



Department of
Business and Management

Course of Web Analytics & Marketing

Ambush Marketing in Sports:

The role of sponsorship avoidance of events or athletes on
brand attitude

Matteo De Angelis

SUPERVISOR

Piermario Tedeschi

CO-SUPERVISOR

Arianna Abis

CANDIDATE

Academic Year 2021/2022

Summary

Introduction	5
Chapter 1.....	7
1.1 Ambush marketing in general	7
1.2 Ambush marketing in sports.....	9
1.3 Ambush strategies and typologies.....	10
1.3.1 A wide diversity of strategies: a first categorization	10
1.3.2 A typology of ambush marketing: renewed categorization	14
1.4 Legal and ethical issues	17
1.4.1 A confusing legal matter	17
1.4.2 Covid 19 influence	18
1.4.3 Ethical concerns	19
1.4.4 Counter-ambush measures	20
1.5 Perceptions and user sentiment	22
1.5.1 Gender and age effect	23
1.5.2 Social media	23
Chapter 2.....	25
2.1 Event-associated Ambush marketing	25
2.2 Case Study 1 – Paddy Power.....	27
2.2.1 Context	27
2.2.2 The advertiser	27
2.2.3 The ambush	28
2.2.4 Legal Issues	29
2.2.5 Perception.....	30
2.3 Case Study 2 – Bavaria Beer.....	31
2.3.1 Context	31
2.3.2 The advertiser	31
2.3.3 The ambush	32
2.3.4 Legal Issues	33
2.3.5 Perception.....	34
2.4 Sportsperson associated Ambush Marketing.....	35
2.5 Case study 3 – Beats by Dre at the Olympics	36

2.5.1 Context	36
2.5.2 The advertiser	36
2.5.3 The ambush	37
2.5.4 Legal Issues	38
2.5.5 Perception.....	38
2.6 Other significant examples.....	39
Bayern Munchen’s case	39
Neymar Lupo’s Underwear Case	40
Conclusions.....	41
Chapter 3.....	45
3.1 Research design	45
3.1.1 Participants	46
3.1.2 The questionnaire	46
3.1.3 Stimuli.....	48
3.2 The Analysis	52
3.2.1 Scale reliability	52
3.2.2 Factor analysis.....	54
3.2.3 Hypothesis testing.....	59
3.2.4 ANOVA.....	60
3.3 Discussion	64
3.3.1 Managerial Implications	65
3.3.2 Limitations and future research.....	65
Conclusions.....	67
Bibliography.....	69

Introduction

Live sporting events are notably important for brands, as they bring large groups of people together, thus providing an unvaluable opportunity to broadly reach target customers.

Therefore, it is clear that the more followed and outstanding the sport or the team is, the more attention the event will get. People, fans or just curious, are linked together by the adrenaline that the event creates and are easier to be attracted by everything that goes on around them, as they desire to live the experience.

It has to be said that professional sports are able to reach billions of viewers being more attractive to international brands and sponsors, but also amateur sports carry their own appeal.

Given the number of people that those sporting events are able to reach, they are often in the crosshair of big brands that are willing to show off themselves through the mediatic lens of the event.

Sponsorships are very important, both for the event itself and for the teams in it, since they give the chance to develop different ways to engage the audience and provide the money to enhance the experience of the fans.

Since they are one of the most efficient marketing strategies in the market, sponsorships are fundamental in sports, and they are very expensive.

Sponsorship cost depends on many factors, the size of the deal, the media exposure, and the popularity of the sport. The most expensive ones are the ones concerning Formula 1, Premier League, or NBA, these deals can reach tens of millions per year. Naturally, the figures can go higher when we talk about World Cup or Olympic sponsors.

Brands realized the boundless value that sponsoring sports can add to their brand and also the great impact on sales.

Nevertheless, due to the expenses that sponsorship brings with itself, not every brand can afford to pursue it.

This is why ambush marketing was born.

The research in the present work will focus its aims in the study of two different typologies of ambush marketing: event-associated and athlete-associated ambush. In particular, the relationship between these two kinds of ambush and the attitude towards the brand in the ad will be investigated, taking

also in consideration the potential moderating effect of the type of advertising, that could be traditional or shared on social media.

The research question is in fact: how the attitude towards the brand changes if ambush marketing is performed on an event or by an athlete and how it changes between different types of advertising?

The first chapter investigates in depth the previous literature concerning the theme and introduces the topic through the literature review.

The second chapter analyzes different cases and examples of the two ambush strategies that are the subject of the research.

Finally, in the third chapter empiric marketing research done through the use of Qualtrics and SPSS can be found accompanied with the explanation of the results.

Chapter 1

1.1 Ambush marketing in general

As sponsorship has grown and ambush marketing has emerged, the academic study of ambushing has nevertheless developed as a major, contemporary issue that sponsorship research needs to address (Chadwick & Burton, 2011).

The term ambush marketing was first coined by Bayless (1988) to describe the purposeful and false association by a company not sponsoring an event toward the end of deriving benefits similar to those afforded official sponsors. The general consumer does not always perceive the official sponsor of an event or does not remember it even if exposed. This main fallacy creates the space for ambush marketing to exist.

Another early definition of ambush marketing originates with Meenaghan (1994). He describes ambush marketing as “the practice whereby another company, often a competitor intrudes upon public attention surrounding the event, thereby deflecting attention toward themselves and away from the sponsor”.

More than a decade later, Farrelly et al. (2005) define ambush marketing as “a quasi-parasitic appropriation of the brand value of an event by competitors who time a purposeful use of the sports theme during and around the event they seek to ambush”.

More recently, Chadwick and Burton (2011) defined ambush marketing as “a form of associative marketing which is designed by an organization to capitalize on the awareness, attention, goodwill, and other benefits, generated by having an association with an event or property, without the organization having an official or direct connection to that event or property”.

In a narrow sense, Schmitz (2005) defines ambush marketing as the direct efforts of one party to weaken or attack a competitor’s official association with a sports organization acquired through the payment of sponsorship fees. In a broader sense, he sees the phenomenon as referring to a company’s attempt to capitalize on a particular event's goodwill, reputation, and popularity by creating an association without the authorization or consent of the necessary parties.

Nufer (2016) suggests using the term “pseudo-sponsorship” instead of ambush marketing.

Ambush marketing is often defined in different ways by different people according to their position as either supporters or opponents of the practice (Ellis et al., 2011). In the literature, ambush

marketing is frequently used synonymously with terms such as “coattail marketing”, “parasitic marketing” and “free-rider marketing” (Nufer, 2016)

A fitting example to introduce the kind of companies and events linked to ambush could be American Express in 1992: they bought substantial advertising time on major networks to counter Visa’s official sponsorship of the Barcelona Summer and Albertville Winter Games. While AMEX didn’t use the Olympic symbol or name, its ads referred to “winter fun and games” showed the French Alps, and stated that “to visit Spain, you don’t need a visa.”

This is a clear example of how a company can take advantage of the popularity of an event to gain visibility and awareness from the public through the use of ambushing.

In this case, the International Olympic Committee (IOC) threatened to sue American Express but ultimately did not file a lawsuit (Moore, 1993).

As it will be explained in-depth in paragraph 2.4, it is difficult to put limits and boundaries to this kind of advertising, since in most cases it does not have illegal practices in it. But since it can damage the official events sponsors have to be dealt with.

Now, ambush marketing perturbed not only sports bodies such as the IOC; host cities and even entire nations became galvanized by what was perceived as a threat to local integrity. (Pitt at Al., 2010)

An advertiser may indirectly ambush an event by alluding to its imagery and themes without referencing any specific trademarks associated with it, or in "direct" and "predatory" means, where an advertiser engages in the fraudulent use of official names and trademarks to deliberately mislead consumers.

The academic literature concerning the topic is characterized by four predominant themes:

1. Identification of what ambush marketing is, and its aims and objectives (Crompton, 2004; Meenaghan, 1994; Sandler & Shani, 1989; Séguin & O’Reilly, 2008).
2. the use of consumer-based measures of ambush marketing’s impact on sponsorship, such as post-event consumer recall sponsorship studies (McDaniel & Kinney, 1998; Meenaghan, 1998; Sandler & Shani, 1989).
3. the discussion of the ethical concerns surrounding ambush marketing and the morality of ambush campaigns (Meenaghan, 1994; O’Sullivan & Murphy, 1998; Payne, 1998).
4. an exploration of the legal implications of ambush marketing efforts, and the measures available to sponsors and rights holders to contrast ambush marketing (McKelvey, 2006; McKelvey & Grady, 2008; Townley, Harrington, & Couchman, 1998).

1.2 Ambush marketing in sports

The sponsorship of attractive sporting competitions and events can be considered an effective marketing tool for companies that wish to raise awareness and improve their image. Therefore, more and more companies are looking for ways to engage in event sponsorship (Nufer & Buhler, 2010). This is also due to the fact that “companies find it increasingly difficult to reach their target group through print advertisements, television commercials, and direct marketing. In addition, more and more consumers have a negative attitude towards classical advertising. On the other hand, sponsorship is a well-accepted promotional tool among consumers and companies (Bayerl & Rennhak, 2006; Bühler & Nufer, 2008).”

Companies invest in sports sponsorship for a multitude of benefits, both economic and psychological. We can recall a positive impact on monetary financial aspects such as profit and turnover, but also increased awareness levels and improvement of image.

For many companies, it is major international sporting events in particular (e.g., the Football World Cup or the Olympics) that constitute the ideal platform for the integration of their target group-specific marketing communication into an attractive sports environment. Sports event organizers, therefore, sell exclusive marketing rights for their events to official sponsors, who, in return, acquire exclusive options to utilize the event for their advertising purposes.

The high interest and intense competition from other corporations wishing to benefit from the global mega-sports event platform has created some prominent issues for the IOC; namely the need for increased protection of sponsors from ambush marketing organizations (Seguin & O'Reilly, 2008)

Considering the potentially illegal nature of this practice, ambush marketing works. This is mostly due to the fact that consumers often do not recall or are aware of the official sponsors of an event and consider ambush advertising as a normal one.

In fact, in many studies, respondents are negatively disposed toward ambush marketing as a proposition, but the research does not investigate how many respondents were spontaneously aware of ambush marketing and, if so aware, how well informed they were about ambush marketing (Meenaghan, 1998). In short, much research, although useful, does not establish whether ambush marketing has any relevance or concern for respondents since they do not even understand the trick if not aware of it.

1.3 Ambush strategies and typologies

1.3.1 A wide diversity of strategies: a first categorization

Shani and Sandler (1992), as well as Sandler and Shani (1993), found that pseudo-sponsors were identified as sponsors more often than non-sponsors who did not engage in ambush marketing and that ambushed sponsors were not as easily identified as sponsors which were free of ambushers. Consumers who do not know the name of the official sponsor may refer to a prominent brand in the product category or to a brand closely related to the event to construct a response. When consumers' confusion about the identity of the official sponsor is due to a prominence or relatedness effect rather than to a pseudo-sponsor's purposeful deception, it is referred to as incidental ambush (Quester, 1997). However, in ambush marketing, consumers are subjected simultaneously to the leveraging strategies of the sponsors and pseudo-sponsors (Carrillat and Colbert, 2014).

Meenaghan (1996) identified five commonly employed ambush marketing strategies. These include:

- Sponsoring media coverage of an event.
- Sponsoring a sub-category within the event.
- Making a Sponsorship-Related Contribution to a Players' Pool.

Meenaghan also noted that advertising that coincides with a sponsored event or other promotion or swerve the attention away from the event, could also be considered ambushing.

Sponsoring Media Coverage of an Event

In some events, sponsorship rights to the event itself do not include associated media rights. As a result, some sponsors discover their rivals have obtained broadcasting rights and, in some cases, higher profiles than they themselves obtain, despite their official status. The most famous example of this is Kodak's sponsorship of the ABC broadcasts of the 1984 Olympics, noted above (Sandler & Shani, 1989).

Whereas Fuji was a worldwide sponsor of the Olympics, their competitor Kodak became a sponsor of ABC Television's broadcasts of the games as well as the official film supplier to the U.S. Track Team (Fannin, 1988). Payne, an IOC representative, was concerned by Kodak's behavior since he considered it attacked Fuji's rights as an official IOC sponsor. He described ambush marketers as "... thieves knowingly stealing something that does not belong to them" (Payne, 1991) and later

argued that “ambush marketing breaches one of the fundamental tenets of business activity, namely truth in advertising and business communications” (Payne, 1998).

As Fuji had purchased the exclusive category rights to this event from the IOC, Payne considered they had a legitimate right to the publicity that might be generated by the event. Kodak infringed upon this right when it purchased the broadcasting sponsorship rights, thereby gaining an association with the event and access to its audience.

Sponsoring a Sub-Category within an Event

In this case, the ambusher contracts to sponsor some lesser category within the overall event at an obviously lesser investment cost and proceeds to exploit this association with large-scale support promotions. An example of this approach is provided by Fuji and Kodak during the 1988 Olympic Games. In a rerun of the 1984 conflict, Kodak was the official worldwide sponsor, but Fuji mounted a countercampaign, deciding that its “investment would be better spent as a sponsor of the US Swimming team” (Fannin, 1988). This strategy enabled Fuji to associate with the Olympics at a reduced cost (Bayless, 1988)

Moreover, a recent Canadian case also illustrates the potential problems generated another category of sponsorship. The National Hockey League (NHL), which represented 21 ice hockey teams, generated a substantial proportion of its income by selling licenses to manufacturers who could then use the NHL logo or the logos of its member teams. Coca-Cola entered a contract with the NHL to become the official soft drink supplier. However, PepsiCo obtained advertising rights through Molson Breweries, which held broadcast sponsorship rights to the NHL (Crow and Hoek, 2003). As well as advertising, Pepsi ran a competition where certain bottle lids featured statements linked to NHL outcomes. The statements did not name specific NHL teams but referred to the cities where the teams were based to avoid using registered trademarks. The NHL sued Pepsi for passing themselves off as official sponsors or as having an official association with the NHL, neither of which was true. However, because Pepsi had used disclaimers in their advertising, which stated that they were not official NHL sponsors, the Court ruled that there was no evidence to support the allegation of passing off (NHL v Pepsi 92 DHR 4th 349). Although the NHL could not prevent Pepsi from running its competition, a more robust contract with Coca-Cola would have included broadcast rights or some provision that prevented the holder of these from on-selling them to Coca-Cola’s competitors. A restraining provision such as this would have reduced the exposure Pepsi was able to obtain for their competition (Meenaghan, 1998).

Making a Sponsorship-Related Contribution to a Players' Pool

As well as purchasing mass media sponsorship rights, rivals of official sponsors can also sponsor teams or individuals competing in specific events. Examples of this form of sponsorship include Adidas's sponsorship of Ian Thorpe when Nike was the official clothing supplier for the Australian Olympic team. Curthoys and Kendall (2002) noted that Thorpe was photographed with his towel draped over Nike's logo at a medal presentation ceremony, a gesture they suggest was necessary to protect his personal contract with Adidas. Curthoys & Kendall also note Cathy Freeman's appearance in advertisements for Telstra, an official Olympics sponsor, and Optus, a rival of Telstra who held no official sponsorship rights. They ask "Should Cathy Freeman have been prohibited from appearing in advertisements for non-official sponsors for a period before the Sydney 2000 Games? While the IOC Charter (binding all athletes) restricts athletes from engaging in marketing activities during the Games period, would it have been fair, even ethical, to limit her activities prior to the Games? Equally, should Optus, the sponsor of athletics in Australia for over 5 years, have been prevented from sponsoring her?". These questions focus attention on the difficulty of defining ambush marketing, and the need to consider where and when an activity breach relevant statute. Although the appearance of individuals wearing apparel from a rival would undoubtedly have irked official apparel suppliers, engaging in sub-category sponsorship may be a legal activity. As Curthoys & Kendall point out, many individuals or team sponsorships would have been entered into well before bidding for event sponsorships commenced.

A more recent case is provided by two Bayern Munich players, Rafinha and Douglas Costa, who participated in an event sponsored by Nike, even though the club's sponsor is Adidas. Nike wanted to exploit the brand awareness of Bayern associating it to the event that is organized by Nike, creating a case of ambush marketing.

Payments to individuals or teams raise the question of whose rights should prevail – those of individual athletes or teams, or those of sporting associations and event owners? Team members' lucrative endorsement contracts generate considerable personal revenue.

These examples suggest that companies involved in sub-category sponsorship have not necessarily engaged in illegal behavior. Although official sponsors may see the appearance of rivals' insignia at an event as likely to create confusion, this argument overlooks the fact that rivals have the right to promote their sponsorship associations.

Engaging in Advertising that Coincides with a Sponsored Event

As well as entering other contracts, within the event or with athletes or teams, rivals of official sponsors can also purchase normal advertising time and space. Event owners and official sponsors have viewed intense advertising by a competitor during or around a sponsored event as another form of ambush marketing. (Meenehan, 1998) Large international sporting events, such as the Olympic Games or Football or Rugby World Cups attract very large audiences, at least some of whom will see or hear advertising that screens during interval periods. Official sponsors have expressed even more concern about themed advertising that features competitors from sponsored events. For example, during the 1992 Winter Olympics, McDonald's was the official sponsor of the U.S. team, yet Wendy's featured Kristi Yamaguchi, an Olympic champion figure skater, in its advertising (Jensen 1995). Yet while McDonald's viewed Wendy's behavior as ambushing, Wendy's argued they had a right to maintain the saliency of their brand during the Olympic Games, using airtime available to all advertisers. Rivals of the official sponsors have engaged in many different advertising and promotion activities.

Miscellaneous Ambush strategies

In addition to the various ambush strategies outlined, many ambushers have created highly imaginative strategies to associate themselves with particular events. Such creativity was evident in the campaign by Foster's during the 1991 Rugby World Cup in Britain. Although the Stein-lager brewing company was an official worldwide sponsor of the event, competing brand Fosters ran an advertising campaign around the theme "Swing Low, Sweet Carry-Out" in the U.K. "Swing Low, Sweet Chariot" is the rugby anthem of the English Rugby team who were finalists in that tournament. Aggressively competitive strategies have been a feature of the marketing campaigns of sports goods companies surrounding major sports events. During Euro '96 (the major European Soccer competition) Nike, eager to make a major impact in Europe and in soccer, adopted a strategy of using football images and players in a highly publicized billboard campaign (Garrett, 1996). The fact that Nike achieved higher recall and association rates than some official Euro '96 sponsors again illustrate the effectiveness of their strategy (Nealon, 1996).

1.3.2 A typology of ambush marketing: renewed categorization

Past examinations of ambushing have previously categorized five marketing opportunities typically used by ambushers, dividing ambush campaigns as it can be seen in the paragraph 2.3.1:

- Sponsoring media coverage of an event.
- Sponsoring a sub-category within the event.
- Making a Sponsorship-Related Contribution to a Players' Pool.

(Meenaghan, 1994, 1996).

Unfortunately, despite underlining ambush marketing as a marketing communication vehicle for future studies, this breakdown reflected an early view of ambush marketing, directly related to a competitor's event sponsorship and limited in scope as compared to more recent efforts. As such, an updated and expanded categorization was proposed, reflecting the change in ambush marketing tactics over time (Crompton, 2004). In addition to including the sponsorship of event broadcasts and the use of television advertising time surrounding an event as previously noted, a further five potential ambush avenues were identified:

- the sponsorship of associated entities (other than the organizers/rights holders),
- the use of advertising media near/in proximity to the event/venues.
- advertising using a theme or implied association, creating a competitive attraction to distract from the event, suggesting the accidental ambushing of an event due to a lack of diligence on the part of the organizer.

This categorization, as with preceding attempts within sponsorship literature, emphasized above all the marketing opportunities available to ambush marketers, as well as providing a new look at ambushing's reach as a marketing vehicle. Rather than listing more recent or contemporary efforts taken by ambushers as categories in the same way as those proposed before, a typological approach has been taken to conceptualizing modern ambush marketing, addressing the fundamental lack of a theoretical conceptualization that has restricted ambush marketing research to date.

In the previous categorizations attempted, all broadcast sponsorship efforts are grouped as one (Meenaghan, 1996); within newer typologies, the distinction is made between sponsors of a member association or club leveraging their tie to an event, and the efforts of a direct competitor of an official sponsor purposely ambushing its rival in an effort to devalue its sponsorship and mislead consumers. As such, this typology is less a categorization of the marketing communications opportunities available to ambushers (e.g., broadcast sponsorship, outdoor advertising media, promotional giveaways), and rather forms a unique perspective on the various objectives and implications of

ambush campaigns and the themes and tactics used by ambushing parties, as well as a critical examination of the relationship between ambush marketer and official sponsor. By analyzing the database created in time, 11 newly created types of ambush have been identified, ranging from the direct attack of one organization on a rival to the unintentional association of a company with an event due to reputation or past marketing efforts. This new typology better reflects the managerial considerations and underlying marketing communications planning taken by ambush marketers and focuses less on grouping together efforts in broadly descriptive categories.

The 11 types of ambushing identified are further divided into three categories:

- Direct ambush activities
- Indirect or associative ambushing
- Incidental or unintentional ambush attempts.

11 types of ambushing reflect a more varied understanding of the aims of ambushers than previously suggested but also highlight the confusion in identifying what defines ambush marketing. While invariably individual ambushing organizations will have different motives and objectives behind their campaigns, the ultimate impact of their efforts on sponsorship and event-linked marketing has historically been the defining factor in determining ambush marketing.

Moreover, whereas previously ambush marketing's primary aim has been seen as a means of confusing consumers as to whom officially sponsors an event, or to detract from an official sponsorship's media awareness and derive the same brand association benefits as official sponsors, contemporary ambush marketing appears to have evolved into a marketing communication vehicle unto its own.

Undoubtedly, in the case of major competitors such as Nike and Adidas, Pepsi and Coca-Cola, or American Express and Visa, history has shown that influencing sponsorship success has been and continues to be an element of ambush marketing. However, as one sponsorship executive noted, "ambush marketing is client dependent, and is seen as a different approach to marketing, an opportunity parallel to sponsorship."

In the table below are reported the 11 new typologies of ambush marketing found by Chadwick and Burton (2011).

Table 1. The 11 Typologies of Ambush Marketing by Chadwick and Burton (2011).

Ambush Strategy	Definition
<i>Predatory</i>	The deliberate ambushing of a market competitor, intentionally and knowingly attacking a rival's official sponsorship in an effort to gain market share and to confuse consumers as to who is the official sponsor.
<i>Coattail</i>	The attempt by an organization to directly associate itself with a property for the purpose of ambushing through a legitimate link, such as the sponsoring of participating athletes, or of a participating team or association, without securing official event sponsor status.
<i>Property Infringement</i>	The intentional use of protected intellectual property, including trademarked and copyrighted property such as logos, names, words, and symbols, or knowingly infringing on the rules and regulations of an event, in a brand's marketing as a means of attaching itself in the eyes of consumers to a particular property or event.
<i>Sponsor-self</i>	The marketing communications activities by an official sponsor above and beyond what has been agreed to in the sponsorship contract, effectively ambushing the property they support and infringing upon other official sponsors.
<i>Associative</i>	The use of imagery or terminology to create an allusion that an organization has links to a sporting event or property, without making any specific references or implying an official association with the property.
<i>Distractive</i>	The creation of a presence or disruption at or around an event in order to promote a brand, without specific reference to the event itself and its imagery or themes in order to intrude upon public consciousness and gain awareness from the event's audience.
<i>Values</i>	The use of an event or property's central value or theme to imply an association with the property in the mind of the consumer.
<i>Insurgent</i>	The use of surprise, aggressively promoted, one-off street-style promotions or giveaways at an event, in order to maximize awareness, while minimizing investment and distracting attention away from official sponsors and the event itself.
<i>Parallel Property</i>	The creation of, or sponsorship of, a rival event or property to be run in parallel to the main ambush target, associating the brand with the sport or the industry at the time of the event, thus capitalizing on the main event's goodwill.

<i>Unintentional</i>	The incorrect consumer identification of a non-sponsoring company as an official sponsor, unknowingly or inexplicitly, based on a previous or expected association with an event
<i>Saturation</i>	The strategic increase in the amount of marketing communications around the time of an event by a non-sponsor in order to maximize awareness of the brand during the event, aggressively marketing the brand around an event, and maximizing the use of available advertising before, during and after the broadcast.

1.4 Legal and ethical issues

1.4.1 A confusing legal matter

Typically, ambush marketing does not always include illegal marketing activities, and its status as an “ambush” may depend upon perspective (Robinson and Baumann, 2008; Scassa, 2011). Further, ambushers can be said to have a financial duty to stakeholders (e.g., customers, stockholders, etc.) and are abdicating this duty when they fail to engage in the most effective and cost-efficient marketing activities that will benefit their company or brand (Grady et al., 2010).

There is no readily available solution emerging from the legal domain. The body of case law available is as yet slight and provides little by way of clear precedent. “There is no iron-clad guarantee to a sponsor that you won’t be ambushed and that, once ambushed you will have the support of the court.” (Ettorre, 1993). Available decisions have generated more controversy than clarity. With such uncertain outcomes to legal action, it is not surprising that Ettorre (1993) quotes legal specialists as saying that ambush marketing cases are often settled privately because court cases can be costly.

For what it concerns big event organizations, such as the Olympics, the IOC is prepared at all times to exercise the option of legal action against any ambush activity. The mere threat of this is often enough to bring the offending party into line. Even when it is a legitimate case of ambushing, many corporations are not aware that they are breaching any rules or damaging sport. Outlining the legal and other implications of their activity is often enough to make respectable companies stop or amend their programs accordingly. Approximately 4,000 cease and desist letters were sent to companies by the ACOP (Atlanta Centennial Olympic Properties) Sponsor Protection Department during the

Atlanta Games. Where there is a further infringement of legal rights then legal action will normally ensue. It is essential, however, that ambush marketing is distinguished from what may be legitimate advertising and promotional activity. There is a growing trend among sponsors in sports events to respond to anything that their competitor does and that they do not like, by calling it ambush marketing. The danger here is that the sponsors will cry wolf once too often. If ambush marketing is to be positioned as the parasitic activity that it is, it is important that sports authorities, as well as the sponsors, recognize the difference between normal advertising and promotional activity unconnected with an event and a genuine attempt to ambush. The IOC seeks to increase public awareness of who the official sponsors are and to emphasize their value to the Olympic Games. What it cannot and will not do is become an unwilling agent against legitimate competitive activity (Payne, 1998)

There are also some more mild views of this approach like the one from Welsh (2002) that views ambush marketing as “inevitable” and refutes the notion of it being unethical or immoral. Welsh argues that sponsors only buy specific sponsorship packages and do not own all rights to the “thematic space”, but purely to that one sponsored event. It has, in fact, to be taken into consideration that consumers are increasingly aware and accepting of marketing activity around major events and can discriminate between official sponsors and other brands that choose to capitalize on the event. It is our view that a change in the definition of ambush marketing is called for. In contrast to the definition by Sandler and Shani (1989), today rather than viewing an ambusher brand as aiming to deliberately gain some recognition and benefits associated with being an official sponsor when they are not, it is possible to define ambush marketing as ‘promotional activity of a brand timed to coincide with a major sponsored event’.

1.4.2 Covid 19 influence

Ambushing marketing carries both legal and wider risks as mentioned before, it can be lawful or legitimate.

These risks are particularly pertinent given the numerous sporting events that were postponed to 2021 due to COVID-19. Rightsholders will be expected to be on careful watch to protect themselves against unlawful ambushing tactics over the forthcoming months. In particular, with the Tokyo Olympics set to take place between July and August, brands looking to “piggy-back” off “Tokyo 2020” should be aware of the different rights held by each of the following: the IOC, the International Paralympic Committee, the Tokyo Organizing Committee of the Olympic Games and

Paralympic Games, each national Olympic and Paralympic committees (e.g. the British Olympic Association and the British Paralympic Association) and the individual image rights of current and former Olympic and Paralympic athletes. The race for sponsorship rights and branding at the Olympics is well underway; as such, late entrants must be aware of potential hurdles should they seek a place on the commercial podium.

1.4.3 Ethical concerns

If a purely legal approach cannot currently provide a satisfactory way forward, the question remains as to whether ethical discussion can inform strategic and operational choices in this area. Dickson (1994) argues that ethical behavior is a necessity if a free market is to be maintained and if that market is to work efficiently. Four ethical theories can be applied to the question of whether ambush marketing should be viewed as an unethical marketing practice. The theories are utilitarianism, duty-based ethics, stakeholder analysis, and virtue ethics.

Ethical discourse in marketing has received substantial discussion in the past 20 years. The importance of utilizing ethical principles, rather than relying exclusively on economic or legal precepts, is increasingly accepted by marketing scholars, but there is perhaps less concrete evidence that practitioners routinely engage in ethical reasoning when making decisions.

Nevertheless, it is useful to ask which ethical principles might be applied in an area such as ambush marketing, where commentators seem so ready to reach for the terms of ethical discourse when addressing the conflicting claims of protagonists.

In an ideal world, the justice and fairness notions might be regarded as implicit in the universally accepted marketing concept. Marketers attempt to satisfy consumers with products that are priced fairly, and consumers are expected to respond in a just manner. The notion of equality does not mean that each consumer is treated exactly the same, but, given financial and other constraints, marketers treat their buyers with equanimity. In theory, at least, freedom is a principle that both marketers and consumers ought to cherish. Companies want the freedom to sell their products to whatever consumers they desire, and buyers ought to be able to benefit from freedom of choice among the multiple offerings available in the marketplace. Finally, the notion of truth and truth-telling is important in that any business system worthy of ethical endorsement must ultimately be built on truth.

1.4.4 Counter-ambush measures

At the simplest level, the promotion and maintenance of event integrity by event owners and by sponsors should protect the rights of official sponsoring companies. Legal diligence and product category exclusivity are but two vehicles that can be employed to cut through the be a wildering proliferation of contracts for varying rights that have been available to sponsors during the last several Olympic Games.

It is necessary to eliminate confusing layers of sponsorship by offering potential sponsors complete vertical and lateral sponsorship rights. The official sponsor would be so pervasive and visible that ambushing would not make sense. Stephen Disson, who proposed this approach, believes that official Olympic sponsors should be given rights relating to everything from the national team federations to the worldwide sponsorship (Ettore, 1993).

The issue is how high the price tag would be for this option, but some of the mega-corporations would likely be able to afford it and prefer it over the current situation. The obvious other question is whether this would price many medium-sized firms out of certain types of event sponsorship and perhaps even give them an ethical sanction to utilize creative ingenuity in achieving an association with a sports event. This could be particularly the case where the intending ambusher had contributed to the development of the event or even the sport itself in the past and has now been pushed out of this market access by superior competitive financial muscle.

The linking of event and broadcast sponsorship as proposed by Meenaghan (1994) seems both logical and feasible. The threat of being ambushed by TV sponsors could be controlled if the networks and event organizers worked together to give the official sponsors the right of first refusal for broadcast time.

Payne (1998) studied some ways of preventing Ambush Marketing such as the ones used by big organizational committees like the Olympic one.

Cumulative learning concerning the tactics of successful ambushers has enabled the IOC to block the various loopholes of the traditional ambush routes and to build a fortress around their marketing programs. Based on experience, there are some instituted preventative measures.

1. Define the Nature of Exclusivity: this involves specifying the core sponsorship rights that are to be included in the marketing package —the rights to the event, the rights to the international federation, the rights to the national team, or even to the individual athlete, and then to identify the rights not included

2. **Monitor Alternative Programs:** the IOC has also introduced controls to monitor alternative sponsorship programs and eradicate ambush opportunities. The host city is contractually obliged not to develop competitive sponsorship programs and must control programs in its jurisdiction, whereas the host National Olympic Committee must oversee the activities of its member national sports federations. Similarly, the programs of sponsors are examined to ensure that agreed exclusive rights are not violated.
3. **Prohibition of Non-sponsor Association:** in its contracts with sponsors, the IOC specifically forbids third-party contracts using Olympic marks. This means that non-sponsors are prevented from gaining a perceived sponsorship link through joint promotions with an official sponsor.
4. **Create a Clean Venue:** games organizers are required to provide a clean venue. This is not just a venue devoid of the advertising messages and media, but control of all forms of commercial activity, including concessions, franchises, and types of food sold in restaurants. Such agreements will even specify the credit card to be accepted and the brand of soft drink to be served.
5. **Coordinate with Broadcasters:** although advertising rights and sponsorship rights were once sold separately, the situation today is that these elements are coordinated with the official sponsor having the first option for all broadcast sponsorship and advertising rights for the event in each of the relaying countries. Furthermore, all sports activities must be left clear of any commercial message, and the IOC monitors all broadcasts live in all major markets to police infringements.
6. **Control of Olympic Imagery:** the IOC has registered all key marks, emblems, and designations and requires host cities to produce evidence of legislation for the protection of specific terms like “Sydney 2000.” The usage of these emblems, marks, and words is only licensed to official sponsors. Similarly, the IOC is now working closely to control all historical Olympic images such as official film and still a film of the Games, athletes, and Olympic venues.
7. **Licensed Merchandise and Hospitality Program:** licensed merchandise/Olympic souvenirs have been another commonly used route to pseudo-Olympic associations whereby a company buys official souvenirs for use in marketing promotions. For the Olympic Games, the licenses are basically restricted to retail sales, and licensees are expressly forbidden from selling merchandise to non-Olympic sponsors for promotional purposes. Similarly, with ticket sales, official ticket vendors are forbidden from selling tickets to the Games to non-official sponsors for use in inhospitality programs, competitions, and promotions, which in the past have been successful routes to ambush marketing.

1.5 Perceptions and user sentiment

The behavior of the sponsor across a range of issues related to the sponsorship may have an effect on consumer goodwill toward the sponsor. These issues may include timing of entry to the sponsorship and commitment displayed toward the sponsorship, as well as behavior toward other aspects of the event.

The perceived level of benefit provided is a function of fan involvement as well as the sponsor's resource contribution.

The consumer perspective on ambush marketing has to date focused on comparing the recall and recognition results of both ambushers and official sponsors. The emerging indications are that ambush marketing can be a successful strategy where property rights are not protected by the event owner and/or are not properly exploited by the official sponsor. With regard to consumer attitudes on ambush marketing, some tentative suggestions might be possible arising from limited and perhaps somewhat conflicting results.

Two key elements appear to be central to the formation of consumer attitudes in this regard.

1. Consumer/fan involvement with the activity
2. Consumer/fan knowledge of the benefits of official sponsors relative to ambushers. About consumer/fan involvement it could be suggested that individuals are more likely to identify with sponsors of their teams rather than the more abstract form of sponsorship of competitions within which these teams compete. Secondly, where consumers are knowledgeable about the benefits of the sponsor compared to the potential damage wrought by the ambusher, then negative attitudes toward the ambusher will emerge, particularly if the sponsor—ambusher confrontation involves a sponsored event, activity, team, et cetera with which consumers are emotionally involved. Consumer knowledge about the relative benefits of sponsor and ambusher can be driven by the event owner, the official sponsor, the network of fans, and the mass media. Where consumers are neither emotionally involved with the activity nor knowledgeable about the relative contribution of the sponsor/ambusher, then one can hardly expect strong consumer attitudes to manifest themselves. Quite clearly this is an area of the sponsorship research agenda that requires further and fuller examination (Meenehan, 1998).

1.5.1 Gender and age effect

Some studies also found customers had different opinions attributable to both gender and age. In terms of gender, men and women had similar opinions for almost all characteristics of ambush marketing, except for dishonesty. Women tended to perceive the activities in each of the scenarios as more dishonest than did men. This implies ambush marketing may have different results depending on the number of women in the audience as women may be more sensitive to the dishonest aspects of ambush marketing activities. Similarly, older and younger customers differed in several areas. Younger customers (18-39) viewed ambush marketing activities as dishonest, misleading, and unethical, which is counter to what older customers (40 and over) felt.

Together, these results seem to imply that ambush marketing may be becoming less acceptable as younger generations are either more aware of ambush marketing or more sensitive to the negative characteristics of ambush marketing (Mooreman & Greenwill, 2005)

1.5.2 Social media

Historically, ambush marketing literature has taken its primary focus from commercial rights holders and the prevailing perception of ambushing as a deliberate and predatory attack on official sponsorship. Ambushers have increasingly sought more creative and strategic approaches to associating with major events (Burton and Chadwick, 2018; Chadwick and Burton, 2011), including a variety of methods and media ranging from the use of associative imagery, terminology, and symbology representative of an event or host locale, to the staging of parallel events during or surrounding the target property (Chadwick and Burton, 2011). These divergent approaches have emerged as means for brands to exploit commercial and communications opportunities by associating with events and sports properties beyond the contractual rights negotiated by official sponsors (Burton and Chadwick, 2018; Chadwick and Burton, 2011). This evolution has been driven by two key factors: first, commercial rights holders and sponsors have implemented a range of counter-ambush marketing initiatives intended to prevent known ambush activities and to indemnify the event marketing landscape.

Most recently, non-sponsors seeking to engage in ambush marketing and to leverage the value of major sporting events have adopted social media as a platform and vehicle for campaign creation and dissemination. However, to date ambush scholarship has yet to fully appreciate or incorporate social media marketing, a significant limitation of the extant ambush literature; scant analysis of social ambushing's presence, implications or strategy exists. Chanavat and Desbordes (2014) examination

of social ambushing during the 2012 London Summer Olympic Games and Epstein's (2014) and McKelvey and Grady (2017) legal analyses of social media ambushing at the 2014 Sochi Winter Olympic Games offered preliminary investigations into social media ambush marketing, yet these discussions have largely been limited to the regulatory opportunities and efforts made by rights holders to restrict ambushing by brands online.

Burton (2019) provided an examination of consumer sentiment towards social ambushing within the context of the 2018 FIFA World Cup, affording a first in-depth exploration of social ambushing's rise and effects. The study's findings provided useful commentary on user perceptions of ambushing on social media channels, yet there remains a considerable need for further investigation and development.

In this respect, the exploration of unauthorized hashtag use by non-sponsors may afford a meaningful lens into the presence and proliferation of ambush marketing via social media. As O'Hallarn et al. (2019) argued, "If sport and Twitter move in unison, the hashtag represents the hinge". The use and role of hashtags in Twitter discourse have been broadly studied to date across sport management scholarship, reflective of the hashtag's popular use as a means to organize and centralize users within digital communities and interests (Khondker, 2011).

Across sports communications and marketing research, hashtags have previously been studied in relation to the likes of sponsorship activation (Delia and Armstrong, 2015), nation-building and marketing (Pegoraro et al., 2014), fan behaviors and motivations (Gibbs et al., 2014) and social and team identification (Hambrick et al., 2010; Blaszkas et al., 2012; Smith and Smith, 2012).

The use of hashtags in an unaffiliated or subversive context has likewise been explored in the form of hashjacking, the practice of adopting or hijacking a popular hashtag in order to divert attention and conversation. Most notably, Pegoraro et al. (2014) examined the hijacking of official Olympic hashtags and IOC sponsor hashtags during the 2014 Sochi Winter Olympic Games by users in disagreement with Russia's human rights and environmental practices. The authors found that users most commonly employed event-related hashtags as a means of disseminating and archiving news stories, rather than as forms of direct engagement or community creation.

Chapter 2

2.1 Event-associated Ambush marketing

Ambush marketing associated with events refers to activities that are meant to engage public attention inside the official venues of events. Recently, ambush marketing has appeared at a variety of sporting events, from the Olympic Games to World Cup matches, Super Bowls, and billboard advertisements around stadiums.

The purpose is to capitalize on the millions of people watching these events. For example, according to Forbes, the 2014 FIFA World Cup was expected to attract the attention of 3.2 billion people worldwide. Forbes estimated that “with 64 matches and assuming that 3.2 billion people watch one entire game, the whole tournament will garner 770 billion minutes of attention”. These are valuable minutes and companies plan elaborate advertising campaigns to capture the attention of this broad audience.

However, not every brand wants to or can pay the expensive fees to be an official sponsor. Sources say that the cost to be a major partner of the World Cup ranges from \$25 to \$50 million. As a result, many companies find creative ways to still advertise during high-profile sporting events, while avoiding liability under the rules.

Of course, the organizations that create and work on sporting events are against ambush marketing. In fact, ambush marketing campaigns devalue official sponsorships.

FIFA explains: “Companies engaging in prohibited marketing fail to appreciate that the FIFA World Cup is the result of FIFA’s significant efforts to develop and promote the tournament, something which would not be possible without the financial support of FIFA’s Commercial Affiliates.”

However, for some brands, the reward for ambush marketing is worth the risk.

Many of the subtly crafted advertisements don’t clearly fall within the definitions of ambush advertising. Leading brands wisely choose to stay away from using actual trademarks or symbols of the International Olympic Committee or FIFA, since these actions are clearly prohibited. As a result, enforcing special laws put in place during these sporting events, such as the Brazilian World Cup Law, or the rules of the organizing associations themselves, are often difficult to enforce. Brazil, for example, criminalized these types of activities and included penalties that ranged from three months to one-year detention or fines.

However, the global reach of the ambush marketing campaigns both extends the viewership of the advertisement and extends beyond the borders of what laws are able to preside over. Additionally, organizations such as FIFA or the International Olympic Committees may be hesitant to enforce these rules against potential would-be sponsors.

In the US, the law has largely been on the side of ambush marketers. Traditional legal remedies furnished under trademark infringement cannot always be applied because ambush marketers stay away from the unauthorized use of trademarks or the manufacture of counterfeit goods. More often, a successful remedy can be found if a party asserts a claim of breach of contract based on certain terms of ticket sales, for example. Certain cases that were brought under breach of contract or unfair competition claims have been settled before reaching precedent on the issue of ambush marketing. Although other countries have addressed ambush marketing and have passed legislation to control the degree to which non-sponsoring brands are able to benefit from an event, ambush marketing remains an issue for a sporting event(s) on a global scale. While local laws can control the types of advertisements physically around a stadium, airtime on local television spots can still be bought and creative campaigns drafted to associate with, and benefit from, the millions of viewers for these high-profile events.

As event organizers have maximized the commercial value of official sponsorship, sponsors, in turn, expect the event organizer to protect their investment in the event.

2.2 Case Study 1 – Paddy Power

The focus of this paragraph will be an example of the ambush that seemed to succeed during the London Olympics, causing trouble inside the London Organizing Committee of the Olympic Games (LOCOG). The company that managed to create a very clever ad is Paddy Power, an Irish bookmaker, already well known for particular marketing strategies, especially with advertising.

2.2.1 Context

With the London Games and Paralympics Act 2006 (the “2006 Act”) and its subordinate legislation, LOCOG was well prepared for the threat of ambush marketing.

The 2006 Act introduced a raft of measures intended to protect the London 2012 brand and the rights of the official sponsors. This included exclusion zones designed to prevent ambush marketing around venues and the creation of the London Olympics Association Right (LOAR)¹.

LOAR is infringed by use, without consent, of any representation that is likely to suggest an association between the London Games and particular goods or services.

Given these premises, the organization believed to be prepared to face every kind of ambush marketing attack. But, an Irish bookmaker called Paddy Power, who has a history of creative ambush marketing, surprised them.

2.2.2 The advertiser

Paddy Power is an Irish bookmaker founded in 1988 in Dublin, Ireland. The company conducts business through a chain of licensed betting shops in Ireland and the United Kingdom, and by operating Ireland's largest telephone betting service. It is known for its criticized and controversial advertising and company behaviors.

For example, Paddy Power has drawn criticism in the past for offering controversial markets, such as odds on the first species to be driven to extinction by the BP oil spill in the Gulf of Mexico, on assassination of United States President Barack Obama, and on the potential extinction of the polar bear in December 2009.

¹ <https://www.lexology.com/library/detail.aspx?g=2d074975-bca6-44fe-8816-fa3e3ca0630e>

But mostly, Paddy Power's advertising campaigns have also been criticized. One showed sight-impaired footballers kicking a cat, for which the Advertising Standards Authority (ASA) received 400 complaints.

The case that we are analyzing involves the use of ambushing techniques, but it was not Paddy Power's first time.

Previous efforts of ambush have included sponsoring Tongan rugby player Epi Taione to change his name to Paddy Power for the duration of the 2007 Rugby World Cup and sponsoring Danish footballer Nicklas Bendtner to flash his Paddy Power branded underpants during the UEFA Euro 2012 finals, for which Bendtner received a €100,000 fine. (Figure 1)

Figure 1. Nicklas Bendtner Paddy Power branded underpants



Source: independent.ie

2.2.3 The ambush

Paddy Power's ambush marketing technique used some ads that the Irish bookmaker is the "Official sponsor of the largest athletics event in London this year! There you go, we said it". As it can be seen in Figure 2.

Figure 2. Paddy Power's advertising



Source: the guardian.com

Paddy Power clearly refers to the London Olympics but managed to fool every one revealing that the sponsorship is of an egg and spoon race. This particular race was due to take place in the town of London in Burgundy, France.

The billboards were displayed prominently in London train stations and formed part of Paddy Power's "We Hear You" campaign.

2.2.4 Legal Issues

Before seeking to enforce its rights, any event organizer should consider carefully what the effect of the action will be. Legal action may be perceived as heavy-handed and may only serve to increase the reach of the advertiser's campaign.

LOCOG wrote to the owner of the billboards instructing them to remove the adverts. Paddy Power had anticipated this and announced that it intended to seek a court order declaring that the billboard did not breach LOAR. In a statement, Paddy Power said:

"It's a pity they didn't put the same energy into the ticketing and security arrangements for the Games that they put into protecting their sponsorship revenue streams."

Paddy Power has won its battle against Olympic organizers after they threatened to seek a court order to stop the ambush advertising poster campaign that aimed to cash in on the London 2012 Games.

The London Organizing Committee of the Olympic Games ordered the campaign be taken down for breaching strict rules on ambush marketing of the event by brands that are not official sponsors.

The Irish bookmaker called in London law firm Charles Russell to defend the campaign, threatening to seek an order at the high court to stop LOCOG from making billboard firm JCDecaux remove the ads.

Before the court application was made, LOCOG informed Paddy Power that it would not insist on the adverts being removed. In fact, LOCOG's law firm, Freshfields, has informed Paddy Power that a decision has been taken to let the campaign continue to run.

2.2.5 Perception

In a final move to influence public perception, Paddy Power confirmed on its blog that it intended to seek to recoup its legal costs, and these would then be donated to grassroots sports initiatives throughout the UK.

The real success of the Paddy Power advert was not the billboard itself but the response it provoked from LOCOG. The advert used humor to endear itself to the public and Paddy Power had anticipated LOCOG's reaction.

“Paddy Power is in a unique position in the way that it employs mischief as a marketing tool because mischief is central to the Paddy Power brand.” Declared Ken Robertson Paddy Power's former advertising director. “It's really important that you provoke some reaction from somebody. That's the key element.”

Paddy Power was one of the first organizations to work in the mischief marketing space that understood investing in a brand and growing and developing that brand. “The brand created back in those days was trying to be a cheeky upstart, similar in the way that Ryanair was, and from that grew this element of mischief which is very much part of the Paddy Power DNA. In terms of the present day, that permeates the entire marketing mix, so it's a core element that includes all of our above-the-line, TV, social and corporate communications. [...] The Nicklas Bendtner stunt was a great example. We got a reaction from UEFA who imposed the €100,000 fine, which fed oxygen to the entire campaign, sending it nuclear. [...] It's really important that you elicit some reaction from someone

as that creates more of a story. It is all about provoking some level of reaction, but 99 percent of the people engage with the activity – they can't get enough of it.²

2.3 Case Study 2 – Bavaria Beer

The focus of this paragraph will be an example of the ambush that took place on June 14, 2010, during the FIFA World Cup in South Africa.

The main actor in this ambush case was the brand Bavaria Beer which was accused of initiating an ambush during the soccer match between Denmark and the brand's home country, the Netherlands.

FIFA defined the actions of the brand as “a clear ambush marketing activity by a Dutch brewery company”.

2.3.1 Context

The FIFA World Cup is a very important and awaited competition. As such, it is understandable that brands want to exploit the global exposure and interest of the tournament, creating marketing initiatives that use the popularity of the event itself.

At the 2010 FIFA World Cup, Bavaria Beer provided 36 tickets for a match to a group of women dressed in orange that resembled the brand label. Due to the number of women dressed like that, they captured the attention of the public and of the cameras that guaranteeing them a big mediatic exposure.

It is clearly a case of ambush, also considering that the official sponsor of the competition was another beer brand, Budweiser, that had major exposure in all the events

2.3.2 The advertiser

Bavaria Brewery, now called Royal Swinkels Family Brewers, is a family business from North Brabant in the Netherlands, that is active in the beer, soft drink, and malt sector.

Swinkels Family Brewers is the second largest brewery company in the Netherlands after Heineken and one of the largest producers of malt in Europe.

² <https://www.thedrum.com/news/2013/01/07/more-power-your-elbow-how-paddy-power-established-its-own-brand-ambush-marketing>

The one that we are going to analyze in the paragraph, was not the first time Bavaria Beer ambushed the FIFA World Cup. In June 2006, the brand gave out free branded orange lederhosen to around 1,000 Dutch fans to wear at a game between the Netherlands and Ivory Coast. The fans were not allowed into the stadium wearing the lederhosen and instead were forced to watch in their underwear. The fact that ambushes have occurred at consecutive events heightens anticipation about what the brand might do next time (in 2014, when the World Cup is to be held in Brazil). This kind of elevated interest/anticipation in a brands' activities gives it a stronger platform to generate added exposure (and possibly sales), which only serves to highlight the attraction of embracing ambush marketing³.

2.3.3 The ambush

During the match between the Netherlands versus Denmark, the cameras turned en masse, towards a group of 36 young women paid to wear orange dresses associated with the Dutch brewers Bavaria.

The cameras captured shots that would grab the attention of picture editors worldwide changing the focus of the match and overshadowing the official sponsor of the World Cup Budweiser.

Figure 3. Bavaria Beer's models during the match



Source: huffpost.com

³ <https://kenyanmarketing.wordpress.com/2013/08/15/ambush-marketing-case-studybavaria-beers-ambush-at-the-2010-fifa-world-cup/>

2.3.4 Legal Issues

FIFA was criticized for its handling of the situation, going so far as to arrest two of the participants for their role in orchestrating the ambush. Many felt that the punishment was too severe, but FIFA insisted with some justification that it was going to the necessary lengths possible to protect the interests of its official sponsors.

According to Post Advertising, after the first half of the match the ladies made themselves very noticeable FIFA took action and ejected the women from the match.

Forbes stated that after being ejected the women were held for four hours and questioned by FIFA officials. According to Post Advertising, “The dresses were sold as part of a supposed gift pack by the beer brand, and no obvious ties to the company were visible”.

Originally all the women were released without charges. However, days later two of the women who are believed to be the organizers working for Bavaria were arrested. Independent Online said, “They are facing charges of contravention of South Africa’s Merchandise Marks Act of 1941 and the contravention of two sections of the Special Measures Regulations”.

The scandal has ushered in the participation of both the Dutch and South African governments. According to Independent Online the arrests prompted the Dutch Foreign Minister to contact the South African ambassador to indicate “That the charges and the arrest of these two women were disproportionate and not correct”. The Dutch representative also stated, “If South Africa and FIFA want to tackle a company over illegal advertising, they should take legal action against the company and not against two ordinary citizens who walked around in orange outfits”.

USA Today explained that approximately 30 percent of FIFA’s revenue comes from sponsorship. The official beer of the World Cup is Anheuser-Busch’s Budweiser beer, a deal that the company dished out millions of dollars for. That kind of profit stemming from sponsors is why FIFA has reacted so swiftly with charges against alleged Bavaria ambushers.⁴

Bavaria has adamantly insisted they have done nothing wrong. Reuters cited an official release from Bavaria saying, “There is no way FIFA can hold these ladies responsible for their attendance at the match in their Dutch dress in Soccer City and Bavaria is currently doing everything in their power to assist the arrested Dutch ladies”.

⁴ <https://www.playthegame.org/news/news-articles/2010/bavaria-beer-ambush/>

Meanwhile, Budweiser has tried to shy away from the situation. According to Sports City Budweiser said, “FIFA did apprise us of the situation as part of their regular sponsor communications after the incident was handled. We had nothing to do with FIFA’s decision to remove these women from the stadium or the steps taken afterward. Please understand that our position as a sponsor of the World Cup does not give us such decision-making authority”.

Forbes believes that FIFA has done itself more damage by handing Bavaria free publicity. They believe that FIFA erred by being “heavy-handed with the women”, which in turn gave the accused a story to tell the media.

2.3.5 Perception

Ironically, the heavy-handedness of the actions taken by FIFA has probably guaranteed the brand far more exposure than if they had allowed the ambush to continue unpunished. As far as organizing bodies are concerned, this highlights the importance of judging the appropriateness of a response. Successful ambushes are by their very nature difficult to defend against, so there must be a high degree of consideration regarding how the media and general public will respond to the defense.

The beer brand seems to have benefited from the publicity the stunt caused.

According to Experian HitWise, the site received a “spike in traffic” after the game and was the fifth most visited beer website in the UK on Tuesday 15 June.⁵

Following the ambush marketing stunt, Bavaria garnered 371% more blog buzz than Budweiser. Interestingly, Bavaria also outperformed all official FIFA Partners in the blog world. While Adidas blew away their official competition (Adidas, Coca-Cola, Emirates, Hyundai, Sony and Visa were the FIFA Partners), Bavaria still garnered 14% more blog coverage.

Undoubtedly it was a huge success, perhaps more successful than they even planned or expected. A paradox of the moves made to prevent ambush marketing is that when FIFA or the IOC clamps down on an ambush like Bavaria's, the ambushing company gets far more publicity than it would otherwise receive. Bavaria is not exactly a brand that's known worldwide, and yet whenever this kind of thing happens, they get splashed all over the newspapers and the world's press. That kind of coverage is priceless; and the more of a fuss FIFA makes, the happier the ambushers will be.

⁵ <https://www.marketingweek.com/fifa-hits-back-at-bavaria-after-ambush-marketing-stunt/>

2.4 Sportsperson associated Ambush Marketing

Ambush marketing is not always directly linked to a sports event in general, but sometimes directly involves players and athletes through the use of products and services.

This type of ambush creates personal sponsorship issues, due to the fact that many athletes have their own sponsors that can often be in conflict with the main sponsor of an event or tournament, such as Nike and Adidas as can be seen in the previous chapter.

In these cases, it is not simple to understand the legal implications since it is all regulated by contracts, and many interests are touched because of the relevance and exposure that these events bring to brands.

Athletes can often be a brand themselves; some examples can be Ronaldo or Michael Jordan. Their presence in tournaments or any kind of event brings a lot of attention and companies fight to be associated with them, intentionally or not.⁶

Plus, athletes' actions are meaningful and attentively followed by fans all over the world. A relevant example could be when Ronaldo sat down for his first pre-match press conference of the Euro 2020 tournament before Portugal's clash with Hungary and noticed that two bottles of Coca-Cola were sitting directly in front of him.

The 36-year-old promptly removed the soft drinks from the view of the cameras and replaced them with a water bottle, rolling his eyes while muttering with an undertone of disgust "Coca-Cola".

Ronaldo held up his water bottle before setting it down and said 'Agua' - the Portuguese term for water - in an apparent attempt to urge people to drink water instead of Coca-Cola.

This action led to Coca-Cola's market value dropping by £2.8 billion.

Clearly, brands have to be very careful when working with athletes since their moves are seen by a very large public, this can be a blessing or a problem.

In the following paragraph, an analysis of some ambush marketing cases involving athletes and players can be found.

⁶ <http://www.diva-portal.org/smash/get/diva2:1115842/FULLTEXT01.pdf>

2.5 Case study 3 – Beats by Dre at the Olympics

London Olympics organizers and the International Olympic Committee have strict rules to protect official sponsors who have struck multi-million dollar deals for the exclusive right to exploit their association with the event.

The headphone brand is not an official sponsor of the International Olympic Committee or the London 2012 Olympic Games. Under Olympics sponsorship and marketing rules, it should therefore not get promoted by athletes at the Summer Games.

2.5.1 Context

Beats by Dre is defined by many journals as the winner of the ambush marketing of the last decade.

In fact, the products of this brand could be seen almost everywhere in big sports events such as the Olympics and the FIFA World Cup. Watching the games, particularly the aquatic or athletic events, it was more than likely to see a significant proportion of athletes supporting headphones with the trademark B of Dr. Dre Beats. Olympic heroes such as Britain's Tom Daley and the great Michael Phelps were seen by audiences of millions wearing their Beats as they entered the Olympic Arena.

The astonishing part is that **the brand paid nothing in sponsorship fees but was arguably the most visible brand for several of the most-viewed events in the games.**

2.5.2 The advertiser

Beats Electronics LLC, also known as Beats by Dr. Dre, or simply Beats by Dre, is an American consumer audio products manufacturer. The company was founded by music producer Dr. Dre and since 2014, it has been an Apple subsidiary.

This was not the only case of ambush created by Beats. In fact, two years after the London Olympics, in 2014, the headphones brand launched a campaign called “The game before the game” showing their ability in ambushing advertising.

The game before the game campaign

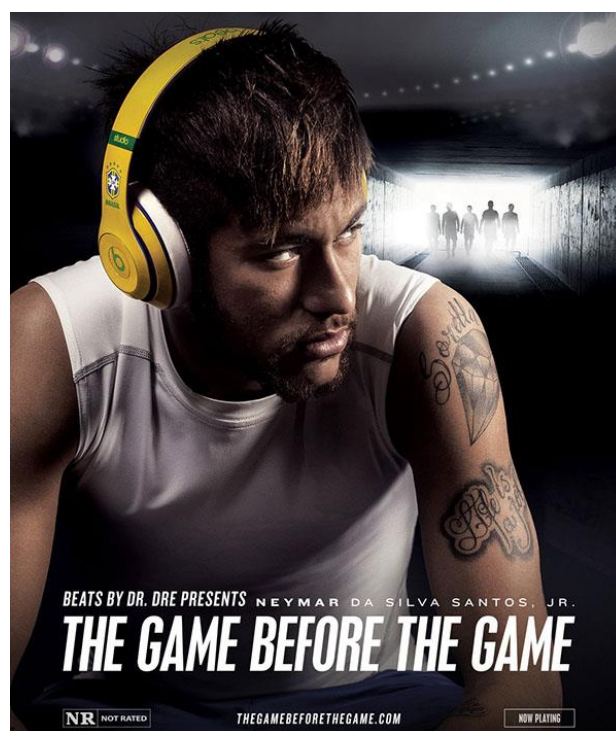
Beats by Dre had the clever idea to overstep FIFA regulation in order to create an advertising campaign called “The game before the game” some months before the beginning of the 2014 FIFA World Cup tournament in Brasil.

The brand decided to use its sponsored athletes to promote itself in a simple and direct way. Beats launched some spots featuring top players such as Neymar and Schweinsteiger, recreating a pre-match environment (presumably in Brasil) in which the players are portrayed as very focused using their Beats to find the right mood before the game.

Even though the campaign was launched almost at the beginning of the tournament, there was not a precise reference to the event, also because the official sponsor of their commodity sector was Sony.

FIFA had to take some action to prevent the use of the headphones during the games.

Figure 4. Neymar in “The game before the game”



Source: ninjamarketing.it

2.5.3 The ambush

Beats' brand visibility during the games was a carefully orchestrated strategic move by the company. The brand invited athletes to pick up their free pair of Beats from a collection point set up in the trendy private members club in London. As athletes were not being paid to promote the brand they managed to avoid breaking LOGOC's rules.

Their campaign was subtle yet effective. There was no official press launch, no global PR campaign. Panasonic, the official sponsor of the games paid £64 million for the association, while the cost to Dr. Dre Beats was just a few hundred pairs of their headphones.

While their ambush campaign paid off in terms of visibility their success is more significant than that. Through their ambush campaign Beats aligned its brand with inspirational globally recognized athletes, and role models for audiences the world over.

Figure 5. Olympians using Beats by Dre



Source: thebrandgym.com

2.5.4 Legal Issues

LOCOG gave athletes a detailed social media and blogging policy to ensure they don't fall foul of branding regulations. But due to the perfect strategy of the brand, many athletes fell into a trap of sharing tweets about their present.

For example, the brand delivered a set of headphones sporting Union Flag colors to British athletes including tennis player Laura Robson and footballer Jack Butland.

Butland took to Twitter to thank the brand for sending him the headphones, posting: "Loving my new GB Beats by Dre #TeamGB #Beats."

2.5.5 Perception

The campaign worked not only because it fit within Beats' traditional strategy of celebrity endorsement but was further reinforced by the brand's natural fit within the context of the games where athletes have used headphones and earphones before their events since the days of the Walkman in the 70s.

According to John Lewis sales for the Dr. Dre Beats headphones have increased by 116% in their stores. The number of sports headphones sold is said to have gone up by 42%, with general headphone sales at a steady 19% increase during the games.

2.6 Other significant examples

Bayern Munchen's case

The rivalry between Nike and Adidas reached the use of ambush marketing.

The last case concerning these two brands involves two players of the football team Bayern Munchen, Rafinha and Douglas Costa.

It is important to recall that Bayern Munchen has a sponsorship contract with Adidas, which is also shareholder of the club.

The main actors of the case are the two brasilian players that received a fine for their actions. In fact, they shared, encouraged by Nike, a flyer in which they invite American fans to participate to an event called "Champions experience".

Figure 6. Champions experience graphic

CHAMPIONS EXPERIENCE
Presents:

Join **RAFINHA & DOUGLAS COSTA** from Bayern Munich This Summer!

MEET & GREET	CAMPS
JUNE 20th STATEN ISLAND - NY	JUNE 20th STATEN ISLAND - NY
JUNE 21st WOODBIDGE - CT LUDLOW - MA	JUNE 21st WOODBIDGE - CT LUDLOW - MA
JUNE 22nd WEST HARTFORD - CT	JUNE 22nd WEST HARTFORD - CT

KINGSWOOD OXFORD **FRIENDLY GAME** **E9 SPORTS MARKETING** **fußball 13**
JUNE 21st
LUSITANO STADIUM - MA

Source:sportbusinessmanagement.it

As it can be seen by the flyer, it is clearly a case of ambush marketing, since Nike wanted to exploit Bayern Munchen's brand awareness associating them to an event organized by Nike.

Nike could avoid the use of this tactic just by saying that the two players are Brasil football team players that as a national team wears Nike, but they needed more Bayern's awareness.

Neymar Lupo's Underwear Case

This is a case that has been archived as non-ambush marketing even though resembles the one that can be seen in paragraph 2.2.2.

According to Brazilian newspaper, Folha de Sao Paulo, Neymar raised his shirt to reveal the elastic band with the sponsor's name 'Lupo' at least five times throughout a match, which they feel is directly linked with the new deal the two parties signed last month and was the idea of Neymar's father as a means of "ambush marketing."

Figure 7. Neymar showing Lupo's brand



Source:marketingregistrado.com

However, the company that handles Neymar's Marketing, NR Sports has denied to Marca, that the brandishing of the underwear was anything more than a "spontaneous" act that "young people" do.

ESPN Brazil is also reporting that UEFA will not be opening an investigation into the matter, which they have put strict regulations on after Nicklas Bendtner famously flashed his underwear advertising betting site Paddy Power at the 2012 Euros.

Bendtner was fined €100,000 for the act.

This is one emblematic case that shows how difficult is to judge an ambush case due to the big presence of rules and legislations that have to face the contract's clauses. Each case has to be studied in a different and unique way to understand the logic behind the decisions taken by the legislators.

Conclusions

Since most ambush marketing campaigns directly respond to or otherwise leverage an existing campaign by a close competitor, ambush campaigns can, and often, have to, be extremely creative. This includes everything from visual trickery to witty wordplay. Subtle references and sly jokes are often integral to the success of ambush marketing campaigns.

When it comes to display advertising – online or IRL – cohesion is crucial. From enormous, towering billboards in Times Square to a mobile sidebar ad, brands have to ensure that their campaigns look, feel, and sound the same across all platforms.⁷

Ambush campaigns, however, can get a little more creative.

As a result, ambush marketing campaigns are often a lot more memorable than a typical ad precisely because they're unusually entertaining or clever. Even if one ad is "better" than another, the funnier or cleverer ad will often be much more memorable,

One of the key advantages of ambush marketing is that it allows brands to go off-script from their regular advertising campaigns, whether in style, tone, or content. Brands can and frequently do employ techniques that may be beyond the scope of a company's established brand or advertising guidelines, affording the ambusher a great deal more creative freedom and flexibility.

Another benefit of ambush marketing is that, done well, it can actually help brands cultivate and exhibit new brand attributes and values that consumers may not necessarily already associate with that advertiser.

These characteristics move the way consumers see the advertising.

Today, the practice has become more sophisticated and subtle. Social media are starting to be a big stage for ambush marketing due to the big audience that they can reach and by the easy way to target the right consumer segment rather than the general public.

For example, the features of social media make the ambushing protection efforts challenging such as speed of information flow, no border restrictions, no time barrier, public forum, global reach, ease of access to the platforms, etc. Meenaghan et al. noted that social media has brought a largely uncontrolled, fragmented audience, and a diverse range of new ambushing opportunities. During and around the most recent Olympic Games, the practice of ambushing has been prevalent on social media platforms among the rivals of Olympic sponsors. In fact, the IOC began formulating social media

⁷ <https://www.wordstream.com/blog/ws/2018/04/04/ambush-marketing>

guidelines and policies for competing athletes and other credentialed officials prior to the 2008 Beijing Games. Subsequent guidelines have been released for 2014, 2016, 2018, and 2020 Games.

With these guidelines in place, Abeza et al. (2021), examined the practices and strategies of ambush marketing via social media during the 2014 Sochi, the 2016 Rio, and the 2018 PyeongChang Olympic Games.

Despite a series of social media guidelines released by the IOC, the study reported that the practice of ambush marketing via social media was evident during each of these three Games. The direct industry competitors were found to employ four specific ambush strategies, namely, associative (the use of imagery or terminology to create a suggestion that an organization has links to the event), values (the use of an event or property's central value or theme to imply an association), coattail (attempting to directly associate itself with a property using a legitimate link, such as participating athletes), and property infringement (the intentional unauthorized use of protected intellectual property, such as a logo, a name, and words). It has been observed, that ambushing practice on SM is moving away from direct attack and breaching rules to more indirect and sophisticated practice. For instance, the direct ambushing practices (i.e., coattail and property infringement) observed during the 2014 and 2016 Games were not observed during the 2018 Games. The focus has shifted more to indirect ambush marketing strategies (i.e., associative and values) which are challenging to track and flag (e.g., tracing the use of terms that refer to the Olympic properties).

In an era in which consumers are bombed with adv and information, it is important to stick out from the group. Ambush marketing allows the creation of this difference even though it can be seen as legally and ethically controversial.

By the way, as can be seen from the previous paragraphs and the previous chapter, consumers do not consider the practice too immoral and do not often condemn brands that use it.

As it has been studied, ambush marketing can be directly related to an event in its integrity or involving a sportsperson in its ends.

The literature lacks studies concerning the difference that these two types of ambush make in the mind of the consumer considering the deepest connection that they could have with an athlete compared to an event in general.

It could be interesting to analyze the different perceptions that consumers have when the ambush involves a sports person, and when it is done using an event. In addition, it could be studied the ethical/legal perception of the practice in the two specific cases. In fact, there is no evidence of a different perception of these two different practices, even though it is not difficult to find examples of both of them. Sportspeople, like football players or other Olympics athletes, are often sponsored by sports brands (Nike, Adidas, Underarmour, etc.), with whom they have contracts and clauses to respect since athletes should represent the face and the values of the brand in public. Nevertheless, athletes are linked to many events and activities that involve other sponsors. The next chapter will analyze how some companies can use sports people to advertise their brand without being their sponsor, causing an ambush marketing case. Unfortunately, the academic literature is lacking studies on the different perceptions that the ambush has on a person rather than an event, which is more impersonal. Similar to traditional consumer loyalty, sports fan loyalty requires investigation beyond behavioral characteristics. That is, sports fans can also be segmented by their degree of attachment to a team or event, which is conceptualized as an individual's highly developed attitude toward the sports product (Dwyer, 2011).

However, fans tend to be more understanding and sympathetic when dealing with people than corporations. When individuals perceive personal relevance, they are more likely to have positive attitudes toward the endorser. Given that the more favorable an athlete an endorser is, the greater the extent to which subsequent attitudinal and behavioral responses will be affected (Knoll et al., 2017).

Plus, as can be seen in the last paragraph of this chapter, there is still a lack of studies regarding the usage of social media in ambush marketing contexts. It could be useful to go more in-depth about the perception and attitudes that consumers have when the ambush is done through the internet.

In fact, social media has increased exposure to electronic mediums allowing ambush marketing campaigns to increasingly target millennials. This form of marketing allows millions of viewers and consumers worldwide to 'instantly' see an advertisement, tweet, or pictures posted. Nevertheless, very few studies have been conducted about it (Brunel University, 2021).

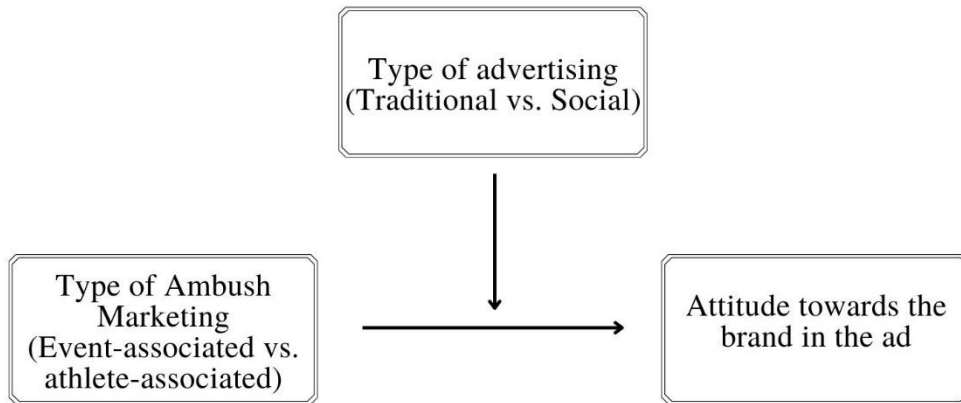
Therefore, the present work is going to test the following hypotheses:

H1: Ambush marketing associated with a sports event has a negative impact on consumer perception, compared to ambush marketing associated with a sports person.

H2: Ambush marketing associated with a sports person has a positive impact on consumer perception, compared to ambush marketing associated with an event.

H3: The use of social media as a type of advertising means for Ambush Marketing has a positive effect on attitude toward the brand in the ad.

Figure 8. Conceptual Model



Chapter 3

3.1 Research design

As mentioned before, the present work aimed to study the effect of ambush marketing when associated with a sport event and when associated to a sportsperson as a mean of communication.

Actually, academic literature on ambush marketing lacks studies concerning the athlete's part in the ambush and how they could influence people's vision of the brand doing the ambush. My research aims to fulfill some of the shortcomings that have existed so far.

Plus, in accordance with what has been argued up to now, the research model will include the use of social media to promote ambush marketing strategies, which is a variable that was not included in studies before.

In particular, as it can be seen at the end of chapter 2, the conceptual model of the research aimed to study the relationship between 2 different types of ambush marketing (event-related vs. sportsperson-related), and the attitude towards the brand in the ad, having as a moderator the type of advertising (traditional vs. social). In this way, the study could have demonstrated the different perceptions that different types of ambush strategies can have on consumers.

In order to carry out this research, an experimental design method was used to test the relation between the variables. The data collection process will start with the definition of the sample size and features. After having selected the most suitable item scales from the current literature, the data was collected via an online questionnaire built on Qualtrics and set with four random scenarios (between-subject 2x2) to test whether the dichotomous variable of the type of communication means (traditional/social) and the type of subject (event/sportsperson) can change the way in which consumers see the ambush attempt and their perception.

The four scenarios were portrayed as follows: one in which the respondent will be presented with traditional advertising presenting an event-related ambush or one with a social ad presenting an event-related ambush. The other two scenarios, on the other hand, concerned traditional advertising presenting a sportsperson-related ambush or social advertising presenting a sportsperson-related ambush.

After having reached a significant number of respondents, a data scraping was performed and the data were processed through the use of SPSS software.

3.1.1 Participants

Respondents were reached through “convenience sampling”, which is a sort of non-probability sampling in which a sample is taken from a population segment that is close to hand. Then, a total of 224 people recruited exclusively in Italy replied to the questionnaire. In particular, consumers were recruited by sending an anonymous link to the survey through WhatsApp and Facebook groups.

The data collected through Qualtrics Survey Software was transferred to SPSS Statistics version 26 for the analysis.

The final sample of respondents, following a clean-up of the dataset involving 47 respondents who did not answer the attention check correctly, is made up of 177 participants whose answers were used in the analysis.

The gender distribution included 55.1% of men (n = 97), 42% of women (n = 74) and the remaining 2.8% (n = 5) preferred not to specify.

Figure 1. Gender distribution

		Indica il tuo genere			
		Frequenza	Percentuale	Percentuale valida	Percentuale cumulativa
Valido	Donna	74	42,0	42,0	42,0
	Uomo	97	55,1	55,1	97,2
	Preferisco non specificare	5	2,8	2,8	100,0
	Totale	176	100,0	100,0	

The age of the sample varies from respondents under the age of 18 to over 50 years of age, with 46% of respondents aged over 50 and 27,3% between 36 and 50.

3.1.2 The questionnaire

The questionnaire was built using Qualtrics.

Since ambush marketing is not a common and known marketing strategy, at the beginning of the survey respondents were asked if they knew ambush marketing and if they could recognize an official sponsor of an event from an ambusher.

These questions were useful to understand how many people were already familiar with the tactic. After that, respondents were shown a definition of ambush marketing to read and think about. Then, they had to choose between two fictitious advertising, one from an official sponsor of an event and the other from an ambusher. If they were not able to recognize the ambush after the explanation, the response was canceled from the database in order to analyze only more conscious responses.

Afterward, respondents were randomly exposed to one of the four scenarios described before through the use of a randomization block with one evenly presented scenario.

Respondents were requested to look at the scenario carefully and read the description in order to be able to give judgments about it later.

In fact, the scenarios were followed by four different matrix types of questions in which the respondent had to select from a scale from 1 (strongly disagree) to 5 (strongly agree) its level of agreement with the affirmations shown.

The questions regarded, ad attention, ad memorability, intrusiveness, and attitude towards the brand in the ad.

In order to create these questions, the study comprehends the use of marketing scales as follows:

“Ad Attention” by Smith, Chen and Yang (2008)

Scale items:

1. I paid attention to the ad
2. The ad demanded my attention
3. The ad would stand out among other ads.

“Attitude toward the ad (memorable)” by Smith, Chen, and Yang (2008)

Scale items:

1. I remember a lot about the ad message.
2. The claims made in the ad were memorable.
3. The ad message was easy to learn and remember.

“Attitude towards the ad (Intrusiveness)” by Li, Edwards, and Lee 2002

Scale items:

When the ad was shown, I thought it was . . .

1. Distracting 2. Disturbing 3. Forced
4. Interfering 5. Intrusive 6. Invasive 7. Obtrusive

“Attitude towards the brand in the ad” by Lee and Mason (1999).

Scale items:

1. The brand in the ad is likely to possess the stated ad claims.
2. I react favorably to the brand.
3. I feel positively about the brand.
4. I dislike the brand. (r).
5. I am more interested in the brand as a result of seeing the message.

Subsequently, the survey asked if their general perception of the ad was positive, negative, or indifferent.

Lastly, demographic questions such as age and gender were asked.

3.1.3 Stimuli

The manipulation of the independent variable took place through the creation of graphic-descriptive stimuli concerning different types of ambush marketing campaigns. Subsequently, the respondents were asked to carefully visualize the scenario, read the description and respond accordingly to the questions.

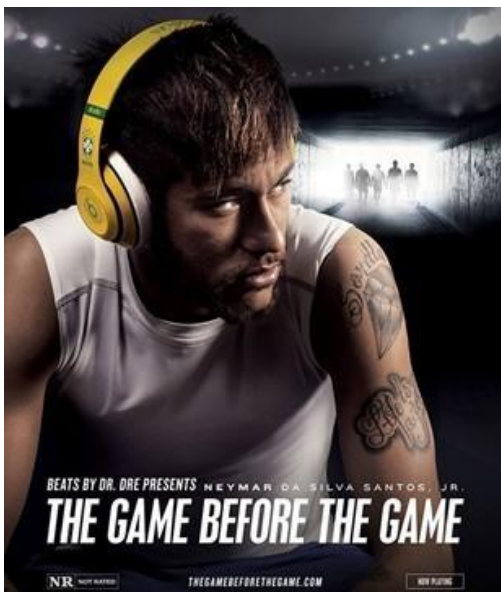
Scenario 1



Specifically, the situation was described as follows: “KIT KAT EURO 2012 Ad”

Traduzione: Apri il pacchetto per trovare il tuo codice a 12 cifre. Inserisci il codice nella promozione "Cross Your Fingers" per avere la possibilità di vincere 2,012 EUROS subito!”

Scenario 2



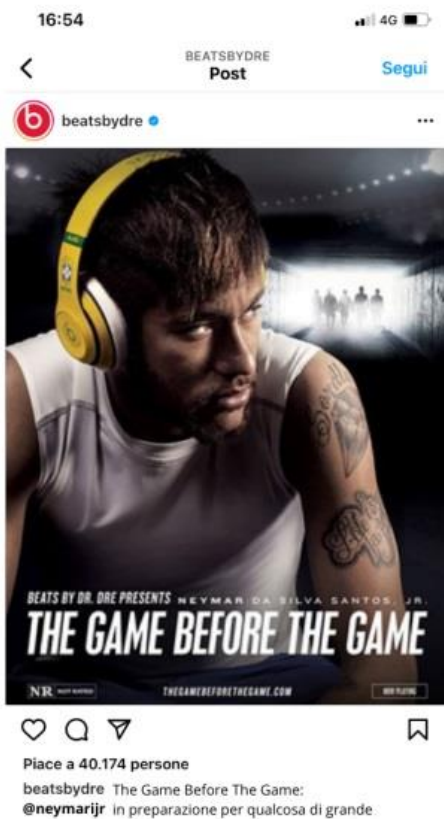
Specifically, the situation was described as follows: **BEATS BY DR. DRE** ad called **THE GAME BEFORE THE GAME**, on-air only a few months before the 2014 FIFA World Cup, with clear references to the event but without being the official sponsor. The official sponsor of the event was **SONY**.

Scenario 3



Specifically, the situation was described as follows: “KIT KAT’S Instagram post for the football Euro competition in 2012 (EURO 2012), the brand makes a reference to the event without being a sponsor.”

Scenario 4



Specifically, the situation was described as follows: **BEATS BY DR. DRE**'s Instagram post that advertises a campaign called **THE GAME BEFORE THE GAME**, on-air only a few months before the 2014 FIFA World Cup, with clear references to the event (like the use of Neymar Jr as a testimonial) but without being the official sponsor. The official sponsor of the event was SONY.

3.2 The Analysis

3.2.1 Scale reliability

A reliability test was undertaken for each of the measuring scales that were assessed in this study to ensure that they were reliable. The Cronbach Alpha (α) of each scale was determined with respect to the numerous things that each is made up of to carry out this verification. Cronbach's Alpha is a reliability measure with values ranging from 0 to 1, such that $0 < \alpha < 1$.

The requirement of $\alpha > 0.6$ is necessary for a measuring scale to be defined as reliable, where 0.6 denotes the minimum acceptable threshold, such as to assure sufficient internal consistency and test adequacy (Malhotra et al., 2012).

The higher the Cronbach's Alpha score, the more reliable the measurement scales are. The multiple components must all have values of 0.6 in this situation, as the aforementioned criteria define such a level of consistency and reliability that the measuring scales utilized can be deemed truly consistent and reliable.

Starting with the analysis of the reliability of the measurement scale of the scale Ad Attention by Smith, Chen and Yang (2008) it is possible to observe the items of the scale and the value of Cronbach's Alpha coefficient from the reliability statistics reported in the following tables:

Figure 2. Ad attention scale's reliability

Statistiche di affidabilità		
Alpha di Cronbach	Alpha di Cronbach basata su elementi standardizzati	N. di elementi
,786	,786	3

The alpha coefficient was used to assess the correlation between items whose object was the assessment of the same concept. This coefficient has a range of values from 0 to 1, and Cronbach's alpha must be between 0.70 and 1 for the scale to be considered reliable. Following the examination, this scale is judged to be reliable, since the alpha value is 0,786. The same process was followed for the other measurement scales, as can be seen in the following tables.

Figure 3. Attention toward the ad (memorable) scale's reliability

Statistiche di affidabilità		
Alpha di Cronbach	Alpha di Cronbach basata su elementi standardizzati	N. di elementi
,822	,823	3

By analyzing the reliability statistics shown in the previous table, it is possible to verify that the value of Cronbach's Alpha coefficient is $\alpha=0,822$, therefore, the measurement scale has a degree of reliability that can be considered effectively useful for the research. In conclusion, the reliability of the Smith, Chen and Yang (2008) was analyzed and selected for the measurement.

Figure 4. Attitude towards the ad (Intrusiveness) scale's reliability

Statistiche di affidabilità		
Alpha di Cronbach	Alpha di Cronbach basata su elementi standardizzati	N. di elementi
,914	,913	6

The table illustrates the overall value of Cronbach's Alpha, visible from the reliability statistics, which is $\alpha = 0,914$ and indicates a good level of reliability. It is, therefore, possible to conclude that the measurement scale for the Attitude towards the ad (intrusiveness) is sufficiently reliable to be used for statistical analysis purposes.

3.2.2 Factor analysis

Ad Attention

Subsequently, a Factor Analysis was carried out to reduce a large number of variables into fewer numbers factors. The first scale to be subjected to factor analysis is the one measuring the ad attention:

Misura di Kaiser-Meyer-Olkin di adeguatezza del campionamento.		,695
Test della sfericità di Bartlett	Appross. Chi-quadrato	151,759
	gl	3
	Sign.	,000

1. KMO test. This analysis represents the ratio between the square of the correlation between the variables and the square of the partial correlation between the same variables; in the present case a value equal to 0.695 is acceptable. If the total KMO score undergoes variations from zero to one, the closer it will be to one, the better the reliability will be.

2. Bartlett's test. The test has as a hypothesis the assumption of sphericity which must be rejected. In this case, since p-value <0.000, the null hypothesis is verified.

	Iniziale	Estrazione
Per favore, indica in una scala da 1 (Fortemente in disaccordo) a 5 (Fortemente d'accordo) in che misura concordi con le seguenti affermazioni. - Ho prestato attenzione alla pubblicità	1,000	,749
Per favore, indica in una scala da 1 (Fortemente in disaccordo) a 5 (Fortemente d'accordo) in che misura concordi con le seguenti affermazioni. - La pubblicità richiedeva la mia attenzione	1,000	,686

Per favore, indica in una scala da 1 (Fortemente in disaccordo) a 5 (Fortemente d'accordo) in che misura concordi con le seguenti affermazioni. - La pubblicità risalterebbe in mezzo ad altre pubblicità	1,000	,665
---	-------	------

Metodo di estrazione: Analisi dei componenti principali.

Communalities indicate the amount of variance in each variable that is accounted for. In this case, all communalities are higher than 0.30, so we don't have to delete any of them.

Varianza totale spiegata

Componente	Autovalori iniziali			Caricamenti somme dei quadrati di estrazione		
	Totale	% di varianza	% cumulativa	Totale	% di varianza	% cumulativa
1	2,101	70,049	70,049	2,101	70,049	70,049
2	,511	17,017	87,065			
3	,388	12,935	100,000			

Metodo di estrazione: Analisi dei componenti principali.

This table allows us to analyze the percentage of total variance explained by the extracted factor. In this case, the item that has an eigenvalue > 1 is just one and the factor explains about 70% of the variance derived from the 3 items. We can therefore be satisfied with the remaining unexplained variance of only about 30%.

Attitude towards the ad (memorable)

The second scale to be subjected to factor analysis is the one measuring the attitude towards the ad (memorable):

Test di KMO e Bartlett

Misura di Kaiser-Meyer-Olkin di adeguatezza del campionamento.		,717
Test della sfericità di Bartlett	Appross. Chi-quadrato	188,660
	gl	3
	Sign.	,000

1. KMO test: in the present case a value equal to 0.717 is very good. If the total KMO score undergoes variations from zero to one, the closer it will be to one, the better the reliability will be.

2. Bartlett's test. The test has as a hypothesis the assumption of sphericity which must be rejected. In this case, since p-value <0.000, the null hypothesis is verified.

Comunalità

	Iniziale	Estrazione
Per favore, indica in una scala da 1 (Fortemente in disaccordo) a 5 (Fortemente d'accordo) in che misura concordi con le seguenti affermazioni. - Mi ricordo del messaggio contenuto	1,000	,767
Per favore, indica in una scala da 1 (Fortemente in disaccordo) a 5 (Fortemente d'accordo) in che misura concordi con le seguenti affermazioni. - Le affermazioni hanno reso la pubblicità memorabile	1,000	,738
Per favore, indica in una scala da 1 (Fortemente in disaccordo) a 5 (Fortemente d'accordo) in che misura concordi con le seguenti affermazioni. - Il messaggio contenuto era semplice e facile da ricordare	1,000	,712

Metodo di estrazione: Analisi dei componenti principali.

Communalities indicate the amount of variance in each variable that is accounted for. In this case, all communalities are higher than 0.30, so we don't have to delete any of them.

Varianza totale spiegata

Componente	Totale	Autovalori iniziali		Caricamenti somme dei quadrati di estrazione		
		% di varianza	% cumulativa	Totale	% di varianza	% cumulativa
1	2,217	73,900	73,900	2,217	73,900	73,900
2	,431	14,355	88,256			
3	,352	11,744	100,000			

This table allows us to analyze the percentage of total variance explained by the extracted factor. In this case, the item that has an eigenvalue > 1 is just one and the factor explains about 73% of the variance derived from the 3 items. We can therefore be satisfied with the remaining unexplained variance of only about 27%.

Attitude towards the ad (intrusiveness)

The third scale to be subjected to factor analysis is the one measuring the attitude towards the ad (intrusiveness):

Test di KMO e Bartlett

Misura di Kaiser-Meyer-Olkin di adeguatezza del campionamento.		,886
Test della sfericità di Bartlett	Appross. Chi-quadrato	891,444
	gl	15
	Sign.	,000

1. KMO test: in the present case a value equal to 0886 is optimal since it is closer to one, so the better the reliability will be.
2. Bartlett's test. The test has as a hypothesis the assumption of sphericity which must be rejected. In this case, since $p\text{-value} < 0.000$, the null hypothesis is verified.

Comunalità

	Iniziale	Estrazione
Indica da 1 a 5 quanto consideri la pubblicità che hai visto come: - Distraente	1,000	,284
Indica da 1 a 5 quanto consideri la pubblicità che hai visto come: - Disturbante	1,000	,665
Indica da 1 a 5 quanto consideri la pubblicità che hai visto come: - Forzata	1,000	,782
Indica da 1 a 5 quanto consideri la pubblicità che hai visto come: - Intrusiva	1,000	,848

Indica da 1 a 5 quanto consideri la pubblicità che hai visto come: - Invasiva	1,000	,862
Indica da 1 a 5 quanto consideri la pubblicità che hai visto come: - Inadente	1,000	,841

Metodo di estrazione: Analisi dei componenti principali.

Communalities indicate the amount of variance in each variable that is accounted for. In this case, not all communalities are higher than 0.30, so I deleted the element that was lower: Intrusiveness_1.

After this deletion, the factor analysis was conducted again, giving an higher level of total variance explained:

Varianza totale spiegata

Componente	Totale	Autovalori iniziali		Caricamenti somme dei quadrati di estrazione		
		% di varianza	% cumulativa	Totale	% di varianza	% cumulativa
1	4,049	80,987	80,987	4,049	80,987	80,987
2	,429	8,588	89,575			
3	,269	5,370	94,945			
4	,135	2,703	97,648			
5	,118	2,352	100,000			

Metodo di estrazione: Analisi dei componenti principali.

3.2.3 Hypothesis testing

In order to test the relationship between the variable X (type of ambush) and the variable Y (attitude towards the brand in the ad), an independent samples T-Test was carried out to verify whether or not there is a statistically significant difference in the mean of the perception variable within the scenarios of the ambush variable.

In the statistical test, the validity of a statistical hypothesis defined precisely as null hypothesis and indicated with H_0 is verified. The null hypothesis, in general, represents the opposite of the scientific hypothesis that we want to prove. This hypothesis was formulated based on specific parameters of a variable. Therefore, the hypothesis assumed is reported below:

H_0 : The means are the same within the two experimental groups

H_1 : Means differ significantly in population I will therefore reject the null hypothesis of equal averages, concluding that the averages are significantly different if the p-value is less than 0.05.

The Levene test was used to check the null hypothesis of equal variances among the two subgroups before doing the T-Test with independent samples. If this assumption is false ($p < 0.05$), the robust T-test will be run.

It is a test that's defined whether the findings it produces are valid despite the fact that not all assumptions have been confirmed.

	Evento	N	Media	Deviazione std.	Media errore standard
mean_attitude	1,00	77	2,6883	1,05456	,12018
	,00	99	2,4343	,96003	,09649

By testing the hypotheses, we aim to understand whether the attitude towards the brand in the ad in the condition of an event-associated ambush (1), is greater than the one in the condition of athlete-associated ambush (0).

It is evident that the average of the attitude variable is greater in the Scenario with an event-associated ambush than in the Scenario with an athlete-associated ambush. However, in order to determine whether or not this difference is statistically significant, the T-test is necessary.

Then, the procedure continues with the analysis of the T-test aimed at investigating whether the difference between the two means is statistically significant:

Test campioni indipendenti										
		Test di Levene per l'eguaglianza delle varianze			Test t per l'eguaglianza delle medie				Intervallo di confidenza della differenza di 95%	
		F	Sign.	t	gl	Sign. (a due code)	Differenza della media	Differenza errore standard	Inferiore	Superiore
mean_attitude	Varianze uguali presunte	,112	,738	1,667	174	,097	,25397	,15231	-,04665	,55459
	Varianze uguali non presunte			1,648	155,462	,101	,25397	,15412	-,05047	,55841

The difference between the means of the two different groups differs by 0.25 for the Attitude variable, according to the two-tailed significant values for a 95 percent confidence range.

As a result, it is possible to reach two conclusions:

The Levene test accepts the null hypothesis of equal variances ($p = 0,738$, thus $p > 0,05$), hence the independent T-test with equal variances will be used.

The null hypothesis of equal means is not rejected by the T-test ($p = 0,097$, thus $p > 0.025$).

3.2.4 ANOVA

The third phase of the analysis is aimed at understanding the impact that the moderator, “Advertising type” generates in relation to the “Attitude towards the brand in the ad” determined by the presence of event-associated or athlete-associated ambush.

Firstly, the analysis began performing a Two-way ANOVA.

Test di Levene di eguaglianza delle varianze dell'errore^{a,b}

		Statistica di Levene			
		Levene	gl1	gl2	Sign.
mean_attitude	Basato sulla media	,156	3	172	,925
	Basato sulla mediana	,554	3	172	,646
	Basato sulla mediana e con il grado di libertà adattato	,554	3	151,337	,646
	Basato sulla media ritagliata	,148	3	172	,931

Verifica l'ipotesi nulla che la varianza dell'errore della variabile dipendente sia uguale tra i gruppi.

a. Variabile dipendente: mean_attitude

b. Disegno: Intercetta + Evento + Social + Evento * Social

Starting by studying the Levene's Test, it accepts the null hypothesis of equal variances ($p = 0,925$, thus $p > 0,05$).

Test di effetti tra soggetti

Variabile dipendente: mean_attitude

Origine	Somma dei quadrati di tipo III	gl	Media quadratica	F	Sign.	Eta quadrato parziale	Parametro di non centralità	Potenza osservata ^b
Modello corretto	3,758 ^a	3	1,253	1,239	,297	,021	3,717	,328
Intercetta	1135,769	1	1135,769	1123,497	,000	,867	1123,497	1,000
Evento	2,654	1	2,654	2,625	,107	,015	2,625	,364
Social	,129	1	,129	,128	,721	,001	,128	,065
Evento * Social	,742	1	,742	,734	,393	,004	,734	,136
Errore	173,879	172	1,011					
Totale	1318,000	176						
Totale corretto	177,636	175						

a. R-quadrato = ,021 (R-quadrato adattato = ,004)

b. Calcolato utilizzando alfa = ,05

From this table the analysis gets many information, the most important for the research are:

1. Model Fit: $F(3,172)=1,239$, $p > .05$, the model is not significant, there is not at least one mean statistically different than others;
2. Main effect Event(IV): $F(1,172) = 28 2,625$, $p > .05$, ambush type (event or athlete-associated) does not influence the average of attitude towards the brand in the ad.
3. Main effect Social(MOD): $F(1,172) = 0,128$, $p > .05$, type of advertising (traditional vs. social) does not influence the average of attitude towards the brand in the ad.
4. Interaction effect: $F(1,172) = .74$, $p > .05$, type of advertising does not influence the relationship between ambush type and attitude towards the brand.

In order to further verify the presence of the moderation, moderation analysis was conducted for which model 1 (represented in the figure below) of the SPSS macro-PROCESS developed by Hayes (2013) was used.

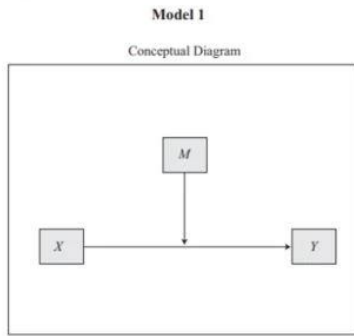


Figure 5. Process model 1

The regression analysis was conducted by setting the attitude towards the brand in the ad as a dependent variable, the advertising type (traditional vs. social) as a moderator, and the presence of event-related or athlete related ambush (coded as 1: event, and 0: athlete) as an independent variable.

Run MATRIX procedure:

```

***** PROCESS Procedure for SPSS Version 3.4 *****
                Written by Andrew F. Hayes, Ph.D.          www.afhayes.com
                Documentation available in Hayes (2018). www.guilford.com/p/hayes3

*****
Model   : 1
Y       : Attitude
X       : Evento
W       : Social

Sample
Size:   176

*****
OUTCOME VARIABLE:
Attitude

Model Summary
           R      R-sq      MSE      F      df1      df2      p
           ,1743    ,0304    39,7443    1,7962    3,0000    172,0000    ,1497

Model
           coeff      se      t      p      LLCI      ULCI
constant    33,0192    ,8742    37,7686    ,0000    31,2936    34,7449
Evento      -2,4192    1,3259    -1,8246    ,0698    -5,0363    ,1978
Social      -2,4873    1,2688    -1,9603    ,0516    -4,9918    ,0172
Int_1       2,5900    1,9177    1,3506    ,1786    -1,1953    6,3753

Product terms key:
Int_1      :      Evento  x      Social

Test(s) of highest order unconditional interaction(s):
           R2-chng      F      df1      df2      p
X*W       ,0103      1,8240      1,0000      172,0000      ,1786

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95,0000

----- END MATRIX -----
    
```

Unfortunately, as the ANOVA results reported, in this case, there is no moderation effect as can be seen from the significance of Int_1 which is $0,1786 > 0.05$. The advertising type does not moderate the relationship between the type of ambush and the attitude towards the brand in the ad.

Nevertheless, a partially significant effect can be found on the two variables, type of ambush and advertising type, respectively $p=0,0698$ and $p=0,0516$.

These results are going to be analyzed in the next paragraph considering how they can be useful for managerial implications and how they can improve their valence.

3.3 Discussion

The research aimed to find the differences in perception, specifically attitude towards the brand in the ad, that two different types of ambush marketing strategies (event-associated ambush and athlete-associated ambush) can have, and if and how they are moderated by the type of advertising (traditional or social).

In fact, the main objective of the study was to understand how consumers perceived the ambush practice when changing the subject of it and the mean of communication. Unfortunately, no big differences resulted from the study, except that there is a higher significance in the relationship between the type of advertising and the attitude towards the ad. It means that even if not completely significant, there is a slight tendency to perceive in a different way the ambush practice if communicated by traditional or social means.

Another finding that resulted from the study, is that the type of advertising (traditional vs. social) does not influence the relationship between the two different types of ambush strategies and the attitude towards the brand in the ad.

This result, even if against the hypotheses that were made at the beginning, can demonstrate and teach researchers that there is still a lot to study on the topic, mostly about different ambush strategies and their effects on different perception variables. These results could be useful to managers to understand where to put their efforts when considering ambush tactics or even how to stop them.

In general, the findings show that the respondents had an indifferent to positive reaction to the ad shown in the survey, this means that they do not all condemn ambush marketing, causing losses to official sponsors.

It would be interesting to further investigate the ethical and moral consequences of ambush marketing tactics on aware consumers.

3.3.1 Managerial Implications

This work contributes to the research already existing in the literature under various aspects and can be useful for managerial purposes.

The main finding regards the moderation effect of the advertising typology (Traditional vs. Social) which is not present. This result can show how consumers do not see a different way ambush marketing attempts are done through social media, even if now it's the main mean of communication.

Another important aspect is the indifference in the attitude felt from ambush associated with an event and ambush associated with a sportsperson. From a managerial point of view, this finding could be useful to decide how to conduct an ambush marketing campaign, considering that it could avoid the cost of a testimonial, due to the fact that consumers do not perceive significant differences.

3.3.2 Limitations and future research

It is important to note that data was collected exclusively in Italy since the questionnaire was created in Italian and only distributed among Italian citizens. By the way, it is likely to be not representative of the whole country.

Also, the sample was mostly composed of people over the age of 40. It could be interesting to investigate the perception in a younger range of age because they could be more aware or prone of ambush marketing.

Therefore, future research should ideally look at a greater number of regions within a country where there are differences in perception of ambush marketing techniques or even bigger knowledge of the practice.

Moreover, it would be interesting to analyse the ethical concern of these practices, which are always on the edge of legality, and how it changes when a testimonial is involved in the ambush.

The endorsement by individual athletes and teams of particular products is an entirely legitimate activity. However, when such sponsorships or endorsements conflict with the global marketing program of an event, problems can arise (Townley et Al., 1998)

In fact, the use of testimonials, such as celebrities or athletes could influence the perception of the ambush, mostly if they are perceived with a positive sentiment.

Due to the lack of studies on the analysis of the methodology of studying the phenomenon of ambush marketing in sports (Piatkowska, 2015), it is our hope that this study, will help in the growing interest to understand consumer behaviour within a mega-sports event setting that could be the place to set the ambush.

Conclusions

As it can be understood by the literature review and the analysis that was conducted in this study, ambush marketing is a topic still under investigation and that presents many issues to be expressed well.

Firstly, the research started with the analysis of what the previous literature investigated regarding the theme, especially the first and the renewed categorization of ambush strategies. Then faced the inquiry of legal and ethical concerns that ambush tactics can raise due to the unclear body of law that describes them, causing confusion and deregulation.

These matters affect the perception that the consumer has of advertising techniques as the one studied here, so the last paragraph of the first chapter inquiries about their attitude.

Secondly, Chapter 2 gives an in-depth analysis of the most important ambush cases concerning in particular, the difference between event-associated ambush and sportsperson-associated ambush.

It was in fact the aim of the study to understand if and how there was a difference in consumer attitude if the ambush strategy was put in place in an event or involved athletes or team members.

In order to do this, different ambush cases were analysed, studying the context, the advertiser, the legal issues, and the perception.

Finally, the third chapter addressed empiric research through the use of research method instruments such as the software Qualtrics and SPSS. Adopting the first one, a survey was created and distributed through anonymous link to investigate the attitude towards the brand using ambush marketing techniques.

After the collection of the data, they were analysed in depth by using the statistical software SPSS. The study faced the use of descriptive statistics, factor analysis, reliability analysis, hypotheses testing and ANOVA.

Thanks to the results of the statistical inquiries, it is possible to affirm that there is a slight relationship between the use of traditional or social means and the attitude towards the ad.

While, unfortunately, the moderation effect that the study aimed to find was not present. This means that the type of advertising (traditional vs. social) does not influence the relationship between the type of ambush (event-associated vs. athlete-associated) and the attitude towards the brand in the ad.

This result adds a contribution to the present literature concerning ambush marketing since it gives new perspectives and ways to find new answers both for consumers and brands.

Bibliography

- Bayerl, S., & Rennhak, C. (2006). Entwicklungslinien Sponsoring. *Unternehmenskommunikation*, 2, 123137.
- Bayless, A. (1988). Ambush marketing is becoming a popular event at Olympic Games. *The Wall Street Journal*, 8.
- Blaszka, M., Burch, L. M., Frederick, E. L., Clavio, G., & Walsh, P. (2012). # WorldSeries: An empirical examination of a Twitter hashtag during a major sporting event. *International Journal of Sport Communication*, 5(4), 435-453.
- Burton, N. (2019). Exploring user sentiment towards sponsorship and ambush marketing. *International Journal of Sports Marketing and Sponsorship*.
- Burton, N., & McClean, C. (2020). Exploring newsjacking as social media-based ambush marketing. *Sport, Business and Management: An International Journal*.
- Carrillat, F. A., Colbert, F., & Feigné, M. (2014). Weapons of mass intrusion: the leveraging of ambush marketing strategies. *European Journal of Marketing*.
- Chadwick, S., & Burton, N. (2011). The evolving sophistication of ambush marketing: A typology of strategies. *Thunderbird International Business Review*, 53(6), 709-719.
- Chanavat, N., & Desbordes, M. (2014). Towards the regulation and restriction of ambush marketing? The first truly social and digital mega sports event: Olympic Games, London 2012. *International Journal of Sports Marketing and Sponsorship*.
- Crompton, J. L. (2004). Conceptualization and alternate operationalizations of the measurement of sponsorship effectiveness in sport. *Leisure studies*, 23(3), 267-281.
- Crow, D., & Hoek, J. (2003). Ambush marketing: A critical review and some practical advice. *Marketing Bulletin*, 14(1), 1-14.
- Dan Shewan (2022), *Ambush Marketing: What It Is & Why It Works* available on www.wordstream.com/blog/ws/2018/04/04/ambush-marketing consulted during April 2022.
- Delia, E. B., & Armstrong, C. G. (2015). # Sponsoring the# FrenchOpen: An examination of social media buzz and sentiment. *Journal of Sport Management*, 29(2), 184-199.
- Dickson, G., Naylor, M., & Phelps, S. (2015). Consumer attitudes towards ambush marketing. *Sport Management Review*, 18(2), 280-290.

- Dwyer, B. (2011). Divided loyalty? An analysis of fantasy football involvement and fan loyalty to individual National Football League (NFL) teams. *Journal of Sport Management*, 25(5), 445-457.
- Ellis, D., Scassa, T., & Séguin, B. (2011). Framing ambush marketing as a legal issue: An Olympic perspective. *Sport Management Review*, 14(3), 297-308.
- Ellis, G. F., Van Elst, H., Murugan, J., & Uzan, J. P. (2011). On the trace-free Einstein equations as a viable alternative to general relativity. *Classical and Quantum Gravity*, 28(22), 225007.
- Epstein, A. (2014). The Olympics, ambush marketing and Sochi media. *Arizona State University Sports and Entertainment Law Journal*, 3(2), 110-131.
- Ettorre, B. (1993). Ambush marketing: Heading them off at the pass. *Management Review*, 82(3), 53.
- Hambrick, M. E., Simmons, J. M., Greenhalgh, G. P., & Greenwell, T. C. (2010). Understanding professional athletes' use of Twitter: A content analysis of athlete tweets. *International Journal of Sport Communication*, 3(4), 454-471.
- Jensen, J. (1995). Ambush League: Olympic Sponsors See Potential Problems Inside Their Own League. *Advertising Age*.
- Jensen, J. A., Cobbs, J. B., & Turner, B. A. (2016). Evaluating sponsorship through the lens of the resource-based view: The potential for sustained competitive advantage. *Business Horizons*, 59(2), 163-173.
- Kenyan Marketing (2013), *Ambush Marketing Case Study (Bavaria Beer's ambush at the 2010 FIFA World Cup)* available on www.kenyanmarketing.wordpress.com/2013/08/15/ambush-marketing-case-studybavaria-beers-ambush-at-the-2010-fifa-world-cup/ consulted during April 2022.
- Knoll, J., & Matthes, J. (2017). The effectiveness of celebrity endorsements: a meta-analysis. *Journal of the Academy of Marketing Science*, 45(1), 55-75.
- Lesaule and Bouvier (2017), *The role of athlete's sponsorship on the marketing strategy of a sports brand: A qualitative study conducted at HEAD France*, available on *London Olympic Games and Paralympic Games Act 2006*
- McDaniel, S. R., & Kinney, L. (1998). The implications of recency and gender effects in consumer response to ambush marketing. *Psychology & Marketing*, 15(4), 385-403.

- McKelvey, S., & Grady, J. (2008). Sponsorship program protection strategies for special sport events: Are event organizers outmaneuvering ambush marketers?. *Journal of Sport Management*, 22(5), 550-586.
- McKelvey, S., & Grady, J. (2017). # JoinTheConversation: the evolving legal landscape of using hashtags in sport. *J. Legal Aspects Sport*, 27, 90.
- Meenaghan, T. (1994). Point of view: ambush marketing: immoral or imaginative practice?. *Journal of Advertising Research*, 34(5), 77-89.
- Meenaghan, T. (1998). Ambush marketing: Corporate strategy and consumer reaction. *Psychology & Marketing*, 15(4), 305-322.
- Michaelis, M., Woisetschläger, D. M., & Hartleb, V. (2008). An empirical comparison of ambushing and sponsorship effects: the case of 2006 Fifa World Cup Germany™. *ACR North American Advances*.
- Moorman, A. M., & Greenwell, T. C. (2005). Consumer attitudes of deception and the legality of ambush marketing practices. *J. Legal Aspects Sport*, 15, 183.
- Nufer, G. (2016). Ambush marketing in sports: an attack on sponsorship or innovative marketing?. *Sport, Business and Management: An International Journal*.
- Nufer, G., & Bühler, A. (2008). Management und Marketing im Sport. *Betriebswirtschaftliche Grundlagen und Anwendungen der Sportökonomie*, Berlin.
- O'sullivan, P., & Murphy, P. (1998). Ambush marketing: The ethical issues. *Psychology & Marketing*, 15(4), 349-366.
- Payne, M. (1998). Ambush marketing: The undeserved advantage. *Psychology & Marketing*, 15(4), 323-331.
- Pegoraro, A., Burch, L. M., Frederick, E., & Vincent, C. (2014). I am not loving it: Examining the hijacking of# CheersToSochi. *International Journal of Sport Management and Marketing*, 15(3-4), 163-183.
- Pitt, L., Parent, M., Berthon, P., & Steyn, P. G. (2010). Event sponsorship and ambush marketing: Lessons from the Beijing Olympics. *Business Horizons*, 53(3), 281-290.
- Play the game (2010), *Bavaria Beer Ambush* available on www.playthegame.org/news/news-articles/2010/bavaria-beer-ambush/ consulted during April 2022.

Quester, P. G. (1997). Awareness as a measure of sponsorship effectiveness: The Adelaide Formula One Grand Prix and evidence of incidental ambush effects. *Journal of Marketing Communications*, 3(1), 1-20.

Russell Parsons (2010), *FIFA hits back at Bavaria after ambush marketing stunt* available on www.marketingweek.com/fifa-hits-back-at-bavaria-after-ambush-marketing-stunt/ consulted during April 2022.

Sandler, D. M., & Shani, D. (1992). Brand globally but advertise locally?: An empirical investigation. *International Marketing Review*.

Schmitz, J. K. (2004). Ambush marketing: The off-field competition at the Olympic Games. *Nw. J. Tech. & Intell. Prop.*, 3, 203.

Scott, O. K., Burton, N., & Li, B. (2021). Sponsor and ambush marketing during the 2018 Commonwealth Games on Twitter and Instagram. *International Journal of Sports Marketing and Sponsorship*.

Séguin, B., & O'Reilly, N. J. (2008). The Olympic brand, ambush marketing and clutter. *International Journal of Sport Management and Marketing*, 4(1), 62-84.

Shani, D., & Sandler, D. M. (1998). Ambush marketing: is confusion to blame for the flickering of the flame?. *Psychology & Marketing*, 15(4), 367-383.

Shepherd and Wedderburn LLP, *Ambush marketing in sport – lessons from London* available on www.lexology.com/library/detail.aspx?g=2d074975-bca6-44fe-8816-fa3e3ca0630e during April 2022.

Shilbury, D., & Moore, K. A. (2006). A study of organizational effectiveness for national Olympic sporting organizations. *Nonprofit and voluntary sector quarterly*, 35(1), 5-38.

Stephen Lepitak (2013), *More power to your elbow: How Paddy Power established its own brand of ambush marketing* available on www.thedrum.com/news/2013/01/07/more-power-your-elbow-how-paddy-power-established-its-own-brand-ambush-marketing consulted during April 2022.

Townley, S., Harrington, D., & Couchman, N. (1998). The legal and practical prevention of ambush marketing in sports. *Psychology & Marketing*, 15(4), 333-348.

Welsh, J. (2002). Ambush Marketing. What it is and What it isnt. *Pool Online*, 19.

www.diva-portal.org/smash/get/diva2:1115842/FULLTEXT01.pdf consulted during April 2022.