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Analysis of Success Factors in Sports Sponsoring and Identification of Suitable Sponsors

for a Sports Club

A Case Study on the Munich Golf Club

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1 Introduction

1.1 Research Questions

Conventional TV advertising has been the most productive and successful marketing instrument for a long time (Poon & Prendergast, 2006, p. 471). However, this has changed: nowadays, businesses are looking for new ways of advertising their products, sponsorship represents one way of doing so (Poon & Prendergast, 2006, p. 471). The following statistics emphasize this development: sponsoring has grown significantly in its importance approaching global sponsoring spendings of 65.8 billion US-dollars in 2018 (IEG Sponsorship Report 2017, 2018). Taking a detailed look at sponsoring activities in Germany, with 4.68 billion euros, 42% of the overall investments in commercial communication are made in the field of sponsoring (Bundesverband Druck und Medien; GWW; Nielsen, 2021). As it becomes clear by looking at these numbers, sponsorship plays a very important role in today's business world. There are several areas where sponsoring can take place, sponsoring activities in sports are one of them (Ivens, Riedmueller & van Dyck, 2020, p. 580).

Sports sponsoring is the area of interest for this master thesis. Thus, the data in sports sponsoring are considered next. This shows that total worldwide spendings equal 48.4 billion US-dollars in 2020 which is equivalent to an increase of 44.9% compared to the sports sponsoring volume in 2011 (WARC, 2020). These numbers indicate that sponsoring has a significant function in sports business that is growing in its importance. Therefore, sports sponsoring represents a relevant research topic that is investigated within this master thesis.

Generally speaking, the research area of sports sponsoring is well represented in academic literature, especially literature focusing on sponsoring effects for the sponsor (Abratt & Grobler, 1989; Grohs, Wagner & Vsetecka, 2004; Poon & Prendergast, 2006; Pope & Voges, 2000; Smith, 2004; Walraven, Koning & van Bottenburg, 2012, Walraven, Bijmolt & Koning, 2014). In contrast, the perspective of sponsees is often neglected and not depicted in literature (Toscani & Prendergast, 2018, p. 401). This strong focus on the sponsor's perspective can mainly be justified by the rising corporate interest in sponsoring as well as the growing amounts of money that companies are investing in it (Toscani & Prendergast, 2018, p. 397). The under-representation of

the sponsee has motivated me to cover this viewpoint in this thesis by developing a concept how sponsees in the area of sport can determine sponsors that fit their profile. Specifically, there are three research questions that are addressed within the scope of this thesis. These questions are elaborated in more detail in the following.

RQ1: What are factors that make a sponsoring agreement successful for both parties?

As stated in the previous paragraph, businesses spend a sizeable share of their commercial budget in sponsoring. Consequently, when investing such amounts of money, businesses hope to get something in return which means they have certain sponsoring objectives. Existing literature and research examine sponsoring and its characteristics, especially focusing on sponsoring effects (Fahy et al., 2004; Grohs et al., 2004; Gwinner & Eaton, 1999; Javalgi et al., 1994; Pope & Voges, 2000; Quester & Thompson, 2001; Smith, 2004). Cornwell and Kwon (2020) note that the degree to which sponsoring campaigns affect the target audience is the most-studied aspect of sponsorship research (Cornwell & Kwon, 2020, p. 614). However, when it comes to the distinct factors that make a sponsoring agreement successful, there is a lack of academic literature dealing with this topic. Therefore, the research question “what are factors that make a sponsoring agreement successful for both parties?” is investigated first. This question refers to the perspective of the sponsee and the sponsor, meaning it considers both parties. From the perspective of a sponsor, taking the identified success factors into consideration might help to use sports sponsoring as a powerful marketing instrument. In contrast, from the perspective of the club/organization/athlete that is getting sponsored, it might also be important to consider certain aspects that contribute to a successful partnership during the different phases of developing a sponsoring campaign.

RQ2: Using the practical example of the Munich Golf Club, how can an ambitious sports club strategically find a sponsor by using the methodology of developing a long list and a short list?

One of the main aims of this thesis is to develop a sponsoring model for the Munich Golf Club, a renowned golf club located in in the south of Munich (Münchener Golf Club, 2021, p. 17). In this thesis, developing a sponsoring model includes the provision of a concept that facilitates the decision to find the right sponsor. Thus, the methodology of developing a long list first and afterwards, breaking down this long list to a

short list is utilized. This is explained in greater detail in the next chapter. Additionally, this way of finding a sponsor can be generalized and used by other ambitious sports clubs pursuing similar goals to those of the Munich Golf Club.

RQ3: Using the example of the Munich Golf Club, what are criteria relevant for the selection of a suitable sponsor for an ambitious sports club?

A step that is required when transferring the long list into a short list is the development of appropriate selection criteria (The London School of Economics and Political Science, 2019, p. 4). This exact methodology is explained in chapter 1.3. Moreover, the main idea of this way of finding a suitable sponsor might serve as a basis for other sports clubs, too.

1.2 Research Aims and Objectives

First, this thesis examines relevant and available academic literature in the field of sports sponsoring. This includes the general definition of sports sponsoring as well as the objectives of sports sponsorship. To get a profound understanding of sponsoring and the way it works, it is inevitable to explain the sponsoring process in more detail first. Additionally, the factors that sponsor and sponsee have to consider in order to develop a mutually beneficial sponsoring campaign are identified. These are the main topics discussed in the theoretical part of this thesis. After this section, research question one that refers to success factors of sports sponsoring can be answered.

Since considering other companies competing in the same market segment as a benchmark is a common standard practice in business (Cooper & Kleinschmidt, 1995, p. 375), chapter four takes a look at examples of how other golf clubs structure and organize their sponsoring activities. In particular, the German Golf Club St. Leon-Rot and the Scottish Turnhouse Golf Club are being analyzed.

Next, in order to find a sponsor for the Munich Golf Club, a sponsoring proposal is required. This sponsoring proposal presentation summarizes the benefits of sponsoring the Munich Golf Club. As already stated above, with regard to the sponsoring realization, the methodology of a long list and a short list is utilized to create a list of potential sponsors. The created short list represents the major objective of this thesis as it summarizes the five core companies that are an option for becoming a sponsor of the

Munich Golf Club. Having done this, all three research questions stated in the introduction of this paper can be answered.

Summarizing, this thesis aims at giving an overview of sponsoring and its characteristics first. Then, based on this theoretical knowledge, a sports sponsoring model is developed in practice using the example of the Munich Golf Club.

1.3 Methodology

Within this thesis, following a short general introduction into sports sponsoring, its objectives and its process, chapter two deals with different success factors of sponsoring. These are the aspects that sponsor as well as sponsee need to consider when aiming at developing a successful sponsorship campaign. This second chapter is based on a systematic literature review. Consequently, relevant available academic literature in the field of sports sponsoring and sponsoring in general has been collected. Afterwards, the findings have been structured according to the different success factors that have been identified. The last part of chapter two contains summarizing questions that sponsor and sponsee should take into consideration when creating a new sponsoring agreement.

Afterwards, chapter three marks the introductory part of the practical section of this master thesis. As already mentioned, the practical example used in this thesis is the Munich Golf Club. First, the club is introduced by stating its current status quo regarding sponsoring which results in the problem definition as well as the desired objectives of sponsoring activities. This chapter is based on the information provided by the Munich Golf Club itself, in particular by the head of marketing and sponsoring at the Munich Golf Club, and the information available on the website of the golf club. All documents provided by the golf club and used within this thesis can be found in the appendix of this work.

Next, chapter four of this work contains the so-called best practices examples. As already mentioned earlier, two different cases of successful golf clubs have been used. The German Golf Club St. Leon-Rot is introduced first. Furthermore, to have a comparison of how sponsoring takes place in other successful golf nations, a golf club in

Scotland is briefly considered. This chapter is solely based on internet research since academic literature is not available for such specific golf clubs.

Following this chapter, chapter five includes the sponsoring proposal. This presentation is again based on the information provided by the golf club itself as well as the information available on the own website. In order to sum things up, a onepager is developed that is based on the information stated in the sponsoring proposal presentation.

Lastly, chapter six deals with the final result of this thesis: the potential sponsors. As already stated in the introduction, the methodology used is the development of a long list and a short list that requires to determine adequate selection criteria. This methodology is mainly originated in two different areas. The first typical area of application is applicant selection in Human Resource Management (Health Innovation Network, South London, n.d.; State of Victoria, Department of Education and Training, 2019; The London School of Economics and Political Science, 2019). This method is used to have a productive assessment process of candidates (Health Innovation Network, South London, n.d., p. 4). The most important step is to determine criteria that are the benchmark for the final choice (The London School of Economics and Political Science, 2019, p. 4). The selection process itself starts by developing a long list: this helps to determine a ranking order that shows which candidate matches the pre-defined criteria and to what degree (The London School of Economics and Political Science, 2019, p. 4). It is important to decide on standardized scores for each selection criteria: within this thesis, the scoring scheme suggested by the Health Innovation Network that is frequently used in Human Resource Management is utilized. This means having a score of three indicates to fulfill the respective selection criterion, getting a score of two means to fulfill the criterion to some extent and reaching a score of one indicates to not meet the selection criterion at all (Health Innovation Network, South London, n.d., p. 4f.). Consequently, while candidates that do not fulfill these criteria are removed from the list, applicants that fulfill the requirements are moving on to the shortlist (The London School of Economics and Political Science, 2019, p. 4). Then, the shortlist contains the candidates that should move in the further selection process (State of Victoria, Department of Education and Training, 2019, p. 17). Another common application of this method in practice are mergers and acquisitions (Martirosyan

et al., 2017, p. 72f.). In a first step, the screening criteria are defined again (Martirosyan et al., 2017, p. 69; Rosner, 2005, p. 3). Typical criteria of mergers and acquisitions include geographical as well as industrial aspects (Martirosyan et al., 2017, p. 74). Since it is important to prioritize among the multiple selection criteria (Rosner, 2005, p. 4), the different criteria determined and utilized in this thesis are given a weight as this highlights their different importance. Then, the reduction of potential companies from the long list to the short list works like a funnel again (Rosner, 2005, p. 6): the score is multiplied with the weight that each criteria has received. Finally, the six companies with the highest scores have been chosen. After all, chapter seven briefly presents recommendations about the next steps that have to be done by the Munich Golf Club.

2 Sports Sponsoring in General

The following subchapters, which deal with the definition, objectives and success factors of sports sponsoring, are based on my preliminary work done as part of the May 2022 seminar paper in the module “Master Thesis Preparation”. The title of this work is “Success Factors in Sports Sponsoring”.

2.1 Characteristics of Sports Sponsoring

In a first step, sports sponsoring is defined before the different types of sports sponsoring are described. Lastly, the different perception of consumers of sponsoring and advertising is explained.

2.1.1 Definition of Sports Sponsoring

To start with, it might help to clarify what sponsorship actually is. Thus, considering the definition provided by the Cambridge dictionary can be a good beginning. According to the dictionary, to sponsor something or someone means “to support a person, organization, or activity by giving money, encouragement or other help” (Cambridge Dictionary, 2022). Now, looking at the term sponsorship from an academic point of view, the definition provided by Meenaghan in 1983 is well-known and frequently cited in literature: based on this definition, “(...) sponsorship can be regarded as the provision of assistance either financial or in-kind to an activity by a commercial organization for the purpose of achieving commercial objectives” (J. A. Meenaghan, 1983, p. 9). Thus, sponsoring can be viewed as a form of funding for the sponsee (Cornwell & Kwon, 2020, p. 611).

Considering the term from a different academic perspective, the framework presented by McCarville and Copeland (1994) is used. Based on this framework, sponsorship can be defined by mainly three core dimensions. First of all, there is a sponsor that gives a monetary or an in-kind donation meaning someone has to contribute something in order to qualify as a sponsor (McCarville & Copeland, 1994, p. 103). Second, the sponsored action is unrelated to the sponsor’s commercial activities and lastly, the sponsor is anticipating any type of compensation (McCarville & Copeland, 1994, p. 103). As the authors emphasize, this is relevant at all layers of the general sports market including the mass participation sports as well as the upper elite form of sport (McCarville & Copeland, 1994, p. 103).

Finally, the question remains what differentiates sponsoring from any other sort of support activities of the business. According to McCarville and Copeland, “(...) sponsorship involves an exchange of resources with an independent partner in the hope of gaining a corresponding return for the sponsor.” (McCarville & Copeland, 1994, p. 103). Therefore, the key differentiator between sponsorship and other corporate support activities is the hope for a common benefit from sponsorship (McCarville & Copeland, 1994, p. 103).

Additionally, it might make sense to introduce the various key players of sponsorship in order to obtain a complete picture of sponsoring. Figure 1 depicts the relationship between the different parties involved in sponsoring.

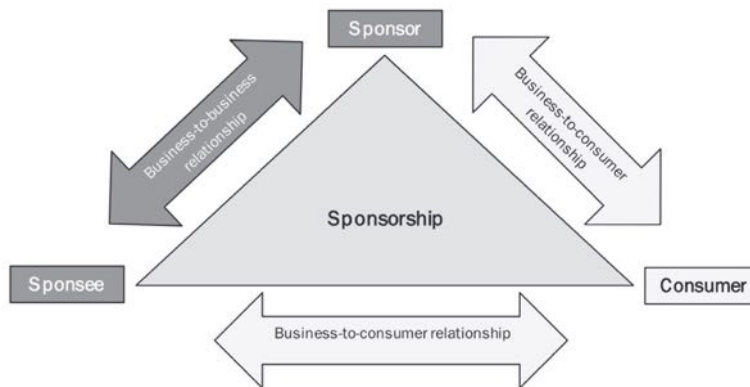


Figure 1: Sponsorship from a Relationship Perspective (Ivens et al., 2020, p.579)

Generally speaking, sponsorship is a form of communicating with the market where sponsor and sponsee engage in a mutual exchange (Ivens et al., 2020, p. 579) as shown in Figure 1. In the following, this relationship is explained in more detail.

On the one hand, the relationship between sponsor and sponsee can take many different forms: there are governmental organizations, private businesses and non-profit as well as profit organizations (Ivens et al., 2020, p. 580). Sponsees, on the other hand, might also take several different shapes among all areas in society, typical fields are arts, culture and sports (Ivens et al., 2020, p. 580). The predominant form of exchange between sponsor and sponsee is the negotiation of a satisfying sponsoring agreement (Ivens et al., 2020, p. 580). Finally, as Figure 1 presents, there is a third party engaged in the sponsoring relationship: the consumer. The customer is the target group of the

sponsor's assets (Ivens et al., 2020, p. 579). Thereby, customers can exert pressure on the business, for example nowadays consumers increasingly expect companies to engage in corporate social responsibilities (Ivens et al., 2020, p. 579). Lastly, there still remains the question of what can be sponsored. This is described in the following chapter.

2.1.2 Types of Sports Sponsoring

Generally speaking, there is a broad scope of sponsoring opportunities, sport is representing the most relevant one (Walliser, 2003, p. 5). Within the area of sports, there are several different possibilities to get active in sponsoring that are briefly mentioned in the following.

A common type of sports sponsorship is competition sponsorship, a typical example are sport leagues that are named after their sponsors (Thwaites, 1995, p. 151). Additionally, it is common to financially support whole sport teams like a football team (Thwaites, 1995, p. 151). Furthermore, individual athletes are sponsored as well which, however, represents the highest risk for the sponsor among the different types (Walliser, 2003, p. 9). Thus, according to Arokallio & Tuominen (2006), sponsors usually consider four different dimensions when intending to sponsor an individual athlete: the image of the athlete, the target group that wants to be reached by the sponsoring engagement, the associated risk with sponsoring the athlete and lastly, the management of the athlete (Arokallio & Tuominen, 2006, p. 9). Sponsoring individual athletes has grown significantly in its importance: based on the 2015 Forbes list about the world's highest paid athletes (Forbes, 2015), Abeza, O'Reilly, Séguin and Nzindukiyimana have concluded that 64% of the income of the highest endorsed athletes comes from their endorsements (Abeza, O'Reilly, Séguin, Nzindukiyimana, 2017, p. 349).

2.1.3 General Success Factor: Consumers' Positive Perception of Sponsoring

The consumers' positive perception of sponsoring explains why sponsoring in general is a successful marketing instrument that is used by many companies.

Generally speaking, sponsoring is a profitable marketing tool because many consumers have a positive perception towards sponsoring, as the research by Meenaghan (2001) has shown. This study of Meenaghan (2001) examines the difference between

sponsorship and advertising by comparing consumers' perceptions of it (Meenaghan, 2001, p. 191). It can be concluded that the positive perception of sponsoring as opposed to advertising (Meenaghan, 2001, p. 197) is certainly one aspect that makes sponsorship such a successful marketing tool. The term goodwill summarizes this tendency and is clarified in the following paragraph. The reason why respondents of the research have a good view towards sponsoring is based on the assumption that commercial sponsoring activities do not only benefit the sponsor, but it directly supports the sponsee, too (Meenaghan, 2001, p. 197). As one respondent in the study phrases it, "It's a good idea... because it puts money into areas that might not otherwise receive it" (Meenaghan, 2001, p. 197). This "(...) goodwill factor (...)" (Meenaghan, 2001, p. 191) is strengthened when respondents are emotionally involved in the corresponding team or player that is sponsored (Meenaghan, 2001, p. 197).

Nonetheless, it needs to be said that there is a difference of this goodwill factor between sports and other areas: compared to social or environmental sponsoring activities, this factor tends to be weaker for sports sponsorship (Meenaghan, 2001, p. 198).

2.2 Objectives of Sports Sponsoring

As stated in the introductory chapter of this thesis, businesses are investing remarkable amounts of money into sponsoring campaigns. Consequently, as the definitions of sponsoring in the previous chapter emphasize, sponsors expect something in return that is beneficial to them. However, not only the sponsor pursues goals, but also the sponsee hopes to get something out of the sponsoring agreement (Cornwell & Kwon, 2020, p. 616). The objectives of both sides are briefly explained in this chapter. Additionally, from the perspective of the sponsor, different classifications of corporate objectives can be found in literature which are elaborated in the following as well.

To start with, for a sponsor there are four key objectives related to sponsorship: organizations and people sponsor to enhance the attention of their brand, if necessary change the public perception of the brand, positively influence policy makers or strengthen the identification with a certain market (Abratt, Clayton & Pitt, 1987, p. 305). Abratt et al. (1987) have classified the different objectives of sponsors into five main categories: first of all, there are goals related to the product itself which involves recognizing the company's brand name with a specific market category (Abratt et al., 1987, p. 306).

Next, there are goals related to growing sales, objectives focused on gaining media exposures and targets concerning guest hospitality which includes for example the customer relationship building (Abratt et al., 1987, p. 306). Lastly, even only to a minor extent, personal objectives of the sponsor are sometimes the reason for a person to start a sponsorship agreement (Abratt et al., 1987, p. 306).

In contrast, Cornwell, Weeks & Roy (2015) have created a different classification of sponsoring objectives. They categorize the goals of sponsors into three groups: the first category are cognitive objectives that include all goals related to image and awareness (Cornwell et al., 2005, p. 29). The second category are affective objectives which describe the desired outcomes centered around brand preferences and brand attitudes (Cornwell et al., 2005, p. 29f.). Finally, the third group of objectives is called behavioral goals and relates to purchase decision as well as purchase intention of the customers (Cornwell et al., 2005, p. 30).

Nonetheless, the key objective usually remains to generate brand awareness (Grohs et al., 2004, p. 121). Additionally, especially for sports sponsorship a second key objective of the sponsor is image transfer: this means that the sponsor wants to transfer the image of the sponsored event, which is often associated with positive emotions, to the sponsor's brand (Grohs et al., 2004, p. 123f.). Lastly, from the perspective of the sponsor, it should not be neglected that the exact objectives change based on the sponsor's size and related environment (Cornwell & Kwon, 2020, p. 616).

Next, the perspective of the sponsee is considered since the sponsee also has some expectations regarding the outcome of a sponsoring agreement (Cornwell & Kwon, 2020, p. 616). Generally speaking, there is one primary objective of sponsees: they want to receive the financial assistance agreed on in the sponsoring contract (Cornwell & Kwon, 2020, p. 616). Sponsoring represents an important source of income for sponsees (Cornwell & Kwon, 2020, p. 616). For example, the German football club FC Bayern Munich has earned 45 million euros in 2021 from jersey sponsoring by its main sponsor Telekom (ISPO.com, 2021). These financial resources can benefit the sponsee directly, however, the sponsoring effect for the sponsee is also influenced by the degree to which a sponsor gets active in the relationship (Cornwell & Kwon, 2020, p. 616). Additionally, sponsees concentrate on improving their ticket sales, attendance

numbers and fan contentment by sponsorship activities (Cornwell & Kwon, 2020, p. 616).

2.3 Sponsoring Process

In the following, the sponsoring process is explained. This explanation is based on the model developed by Cornwell and Kwon (2020). The model applies the approach of ecosystems to the world of sponsoring (Cornwell & Kwon, 2020, p. 610). The authors emphasize that every model visualizing the sponsorship process has to include not only the viewpoint of the sponsor, but also the sponsee (Cornwell & Kwon, 2020, p. 610). Consequently, their model, that is depicted in Figure 2, reflects both perspectives. As Figure 2 shows, the sponsoring process consists of six general aspects: first, there is the initial decision, then the target audience, the objectives as well as the engagement itself, next the measurement and evaluation and lastly, the subsequent decision takes place (Cornwell & Kwon, 2020, p. 611). The following subchapter briefly introduces these six stages.

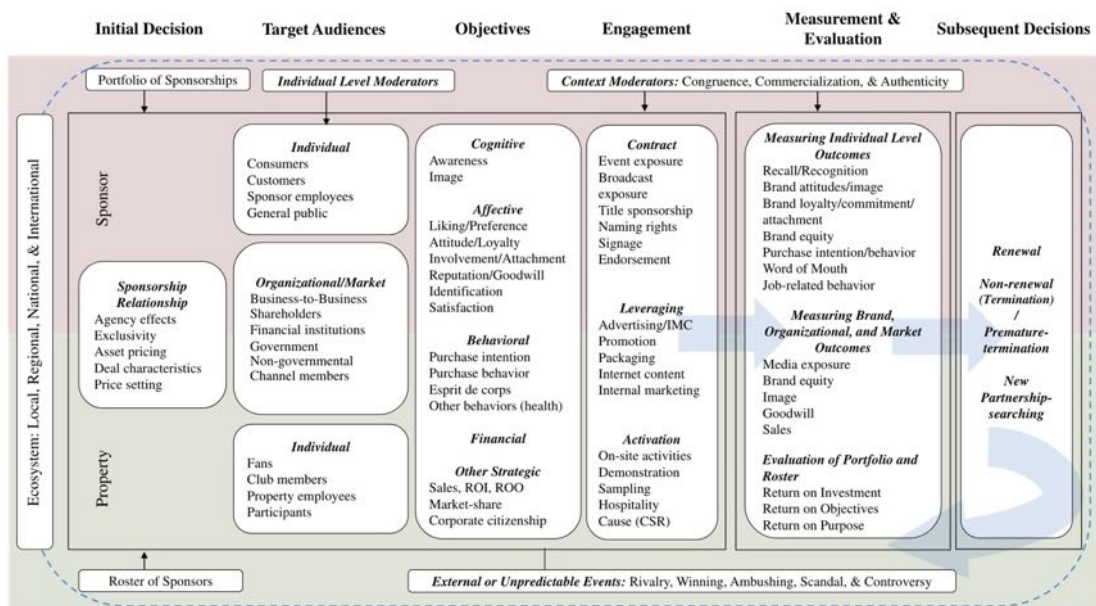


Figure 2: Sponsoring Process Model (Cornwell & Kwon, 2020, p.610)

Referring to Figure 2, the whole process starts with the initial decision between the two different parties: the sponsor and the property. The property can be any type of organization in the fields of sports or culture, in many cases they have a relation to the geographic area and the audience (Cornwell & Kwon, 2020, p. 611). As the definition in chapter 2.1.1 shows, sponsoring is defined by a relationship between sponsor and property. This relationship is legal, both parties negotiate a deal (Cornwell & Kwon,

2020, p. 611). One central aspect in sponsoring negotiations is the question of exclusivity: is the sponsor going to be the sole company connected to the sponsored person or event? (Cornwell & Kwon, 2020, p. 611). From the perspective of the sponsor, having exclusive sponsoring rights represents a significant competitive advantage to classic linear advertising (Cornwell & Kwon, 2020, p. 611). The second important aspect included in a sponsoring negotiation is the price of the agreement that is influenced by several factors such as the media attention associated with the event or the estimated number of attendances at the event (Cornwell & Kwon, 2020, p. 612). Another item included in a sponsoring agreement is the duration of the sponsoring campaign (Cornwell & Kwon, 2020, p. 612).

Based on Figure 2, the second step in the sponsoring process is defining the target audience, even though the chronological distinction of the complete process is not strict as Cornwell and Kwon highlight (Cornwell & Kwon, 2020, p. 611). The step of defining the intended audience includes the research on mainly three different areas of affected target audiences (Cornwell & Kwon, 2020, p. 614). The first group refers to the property side which incorporates fans, club members or participants among other things (Cornwell & Kwon, 2020, p. 614). As the authors point out, these groups are part of “(...) the top audiences for sponsorship (...)” (Cornwell & Kwon, 2020, p. 614). The next group refers to the market itself such as the government or financial institutions: while sponsorship may have an impact on these, they are rarely specifically addressed (Cornwell & Kwon, 2020, p. 614). The remaining group refers to the side of the sponsor: employees, customers and the general public (Cornwell & Kwon, 2020, p. 614). Both authors emphasize that particularly for the effects on the group of employees and organizational audiences, there is a lack of academic research (Cornwell & Kwon, 2020, p. 614f.).

The third step in the sponsoring process refers to the objectives. As chapter 2.2 shows, goals in the sponsoring process can take three main different forms: they can be cognitive, affective or behavioral (Cornwell et al., 2005, p. 25f.). As already noted in this chapter and shown in Figure 2, Cornwell and Kwon (2020) have added a fourth dimension that relates to strategic financial goals such as Return On Investment. However, since the objectives are already explained in chapter 2.2, they are not repeated

here. Nonetheless, it should be mentioned once again that objectives differ based on the size of the sponsor and the related environment (Cornwell & Kwon, 2020, p. 616).

Next, the following fourth step in the process is called engagement. During this phase, one responsibility of the property focuses on the activation part: this describes those actions where the sponsor communicates with the audience (Cornwell & Kwon, 2020, p. 616). As Figure 2 shows, this can be the organization of on-site activities and hospitality actions. The other responsibility of the sponsee refers to the leveraging part: leveraging depicts the marketing communications connected to the sponsoring and includes for example the promotion and advertising of the product through the internet (Cornwell & Kwon, 2020, p. 616). Lastly, there are the contractual obligations agreed on: these are for example the exposure, naming rights or athlete endorsements (Cornwell & Kwon, 2020, p. 610).

The fifth step in the sponsoring process refers to measurement and evaluation, as depicted in Figure 2. This aspect is explained in more detail in chapter 2.4.7. Generally speaking, sponsoring is frequently measured by the generated media exposure and brand equity (Cornwell & Kwon, 2020, p. 617f.). Cornwell and Kwon (2020) classify the measurement areas into three main categories: individual level outcomes such as brand loyalty, then market outcomes like media presence and lastly portfolio evaluation including common Key Performance Indicators like Return On Investment (Cornwell & Kwon, 2020, p. 610).

Lastly, as Figure 2 exhibits, the final step in the sponsoring process includes consecutive decisions. This is very significant because it influences the sponsors and sponsees, the target audience as well as future sponsoring partners (Cornwell & Kwon, 2020, p. 619). The parties have two different opportunities: the first one is the renewal of the contract or the second option is the termination of the contract that results in searching new partners (Cornwell & Kwon, 2020, p. 619f.). However, it is important to mention that the termination of the contract does not automatically imply the end of sponsoring effects (Cornwell & Kwon, 2020, p. 619).

2.4 Success Factors in Sports Sponsoring

This chapter contains the success factors in sports sponsoring that answer the first research question stated in chapter 1.1. They relate to both sides of a sponsoring agreement: the sponsor as well as the sponsee.

2.4.1 The Right Objective Setting

As chapter 2.2 of this thesis shows, there are several objectives that sponsors aim at achieving when engaging in sports sponsoring. Thus, as a first step, managers have to decide on which objectives to focus and clearly name them (Tripodi, 2001, p. 98). Since image transfer and brand awareness are the key objectives marketers pursue with their sponsoring campaign as emphasized in chapter 2.2 of this paper, it is crucial to determine the goals regarding these two aspects (Grohs et al., 2004, p. 134). Additionally, precisely specifying the aims of the sponsoring campaign is a precondition to assess the sponsoring success in the end (Tripodi, 2001, p. 98). It is significant to base the sponsoring objectives on two main factors: the target market and the target group of the sponsoring campaign as objectives differ for different markets and different target groups (Tripodi, 2001, p. 98f.). The specific market conditions are discussed in the next subchapter.

Considering the perspective of the sponsees, it is important to know and understand the objectives of the sponsor (Toscani & Prendergast, 2018, p. 398). If the desired goal of the sponsor is for example image transfer, the sponsees have to check whether they can convey the expected image or not (Toscani & Prendergast, 2018, p. 398). Finally, to have a base for measuring sponsoring success in the end, exactly knowing the objectives of the sponsoring agreement is important for the sponsee as well (Toscani & Prendergast, 2018, p. 402).

2.4.2 Analyzing Sponsorship Market Conditions

When a sponsor aims at setting up a sponsoring campaign, the respective market where the sponsee is operating has to be considered in order to be successful: Fahy, Farrelly & Quester (2004) have already highlighted the importance of generating a competitive advantage in the sponsorship market (Fahy, Farrelly & Quester, 2004, p. 1014). According to the authors, this is the main foundation for a successful sports sponsoring campaign (Fahy et al., 2004, p. 1014). Based on this study, Walraven et al. (2012) have

concluded that it is inevitable to analyze the different market factors where the sponsoring activity will take place (Walraven et al., 2012, p. 21). This includes for example the existence of other sponsors that makes it more difficult for the target audience to recognize the new sponsor, but also the performance of the sponsee (Walraven et al., 2012, p. 21). Selecting and analyzing the market also involves investigating the target consumers that want to be reached with the sponsorship deal (Walraven et al., 2014, p. 143). This is important because the sponsorship awareness is affected by the demographic characteristics of the target group like education or gender (Walraven et al., 2014, p. 143). One possible way to analyze the market is to conduct interviews with relevant stakeholders such as customers and event participants since this supports the identification of the important brand image characteristics (Grohs, 2015, p. 24f.).

Analyzing sponsorship market conditions is a success factor mainly relevant for the sponsors. However, for the sponsees, market research is helpful because they have to find out how they are going to be viewed by different customer groups (Toscani & Prendergast, 2018, p. 402).

2.4.3 Selecting the Right Sponsee/Sponsor and Contract

For the sponsor, selecting the right sponsee is a factor frequently mentioned in the respective academic literature (Poon & Prendergast, 2006, p. 471; Walraven et al., 2012, p. 22).

A research study by Pope and Voges (2000) analyzes the impact of sports sponsoring on consumer purchase intention. As they have found out, positive information about the performance of the sports team influence the impression of the customers on the quality of the sponsor's brand (Pope & Voges, 2000, p. 100). In the opposite direction, the same holds true for negative information (Pope & Voges, 2000, p. 100). Consequently, selecting the right sponsee that fits the sponsor is essential for a successful sponsoring campaign (Poon & Prendergast, 2006, p. 471). In addition, a congruence between sponsor and sponsee supports sponsorship awareness (Trendel & Warlop, 2014, p. 35f.). According to Gwinner, there are two different types of fit between sponsor and sponsee (Gwinner, 1997, p. 162). First, there is the function based similarity which is achieved "(...) when a sponsoring product is actually used by participants during the event" (Gwinner, 1997, p. 152). The second form is image based similarity:

here, the sponsee fits the image of the sponsor (Gwinner, 1997, p. 152). While there are some researchers that argue these similarities block each other, Poon and Prendergast highlight that in reality, the categorization is not easy and both categories are overlapping (Poon & Prendergast, 2006, p. 474). Nevertheless, in both cases, the sponsored event needs to correspond to the sponsor, an aspect commonly referred to as event-sponsor fit (Grohs et al., 2004, p. 134; Grohs & Reisinger, 2005, p. 38). Additionally, this congruence between sponsored event and sponsor is often also mentioned as the most important aspect for reaching the corporate objective of image transfer (Grohs & Reisinger, 2005, p. 41).

However, making the right decision is not only relevant for the sponsor when choosing the sponsee, but also for the sponsee when choosing the right sponsor which is explained by using the following example: the Qatari airline Qatar Airways is one of the platinum partners of the German football club FC Bayern Munich (FC Bayern München AG, 2022). Supporters of the German football club constantly protest against this sponsoring deal: they believe that this sponsoring represents a violation of the club's socially responsible behavior because of Qatar's dubious human rights policy (Herold et al., 2022). At the yearly members meeting in November 2021, things escalated with a fan revolt including whistles and boos directed towards the Bayern management, with president Herbert Hainer serving as the focal point of agitation (sportschau.de, 2021). This example illustrates well that the acceptance of the sponsor by the members is important and should not be neglected by the sponsee's management.

Additionally, the sponsoring contract needs to be created: this includes all significant aspects influencing the sponsoring campaign such as exclusivity, time, compensation and exposure (Cornwell & Kwon, 2020, p. 611f.; Walraven et al., 2012, p. 22). All these points of the sponsoring contract have significant effects on the outcome of the whole sponsorship and thus need to be well thought (Walraven et al., 2012, p. 22f.). In particular, the length of a sponsoring agreement is of utmost importance: non-short-term sponsors tend to be connected with an action also after the active sponsoring has come to an end (Walraven et al., 2014, p. 143f.). Kim, Lee & Magnusen (2015) have conducted a meta-analysis that includes 154 studies with 58,469 participants to analyze what affects sponsoring outcomes (Kim et al., 2015, p. 415). The similarity

between sponsor and sponsee meaning the identification of the sponsor with its sponsee is mentioned as one of the key success factors (Kim et al., 2015, p. 422).

2.4.4 Successful Communication of the Message

To start with, a successful communication of the message is a success factor for both sides: the sponsor and the sponsee.

As Quester and Thompson have found out in their research study, a successful sponsorship needs to be accompanied by effective amounts of communication spendings (Quester & Thompson, 2001, p. 39f.). In their experimental research such spendings include “(...) costs for signs and banners, public relations, advertising of the sponsorship, hospitality, advertising the event, point-of-sale promotions, mainstream advertising, competitions, direct mail” (Quester & Thompson, 2001, p. 39). In the literature, this factor is summarized under leverage (Quester & Thompson, 2001, p. 39; Walraven et al., 2012, p. 23). Leverage is defined as “(...) communicating the sponsorship agreement and developing activities to profit from it.” (Walraven et al., 2012, p. 22). In order to do this, sponsees need to understand how sponsoring differs from advertising (Toscani & Prendergast, 2018, p. 402).

Furthermore, this factor is related to the media exposure that is required to communicate the message. This is briefly described in the following subchapter.

2.4.5 Reaching the Necessary Level of Exposure and Choosing the Right Medium

As chapter 2.2 shows, brand awareness and image transfer are among the key objectives that sponsors hope for when engaging in a sponsoring deal. The degree to which this image transfer can be reached is influenced by the corresponding exposure of the sponsorship (Grohs & Reisinger, 2005, p. 39).

First, exposure shall be defined: “Sponsorship exposure comprises the amount of time an individual is exposed to a sponsor message.” (Grohs & Reisinger, 2005, p. 39). This exposure can result in actions of the target groups desired by the sponsor such as choosing the product/service in the end (Johar et al., 2006, p. 184). The amount of exposure generated by a sponsoring campaign is a decisive aspect that impacts the sponsor

awareness (Wakefield et al., 2007, p. 71). As stated above, brand awareness is a key objective of sponsoring and when exposure influences the sponsor awareness, exposure needs to be mentioned as one key success factor to achieve sponsor's goals. Grohs et al. (2004) even recommend managers to only sign a sponsoring agreement if the sponsee assures a fixed level of exposure to the sponsor (Grohs et al., 2004, p. 134). However, what exactly the minimum level of exposure required to reach these objectives is, is still subject to further research. Additionally, the medium that is chosen to communicate the sponsor's message is decisive for success: research has shown that impacts have been more successful for the national TV, online presence such as the website and advertising in print media (Grohs et al., 2004, p. 133).

Nonetheless, it remains important to say that having increased media exposure is not a preprogrammed creator for an improved brand image, but instead dependent on several other factors as Javalgi, Taylor, Gross & Lampman point out (Javalgi et al., 1994, p. 57).

2.4.6 Managing a Successful Sponsor-Sponsee Relationship

In order to have a successful sponsoring campaign, the importance of a successful relationship between sponsor and sponsee should not be underestimated. Based on a research study by Ivens, Riedmueller and van Dyck (2018), there are four factors that are reasons for sponsor satisfaction (Ivens et al., 2020, p. 589). This is a factor relevant for both sides since it affects the sponsor as well as the sponsee. In particular, the success factors responsible for a satisfied sponsor and thereby, for a successful sponsor-sponsee relationship are "(...) top-management support, sponsee prominence, standardized processes and sponsorship leverage (...)" (Ivens et al., 2020, p. 589). Regarding the third point of standardized processes, it is valuable to have a regulated uniform framework since this assists the progress of conflict solving for example (Ivens et al., 2020, p. 589). Next, the factors of top-management assistance and sponsoring leverage are significant because they emphasize the seriousness as well as the engagement (Ivens et al., 2020, p. 589). Lastly, cooperating with a well-known sponsee can also be regarded as a crucial success factor that increases the contentment of the sponsor (Ivens et al., 2020, p. 589).

2.4.7 Evaluation of Sponsoring Campaign

The success factors do not end when the sponsoring terminates: when the sponsoring campaign comes to an end, it is important to decide which objectives have been achieved. This should not be underestimated since the achievement of objectives significantly defines the sponsoring success (Tripodi, 2001, p. 98).

While there are numerous ways to measure a particular outcome in business, the academic literature is lacking a methodical model for assessing sponsoring campaigns (Cornwell & Kwon, 2020, p. 618). However, one opportunity to determine the sponsoring's success is to conduct pre- and post-event studies: for example, for the influence on the sponsor's image, the dependent variable would be the sponsor's perception pre- and post-event (Walraven et al., 2014, p. 25). Further common approaches to evaluate sponsoring campaigns are the level of media coverage, sales growth and also the amount of people attending the (sports) event (Abratt & Grobler, 1989, p. 353). However, the use of sales volume growth as a metrics for measuring sponsoring success is debatable: since other marketing tools are probably used at the same time and there are other external factors influencing sales like the economic environment or the actions of competitors, it is hard to attribute sales growth solely to a sponsoring campaign (T. Meenaghan, 1991, p. 46). Depending on the sponsor's objectives, getting feedback from participants can also be a valuable success indicator (T. Meenaghan, 1991, p. 46).

Furthermore, typical business key performance indicators such as Return On Investment or Return On Objectives are used to evaluate the success of the sponsorship for the sponsor (Cornwell & Kwon, 2020, p. 618).

2.5 Summary: Questions to Consider when Developing a Sponsoring Agreement

To conclude the theoretical part of this thesis, Table 1 summarizes the questions sponsor as well as sponsee need to consider when developing a successful sponsoring agreement. Toscani and Prendergast (2018) have already developed a similar table for sponsees that includes questions to consider when developing a sponsoring agreement (Toscani & Prendergast, 2018, p. 402). However, the table created in this thesis includes both perspectives, the sponsor as well as the sponsee. Table 1 is based on the success factors described in the previous chapter.

Success Factor	Sponsor Perspective	Sponsee Perspective
Right Objective Setting	What are our key objectives? / Why do we want to invest in sponsoring?	What does our sponsor want to achieve and how can we provide this?
		What is the amount of financial support we are looking for?
Analyzing Sponsorship Market Conditions	Are there competitors in the market of our selected sponsee?	How are we perceived by our different customer groups?
	Is our sponsee a successful player in its market segment?	For what kind of sponsors can our characteristics (image, customers...) be beneficial?
	What are characteristics of our target audience, for example related to demographics?	
	How do we want to analyze the target market, for example by conducting interviews?	
Selecting the Right Sponsee/Sponsor and Contract	Which sponsees exhibit a function-based similarity to our products?	For what kind of sponsors can our characteristics (image, customers...) be beneficial?
	Which sponsees exhibit an image-based similarity?	Will the sponsor be accepted by our fans/members/customers?
	Do we want to have exclusive rights?	Do we want an exclusive sponsor or multiple ones?
	What is the perfect length of the sponsoring agreement for us?	What is the perfect length of the sponsoring agreement for us?
Successful Communication of the Message	How will our sponsee communicate the message? Which channels will be used?	How much money do we want to spend on leveraging to meet the sponsor's objective?
Reaching the Necessary Level of Exposure and Choosing the Right Medium	How much exposure do we need to reach our objectives and what is the optimal medium for this?	How do we ensure that the sponsor gets the promised level of exposure?
	How do we want to measure this exposure (by on-screen time, ...)?	
	Is our sponsee well-known?	
Managing a Successful Sponsor-Sponsee Relationship	Does our top-management support the sponsoring campaign?	
	Do we have a regulated framework that is going to be used?	
Evaluation of Sponsoring Campaign	Do we conduct pre-and post-studies to measure the sponsoring success?	Was the received financial support sufficient?
	Can common (strategic) Key Performance Indicators be used to evaluate the success?	
	Do we want to interview the participants to assess the campaign?	

Table 1: Summary of Questions to Consider in the Sponsoring Process

As the literature review demonstrates, knowing the objectives is a relevant aspect for sponsor as well as sponsee. Therefore, this is a question that both parties should ask themselves before entering into a sponsoring agreement. Regarding the next identified

success factor called “analyzing sponsorship market conditions”, the relevant questions for the sponsor focus on the presence of competition and the target audience. In contrast, the sponsee should think about for which sponsors its characteristics might be beneficial. When it comes to selecting the right sponsor or the right sponsee correspondingly, both parties could ask themselves which company or (sports) organization has similar characteristics with regard to image or functionality for example. Taking a look at how the message is communicated and how the necessary exposure can be reached, the questions in Table 1 deal with choosing the right medium and channels. From the perspective of the sponsee this involves determining the budget that wants to be spent on fulfilling the sponsoring agreement’s obligations. Moreover, questions of the last success factor that is related to the evaluation of a sponsoring campaign deal with the willingness to conduct pre- and post-studies and which commonly known key performance indicators can be used to assess sponsoring success in the end. This table concludes the theoretical part of the thesis. In the following, chapter three is now introducing the practical part of this paper.

3 Sponsoring at the Munich Golf Club

After having discussed the theoretical aspects of sponsoring in the previous chapters, the following part starts with introducing the practical example of this thesis: a case study on the Munich Golf Club. It deals with developing a long list of potential sponsors and establishing selection criteria that reduce this long list to a short list afterwards.

3.1 The Munich Golf Club

3.1.1 General Information

Starting with general information, the Munich Golf Club has been founded in 1910 as the first golf club in Bavaria (Münchener Golf Club, 2022b). The top three values the Munich Golf Club wants to be associated with are passion, engagement and sporting success (Münchener Golf Club, 2021, p. 2). Tradition is also a core part of the principles that the Munich Golf Club wants to be connected with (Sälzler & Seif, 2021, p. 4).

The board of the Munich Golf Club is comprised of seven members that are: the club's president Thomas Ritz, vice-president Claudia Bachmair-Vogl, head of finances Bernd Otten, head of sport Rainer Lodes, Frank Dietl responsible for the courses, Jutta Morsch being responsible for the youth section and Christoph Neumann as head of infrastructure (Münchener Golf Club, 2022f). Furthermore, managing director of the Munich Golf Club is Alexander Sälzler and sports coordinator is Philip Stangassinger (Münchener Golf Club, 2022d). Moreover, the Munich Golf Club has two different golf courses in the Munich area: one course is located in Thalkirchen while the main course is situated in Strasslach (Münchener Golf Club, 2021, p. 2). Additionally, the Munich Golf Club counts 2,400 active members (Münchener Golf Club, 2021, p. 2). Regarding the sporting aspects, the Munich Golf Clubs has several teams that compete at the highest national as well as international level (Münchener Golf Club, 2022e). The women's as well as the men's team are playing in the first German league (Münchener Golf Club, 2022e). Next to the men's and women's team, the third pillar of the club's sporting teams are all the youth teams in the different age categories (Münchener Golf Club, 2022e). At the Munich Golf Club, the age of the players varies between ten years and 70 years (Sälzler & Seif, 2021, p. 5). Among the most successful players in 2022, there are: Tim Wiedemeyer who has won the German Boys Open as

well as the Jacques L glise Trophy and Marie-Agnes Fischer who is current German Champion in her age group, to mention two examples (M nchener Golf Club, 2022a). In course of a realignment of the Munich Golf Club, a strategy has been developed that takes into consideration socioeconomic factors that are expected to have an impact on golf sport in the future (S lzler & Seif, 2021, p. 1). Part of this new strategy is the following mission statement which emphasizes main pillars of the Munich Golf Club: the Munich Golf Club aims at offering its members and guests a flexible game that does not require any tee time reservation. Besides that, the Munich Golf Club has made its mission to support youth work and to establish golf as a sport for the whole family, meaning for children, teenagers, parents and grandparents (S lzler & Seif, 2021, p. 4).

Additionally, key aspect of the realignment of the Munich Golf Club are ten different components of strategic action that basically make up the new strategy. They are elaborated in the following chapter.

3.1.2 Ten Strategic Fields of Action of the Munich Golf Club

The strategy of the Munich Golf Club is focused on mainly ten different strategic fields of action. Figure 3 depicts these ten different aspects.



Figure 3: 10 Strategic Fields of Action of the Munich Golf Club (S lzler & Seif, 2021, p. 3)

First, as Figure 3 presents, the golf sport itself is central component of the strategy of the Munich Golf Club. The club provides facilities where athletes can play in all

seasons, for example athletic rooms or rooms enabling indoor golf that work together with new technology (Sälzler & Seif, 2021, p. 5). Regarding the training structure, individual training sessions are combined with group training that supports the continuous development of all players (Sälzler & Seif, 2021, p. 5). Core values supported by the common training are team and community spirit (Sälzler & Seif, 2021, p. 5).

Second, youth work is of utmost importance for the Munich Golf Club. Following the remarks made by the club, the characteristics of youth work at the Munich Golf Club are personality development, active training sessions and an approach that supports learning by playing (Sälzler & Seif, 2021, p. 6). Additionally, the Munich Golf Club puts special importance on the interaction of sports and education: exemplary for this aspect is the ambition to establish partnerships with local schools, colleges and universities (Sälzler & Seif, 2021, p. 6). Moreover, since the Munich Golf Club serves as one base of the Bavarian Golf Association and is a member of the Bavarian Sports Youth, it is dedicated to promote young golf players with potential (Sälzler & Seif, 2021, p. 6). The Munich Golf Club seeks to continuously serve as an example of youth work meaning it solidifies its position as a pioneer in the youth work in not only golf sport, but in sports in general (Sälzler & Seif, 2021, p. 6).

As Figure 3 presents, the next pillar is professionalization. Among other things, one major aim of this aspect is to ensure the required financial capabilities by efficient cost management (Sälzler & Seif, 2021, p. 7). Furthermore, the Munich Golf Club seeks to improve its general communication which involves the communication with its stakeholders, the use of traditional public relations and its own social media platforms such as Instagram (Sälzler & Seif, 2021, p. 7). Besides that, the establishment of a professional event management shall contribute to further success of the Munich Golf Club (Sälzler & Seif, 2021, p. 7).

The digitalization aspect is also taken into account by the golf club as it represents the next strategic field of action that has been identified by the responsible persons. However, the club does not only aim at improving the golf sport through digital technologies, but also to provide room for digital detox meaning a conscious decision to enjoy golf without any digital distraction (Sälzler & Seif, 2021, p. 8). Nonetheless, the development of using new technologies is not neglected: the club is introducing the app

CoachNow that helps to enhance training opportunities for the club's members and guests (Sälzler & Seif, 2021, p. 8).

The sixth pillar of strategic action deals with membership: the Munich Golf Club aims at offering membership conditions that fit individual needs regarding available time and mobility (Sälzler & Seif, 2021, p. 9). The club's target number of new members per year amounts to 20 to 25 people since it is expected that this number guarantees a stable member basis (Sälzler & Seif, 2021, p. 9). To ensure that past club members are not forgotten, a Munich Golf Club alumni network should be established to achieve communication and interaction (Sälzler & Seif, 2021, p. 9).

The introductory part of this chapter has already introduced the core values that the Munich Golf Club stands for. However, there are additional values that want to be mentioned and form the base of the club: this includes honesty, friendship, fairness as well as the desire to achieve sporty success (Sälzler & Seif, 2021, p. 10). The combination of traditional and modern approaches represents a central component at the Munich Golf Club (Sälzler & Seif, 2021, p. 10). Part of the values of the Munich Golf Club is community that also serves as an own field of strategic action (Sälzler & Seif, 2021, p. 11). The respectful and open communication as well the mutual support among members is what community defines at the Munich Golf Club with support not only being limited to personal, but also professional life (Sälzler & Seif, 2021, p. 11). However, the club emphasizes that community also means to be a loyal member, meaning even if due to personal reasons the actual golf playing time is limited in some times, it is expected to stay a member (Sälzler & Seif, 2021, p. 11).

Besides that, sustainability in golf sport is of utmost importance which includes the protection of nature, species protection and CO₂ neutrality (Sälzler & Seif, 2021, p. 12). At the Munich Golf Club, measures to achieve this are the provision of charging stations for electronic vehicles as well as an independent water supply for golf courses assured by a lake that is incorporated into the landscape as a water reservoir (Sälzler & Seif, 2021, p. 12).

Additionally, referring to Figure 3, the club's infrastructure is identified as a field that requires strategic action. Infrastructure at the Munich Golf Club comprises golf

facilities, gastronomy, as well as office equipment (Sälzler & Seif, 2021, p. 13). Moreover, sufficient parking lots, a shuttle service and a well-developed accessibility of the club to public transport are important, the latter one is particularly relevant with regard to the promotion of young talents (Sälzler & Seif, 2021, p. 13).

Finally, the last strategic field of action are the golf courses itself: as previously mentioned, there are two golf courses, one is located in Strasslach and the other one in Thalkirchen (Sälzler & Seif, 2021, p. 14).

3.2 Status Quo Sponsoring

This chapter contains the current sponsoring situation of the Munich Golf Club. This includes the current businesses that are sponsoring the Munich Golf Club as well as the different sponsoring options that the club is offering.

3.2.1 Sponsors

This part is based on information provided by the head of marketing and sponsoring at the Munich Golf Club. First, there is a list that contains all current sponsors as well as companies already contacted (Young, 2022a). The list is attached in Appendix A. Additionally, information provided about business partners and sponsors can be found in Appendix B. The list attached in Appendix A contains a total of 83 companies (Young, 2022a). They are grouped according to three main categories: all companies highlighted with green color are active current sponsors, in yellow are all potential partners and the companies that have been contacted, but the outcome has not been a sponsoring agreement are highlighted in red. On this list, there are 36 partners currently sponsoring the Munich Golf Club, meaning 36 companies are highlighted in green. The different kinds of sponsoring range from advertisements in brochures to being a partner golf club (Young, 2022a). An exemplary partner golf club is the Stel-lenbosch Golf Club (Young, 2022a). Furthermore, an example of non-financial sponsoring is offered by the sponsor “Die Babysitter”: by offering to take care of children at the golf club, they enable to combine family and sports at the Munich Golf Club (Münchener Golf Club, 2023a). As mentioned above, the complete list with current sponsors is attached in Appendix A.

Next, there is an additional list with eight business partners and 15 sponsors (Young, 2022b). The following companies are listed as business partners: Bierschneider British Cars, Elements, Engel & Völkers, The Herold Homes, Sitoa (Isarhoch, Munich Moves, Medicenter Süd), STUDIO43, von der Heyden, WWK (Young, 2022b). In contrast, sponsors are Die Babysitterei, ESB Bayern, Falconeri, Golf Extra, Hublot, International Film Partners, Kreissparkasse, Landeshauptstadt München, Luxury4you Immobilien, Medicenter, mjndset, Münchner Dirndl, Munich Business School, Vice Golf, World Golf & Business Club (Young, 2022b). These business partners and core sponsors are listed at the bottom of the club's homepage (Münchener Golf Club, 2022c).

Despite these already existing sponsors, there is a lack of financial resources for the teams. This problem is briefly described in chapter 3.3. Moreover, the precise sponsoring options that are offered at the Munich Golf Club are elaborated in the following chapter 3.2.2.

3.2.2 Sponsoring Opportunities

Table 2¹ depicts the different sponsoring opportunities that a company can choose from when it wants to become a sponsor of the Munich Golf Club.

Medium	Type	Reach
Homepage of the MGC	Logo, integration on the partner subpage	300,000 clicks/year
Weekly newsletter	Logo, integration in current news advertorial	2,500 subscribers, 45 issues/year
E-Mail signature	Logo	250,000 E-Mails/year
Sponsor board at clubhouse/golf course	Logo	All year round
Scorecard for tournaments	Logo, advertisements	Up to 10,000
Scorecard for daily laps	Logo, advertisements	Up to 4,000
Club magazine	Advertisements, advertorial	2,500 twice a year
Birdie book	Advertisement	5,000/year
Tournament calendar	Advertisement	2,500/year
Munich Golf Week brochure	Exhibitor space, sponsoring (equipment, giveaways, prizes)	Once a year
Golf tournament	Exhibitor space, sponsoring (equipment, giveaways, prizes), invitational	150 tournaments/year
Clubhouses/golf courses	Product presentation, events, advertising space	All year round
Driving range	Advertising space	All year round
Golfcarts	Logo, advertising space	14 carts, all year round

Table 2: Sponsoring Opportunities at the Munich Golf Club (Münchener Golf Club, 2021, p. 9)

¹ Table 2 derived from (Münchener Golf Club, 2021, p. 9) has been translated from German to English

As Table 2 shows, the different sponsoring options refer to the different communication media that the golf club is using: thus, potential sponsors have the opportunity to be present in the club's newsletter, e-mails, club magazine, a brochure or on the club's the homepage where the logo of the partner can be integrated. Additionally, there is the option for a business partner to appear on club items such as golfcarts or golf courses (see Table 2). Getting into more detail with the possibility of integrating the logo on the club's webpage, this is currently done for all business partners and sponsors listed in the table attached in Appendix B. As Table 2 shows, the different sponsoring options refer to the different communication media that the golf club is using: thus, potential sponsors have the opportunity to be present in the club's newsletter, e-mails, club magazine, a brochure or in the homepage where the logo of the partner can be integrated on the webpage. Additionally, there is the option for a business partner to appear on club items such as golfcarts or golf courses (see Table 2).

Getting into more detail with the possibility of integrating the logo on the club's homepage, this is currently done for all business partners and sponsors listed in the table attached in Appendix B. Figure 4 and Figure 5 show how the sponsors are integrated on the webpage of the Munich Golf Club. By clicking on the logo of the company, the website visitor is directed directly to the partner's homepage. The logos are shown when the website visitors scroll down on the homepage. Moreover, the logos are only displayed on the first landing page when the user clicks on the website.

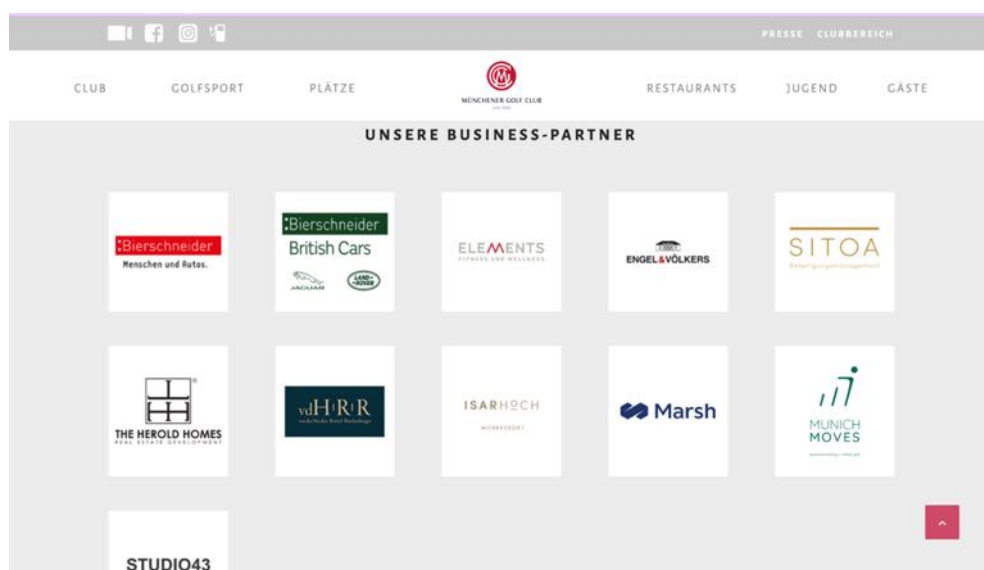


Figure 4: Business Partner Logo Integration on Munich Golf Club Homepage (Münchener Golf Club, 2023b)

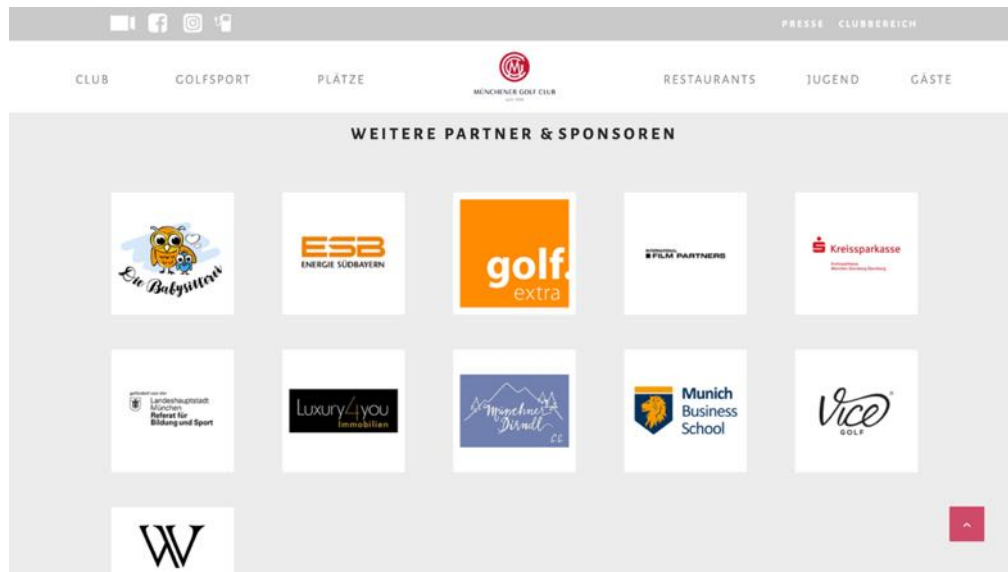


Figure 5: Business Partners and Sponsors Logo Integration Homepage of Munich Golf Club (Münchener Golf Club, 2023b)

3.3 Problem Definition

After having introduced the Munich Golf Club and its current situation when it comes to sports sponsoring, it remains the question what exact problem has been identified with regard to sponsoring that wants to be solved.

First, as already described in the introductory chapter of this thesis, current academic literature dealing with sponsoring focuses on the sponsor perspective, in particular its effects: the view point of the sponsee is largely neglected (Toscani & Prendergast, 2018, p. 401). Therefore, it is challenging to gain information about how sponsees like sports clubs should approach the process of finding a suitable sponsor that fits their expectations.

Moreover, as it has become clear in personal interviews with the managing director of the Munich Golf Club and sports coordinator of the Munich Golf Club, additional financial support is needed. Examples mentioned are receiving vehicles especially for the club's amateur players. Generally speaking, they do not own vehicles themselves and are dependent on others, such as their parents, to drive them to the competitions. Receiving own vehicles as part of in-kind sponsoring would contribute to more flexibility for the amateur players. Additionally, next to in-kind sponsoring, financial support is required as well. As pointed out, receiving financial support of 25,000 euros to

30,000 euros would help to finance new jerseys and golf bags for the club's golf players.

3.4 Sponsoring Objective

Based on the previous subchapter, for the Munich Golf Club the main goal of signing a new sponsoring agreement is to obtain financial funds. This is in line with what has already been presented in the theoretical part of this thesis: for sponsees, the core objective of sponsoring usually is to receive financial support (Cornwell & Kwon, 2020, p. 616).

Moreover, as chapter 2.2.1 reveals, the right objective setting is a crucial success factor for creating a beneficial sponsoring agreement. Referring to Table 1, sponsees have to answer the following two questions as part of the success factor the right objective setting: first, "what does our sponsor want to achieve and how can we provide this?" (See Table 1) and second, "what is the amount of financial support we are looking for?" (See Table 1). The first question depends on the final sponsor that is being chosen, thus, it cannot yet be answered at this point. However, the second question can be answered based on the information given by the sports coordinator of the Munich Golf Club. Therefore, the sponsoring target can be formulated as follows: receive 25,000 euros to 30,000 euros by sponsoring revenue by the summer of 2023 latest.

4 Best Practices

This chapter considers the German Golf Club St. Leon-Rot and the Scottish Turnhouse Golf Club as a benchmark for sponsoring in golf. Investigating how competitors are doing business, in this case sponsoring, has always been a standard procedure in the business world (Cooper & Kleinschmidt, 1995, p. 375).

4.1 Golf Club St. Leon-Rot

The German Golf Club St. Leon-Rot has been founded by Dietmar Hopp in 1997 and is located between Mannheim and Heilbronn (Golf Club St. Leon-Rot, 2022i). It is one of the most renowned golf clubs in Germany and has the mission of achieving worldwide reputation (Golf Club St. Leon-Rot, 2022d). Taking a look at the mission in more detail, on the website of the golf club a mission statement can be found. The club's goal is to be perceived worldwide as a sporty, innovative and efficient golf club with the best infrastructural conditions (Golf Club St. Leon-Rot, 2022d). Target groups of the club are members, guests, regional and national partners and employees (Golf Club St. Leon-Rot, 2022d). This mission statement emphasizes the professional approach that the Golf Club St. Leon-Rot pursues.

To achieve these objectives, the golf club has several partnerships with a range of different businesses (Golf Club St. Leon-Rot, 2022c). Since there are many different options on how to support the Golf Club St. Leon-Rot, a profound sponsoring concept is needed that organizes the different forms of support. Figure 4² shows the sponsoring model that is used by the golf club. In general, there are four different categories: platin partner, gold partner, silver partner and sponsor partner. Companies that are gold or platin partner enjoy exclusivity, meaning they have exclusive sponsoring rights (Golf Club St. Leon-Rot, 2022a). As already explained in the theoretical part of this thesis, this means that the company is the only company in a particular industry supporting the golf club. Gold and silver partners represent the strongest form of support. In contrast, a sponsor partnership is the less extensive form of support (Golf Club St. Leon-Rot, 2022a). Being a sponsor partner does not only mean to give financial support and in-kind sponsoring, but also to contribute in the activities of the golf club (Golf Club St. Leon-Rot, 2022a). The sponsoring activities focus on the development of young

² Figure 4 derived from Golf Club St. Leon-Rot, 2022a has been translated from German to English

talents and team promotion, for example by means of youth tournaments that represent an optimal stage for businesses (Golf Club St. Leon-Rot, 2022a).

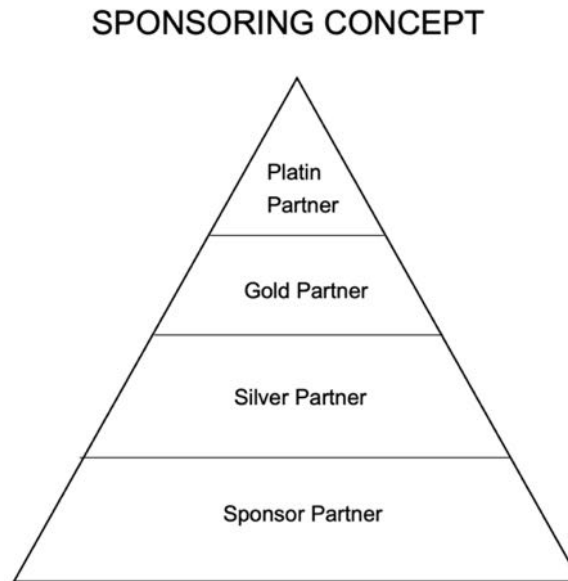


Figure 6: Sponsoring Concept Golf Club St. Leon-Rot (Adapted from: Golf Club St. Leon-Rot, 2022a)

All sponsoring activities at the Golf Club St. Leon-Rot are designed to be long-term as this offers the opportunity of reaching the goals together (Golf Club St. Leon-Rot, 2022a).

Additionally, there are the options for a business to be a top partner, yearbook partner, sports partner or cooperations partner of the Golf Club St. Leon-Rot (Golf Club St. Leon-Rot, 2022h). Top partner of the Golf Club St. Leon-Rot is the German insurance company Allianz (Golf Club St. Leon-Rot, 2022g). In contrast, silver partners are predominately local businesses: the bank Sparkasse Heidelberg, the recycling company Lins Recycling and the service company abcPremium belong to the silver partners of the Golf Club St. Leon-Rot (Golf Club St. Leon-Rot, 2022e). Next, there is the category of the sponsoring partners. In this class, there are the car dealership Bellemann, Bitburger, Falk and Geuder as partners of the Golf Club St. Leon-Rot (Golf Club St. Leon-Rot, 2022f). Bitburger represents the official beverage partner of the golf club (Golf Club St. Leon-Rot, 2022f). With regard to the yearbook partners, there are in total 28 firms supporting the golf club: exemplary companies are the ice hockey club Die Adler Mannheim, Allianz, Germinio, Janus, Krauth-Gruppe, PING, TSG 1899 Hoffenheim as well as Volksbank Kraichgau (Golf Club St. Leon-Rot, 2022b). Finally,

the golf club cooperates with certain general partners, that are the German Golf Association, the Golf Association of Baden-Württemberg, Sportomed Fitness & Prevention and lastly, it has a partnership with the physiotherapy Deuser/Bauer (Golf Club St. Leon-Rot, 2022h).

4.2 Turnhouse Golf Club

Second, the sponsoring activities at the Scottish Turnhouse Golf Club are investigated. The Turnhouse Golf Club is situated in the west of Edinburgh, not far from the International Airport of Edinburgh (Turnhouse Golf Club, 2022a). In total, the Turnhouse Golf Club is a nine-hole course with two loops that begin and end in front of the clubhouse (Turnhouse Golf Club, 2022a). It was founded in 1897 as nine holes course that has developed to an 18-hole course by 1990 (Turnhouse Golf Club, 2022a). The golf club emphasizes the advantages a company experiences when engaging in a partnership with the club: increased sales possibilities due to an increased reach among the club members, a new location for company events provided by the clubhouse and space for advertising (Turnhouse Golf Club, 2022c).

Next, taking a look at the sponsors of the golf club, it is challenging to find detailed information about sponsoring concepts and structure. Based on the information provided on the website of the golf club, there are 21 companies that support the Turnhouse Golf Club (Turnhouse Golf Club, 2022c). Exemplary companies are Jackson Financial Management, Virgin Media, Discount Office Supplies, John Young Group and Anderson Furnishings (Turnhouse Golf Club, 2022c).

Package	Price
General Tee Sponsorship to include 12 tee times	£500 + VAT
Course Flags Sponsorship to include 18 tee times	£750 + VAT
1 Buggy Sponsorship to include 4 tee times	£300 + VAT
2 Buggies Sponsorship to include 6 tee times	£550 + VAT
All 4 Buggies Sponsorship to include 12 tee times	£1200 + VAT
Driving Range Bay Sponsorship per bay to include 1 tee time	£150 + VAT
Academy short game area including 12 tee times	£500 + VAT
Club Car Park Entrance Sign to include 12 tee times	£500 + VAT
Clubhouse Putting Green to include 12 tee times	£500 + VAT

Table 3: Corporate Packages Turnhouse Golf Club (Turnhouse Golf Club, 2022b, p. 1)

The Turnhouse Golf Club offers nine different packages that a partner can choose from when he wants to support the golf club. Table 3 summarizes these nine packages. Furthermore, engaging as a sponsor of the Turnhouse Golf Club provides additional benefits that are explained in the following paragraph:

The profile of the sponsoring business is listed on the website of the Turnhouse Golf Club (Turnhouse Golf Club, 2022b, p. 1). Next, an individual company card that enables entry to the club and discounts on drinks is part of the package benefits (Turnhouse Golf Club, 2022b, p. 1). Moreover, in case the company has any special offers related to its core business operations, the golf club offers the option of promoting these offers among the club's visitors and members (Turnhouse Golf Club, 2022b, p. 1). Additionally, golf tee time tickets and a special green fee rate are part of the package benefits (Turnhouse Golf Club, 2022b, p. 1). Lastly, being advertised on the sponsor's board in the clubhouse and the option of an invitation to the corporate partner's golf day are benefits that a corporate partnership with the Turnhouse Golf Club offers (Turnhouse Golf Club, 2022b, p. 1).

As the introduction of the two different golf clubs shows, opportunities for sponsors are always offered in different packages. Referring to Figure 6, the German Golf Club St. Leon-Rot categorizes the sponsoring possibilities in platin, gold, silver and sponsor partner. In contrast, the Scottish Turnhouse Golf Club has different packages based on tee times.

5 Sponsoring Proposal Munich Golf Club

5.1 Presentation Sponsoring Pitch

In order to convince potential sponsors of the advantages that a sponsoring agreement with the Munich Golf Club has, it helps to explain the benefits a sponsor would experience. Therefore, a presentation has been developed that is attached in Appendix C. The following chapter summarizes the main aspects of this presentation and is thus based on Appendix C.

First, it might help to emphasize why in general it is a beneficial idea to engage in sponsoring activities in golf. In 2021, 673,983 people are playing golf which is equivalent to a 3.5% increase compared to the previous year of 2020 (Deutscher Golf Verband e.V., 2021, p. 2). Taking a deeper look at the situation in Bavaria, it becomes clear that the federal state has the most golf players among the 16 federal states in Germany: 144,591 people are playing golf in Bavaria (Deutscher Golf Verband e.V., 2021, p. 1). Additionally, compared to the other leading top Olympic federations in the German Olympic Sports Association, the sport golf is able to demonstrate the second highest percentage membership increase in 2020 (Deutscher Golf Verband e.V., 2021, p. 7). As already mentioned when introducing the golf club in chapter 3.1.1, the Munich Golf Club has around 2,400 members with two high-quality golf courses in the greater Munich area (Münchener Golf Club, 2021, pp. 12–14). Next, to highlight the sporting potential of the Munich Golf Club, some of the successes of the past year are presented. Among them is the winner of the team European championships and the Jacques L glise Trophy Tim Wiedemeyer, or Marie-Agnes Fischer as the winner of the German championship (M nchener Golf Club, 2022a). Furthermore, another aspect that has already been mentioned in the theoretical part of this thesis, but might also support a sponsoring engagement, is the positive perception that sponsoring has compared to advertising (T. Meenaghan, 2001, p. 210).

Sponsoring the Munich Golf Club provides six main advantages to a potential sponsor (M nchener Golf Club, 2022c). First of all, there are image effects, as the theoretical part has already explained. As a premium golf club that has been established in 1910 and thus, a club that has a long tradition, the Munich Golf Club has achieved an excellent image. (M nchener Golf Club, 2022c). Next, by providing financial resources for the Munich Golf Club and its athletes, a potential sponsor can establish a long and

exclusive customer relationship (Münchener Golf Club, 2022c). However, the golf club does not only provide a platform to establish loyal customer relationships, but also a stage to acquire new customers or to expand the general target group (Münchener Golf Club, 2022c). In an optimal sponsoring campaign, as seen for the success factors in chapter two, there is a parallel between sponsor and sponsee when it comes to aspects such as image, quality or values. Consequently, among the members of the Munich Golf Club, there might be target customers for the potential sponsor. Additionally, becoming a sponsor of the Munich Golf Club means that a potential sponsor positions itself in the market segment of a premium golf club (Münchener Golf Club, 2022c). Moreover, the theoretical part of this thesis in chapter two also shows that product placement is a crucial part of sponsoring. This also applies to the Munich Golf Club. A company has several opportunities to present its products via different channels as Table 2 depicts.

Finally, the various possibilities offered by the Munich Golf Club as a communication platform for sponsors are explained. This involves print communication, digital communication, integration into the club's community or using events for communication such as being a Bundesliga team sponsor or tournament sponsor (Münchener Golf Club, 2021, pp. 4–8).

As a final part of the presentation, the benefits for the Munich Golf Club of obtaining financial support are presented to show potential sponsors what their funds would be used for.

5.2 Sponsoring Onepager Munich Golf Club

The following onepager summarizes the sponsoring proposal presentation developed for the Munich Golf Club. Since this chapter is part of a master thesis, it needs to be mentioned that the following paragraph is written in a way to be convincing to the potential sponsor. Thus, it is not in academic and neutral language, but persuasive.

In addition, the English version with the corresponding design is attached in Appendix D. The German version with the corresponding layout is attached in Appendix E of this work.

Are you ready to become a sponsor of the Munich Golf Club?

Why should you start engaging in golf sport? Because the sport enjoys increasing popularity in Germany as shown by rising membership numbers in Germany (Deutscher Golf Verband e.V., 2021, p. 2). Compared to the year of 2020, membership figures have grown from 651,417 people in 2020 to 673,983 members in 2021 which is equivalent to an increase of 3.5% (Deutscher Golf Verband e.V., 2021, p. 2).

Now, you might think that this is the case for other sports in Germany as well. But this is not true. Among the leading top Olympic federations in the DOSB in 2020, the German Golf Association could proof the second highest percentage membership increase (Deutscher Golf Verband e.V., 2021, p. 7). While popular German sports associations like the German Football Association (DFB) or the German Gymnastics Association (DTB) had to deal with significant membership declines, the German Golf Association has been able to show an increase of 1.4% (Deutscher Golf Verband e.V., 2021, p. 7). And now the question remains why, among all German golf clubs, you should specifically decide to sponsor the Munich Golf Club.

First of all, one needs to consider the location: the Munich Golf Club is located in Bavaria which is the federal state that counts most golf players in Germany, having 144,591 people playing golf (Deutscher Golf Verband e.V., 2021, p. 7). Next, the Munich Golf Club is a club that lives: the golf club counts 2,400 members and has a well-developed gastronomy that provides a meeting place beyond sport (Münchener Golf Club, 2021, p. 18). Additionally, the Munich Golf Club has two beautiful golf courses located in Strasslach and Thalkirchen that offer perfect conditions for top-level sports (Münchener Golf Club, 2021, p. 12f.).

You are still not convinced? Then, you should consider the successes, especially in the youth section of the club. The following accomplishments are just a few examples of recent sporting successes (Münchener Golf Club, 2022a):

- Tim Wiedemeyer, winner of the Team European Championships and The Jacques L glise Trophy
- Marie-Agnes Fischer, Vice-Team European Championship, winner German Championships

- Annika Voll, winner of the Bavarian Championship Women

And this is just a small sample of the outstanding performances of the players of the Munich Golf Club. But what benefits does a sponsoring provide to you?

Benefit from excellent customer relations, broaden your business by developing new target groups and profit from the image of the MGC!

Thus, why are you still hesitating? Contact the MGC and become a sponsor of the MGC!

6 Sponsoring Realization

After having introduced the Munich Golf Club by presenting general information on the club as well as the aspects that make it attractive to sponsors, this part of the thesis starts with identifying potential sponsors. As already described in chapter 1.2, the methodology of this thesis is to develop a long list first, then determine relevant selection criteria that break down this long list to a short list.

6.1 Long List

This chapter introduces the companies on the long list first. The long list includes all companies that might be potential sponsors for the Munich Golf Club.

To start with, the list of the top 100 companies with the most employees that have their headquarters in the area in and around Munich (Berufsstart.de, 2022) serves as a basis for this long list. In total, this list contains 1,267 companies in and around Munich (Berufsstart.de, 2022). Eight different companies have been selected from that list. In order to avoid that companies are selected that were already contacted by the Munich Golf Club in the past, this list has been compared with the list provided by the Munich Golf Club attached in Appendix A. When comparing the corporate culture and the values of the different companies with the Munich Golf Club and assessing whether they align, the ten strategic fields of action introduced in chapter 3.1.2 are taken as a basis of comparison and evaluation. In total, the long list contains 20 companies.

6.1.1 Siemens

The business with the most employees in the area of Munich is Siemens AG: the company counts 303,000 employees in 2021 (Siemens AG, 2022). The profit of Siemens amounts to 3,400 million euros in 2021, with general selling and administrative expenses, including marketing expenses, being equal to 2,999 million euros (Siemens, 2022d, p. 38). In order to identify whether the company could be a suitable partner for the Munich Golf Club, it might make sense to consider the corporate culture and mission of Siemens. Part of Siemens' mission is the "(...) engagement in local communities, arts and culture, education and science, as well as sports (...)" (Siemens, 2022c). In doing so, the German company's sponsoring activities focus on four core areas that are described in the following.

First, Siemens tries to bring about sustainable societies worldwide, for example by means of its foundation “Siemens Caring Hand” association (Siemens, 2022c). This foundation intends to supply worldwide assistance in emergency situations such as natural catastrophes (Siemens, 2022c). The second core area is the creation of cultural areas for interaction meaning it focuses on sponsoring in arts and culture (Siemens, 2022c). Siemens AG has the aim of enabling everyone in the society to take part in all cultural events, mainly music and arts (Siemens, 2022c). Examples of such initiatives are the partnership with the “Salzburger Festspiele” or the so-called Houses of smART where the company has cooperations with many cultural institutions like the National Center for Civil and Human Rights or the “Neue Museum” in Berlin (Siemens, 2022b). The third area of partnerships of the company Siemens is the area of digital transformation (Siemens, 2022c). A popular and core example is the support of the German football club FC Bayern Munich in all questions related to digitalization, not only on the pitch, but also off the pitch (Siemens, 2022c). On the company’s website, it is emphasized that both parties, Siemens and the FC Bayern Munich, are brands with an international standing for performance and excellence located in Munich (Siemens, 2022e). Another example is the collaboration at the Expo 2020: Siemens has provided assistance by integrating Siemens’ technologies in 137 buildings at the Expo (Siemens, 2022a).

The last area of Siemens partnerships and sponsoring campaigns is the development and promotion of future young talents (Siemens, 2022c). Exemplary core areas in this field are science, engineering, mathematics and technology (Siemens, 2022c).

Summarizing, Siemens highlights the importance of community integration, the sustainability aspect in its operations and the promotion of young talent, even though the last aspect does not currently refer to sports. These three factors are also important to the Munich Golf Club as shown in chapter 3.1.2. Thus, there is a congruence between the values of both parties. Besides that, the company is active in sponsoring as seen above.

6.1.2 Allianz

The second company included in the long list is Allianz. It is located in Munich and counts over 155,000 employees (Allianz, 2022a). Its net income is equal to 7,105 million euros in 2021, acquisition and administrative expenses amount to 31,422 million euros and investment expenses are equal to 1,962 million euros (Allianz, 2022c, p. 119).

In January 2021, Allianz' subsidiary Allianz SE has started a partnership with the Olympics and Paralympics (von Nauman, 2021, p. 1). Allianz SE has made it its mission to support volunteers, athletes, fans as well teams by this initiative (von Nauman, 2021, p. 2). Moreover, since 2021, Allianz is part of the worldwide Olympic partner program abbreviated by TOP (Rechenberg, 2018, p. 1). As golf is an Olympic sport again since 2016 (Team Deutschland, 2022), this partnership is of particular importance for the Munich Golf Club. Next, another sponsoring campaign is a collaboration with FC Bayern Munich (Allianz, 2022b). For example, Allianz is the naming right sponsor of the arena of the German football club: the Allianz Arena (Sponsors, 2022). In 2020, the head of sponsoring at Allianz, Nathalie Vogt, has said that the company pays attention to how strong clubs are in working with and promoting children and young people (Volz, 2020). As seen in chapter 3.1, youth work is one of the focus areas of the Munich Golf Club. However, it is also mentioned that with more than 1,000 inquiries each year, it is hard for potential sponsees to stand out (Volz, 2020). Nonetheless, as already mentioned in chapter 4.1 of this thesis, the Golf Club St. Leon-Rot has managed to gain Allianz as top partner for its club (Golf Club St. Leon-Rot, 2022g).

Even though Allianz seems to be an appropriate candidate for the long list, the company has already been contacted by the Munich Golf Club in the past (see Appendix A) and thus, it is going to be excluded.

6.1.3 BMW AG

BMW has a total of 118,909 employees (BMW Group, 2022a). The core values of BMW are as follows: responsibility, appreciation, transparency, trust as well as openness (BMW Group, 2022b). Based on the latest figures available for the third quarter of the year of 2022, the BMW Group has achieved a profit before tax of 4,100 million

euros (BMW Group, 2022c, p. 4), the cumulated profit before tax for the first three quarters of 2022 equals 20,256 million euros (BMW Group, 2022c, p. 7). These numbers emphasize the financial power of the BMW group.

Regarding partnerships, the German company located in Munich is active in the social and cultural field (BMW, 2022). One example of cultural partnerships is a project called “Oper für alle” which aims at bringing operas closer to the people (BMW, 2022). With regard to sports sponsoring, according to a newspaper article published in the *Manager Magazin*, the three core areas of sports sponsoring of BMW are sailing, golf and tennis (Rehm, 2017). As it becomes clear, all three sport disciplines are premium sports. However, even though these three sports represent the core categories, BMW also sponsors running events like marathons and winter sports as well (Rehm, 2017).

Since sports sponsoring in golf is the focus of this thesis, some examples of BMW’s golf sponsorship activities in the past years are mentioned in the following. In 2018, BMW has been the official partner of the Ryder Cup and also the title sponsor of the BMW PGA championship that took place within the European tour (Rehm, 2017). Additionally, the German company is known as the title sponsor of the BMW International Open that happen at the golf club Gut Lärchenhof near Cologne or at the golf club München Eichenried in Munich (Rehm, 2017). Next, BMW is the title sponsor of the BMW Golf Cup International that includes around 100 qualification tournaments in Germany (Rehm, 2017). Finally, BMW is the title sponsor of the BMW championship at the golf club Cornway Farms in Chicago and it is title sponsor of the BMW Masters in Shanghai (Rehm, 2017).

In conclusion, it can be said that there is only little congruence between BMW and the Munich Golf Club when it comes to core values. However, regarding experience in the field of sponsoring activities, BMW is very active in supporting organizations, not only in the cultural area, but also in sports sponsoring with a special focus on the golf sport.

6.1.4 Traton SE

The next company on the list of the companies with most employees having their headquarters in Munich (Berufstart.de, 2022) is the commercial vehicle manufacturer Traton SE. Based on the latest available figures as of June 2022, Traton SE has 99,865 employees (Traton SE, 2022a). For the year of 2021, Traton SE's profit before tax is equal to 648 million euros (Traton Group, 2021, p. 104). Taking a look at the corporate culture of Traton SE, the values team spirit, customer orientation, respect, integrity and determination are mentioned as the company's core values on their website (Traton SE, 2022b). In particular, Traton SE has made its mission to develop new perspectives for all its employees and create an impact together as a community (Traton SE, 2022b). After having investigated the corporate culture, Traton SE's connection to sponsoring is being considered. The company engages in cultural as well as sports sponsoring partnerships as described in the following.

Within the cultural area, in 2020, the company has signed a sponsoring agreement with the "Junge deutsche Philharmonie" that includes the provision of a MAN TG panel van (Traton SE, 2020). By that, the company aims at supporting the cultural professionals that particularly suffer from the Covid-19 pandemic (Traton SE, 2020). Within the field of sports sponsorings, Traton SE engages in the football market: Traton SE provides the official team busses to FC Bayern Munich (Scherer, 2022). For the company, the main benefit of this partnership is the high reach generated as every time the team reaches the stadium, the team bus can be seen as well (Scherer, 2022).

Summarizing, there are some parallels between the values of the Munich Golf Club and Traton SE: both emphasize the importance of community and team spirit as well as the development of young talents. The company does not have a connection to the golf sport. However, the company is experienced in the field of sports sponsoring by being the provider of the official team busses of FC Bayern Munich as mentioned above.

6.1.5 Knorr Bremse AG

More than 30,000 people in over 30 countries work for the company Knorr Bremse AG (Knorr Bremse AG, 2022c). This company produces brake systems for commercial as well as rail vehicles (Knorr Bremse AG, 2022c). For the year of 2021, Knorr Bremse AG has managed to generate a net income of 647.4 million euros (Knorr Bremse AG, 2022b, p. 1).

Analyzing the company's website shows that Bremse Knorr AG attaches particular importance to corporate social responsibility (Knorr Bremse AG, 2022a). Regarding sustainability, the company publishes a sustainability report (Knorr Bremse AG, 2022a). However, they do not only focus on corporate responsibility and sustainability, but also on projects concerning the environment and climate (Knorr Bremse AG, 2022a). When looking for previous sponsoring activities, the partnership with the Hahn Racing Team needs to be mentioned: Hahn Racing Team competes in the FIA truck Grand Prix and this long-term sponsoring partnership has been extended in July 2019 (Bufe, 2019, p. 1). Since Knorr Bremse AG operates in the brake system industry as stated above, this sponsoring exhibits a function-based similarity.

Summarizing, regarding company values, there is a match between the Munich Golf Club and Knorr Bremse AG when it comes to sustainability. However, it can be concluded that the company does not have much experience in the sponsoring area, especially considering local sponsorings.

6.1.6 Generali Deutschland AG

Taking a look at a different company on the Top 100 list with the most employees in the area of Munich (Berufsstart.de, 2022), Generali Deutschland AG is the next company that is analyzed for the long list. Generali Deutschland AG is a German insurance company counting 9,200 employees (Generali, 2022b). Generali emphasizes the importance of customers, sustainability, creating an impact for people and environment and put people at the center of all action (Generali, 2022c). As of the end of September 2022, Generali has reported a net income of 2,233 million euros (Generali, 2022a, p. 2).

When taking a look at the company's website, it becomes clear that Generali has sponsoring partnerships in the cultural as well as sports area (Generali, 2022d). Starting

with the cultural field, together with its art insurer ARTE Generali, one of the ultimate goals of the company Generali Deutschland AG is to showcase the cultural heritage of its Italian ancestry (Generali, 2022d). One exemplary partnership in this field is the exhibition about “the Germans in the 21st century” by Oliviero Toscani in Berlin (Generali, 2022d). Another example is the presentation “De Chirico. Magische Wirklichkeit” in the art gallery in Hamburg which is from the Italian artist Giorgio de Chirico (Generali, 2022d).

However, since sports sponsoring is the focus of this paper, the sponsoring activities in the sport field are considered. By being a sponsor of the German sports aid foundation, Generali Deutschland supports the mass as well as the elite form of sports (Generali, 2022d). Next, a second pillar in Generali’s sponsoring activities is the initiative “Generali bewegt Deutschland” (Generali, 2022d). This initiative relates to the sponsoring of several running events including the Generali Munich marathon, Generali Berlin marathon or the Generali Cologne marathon (Generali, 2022d). Additionally, Generali is partner of the German Tennis Association (Generali, 2022d). The top objective is to promote tennis as sport for the broad population and motivate many people to play tennis (Generali, 2022d). Similar to golf, there are hurdles associated with playing tennis for the broad population (Generali, 2022d). Lastly, Generali is also the official partner of the Generali breakfast run which is an event in prior to the Berlin marathon (Generali, 2022d).

Summarizing, Generali Deutschland AG is very active in sponsoring activities in the fields culture and sports. Regarding the values, sustainability is a value perceived as equally important to the Munich Golf Club and Generali.

6.1.7 ADAC e.V.

The German automobile club ADAC e.V. has 2,668 employees in 2021 (ADAC, 2021). On the website of the German automobile club, there are no information available about on the club’s values or mission. Additionally, since the club is registered as “e.V.”, it is a non-profit organization (ADAC, 2021). Therefore, no annual financial statements with information about the club’s financial situation are available. Next, when looking for sponsoring activities, it becomes clear that ADAC is very active in organizing and sponsoring several events related to motorsports (ADAC Motorsport,

2022). However, as the website has shown, the sponsoring activities concentrate on motorsports. Therefore, ADAC e.V does not qualify as an adequate sponsor for the Munich Golf Club.

6.1.8 Munich RE

The next company on the list is called Munich RE. It is a German reinsurance company having 39,281 employees in 2021 (Munich RE, 2022a). The company was founded in 1880 and thus, it can proof more than 142 years of risk management experience (Munich RE, 2022a) showing that the company has a long tradition in that area. In 2021, Munich RE has achieved an operating result of 3,517 million euros, net operating expenses are equal to 13,674 million euros (Munich RE, 2022b, p. 122). When aiming at getting a deeper understanding of the company's mission and values, it gets clear that they focus on engagement in the society and sustainability as well as on corporate social responsibility: regarding sustainability, a sustainability report is published each year on the company's website (Jolowicz & Denk, 2022). Taking a look at the most recent sustainability report published in April 2022, the sustainability strategy is as follows: the first step is scaling which includes the broadening of the core business as well as increasing the performance of the company's assets (Jolowicz & Denk, 2022, p. 8). The second step in the sustainability process of Munich RE is to shape the business, meaning that new business segments are developed among other things (Jolowicz & Denk, 2022, p. 8). The last step is called succeeding and comprises shareholders, customers, communities and employees (Jolowicz & Denk, 2022, p. 8). Overall, Munich RE's approach to achieve sustainability is to concentrate on five aspects that are sustainable business, environmental management, employees, society and responsible corporate governance (Jolowicz & Denk, 2022, p. 9).

With regard to sponsoring, no examples of sponsoring either in sports or in the cultural field can be found. However, there is a sponsoring guide available that includes some rules such as no private relation to the sponsee (Munich RE, 2018, p. 1). Nonetheless, no information on current sponsoring activities are revealed. Even though no direct connection with sports and sponsoring in general can be found, the sustainability report emphasizes that the support and management of talent is one pillar of Munich RE's employee framework (Jolowicz & Denk, 2022, p. 74). As chapter 3.1.2 shows, scouting and developing talent is also part of the mission of the Munich Golf Club.

Concluding, even though Munich RE is not strongly experienced in the field of sponsoring, an overlap between the mission of Munich RE and the Munich Golf Club could be identified. Thus, Munich RE might be a suitable sponsor and is included in the long list.

Finally, after investigating the eight above-stated companies found on the list published by berufsstart.de containing the largest employers in the region of Munich ([Berufsstart.de](https://berufsstart.de), 2022), other companies that might be a good fit are introduced in the following subchapters.

6.1.9 Audi

In 2019, a total of 90,783 people have been working for the German car manufacturer Audi (Audi, 2022c). Its administrative expenses amount to 677 million euros in 2021 and its operating profit after tax equals 5,649 million euros (Audi, 2022a, p. 42). Considering Audi's corporate culture shows that the car manufacturer has identified four aspects as its corporate values that are: openness, appreciation, responsibility and integrity (Audi, 2022b). As already seen for other companies introduced in this paper, Audi also publishes a sustainability report that describes the measures Audi as a conscious company is doing (Tropschuh, 2020, p. 3).

Next, as internet research has shown, Audi is very active in the field of sponsoring. Based on a press release published in 2020, Audi's activities mainly focus on football, winter sports, eSports and upcoming sports (Bechtold, 2020, p. 1). Starting with the company's sponsoring activities in football, on a national basis Audi supports the German football clubs FC Bayern Munich, FC Ingolstadt 04, Hamburger SV, Borussia Mönchengladbach, 1. FC Nürnberg, FC Augsburg as well as TSG Hoffenheim by in-kind sponsoring (Bechtold, 2020, p. 1). The partnership with FC Bayern Munich is of particular importance and constantly developed, for example test drives around the stadium of FC Bayern Munich, the Allianz Arena, are offered (Bechtold, 2020, p. 1). Taking a look at the international context, Real Madrid, Tottenham Hotspur, Red Bull Salzburg and RSC Anderlecht are football clubs getting sponsored by Audi (Bechtold, 2020, p. 1). Additionally, the annual Audi Cup staged at Allianz Arena Munich where renowned European football clubs participate is sponsored by Audi (Bechtold, 2020, p. 2). Furthermore, the Audi Summer Tour, a promotional tour with FC Bayern

Munich in the USA first staged in 2019, is part of Audi's national football sponsoring activities (Bechtold, 2020, p. 2).

The second key sport of the German car manufacturer's sponsoring activities is winter sports. First of all, Audi is active in alpine skiing as official title sponsor of the FIS Ski World Cup (Bechtold, 2020, p. 2). Moreover, Audi is the main sponsor of the German Skiing Association DSV, providing cars to the athletes (Bechtold, 2020, p. 2). However, Audi is not only supporting the German team, but also the alpine national teams of Switzerland, Finland, China, France, Italy, Canada, the Netherlands, Liechtenstein, Norway, Austria, Sweden and Spain (Bechtold, 2020, p. 2). Moreover, Audi is the main sponsoring partner of the World Cup of the Nordic combination, the main sponsor of the ski jumping as well as of the FIS cross country Ski World Cup (Bechtold, 2020, p. 2). Lastly, it also supports the Freeride World Tour (Bechtold, 2020, p. 2). However, Audi is not only present as a sponsor in football and winter sports, but also in eSports on a national as well as international level (Bechtold, 2020, p. 2). Taking a look at the national perspective, Audi is sponsoring some players of the German team FOKUS CLAN, the world champion 2019 in FIFA Mohammed Harkous is one of them (Bechtold, 2020, p. 2). Considering the international perspective, Audi is sponsoring the teams Origen, competing in the European league of legends, and the team Future FC that is competing in FIFA (Bechtold, 2020, p. 2).

The next sports sponsoring activity of Audi is of particular importance for the Munich Golf Club: since more than 20 years, Audi is organizing the Audi Quattro Cup that is a well-known golf tournament for nonprofessional players (Bechtold, 2020, p. 3). The reason for the sponsoring engagement in golf sport provided by Audi are the common standards of technology, design and sportiness (Bechtold, 2020, p. 3). Coming back to the Audi Quattro Cup, since the start of the tournament series in 2019, more than 1.5 million players have participated (Bechtold, 2020, p. 3). Another sponsoring engagement is the organization of the event series Audi Nines that covers ski – and snowboard cross and Audi Nines MBT that comprises mountain biking events (Bechtold, 2020, p. 3).

Despite all these global engagements, Audi also values regional partnerships which is shown by the following agreements: in ice hockey, it partners with the local club ERC

Ingolstadt or in basketball it supports the FC Bayern Basketball team, for example by being the naming right sponsor of their stadium, the Audi Dome (Bechtold, 2020, p. 3). Additionally, the company provides financial aid to the local half marathon, Audi is the main sponsor of the equestrian tournament and sponsor of the American football team Ingolstadt dukers (Bechtold, 2020, p. 3).

Concluding, the car manufacturer is very active in sports sponsoring and has prestigious sponsees.

6.1.10 NIO

NIO is a Chinese start-up for electric vehicles whose headquarter is located in Shanghai (NIO, 2022a). However, the global center for design is situated in Munich (NIO, 2022a). For the third quarter of 2021, NIO's selling, general and administrative expenses are equal to 1,825 million euros (NIO, 2022b, p. 8). Describing the company's culture, NIO has a very innovative mindset and aims at finding ways to solve the global emission problem (NIO, 2022a). According to NIO, their users appreciate "(...) technological innovation, beautiful and smart design and the freedom of boundless worry-free journeys." (NIO, 2022a). As one can see, NIO is a future driven company. Taking a look at sponsoring activities, NIO takes part in the FIA Formula E championship since 2014 (NIO, 2022c). For example in 2015, NIO has been the title sponsor of the winning team of the FIA Formula E championship (NIO, 2022c). Besides these engagements in the Formula E, no other sponsoring campaigns could be found.

In conclusion, regarding the corporate culture of NIO and the Munich Golf Club, there is only little congruence. The only aspect that is of importance for both parties is related to digitalization. Furthermore, the electric vehicles manufacturer does not have any experience in sports sponsoring related to golf as the above-stated research shows.

6.1.11 XPENG

XPENG is a Chinese car manufacturer for electric mobility founded in 2015 that is situated in Guangzhou, China (XPENG, 2022a). Their competence center, however, is located in Munich (XPENG, 2022a). The car manufacturer highlights values such as quality, intelligence, exploration and vitality (XPENG, 2022b, p. 15). Besides that, the measures taken to protect the environment, like establishing a carbon neutrality

working group, are emphasized throughout the latest environmental, social and governance report that is available (XPENG, 2022b, p. 9). Taking a look at current sponsoring activities, getting reliable sources of the company is challenging. However, considering a Facebook Post on the company's official Facebook page shows that XPENG has been the official sponsor of the China Greater Bay Tennis Tournament in 2020 (XPENG, 2022a). Nevertheless, it remains important to say that this information can only be found on the Facebook page of XPENG which does not represent a reliable source.

Additionally, representatives of XPENG have shown their interest in establishing somewhere in and around Munich. Moreover, as the above stated information show, regarding the significance of technology and the environment, XPENG and the Munich Golf Club have established these aspects as part of their values.

6.1.12 Salesforce

Salesforce is a US-based software company with 78,000 employees worldwide which represents a significant growth of 30% compared to the year of 2020 (Salesforce, 2022a). A German office of Salesforce is located in Munich (Salesforce, 2022e). For the fiscal year of 2022, net income of Salesforce is equal to 1,444 million euros and expenses on marketing and sales amount to 11,855 million euros (Salesforce, 2022b, p. 74). Taking a look at their corporate culture reveals that the slogan "Bringing people together changes everything" (Salesforce, 2022c) represents a main part of Salesforce's mission. The importance and potential of community is highlighted several times on their website (Salesforce, 2022c). As seen in chapter 3.1.2 the aspect of community is one of the ten strategic fields of action identified by the representatives of the Munich Golf Club. Thus, a match between Salesforce and the Munich Golf Club can be identified in this regard.

Next, considering previous sponsoring campaigns, the most recent and popular agreement is the new partnership of Salesforce with the Formula 1 (Formula 1, 2022; Salesforce, 2022d). Salesforce is going to be a global partner of the Formula 1 and the contract duration is five years (Formula 1, 2022). One major benefit Formula 1 is expecting to get out of this new partnership is promoting endeavors on sustainability to achieve the goal of being emissions-free by 2030 (Salesforce, 2022d). Additionally, a

link can be drawn to the ten strategic fields of actions clarified by the Munich Golf Club once again: as seen in chapter 3.1.2, sustainability also represents one of the strategic fields of actions. Moreover, Salesforce is going to be the sponsor of the Olympic and Paralympic Games in Paris in 2024 (Houston, 2022). Part of this sponsoring activity is to provide applications that help to generate content to the organizing committee (Houston, 2022).

Concluding, there are overlapping aspects between the focus areas of Salesforce and the Munich Golf Club centered around community and sustainability aspects. Furthermore, by being sponsor of the Formula 1 and the Olympic as well as Paralympic Games in Paris in 2024, Salesforce gains renowned experience in the field of sports sponsoring activities.

6.1.13 Porsche AG

Based on the latest official published figures of 2021, the car manufacturer Porsche has a total of 36,996 employees (Porsche AG, 2022b). Porsche is a luxury premium car manufacturer that managed to establish a worldwide reputation for “(...) luxury performance vehicles” (Porsche Minneapolis, 2019). Popular models are sports cars like the Porsche 911 or SUVs like the Porsche Cayenne (Porsche Minneapolis, 2019). The company has several factories located in Germany, with its headquarter and main factory situated in Zuffenhausen, an area in Stuttgart (Porsche Minneapolis, 2019). For the year of 2021, net profit equals 824 million euros (Porsche AG, 2022a, p. 7).

Taking a look at sponsoring activities by Porsche AG, it becomes clear that the German company is active in several sports as it is elaborated in this subchapter. Porsche itself categorizes its sponsoring activities in three main groups that are: sports sponsoring with an nation/international focus, sport sponsoring with a regional and youth development focus and lastly, cultural sponsoring (Porsche AG, 2023f). Starting with golf, Porsche is title sponsor of the European Open as well as the Porsche Golf Cup (Porsche AG, 2015). Next to being active as sponsor in golf, Porsche has its own app related to golf: it is called Porsche Golf Circle (Porsche AG, 2023d). According to Porsche AG, it enables users to connect with people worldwide that have the same passions: golf and Porsche (Porsche AG, 2023d). Additionally, the application offers information about upcoming Porsche events related to golf (Porsche AG, 2023d). As it becomes

clear, Porsche has a connection to the golf sport. However, the company is also present in other sports as explained in the following. One exemplary area is motorsports: Porsche has its own racing team in the Formula E since 2019 (Porsche AG, 2023a). Besides that, Porsche is a sponsoring partner in tennis: its most popular sponsoring activity in tennis is the title sponsoring of the Porsche Tennis Grand Prix that is an indoor clay court competition of the Women's Tennis Association (Porsche AG, 2023e). The German car manufacturer has partnerships with the popular tennis players Angelique Kerber, Emma Raducanu and Maria Sharapova (Porsche AG, 2023c). Lastly, Porsche is an active partner in the promotion of youth talents in the fields of basketball, football and ice hockey (Porsche AG, 2023b).

Based on the information gathered above, the German car manufacturer Porsche seems to be an appropriate company for being a sponsor at the Munich Golf Club: it is not only an active partner in several golf sponsorings, but also focuses on youth development that is one of the ten important pillars identified by the Munich Golf Club (see chapter 3.1.2). Consequently, it is going to be included in the long list.

6.1.14 Hugo Boss

The next company included in the long list is the fashion and lifestyle business Hugo Boss. At the end of the year 2021, Hugo Boss counts 14,041 employees which represents an increase compared to the previous year (Hugo Boss, 2021). The headquarter of Hugo is situated in Metzingen, Germany (Hugo Boss, 2023b). For the year of 2021, selling and distribution expenses amount to 1,191 million euros and its net income equals 144 million euros (Hugo Boss, 2022, p. 196). Considering the corporate culture of Hugo Boss, there are six major values that Hugo Boss stands for with trust being the core aspect of all of them (Hugo Boss, 2021). The other five values are personal ownership, team mentality, simplicity and quality, youthful spirit as well as entrepreneurial spirit (Hugo Boss, 2021). Moreover, Hugo Boss is an experienced sponsor in sports as well as culture (Hugo Boss, 2023d). Starting with sports sponsorship, Hugo Boss is a current sponsor in the Formula E: in 2017, Hugo Boss has become Global Apparel Partner (Hugo Boss, 2023e). Besides that, the fashion company also supports individual athletes in the Formula E (Hugo Boss, 2023e). Furthermore, in golf sport, Hugo Boss is supporting the individual top athletes Patrick Cantlay and Henrik Stenson, but also top talents such as Thomas Detry or Sean Crocker are sponsored by Hugo

Boss (Hugo Boss, 2023e). In football, Hugo Boss is the official outfit sponsor of FC Bayern Munich since 2017 (Hugo Boss, 2023c). Besides that, the business has restarted its sponsorship activities in the world of tennis: in 2022, the manufacturer has entered into a sponsoring deal with the Italian tennis player Matteo Berrettini and it is also the title sponsor of the Weissenhof tennis tournament (Boss Open) in Stuttgart that is station on the ATP tour (Hugo Boss, 2023f). Lastly, by being partner of the famous Hahnenkamm Races in alpine skiing, Hugo Boss is also present as a sponsor in winter sports (Hugo Boss, 2023e).

Nonetheless, the fashion business is also sponsor of several cultural events: among this are the Hugo Boss Prize in the area of arts and the Hugo Boss Asia Art Award (Hugo Boss, 2023a).

As the above-stated information reveal, there are several similarities between Hugo Boss and the Munich Golf Club. The most obvious reason why Hugo Boss might be an appropriate candidate for being a sponsor of the Munich Golf Club is the engagement of the company in golf. However, when considering the corporate culture, there are additional parallels between the two. As seen in chapter 3.1.2 the Munich Golf Club emphasizes the importance of team spirit. As seen above, team mentality is one value of Hugo Boss. Additionally, quality and youthful spirit that are values of Hugo Boss, align with the ten strategic fields of action of the Munich Golf Club as well.

6.1.15 Decathlon

The German headquarter of the French sports goods manufacturer is located in Plochingen (Decathlon, 2023). It counts 93,710 employees in 2020 (Guyader, Desormais & Damamme, 2021, p. 4). Decathlon's net profit amounts to 913 million euros in 2021 (Desormais, 2022, p. 187). Taking a look at the mission statement of Decathlon, its mission is "(...) To sustainably make the pleasure and benefits of sport accessible to many" (Guyader et al., 2021, p. 2). Additionally, its core values are responsibility, authenticity, generosity as well as vitality (Guyader et al., 2021, p. 2). Considering sponsoring activities in sports, the first partnership of Decathlon Deutschland has been announced in 2021: for the season 2021/2022, Decathlon has managed to be the main sponsor of the BMW Biathlon World Cup (Decathlon, 2021). By being one of the main sponsors, Decathlon has the right to advertising presence in the stadium or at the

shooting range for example (Decathlon, 2021). As previously written, this is the first sponsoring partnership of Decathlon Deutschland. There are no sponsoring offers for clubs so far. However, the French manufacturer offers its own brands at favorable conditions to clubs, sports groups, schools or companies (Decathlon, 2018, p. 2).

In conclusion, there is no obvious link between the Munich Golf Club and Decathlon. The core values of Decathlon stated above, and the standards of the Munich Golf Club are no direct match. However, since Decathlon Deutschland has started to get active in sports sponsoring, the company is going to be included in the long list.

6.1.16 Sport Schuster

Sport Schuster is a local sport goods retailer located in Munich (Sport Schuster, 2023). It is a sport goods retailer with a long tradition since it has been established in the year of 1913 (Sport Schuster, 2023). The sports goods retailer has a net loss of 3.3 million euros for the year of 2021 (northdata, 2023). Important values that Sport Schuster stands for and identifies with are team spirit, tradition as well as sustainability (Sport Schuster, 2023).

These aspects are also relevant for the Munich Golf Club as the previous chapters show. However, when looking for experiences in sports sponsoring, it becomes clear that the sports goods retailer is not active in that field.

6.1.17 Amazon

Amazon is a US online mail order business having its German headquarter in Munich (Amazon, 2023a). In 2021, marketing expenses are equal to 22,008 million euros and by that they are representing 5.7% of net sales (Amazon, 2022a, p. 25). Operating income equals 22,899 million euros (Amazon, 2022a, p. 29). Core principles of Amazon are excellence, passion, customer and a long-term focus (Amazon, 2023d). Besides that, the online mail order business has set itself the mission to promote sustainability on a daily basis (Amazon, 2022b, p. 5). This focus is mirrored in several specific goals such as achieving zero carbon emissions produced by Amazon's activities by 2040 or decreasing the waste of food in the US and Europe by 50% by 2030 (Amazon, 2022b, p. 9). Amazon publishes a detailed sustainability report containing current

efforts, the latest one is available for the year of 2021 (Amazon, 2022b, p. 1). In addition, Amazon is engaging in fostering digital transformation (Amazon, 2023c).

In contrast to other companies introduced in this part of the thesis, Amazon is not a popular sponsor in the field of sports sponsoring. However, Amazon Web Services is a known partner in the area of providing data-driven methods that distribute how sport is broadcasted (Amazon, 2023b). Popular partners are for example the German Bundesliga, the National Hockey League, the National Football League or the Formula 1 (Amazon, 2023b).

In conclusion, there are two values of the Munich Golf Club that are also of significant importance for the US online mail order business: sustainability and digitalization. However, besides that, Amazon does not seem to be interested in supporting sports clubs. Additionally, no connection between the US company and the golf sport could be identified.

6.1.18 Google

Google is a US-based technology company with headquarters in the German cities Hamburg, Berlin and Munich (Google, 2023b). Taking a look at the corporate culture of Google, its mission is not only putting information in order, but also to make it available to everyone (Google, 2023a). Besides that, core values of the company are diversity, sustainability, transparency or human rights among other things (Google, 2023a). The only direct link between the Munich Golf Club and Google here is the value of sustainability that is equally important to both of them. In recent years, Google has started to get active in sports sponsoring: the company has established a partnership agreement with the Women's National Basketball Association and the National Women's Soccer League (Beale, 2021). Moreover, in 2022 the Formula 1 team McLaren has published that it signed a long-term partnership with Google (McLaren, 2022). For the McLaren Formula 1 team as well as the McLaren Extreme E Team, Google is the official partner (McLaren, 2022).

Summarizing, there is no link between the Munich Golf Club and Google regarding core values and mission. In the fields of sponsoring agreements in sports, Google has some experience due to the newly agreed partnership with McLaren.

6.1.19 LVMH Luxury

LVMH Luxury is a French multinational corporation for high-quality luxury products that has been founded in 1987 (LVMH Luxury, 2023c). The company counts over 125,000 employees in the year of 2021 (LVMH Luxury, 2023d). In 2021, LVMH Luxury has reported a profit from recurring operations of 17,151 million euros (LVMH Luxury, 2022, p. 156). Taking a look at corporate values, it emphasizes values such as tradition, creativity, community and excellence (LVMH Luxury, 2023b). In addition, the aspect of environmental responsibility that assures a sustainable development is of priority for the luxury corporation (LVMH Luxury, 2023b). Besides that, the development and promotion of young talents is one of the key responsibilities that LVMH Luxury has decided to focus on (LVMH Luxury, 2023d).

In the field of sponsoring, LVMH has some partnerships in the field of arts and culture (LVMH Luxury, 2023a). At first, there is no direct hint that LVMH Luxury engages in sports sponsoring activities. However, in 2016, one partnership agreement has been announced: LVMH Luxury has been presented as the 12th official partner of the Paris 2024 bid to stage the Olympic Games (SportsBusiness Sponsorship, 2016). Furthermore, there are several partnerships with the National Basketball Association and athlete partnerships in general (Chitrakorn, 2020).

When comparing the values of LVMH Luxury and the Munich Golf Club to assess whether there is link between these two or not, it becomes clear that values like community, tradition and excellence are of utmost importance for both. Thus, a match of the corporate cultures can be identified in this regard. Even though there are some agreements and partnerships in the field of sports, there are no indicators of LVMH Luxury being interested in sponsoring local sports clubs. Based on the information provided above, it seems that they concentrate on the big leagues such as the National Basketball Association, and major sport events like the Olympics.

6.1.20 Deloitte

The last company on the long list is Deloitte. Deloitte is an international consulting business in the areas of risk assessment, financial advisory and tax advisory (Deloitte, 2023a). For the business year of 2020/2021, Deloitte Germany has generated a revenue of 1.92 billion euros (Deloitte, 2022). According to the information provided on the

website, the main mission of Deloitte is to generate a significant effect in the world (Deloitte, 2023a). Taking a look at the corporate culture the following values are mentioned by Deloitte: integrity, caring about others, inclusion, and generating a worldwide determinable impact. (Deloitte, 2023d). Deloitte has several partnership agreements in the area of sports (Deloitte, 2023e). Among these partners are the National Women's Soccer, the Olympic and Paralympic Team USA, the US Golf Association or the Women's National Basketball Association (Deloitte, 2023e). Within the scope of this master thesis, the partnership with the US Golf Association is of deeper interest. This partnership includes the development of an application: it generates a customized 3D viewing experience by live play, individualized player pairings and a 360-degree tour of the golf museum as well as of the library (Deloitte, 2023b). By that, it fosters the development of new ways of fan engagement (Deloitte, 2023b). Next, taking a more detailed look at sports sponsorings of Deloitte in Germany, Deloitte is the official partner of the German Olympic and Paralympic Team (Deloitte, 2023c).

Summarizing, there is only little congruence between the values of Deloitte and the Munich Golf Club. However, Deloitte's partnership with the US Golf Association shows that, generally speaking, there is a link between Deloitte and the golf sport. However, all sports partnerships mentioned above are with major associations or leagues and not with sports clubs and organizations itself. With the Munich Golf Club being a sports club, a partnership could potentially be difficult.

6.2 Selection Criteria (from the Perspective of the Munich Golf Club)

This subchapter introduces the sponsorship selection criteria. In existing literature, they represent a significant aspect since they play a crucial role when designing a sponsorship campaign (Copeland et al., 1996, p. 35). Copeland, Frisby and McCarville have conducted a study among Canadian companies to rate the relevance of certain criteria that are decisive for sponsoring activities (Copeland et al., 1996, p. 34). These selection criteria, for example the degree to which the corporate objective of image enhancement is met, concentrate on the perspective of the sponsor, meaning in the just mentioned study the perspective of the Canadian companies (Copeland et al., 1996, p. 35).

However, the focus of the practical part of this thesis is the sponsee perspective, which means that the aspects important for the Munich Golf Club are considered. They are intended to provide guidance to the Munich Golf Club when deciding on new sponsors. The general reasons why companies should decide to financially support the Munich Golf Club are stated in chapter five that contains the sponsoring proposal. The selection criteria introduced in this chapter make up the overall sponsor-sponsee fit that has been identified as success factor in the theoretical part of this thesis (see chapter 2.4.3). Additionally, as already mentioned above, since not all aspects are equally important, the selection criteria are given different weights. This methodology has already been used by Irwin & Asimakopoulos (1992) to rank different criteria based on their relevance.

6.2.1 Location In and Around Munich

The first selection criterion is the location in and around Munich. Since the Munich Golf Club is located in Munich, having a sponsor that is locally active and known by the club's members might help to improve acceptance of the new sponsor among the members. Taking the perspective of the sponsor, an increased acceptance among the club's members might help to achieve sponsoring objectives. Since this criterion is not of utmost importance compared to others, it gets the weight of 0.05.

6.2.2 Premium Brand/Image

The second criterion relevant for the selection of an appropriate sponsor is called premium brand and premium image. The Munich Golf Club is one of the most renowned golf clubs in Germany (Münchener Golf Club, 2021, p. 10). Additionally, the club emphasizes its excellent quality (Münchener Golf Club, 2021, p. 17). Therefore, finding a partner that prioritizes quality and has the reputation of a premium company might be a significant aspect to further foster acceptance of the new sponsor among the club's members. Since this aspect is considered as being more important than the location in and around Munich, it is given a weight of 0.1. Moreover, in the theoretical part of this thesis, the sponsor-sponsee fit in terms of image has been identified as one important success factor.

6.2.3 Promotion and Appreciation of Young Talents

The selection criterion called promotion and appreciation of young talents is one of the ten strategic fields of action of the Munich Golf Club that have been introduced in chapter 3.1.2. Thus, a new sponsor that is interested in developing young people with potential and focuses on raising young talents would further support the sponsor-ponsee fit. This aspect has already been given special importance when developing the long list as the focus on the promotion of young people has been discussed for each company. As this factor also contributes to the general sponsor-ponsee fit, it is given a weight of 0.1, like the previous selection criterion.

6.2.4 Willingness to Engage in Local Community

The willingness to engage in the local community reflects the likelihood of a potential sponsor on the long list to actually start a partnership with the Munich Golf Club. It is expected that if a company is interested in engaging in the local community, it might have an interest in becoming a sponsor of the Munich Golf Club and by that, integrate in the local community of Thalkirchen or Strasslach. A benchmark for this selection criterion is whether the company has previous sponsorship deals with rather local sports clubs and organizations instead of partnership agreements with big associations and leagues.

However, this factor is not seen as important as the previous three points because the long list contains many big multinational corporations who might not have local sponsorship deals yet, however, due to their vast financial opportunities, they might still want to support the Munich Golf Club. Therefore, this factor receives a weight of 0.05.

6.2.5 Experience in the Field of (Sports) Sponsoring

The next selection criterion is whether the candidate on the long list has experience in the field of sponsoring, in particular in the area of sports sponsoring. The more experience a candidate has, the more suitable it is considered for being a sponsor of the Munich Golf Club. Consequently, companies on the list having a high score in this aspect are experienced (sports) sponsors. Furthermore, companies that are already active in the field of sponsoring are more likely to be expected to agree on another sponsoring partnership. Thus, this factor gets the weight of 0.2.

6.2.6 Relation to the Golf Sport Itself

This point refers to any previous experience in golf sponsoring activities that a company might have. In chapter 6.1, for each company on the long list, it has been investigated whether the business has any connection to the golf sport. This means that the higher the score, the more experience a candidate has in the golf sport or the more it is interested in golf sport. However, this factor is not of greatest importance. It has received the weight of 0.1.

6.2.7 Amount of Financial Support

As seen in chapter 3.4 of this thesis, the Munich Golf Club is looking for a new sponsor to receive financial support. Consequently, it is inevitable to have a selection criterion dealing with the amount of financial support that can be expected when the two parties enter in a sponsorship agreement. However, for this factor it represents a challenge to come up with the scores for each company. Thus, this factor is based on estimations. As a broad benchmark, the marketing expenses of each company, mentioned in chapter 6.2, have been utilized as a guiding estimation. However, a detailed description of expenses has not been available for all companies. Thus, if marketing expenses are not available, the mere financial power of the business, shown by profits, has been used as a broad guidance. Additionally, if a company is already very active in the field of sponsoring, it is expected that the company has sufficient financial funds to support the Munich Golf Club as well. This means that if a company is sponsoring events already, it receives a higher score for this selection criterion. Moreover, this selection criterion has the weight of 0.2 since the financial support represents the main objective of the Munich Golf Club, any additional financial funds are considered to be beneficial to the club.

6.2.8 Sponsor-Sponsee Fit with Regard to the Strategy of the Munich Golf Club

The aspects of focusing on the development of young talents is already part of the sponsor-sponsee fit with regard to the strategy of the Munich Golf Club. However, as explained in chapter 3.1.2, the Munich Golf Club has identified ten different strategic fields of action, meaning there are nine other aspects. As the theoretical framework in this thesis emphasizes, the fit between a sponsor and sponsee is decisive for the success of a sponsoring campaign. Therefore, this factor is weighted with 0.2.

6.3 Short List

After having defined the selection criteria in the previous step, this chapter develops the short list. The aspects are evaluated using a scoring scheme based on a methodology used in Human Resource Management and employee selection. This is already explained in chapter 1.2 in more detail. For each company on the list, scores are distributed from one to three to the different companies on the long list that have been stated in chapter 6.1. At the end of each subchapter introducing the companies on the long list, a first evaluation of the sponsor-sponsee fit has already been done.

As mentioned in the methodology chapter, the following scoring scheme is utilized within this thesis. Receiving a score of three means that the company fully meets the selection criterion, a score of two represents that a criterion is partially met and having a score of one means that the selection criterion is not met by the company (Health Innovation Network, South London, n.d., p. 4f.). Additionally, as already mentioned above, since not all criteria might be equally important, the selection criteria are given different weights. This methodology has already been used by Irwin & Asimakopoulos (1992) to rank different criteria based on their relevance. In a first step, the companies are evaluated according to the scores ranging from one to three. Next, in a second step, each score is then multiplied by its distributed weight. Lastly, the results of all criteria are summed up and make up the final score. Consequently, the higher the final score, the more suitable a candidate is for becoming a sponsor of the Munich Golf Club from the perspective of the golf club.

While the first evaluation table with the different scores is attached in Appendix F, the second evaluation table containing the weighted results as well as the final score is attached in Appendix G. As written earlier, the company Allianz has already been contacted by the Munich Golf Club in the past. Therefore, it is not included in the evaluation tables again. The evaluation and distribution of the scores is done based on the information provided in chapter 6.1 about the different companies.

Furthermore, for easier readability of this chapter, Table 4 represents the final score that each candidate on the long list has achieved. The companies highlighted in yellow are the six companies that represent the short list. Referring to Table 4, the short list contains Siemens, BMW, Audi, Porsche AG, Hugo Boss and LVMH Luxury.

Furthermore, based on Table 4, Hugo Boss has received the highest score among all candidates. This can mainly be explained by receiving the highest point of three for the selection criteria premium brand/image, promotion of young talents, previous experience, relation to golf sport itself and amount of financial support. Thus, Hugo Boss has obtained the highest scores in six out of the eight selection criteria (see Appendix F).

Company	Final Score
Siemens	2.4
BMW	2.35
Traton SE	2.05
Knorr Bremse AG	1.6
Generali Deutschland AG	2.25
ADAC	1.1
Munich RE	1.8
Audi	2.5
NIO	1.75
XPENG	1.85
Salesforce	2.2
Porsche AG	2.7
Hugo Boss	2.8
Decathlon	1.7
Sport Schuster	1.4
Amazon	1.45
Google	1.75
LVMH Luxury	2.4
Deloitte	2.3

Table 4: Short List with the Final Scores

With a score of 2.7, Porsche AG is the second most suitable company for sponsoring the Munich Golf Club. Its high score can be explained by reaching the maximum score in the categories premium brand/image, previous sponsoring experience, relation to golf sport itself, estimated amount of financial support and the sponsor-sponsee fit regarding the strategy of the Munich Golf Club (see Appendix F).

BMW, a company that is active in golf sponsoring as seen in chapter 6.1.3, has a score of 2.35 (see Table 4). Especially in the important fields of experience and amount of financial support, reflected by a high weight factor, the German car manufacturer manages to get the highest point of three (see Appendix F). However, as written in chapter 6.1, the promotion of young talents is not one of the core values of BMW, thus it only has a score of two.

However, the results need to be interpreted carefully. The six companies that make up the final short list are all big multinational corporations as shown by their profit figures in chapter 6.1. However, these corporations probably achieve many inquiries from organizations and clubs that want to be sponsored. As already emphasized in chapter 6.2, Nathalie Vogt, head of sponsoring at Allianz in 2020, has mentioned the issue for clubs and organizations to stand out among the thousands of inquiries they achieve each year (Volz, 2020). Therefore, it might be hard to stand out. In contrast the company XPENG that has a rather low score of 1.85. But, as written earlier, the company has already mentioned its willingness and interest to invest and establish in the region in and around Munich.

7 Recommendations

Based on the research done as part of this thesis, this chapter contains some recommendations for the Munich Golf Club in order to reach its sponsoring objectives. The suitable partners have been identified. Thus, the Munich Golf Club needs to contact Siemens, BMW, Audi, Porsche AG, Hugo Boss and LVMH Luxury now. In order to convince them of the benefits of a sponsoring partnership with the Munich Golf Club, the sponsoring proposal, attached in Appendix C and D of this thesis, could be sent out. Once one of the companies shows its interest, the Munich Golf Club should present its different sponsoring packages. As seen in the presented best practice example of the Golf Club St. Leon-Rot, it is common to offer different categories for sponsors. The different packages of the Munich Golf Club could be based on the different communication channels for example. If a company and the Munich Golf Club agree on entering in a sponsoring agreement, the precise contract details need to be negotiated. As emphasized in the theoretical part of this work and as seen in the best practice example, it is recommended to choose long-term relationships with sponsors.

Moreover, sending the onepager to more companies on the list could be helpful to catch the interest of further companies. Besides that, a survey among the members of the Munich Golf Club could be advantageous to get insights about how members feel about new sponsors. Additionally, a survey could be a beneficial tool to learn about the aspects that are perceived as important by the members when choosing a new sponsor. These aspects could then be added to the other selection criteria.

8 Conclusion

Coming back to the introduction of this thesis, there are three research questions intended to be answered within this work. The first question deals with the factors that make a sponsoring agreement successful for the sponsor as well as the sponsee. To answer this question, relevant academic literature has been analyzed and structured. The result are the following six success factors: the right objective setting, analyzing sponsorship market conditions, selecting the right sponsee/sponsor and contract, successful communication of the message, reaching the necessary level of exposure, choosing the right medium, managing a successful sponsor-sponsee relationship and lastly, the evaluation of the sponsoring campaign.

The second research question deals with the question how a sports club can manage to find a suitable sponsor utilizing the practical example of the Munich Golf Club. In order to answer this question, the methodology of developing a long list first, then selecting selection criteria that lead to a short list afterwards has been introduced. Thereafter, the knowledge of the theoretical framework has been applied to the Munich Golf Club. For creating the long list, twenty companies have been chosen. As a first guidance, the list of the largest employers in Munich has been utilized. After that, other companies considered relevant in the field of sports sponsoring or companies that seem to be a good fit with the Munich Golf Club have been added to that list. In order to filter this long list to a short list, certain selection criteria are required. This already leads to the third research question that has been developed in the introduction of this work.

Research question three refers to the criteria relevant for the selection of a suitable sponsor for an ambitious sports club. For the Munich Golf Club, the following eight criteria are used: location in and around Munich, premium brand/image, promotion and appreciation of young talents, willingness to engage in local community, experience in the field of (sports) sponsoring, relation to the golf sport itself, amount of financial support and lastly the sponsor-sponsee fit with regard to the strategy of the Munich Golf Club.

This thesis shows how the process of finding a suitable sponsor could look like: first, desk research on finding companies that can be put on the long list has to be done. This

research should focus on the corporate culture of the potential sponsor, whether there are parallels with the sponsee and experience of the potential sponsor in the field of sponsoring. Afterwards, the sponsee needs to think about what is important when finding a sponsor. These ideas determine the selection criteria based on which every sponsor on the long list is evaluated against. Since usually not every selection aspect is equally important to the sponsee, it is possible to distribute different weight factors to each point. Then, these factors are taken into account when calculating the final score. Lastly, in this thesis the long list has been reduced to the six companies that have received the highest scores. The short list contains the companies Siemens, BMW, Audi, Porsche AG, Hugo Boss and LVMH Luxury.

Major limitations of this thesis refer to the estimations being made. This is especially true for selection criterion seven that refers to the assessment of the financial support. Without exact statements of company representatives, it is not possible to determine how much money a candidate on the long list would be willing to invest in sponsoring a sports club. Additionally, as remark for potential future research, it should be mentioned that the application of a long list and a short list helps to find a suitable sponsor that fits the values of the sponsee. However, it does not reveal many information whether the potential sponsor is indeed interested in sponsoring a club or an organization. A candidate on the list might be a perfect fit in terms of values, experience and relation to the sport, but might not be interested in sponsoring a club at all. Therefore, adding an additional selection criterion such as likelihood of being selected could be helpful for future sponsor selection processes.

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Appendix

Appendix A: List of Sponsors of the Munich Golf Club

Appendix B: Business Partners and Sponsors of the Munich Golf Club

Appendix C: Created Presentation: Why sponsoring the Munich Golf Club?

Appendix D: Sponsoring Onepager Munich Golf Club German Version

Appendix E: Sponsoring Onepager Munich Golf Club English Version

Appendix F: Long List with Scores

Appendix G: Long List with Weighted Scores

Appendix H: Roll-out der Strategie für den Münchener Golfclub

Appendix I: MGC Sponsoring: Your Communication Forum

Appendix A: List of Sponsors of the Munich Golf Club

Firmenname, Adresse	Ansprechpartner	Telefon	E-Mail	letzter Kontakt am	Thema	in Kontakt mit
Juwelier Kohler	Fabian Kohler	0178 4111015		22.07.22	Sponsoring 2022/23	DY/ TR
Patrick Rohner			patrick.rohner@me.com	21.07.22	Sponsoring 2023	DY
Finca Cortesin	Katja Kölner			20.07.22	Sponsoring 2023	DY
Shapes / Sohlen	Chrisz		chrisz@shape-industries.com	18.07.22	Sponsoring 2023	DY
Allianz				11.07.22	Sponsoring 2023	TR
mjndset	Michael Sommerhäuser	089 12627740	m.sommerhaeuser@mindset.de	03.07.22	Sponsoring 2022	DY
Gondwana	Beate Pechmann	0027 44804 0432	marketing@fancourt.co.za	16.06.22	Sponsoring 2022	DY
Pepper Collection	Katja Kölner			28.06.22	Sponsoring 2022	DY
BellaVista Park	Alessandro		info@bellavistaterme.com	15.06.22	Sponsoring 2022	DY
Alois Rohmoser	Alois Rohmoser	0173 5723436		05.05.22	Sponsoring Mens Day 2022	Dawn
Wani Ö1	Nikos Wassilkos			02.05.22	Sponsoring	DY
Proquip	Michal Jerabek		michal.jerabek@proquipgolf.eu	17.02.22	Sponsoring	DY
Stellenbosch Golf Club	Chris van der Merwe	0021 880 0103	gm@stbgolf.com	17.02.22	Partnerclub	DY
Clever Fit	Anna Röhrmoser	01520 2315073	anna.roehmoser@cevit.de	17.02.22	Magazin Anzeige 2022	DY
Fancourt	Beate Pechmann	0027 44804 0432	marketing@fancourt.co.za	17.02.22	Sponsoring 2022	DY
Alexandra Scheer-Hennings	Alexandra Scheer-Hennings	01512 3413366	info@scheer-hennings.com	08.02.22	Sponsoring 2022	DY
VillaBella	Iris Meyer-Dobbelstein	0176 10043885	iris@dobbelstein.com	01.02.22	ter Sponsoring 2022 plus Anzeig	DY
Goldbach Kirchner	Bernd Kirchner (Mitglied)			27.01.22	Sponsoring Golf Woche	DY
Hotel Vier Jahreszeiten	Sebastian Gerstenlauer			26.01.22	Sponsoring	DY
Falconeri	Karolina Kosecki	0173 3861261	karolina.kosecki@calzedonia.de	01.02.22	Sponsoring	DY
The Herold Homes	Katja & John Herold			20.01.22	Business Partner	DY
Kölner PR	Katja Kölner	0172 9594632	presse@pr-koellner.de	20.01.22	Sponsoring 2022	DY
Die Babysitterei	Tanja Stamm	0172 9765767	tanja.stamm1@gmail.com	19.01.22	ponsoring Knax & Babysitter Ta	DY

III

Fenix Bau	Heiko & Daniela			15.12.21	Neue Vertrag	DY	
Elements	Sandro Carovani			02.11.21	Neue Vertrag	DY	
Chapmann Freeborn Charter Flug	Bastian Ruchotzke	0175 9358 526	bas	presse@pr-koellner.de	04.11.21	Kennenlernen	DY
Mjndset	Michael Sommerhäuser	089 12627740		m.sommerhaeuser@mindset.de	05.10.21	Magazin & Sponsoring 2022	DY
ESB Südbayern	Benedikt Fischer	08824 922970		benedikt.fischer@esb.de	05.10.21	Sponsoring Herbstfest	DAwn & Stefania
fcr Immobilien	Falk Raudies	0163 3221021		f.raudies@fcr-immobilien.de	05.10.21	Herbstfest	DY
VAHA Fitness Spiegel	Luca Valentino	0172 7620596		lvalentino@vaha.com	29.09.21	Co-operation	DY
Die Babysitterei	Tanja Stamm	0172 9765767		tanja.stamm1@gmail.com	20.09.21	Sponsoring Jugend / Herbstfest	DY
bp-pr	Beate Pechmann	09523 5010548		beate@bp-pr.com	29.09.21	Golf Club Co-Op	DY
Optik Messbacher	Christine Widmann	089-264532		optik@ruffinihaus.de	05.10.21	Mag Herbst	Dy
Hauck & Aushäuser	Markus Flakus	0160 7427107		markus.flakus@hauck-aufhaeuser.com	09.09.21	Sponsoring	AS/DY
World Golf & Business Club	Nadine Seibel			seibel@wgbc.club	12.08.21	Club Mag Herbst 2021	DY
Helgolf	Chris Huwerth			info@heli-golf.com	09.08.21	Sponsoring	DY
Münchner Dimdl	Carolin Engelhardt	0177-5775446		info@muenchner-dirndl.de	06.08.21	Sponsoring	Dawn
Helios Privatkliniken	Timo Walter	0 173 797 28 27		timo.walter@helios-gesundheit.de	09.06.21	Sponsoring	DY
Vd HRR	Jürgen Von der Heydn				07.06.21	Vertrag Verlängern	DY
Gin Sul	Sebastian Gerstenlauer	0157 81926171		gerstenlauer@gin-sul.de	26.05.21	Golf Woche & Mag Herbst	DY
VillaBella	Iris Meyer-Dobbelstein	0176 10043885		iris@dobbelstein.com	29.04.21	Club Mag Herbst 2021	DY
Studio43	Georg Roth				21.04.21	Vertrag BP	DY
CV Real Estate	Herr Vogrinic			cv@cv-projektentwicklung.de	21.04.21	Sponsoring 2021	DY
The Grill München	Tom Hilner	0170 7607777		tom.hilner@pascha-muenchen.de	05.08.21	Sponsoring 2021	DY
Valmont Kosmetic	Katja Kölner	0172 9594632		presse@pr-koellner.de	10.03.21	Golf Woche / Ladies Days / Umk	DY
HUBLOT	Fabian/Lena				09.03.21	Sponsoring 2021	DY
SFAN	durch Jessica Landlau				01.03.21	Anzeige / Kleine Sponsoring	Dawn
GarDomo Design Gartenhäuser	Jörg Plutte	0171-2888787		joerg@plutte.de	01.03.21	Sponsoring	DY/F.Dietl
Engel & Völkers	Silke Peschmann				05.08.21	Business Partner	Dawn

IV

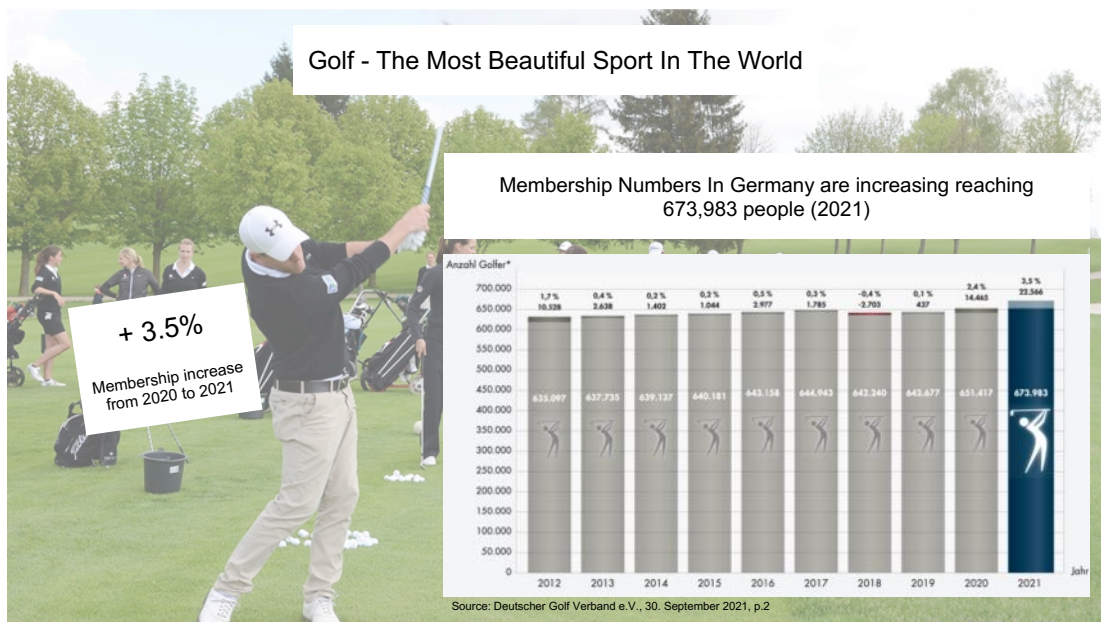
Frau Ochsenhaler	Frau Ochsenhaler	089-74032753	steiermark212@t-online.de	11.02.21	Sponsoring	Dawn
Mercedes	Florian Patzelt	0160 8629902	florian.patzelt@daimler.com	28.01.21	Turnier 2021	Dawn
Frau Coenen	Bettina Coenen	0173 1817 394	bettina.coenen@gmx.de	28.01.	Magazine	Dawn
British Cars (Land Rover, Jaguar)	Antonia Brieger, Philipp Lörke	089 724040112	antonia.brieger@british	27.01.21	BP	Dawn
Herr von Barkenstein	von Barkenstein	0151 18401777	avb@barkenstein.com	19.01.21	Sponsoring	Dawn
Dmbria Resort Portugal / Abama Teneriffe	Volker Michl	0821 74909671	info@luxury4you.eu	18.01.21	Turnier Sponsoring 2021	Dawn
Abama Teneriffe	Volker Michl	0821 74909671	info@luxury4you.eu	15.06.21	Turnier Sponsoring 2021	Dawn
Sport & Marketing	Jürgen Zepf	0171 2309939	j.zepf@kabelbw.de	18.01.21	Sponsoring	Dawn
Say Carbon Yachts	Maik Heiligensetzer	0175 1500635	maik.heiligensetzer@saycarbon.com	12.01.21	Sponsoring	Dawn
Kreissparkasse/ MCH, STA, EBE	Michael Baier	0172-8324161	michael.baier@kskms.de	01.12.20	Weitere Sponsoring	DY
Goldbach Kirchner	Bernd Kirchner		b.kirchner@goldbachkirchner.de	07.03.21	Anzeige Magazine / Sponsoring	Dawn / AS
Elektro-Hasch	Nadine Hasche		nadine.hasch@elektro-hasch.de	06.10.20	Anzeige	Stefania
EDEKA Reichart	Christoph Reichart		edeka.reichart-strasslach.5B@edeka.de	06.10.20	Anzeige	Stefania
Linde AG	Eduardo Menezes (Mitglied)	18157130215	eduardo.f.menezes@gmail.com	30.09.20	Sponsoring	AS
Jensen Juweliere	Herr Jensen			23.09.20		Dawn / Talat
Gassler Installateur	Julian Gassler	01520-8598646	julian.gassler@gassler-haustechnik.de	17.09.20		Dawn
Fleesensee	Katja Eichel	039932-8010 3188	k.eichel@fleesensee.de	08.09.20	Anzeige/PR	DY
Weimarer Land	Nicolle Herglotz	036459-6164 4412	nicolle.herglotz@spahotel-weimar.de	08.09.20	Anzeige/PR	DY
Hypovereinsbank AG	Simone Wicklmayr	089-37830509		03.09.20	Sponsoring	AS
Pictet	Thomas Gyöngyösi		teyonyosi@pictet.com	01.09.20	Sponsoring	AS
Reviderm Cosmetic	Dominik Bauermeister (Mitglied)	0172-8605000		25.08.20	Sponsoring	AS
QBE Insurance	Jonas Latein (Mitglied)	0172-9536089				
Loro Piana	Tanja Venohr Fuchs	0160 8059909	tanja.venohr@loropiana.com	Sommer 2019	Turnier	DY/AS

The Geneagles Hotel	Alan Pirie	0044 7860 868148	alan.pirie@geneagles.com	17.02.22	Partnerclub	DY
HUBLOT	Kim Fiebig			16.02.22	Sponsoring 2022	DY
Autohaus Saggio	Herr Dudasch			14.04.21	Sponsoring 2021	DY
Genesis	Patrick Delkof	01520-3168930	patrick.delkof@de.genesis.com	27.01.21	Sponsoring	Dawn
Möve	Frau Kruschwitz			08.10.20		Stefania/Talat
Kursana	Ingrid Barth	089 1392880	Ingrid.Barth@dussmann.de	09.09.20	Anzeige	Feli
Netjets	Stefan Schwirtz	0176-34438887	sschwirtz@netjets.com	29.08.19	Sponsoring	DY
Titleist/Acushnet	Christopher Neumann	0160 95109467	christopher_neumann-mangold@acushnetgolf.com	21.08.20	Sponsoring	DY
Meindl	Christine Beyer	08685 985156	christine.beyer@meindl.de	25.08.20	Turnier	DY/HS
Samsonite	Dirk Schmidinger	0174 3823228		08.09.20		DY
Sothebys Immobilien	Michael Reiss & Pamela Dreisbach	0176-23111372	michael.reiss@muenchen-sir.com	08.03.20	Sponsoring	Dawn

Appendix B: Business Partners and Sponsors of the Munich Golf Club

Unternehmen
Business Partner
Bierschneider British Cars
Elements
Engel & Völkers
The Herold Homes
Sitoe (Isarhoch, Munich Moves, Medicenter Süd)
STUDIO43
von der Heyden
WWK
Sponsoren
Die Babysitterei
ESB Bayern
Falconeri
Golf Extra
Hublot
International Film Partners
Kreissparkasse
Landeshauptstadt München
Luxury4you Immobilien
Medicenter
mjdset
Münchner Dirndl
Munich Business School
Vice Golf
World Golf & Business Club

Appendix C: Presentation: Why Sponsoring the Munich Golf Club?



Golf Stands Out

Golf shows the second highest percentage membership increase among the leading top Olympic Federations in the DOSB in 2020



Source: Deutscher Golf Verband e.V., 30. September 2021, p.7

Bavaria has The Most Golf Players



Source: Deutscher Golf Verband e.V., 30. September 2021, p.1

The Munich Golf Club – A Club That Lives



Gastronomy - Meeting Place Beyond Sports

2400 Members

Two Top Courses in the Munich Area



Straßlach



Thalkirchen

The MGC has Potential

Successes in 2022:

Bavarian Championship Men

Stefan Still 2.Place
Johannes Housgaard 3.Place

The Jacques Légli Trophy

Tim Wiedemeyer 1.Place (Team Europe)

German Championship

Marie-Agnes Fischer 1.Place
Hendrik-Luka Schmitz 3.Place

Team European Championships

Tim Wiedemeyer 1.Place
Marie-Agnes Fischer 2.Place

German Team Championships

Boys Age Group 18 3.Place
Girls Age Group 16 2.PLACE

Bavarian Championships

Bjarne Murr 1.Place (Age Group 12, Age Group 14)
Luis Brinkmann 2.Place (Age Group 12)
Hannah-Lea Dürr 2.Place (Age Group 14)
Caroline Steingrübner 2.Place (Age Group 18)

Bavarian Championship Women

Marie Coors 3.Place

Bavarian Championship Women

Annika Voll 1. Place

... And Many More

Choose Sponsoring over Advertising

Comparative Factors	Sponsorship	Advertising
Goodwill	Beneficial	Selfish
Focus	Indirect/subtle	Direct/Forceful
Intent to Persuade	Disguised	Overt
Defence Mechanism	Low State of Alertness	High State of Alertness

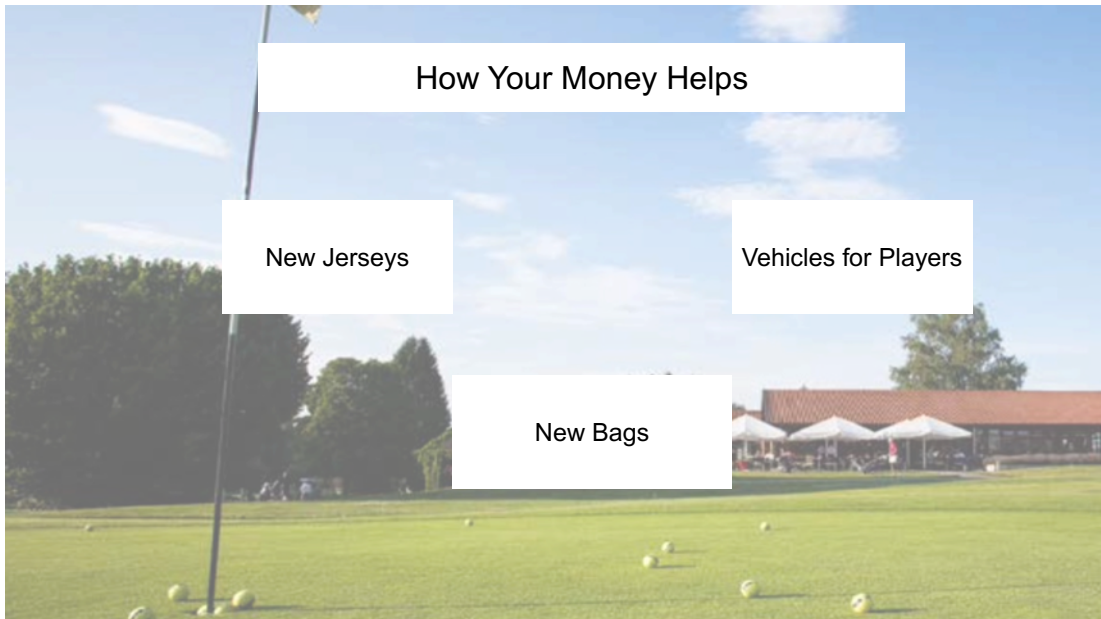
Source: Meenaghan, 2001, p.210

What Is In It For You:

- Image
- Individual Services
- Product Placement
- New Target Groups
- Customer Relation
- Positioning
- Customer Acquisition

The MGC – Your Communication Platform

- Communication Platform For Business and Networking
- Using Events for Communication: Bundesliga Team Sponsor or Tournament Sponsor
- Integration into the Club's Community
- Print Communication
- Digital Communication



Interested?

Reach out and
Become a
Sponsor of the
Munich Golf Club!

+49 (0) 8170 9291816
dawn.young@mgc-golf.de

+49 (0) 151 122244505
philip.stangassinger@mgc-golf.de



MÜNCHENER GOLF CLUB
seit 1910

Appendix D: Sponsoring Onepager Munich Golf Club German Version

Sind Sie bereit, Sponsor des Münchener Golf Clubs zu werden?



Warum sollten Sie Sponsor im Golfsport werden?

Weil der Sport sich in Deutschland zunehmender Beliebtheit erfreut, wie die steigenden Mitgliederzahlen in Deutschland zeigen.¹ Im Vergleich zum Jahr 2020 sind die Mitgliederzahlen von 651.417 Personen im Jahr 2020 auf 673.983 Mitglieder im Jahr 2021 gestiegen, was einem Zuwachs von 3,5% entspricht.¹

Man könnte nun meinen, dass dies auch bei anderen Sportarten in Deutschland der Fall ist? Dies ist jedoch nicht der Fall. Unter den olympischen Spitzenverbänden im DOSB konnte der Deutsche Golf Verband im Jahr 2020 den zweithöchsten prozentualen Mitgliederzuwachs nachweisen.² Während populäre deutsche Sportverbände wie der Deutsche Fußball-Bund (DFB) oder der Deutsche Turner-Bund (DTB) mit deutlichen Mitgliederrückgängen zu kämpfen hatten, konnte der Deutsche Golf Verband e.V. einen Zuwachs von 1,4% verzeichnen.²

Warum aber sollten Sie sich unter allen deutschen Golfclubs gerade für den Golfclub München entscheiden?

Betrachten Sie den Standort: Der Münchener Golf Club liegt in Bayern, welches mit 144.591 Spielern das Bundesland mit den meisten Golfspielern in Deutschland ist.² Der Münchener Golf Club ist ein Club, der lebt: Der Golfclub zählt 2.400 Mitglieder und verfügt über eine gut ausgebaute Gastronomie, die einen Treffpunkt über den Sport hinaus bietet. Zudem verfügt der Münchener Golfclub über zwei wunderschöne Golfplätze in Straßlach und Thalkirchen, die perfekte Bedingungen für den Spitzensport bieten.

Sie sind immer noch nicht überzeugt?

Dann sollten Sie sich die Erfolge, vor allem im Jugendbereich des Vereins, anschauen. Die folgenden Errungenschaften sind nur einige Beispiele für die jüngsten sportlichen Erfolge:

- Tim Wiedemeyer, 1. Platz Teameuropameisterschaft, 1. Platz The Jacques Léglise Trophy
- Marie-Agnes Fischer, 2. Platz Teameuropameisterschaft, 1. Platz Deutsche Meisterschaften

¹ Deutscher Golf Verband e.V., 2021, p.2 Allgemeine DGV-Statistiken 2021, https://serviceportal.dgv-intranet.de/files/pdf2/7-a2200043-dgv_statistiken.pdf

² Deutscher Golf Verband e.V., 2021, p.7 Allgemeine DGV-Statistiken 2021, https://serviceportal.dgv-intranet.de/files/pdf2/7-a2200043-dgv_statistiken.pdf

Sind Sie bereit, Sponsor des Münchener Golf Clubs zu werden?



- Annika Voll, 1. Platz offene Bayerische Meisterschaft Damen

Und das ist nur ein kleiner Ausschnitt aus den herausragenden Leistungen der Spieler des Münchner Golfclubs.

Doch welche Vorteile bringt Ihnen ein Sponsoring?

Profitieren Sie von ausgezeichneten Kundenbeziehungen, erweitern Sie Ihr Geschäft durch die Erschließung neuer Zielgruppen und profitieren Sie vom Image der MGC!

Worauf warten Sie also noch? Kontaktieren Sie den MGC und werden Sie Sponsor des MGC!

Dawn Young Marketing / Sponsoring

Tel: +49 8170 9291812

dawn.young@mgc-golf.de

Appendix E: Sponsoring Onepager Munich Golf Club

English Version

Are you ready to become a sponsor of the Munich Golf Club?



Why should you start engaging in golf sport?

Because the sport enjoys increasing popularity in Germany as shown by rising membership numbers in Germany.¹ Compared to the year of 2020, membership figures have grown from 651,417 people in 2020 to 673,983 members in 2021 which is equivalent to an increase of 3.5%.¹

Now you might think that this is the case for other sports in Germany as well?

But this is not true. Among the leading top Olympic federations in the DOSB in 2020, the German Golf Association could prove the second highest percentage membership increase.² While popular German sports associations like the German Football Association (DFB) or the German Gymnastics Association (DTB) had to deal with significant membership declines, the German Golf Association has been able to show an.² increase of 1.4%.

Why, among all German golf clubs, you should specifically decide to sponsor the Munich Golf Club?

Consider the location: the Munich Golf Club is located in Bavaria which is the federal state that counts most golf players in Germany, having 144,591 people playing golf.² Next, the Munich Golf Club is a club that lives: the golf club counts 2,400 members and has a well-developed gastronomy that provides a meeting place beyond sport. Additionally, the Munich Golf Club has two beautiful golf courses located in Strasslach and Thalkirchen that offer perfect conditions for top-level sport.

You are still not convinced?

Then, consider the successes, especially in the youth section of the club. The following accomplishments are just a few examples of recent sporting successes:

- Tim Wiedemeyer, winner of the Team European Championships and the Jacques Légli Trophy
- Marie-Agnes Fischer, Vice-Team European Championships, German Champion
- Annika Voll, winner of the Bavarian Championship Women

¹ Deutscher Golf Verband e.V., 2021, p.2 Allgemeine DGV-Statistiken 2021, https://serviceportal.dgv-intranet.de/files/pdf/7-a2200043-dgv_statistiken.pdf

² Deutscher Golf Verband e.V., 2021, p.7 Allgemeine DGV-Statistiken 2021, https://serviceportal.dgv-intranet.de/files/pdf/7-a2200043-dgv_statistiken.pdf

Are you ready to become a sponsor of the Munich Golf Club?



And this is just a small sample of the outstanding performances of the players of the Munich Golf Club.

But what benefits does a sponsoring provide to you?

Benefit from excellent customer relations, broaden your business by developing new target groups and profit from the image of the MGC!

Thus, why are you still hesitating? Contact the MGC and become a sponsor of the MGC!

Dawn Young Marketing / Sponsoring

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dawn.young@mgc-golf.de

Appendix F: Long List with Scores

Company/Criteria	Criterion 1: Location in/around Munich	Criterion 2: Premium brand/image	Criterion 3: Promotion of young talents	Criterion 4: Willingness to engage in local community	Criterion 5: Previous experience	Criterion 6: Relation to golf sport itself	Criterion 7: Amount of financial support (estimations)	Criterion 8: Sponsor- Sponsee Fit regarding strategy of MGC
Weight	0,05	0,1	0,1	0,05	0,2	0,1	0,2	0,2
Points of company								
Siemens	3	2	2	3	3	1	2	3
BMW	3	2	2	2	3	3	3	1
Traton SE	3	2	1	2	2	1	3	2
Knorr Bremse AG	3	2	1	1	1	1	2	2
Generali Deutschland AG	3	2	3	2	3	1	2	2
ADAC	3	1	1	1	1	1	1	1
Munich RE	3	2	3	1	1	1	1	3
Audi	2	2	2	2	3	3	3	2
NIO	2	2	1	1	2	1	3	1
XPENG	2	2	1	3	1	1	3	2
Salesforce	1	2	2	1	3	1	3	2
Porsche	1	3	2	1	3	3	3	3
Hugo Boss	1	3	3	1	3	3	3	3
Decathlon	1	1	2	1	3	1	2	1
Sport Schuster	3	2	1	1	1	1	1	2
Amazon	2	1	1	1	1	1	3	1
Google	2	1	2	1	2	1	3	1
LVMH Luxury	1	3	3	1	2	1	3	3
Deloitte	3	2	2	1	3	3	3	1

Appendix G: Long List with Weighted Scores

Company/Criteria	Criterion 1: Location in/around Munich	Criterion 2: Premium brand/image	Criterion 3: Promotion of young talents	Criterion 4: Willingness to engage in local community	Criterion 5: Similar successful campaigns/ experience	Criterion 6: Relation to golf sport itself	Criterion 7: Amount of financial support (estimations)	Criterion 8: Sponsor- Sponsee Fit regarding strategy of MGC	Sum
Total score of the company									
Siemens	0,15	0,2	0,2	0,15	0,6	0,1	0,4	0,6	2,4
BMW	0,15	0,2	0,2	0,1	0,6	0,3	0,6	0,2	2,35
Traton SE	0,15	0,2	0,1	0,1	0,4	0,1	0,6	0,4	2,05
Knorr Bremse AG	0,15	0,2	0,1	0,05	0,2	0,1	0,4	0,4	1,6
Generali Deutschland AG	0,15	0,2	0,3	0,1	0,6	0,1	0,4	0,4	2,25
ADAC	0,15	0,1	0,1	0,05	0,2	0,1	0,2	0,2	1,1
Munich RE	0,15	0,2	0,3	0,05	0,2	0,1	0,2	0,6	1,8
Audi	0,1	0,2	0,2	0,1	0,6	0,3	0,6	0,4	2,5
NIO	0,1	0,2	0,1	0,05	0,4	0,1	0,6	0,2	1,75
XPENG	0,1	0,2	0,1	0,15	0,2	0,1	0,6	0,4	1,85
Salesforce	0,05	0,2	0,2	0,05	0,6	0,1	0,6	0,4	2,2
Porsche	0,05	0,3	0,2	0,05	0,6	0,3	0,6	0,6	2,7
Hugo Boss	0,05	0,3	0,3	0,05	0,6	0,3	0,6	0,6	2,8
Decathlon	0,05	0,1	0,2	0,05	0,6	0,1	0,4	0,2	1,7
Sport Schuster	0,15	0,2	0,1	0,05	0,2	0,1	0,2	0,4	1,4
Amazon	0,1	0,1	0,1	0,05	0,2	0,1	0,6	0,2	1,45
Google	0,1	0,1	0,2	0,05	0,4	0,1	0,6	0,2	1,75
LVMH Luxury	0,05	0,3	0,3	0,05	0,4	0,1	0,6	0,6	2,4
Deloitte	0,15	0,2	0,2	0,05	0,6	0,3	0,6	0,2	2,3

Appendix H: Roll-out der Strategie für den Münchener Golfclub



MÜNCHENER GOLF CLUB
seit 1910

Roll-out der Strategie für den Münchener Golfclub

Für die Neuausrichtung des Münchener Golfclubs wurde eine Strategie erarbeitet, die zukunftsbestimmenden sozio-ökonomische Trends mit Einfluss auf den Golfsport berücksichtigt, um den Erfolg des Münchener Golfclubs nachhaltig beizubehalten.

Diese gilt es nun mit Hilfe unterschiedlicher Medienkommunikation auszurollen.

Sport Business & Management an der Munich Business School



Das magische Dreieck des Sport Business & Management an der Munich Business School





3

Vision und Mission des Münchener Golfclubs

Vision

Der MGC ist der präferierte Golfclub für passionierte und naturverbundene Golfer, die nach sportlichem Erfolg streben und ihr gesellschaftliches Engagement mit dem Golfsport verbinden.

Mission

Seit seiner Gründung im Jahr 1910 steht der Münchener Golf Club für Tradition, Leidenschaft, Engagement und sportlichen Erfolg.

Er bietet seinen Mitgliedern, Gästen und Partnern ein flexibles Spiel ohne Startzeitenreservierung auf zwei absoluten top Anlagen im Münchener Voralpenland.

Der MGC etabliert Golf als Sport für die ganze Familie, gleichsam für Kinder, Jugendliche, Eltern und Großeltern. Die Jugendarbeit wird dabei großgeschrieben.

4

Golfsport – der MGC steht für Leistungssport beim Golfen

Der MGC schafft optimale Voraussetzungen für den sportlichen Erfolg seiner Golfspieler. Unsere Anlagen bieten vielfältige Trainingsmöglichkeiten zu allen Jahreszeiten, zum Beispiel durch Indoor-Golf und Athletik-Räume. Modernste Technik unterstützt dabei unsere Golfer ihre Leistung zu steigern.

Ambitionierter Golfsport wird bei uns gefördert durch professionelle Trainingsmöglichkeiten mit Pros der höchsten Qualifikation, ein umfassendes Talentscouting und einem leistungsorientierten Kadersystem, das in unterschiedliche Spielstärken gegliedert ist.

Durch eine Kombination aus individuellem Training und Gruppentraining erzielen wir eine kontinuierliche Weiterentwicklung unserer Golfer.

Unsere erfolgreichen MGC Spieler vertreten unseren Club in den führenden Profi-Ligen und werden von renommierten Sponsoren unterstützt. Der sportliche Erfolg des MGC wird durch eine Vielzahl an hochrangigen Titeln widerspiegelt.

Bei uns spielen Mannschaften in allen Altersklassen, beginnend bei Jugendlichen im Alter von 10 Jahren hin zu Senioren mit einem Alter von 70 Jahren.

Durch gemeinsame Erfolgserlebnisse entstehen beim MGC ein ausgeprägter Teamgeist und der besondere Gemeinschaftssinn des MGC.

5

Jugendarbeit – bei der Ausbildung junger Golfer sind wir die Nr. 1

Die Jugendarbeit beim MGC zeichnet sich aus durch einen ganzheitlichen Ansatz aus aktivem Training, Persönlichkeitsentwicklung und spielerischem Lernen. Erweiterte Angebote zum Golf-Training für eine körperliche und geistige Entfaltung der Jugendlichen gehören ebenso zum Konzept, wie die Hinführung zum Golfsport von Bambinis ab 4 Jahren.

Die vorteilhafte Verbindung aus Golfsport und Bildung liegt uns beim MGC am Herzen. Deshalb werden Partnerschaften mit Schulen, Colleges und Universitäten angestrebt, die in Kombination mit dem Golfsport eine Entfaltung der Persönlichkeit ermöglichen. Stipendien und weitere Förderungen sollen dafür auf- und ausgebaut werden.

Der MGC ist als Stützpunkt des Bayerischen Golfverbandes Teil der Bayerischen Sportjugend und verpflichtet sich somit der Sportförderung von jugendlichen Golftalenten. Ziel des MGC ist es, stets Vorbild für die Jugendarbeit im Bundesleistungsstützpunkt für Nachwuchsgolfer zu sein. Der MGC etabliert sich damit als Vorreiter und Meinungsbildner in der Jugendarbeit im Sport – nicht nur im Golfsport.

Darüber hinaus soll Golfen beim MGC als Sport für die ganze Familie etabliert werden, gleichsam für Kinder, Jugendliche, Eltern und Großeltern.

6

Professionalisierung – wir stellen unseren Betrieb professionell auf

Der MGC als wirtschaftlich erfolgreiche Institution stellt sich verstärkt mit einem professionellem Betrieb auf. Ziel ist es dabei, die finanzielle Solidität und Leistungsfähigkeit zu festigen. Dies wird durch eine aktive kaufmännische Führung des Betriebs erreicht, bei dem Kostenmanagement und Ertragssicherung im Vordergrund stehen.

Die Beziehung zu Sponsoren und Geschäftspartnern soll durch dedizierte Corporate Relations gepflegt und ausgebaut werden.

Die Kommunikation und Interaktion des MGC mit seinen Stakeholdern aus Wirtschaft, Gesellschaft und Politik soll ebenso professionalisiert werden, wie die Interaktion mit den Mitgliedern des MGC. Insbesondere die Nutzung von Social Media Kanälen in Kombination mit klassischen Public Relations soll kontinuierlich weiterentwickelt werden.

Weiterhin sollen die Events des MGC über ein spezialisiertes Eventmanagement geplant und betreut werden. Das Wertbeitrag, der sich aus zusätzlichen, zum MGC passenden Events ergibt, soll dabei durch professionelle Services gehoben werden.

7

Digitalisierung – zwischen Digital Detox und digitalem Fortschritt

Der MGC nutzt einerseits den technologischen Fortschritt zur Verbesserung und Weiterentwicklung des Golfsports und bietet andererseits Digital Detox für körperliche und geistige Entspannung durch das Golferlebnis im Grünen.

Der technologische Fortschritt speziell durch Digitalisierung soll beim MGC verstärkt genutzt werden für eine effizientere Gestaltung von Betriebsabläufen, zur Verbesserung und Professionalisierung des Service für Gäste und Mitglieder und zur Trainingsoptimierung für alle Golfspieler, zum Beispiel unter Nutzung der Golf-App CoachNow.

Weiterhin bietet die Digitalisierung in Form von Social Media die Möglichkeit, Inhalte des MGC gezielt zu kommunizieren und das Image des Clubs und des Golfsports zu pflegen.

Digital Detox gehört zur Golfetikette des MGC. Die Fokussierung auf das Golfspiel im Grünen ohne digitale Ablenkung führt zum Abschalten vom hektischen Alltag und damit zu einer tiefen körperlichen und geistigen Entspannung.

8

Mitgliedschaft – für Könner, Talente und MGC Alumni

Der MGC bietet Interessenten und Mitgliedern attraktive und flexible Konditionen zur Mitgliedschaft an, die deren beruflichen Lebenssituationen gerecht werden. Wir streben eine Zielgröße von 20-25 neuen Mitgliedschaften pro Jahr an, um eine stabile Mitgliederbasis aufrecht zu erhalten.

Für Berufstätige mit hohen Mobilitätsanforderungen und zeitlichen Limitierungen sollen zeitlich flexible Verträge angeboten werden, um Mitgliedschaft beim MGC für diese Altersklasse attraktiver zu gestalten. Weiterhin sollen Familienmitgliedschaften und die Übertragbarkeit von Mitgliedschaften an neue Mitglieder überprüft werden, um diese Zielgruppe besser ansprechen zu können.

Zur Gewinnung neuer Mitglieder soll ein professionelles „Member Branding (Clubattraktivität)“ analog eines „Employer Branding (Arbeitgeberattraktivität)“ aufgesetzt werden.

Der MGC will ein Alumni Netzwerk aufbauen und pflegen, um über Kommunikation und Interaktion mit den Alumni des MGC die Verbindung zu ihnen aufrecht zu erhalten und diese zu gegebenem Zeitpunkt zurückzugewinnen.

Weitere Geschäftsmodelle zur Erschließung zusätzlicher Erlösquellen sollen evaluiert werden, z.B. erweitertes Sponsoring, Spenden, Verkauf von Beratungsleistung an andere Clubs - auch anderer Sportarten, Diversifikation durch Nutzung des MGC als Plattform, z.B. bei der Vermittlung von (Golf-)Reisen – Partnerschaften mit Extratours, Versicherungen, Professional Services etc.

9

Werte – Verknüpfung von Tradition und Moderne

Der MGC ist ein fortschrittlicher Golfclub, der Tradition und Moderne verknüpft und die Werte des „Spirit of the Game“ vertritt. Insbesondere Ehrlichkeit, Freundschaft und Fairness sowie das Streben nach Exzellenz unter sportlichen Wettbewerbsbedingungen sind das Werte-Fundament des MGC.

Der beim MGC gelebte Spirit of the Game unterstreicht geschlechterübergreifend und über alle Altersgruppen hinweg die Vielseitigkeit und Einzigartigkeit des Golfsports. Gesundheit und soziale Kompetenz in der Gemeinschaft des MGC werden gefördert.

Der MGC verfolgt den Ansatz, die wettbewerblichen Herausforderungen im Spiel auf dem Golfplatz sportlich zu nehmen und sie in diesem Sinne auch in fairer Art und Weise anzugehen.

Durch die langwährende Beständigkeit des Golfsports sieht sich der MGC verpflichtet, diese Tradition durch moderne und fortschrittliche Ansätze stets weiterzuentwickeln und diese Sportart in die Zukunft zu führen.

Die Überwindung von Krisen durch Solidität gehört in diesem Zusammenhang ebenso dazu, wie der ausgewogene Umgang mit hoher Nachfrage in Boom-Zeiten.

10

Gemeinschaft – Homebase und Netzwerk zugleich

Der MGC ist eine Home Base zur Pflege von Netzwerken für Menschen, die die Werte Ehrlichkeit, Freundschaft, Fairness und Toleranz in einer sportlichen Haltung verkörpern.

Der MGC pflegt die Zusammengehörigkeit und eine aktive Clubkultur durch einen vertrauensvollen Umgang miteinander, in dem sich die Mitglieder gegenseitig unterstützen, sowohl in der Freizeit als auch im Berufsleben.

Das Netzwerk des MGC ist geprägt von gegenseitigem Vertrauen, einem hohen Grad an geschützter Privatsphäre und generationenübergreifender Diversität. Jung und Alt pflegen Freundschaft und Gemeinschaftssinn des MGC über Altersgrenzen hinweg, auch über den Golfsport hinaus durch gesellschaftliche Aktivitäten wie Konzertveranstaltungen und kulturelle Events.

Der MGC sorgt grundsätzlich für eine herzliche Aufnahme von Golfeinsteigern, neuen Mitgliedern und Gästen. Damit herrscht beim MGC eine einmalige Willkommenskultur.

Die Zugehörigkeit zum MGC führt zu einer Identifikation der Mannschaftsspieler mit dem normalen Hobbyspieler und umgekehrt, was als vitales Clubleben mit gegenseitigem Respekt wahrgenommen wird.

Gemeinschaft heißt auch Mitglied zu bleiben, wenn berufsbedingt vorübergehend oder altersbedingt weniger gespielt wird.

11

Nachhaltigkeit – eine Symbiose aus Natur und Golfsport

Der MGC ist Vorreiter für Nachhaltigkeit beim Golfen. Er widmet sich der Symbiose aus Natur und Golfsport, in dem er Naturverbundenheit als Wohlfühlfaktor erkennt und damit Gesundheit und Naturschutz als wichtige Teile seines Selbstverständnisses definiert.

Beim MGC wird in diesem Zusammenhang Golf als Bewegungssport angesehen, der die Menschen körperlich und geistig fit und gesund hält.

Als Beitrag zum Naturschutz erarbeitet der MGC ein Umweltkonzept, das Golfsport mit einer verantwortungsvollen Nutzung von natürlichen Ressourcen verbindet. Dieses wird Schritt für Schritt umgesetzt und öffentlichkeitswirksam kommuniziert. Es beinhaltet das Streben nach belegbarer CO₂ Neutralität und hat den Artenschutz als Ziel.

Konkrete Maßnahmen dazu sind die Bereitstellung von Stromtankstellen für E-Fahrzeuge sowie eine natürliche und nachhaltige Golfplatzpflege mit einer unabhängigen Wasserversorgung, die durch einen in die Landschaft eingebetteten Sees als Wasserspeicher sichergestellt wird.

12

Infrastruktur – Sport Facility, Club House und Business Lounge

Die Infrastruktur des MGC bietet seinen Mitgliedern und Gästen ein Angebot an Sporteinrichtungen, Gastronomie und Office Ausstattung auf höchstem Niveau.

Die Sporteinrichtungen sollen neben den Außen-Golfanlagen zusätzliche Angebote für sportliche Aktivitäten umfassen, wie eine Indoor-Anlage, einen Athletikraum, Schwimmmöglichkeiten im See sowie Partnerschaften mit Vereinen anderer Sportarten wie Tennis, Reiten etc.

Die Gastronomie für das Club House und die Business Lounge sind auf höchstem Niveau und schaffen eine angenehme Atmosphäre für unterschiedliche Zwecke, von der Office Ausstattung für Geschäftsleute über Lernräume für Schüler bis hin zu Räumen mit Flair für unterschiedlichste Feierlichkeiten. Eine weitere Ausbaustufe mit Übernachtungsmöglichkeiten ist angedacht.

Die Erreichbarkeit des MGC soll durch eine gute ÖPNV Anbindung, ausreichend Parkplätze mit E-Lademöglichkeiten und Shuttle Services verbessert werden.

13

Golfanlagen – das Herzstück des MGC

Die Golfanlagen des MGC sind das Herzstück des MGC, sie bieten ein attraktives Spielangebot für Freizeit- und Leistungsgolf auf hochprofessionell gepflegten Plätzen.

Die Qualität der Plätze sticht durch eine mit der Natur in Einklang stehende Platzpflege hervor und hebt sich im direkten Vergleich zur Konkurrenz deutlich ab. Die Erhöhung der Nachhaltigkeit der Golfanlagen steht dabei im Mittelpunkt.

Die Golfanlagen sind aufgrund ihrer Lage in unmittelbarer Nähe zu München und eingebettet in das Voralpenland hoch attraktiv. Das umfangreiche Angebot auf den drei 9-Lochanlagen in Straßlach mit einzigartigem Ausblick auf das Alpenpanorama und einer 9-Lochanlage in Thalkirchen macht das Golfspiel äußerst abwechslungsreich. Besondere Landschaftsszenen bei Spielsituationen mit landschaftlichen Highlights – auch rund um das Club House – heben die Attraktivität der Plätze hervor. Das Konzept des Half Way Hauses ist dabei ebenso eine Besonderheit, wie die ausgezeichnete Wegführung über die Anlagen.

Darüber hinaus bestehen vielseitige Trainings- und Übungsmöglichkeiten auf einem Kurzspielplatz und auf dem großen Trainingsareal mit Wegge-oDrom. Das professionelle Fittingstudio rundet die erstklassige Golfanlage des MGC ab.

14

Priorisierung der 10 Strategischen Handlungsfelder des MGC

Strategisches Handlungsfeld	Aktuelle Wettbewerbsposition	Differenzierungs-möglichkeiten	Handlungspriorität dringlich / wichtig
Golfsport	●	●	◐
Jugendarbeit	●	●	◐
Professionalisierung	◐	◐	◐
Digitalisierung	◐	◐	◐
Mitgliedschaft	◐	◐	●
Werte	◐	◐	◐
Gemeinschaft	◐	◐	◐
Nachhaltigkeit	◐	◐	●
Infrastruktur	◐	◐	◐
Golfanlage	◐	●	●

Appendix I: MGC Sponsoring: Your Communication Forum



IHRE VORTEILE

FROM COMMUNICATION TO BUSINESS

IMAGE

Der Image - Transfer erhöht die positive Wahrnehmung Ihres Unternehmens.

KUNDENBINDUNG

Bauen Sie sich durch den MGC eine langfristige und exklusive Kundenstruktur auf.

NEUKUNDENGEWINNUNG

Wir bieten ideale Voraussetzungen, neue Kunden-Gruppen zu erschließen.

POSITIONIERUNG

Sie positionieren sich im Spitzensport und im Segment der Premium Golf Clubs.

PRODUKTPLATZIERUNG

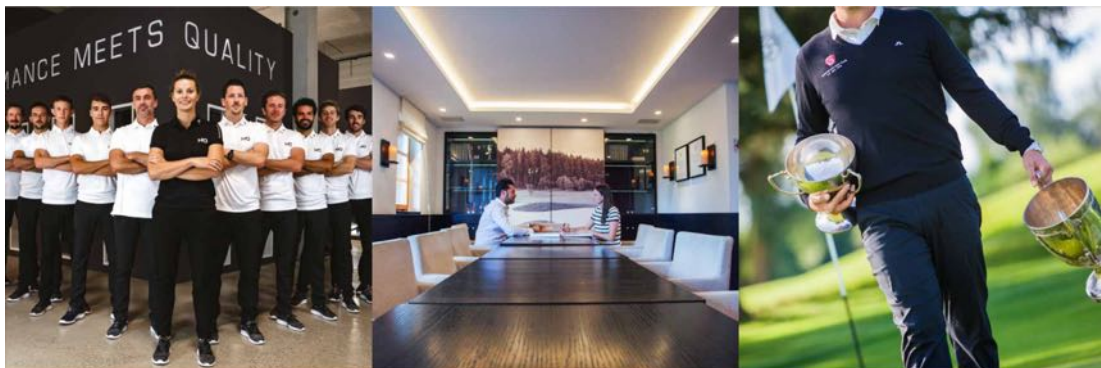
Ob online, bei Turnieren oder anderen Events - bewerben Sie Ihr Produkt über verschiedene Kanäle im MGC.

NEUE ZIELGRUPPEN

Nutzen Sie unsere exklusive Mitgliederstruktur für Ihre Positionierung und die Steigerung des Bekanntheitsgrades Ihres Unternehmens.

INDIVIDUELLE LEISTUNG

Im persönlichen Gespräch schneiden wir ein Paket auf Ihre Markenstrategie zu.



KOMMUNIKATION – PORTFOLIO

KOMMUNIKATION - EIN SCHLÜSSEL FÜR IHREN GESCHÄFTSERFOLG

BUSINESS FORUM

Sprechen Sie Ihre Zielgruppe direkt an: Gewinnen Sie neue Kunden mit hohem Qualitätsanspruch.

NETZWERK

Der Münchener Golf Club bietet Ihnen eine exklusive Plattform für Veranstaltungen, Seminare und Geschäftstermine.



INTEGRATION INS CLUBLEBEN

KOMMUNIKATION DURCH PRÄSENTATION

INDIVIDUELLER FIRMAAUFTRIFF

Ob in unseren Clubhäusern, auf dem Golfplatz, auf der Driving Range oder bei Turnieren und Veranstaltungen: wir bieten zahlreiche, individuelle Präsentationsmöglichkeiten für Ihre direkte Zielgruppenansprache.

CLUBKOMMUNIKATION

Wir integrieren Ihr Unternehmen in unsere interne und externe Clubkommunikation, zum Beispiel auf unserer Homepage, durch Advertorials im Newsletter und Anzeigen in der Clubzeitschrift sowie Präsenz auf unseren Social Media Kanälen.



KOMMUNIKATION & EVENTS

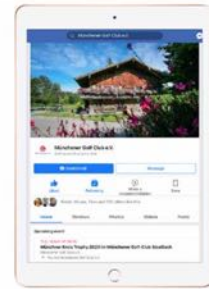
VERANSTALTUNGEN - EIN BAUSTEIN IHRER KOMMUNIKATION

TURNIERSPONSOR

Über 150 Turniere finden jährlich im MGC statt. Als Turniersponsor bieten sich vielfältige Möglichkeiten, Ihr Unternehmen vorzustellen und zu präsentieren.

BUNDESLIGA TEAMSPONSOR

Als offizieller Teamsponsor ermöglichen wir Ihnen eine Platzierung in unseren Kommunikationskanälen der nationalen höchsten Spielklassen.



DIGITALE KOMMUNIKATION

DER MEDIALE AUFTRITT DES MGC



Auf unserer Homepage finden Gäste und Mitglieder Informationen zu den Plätzen, der Gastronomie sowie zu aktuellen Nachrichten. Mit dem clubinternen Newsletter erreichen wir mit bis zu 45 Ausgaben im Jahr über 2.500 Abonnenten. Das bedeutet, dass auch Sie diese Kommunikationskanäle nutzen können und ohne Streufaktor gezielt Ihre Zielgruppe ansprechen können.



PRINT KOMMUNIKATION

DIE CLUBZEITSCHRIFT DES MGC



Mit seiner hochwertigen Clubzeitschrift bietet der MGC den Mitgliedern und Gästen die Möglichkeit, sich über das umfangreiche Clubleben, die sportlichen Erfolge und weitere Themen wie Reisen, Gastronomie, Mode und Golftipps zu informieren.

Unsere Sponsoren und Partnern wird hiermit eine ideale Kommunikationsplattform geboten, um interessante und exklusive Angebote zu bewerben oder klassische Print-Anzeigen zu schalten.



KOMMUNIKATION – BAUSTEINE

Homepage des MGC	Platzierung Logo, Einbindung auf Partner-Unterseite	300.000 Aufrufe/Jahr
Wöchentlicher Newsletter	Platzierung Logo, Einbindung in aktuelle Nachrichten, Advertorial	2.500 Abonnenten, 45 Ausgaben/Jahr
E-Mail Signatur	Platzierung Logo	ca. 250.000 E-Mails/Jahr
Sponsortafel Clubhaus/Golfplatz	Platzierung Logo	ganzjährig
Scorekarten für Turniere	Platzierung Logo, Anzeige	Auflage: bis zu 10.000
Scorekarten für Tagesrunden	Platzierung Logo, Anzeige	Auflage: bis zu 4.000
Club-Zeitschrift	Anzeige, Advertorial	Auflage: 2x jährlich 2.500
Birdie Book	Anzeige	Auflage: 1x jährlich 5.000
Turnierkalender	Anzeige	Auflage: 1x jährlich 2.500
Broschüre Münchener Golfwoche	Anzeige	Auflage: 1x jährlich 2.500
Münchener Golfwoche	Ausstellerfläche, Sponsoring (Ausstattung, Give-Aways, Preise)	1x im Jahr
Golfturnier	Ausstellerfläche, Sponsoring (Ausstattung, Give-Aways, Preise), Invitational	150 Turniere/Jahr
Clubhäuser / Platz	Produktpräsentation, Veranstaltungen, Werbeflächen	ganzjährig
Driving Range	Werbeflächen	ganzjährig
Golfcarts	Platzierung Logo, Werbefläche	14 Carts, ganzjährig



DER MGC IM ÜBERBLICK

DER MÜNCHENER GOLF CLUB E.V.

Seit seiner Gründung im Jahr 1910 steht der Münchener Golf Club für Tradition, Leidenschaft, Engagement und sportlichen Erfolg.

Er gehört zu den traditionsreichsten und renommiertesten Golf Clubs in Deutschland. Seit über 100 Jahren verbinden sich dort die Kernwerte des Golfsportes mit den Werten der Vereinsmitglieder.



ZWEI OASEN

UNSERE GOLFFANLAGEN STRASSLACH & THALKIRCHEN



Golf ist eine der vielseitigsten und abwechslungsreichsten Sportarten. Es ist eine perfekte Kombination aus Spielvergnügen, Natur, Erholung, Technik sowie physischer und mentaler Herausforderung.

Die Oase gleich ums Eck: Auf zwei Anlagen im Raum München genießen unsere Mitglieder, Gäste und Partner ein flexibles Spiel ohne Startzeitenreservierung.



STRASSLACH

DER PLATZ IM MÜNCHENER SÜDEN



GANZ NAH
In nur 30 Minuten
vom Stadtzentrum
zu erreichen

Die 27-Loch-Golfanlage in Strasslach im Stil eines Parkland Courses bietet mit drei 9-Loch-Schleifen Spielern jeder Stärke die passende Herausforderung. Seine langen und offenen Fairways sind in die typisch oberbayerische Kulturlandschaft eingebettet. Eine schöne Besonderheit des Platzes: der alte Baumbestand, der seit Jahrzehnten liebevoll gepflegt und in Stand gehalten wird.



3 X 9 LOCH
bieten Spielvergnügen
mit Variation



THALKIRCHEN

DER PLATZ IM HERZEN DER STADT

AFTER WORK
Besonders beliebt im
Sommer für After-
Work-Turniere

Diese 9-Loch Anlage in unmittelbarer Stadtnähe ist für Münchens Golfer die nächstgelegene grüne Golfoase. Nur unweit des Tierpark Hellabrunn am westlichen Ufer der Isar gelegen, wird hier schon seit 1951 Golf gespielt. Ideal für Golfer, die mit geringem Zeitaufwand eine entspannte Runde spielen wollen. Die nicht langen, aber durch den schönen alten Baumbestand eher engen Spielbahnen erfordern ein präzises Spiel.

FAMILIÄR
Dank kompakter
Anlage & aktivem
Clubleben



UNSERE MITGLIEDER

2.400 AKTIVE UND ENGAGIERTE MITGLIEDER

Der Münchener Golf Club bietet ein exklusives Klientel an Mitgliedern, die sich mit Leidenschaft dem Sport, aber auch dem Miteinander im Verein widmen. Unsere Mitglieder sind u.a. Entscheidungsträger nationaler und internationaler Großkonzerne, Vertreter der Finanz- und Medienbranche, mittelständische Unternehmer, Ärzte, Rechtsanwälte, Unternehmens- und Steuerberater.



MITEINANDER

UNSER VIELSEITIGES CLUBLEBEN

150
Veranstaltungen
& Turniere
im Jahr

Jährlich findet eine Vielzahl von Charity Turnieren sowie Kulturveranstaltungen im Münchener Golf Club statt. Dabei engagieren sich unsere Mitglieder zum Beispiel bei den Themen Inklusion, Jugendförderung und Golf & Natur. Beste Voraussetzungen für Ihre Positionierung bietet die hohe Frequenz von Turnieren und Veranstaltungen, die auch außerhalb der Saison stattfinden.

5.000
Turnierteilnehmer
im Jahr



SPORT

AUF ERFOLGSKURS*

TALENT
Der MGC fördert
gezielt seine
Talente

Es spielen jeweils zwei Mannschaften - Damen und Herren - in der ersten Bundesliga und in der Regionalliga. Außerdem spielen jeweils zwei Mannschaften - Damen und Herren - der AK 30 und der AK 50 in der höchsten deutschen Spielklasse. Bei den Bayerischen Meisterschaften wurden in fast allen Kadern des Jugend- und des Erwachsenen-Golfsports Titel sowohl im Einzel- als auch im Mannschaftsbereich gewonnen.

NACHWUCHS
Der MGC betreut
ca. 320 Kinder und
Jugendliche

*Stand 2022



QUALITÄT

UNSER VIELFÄLTIGES ENGAGEMENT



Unsere Talentförderung wurde beim Qualitätsmanagement für Jugend des DGV und dem Grünen Band der Commerzbank für vorbildliche Förderung ausgezeichnet. Darüber hinaus ist es uns sehr wichtig, auch Menschen mit Behinderung den Golfsport zu ermöglichen. Unser jährliches Inklusionsturnier erfreut sich äußerster Beliebtheit und wurde mit dem Inklusionspreis gewürdigt. Ein weiterer Schwerpunkt liegt in der umweltbewussten Betriebsführung. Hier konnten wir zum zweiten Mal den Gold-Status des Qualitätsmanagement-Programms Golf & Natur erreichen.



GASTRONOMIE

GENUSS & AMBIENTE



Unsere Clubhäuser sind ein beliebter Treffpunkt für unsere Mitglieder und die perfekten Locations für Firmenevents und Sponsoren-Veranstaltungen. In traumhafter Lage mit herrlichem Blick über den Golfplatz bildet das Clubhaus Straßlach mit einer anspruchsvollen Gastronomie den gesellschaftlichen und kulinarischen Mittelpunkt eines jeden Golfjahres und Events. In Thalkirchen laden eine großzügige Terrasse mit Blick auf Tee 1 und ein lichtdurchflutetes Interieur zum Verweilen ein. Beide Lokalitäten bieten moderne Küche mit erstklassiger Qualität.





IHRE VORTEILE EINER KOOPERATION

DER MGC ALS BAUSTEIN IHRER KOMMUNIKATIONSPLATTFORM

IMAGE	KUNDENBINDUNG	NEUKUNDENGEWINNUNG
POSITIONIERUNG	PRODUKTPLATZIERUNG	NEUE ZIELGRUPPEN

Zusammen arbeiten und zusammen gewinnen.
Wir erarbeiten gemeinsam ein individuelles Angebot nach Maß.



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Unsere aktuellen Partner & Sponsoren

