. It is to question if Nike would have continued to work with Sharapova if she would have been banned for a lifetime (like Armstrong). Consequently, cases of misbehaviour must be investigated intensively as the final decision on to stay or go depends on case-related and individual factors.

Case study 2: Misbehaviour off-the-field

When entering a sponsorship collaboration with a public-known athlete, there is always the “off-the-field” personality to take into consideration as an athlete’s actions and behaviours can have an impact on the brand’s core values. 88.7 % of the survey respondents agree that misbehaviour off the field has a high impact on the brand’s core values. The actions of Michael Phelps, Tiger Woods or Wayne Rooney are typical cases that demonstrate this difficulty. In 2009, Michael Phelps was pictured smoking marijuana at a college party. After it was made public, most of his sponsors decided to stay. However, Kellogg’s took the emotional approach to send a strong message. When communicating on the termination of their sponsorship they stated:

“We decided to send a strong message to Michael because he disappointed so many people, particularly the hundreds of thousands of USA Swimming member kids who look up to him as a role model and hero.” (Macur, 2009)

The common patterns in the cases of misbehaviour off-the-field show that the main reason stated, concerns the personality of the athlete to no longer fit the brand’s personality and feelings such as love or proudness are stressed. Consequently, one could say that companies take the role of human-beings when communicating and therefore communicate by using the emotional approach.

Furthermore, another common pattern was identified as some companies decided on the informative approach. This was the case when Coca Cola terminated their contract with Wayne Rooney. The English footballer had a turbulent time in 2011, with news of him cheating on his wife and him swearing at cameras which ultimately lead to Coca Cola taking their leave via an informative approach. There were reports of Coca Cola’s top management expressing disgust for Rooney’s behaviour (Evans, 2011), but the official statement read:

“We mutually agreed that we would not renew our relationship. We wish Wayne well in his career” (Evans, 2011)

The responses in our survey partly reflects the findings of the case studies, as 54 % would communicate with an informative approach. However, the results of the survey do not completely support the widespread usage of the emotional approach in the cases (only 7 %). According to the survey, the informative approach would be more associated to off-the-field misbehaviour. However, the case studies pointed out that there does not exist an overall tendency to always take the informative approach rather than the emotional approach for off-the-field misbehaviour. The reasons why will further be investigated when establishing the framework.

Case study 3: Accident/Sickness

“A separation, however, is tricky. Because public could perceive any separation as tactless which could consequently seriously damage the brand’s image.” (Schlittler, 2014)

After his serious ski accident in 2013, the F1 legend Michael Schumacher is still working

on his recovery and the consequences seem to be very serious as he has not been seen in public since then (Focus Online, 2017). No public awareness probably means that the sponsorship does not have the aimed effects anymore. Consequently, many sponsors question the value for money and cannot afford the investment any longer as in the example with Schumacher's sponsor Navyboot (Schlittler, 2014). When they finally terminated the contract in 2014, different press agencies as for example "DailyMails UK" or "News DE" questioned the morality of the go-decision (Hall, Ellen & Awford, 2014). Hence, whenever sponsors decide to leave the athlete because of serious accidents or injuries, they have to fear the public's reaction that could have serious impacts on the brand's reputation and identity. This is probably the reason why it took a long time until the other sponsors of Schumacher ended their contracts with the F1 legend. In fact, four years after the accident, the sponsors Hörnemann and Audemars Piguet also decided to discontinue their relationship with Schumacher. When analysing how the three sponsors communicated on their go-decision, several common patterns can be observed. Concerning Hörnemann, no statement has been made. When asking about the reasons, the only message that was delivered is that "no further information will be given" (Sharaf, 2017). Audemars Piguet adapted this approach of "non-communication" even if their go-decision is contradicting what has been said several years before (Focus Online, 2017). Back in 2014, ending the contract would not have been an option for the watch manufacturer. Instead, the company launched a special watch line to honour the F1 legend. Three years later, this solidarity seems to be gone (Sharaf, 2017). In fact, it seems that in such contexts, sponsors are struggling to end their business relationships at an early stage. This has also been underlined by our quantitative research where 90 % of the respondents would not quit the contract and just wait until it runs out of time. This relatively soft approach seems appropriate considering the way Navyboot was treated.

The shoe manufacturer was heavily criticized for his early go-decision. In addition, sponsors tend to not communicate if they terminate the relationship with an athlete with serious health problems or injuries; 51 % of respondents align with this view. However, 39 % would also consider the "thankful approach" (see appendix for more information).

Case study 4: Decreasing Performance

In general, sponsorship agreements result from the exceptional performance of an athlete. In the sponsor's perspective, a main objective of the relationship is to simultaneously celebrate the athlete's victories within the brand. Every victory is supposed to lead to a higher brand awareness and visibility of the brand (Cave & Miller, 2016). This is also why in 2014, Martini engaged with the F1 team Williams after a very stable performance in 2013. In 2014, Williams was even able to score a podium place with their new Martini machines. However, the performance decreased to fifth position during the next two years (De Geus, 2018). Just recently, the title-sponsor Martini, belonging to the Bacardi group, announced that they would cut their ties with the Williams team. Asking for the reasons why, the team stated that:

"We have discussed extending beyond 2018. While we both would like to do so, the Bacardi Group have told us that they will step away entirely from Formula 1 when our contract expires at the end of this year. They have many brands to support and obviously, their strategic priorities evolve over time".

(Barretto, 2018)

When thinking about this statement, it might seem trustworthy to some of us. Simultaneously, one could ask him- or herself if the Bacardi Group would have also cut their ties with Williams and the F1 in general if the performance would have been constantly outstanding. As the sponsorship was set up to be a long term-deal only four years ago, it raises the question if the decreasing performance also influenced Bacardi's go-decision. Looking at the quantitative research, it seems that sponsors do not properly agree

on whether athlete’s decreasing performance can be an issue for the company. Even if most the respondents considered decreasing performances to have an impact on the brand, it seems to be significantly less important compared to the other scenarios. In fact, most of the respondents evaluated the impact on the brand as medium (5-6/10; see illustration 1).

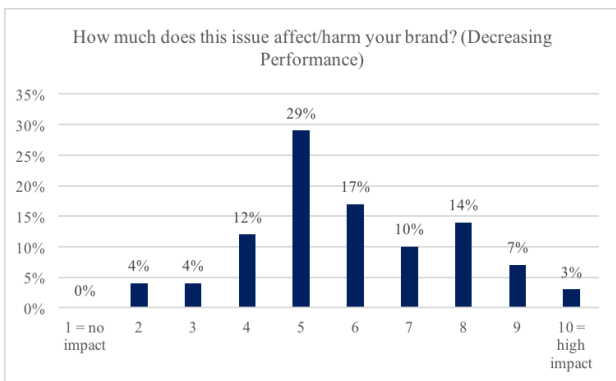


Illustration 1 – Impact of decreasing performance on the brand (own figure based on quantitative research)

However, the widely-spread responses in the survey do indicate that the impact zone of decreasing performance is very dependent on the factors surrounding the individual case. When ranking the impact on different success criteria, the respondents opted for brand awareness to be most influenced (50.7 % medium impact and 38 % high impact). At the same time, there is a high rate of respondents (73 %) that believes that the decreasing performance would not have an impact on the value proposition. This could indicate that companies recognize that the value of sponsorships is rather based on the personality of the athlete than its performance. The responses of how to communicate the termination, are in favour of the operational approach (53.5 %), with the silent (21 %) and thankful approach (17 %) followed as popular alternatives. Furthermore, the majority (72 %) would wait until the contract runs out before they quit (see appendix for more information).

Case study 5: Breach of contract

Whenever two parties establish a contract, the relationship should rely on the trust that the other party will abide by the contract’s rules. However, breaches of contract occur. This is

also what has happened to Coca-Cola when they sponsored the football star Ronaldinho. In 2012, the Coke ambassador was photographed at a press conference while drinking a Pepsi. When Coca-Cola found out that their sponsoring investment of \$76,000 was beneficial for their main competitor Pepsi (Harvy, 2012), they quickly ended the relationship saying that:

“Coca-Cola recognizes the career and the value of Ronaldinho. However, due to recent developments, it has become impossible to continue the partnership.” (Wright, 2012)

Furthermore, Coca-Cola’s marketing chief, Marcela Pontes, branded the current situation as “embarrassing” (Quinton, 2012) and further continues that:

“The fact that the player has appeared with a can of Pepsi was the straw that broke the camel’s back.” (Quinton, 2012)

When comparing Coca-Cola’s reaction to our quantitative research, breaches of contract are considered to have a very high impact on the brand scoring for the most part 9/10 (see illustration 2).

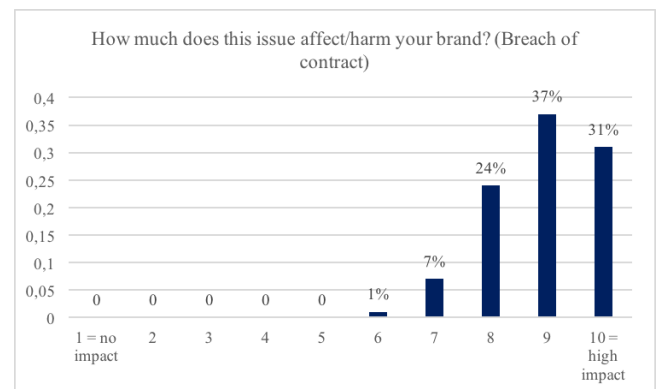


Illustration 2 – Impact of breaches of contract on the brand (own figure based on quantitative research)

In particular, sponsors fear the value proposition including the brand’s competitive advantages to be damaged (see appendix for further information). This is very well illustrated by the Coca-Cola case when imagining the reputational impact on the brand when their main ambassador was drinking the competitor’s product. By considering such a high risk of brand damage, it is obvious that

sponsors react with immediate termination of the contract after the athlete breached it. In fact, more than 90 % of the survey respondents have considered immediately cutting ties with the athlete (see appendix for further information). With regard to external communication on the go-decision, 59 % would take on the role of "victim" and say that the current problems forced them to end their connection to the athlete. This is also what Coca-Cola is doing when saying that *“due to recent developments, it has become impossible to continue the partnership”* (Wright, 2012).

Discussion

This section is designated to discuss the results of the quantitative research. Managerial implications will be concluded from the quantitative research and the case studies that were analysed beforehand. Moreover, further research to extend this paper’s idea will be explained. Coming back to the initial purpose of this paper, the research question is the following: Which internal factors influence how companies communicate their go-decision? The quantitative research gives clear answer patterns to this question and enables us

to classify influencing factors in primary or secondary importance.

Evaluation

Elements of primary importance

A first step of the establishment of our framework has been to identify how different sponsorship issues can affect a brand. As already said, according to our case study, there exist five different main scenarios that can cause a sponsorship issue:

- Breach of contract
- On-the-field misbehaviour
- Off-the-field misbehaviour
- Decreasing performance
- Accident / Sickness

When comparing the different types of sponsorship scandals, depending on the scenario, different key brand elements were affected. This enabled us to better differentiate the five scenarios. In particular, companies mainly consider three different key elements to be endangered by one of the five sponsorship issues (see illustration 3).

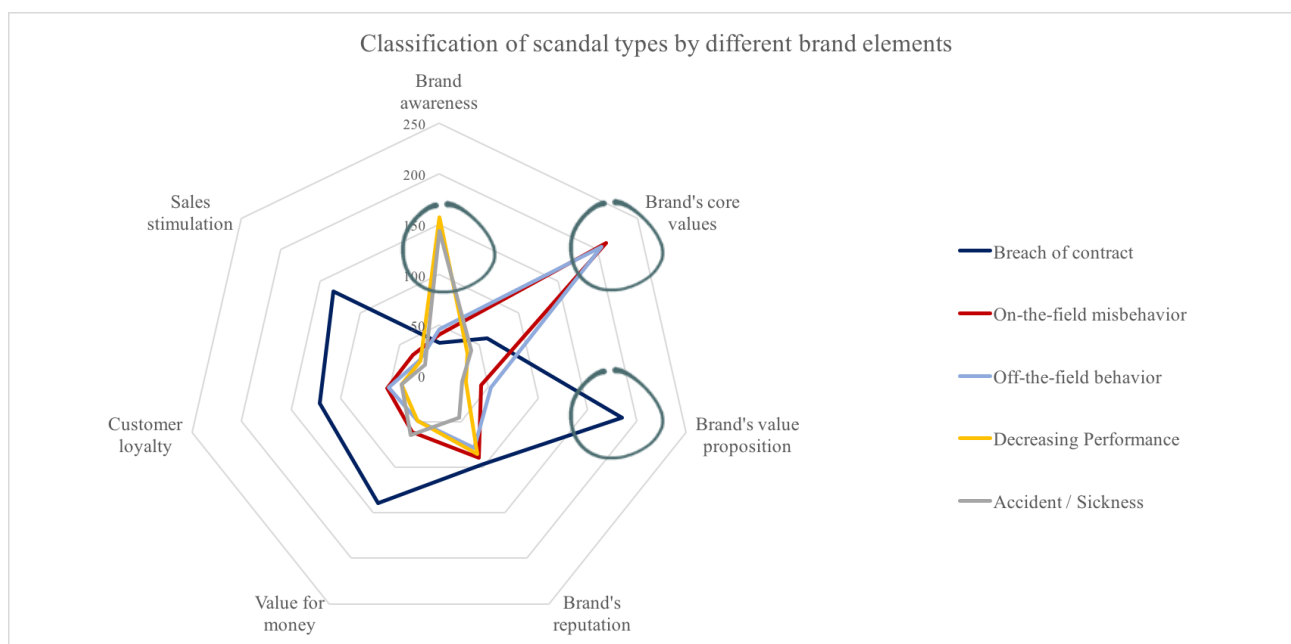


Illustration 3 – Star alignment – Classification of scandal types by different brand elements (own figure based on survey)

The awareness of a brand is most likely to be endangered by an athlete's decreasing performance or accidents and serious injuries. In comparison, companies evaluate that on-the-field and off-the-field misbehaviours would only have a very limited impact on the brand's awareness. In fact, on- and off-the-field misbehaviour are more likely to be a source of risk for the brand's core values. Moreover, the brand's value proposition is especially endangered when it comes to breaches of contract. Compared to the other four elements, brand awareness, value proposition and core values are the only ones having an average at least a medium impact on the brand (meaning scoring in average more than 142 points; see appendix for further explanation). Therefore, these three elements can be considered as of vital/primary importance to a brand.

Elements of secondary importance

As a next step, all the second-most-important criteria for each scenario have been integrated. In total, all five scenarios turned around the same two brand elements that were ranked at second place. These two elements are the brand's reputation and value for money. In comparison to the elements of primary importance, such elements can still be considered as important for the company but cannot be taken as vital: they are of secondary importance. To conclude the first two steps taken, illustration 3 sums up primary (blue) and secondary important elements (grey) for each scenario (see above). The classification in primary and secondary important key brand elements enabled us to better understand how certain issues can affect the brand. This is in the following called "impact zone".

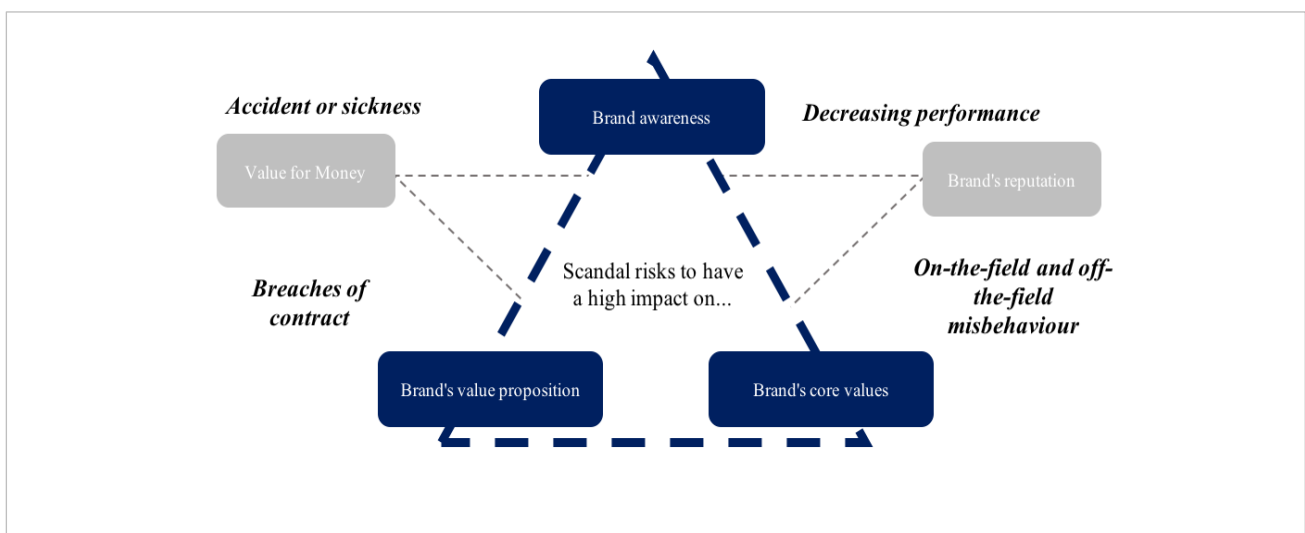


Illustration 4 –Framework Step 1 (own figure)

Choosing the appropriate communication approach

After having analysed the different impact zones, the brand of course has to choose the most appropriate and effective communication approach to announce its go-decision to the outside world without causing additional damage. Thanks to the in-depth analysis of the case studies, we identified six different ways of communicating a termination of contract. Which of these communication approaches to choose always depends on (1) the context,

meaning the specific scenario, and (2) the impact-area, meaning the primary and secondary brand elements that are endangered. The communication approaches have further been specified as the silent, thankful, operational, emotional, informative and victimage approach.

1. The silent or thankful approach: Companies tend to choose the silent or thankful approach whenever the athlete has had an accident, a

serious injury or long-term sickness. In our multiple case study approach, we have seen that some go-decision can raise moral conflicts. For example, quitting a contract because of the fact that the investment in sponsorship is not worth the money any longer is not well seen by the athlete's fans. Consequently, companies are more likely to only communicate when they thank the athlete (we call this the "thankful approach") or not communicate about it at all hoping to not raise too much awareness (the silent approach). In both cases, no real reasons are mentioned why a brand might have left the athlete.

2. The operational approach: Corporations have the tendency to take the operational approach whenever the athlete is facing a decreasing performance. Here again, blaming the athlete for having a decreasing performance is morally critical. This is why companies tend to claim that they would strategically re-orient themselves or that they would not consider a certain sports category as important for their business any longer (see the Martini-Williams-case).

3. The emotional or informative approach: Companies are inclined to take the emotional or informative approach if the athlete has conducted on-the-field or off-the-field misbehaviour. Both approaches can be aligned in having a very strong distancing-power by emphasizing that the company will no longer support the athlete due to the previous misconduct. Still, several different characteristics should be taken into consideration. The informative approach aims to create a clear distance to the athlete by highlighting briefly that the company has ended the relationship (effective immediately) without giving underlying arguments. In contrary, the emotional approach, also aiming at creating a clear distance, stresses that the athlete's behaviour would not be in line with the brand's belief system. As we can see, this tactic creates a direct link to the brand's personality and core values that contradict the athlete's misbehaviour. Referring to the quantitative research, the emotional approach has been linked to on-the-field misbehaviour

whereas the informative approach was more associated with off-the-field misbehaviour. However, our multiple case study approach has shown that these two approaches cannot always be as clearly differentiated as was the case in the quantitative research. In fact, even if companies mainly tend to use the emotional approach for on-the-field misbehaviour, some also decided to stick with the informative approach (see appendix for exemplary cases). This phenomenon can be explained by looking at the previous steps which have underlined that the nature of both issues is the very same (see primary and secondary brand elements of on- and off-the-field misbehaviour). Additionally, both approaches aim at immediately minimizing the feedback effect from the athlete on the brand, so it seems that both approaches have more in common than one might think at the beginning.

4. The victimage approach: Lastly, firms are more likely to choose the victimage approach whenever the athlete breaches a contract. Meaning that a brand communicates the go-decision in a very honest way and often refer to the fact that it can no longer support the athlete and therefore sees itself "forced to terminate the relationship".

Framework

By combining the different types of scandals with the impact zones and the communication approaches, we were able to establish a framework categorizing several scandals in their initial source on how they would affect the brand and how to communicate on the go-decision (see illustration 5). This framework divides the brand's impact zone into primary and secondary factors. In total, three primary factors were determined being (1) the brand's awareness, (2) the brand's value proposition and (3) its core values. In addition to that, two secondary important factors can be considered by a company being (4) value for money and (5) a brand's reputation. Depending on different scenarios leading to the specific impact zone, different communication strategies are considered. In fact, depending

on the context, a company can choose in between the following communication approaches:

1. The silent or thankful approach whenever the brand's awareness is primarily infringed and the brand is fearing the value for money.
2. The operational approach whenever primary the brand's awareness and its reputation is

endangered.

3. The emotional or informative approach whenever a brand fears its core values (and an its reputation) to be affected.
4. The victimage approach whenever a brand's value proposition (and value for money) is violated.

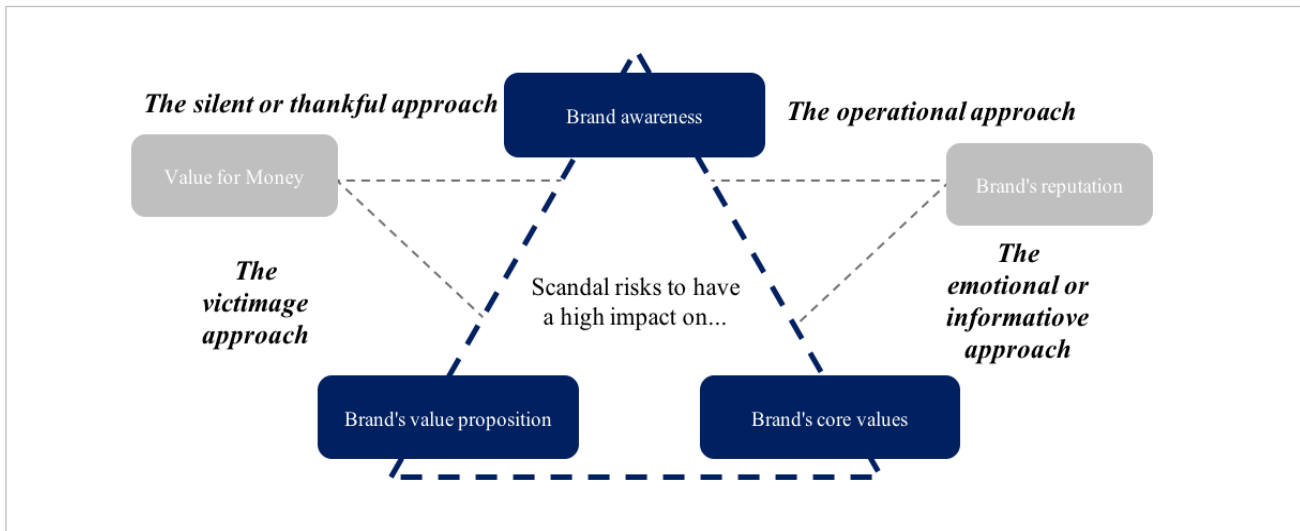


Illustration 5 – Final framework (own figure)

Managerial implications

Nowadays, many companies are involved in sports sponsorship and most of them are aware of the risks involved. When facing sponsorship issues, companies must react immediately. The stay-or-go-decision is one of the first question that comes to the manager's mind. However, this decision cannot be made by the instinct. Such a decision requires in-depth investigation of the impact-zone. This paper represents five different dimensions that can be taken into consideration when analysing how a sponsorship scandal can affect the brand. In particular, the framework allows companies to better understand the impact zone of a sponsorship problem by identifying primary and secondary sources of impact. However, some issues only affect some of the five dimensions. This is illustrated by the star-metaphor as the star points are all independent from each other but together form

considered in which a brand/star. After having analysed in detail how a sponsorship issue can affect a brand, the framework also gives an idea of which communication approach to take. As mentioned before, the impact-area is crucial in order to choose the right communicate approach on the go-decision. Nonetheless, a manager should be aware that these communication approaches are to be regarded as general trends and cannot be applied one-to-one. The communication strategy of an organisation depends not only on the context but also on an individual part that integrates a company's culture and expression guidelines. For managers, however, it is useful to understand the global tendency of which communicative strategy was considered in which specific context.

Conclusion

Should we stay or should we go?

This has been the initial line of thought for this paper. It was pointed out that in some situations, it is better to end the relationship with another party. Nevertheless, understanding why a person leaves is sometimes very difficult. In fact, this also applies to companies that have decided to go. Even if companies communicate on their go-decision (also no communication is communication in a certain sense), it sometimes remains unclear why they decided to take that direction. This paper has identified five critical brand elements that could be damaged by sponsorship issues and therefore explains why a company decides to leave. Finally, these key elements were compared with various scenarios and a context-adapted external communication strategy. Nevertheless, it must be taken into consideration, that go-decisions are not always possible to generalize. There is always a certain individual component that cannot be ignored. For example, the organisational culture or the individual personality and value of each athlete acting as brand ambassador has not been considered. Therefore, this paper only aims to create a framework with general tendencies regarding the impact on the brand and communication strategies. This framework helps a company to structure its own individual crisis management process in relation to sponsorship issues, but does not provide a black-and-white direction. In conclusion, whenever you decide to go, go but be sure to understand the reasons that let you to that decision and communicate about it in a way that will not cause any harm.

Limitations and Further Research

This paper is a quantitative research which solely takes the brand's perspective into account. In order to test the generalizability of the framework further research could be done by questioning consumers of how they have

perceived the different cases and their termination statements. The survey was directed at sponsoring and marketing departments and 71 employees responded. However, although the scenarios were presented in a neutral manner employees can be biased due to cases that have occurred in the company in the past. Although the survey was anonymous there might have occurred an error of "morality vs. reality" which means that people answered in a moral way but not necessarily realistic also referring to the true self and the ideal self (what you actually do vs. what you want to do) (Higgins 1989). Another limitation is that the time frame for carrying out and testing the study was short. The case studies also only allowed an examination of the external perspective and not the justification for the brand's communication as we have not had any internal insights of the company. The last limitation is that the identified category sickness/accident had a relatively small number of cases and this may have influenced our conclusion about the category.

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Appendix

SURVEY:

Scenario descriptions:

Scenario 1

BREACH OF CONTRACT

- Your sponsored athlete wears a competitors' brand at a public event such as a competition or a press conference

Scenario 2

MISBEHAVIOR IN SPORTS

- Your sponsored athlete has been revealed for doping.

Scenario 3

MISBEHAVIOR (EXTERNAL)

- Your sponsored athlete is involved in controversial affairs that your company does not tolerate (ex: criticized homo-gender couple, published a racist statement, sexual assault etc.)

Scenario 4

DECREASING PERFORMANCE

- Your sponsored athlete had a very poor performance in terms of PR value.

Scenario 5

ACCIDENT/SICKNESS

- Your sponsored athlete had an accident and can no longer practice the particular sport.

Questions:

How much does this issue affect/harm your brand? *

	1	2	3	4	5	6	7	8	9	10	
Not harmful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very harmful

Please classify whether the current issue has a very high / high or neutral impact on the following success criteria.

	Neutral	Low impact	Medium impact	High impact
Brand awareness / vi...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand's core values a...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand's value proposi...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand's reputation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Value for money (spo...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer loyalty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales stimulation thro...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you decided to cut ties with this person, when would you do that (we consider that you would have the option to quit the contract whenever you want)? *

- Immediately.
- During the next couple of month whenever the awareness of the issue has diminished a little bit.
- I would not quit the contract and just wait until it runs out of time.
- Other...
.....

If you decided to cut ties with this person, which external communication strategy would you most probably consider? *

- The silent approach: You consider that the best way would be not to communicate on it (as the underlying incident ...
- The informative approach: You consider that the best way would be to give a very short and informative statement ...
- The operational approach: You consider that the best way would be to give a short statement on your decision nami...
- The victimage approach: You consider that the best way would be to give a statement explaining that "under these ...
- The emotional approach: You consider that the best way would be to create an emotional link to the brand's person...
- The thankful approach: You consider that the best way would be to thank the sponsored athlete for the cooperation,...
- Other.....

Please tick all the communication means that would you consider to announce your statement. *

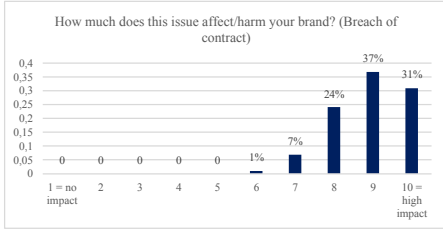
- Via the press
- Written statement in a newspaper/magazine etc.
- Facebook
- Instagram
- Twitter
- Company's website
- None
- Other.....

Scenario 1: Breach of contract

Q1: How much does this issue affect/harm your brand?

Impact value	1 = no impact	2	3	4	5	6	7	8	9	10 = high impact
Percentage	0	0	0	0	0	1%	7%	24%	37%	31%
Number	0	0	0	0	0	1	5	17	26	22
Average	0	0	0	0	0	6	35	136	234	220

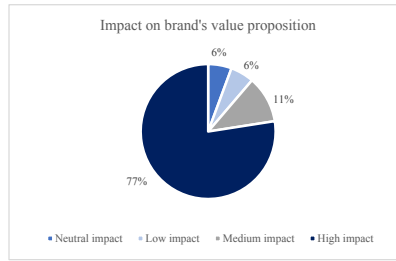
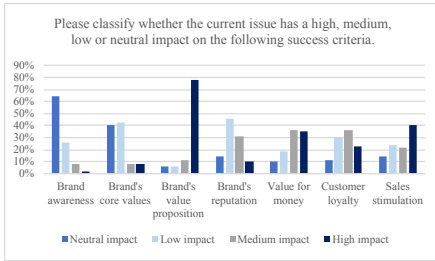
Average **6.31**
8,88732394



Q2: Please classify whether the current issue has a high, medium, low or neutral impact on the following success criteria.

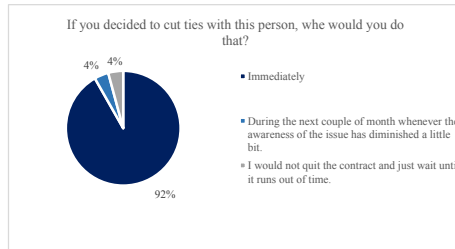
	Neutral impact	Low impact	Medium impact	High impact
Brand awareness	46	18	6	1
Brand's core values	29	30	6	6
Brand's value proposition	4	4	8	55
Brand's reputation	10	32	22	7
Value for money	7	13	26	25
Customer loyalty	8	21	26	16
Sales stimulation	10	17	15	29

	Neutral impact	Low impact	Medium impact	High impact
71 Brand aware	65%	25%	8%	1%
71 Brand's core	41%	42%	8%	8%
71 Brand's value	6%	6%	11%	77%
71 Brand's reput	14%	45%	31%	10%
71 Value for me	10%	18%	37%	35%
71 Customer loy	11%	30%	37%	23%
71 Sales stimula	14%	24%	21%	41%



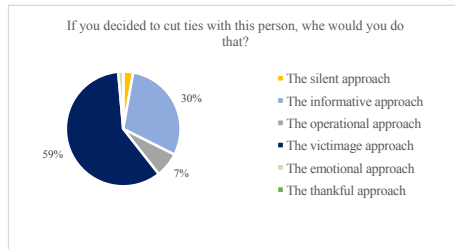
Q3: If you decided to cut ties with this person, when would you do that?

Immediately	92%
During the next couple of month whenever the awareness of the issue has diminished a little bit.	4%
I would not quit the contract and just wait until it runs out of time.	4%



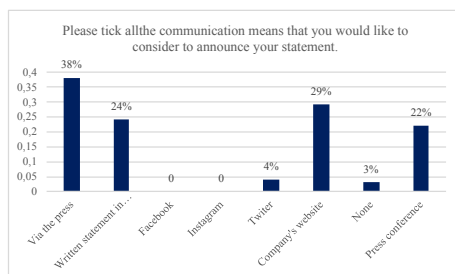
Q4: If you decided to cut ties with this person, which external communication strategy would you most probably consider?

The silent approach	3%
The informative approach	30%
The operational approach	7%
The victimage approach	59%
The emotional approach	1%
The thankful approach	0%



Q5: Please tick all the communication means that you would consider to announce your statement.

Via the press	38%
Written statement in news	24%
Facebook	0
Instagram	0
Twitter	4%
Company's website	29%
None	3%
Press conference	22%

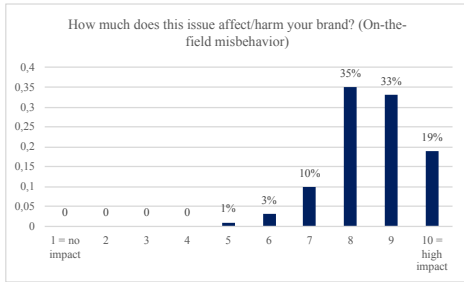


Scenario 2: On-the-field misbehavior

Q1: How much does this issue affect/harm your brand?

Impact value	1 = no impact	2	3	4	5	6	7	8	9	10 = high impact	
Percentage	0	0	0	0	1%	3%	10%	35%	33%	19%	100%
Number	0	0	0	0	1	2	7	25	23	13	
Average	0	0	0	0	5	12	49	200	207	130	603

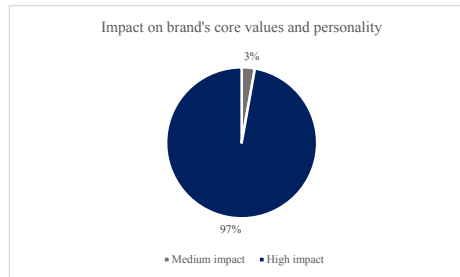
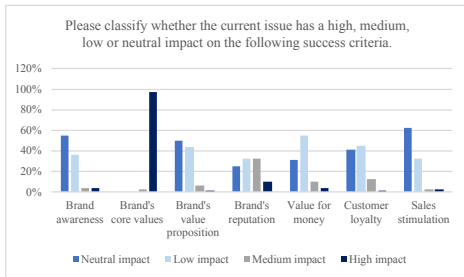
8,49295775



Q2: Please classify whether the current issue has a high, medium, low or neutral impact on the following success criteria.

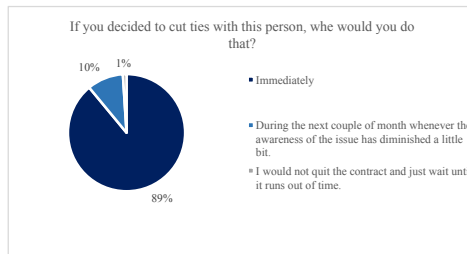
	Neutral impact	Low impact	Medium impact	High impact
Brand awareness	39	26	3	3
Brand's core values	0	0	2	69
Brand's value proposition	35	31	4	1
Brand's reputation	18	23	23	7
Value for money	22	39	7	3
Customer loyalty	29	32	9	1
Sales stimulation	44	23	2	2

	Neutral impact	Low impact	Medium impact	High impact
71 Brand aware	55%	37%	4%	4%
71 Brand's core	0%	0%	3%	97%
71 Brand's value	49%	44%	6%	1%
71 Brand's reputation	25%	32%	32%	10%
71 Value for money	31%	55%	10%	4%
71 Customer loyalty	41%	45%	13%	1%
71 Sales stimulation	62%	32%	3%	3%



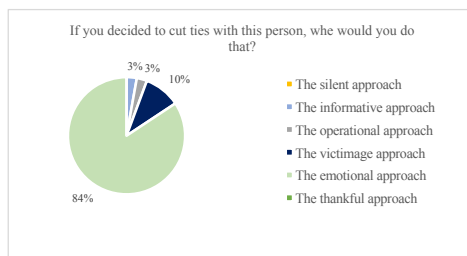
Q3: If you decided to cut ties with this person, when would you do that?

Immediately	89%
During the next couple of month whenever the awareness of the issue has diminished a little bit.	10%
I would not quit the contract and just wait until it runs out of time.	1%



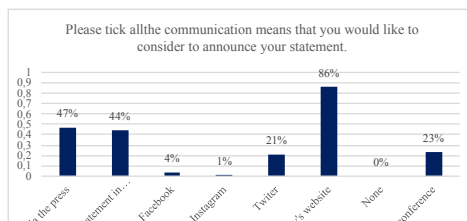
Q4: If you decided to cut ties with this person, which external communication strategy would you most probably consider?

The silent approach	0%
The informative approach	3%
The operational approach	3%
The victimage approach	10%
The emotional approach	84%
The thankful approach	0%
	100%



Q5: Please tick all the communication means that you would consider to announce your statement.

Via the press	47%
Written statement in news	44%
Facebook	4%
Instagram	1%
Twitter	21%
Company's website	86%
None	0%
Press conference	23%

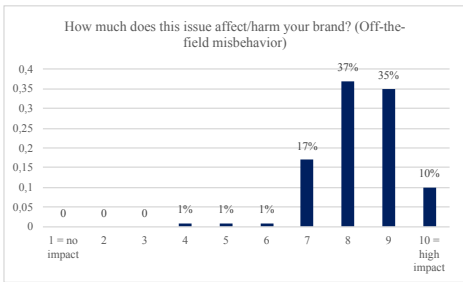


Scenario 3: Off-the-field misbehavior

Q1: How much does this issue affect/harm your brand?

Impact value	1 = no impact	2	3	4	5	6	7	8	9	10 = high impact	
Percentage	0	0	0	1%	1%	1%	17%	37%	35%	10%	100%
Number	0	0	0	1	1	1	11	26	25	6	
Average	0	0	0	4	5	6	77	208	225	60	585

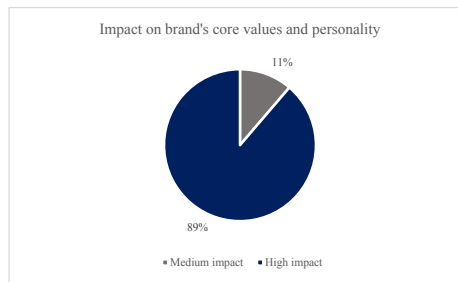
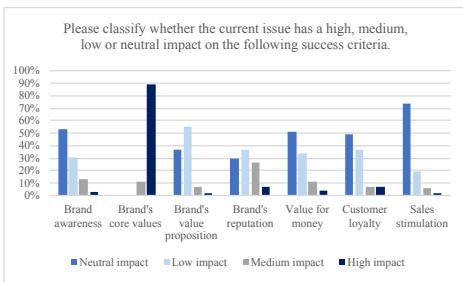
8,23943662



Q2: Please classify whether the current issue has a high, medium, low or neutral impact on the following success criteria.

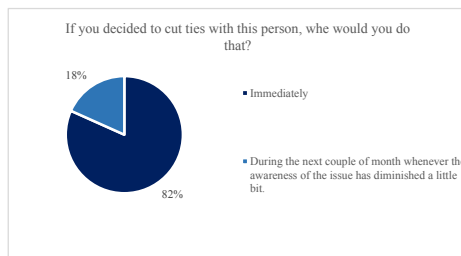
	Neutral impact	Low impact	Medium impact	High impact
Brand awareness	38	22	9	2
Brand's core values	0	0	8	63
Brand's value proposition	26	39	5	1
Brand's reputation	21	26	19	5
Value for money	36	24	8	3
Customer loyalty	35	26	5	5
Sales stimulation	52	14	4	1

	Neutral impact	Low impact	Medium impact	High impact
71 Brand aware	54%	31%	13%	3%
71 Brand's core	0%	0%	11%	89%
71 Brand's value	37%	55%	7%	1%
71 Brand's repu	30%	37%	27%	7%
71 Value for mc	51%	34%	11%	4%
71 Customer loy	49%	37%	7%	7%
71 Sales stimula	73%	20%	6%	1%



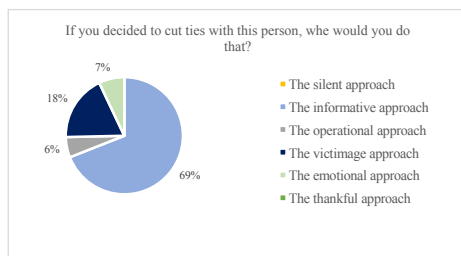
Q3: If you decided to cut ties with this person, when would you do that?

Immediately	82%
During the next couple of month whenever the awareness of the issue has diminished a little bit.	18%
I would not quit the contract and just wait until it runs out of time.	



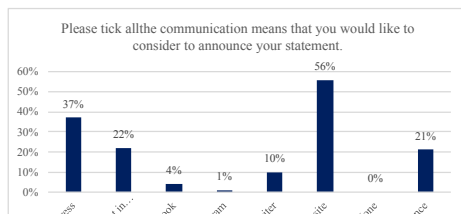
Q4: If you decided to cut ties with this person, which external communication strategy would you most probably consider?

The silent approach	0%
The informative approach	69%
The operational approach	6%
The victimage approach	18%
The emotional approach	7%
The thankful approach	0%
	100%



Q5: Please tick all the communication means that you would consider to announce your statement.

Via the press	37%
Written statement in news	22%
Facebook	4%
Instagram	1%
Twitter	10%
Company's website	56%
None	0%
Press conference	21%

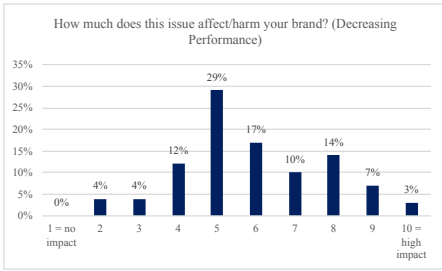


Scenario 4: Decreasing performance

Q1: How much does this issue affect/harm your brand?

Impact value	1 = no impact	2	3	4	5	6	7	8	9	10 = high impact	
Percentage	0%	4%	4%	12%	29%	17%	10%	14%	7%	3%	100%
Number	0	3	3	9	20	12	7	10	5	2	
Average	0	6	9	36	100	72	49	80	45	20	417

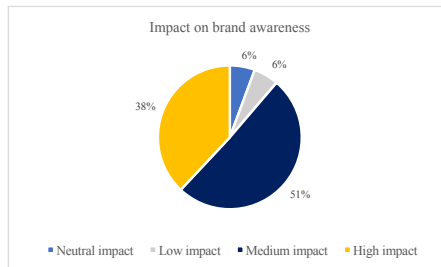
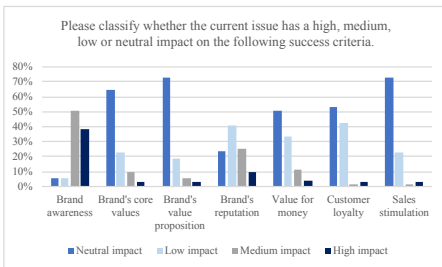
5,87323944



Q2: Please classify whether the current issue has a high, medium, low or neutral impact on the following success criteria.

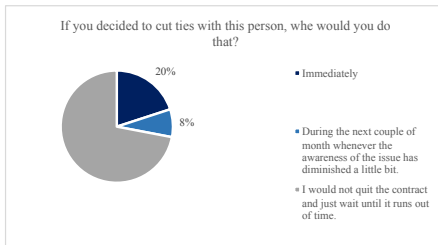
	Neutral impact	Low impact	Medium impact	High impact
Brand awareness	4	4	36	27
Brand's core values	46,0	16	7	2
Brand's value proposition	52	13	4	2
Brand's reputation	17	29	18	7
Value for money	36	24	8	3
Customer loyalty	38	30	1	2
Sales stimulation	52	16	1	2

	Neutral impact	Low impact	Medium impact	High impact
71 Brand aware	6%	6%	51%	38%
71 Brand's core	65%	23%	10%	3%
71 Brand's value	73%	18%	6%	3%
71 Brand's reput	24%	41%	25%	10%
71 Value for mc	51%	34%	11%	4%
71 Customer loy	54%	42%	1%	3%
71 Sales stimula	73%	23%	1%	3%



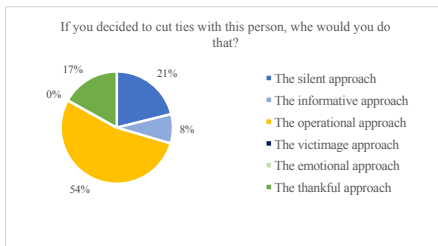
Q3: If you decided to cut ties with this person, when would you do that?

Immediately	20%
During the next couple of month whenever the awareness of the issue has diminished a little bit.	8%
I would not quit the contract and just wait until it runs out of time.	72%



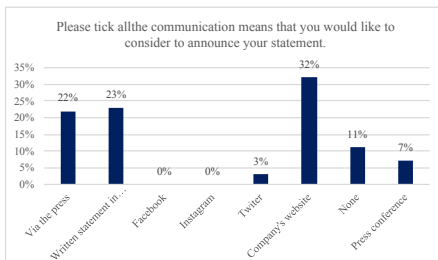
Q4: If you decided to cut ties with this person, which external communication strategy would you most probably consider?

The silent approach	21%
The informative approach	8%
The operational approach	54%
The victimage approach	0%
The emotional approach	0%
The thankful approach	17%



Q5: Please tick all the communication means that you would consider to announce your statement.

Via the press	22%
Written statement in news	23%
Facebook	0%
Instagram	0%
Twitter	3%
Company's website	32%
None	11%
Press conference	7%

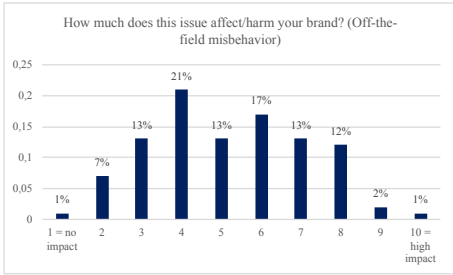


Scenario 5: Accident/Injuries

Q1: How much does this issue affect/harm your brand?

Impact value	1 = no impac	2	3	4	5	6	7	8	9	10 = high impact		
Percentage	1%	7%	13%	21%	13%	17%	13%	12%	2%	1%	100%	
Number	1	5	9	15	9	12	9	8	2	1		
Average		0	10	27	60	45	72	63	64	18	10	369

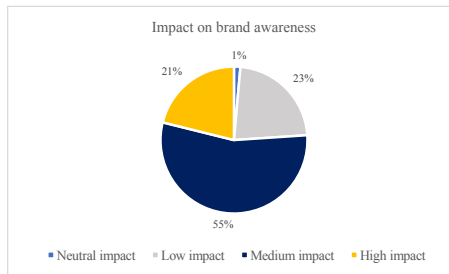
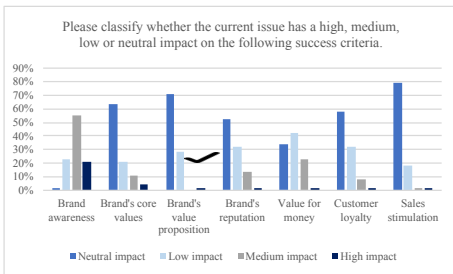
5,1971831



Q2: Please classify whether the current issue has a high, medium, low or neutral impact on the following success criteria.

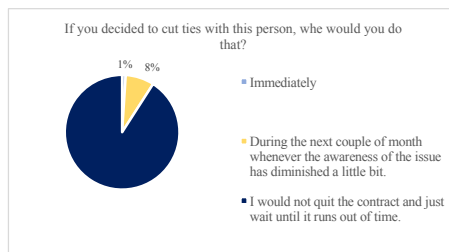
	Neutral impa	Low impact	Medium imp	High impact
Brand awareness	1	16	39	15
Brand's core values	45	15	8	3
Brand's value proposition	50	20	0	1
Brand's reputation	37	23	10	1
Value for money	24	30	16	1
Customer loyalty	41	23	6	1
Sales stimulation	56	13	1	1

	Neutral impa	Low impact	Medium imp	High impact
71 Brand aware	1%	23%	55%	21%
71 Brand's core	63%	21%	11%	4%
71 Brand's valu	70%	28%	0%	1%
71 Brand's repu	52%	32%	14%	1%
71 Value for me	34%	42%	23%	1%
71 Customer loy	58%	32%	8%	1%
71 Sales stimula	79%	18%	1%	1%



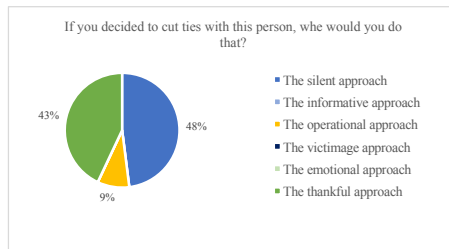
Q3: If you decided to cut ties with this person, when would you do that?

Immediately	1%
During the next couple of month whenever the awareness of the issue has diminished a little bit.	8%
I would not quit the contract and just wait until it runs out of time.	90%



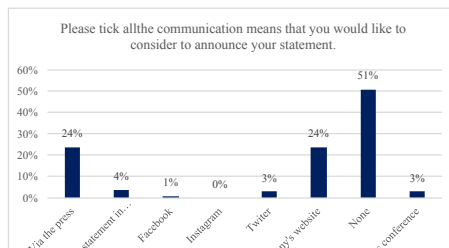
Q4: If you decided to cut ties with this person, which external communication strategy would you most probably consider?

The silent approach	48%
The informative approach	0%
The operational approach	9%
The victimage approach	0%
The emotional approach	0%
The thankful approach	43%
	100%



Q5: Please tick all the communication means that you would consider to announce your statement.

Via the press	24%
Written statement in news	4%
Facebook	1%
Instagram	0%
Twitter	3%
Company's website	24%
None	51%
Press conference	3%



S1:

Q2: Please classify whether the current issue has a high, medium, low or neutral impact on the following success criteria.

	Neutral impact	Low impact	Medium imp	High impact
Brand aware	46	18	6	1
Brand's core	29	30	6	6
Brand's value	4	4	8	55
Brand's repu	10	32	22	7
Value for mc	7	13	26	25
Customer lo	8	21	26	16
Sales stimu	10	17	15	29

	0	1	2	3
Brand aware	46	18	6	1
Brand's core	29	30	6	6
Brand's value	4	4	8	55
Brand's repu	10	32	22	7
Value for mc	7	13	26	25
Customer lo	8	21	26	16
Sales stimu	10	17	15	29

Duo: VP + Value for money > Vietnamage approach

S2:

Q2: Please classify whether the current issue has a high, medium, low or neutral impact on the following success criteria.

	Neutral impact	Low impact	Medium imp	High impact
Brand aware	39	26	3	3
Brand's core	0	0	2	69
Brand's value	35	31	4	1
Brand's repu	18	23	23	7
Value for mc	22	39	7	3
Customer lo	29	32	9	1
Sales stimu	44	23	2	2

	Neutral impact	Low impact	Medium imp	High impact
Brand aware	39	26	3	3
Brand's core	0	0	2	69
Brand's value	35	31	4	1
Brand's repu	18	23	23	7
Value for mc	22	39	7	3
Customer lo	29	32	9	1
Sales stimu	44	23	2	2

Duo: CV + Reputation(+> Emotional approach
Value for Money)

S3:

Q2: Please classify whether the current issue has a high, medium, low or neutral impact on the following success criteria.

	Neutral impact	Low impact	Medium imp	High impact
Brand aware	38	22	9	2
Brand's core	0	0	8	63
Brand's value	26	39	5	1
Brand's repu	21	26	19	5
Value for mc	36	24	8	3
Customer lo	35	26	5	5
Sales stimu	52	14	4	1

	Neutral impact	Low impact	Medium imp	High impact
Brand aware	38	22	9	2
Brand's core	0	0	8	63
Brand's value	26	39	5	1
Brand's repu	21	26	19	5
Value for mc	36	24	8	3
Customer lo	35	26	5	5
Sales stimu	52	14	4	1

Duo: CV + Reputation(+> Informative approach
VP)

S4:

Q2: Please classify whether the current issue has a high, medium, low or neutral impact on the following success criteria.

	Neutral impact	Low impact	Medium imp	High impact
Brand aware	4	4	36	27
Brand's core	46	16	7	2
Brand's value	52	13	4	2
Brand's repu	17	29	18	7
Value for mc	36	24	8	3
Customer lo	38	30	1	2
Sales stimu	52	16	1	2

	Neutral impact	Low impact	Medium imp	High impact
Brand aware	4	4	36	27
Brand's core	46	16	7	2
Brand's value	52	13	4	2
Brand's repu	17	29	18	7
Value for mc	36	24	8	3
Customer lo	38	30	1	2
Sales stimu	52	16	1	2

Duo: Awareness + Reput > Operational approach

S5:

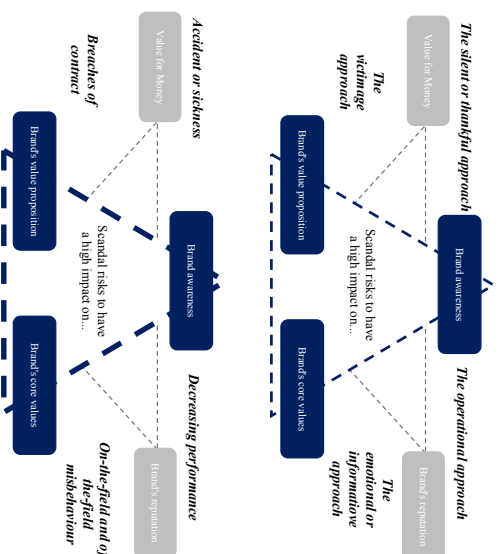
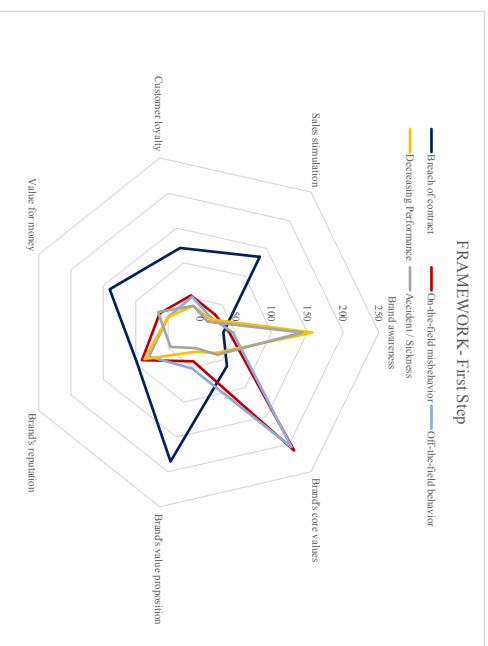
Q2: Please classify whether the current issue has a high, medium, low or neutral impact on the following success criteria.

	Neutral impact	Low impact	Medium imp	High impact
Brand aware	1	16	39	15
Brand's core	45	15	8	3
Brand's value	50	20	0	1
Brand's repu	37	23	10	1
Value for mc	24	30	16	1
Customer lo	41	23	6	1
Sales stimu	56	13	1	1

	Neutral impact	Low impact	Medium imp	High impact
Brand aware	1	13	41	16
Brand's core	45	15	8	3
Brand's value	50	20	0	1
Brand's repu	37	23	10	1
Value for mc	24	30	16	1
Customer lo	41	23	6	1
Sales stimu	56	13	1	1

Duo: Awareness + Value for Money > Silent or thankful approach

	Brand aware	Brand's core	Brand's value	Brand's repu	Value for mc	Customer lo	Sales stimu
Branch of co	33	60	185	97	140	121	134
On-the-field	41	211	42	90	62	53	33
Off-the-field	46	205	52	79	49	51	25
Decreasing P	36	36	27	86	49	38	24
Accident / St	143	40	23	46	65	38	18



Nb	Company	Type of sports	Sponsored sports professional	Sports category	CATEGORIZATION	Type of Scandal	Year of scandal	Year of unit	Reasons why	Communication	Comm. approach (quant. Research)	Communication approach taken	Comments	COMMENT CATEGORY	REFERENCES
1	Coca Cola	Soft Drinks	Ronaldinho	Football	Breach of contract	drinking Pepsi at press conference	2012	2012	- Breach of contract - Oakley claimed that Nike has negotiated a new deal with Malloy	- Marketing bonus, marketing chief for Coca-Cola, branded the sponsorship deal "enhancing." - "The deal that the player has appeared with can't be Pepsi was the straw that broke the camel's back." - Coca-Cola recognises the error and the value of Ronaldinho. However, due to recent developments it has become impossible to continue the partnership."	Veintage approach	Veintage approach	- Contract has been scheduled to expire in April 2014, but was terminated earlier - sponsorship deal was worth \$750K	- Breaches of contract are mostly communicated in a very honest way - Always refering to a third of respect that would not be given anyone after breach of contract - Authenticity: making a statement based on the truth and saying: that the athlete breached the contract - Advice reaction: quit contract and lawsuit - Communication not necessarily because they wanted to give a statement, rather because of the lawsuit and statement during the process	(Vercutsh, 2012) (Quinn, 2012) (Wright, 2012) (Kaplan & Associates 2012)
2	Oakley	Sport	Rory McIlroy	Golf	Breach of contract	Oakley tried to use its "right of first refusal" to match the Nike offer, but McIlroy and his agent, Conor Ridge, ignored the counteroffer, thereby breaching the Oakley-McIlroy contract	2012	2012	- Organizers struck deals with competitors - Nike accused them of breach of contract because he disagreed to continue as hand ambassador till 2014 - Lawson: Nike, in its suit, has pleaded with the court to restrain Kohli from entering into or negotiating any endorsement deal with any third party until the expiry of the deal - Disagreement about specific clause of contract ("the right to match") - Nike's perspective: common feature in Nike's endorsement agreements -> "Nike will have the right to match, which is a condition of Durant's current contract with the brand. Durant will still choose Nike if it doesn't match but can legally choose Under Armour if Nike does" - Berium thought that contract would expire on the last day of 2015 and most contracts - Nike thought contract would last until 15/07/2016, Berium thought it would have lasted 1 year 6 months	No official statement but a lawsuit No official statement	Veintage approach	Silent approach, but lawsuit can be considered as playing the victim role in a silent way			
3	Reebok	Sport organization	Sander Olympic organizers	Olympic	Breach of contract	Breach of contract due to deals with competitors	1999	1999	- Nike accuses them of breach of contract because he disagreed to continue as hand ambassador till 2014 - Lawson: Nike, in its suit, has pleaded with the court to restrain Kohli from entering into or negotiating any endorsement deal with any third party until the expiry of the deal - Disagreement about specific clause of contract ("the right to match") - Nike's perspective: common feature in Nike's endorsement agreements -> "Nike will have the right to match, which is a condition of Durant's current contract with the brand. Durant will still choose Nike if it doesn't match but can legally choose Under Armour if Nike does" - Berium thought that contract would expire on the last day of 2015 and most contracts - Nike thought contract would last until 15/07/2016, Berium thought it would have lasted 1 year 6 months	No official statement	Veintage approach	Silent approach, but lawsuit can be considered as playing the victim role in a silent way			
4	Nike	Sports brand	Viral Kohli	Cricket	Breach of contract	Breach of contract due to not wanting to be hand ambassador till 2014	2013	2013	- Nike accuses them of breach of contract because he disagreed to continue as hand ambassador till 2014 - Lawson: Nike, in its suit, has pleaded with the court to restrain Kohli from entering into or negotiating any endorsement deal with any third party until the expiry of the deal - Disagreement about specific clause of contract ("the right to match") - Nike's perspective: common feature in Nike's endorsement agreements -> "Nike will have the right to match, which is a condition of Durant's current contract with the brand. Durant will still choose Nike if it doesn't match but can legally choose Under Armour if Nike does" - Berium thought that contract would expire on the last day of 2015 and most contracts - Nike thought contract would last until 15/07/2016, Berium thought it would have lasted 1 year 6 months	- Nike claimed that as per the contract clauses it had the right to option to seek extension of the contract period by one year till 2018 - Company claims Kohli not only refused but also threatened to disengage the brand in the letter he wrote to Nike - "The trial judge has failed to appreciate that if Kohli enters into any agreement with the third party in the interregnum, the same would cause hardship to us as any endorsement of a rival brand would cause irreparable damage to our brand"	Veintage approach	Veintage approach			
5	Nike	Sports brand	Boris Berium	Athletics	Breach of contract	January 2016, Berium was racing in a New Balance kit - direct competitor of Nike	2016	2016	- Nike accused them of breach of contract because he disagreed to continue as hand ambassador till 2014 - Lawson: Nike, in its suit, has pleaded with the court to restrain Kohli from entering into or negotiating any endorsement deal with any third party until the expiry of the deal - Disagreement about specific clause of contract ("the right to match") - Nike's perspective: common feature in Nike's endorsement agreements -> "Nike will have the right to match, which is a condition of Durant's current contract with the brand. Durant will still choose Nike if it doesn't match but can legally choose Under Armour if Nike does" - Berium thought that contract would expire on the last day of 2015 and most contracts - Nike thought contract would last until 15/07/2016, Berium thought it would have lasted 1 year 6 months	- First: no comment from Nike about Tweet - Later: Nike clarified the following statement: "Nike values its relationships with athletes and we expect them to honor their contractual commitments. Where necessary we'll take steps to protect our rights. We have no further comment on ongoing litigation"	Veintage approach	Veintage approach	Boris Berium (21/06/2016) Twitter: "Today I got scores at the Tokyo classic, @nike is going to sue me for breach of contract that expired on 12/31/15. What shall I do?"	- Saying that the athlete is not worth the money is very rare - Statements in our genre say saying that they would focus on other strategic markets in high expectations and requirements on SC Villa, the best team in Uganda. They have a strong presence in Africa overall	
6	Danish Football Association	Sport organization	Niklas Bendner	Soccer	Breach of contract	Breach of contract: Bendner lifted his shirt and lowered the name of an Irish being firm across the top of the briefs	2012	2012	- Nike accused them of breach of contract because he disagreed to continue as hand ambassador till 2014 - Lawson: Nike, in its suit, has pleaded with the court to restrain Kohli from entering into or negotiating any endorsement deal with any third party until the expiry of the deal - Disagreement about specific clause of contract ("the right to match") - Nike's perspective: common feature in Nike's endorsement agreements -> "Nike will have the right to match, which is a condition of Durant's current contract with the brand. Durant will still choose Nike if it doesn't match but can legally choose Under Armour if Nike does" - Berium thought that contract would expire on the last day of 2015 and most contracts - Nike thought contract would last until 15/07/2016, Berium thought it would have lasted 1 year 6 months	"We have an exclusive deal, and this is of course a breach of it," association spokesman Lars Berend told The Associated Press. "And it's also a breach of UEFA's commercial rules, rules against exposing personal messages."	Veintage approach	Veintage approach	I assume that the Ugandan football league is not the biggest gold mine for a course company like Sparmax. That is probably why they have had high expectations and requirements on SC Villa, the best team in Uganda. They have a strong presence in Africa overall	- Saying that the athlete is not worth the money is very rare - Statements in our genre say saying that they would focus on other strategic markets in high expectations and requirements on SC Villa, the best team in Uganda. They have a strong presence in Africa overall - Not quitting the course - rather just not pursuing the suit - because of the expense showing how grateful they are for the time they had - FRAMWORK: very generic and non-detailed answers // no advice reactions, waiting for contacts to run out	(CBS news, 2013)
7	StarTimes	Media Company	SC Villa (Uganda)	Football	Decreasing Performance / PR value	Unstable circumstances within the club	2018	2018	- Nike accused them of breach of contract because he disagreed to continue as hand ambassador till 2014 - Lawson: Nike, in its suit, has pleaded with the court to restrain Kohli from entering into or negotiating any endorsement deal with any third party until the expiry of the deal - Disagreement about specific clause of contract ("the right to match") - Nike's perspective: common feature in Nike's endorsement agreements -> "Nike will have the right to match, which is a condition of Durant's current contract with the brand. Durant will still choose Nike if it doesn't match but can legally choose Under Armour if Nike does" - Berium thought that contract would expire on the last day of 2015 and most contracts - Nike thought contract would last until 15/07/2016, Berium thought it would have lasted 1 year 6 months	...I also noted in the last football season 2017/2018 the club has had a very poor performance in terms of PR value that we are meant to get back as sponsors of the club as per what was agreed upon in contract. In addition to the above, in the previous season there was a lot of bad publicity in regard to match discipline and leadership wrinkles which is starting our brand I am very disappointed with the performance. The purpose of this communication is therefore to agree with the common Sports Clubs VILU, from 1st and Sparmax with sponsorship with best team in Africa. We would like to avoid any further brand damage to StarTimes. ..."	Operational approach	Honest and detailed communication			
8	Martin	Drinks	Clare Williams	F1	Decreasing performance / PR value	no particular reason mentioned	2018	2018	- Nike accused them of breach of contract because he disagreed to continue as hand ambassador till 2014 - Lawson: Nike, in its suit, has pleaded with the court to restrain Kohli from entering into or negotiating any endorsement deal with any third party until the expiry of the deal - Disagreement about specific clause of contract ("the right to match") - Nike's perspective: common feature in Nike's endorsement agreements -> "Nike will have the right to match, which is a condition of Durant's current contract with the brand. Durant will still choose Nike if it doesn't match but can legally choose Under Armour if Nike does" - Berium thought that contract would expire on the last day of 2015 and most contracts - Nike thought contract would last until 15/07/2016, Berium thought it would have lasted 1 year 6 months	Tam Principal Clare Williams explains: "We've discussed extending beyond 2018. "While we would both like to do so, the Renault Group have told us that they will step away entirely from Formula 1 when our contract expires at the end of this year. "They have many brands to support and obviously their strategic priorities evolve over time."	Operational approach	Operational approach			
9	Loews	Retail	Jimmie Johnson	stock car racing	Decreasing performance / PR value	no particular reason mentioned	2018	in progress	- Nike accused them of breach of contract because he disagreed to continue as hand ambassador till 2014 - Lawson: Nike, in its suit, has pleaded with the court to restrain Kohli from entering into or negotiating any endorsement deal with any third party until the expiry of the deal - Disagreement about specific clause of contract ("the right to match") - Nike's perspective: common feature in Nike's endorsement agreements -> "Nike will have the right to match, which is a condition of Durant's current contract with the brand. Durant will still choose Nike if it doesn't match but can legally choose Under Armour if Nike does" - Berium thought that contract would expire on the last day of 2015 and most contracts - Nike thought contract would last until 15/07/2016, Berium thought it would have lasted 1 year 6 months	Loew's said it was parting ways with Johnson to "invest in other strategic initiatives."	Operational approach	Operational approach			
10	Oakley	Sunglasses maker	Lance Armstrong	Cycling	Over-the-field misbehavior	Doping	2012	2012	- Nike accused them of breach of contract because he disagreed to continue as hand ambassador till 2014 - Lawson: Nike, in its suit, has pleaded with the court to restrain Kohli from entering into or negotiating any endorsement deal with any third party until the expiry of the deal - Disagreement about specific clause of contract ("the right to match") - Nike's perspective: common feature in Nike's endorsement agreements -> "Nike will have the right to match, which is a condition of Durant's current contract with the brand. Durant will still choose Nike if it doesn't match but can legally choose Under Armour if Nike does" - Berium thought that contract would expire on the last day of 2015 and most contracts - Nike thought contract would last until 15/07/2016, Berium thought it would have lasted 1 year 6 months	- "We are still committed to the sport and will be finding our efforts towards promoting the new era of cycling." - Based on ICT's decision, both the over-the-field evidence that USADA presented, Oakley has severed its sponsorship relationship with Armstrong. - Oakley emphasises that it would not take legal action to try to recover any of the money it has spent on endorsing Armstrong. - "We are deeply saddened by the situation, especially given our longstanding relationship, but we feel it is best for all involved to move on and collectively spend our energy rebuilding the sport of cycling."	Emotional approach	Emotional approach	After 25 years of sponsorship! - Oakley began sponsoring Armstrong in 1987 when he was a young triathlete		
11	Tig Heuer	Watches	Maria Sharapova	Tennis	Over-the-field misbehavior	Doping	2016	in progress	- Nike accused them of breach of contract because he disagreed to continue as hand ambassador till 2014 - Lawson: Nike, in its suit, has pleaded with the court to restrain Kohli from entering into or negotiating any endorsement deal with any third party until the expiry of the deal - Disagreement about specific clause of contract ("the right to match") - Nike's perspective: common feature in Nike's endorsement agreements -> "Nike will have the right to match, which is a condition of Durant's current contract with the brand. Durant will still choose Nike if it doesn't match but can legally choose Under Armour if Nike does" - Berium thought that contract would expire on the last day of 2015 and most contracts - Nike thought contract would last until 15/07/2016, Berium thought it would have lasted 1 year 6 months	- "In view of the current situation, the Swiss watch brand has suspended negotiations, and has decided not to renew the contract with Ms Sharapova." - Tig Heuer announced in March it had decided not to renew Sharapova's contract, but has not ruled out working with her again in the future - CEO Jean-Marc Biver said: "We now have some time and, as she is suspended for two years, we are not in a hurry any more to sign a new contract today or this month. We will see later what we are going to do."	Emotional approach	Honest and detailed communication			

(The Guardian, 2016)

12	Nike	Sport	Lance Armstrong	Cycling	On-the-field misbehavior	Doping	2012	2012	- Armstrong was banned from cycling for life No Doping Support	"Nike does not condone the use of 'illegal performance enhancing drugs in any manner'" The company also said it plans to continue to support Livestrong initiatives, which it said were "created to unite, inspire and empower people affected by cancer"	Emotional approach	Emotional approach			(Hobd, 2012)
13	Adverse-Busch	Beverages/Brewing	Lance Armstrong	Cycling	On-the-field misbehavior	Doping	2012	2012	- Armstrong was banned from cycling for life No Doping Support	"We have decided not to renew our relationship with Lance Armstrong when our current contract expires at the end of 2012. We will continue to support the Livestrong Foundation and its cycling and running events"	Emotional approach	Informative approach			(Hobd, 2012)
14	Trek	Racing Cycles	Lance Armstrong	Cycling	On-the-field misbehavior	Doping	2012	2012	- Armstrong was banned from cycling for life No Doping Support	"Trek is disappointed by the findings and conclusions in the USADA report regarding Lance Armstrong. Given the determinations of the report, Trek today is terminating our long-term relationship with Lance Armstrong. Trek will continue to support the Livestrong Foundation and its efforts to combat cancer..." "chosen to postpone planned activities" with Sharapova "until further details are released and we can analyze the situation."	Emotional approach	Informative approach			(Imado, 2012)
15	Porsche	Car manufacture	Maria Sharapova	Tennis	On-the-field misbehavior	Doping	2016	in progress	- Failed a drug test	quickerly decided to not renew her contract	Emotional approach	Informative approach			(CBS, 2016)
16	Nike	Sport	Meloni Jones	Olympic Sprinter	On-the-field misbehavior	Doping	2004	2005	Doping allegations	Anyone, however famous, who goes against the values of fair play and moral integrity cannot be associated with our company."	Emotional approach	Stark approach		The company refused to offer her a new endorsement deal in 2005. She later confessed to doping at her father's field.	(Fronome, 2014) (Hart, 2012)
17	Diadora	Clothing	Ben Johnson	Athletics	On-the-field misbehavior	Doping	1988		- has been tested post-race for anabolic steroids - medal was revoked - huge visibility of scandal - suspended from sport	n/a	Emotional approach	Emotional approach			(Imai, 1988)
18	Pionak	Hearing care solutions	Floyd Landis	Cycling	On-the-field misbehavior	Doping	2006	2006		n/a	Emotional approach	n/a			(Dwy, 2006)
19	Rabobank	Banking	Lance Armstrong	Cycling	On-the-field misbehavior	Doping	2012	2012	players involved in using sample on the ball to gain an advantage	bank's managing board, said: "We are no longer convinced that the international professional world of cycling can make this a clean and fair sport. We are not confident that this will change for the better in the foreseeable future."	Emotional approach	Emotional approach			(Walker, 2012)
20	Mageelan Financial Group	fund management business	Australia's cricket team	Cricket	On-the-field misbehavior	Cheating	2018	2018	players involved in using sample on the ball to gain an advantage	"... these recent events are in consonance with our values, that we are left with no option but to terminate our... partnership with Cricket Australia."	Emotional approach	Victim approach			(Kee, 2018)
21	LG	Electronics	Australia's cricket team	Cricket	On-the-field misbehavior	Cheating	2018	2018	players involved in using sample on the ball to gain an advantage	"LG's current sponsorship of David Warner is in the final weeks, and in light of recent events, we have decided not to renew our partnership... LG Australia will always look to work with ambassadors that share our core brand values and we take these relationships incredibly seriously to ensure we put our customers, employees and stakeholders first."	Emotional approach	Emotional approach			(Gray, 2018)
22	Asics	Sports brand	Australia's cricket team	Cricket	On-the-field misbehavior	Cheating	2018	2018	players involved in using sample on the ball to gain an advantage	As a result of last weekend's events in Cape Town involving members of the Australian men's cricket team and following the sanctions made by Cricket Australia, ASICS has terminated its sponsorship contracts with David Warner and the Australian men's cricket team.	Emotional approach	Informative approach			(B&T Magazine, 2018)
23	888poker	Online Poker	Luis Salazar	Snocor	On-the-field misbehavior	Inappropriate behavior	2014	2014	Salazar was banned for 10 years in domestic competition after hitting Chinese defender Brambach's forearm.	"Regrettably, following the assault during Fantasy's World Cup match against Italy on Tuesday, 888poker has decided to terminate its relationship with Luis Salazar with immediate effect."	Emotional approach	Informative approach			(Telegraph Sport, 2014)
24	Marnelli Snipers	Team	Romano Fenati	Motor2 Racing	On-the-field misbehavior	Cheating misconded in race	2018	2018	Fenati pulled a competitors brake lever meanwhile driving in high speed.	His team Marnelli Snipers terminated the contract. "We can communicate that the Marnelli Snipers Team shall terminate the contract with the rider Romano Fenati from now on for his supporting, dangerous and damaging conduct for the image of all," a statement read. "With extreme regret, we have to note that his responsible act endangered the life of another rider and can't be apologised for in any way." The rider, from this moment, will not participate in any more races with the Marnelli Snipers team. The team, Marnelli, Cames, Ravasoli and all the other sponsors and the people that always supported him apologise to all the world championship fans."	Emotional approach	Emotional approach		Unclear of this one counts, as it's indirectly the sponsors that are getting terminated on behalf of the racing team. Still the team is also sponsor in a way.	(Omnisport, 2018)
25	Rabobank	Banking	Levi Leipheimer	Cycling	On-the-field misbehavior	Doping	2012			"We are pulling out of professional cycling. It's painful. Not just for Rabobank but especially for the enthusiasts and the cyclists who are not to blame in this," he added.	Emotional approach	Emotional approach			(Webb & Denech)
26	Accenture	Consulting	Tiger Woods	Golf	Off-the-field misbehavior	"Underline" leave from golf to work on marriage after allegations that he had trysts with multiple women	2009	2009		"His achievements on the golf course have been a powerful metaphor for business success in Accenture's advertising. However, given the circumstances of the last 18 weeks, after careful consideration and analysis, the company has determined that he is no longer the right representative for our advertising."	Informative approach	Informative approach		- After 6 years of sponsorship Woods loses an estimated \$66 million on income from advertising endorsements by being dropped by sponsors - Branding consultants said the annual announcement was unusual (generally, comparisons secret their fees with disparaged CEO's spouses, per Quartz) - "This is with Accenture's management and how financial and dispersed they are that they've been associated with exactly the wrong kind of guy for a consulting company" (AI Res, chairman of branding consultancy Res & Res)	(Callahan, 2009)
27	Nike	Sports brand	Oscar Pistorius	Racer	Off-the-field misbehavior	Killed his girlfriend	2013	2013	- No murder support	- "Nike has suspended its contact with Oscar Pistorius," the world's largest sportswear company said in a brief statement released in London. "We believe Oscar Pistorius should be afforded due process and we will continue to monitor the situation closely." - The decision means the South African will receive no further payments from Nike for the time being and not appear in any of its promotions.	Informative approach	Informative approach		- directly broke ties with him	(Rowell, 2014) (BBC, 2013) (Walker, 2013)

28	Nike	Sports brand	Adrian Peterson	Baseball	Off-the-field misbehavior	No contest to child abuse charges	2014	2014		"NIKE in no way condones child abuse or domestic violence of any kind and has shared our concerns with the NFL."	Informative approach	Emotional approach	- Many other sponsors stood by him (ex: Under Armour, Omega etc.) -> 23 gold medals at Olympic Games - Phelps admitted that the photo taken at a student party was authentic. He subsequently apologized calling his behavior "inappropriate" -> several of his sponsors (Speedo, Omega) have accepted his apology - Others (including Visa, Subway) have not taken a position (but quit sponsorship business)	(Kellmeyer, 2014)
29	Kellogg's	Food	Michael Phelps	Swimming	Off-the-field misbehavior	- Photo of him smoking marijuana at a college party - Suspension from competition for these months	2009	2009	- Image consistency	- Kellogg's said that it would not renew its contract with Phelps when their deal expires at the end of February. It would not disclose the value of its contract. - "Michael's most recent behavior is not consistent with the image of Kellogg's." - Susanne Novotz, a spokeswoman for the company, said in a statement - "We decided to send a strong message to Michael because he disappointed so many people, particularly the hundreds of thousands of USA Swimming member kids who look up to him as a role model and hero."	Informative approach	Emotional approach	- Mendenthal filed a lawsuit against Champion for breach of contract -> agreement for an undisclosed amount of money (\$600K) - "This case involves the core question of whether an athlete employed as a celebrity endorser loses the right to express opinions simply because the company whose products he endorses might disapprove of the opinions." - the suit reads - Questionable if Champion had the right to terminate Mendenthal	(Mancini, 2009)
30	Champion	Sports brand	Keshawn Mendenthal	American football	Off-the-field misbehavior	- Conversational statements about recent killing of Osama bin Laden would celebrate his death and seemed to question whether bin Laden was even involved in the September 11th attacks	2011	2011	- Image consistency	- Champion acquiesces' statement upon Mendenthal's termination: "company respects Mendenthal's right to express sincere thoughts regarding potentially controversial topics." but "no longer believes that Mr. Mendenthal can appropriately represent Champion."	Informative approach	Informative approach	- company can terminate him if he "commits or is arrested for any crime or becomes involved in any situation or occurrence tending to bring Mendenthal into public disrepute, contempt, scandal or ridicule, or tending to shock, insult or offend the majority of the consuming public."	(Rowell, 2011)
31	Castrol	Oil	Adrian Peterson	Baseball	Off-the-field misbehavior	No contest to child abuse charges	2014	2014		"In light of recent events, Castrol has decided to end our relationship with Adrian Peterson."	Informative approach	Informative approach		(Isidore, 2014)
32	Jaycar	Electronic goods	Canterbury huddles-Australian Rugby team	Rugby	Off-the-field misbehavior	Players' statements were pictured and leaked as they had been dining naked in a hotel and vomiting in the streets	2018	2018	Players behaving in a manner that the company don't want be associated with.	"Inferentially, I just could not ignore this behaviour". Johnson told the Herald on Friday. Johnson intends to float the company on the stock exchange and has told Canterbury chief executive Andrew Hill and chair Lyne Anderson that it needs a spotless reputation to be accepted by the share-buying public.	Informative approach	Informative approach		(Masters, 2018)
33	Nike	Sports brand	Michael Vick	NFL - American Football	Off-the-field misbehavior	Illegal activities	2007	2007	Sponsoring a dog in an annual fighting venue. Sentenced to prison	A company's statement said Nike considers any cruelty to animals inhumane and unacceptable.	Informative approach	Emotional approach		(Serrano, 2007)
34	AirTran Airways	Low-fares airlines (bought by Southwest Airways 2010)	Michael Vick	NFL - American Football	Off-the-field misbehavior	Illegal activities	2007	2007	Sponsoring a dog in an annual fighting venue. Sentenced to prison	The airline did not explicitly cite Mr. Vick's off-the-field problems, but the dog-fighting allegations are merely the latest in a string of issues for Mr. Vick, who earlier in his career was a sought-after endorser due to his dynamic athleticism.	Informative approach	Informative approach		(Mullman, 2007)
35	Nike	Sports brand	Ray Rice	NFL - American Football	Off-the-field misbehavior	Assault	2014	2014	He hit his wife unconscious. The incident was caught on camera. Banned from playing in the NFL.	After internal discussion about the events that transpired, we determined that a future relationship with Nike did not align with our goals as a company. We're still said in a statement	Informative approach	Sincere approach		(Rowell, 2014b)
36	Vermax	Sport equipment	Ray Rice	NFL - American Football	Off-the-field misbehavior	Assault	2014	2014	He hit his wife unconscious. The incident was caught on camera. Banned from playing in the NFL.		Informative approach	Informative approach		(Rowell, 2014b)

- reason communicated is that the personality of the athlete does not fit the brand's personality and image any longer

- company wants to set a sign: don't want to support condone misbehavior

- company takes the role as a human-being in general, these are the types of sponsorship scandals that are communicated the most

- FRAMWORK: very honest and human communication, very quick reactions (f.e. when they were arrested etc.)

- Normally, sponsors react immediately - directly after official suspension

- No real statements, more a "must-say-sentence"

- FRAMWORK: no real statement, very short/ immediate reaction

37	Coca Cola	Soft Drink	- Athlete told the press that he would have lost sponsorship deal because of his infamous brawl Daniel Cormier (wasn't true) - "Nike did not drop me because of that fight and I kind of owe an apology to Nike for saying they dropped me because of the fight. They actually didn't. Nike has been kind to support me through these times. I wish there were as many people in the middle of MGM Grand."	Football	Off-the-field misbehavior	Misbehavior		2010	2011	Charged on his wife. Swore at US-armers during celebration.	"We mutually agreed that we would not renew our relationship. We wish Wayne well in his career."	Informative approach	Informative approach	It was reported that Coca Cola bosses had expressed that they were disgusted with Koeny's affair.	
38	Puma	Sports brand	Aaron Hernandez	NFL - Football	Off-the-field misbehavior	Charged with murder		2013	2013	Killed a guy, got sentenced to life in prison	"Puma has ended the relationship with athlete Aaron Hernandez in light of the current situation, a company spokesman told FoxSports.com."	Informative approach	Informative approach		(Ehms, 2011)
39	CyflSport	Sport vitamin supplement	Aaron Hernandez	NFL - Football	Off-the-field misbehavior	Investigated for murder		2013	2013	Was being investigated in a murder case.	CyflSport said that they terminated the sponsorship. "In light of the investigation"	Informative approach	Informative approach	The difference from Puma is that they terminated the contract before he was even arrested or charged with the murder	(Bresch, 2013)
40	Nike	Sports brand	Manny Pacquiao	Boxer	Off-the-field misbehavior	Publicly expressed that same-sex couples were worse than animals		2016	2016	Nike support the LGBT community and his statement was offending.	Nike said: "We found Manny Pacquiao's comments abhorrent," the company said in a statement. "Nike strongly opposes discrimination of any kind and has a long history of supporting and standing up for the rights of the LGBT community."	Informative approach	Emotional approach		(Kadowicz, 2013)
41	Ralph Lauren	Apparel	Ryan Lochte	Swimmer	Off-the-field misbehavior	Fabricated a story about him being robbed at gunpoint by a policeman after a night out during the Rio Olympics (has even been filmed)		2016	2016	Admitted to have lied.	Ralph Lauren stressed that they would continue their support of the US Olympic and Paralympic teams.	Informative approach	Informative approach	- Scandal was even named: Lochtegate	(BBC News, 2016)
42	Speedo	Swimwear	Ryan Lochte	Swimmer	Off-the-field misbehavior	Fabricated a story about him being robbed at gunpoint by a policeman after a night out during the Rio Olympics (has even been filmed)		2016	2016	Admitted to have lied.	Speedo terminated the contract and said: "We cannot condone behaviour that is counter to the values this brand has long stood for."	Informative approach	Emotional approach	- Scandal was even named: Lochtegate	(BBC News, 2016)
43	Syneron Candela	Hair removal	Ryan Lochte	Swimmer	Off-the-field misbehavior	Fabricated a story about him being robbed at gunpoint by a policeman after a night out during the Rio Olympics (has even been filmed)		2016	2016	Admitted to have lied.	"We've held our employees to high standards, and we expect the same of our business partners"	Informative approach	Thoughtful approach (but still informative)	- Scandal was even named: Lochtegate	(BBC News, 2016)
44	Dannon	Food	Cam Newton	American football	Off-the-field misbehavior	Misbehavior (controversial comments to female reporter)		2017	2017	"It's funny to hear a female talk about froust... it's funny."	"We have shared our concerns with Cam and will no longer work with him."	Informative approach	Informative approach		(BBC News, 2016)
45	Addis	Sports brand	Gilbert Arenas	Basketball	Off-the-field misbehavior	Carried未经许可 weapon in to the home stadium. Was suspended from the NBA.		2009		Wasn't eligible to play in the NBA after his crime.	Ardias: "In response to Gilbert Arenas' guilty plea to felony charges, Addis has terminated its agreement with the athlete effective immediately... beyond this statement we have no further comment at this time."	Informative approach	Informative approach		(Vranica, 2017)
46	Nike	Sports brand	Jan Jones	UFC fighter	Off-the-field misbehavior	- Arrested for hit-and-run accident - Accused of leaving the scene of an accident involving death - Suspension		2014	2014		"I said, 'You know what, if you guys aren't too serious about martial arts, then I don't want to be a part of the company.'" Jones said. "Hopefully, I can respectfully leave."	Informative approach	n/a		(Kim, 2010)
47	Reebok	Sports brand	Jan Jones	UFC fighter	Off-the-field misbehavior	- Arrested for hit-and-run accident - Accused of leaving the scene of an accident involving death - Suspension		2014	2014		- "The truth of the matter is, I did not get dropped by Nike," Jones said. "It was a mutual thing, something we had discussed months before the actual fight." - In a statement, a Reebok spokesman told MMAjunkie that "in light of recent events, we've made the decision to terminate our contract with Jan Jones, effective immediately."	Informative approach	Informative approach	- Just one day after UFC issued him an indefinite suspension, Reebok has terminated sponsorship	(Rahmouf, 2014)
48	Herman	Deer	Michael Schumacher	Formula 1	Stress/Accident	- Accident - No comeback		2013	2017	- No awareness: Schumacher hasn't been seen in public since his ski accident	- No statement about reasons why he was seen "Friday and Friday afternoon"	Thoughtful or silent approach	Thoughtful or silent approach		(MMA Junkie, 2015)
49	Audemus Piguet	Watches	Michael Schumacher	Formula 1	Stress/Accident	- Accident - No comeback		2013	before (2017)	- No awareness: Schumacher hasn't been seen in public since his ski accident	- Announced to create a watches line to honour Schumacher - No communication at all at the time that they cut the ties	Thoughtful or silent approach	Thoughtful but silent approach		(Berliner Zeitung, 2017)
50	KFC	Fastfood	Magic Johnson	Basketball	Stress/Accident	Announcement that he is HIV-positive		1991	1992	- KFC quietly let contract run out	No communication	Thoughtful or silent approach	Silent approach		(Lewin, 2017)
51	Converse	Footwear	Magic Johnson	Basketball	Stress/Accident	Announcement that he is HIV-positive		1991	1993	Sponsor has quietly distanced themselves from the legend (even if said in public that they would stand by him)	No communication	Thoughtful or silent approach	Silent approach		(Caesar, 2006)