

**THE EFFECTIVENESS OF TENNIS EVENTS SPONSORSHIP:
MILLENNIUM ESTORIL OPEN**

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Project submitted as partial requirement for the conferral of

Master in Marketing

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September 2017

I. Acknowledgments

First and foremost, I want to thank everyone involved, for their contributions, including all the respondents of my survey.

For the guidance and important insights, I would like to acknowledge my supervisor Professor Isabel Sequeira. Her advice and support were really important to achieve this result. Then I also would like to express my gratitude to my godmother, who gave me the opportunity to meet with Mr. Paulo Santos Silva, the Institutional Communication Director of Millennium BCP, that dedicated some of his valuable time to provide fundamental insights and information about the Millennium BCP's sponsorship.

Finally, I am also grateful to my family for giving me the opportunity to complete this degree, for all the unconditional support they gave me, and for their patience and equally important a special thanks to Anastasiya Tkachenko that contributed in many different ways to help me to accomplish my goals on this project.

II. Abstract

The increased value of sponsorship made more important than ever to assess its effectiveness, results, and impacts. Millennium BCP is no exception and after a three-year contract with Estoril Open, to be the main sponsor of the event, needed to be sure how effective this strategy is being.

The current study aims to perform an evaluation of the Millennium BCP's sponsorship on Estoril Open, based on the objectives that Millennium BCP decided to achieve at the beginning of this agreement, as well the target that they wanted to reach.

This project starts with an extensive study of relevant literature, which makes possible to better understand the achieved results and how sponsorship evaluation works. Sponsorship market value and some figures about its current situation are also exhibited.

The research revealed promising results for Millennium BCP. First of all, the reached target met the expectations of Millennium BCP, who defined a tennis community composed of tennis fans that also make part of a *Prestige* segment, in the Portuguese market. Then the recognition of Millennium BCP was very high, the brand image communicated is still a point to review and the most of the respondents indicated positive attitudes towards the sponsoring brand of Estoril Open. Additionally, preference levels are still increasing after three years of this strategy.

These results lead to the outcome of an effective sponsorship suggesting a contract renewal for the next years of the event.

Keywords: Marketing; Sports Marketing; Sponsorship; Effectiveness Measurement

JEL: M37

III. Resumo

O aumento do valor do patrocínio tornou mais importante do que nunca a avaliação da sua eficácia, resultados e impactos. O Millennium BCP não é uma exceção e, após um contrato de três anos com o Estoril Open para ser o principal patrocinador do evento, precisava de esclarecer a eficácia desta estratégia.

O presente estudo teve como objetivo realizar uma avaliação do patrocínio do Millennium BCP, no Estoril Open, com base nos objetivos que o Millennium BCP decidiu alcançar bem como no segmento de mercado para quem queria comunicar.

Este projeto inicia-se com um extenso estudo de literatura relevante, que possibilita uma melhor compreensão dos resultados obtidos e uma avaliação do modo com funciona o patrocínio. São ainda apresentados o valor de mercado do patrocínio e alguns dados da sua situação atual.

A pesquisa, revelou resultados promissores para o Millennium BCP. Em primeiro lugar, o segmento do mercado que queriam alcançar, atingiu as expectativas do Millennium BCP. Millennium BCP que definiu a comunidade de ténis, composta por fãs de ténis que também fazem parte de um *Prestige target*, no mercado português. Em seguida, a marca Millennium BCP obteve um reconhecimento alto, a imagem da marca comunicada ainda é um ponto a ser revisto e a maioria dos entrevistados demonstrou uma atitude positiva em relação ao patrocinador do Estoril Open. Além disso, os níveis de preferência continuam a aumentar após três anos desta estratégia.

Destes resultados concluiu-se que o patrocínio foi eficaz, sugerindo-se assim, a renovação do contrato para os próximos anos do evento.

Palavras-chave: Marketing; Marketing Desportivo; Patrocínio; Avaliação Eficaz

JEL: M37

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VII. Executive Summary

O presente estudo teve como objetivo realizar uma avaliação do patrocínio do Millennium BCP, no Estoril Open, com base nos objetivos que o Millennium BCP decidiu alcançar, bem como no segmento de mercado para quem queria comunicar, percebendo assim quão eficaz esta estratégia foi. Para tal, este estudo também analisa alguns aspetos da comunicação da marca relacionados com este evento, as atitudes dos inquiridos à marca patrocinadora e os níveis de preferência do Millennium BCP após o patrocínio em questão.

O Millennium Estoril Open, maior evento de ténis a nível nacional e incluído no circuito mundial profissional de ténis, iniciou-se em 2015, e com ele iniciou-se também o patrocínio do Millennium BCP, que acabou por ser um dos grandes impulsionadores do evento, que de facto sem ele não teria avançado. O Estoril Open decorre em Portugal já há bastantes anos, mas após uma quebra financeira da antiga organização do evento, surgiu o Millennium BCP e um conjunto de investidores que fizeram o evento acontecer. Assim, após os três anos de contrato do patrocínio, surge a necessidade de fazer uma avaliação dos seus resultados e impactos. Para além disso, o aumento do valor do patrocínio como uma importante ferramenta de marketing implica também a sua avaliação, para uma melhor perceção do seu valor e para futuras questões de alocação de custos. De referir, que o investimento em patrocínios desportivos representa cerca de 70% do investimento realizado em patrocínios. Em particular, no ténis foram estimados investimentos de cerca de 801 milhões de euros para 2016.

O target definido pelo Millennium BCP para esta comunicação foi o segmento *Prestige*, bem como os fans de ténis que também se poderão incluir na definição anterior. Este target é descrito como um jovem adulto, com o rendimento mensal elevado e com um nível de educação também alto.

Numa primeira fase deste projeto foi reunida literatura relevante para o tema e subtemas de interesse, sendo o maior foco no patrocínio, os objetivos e os fatores influenciadores do mesmo e como se avalia este tipo de estratégia de marketing. De seguida, com base na investigação teórica efetuada bem como em todos os conselhos e informações facultadas pelo Millennium BCP, foi elaborado um questionário que visou apurar o perfil dos fans e interessados em ténis, investigando também os níveis de

reconhecimento e de preferência do Millennium BCP. Para além disso, os respondentes deram também a sua opinião face aos valores transmitidos pelo patrocinador do Estoril Open e quais as suas atitudes relativamente ao patrocínio neste evento (a opinião foi medida através de uma escala de 5 pontos).

O questionário foi apresentado a vários visitantes de dois eventos de ténis: Road to Millennium Estoril Open 2017 e o próprio Millennium Estoril Open. Posteriormente, o questionário foi divulgado via online num grupo privado de uma rede social (Facebook), constituído por fans de ténis. Obtiveram-se assim 331 repostas válidas, tendo se usado o método de conveniência como método de amostragem. A amostra foi composta maioritariamente por jovens adultos, pertencentes a classes sociais mais elevadas.

Os resultados obtidos revelam em primeira instancia que os fans de ténis, têm um perfil que vai de acordo ao segmento de mercado escolhido pelo Millennium BCP, para o qual iria comunicar através do patrocínio neste evento. A pesquisa revela também que o Millennium BCP obteve um alto nível de reconhecimento, tendo os entrevistados a capacidade de identificar o Millennium BCP como o principal patrocinador do Estoril Open. Os entrevistados também demonstraram atitudes positivas face ao patrocinador do evento, mostrando se recetivas no futuro a consumir serviços e/ou produtos do patrocinador, mas ainda assim, foram encontradas algumas limitações na transmissão de valores da marca, não sendo esta estratégia totalmente eficaz na associação da imagem definida pelo Millennium BCP. Estas deduções vão de acordo com vários pressupostos gerais apresentados na revisão de literatura, que indicam por exemplo que altos níveis de reconhecimento levam a efeitos positivos ao nível das atitudes, envolvimento e preferência. Adicionalmente foi revisto que, consumidores mais envolvidos relacionam-se a nível mais profundo com o desporto (neste caso no ténis), e as suas atitudes para com o patrocinador são bons indicativos desta mesma assunção. Por sua vez, os níveis de preferência do Millennium BCP continuam a subir, apesar de um ligeiro decréscimo ao nível do seu crescimento, quando comparado com anos anteriores.

Estes resultados são encorajadores, para o Millennium BCP, que vê assim, de uma forma geral um resultado eficaz do seu patrocínio num evento desportivo, onde aumentam também os seus visitantes, pessoas interessadas e transmissões televisas. Sendo estes resultados positivos e na grande maioria, consistentes ao longo dos três anos de patrocínio, é aconselhado ao Millennium BCP que renove o contrato e continue a

patrocinar o Estoril Open, havendo ainda espaço para melhorar a eficácia de alguns objetivos e potencial para explorar novas metas.

1. Introduction

1.1 Definition of the context of the issue

Companies are using Marketing Communications to persuade customers about their brands (Kotler & Keller, 2012) and sponsorship is one of the most used elements and that are representing huge amounts of Marketing budgets. Besides, the majority of these type of investment is being taken on sports properties. Moreover, sponsorships can be promoted through various mediums, depending on the brand or product that are being communicated, and is also tailored to suit the consumer segment that is being targeted. (O'Reilly & Madill, 2011; Bennett et al., 2006)

The sponsorship evolution showed how important is to evaluate the investment done, track results and to be able to allocate budgets more effectively. Although, several practitioners have argued for improved approaches to sponsorship evaluation since the literature and metrics for evaluation actions are few. (O'Reilly & Madill, 2011; O'Reilly & Huybers, 2015; Meenaghan, 2013)

Millennium BCP, following its diversified strategy for sponsorship, decided to sponsor the major tennis event hold in Portugal, Estoril Open. This option was essential, not only for Millennium BCP communication strategy but also for the event's organization since it was not to happen due financial reasons. Millennium BCP agreed on a three-year contract, in 2015, with Estoril Open and became the Title Sponsor of nowadays event Millennium Estoril Open. Thus, after three years of collaboration and communication inside and outside the event, emerged the need to evaluate if the defined objectives were achieved and if it is worthy to renew the contract for the following years.

1.2 Research Goal

The scope of this project is to evaluate the Millennium BCP's sponsorship on Estoril Open, based on the objectives that Millennium BCP decided to achieve at the beginning of this agreement. It is intended to state if the sponsorship was effective or not and if it has potential to achieve new/non-achieved objectives in the future.

“Since sponsorship has become an important marketing communication tool it is vital to continually assess its effectiveness through empirical analysis”

Bennet, Cunningham and Des, 2006

2. Literature Review

2.1 Sponsorship

Marketing Communications are the ways of companies to “inform, persuade, incite and remind customers directly or indirectly, about the products and brands they sell” (Kotler & Keller, 2012). Moreover, Marketing Communications represent the voice of the company, producing a mean by which the company can start a dialogue and build relationships with consumers. Besides, marketing communications allow companies to link their brands to other people, places, events, brands, experiences, feelings, and things. Marketing communications have been developing and being more invasive (to consumers) than ever. In this communication situation, even though advertising is still the most used element, it is not the only one, there are other communication tools that managers use to achieve their objectives easily. The communication tools identified by Lendrevie et al. (2010) and Kotler and Keller (2012) are briefly explained below.

Advertising – A paid form of nonpersonal promotion, to reach wide target segments. Usually, advertising occurs via print media (newspapers and magazines), broadcast media (radio and television), network media (telephone, etc.), electronic media (web page, videotape, etc.), and display media (billboards, etc.). This tool, separately, produce medium or long terms effects.

Promotion – A sort of short-term incentives to attract customers and lead to a product purchase or trial, usually include promotions, such as samples, coupons, and gifts. It is also used as a way to clear any unsold stock.

Sponsorship and Patronage – Company sponsored activities and programs designed to create a special bran-related interaction with consumers where the focus is usually the institutional communication. The sponsored activities usually include arts, entertainment, causes, and sports. These variables produce medium or long-term effects.

Public Relations – A variety of activities vastly used internally to employees of the organization. It is also used externally to other stakeholders to promote or protect a company’s image or its product communications.

Direct Marketing – Direct communication via email, telephone or internet with specific customers or prospects. This variable not only transmits information to the market but also allows to receive its feedback.

Merchandising – This variable is considered a communication variable because of its seduction side, i.e., the ‘provocative’ disposal of products in the stores is a form of communication. The effects are produced in the point of purchase and in short-term period.

Online – Online communication activities designed to engage customers, prospects and raise awareness, improve image and influence purchase actions. Some of the tools used here are websites, search marketing (SEO), podcasting, virtual worlds and social media.

Sales Force – It is a complete variable since it allows a permanently adaptation of the communication agent to the interlocutor. It is also considered a face to face interaction with the purpose of show products, make presentations and clarify doubts.

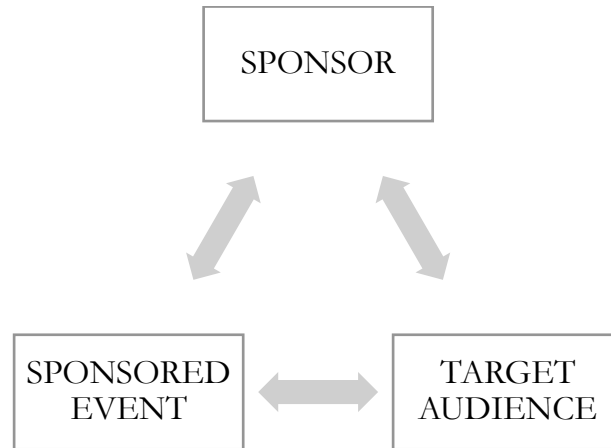
Of these elements, sponsorship is the communication tool that is relevant for this research, so the following sector of this chapter will deeply explain what sponsorship is and how it works. Then sports sponsorship is presented to better contextualize the researched sponsorship situation, and after that sponsorship objectives, sponsorship influencers and how sponsorship can be evaluated are also described.

Sponsorship has usually been defined as an “investment, in cash or kind, in an activity, in return for access to the exploitable commercial potential associated with that activity” (Meenaghan, 1991, cited by O’Reilly & Horning, 2013). Although the literature on sponsorship evolved, and some essential elements and more modern definitions have aroused.

O’Reilly and Huybers (2015) define sponsorship as a promotional activity that provides a straight connection among the sponsor’s offering (products and services) and its target market through a contract with the sponsored property, where sponsorship attempts to communicate this connection. This connection aims to influence the audience (O’Reilly & Madill, 2011). While, Radicchi (2014) defines sponsorship as any arrangement by which an individual or an organization (the sponsor) invests in an entity (the sponsee) by giving funds, goods, services or know-how, meaning that this investment can be in cash or in-kind. Thus, sponsorship will provide a meaningful tool to gain brand visibility, showcase products, services, and increase sales.

In accordance to Radicchi (2014) and Lendrevie et al. (2010), sponsorship is described by the involvement of three dimensions. The sponsor, the sponsored event or entity, and the target audience.

Figure 1 - Sponsorship Triangle



Source: Adapted from Publicitor (2010)

- The sponsor provides financial support, equipment or know-how and should have a clear marketing strategy, which is its target market, positioning, and communication objectives to achieve.
- The sponsored event or entity will give for instance notoriety and awareness for the sponsor. Besides, the sponsor should understand the risks and benefits of associating with such event.
- The target audience, are the people that are identified and assist to the event and are as well, a potential target that was segmented in the marketing strategy of the sponsor.

It is important that the three dimensions have some coherence, in order to have more probability of having a successful sponsorship. (Lendrevie et al., 2010)

Sponsorship is in the basis of “the acquisition of rights to affiliate or directly associate with a product or event for the purpose of deriving benefits related to that affiliation or association.” (Mullin, Hardy, & Sutton, 2000 cited by Radicchi, 2014)

Sponsorship also provides advantages of image transfer, in a sense, that both sponsors and sponsees bring their image values, that can be transferred to the consumers, through the associations that came from the sponsorship, since both of them have the opportunity

to produce activation activities using several marketing communications strategies in order to communicate the sponsorship. (O'Reilly & Madill, 2011)

For the sponsoring organizations, sponsorship it is the way to differentiate from its competitors (O'Reilly & Madill, 2011) offering a sustainable competitive advantage (O'Reilly & Horning, 2013) and makes solid contributions to general elements of brand equity such as brand awareness and if well communicated is a convincing mean that can add financial value to a brand. (O'Reilly & Horning, 2013)

Furthermore, consumers view sponsorship (a) as favorable, (b) as a more human and caring strategy and (c) as a subtle way of communication with the ability to create long-term image- related benefits. (O'Reilly & Horning, 2013)

2.2 Sport Sponsorship

Sports Sponsorship can be found since the first days of sports, where the entrepreneurs were mainly making investments in their favorite teams, in order to gain personal promotion within the society or raise awareness of their companies. There was no strategy or planning. Therefore, Sports Sponsorship has developed into a major global industry. (Radicchi, 2014) Sponsorship nowadays is an activity that organizations should engage in order to exchange value, satisfy an extensive range of entertainment needs, to have an important strategic alliance (Mcalister et al., 2012) and reach wide targets instead of a simple traditional exposure of a logo, for instance. (Radicchi, 2014)

Radicchi (2014) considers sports sponsorship, as a marketing tool, more precisely as a form of advertising through sport, and therefore different from the traditional one. Since, sports are an attractive content for sponsorship, because it is present in people's lives, it frequently targets audiences on an emotional level, and it relies on the affective relationship between the sponsorship's target and the sponsored entity. So, when there is an association with a sport, high levels of emotion are involved. Furthermore, companies that can make a link between their products to a popular event, aim to transfer connotations from the sponsored entity to their own brand.

Additionally, sports sponsorship often reaches people in their leisure time, when they are more receptive and devoted to the sports event. (Sneath, Finney & Ckise, 2005 cited by Radicchi, 2014) Thus, sponsorship plays a crucial role in the marketing strategy of a company because it is a more intrusive tool for the sponsor's brand and products, making

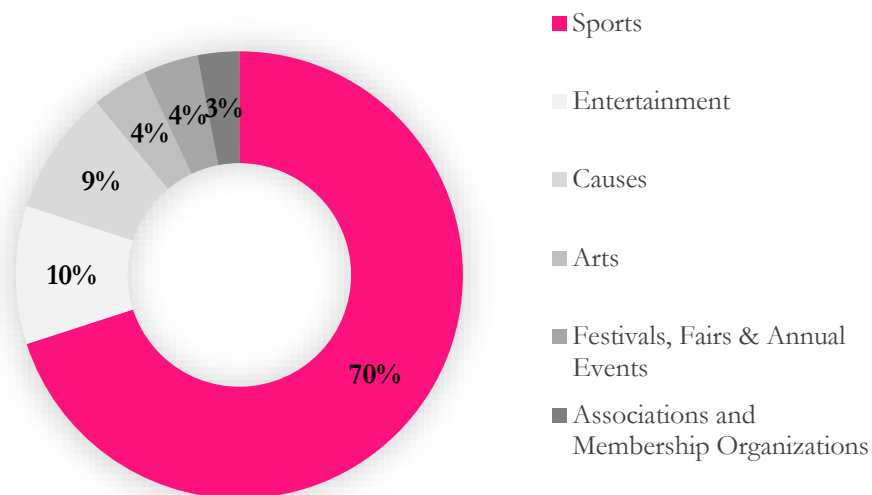
it possible to achieve a broad range of objectives at the same time. (Macdougall et al., 2014)

Sport communicates principles as dynamism, strength, and youth, creating passion and engagement in the target audience, and bringing a voluntary association with the sponsor, (Radicchi, 2014) and enables managers to address new target audiences for develop their brands and augment corporate images.

The globalization of sporting events, teams and sport's importance to an evolving universal culture, are mentioned as reasons why sports sponsorship is a key communication tool for international and global brands, where marketers look for communications with transversal messages. (Garland et al., 2008)

As stated before, in the past few decades, investments made by companies in sponsorship has been increasing consistently, developing what nowadays is seen as a global industry. In particular, sport is the sector where companies are investing more and attracting the largest amount of organizations sponsorship money (Wang & Kaplanidou, 2013) accounting for 70 percent of the share of the total market (Figure. 2) (IEG, 2016), slightly the same as previous years. For instance, Sports sponsorship spending in 2016, in the United States of America are estimated to be close to \$15,74 billion.

Figure 2- Sponsorship Investment Sectors

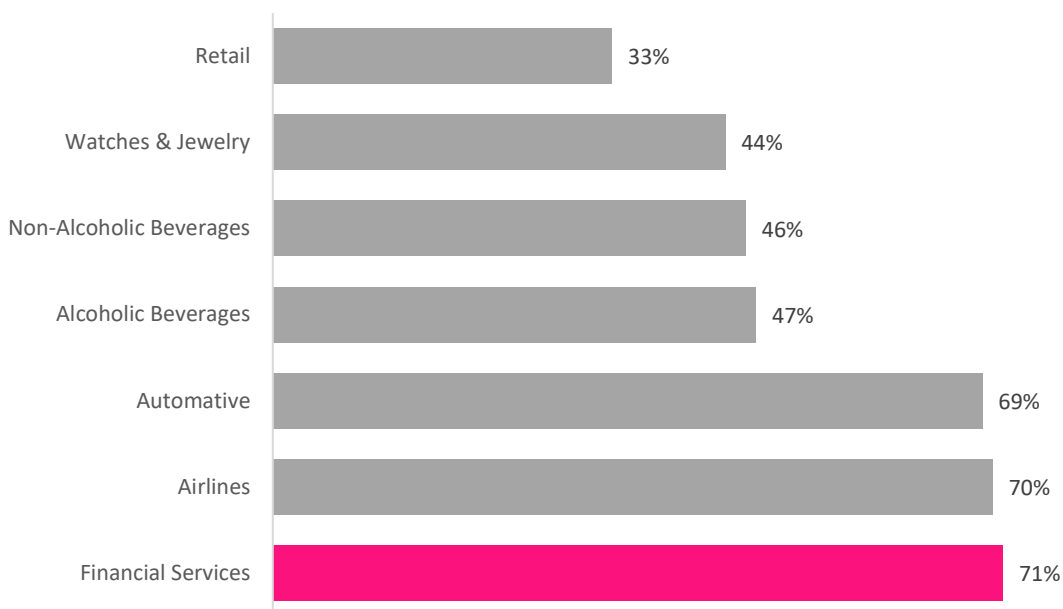


Source: IEG

Tennis sponsorship is also rising gradually, and its spending forecast to 2016 is \$801 million and is important to note that 71 percent of properties report a partnership with

financial services as banks or credits cars, closely followed by partnerships with airlines and automotive companies. Other companies that usually partner with tennis events come from other sectors of activity such as alcoholic beverages, non-alcoholic beverages watches, jewelry and retail (IEG 2016).

Figure 3- Tennis Sponsors' Sectors of Activity



Source: IEG

Some sports properties are often dependent on sponsorship support as they generally do not receive the same amounts from media broadcasts, merchandise and gate receipts that some mainstreams sports receive. Thus, there is a huge need for this kind of funding from smaller-scale events (not appeal to a mass audience) since they are competing with other large sports events, other cultural and entertainment and even charitable causes. (Greenhalgh & Greenwell, 2013) Moreover, there are two sponsees possible scenarios proposed by O'Reilly and Madill (2011):

(1) Mega Sponsees: Major properties with vast reach and marketing value as Olympic Games, Tour de France, Roland Garros or FIFA World Cup.

(2) Typical Sponsees: Usually have to compete amongst themselves to find, sign and retain sponsors.

An important question that Greenhalgh and Greenwell (2013) brings to his paper is that sponsoring distinct sports is completely different. Niche sports are defined as any

sport that does not appeal mainstream support or media attention in the area of which they are considered. (Dwyer et al., 2016) Also, the exposure of popular sports is bigger than niche sports. Although sponsoring a non-mass sport, leaves good vibrations in people. (Faganel & Bratina, 2007) Additionally, Greenhalgh and Greenwell (2013) noted that niche sports vary based on region and culture.

Tennis in Portugal is not a mass sport, actually, when comparing to Football numbers the difference is substantial. Only 3% of Portuguese federated athletes (16 159) play tennis while 28% of them play Football (161 167) (Pordata, 2017). Note that these values only refer to people that actively have a participation in tennis and Football. No data were available for tennis and Football fans numbers in Portugal.

2.3 Sponsorship Objectives

Frequently, the sponsee's main impetus is a financial need, while the sponsor has a wider number of different objectives to achieve. (Zinger & O'Reilly, 2010). These objectives are divided by many authors in two main categories: Corporate Objectives, also named Institutional Objectives (Lendrevie et al. 2010) and Promotional Objectives (Lendrevie et al., 2010) also named as Commercial Objectives (Bennett et al., 2006) or Brand/Product Related Objectives. (Verity, 2002)

When a corporation uses the sponsorship to value its image and increase its notoriety through the event (or other) that chose to support its called an institutional sponsorship. It can also work as an external or internal communication vehicle, where the company develops and foster the organization culture and team spirit.

In the other hand, if a company uses the sponsorship as a way to promote its brand or products through an event (or other) the sponsorship is named as promotional. In this case, the objective is to reach the target market, and the main purpose is to rise company's sales directly or indirectly.

There has been identified several objectives, of which the most important ones are discussed more thoroughly below, and then all the identified objectives are listed and summarized by category at table 1.

Increase public corporate awareness – Sponsorship is used to raise awareness and educate public about the organization's competencies. (Greenhalgh & Greenwell, 2013) This objective related to increase visibility is one of the most cited one within the sponsorship

literature (e.g., Zinger & O'Reilly, 2010; Verity, 2002; Kourovskaja & Meenaghan, 2013; Lendrevie et al., 2010; IEG, 2015)

Enhance corporate image – Through sports sponsorship, the sponsor can associate itself with a sports property hoping that the real image fans associate with the sports property are moved to the sponsor. It is a more complex purpose since is trying to enhance organization's perceived values through sponsorship. (Greenhalgh & Greenwell, 2013) Reported by Radicchi (2014) and the IEG publication (2015), change or reinforce the image of a company can be done by identifying it with a particular market segment, differentiating from other companies (Kourovskaja and Meenaghan, 2013) or altering the consumer's perception of the brand. The literature showed an abundance of authors indicating image enhancement as a major objective. (e.g., Fullerton, 2010; Verity, 2002; O'Reilly & Horning, 2013; Macdougall et al., 2014; Meenaghan et al., 2013; Lendrevie et al., 2010; O'Reilly et al., 2005)

Alter public perception – This objective is dependent on the view of the associated entities by the consumer/fan. The crucial point in changing the perception or shape the consumer attitudes (Fullerton, 2010) is to find events which are part of the consumer and fans' lifestyle. (Greenhalgh & Greenwell, 2013)

Getting involved in the community – Sponsorship can be used to demonstrate a commitment to a given community and its concern for citizens (G. P. Greenhalgh & Greenwell, 2013; Radicchi, 2014; Verity, 2002; Macdougall et al., 2014; Kourovskaja & Meenaghan, 2013; Irwin & Sutton, 1994) and raise the corporation's profile (Zinger & O'Reilly, 2010). In this regard, (Fullerton, 2010) refers that sponsorship is an opportunity for attaining positive public relations through cause-related marketing events and describe itself as an excellent organization citizen.

Building business/trade relations and goodwill – Cited by Greenhalgh and Greenwell, (2013), Irwin (1994) says that sport offers an opportunity for building relationships with other firms, mainly the key stakeholders, affiliates and trade customers beyond daily business operations. Fullerton (2010) refers to this objective as "Provide Hospitality Opportunities" by using sports events as a forum for entertainment. Opportunities such as: Simply attend the event, new entertainment alternatives, and several services (Food, Beverage, Restroom, Parking, TV, and Seating). The main goal is to reward customers, prospects, and suppliers in the sense of reinforcing the relationship. (Fullerton 2010) This

also provides the Increase Brand Loyalty. (IEG, 2015) Other researchers consider this objective as viable. (e.g., Verity, 2002; O'Reilly & Horning, 2013; Faganel & Bratina, 2007; Meenaghan, et al. 2013; Kourovskaja & Meenaghan, 2013)

Enhance employee relations/motivation – Sports Sponsorship can have the ability to raise staff motivation, pride, and morale, being used as a way of entertainment, rewards, and recognition for employees. (Greenhalgh and Greenwell, 2013; Fullerton, 2010; Meenaghan et al., 2013; Kourovskaja & Meenaghan, 2013) Other researchers have identified employee relations and motivation an important sponsorship objective (e.g., Zinger & O'Reilly, 2010; Verity, 2002; Macdougall et al., 2014; Irwin & Sutton, 1994)

Increase target market awareness – When introducing new products or entering new markets, in order to get consumers to buy their products, companies use sponsorship to increase their visibility. (Fullerton, 2010) Thus, increase the awareness of a particular brand within the sponsor's target market, can be done by adopting specific messages to small targeted segments. (Greenhalgh and Greenwell, 2013) Other authors also refer to this objective. (e.g, Zinger & O'Reilly, 2010; Verity, 2002; Bennet et al, 2006; O'Reily & Horning, 2013)

Increase sales and market share – Fans of many sports are more predisposed to purchase products of brands who sponsor activities they like. Some direct ways to achieve this objective can be done via a better market penetration, by point-of-purchase displays to draw attention to the products and try to influence consumers, since there are many purchase decisions made in-store. Thus, the event itself is an important channel of distribution where sponsor's products are being sold at the various venues. Sponsorship contracts can also contain trials or special concessions rights for a certain product. (Greenhalgh and Greenwell, 2013) According to many authors, sales and market shares objectives are the most popular within sports sponsorship. (e.g, Zinger & O'Reilly, 2010; IEG, 2015; Verity, 2002; Bennet et al., 2006; O'Reily & Horning, 2013, Fullerton, 2010)

Reach Small Segments – Target niches in the marketplace that can be crucial to any marketer, even in large companies. (Fullerton, 2010)

Sample/Showcase Products/Services – This type of presence has significant importance when shaping consumer attitudes in such a way that help achieve a competitive advantage (Fullerton, 2010; IEG, 2015; Meenaghan et al., 2013)

Overcoming Advertising Restrictions – Since there is the class of products that are forbidden from advertising through traditional media. Fullerton (2010) also states that sponsorship is a way to circumnavigate the advertising clutter that has become so commonplace in the traditional media. (Lendrevie et al., 2010)

Resourcing – Through achieving a competitive advantage and differentiate a brand from its competitors (O’Reily & Horning, 2013)

Give life to the product – Associate the product or service to a concrete activity, moving it from the fiction to action/the reality (Lendrevie et al., 2010)

Globalization – It is easier to enter into new markets without adapting the message to each country or culture (Lendrevie et al., 2010)

Table 1- Sponsorship Objectives

Corporate Objectives	Example(s) of Source
Increase Public Corporate Awareness	Greenhalgh & Greenwell, 2013 Zinger & O’Reilly, 2010 Verity, 2002 Kourovskaja & Meenaghan, 2013 Lendrevie et al., 2010 IEG, 2015
Enhance Corporate Image	Greenhalgh & Greenwell, 2013 Radicchi, 2014 IEG, 2015 Kourovskaja & Meenaghan, 2013 Fullerton, 2010 Verity, 2002 O’Reilly & Horning, 2013 Macdougall et al., 2014 Meenaghan et al., 2013 Lendrevie et al., 2010 O’Reilly et al., 2005
Alter Public Perception	Fullerton, 2010 Greenhalgh & Greenwell, 2013
Getting Involved in the Community	Greenhalgh & Greenwell, 2013 Radicchi, 2014 Verity, 2002 Macdougall et al., 2014 Kourovskaja & Meenaghan, 2013 Irwin & Sutton, 1994 Zinger & O’Reilly, 2010 Fullerton, 2010

Building Business/Trade Relations Goodwill	Greenhalgh & Greenwell, 2013 Fullerton, 2010
Increase Brand Loyalty	Verity, 2002 O'Reilly & Horning, 2013 Faganel & Bratina, 2007 Meenaghan, et al. 2013 Kourovskaja & Meenaghan, 2013 IEG, 2015
Enhance Employee Relations/Motivation	Zinger & O'Reilly, 2010 Verity, 2002 Macdougall et al., 2014 Irwin & Sutton, 1994 Greenhalgh & Greenwell, 2013 Fullerton, 2010 Meenaghan et al., 2013 Kourovskaja & Meenaghan, 2013
Entertain Clients	IEG, 2015
Globalization	Lendrevie et al., 2010
Inform and Educate the market	Rowley, 1998
Exclusivity with a sponsee	O'Reilly et al., 2005
Build Reputation	O'Reilly et al., 2005
Play a leadership role on the industry	O'Reilly et al., 2005
Personal interest of CEO	O'Reilly et al., 2005
Enhance product positioning	Irwin & Sutton, 1994
Promotional Objectives	
Increase Target Market Awareness	Zinger & O'Reilly, 2010 Verity, 2002 Bennett et al., 2006 O'Reily & Horning, 2013 Fullerton, 2010 Greenhalgh and Greenwell, 2013
Increase Sales and Market Share	Zinger & O'Reilly, 2010 IEG, 2015 Verity, 2002 Bennett et al., 2006 O'Reily & Horning, 2013 Fullerton, 2010 Greenhalgh and Greenwell, 2013
Reach Small Segments	Fullerton, 2010
Sample/Showcase Products/Services	Fullerton, 2010; IEG, 2015; Meenaghan et al., 2013
Overcoming Advertising Restrictions	Lendrevie et al., 2010

Resourcing	O'Reily & Horning, 2013
Block Competition	Zinger & O'Reilly, 2010 Verity, 2002 Irwin & Sutton, 1994
Drive Retail/ Dealer Traffic	IEG, 2015
Access Platform for Experiential Branding	IEG, 2015
Build Positive Image Dimensions	Verity, 2002
Capture Database/Generate Leads	IEG, 2015
Give Life to Product	Lendrevie et al., 2010
Access Content to Use in Paid, Owned and Earned Media	IEG, 2015
Penetrate new industry	O'Reilly et al., 2005
Leverage Promotional Investments	O'Reilly et al., 2005

These objectives should be, wherever possible, expressed regarding precise outcomes with clear metrics, which will be used to evaluate whether or not the objective has been achieved. (Kourovskaja & Meenaghan, 2013)

According to Zinger and O'Reilly (2010), the partnership between the sponsor and sponsee starts needing awareness and employee relation objectives to a more commercial relationship. Thus, the sponsorship lifecycle starts with awareness and image-focused purposes for the sponsor and evolves in the direction of more market-driven objectives such as increasing sales/market share for sponsors. (G. P. Greenhalgh & Greenwell, 2013)

2.4 Sponsorship Influence Factors

Recent research has identified several situational and management-related drivers that could affect the effectiveness of sponsorship. According to Kim et al. (2015), the influential factors are organized into three domains, which are discussed below:

Sponsor Related – Variables that describe characteristics of sponsors;

Sponsee Related – Variables that describe characteristics of sponsorship properties;

Dyadic – Variables that require the active involvement of both and are meaningful to both sponsee and sponsor.

Sponsor Related Drivers

Slatten, Matvou & Connolley (2014) researched the Ubiquity of the Sponsor as a person's evaluation of the sponsor's strategy, that is, which are the events that a sponsor chooses to sponsor, and what are sponsorship objectives. (Nassis et al., 2014; Macdougall et al., 2014; Kim et al., 2015) For instance, companies that sponsor many events, or have a strategy of sponsoring the different types of events can lead to a decreased perception of integrity and consistency and result in low credibility perception as a sponsor. (Speed & Thomson, 2000 cited by Slåtten et al., 2014) Thus, the referred authors tested it, but not confirmed that the perception of ubiquity will have an adverse impact on effective sponsorship.

The Motive, that is, consumer's attributions of why sponsors choose to sponsor that event; the Cohesiveness, that is, the level of simplicity and consistency of communication, meaning and value of a brand; the Articulation, that is, the marketing communications that enlighten the sponsorship relationship, through several associations between the sponsorship dimensions; and the Leverage, that is, the marketing activities used to maximize the commercial potential of sponsorship, are other important factors that can drive the efficacy of a sponsorship (Kim et al. 2015; Wang & Kaplanidou, 2013)

Additionally, Walraven et al. (2016) and Wang and Kaplanidou (2013) discussed other factors that may influence sponsorship. Sponsorship Clutter that is related to exposure (Kim et al., 2015) can be affected by if it is an exclusive sponsorship or not. Usually these exclusive sponsorships or other with more exposure reach higher levels of awareness. The events clutter can undesirably influence the sponsor recall and recognition, what was also confirmed by (Breuer & Rumpf, 2015) findings. Furthermore, regarding Sports Popularity, sponsors tend to choose popular sports to get better exposure and attention. This happens because the media exposure is high for popular sports and have a large group of spectators involved. (Walraven et al. 2016)

Sponsee Related Drivers

The Personal Attitude Towards the Event, that is related to the event itself and how a person evaluates the event (Slåtten et al., 2014; Nassis et al., 2014; Walraven et al., 2016), also referred as Prestige (Kim et al., 2015), is one of the main drivers of sponsorship. It is important to enhance the event's perception within the potential sponsor market, by condensing the great unique things that the event possess and are not available elsewhere.

Thus, it is crucial to show clear values in order to increase the probability of consumers creates positive attitudes to the event. Bennet et al. (2006) also referred to this construct as attitude toward behavioral intent, i.e. the consumer willingness to purchase products from the sponsor of the event. Also, related to this driver is the fact that the more time people spend at an event, the more likely it is for them to generate positive associations toward the event. (Collet & Fenton, 2011 cited by Slåtten et al. 2014))

In this regard, Kim et al. (2015) and Wang and Kaplanidou (2013) found several previous studies demonstrating that Emotions can impact consumer's attitudes when watching sports. Their research showed that spectators might mistakenly conceive feelings induced by sports as representative and incorporate them into sponsorship evaluation and that spectators might show different purchase intentions depending on their beliefs about their emotional connection or attachment after that purchase.

How people evaluate an event on a general level, can also influence sponsorship since The Perceived Status of the Sponsored Event is built on the couple of benefits they receive from the event without having any positive or negative associations with it. Sporting events usually create a sense of belonging, joining people with common goals and desires. Thus, the event's status will increase the effectiveness of the sponsorship. (Slåtten et al. 2014) This can also be translated in Sports Involvement, in the sense of personal relevance to the consumers, that perceive it as a way of achieving their individual goals. (Nassis et al., 2014; Kim et al., 2015)

Other factors that can influence sponsorship are, for instance, if they have a sport or non-sport sponsee, or for-profit or not-for-profit sponsee. (Kim et al., 2015)

Dyadic Drivers

Slåtten et al. (2014), Macdougall et al. (2014) and Kim et al. (2015), also consider the Sponsor-Event Fit as the most prominent driver of effective sponsorship. This is the linkage between the sponsored event and the sponsoring firm. The congruence between them is the degree to which the consumer feel and perceive that a sponsor fits for the event since the associations between them should be close. Many sponsorships fail due to their tenuous link between the sponsoring organization and the property it supports. This can strongly influence consumer's opinions of the sponsor. Thus, a close fit between a sponsor and an event is indispensable since it will produce connections in consumer's mind, reflecting what they think about the sponsor. Furthermore, it will have a positive

effect on sponsorship. (Slåtten et al., 2014; Walraven et al., 2016; Kourovskaja & Meenaghan, 2013)

Moreover, Sponsorship Duration, reflecting that the repeated exposure enhances the association between the sponsor and the event, has a positive impact on sponsorship. Long-term sponsorships may be more efficient than short-term ones. Besides, with a long-term sponsorship, the sponsor shows a higher level of commitment. (Walraven et al., 2016)

2.5 Sponsorship Effectiveness & Evaluation

Due to the increased use of sponsorship in marketing strategy, has also increased the need for both sponsees and sponsors to be able to evaluate the returns and results of their spending and strategy. Thus, they will be able to allocate sponsorships and marketing budgets better. (O'Reilly & Madill, 2011) Equally important, sponsorship effectiveness affects consumer's purchase intentions. (Bennett et al., 2006) However, the literature on this topic is few, the metrics for sponsorship evaluation are rare, and researchers and practitioners have been arguing for improved and rigorous approaches for this evaluation. (O'Reilly & Madill, 2011; O'Reilly & Huybers, 2015; Meenaghan, 2013; PWC, 2010) In practice, sponsorship measurement has been based only on exposure reports (Walraven et al., 2016) or on econometric modeling. (Kourovskaja & Meenaghan, 2013)

Evaluation can be defined as “the process of determining the worth, merit or significance of entities” (Scriven,1998 cited by O'Reilly & Madill, 2011). In particular, sponsorship evaluation is the effectiveness measuring method of sponsorship, for instance through benchmarking (O'Reilly & Huybers, 2015).So, most simply, sponsorship evaluation involves the identification of objectives, and then establish a benchmark, a method and a metric to measure each one to assess any impact. (O'Reilly & Madill, 2011; O'Reilly & Huybers, 2015; Meenaghan, 2013; Lendrevie et al., 2010) This evaluation can be done internally or by independent third parties. When evaluating sponsorship, it is important for companies to get the better use of its resources to simplify the collection of the main sponsorship data. (Zinger & O'Reilly, 2010)

Sponsorship effectiveness evaluation implies several interventions along its duration. Firstly, research when it starts, that will establish benchmarks for future comparisons. Then, an ongoing tracking and a final evaluation that will determine if the proposed

objectives were achieved or not. (Meenaghan et al., 2013; Kourovskaja & Meenaghan, 2013)

Sponsorship impact is recognized as difficult to isolate from other marketing strategies, and some of the used measures are highly subjective or subject to misinterpretation, making the evaluation more complex to undertake. (Zinger & O'Reilly, 2010; Meenaghan et al., 2013; Kourovskaja & Meenaghan, 2013) A proposed method to isolate sponsorship effects in survey research is, for instance, to compare the responses from respondents that were aware of the sponsorship and from the ones who were not. (Meenaghan, McLoughlin & McCormack, 2013; Kourovskaja & Meenaghan, 2013) In the same way, sponsorship results can be impacted by a couple of external factors as economic conditions or technological breakthroughs. (Kourovskaja & Meenaghan, 2013)

As said before, Media Exposure is one of the most used methods for evaluating sponsorship effectiveness, but other measurement techniques and metrics warrant attention from researchers. On the one hand, media exposure, especially on TV and in the press, are a key point for sponsorship evaluation and are being used by sponsors to achieve other related effects such as awareness or image. Exposure can be directly obtained by paid, owned or earned media. (Meenaghan et al., 2013) An easy and relatively cheap approach to this type of evaluation is determining media equivalent value, i.e., measure media equivalent ratings, gross rating points or time on screen. On the other hand, econometric models are being used to evaluate sponsorship since, they are more accurate when quantifying short-term marketing impact, and explain short-term variations in key metrics as revenue or sales volume. (Kourovskaja & Meenaghan, 2013)

The sponsorship evaluation can also be done by some studies such as notoriety and image studies; audiences and media behaviors (regarding benefits) analysis; comparison with previous sponsorship actions; sales analysis; consumer's recognition and recall studies. (Lendrevie et al., 2010; Kourovskaja & Meenaghan, 2013) In addition, O'Reilly & Madill, (2011) found in literature studies evaluated elements of sponsorship that included practices such as: questionnaires completed by participating sponsor, sponsees and spectators; media exposure measures such as ratings, impressions (Faganel & Bratina 2007) and footsteps; detailed analysis of a sponsorship and descriptions of management practices.

Some authors also use own created models. O'Reilly & Madill, (2011) built a complete process that identifies all parties' objectives for the sponsorship and the develops precisely methods to assess the extent to which each objective is achieved. The main steps of this process are: 1) Evaluation Preparation (including the identification of the players involved in the sponsorship, contact with the major players and decision if the evaluation can proceed or not); 2) Preliminary Data Collection; 3) Articulate Objectives; 4) Establish Metrics (for the evaluation of each objective); 5) Resources' Identification (needed for the evaluation) & Shirking Behavior Assessment; 6) Data Collection and Analysis; 7) Outcomes and Results. In the seventh step, it is used a four-level ranking system, in order to assess the achievement of each objective. The four levels are: Yes (objective achieved as desired); Partial (considerable but incomplete evidence of success); Limited (low levels of success, often uncertain); No (no evidence of success). Besides external influencers affect the sponsorship and so are considered in all steps of this process.

O'Reilly and Madill's model was evaluated by 14 sponsorship experts that helped the construction of the final version of the model. Furthermore, the authors state that the selection of the sponsorship for evaluation should comprise crucial aspects as a sponsor and a sponsee with several objectives or available data/good access to data.

Social media is equally used as a sponsorship strategy, and its evaluation usually involves buzz monitoring, sentiment analysis, and engagement or social media conversations. Monitoring is done essentially by listening and buzz indicates the number of mentions. The sentiment explores the positivity of consumer's reactions, and engagement is measured, for instance, by likes. Related to this, there is an emerging evidence that several sponsors are using experience, involving consumers and their passions/engagement with their lifestyle (as they are being used in other marketing communications) (O'Reilly & Madill, 2009, cited by Meenaghan & O'Sullivan, 2013), causing return on involvement's arising as a new metric.

Both financial and non-financial measures provide an integrated set of performance measures such as marketing metrics (awareness, loyalty, satisfaction, etc) that leads to market results (sales, market share, ROI, profits, etc). Other marketing measures have been identified in literature: single financial output measures that compare the marketing costs with their outcomes; marketing outcomes measured by non-financial, qualitative measures as market share or brand equity; input measure analyzing marketing budgets or

behaviors; and measures that examine the many dimensions and interrelationships among the different dimensions. (Delaney et al. 2015)

Additional evaluation metrics were identified in some IEG (2012; 2016) investigations. The most widely used and valued are presented in table 2.

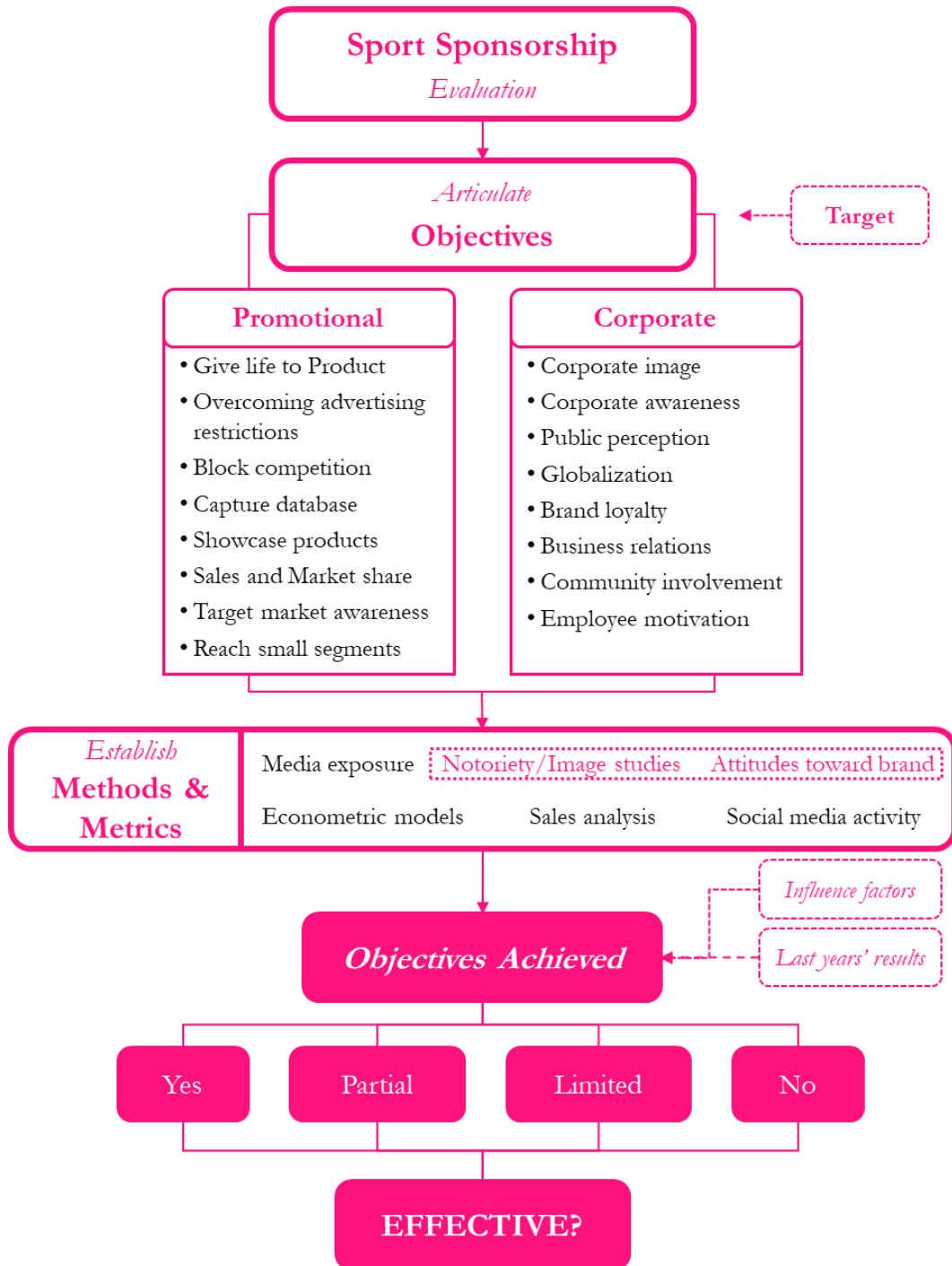
Table 2- IEG's Evaluation Metrics

IEG (2012)	Internal Feedback
	Sales/Promo Bounce-Back Measures
	Primary Consumer Research
	Dealer/Trade Response
	Print Media Analysis
	TV Exposure Analysis
	Syndicated Consumer Research
IEG (2016)	Attitudes Toward Brand
	Awareness of Products/Services/Brand
	Awareness of Company's/Brand's Sponsorship
	Product/Service Sales
	Amount of Media Exposure Generated
	Amount of Positive Social Media Activity
	Response to Customer/Prospect Entertainment
	Response to Sponsorship-related Promotion/Ads
	Lead Generation
	TV Logo Exposure

Despite these findings, measurement procedures will not be the same for every sponsorship, they need to be settled based on the identified objectives for each sponsorship and may include different approaches as focus groups, online or in-person surveys, in-depth interviews, sales and account data analysis. (O'Reilly & Madill, 2011)

3. Conceptual Framework

Figure 4- Conceptual Framework



----- Indirect influence - When information is already given/known and will affect the way results are interpreted

..... Used as research methods

Trough the literature review's research was possible to understand that companies and events are using sports sponsorship as a strategy with multiple objectives, and that authors and practitioners are paying special attention to the evaluation success and how sponsorship effectiveness can be measured.

In order to summarize the most important aspects of the literature review, the conceptual framework showed before (Fig.4) was developed. The conceptual framework allows the integration of the literature review in the empirical part and helps the evaluation of a sports sponsorship effectiveness. This conceptual framework is composed of three main steps:

- Articulation of Sponsor Objectives;
- Establishment of Evaluation Metrics;
- Analysis and Outcomes;

After the selection of the sponsorship and the identification of the sponsor chosen for evaluation, it is needed to collect data from key sources as sponsorship contract and sponsor/sponsee inputs. The gathered data will allow to identify the specific objectives for the sponsorship and to articulate them. These goals, as seen in the literature review, can be either promotional objectives or corporate objectives. The promotional ones aim to promote company's products and services, as increase sales and market share, block competition or give life to the product, while the corporate ones aim to value company's image and increase its notoriety, such as increase corporate image or alter public perception. The most important objectives identified in the literature review are summarized in the framework. Important to be noted here is the indirect influence of the target of each objective. It is needed to identify the markets reached by the objective.

Then, the next step involves the assignment of a specific metric for each objective identified before and the right method to evaluate its effectiveness, as stated by O'Reilly & Madill, (2011). The most used methods as listed in the framework and the used ones in this research are identified with another color: Notoriety/Image Studies and Attitudes Toward Brand.

Finally, the methods and metrics should be implemented, and the gathered evaluation data should be analyzed. This leads to the final step of interpreting outcomes (what happened) and its impacts (the result for its target market), through a model proposed by O'Reilly & Madill, (2011), where it is used a four-level ranking system, in order to assess

the achievement of each objective. The four levels are: Yes (objective achieved as desired); Partial (considerable but incomplete evidence of success); Limited (low levels of success, often uncertain); No (no evidence of success). These results aim to generate a final conclusion about the sponsorship effectiveness. Furthermore, it is crucial to understand that there are external influencers that affect the sponsorship outcomes, as well as last year's results that work as benchmarks or guidelines for improvements.

4. Millennium Estoril Open

Millennium Estoril Open is an international tennis tournament on the ATP¹ World Tour calendar. It is placed in Estoril and usually takes place between April and May, with a duration of one week. The tournament was created in 2015 in order to replace the historic Estoril Open that was canceled due financial reasons. The first Estoril Open was played in 1990 and ran until 2014, managed by João Lagos Sports.

Nowadays, Millennium Estoril Open is only played by men (in both singles and doubles category) in a clay-court, at Clube de Ténis do Estoril. It is an ATP World Tour 250² tournament that distributes 482,060 euros in Prize Money³ and has a Total Financial Commitment⁴ of 540,310 euros. The winner receives 85,945 euros and 250 ATP points, in the single category and 26,110 euros in the doubles category. For the other players, the prize money and the ATP points are distributed according to its performance, in terms of stage achieved in the tournament. (Appendix 1)

The tournament is played by 28 players - 19 with direct input according to the ATP classification, 2 "special exempts"⁵, 4 players from qualifying and 3 "wild-cards". Furthermore, there is a qualification phase, whose draw has 32 players - 28 direct entries according to the classification ATP and 4 "wild-cards"⁶. The doubles draw has 16 pairs of players - 14 with direct input according to the ATP classification and 2 "wild-cards". Since 2015 some of the best players on the professional circuit came to play to Millennium Estoril Open such as Martin Del Potro, Nick Kyrgios, Nicolas Almagro, Richard Gasquet, Wilfried Tsonga and the best Portuguese player of all time João Sousa.

Clube de Ténis do Estoril have prepared for the tournament a Central Court, whose maximum capacity is of 3.650 seats, a second court that will have the capacity to

¹ **ATP** - The governing body of the men's professional tennis circuits.(ATP, 2017)

² **ATP World Tour 250** - The fifth highest tier of men's tennis tournament after the four Grand Slam tournaments, ATP World Tour Finals, ATP World Tour Masters 1000, and ATP World Tour 500.

³ **Prize Money** - The onsite prize money awarded to players advancing within the tournament.

⁴ **Total Financial Commitment** - The tournament's investment in the event including ATP Sanction and Marketing Fees, Onsite Prize Money and Bonus Pool Contributions, where applicable.

⁵ **Special Exempts** – Players that receive a special exempt into the main draw of following week's the tournament if: he is unable to compete in that qualifying competition due he stills playing in other competition occurring in that date and he has not the needed ranking to be directly

⁶ **Wild-cards** – Players included in the main draw at the sole discretion of the tournament. Most often, a wild card is a rising star, local favorite, or former champion whose current ranking is not enough for direct entry.

accommodate 800 spectators and another two courts without any seats. Furthermore, the club has the VIP Lounge, the Players' Lounge, Kids Zone, a Food Court and a Merchandising area where the majority of the sponsors have their stands, with a lot of activation activities (Appendix 2). During the week of the tournament, more or less 42,000 people get tickets, whose price varies between 5 euros and 181 euros (Appendix 3) and go to Estoril to watch several tennis games.

Millennium BCP is the title sponsor of Estoril Open. The tournament also has the support of Cascais as the host locality. Additionally, this event has a lot of other sponsors, partners, and suppliers.

Senior sponsors: Placard, Peugeot, Emirates and PT Empresas.

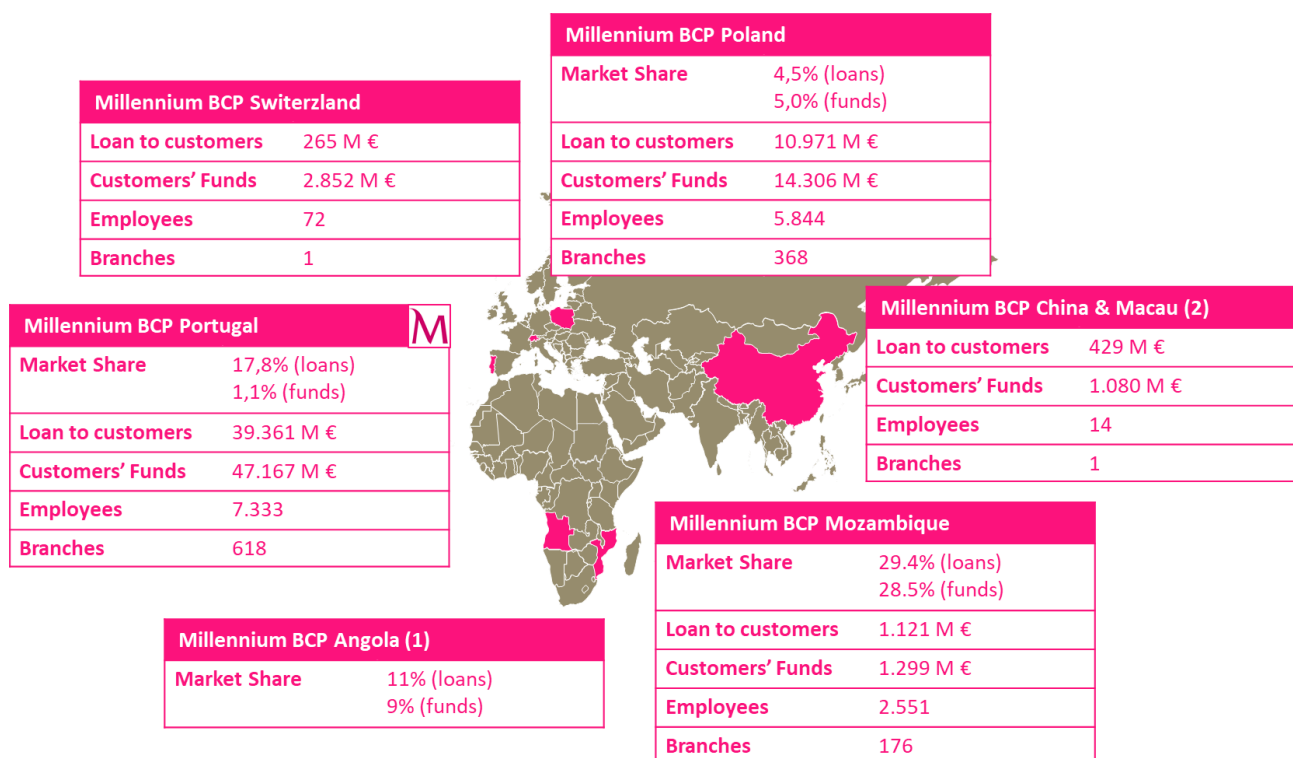
Official Sponsors: CTT, Avis, Real Companhia Velha, Mike Davis

The partners are divided into Official Partners, Media Partners, Institutional Partners and Social Responsibility Partners.

4.1 Millennium BCP

Millennium BCP is the largest privately-owned Portuguese bank, with a leadership position in the financial market in Portugal. Millennium BCP has the vision to be the reference bank in the client service, a mission focused on creating value for the customer through products and banking services with great quality and a range of values such as Agile, Modern, Near, Simple and Sustainable. Incorporated in 1985 following the liberalization of Portuguese Financial Services Industry, Millennium BCP is a reference institution in five continents and more than ten countries. Millennium BCP only operates under this brand in Portugal, Poland, Mozambique and Angola, which represent the bulk of the bank's activity. Millennium BCP leads the evolution in the banking sector and nowadays have more than 1.200 branches and more than 15.800 employees in diverse geographies, dealing with 5,3 million customers around the world.

Figure 5- Millennium BCP Operation



(1) After the merger between Millennium Angola, S.A. with Banco Privado Atlântico, S.A..

(2) Onshore branch in Macau

Source: Adapted from Millennium BCP data

Relevant Millennium BCP Sponsorships

Millennium BCP since its existence always valued the social value as an important component of its mission. In this regard, Millennium BCP has been supporting several initiatives of diverse nature that is in the best interest of society. Millennium BCP has a profile of sponsor in three main sectors: Music, Sport, and Education.

Figure 6- Millennium BCP Sponsorships



Source: Adapted from Millennium BCP data

5. Methodology

“Marketing research is a key element within the total field of marketing information. It links the consumer, customer and public to the marketer through information which is used to identify and define marketing opportunities and problems; to generate, refine and evaluate marketing actions; and to improve understanding of marketing as a process and of the ways in which specific marketing activities can be made more effective.” (Birks & Malhotra, 2006)

The research applied in this thesis is also considered a Promotion Research by Birks and Malhotra (2006). Additionally, the author refers that this kind of problem-solving research, can be performed to help find a solution for the identified problem or opportunity and its results can be used to support Marketing decisions.

5.1 Research Problem

In this master thesis, the main purpose is to understand if the sponsorship made by companies in tennis events is effective and if these enterprises achieve the identified goals when choosing to sponsor that tennis event. Specifically, this project will study the effectiveness of the title sponsor of Estoril Open, Millennium BCP. Millennium BCP has been sponsoring Estoril Open since 2015, with a three-year contract that will end in 2017. In order to understand if this sponsorship had the desired results and if it worth to renew for a new contract for the next tournament's years, this thesis focused on the Millennium BCP main objectives for this sponsorship and measure its effectiveness. Some of the intended purposes are to answer some of these questions:

- (1) Is Millennium BCP close to its potential customers?
 - (1.1) Are tennis fans a *Prestige* segment?
 - (1.2) Being emotionally involved with the event increases attitudes towards Millennium BCP?
- (2) Is Millennium BCP recognized as a major sponsor of the event?
- (3) Is Millennium BCP communicating the right values for the event's target?
 - (3.1) Are tennis fans able to understand the brand image communicated by the sponsorship?

- (4) Have tennis fans positive attitudes towards Millennium BCP?
 - (4.1) What were the reported attitudes of tennis fans?
 - (4.2) Are future purchase intentions influenced by the sponsorship?
 - (4.3) Having visited the event influence attitudes towards Millennium BCP?
- (5) Have tennis fans increased levels of preference for Millennium BCP?
 - (5.1) Having visited the event influence preference for Millennium BCP?
 - (5.2) Being a Millennium BCP Customer influences preference towards Millennium BCP?

5.2 Research Methods

It was selected a mixed approach with both exploratory research, whose main aim is to provide insights to a better understanding of marketing problem and a descriptive research with the major objective of describing something, usually market characteristics or functions. (Birks & Malhotra, 2006)

During the research, it was considered primary and secondary data (both qualitative and quantitative). The research started with **secondary data collection**, which is considered as a “prerequisite to the collection of primary data” (Birks & Malhotra, 2006) and along this step, some forms of **intelligence** as reviews from tennis journalists was analyzed since it supports the explanation of several aspects of secondary data, as stated by Birks and Malhotra (2006). Secondary data, about Millennium Estoril Open and Millennium BCP, was collected online. One of the used resources was Millennium BCP annual reports. Furthermore, to get more valuable information and insights, a meeting with Millennium BCP’s Sponsorship Director, Mr. Paulo Santos Silva took place (Script at appendix 4), which was very important to understand all the secondary data collected as the main objectives for this sponsorship or the target group of this sponsorship.

Regarding the quantitative **primary data**, a survey technique was used. It was built a structured questionnaire, that will be the main research instrument, to be administered both online and personally in the chosen place. This method was chosen due to its simplicity to administer, then the obtained data is consistent since the responses are limited to the stated choices, and the analysis and interpretation are usually simple. (Birks & Malhotra, 2006) Thus, the questionnaire was prepared and pre-tested, with some random people, and then when completely finished, the responses started to be collected.

As said before, data were collected during two phases, with on-site distribution, at Clube de Ténis do Estoril during Millennium Estoril Open event and at Caracavelos Ténis Club in a tournament from “Road to Millennium Estoril Open”, through smartphones and online via a Social Media Platform (Facebook) in a private group named “Tennis”.

5.3 Survey Design

The survey was designed online via “Typeform software”, since it is a software that allows people to answer surveys via smartphone (one of the chosen methods to deliver the survey) in a dynamic way and because this software is usually associated with a better engagement. The questionnaire was written in Portuguese but also an English was prepared if needed.

At the beginning of the survey, there was a short introduction, including a cooperation request (with the estimated time needed information), the reason of its applicability, the institution name and a formal statement of its anonymously (Hill & Hill, 1998)

There were two sections, wherein the first one the main sponsor of Millennium Estoril Open is not revealed and the second one where it is explicitly stated which brand is sponsoring the event. Concerning scales, a Likert-type scale of 5 points, were used in order to aim the extent to which a person agree, disagree or is unsure of each presented statement from 1- “Totally Disagree” to 5- “Totally Agree”. Additionally, nominal scales were used. These are qualitative and can be binary, as “Yes/No”, can be mutually exclusive as well or not exclusive, being possible to have multiple answers, with detailed instructions (Hill & Hill, 1998)

Moreover, there are two ways to measure characteristics, exact values or categories (Hill & Hill, 1998). For this research, it was used the categories option, as age, monthly household income, and educational qualifications.

Firstly, as said before in the first section the main sponsor of Millennium Estoril Open is not revealed. The two first questions started to identify if respondents are tennis fans and if respondents have been in Estoril Open in the last years.

Then the question number three asked respondents to select the main sponsor of the event from a list, which included the main sponsor, three senior sponsors and four that did not sponsor the event. In regard to question four, respondents were asked to choose three values that they relate to tennis from a list of eight values (Millennium BCP organization values).

The question five of the survey aimed to measure the beliefs about the values transmitted by a company when sponsoring Estoril Open and the attitude towards the sponsorship. It was ten items measured on a 5 point Likert scale anchored at 1- “Totally Disagree” and 5- “Totally Agree”, that represents the extent to which a person agrees, disagrees or is unsure of each of the ten presented statements, divided into two sections. In the first section, eight items were very similar and included the following questions “By sponsoring Estoril Open, a company shows that it [is modern; have prestige; is dynamic; is young; is innovative; is trustworthy; is solid; is close to its customers]. In the same way, the remaining two items asked the following questions “Sponsoring Estoril Open is a good thing for companies and influences how I feel about the company” and “Sponsoring Estoril Open increases my probability to purchase products of sponsoring companies”.

Then, in the second section, Millennium BCP is presented as the main sponsor of Estoril Open and respondents are asked to answer the following questions: “Has your preference for Millennium BCP increased after this sponsorship?” and “Are you a Millennium BCP customer?”.

The final section asked respondents to provide demographic information including age, household income, and education. These were the variable considered and perceived as important in the Millennium BCP segmentation, stated at the meeting, with Mr. Paulo. Age options were divided in “18-35 years”, “35-45 years” and “older than 45 years”, according to Millennium BCP *Prestige* segmentation. The options related to household income were also divided according to the Millennium BCP *Prestige* segmentation. The options were: “< 1500 €”, “1500 € – 2500 €”; “2500 € – 4000 €” and “> 4000 €”. As the context is the *Prestige* segmentation, it is also important to understand to which social class respondents belong, since usually, *Prestige* clients belong to an A/B class (High and Medium High Classes)⁷. For that, it was chosen to use education as another demographic parameter, with the following options: “Elementary School”, “Middle School”, “High School” and “College”.

In the Appendices 5 and 6, the full survey is shown (both Portuguese and English versions).

⁷ According to Marktest designation

5.4 Sampling Method

The sampling method should be chosen taking into account the extent of generalizability desired, the demands of time and other resources, and the purpose of the study (Sekaram, 2003), and from the vast existing sampling methods, the chosen one for this research was Non-probability sampling, since it “relies on the personal judgement of the researcher rather than on chance to select sample elements”. (Birks & Malhotra, 2006)

Although, there is no way to calculate the probability of selecting any specific element to include in the sample since the obtained estimation is not statically projectable to the population. (Birks & Malhotra, 2006)

There are several sampling techniques when using non-probability sampling. The used ones were convenience sampling and judgmental sampling (a form of convenience sampling). Convenience technique was used in Social Media distribution since the selection of respondents is left to the interviewer, and they were at “right place at the right time”. (Birks & Malhotra, 2006) Regarding, in-site distribution (Estoril Open and Road to Estoril Open events), judgmental sampling took a more important role since the interviewer selected respondents based on judgment and beliefs that that respondents would be representative of the population or otherwise appropriate. (Birks & Malhotra, 2006)

5.5 Data processing

The survey was available from 22nd of April until 31st of May of 2017 and were collected 331 valid answers.

The intended target was extended to tennis fans, all professionals, semi-professionals of this sport and people that somehow are related to this sport or tennis events. Only adults were considered since are the ones relevant to this research.

All data was collected via internet through the link generated by Typeform software: <https://danigil.typeform.com/to/laF0nl>. This link was only shared on Social Media since in the on-site distribution, were given to respondents a smartphone already prepared with the online survey.

For the purpose of analysis, the SPSS (*statistic package for social sciences*) software was used. All data was exported from the Typerform software to the SPSS software.

For statistical analyses were used frequencies, percentages, and crosstabs. Frequencies and percentages allow to have a more detailed view of data and its characterization, while crosstabs make possible to have a deeper perception of the analyzed data and the variables' relation, which might lead to meaningful conclusions. It was also performed:

- Pearson Chi-Square tests in order to determine the dependency between variables.
- Mann-Whitney test in order to determine the equality of two distributions.

6. Analysis

6.1 Summary of the Sponsorship Attributes

Table 3- Sponsorship Attributes

Sponsorship Age	2017 was the last year of a three-year agreement between Millennium BCP and Estoril Open. This sponsorship took place in the first year of the new event's organization (2015).
Sponsorship Size	Considering the sponsorship fee, Millennium BCP's sponsorship exceeds 300 000 €/year ⁸ , making it a medium-sized sponsorship. ⁹
Phase	The research started during the preparation of the third edition of the event.
Sponsee Type	Estoril Open is considered as a Typical Sponsee, as supported by the Literature Review.
Type Industry	Financial Services – an industry characterized by increased competition, high regulation and low profitability. Tennis Events – It is a growing (spectator) sport in Portugal.
Level	Millennium BCP is the title sponsor of Estoril Open, meaning that is the most important sponsor of the event.
Sponsor-Sponsee Fit	Both sides confirm that they feel there is a good strategic fit between Millennium BCP and Estoril Open due to their shared target markets.
Target Market	Young <i>Prestige</i> Segment. Furthermore, last year visitors' profile indicates that are young or young adults, mainly from Lisbon and from high social classes.

6.2 Articulate Objectives

The research for this master thesis started with an interview with Millennium BPC's Sponsorship Director, in order to collect relevant data and articulate the objectives that

⁸ Approximated value understood in interview.

⁹ O'Reilly defined the following labels for sponsorship size:

- Under \$10,000 in value as very small;
- Between \$10,000 and \$100,000 as small;
- From \$100,000 to \$1,000,000 as medium;
- From \$1,000,000 to \$10,000,000 as large;
- Greater than \$10,000,000 as very large.

this company defined when choosing to sponsor an event like Estoril Open. Furthermore, it was possible to understand all the mechanism around this sponsorship and the overall strategy for Millennium BCP sponsorships.

This interview took place in Millennium BCP's headquarters and had a duration of one hour and thirty minutes. This interview was a semi structured-interview, with the main aim to gather more information to produce the survey and get some privileged information. The script of the interview is showed at appendix 4.

After reviewing all information gathered, it was concluded that Millennium BCP had three main objectives when decided to sponsor Estoril Open and its target. The objectives are described below, and as it will be noted, the three are **corporate objectives** that aim to value company's image or alter public perception. The objectives are the following:

- (1) Reach a young *Prestige* segment;
- (2) Get involved in the tennis community;
- (3) Build corporate relations;

The objective (1) was considered due the tennis/Estoril Open values that Millennium BCP believes that will be transmitted and therefore be associated with the brand image. Thus, Millennium BCP will be closer to its target that are young customers with high income, which usually are tennis fans as well. The values that Millennium BCP considers as important to be associated with by the new target segments are: Modern, Young, and Dynamic. As said by Mr. Paulo, "Tennis is a sport that catches a target market with bigger value for Millennium BCP", and it is a way to "renew their customers" by attracting the younger customers in events like this one, where is possible to them to be closer to the Millennium BCP brand. Also, it was referred as important to "receive values from sports, especially from tennis" to Millennium BCP brand's image that will also "increase the Millennium BCP's goodwill".

Additionally, the objective (2), a more historical one, tried to create an emotional attachment with tennis fans, since Millennium BCP appeared to save the main tennis event in Portugal, sponsoring it and taking an important role in the development of this event. Tennis fans are also associated with people/families with high income or with a high social class, that look for sports and clubs that offer sports without physical contact

with the opponent. (Valiño, 2011) Thus, this second objective has similar points with the first one once the target in both objectives is very similar.

Finally, the objective (3) is related to the possibility to use the VIP Lounge and Restaurant as business areas to have meetings with key potential and current partners or clients. This is also seen as a competitive advantage in the Portuguese market since no other bank organization has this kind of hospitality opportunity.

Nevertheless, there are other objectives, considered as secondary by Millennium BCP, that are possible to achieve when sponsoring Estoril Open, such as increase brand loyalty, globalization, by increasing the visibility of the bank in the countries with operations, block competition and increase sales in the reached targets.

Given these objectives, the secondary ones were not evaluated, and it was decided that was very difficult to measure the effectiveness of the third one, due lack of resources and granted access to the VIP Lounge. So, this master thesis will focus on the objectives (1) and (2), acknowledged in the literature review as “Enhance corporate image” and “Getting involved in the community” correspondingly, in ways to reach the identified targets.

6.3 Establish Metrics & Methods

Once the objectives have been identified, a number of metrics and methods were considered. Metrics were chosen based on their applicability to the objective, the resources required to implement it and the available data. A combination of Notoriety, Image Studies, and Attitude Towards Brand, through a “mass market survey”, were chosen for a number of reasons including granted access to the event, access to a private tennis group in social media (Facebook), other resources available and overall cost.

As a result, a specific method was developed to implement these metrics, which included the author in randomly areas of the venue of the event with two smartphones with a survey (more details of the survey at Methodology) asking people to answer it. In the social media group, it was a matter of post the link to the online survey and a cooperation request.

6.4 Survey Analysis

Socio-demographic analysis

Table 4- Demographic Characterization

Category	Total	
	N	%
Total	331	100
Age		
18-35 years	177	53.5
35-45 years	83	25.1
45 or more years	71	21.5
Monthly Household Income		
Under 1500€	83	25.1
1500€ - 2500€	98	29.6
2500€ - 4000€	86	26.0
4000€ or more	58	17.5
Missing	6	1.8
Education		
Elementary School	3	0.9
Middle School	9	2.7
High School	97	29.3
College	222	67.1

The summary of the sample characterization is provided in table 4. The sample was composed by 331 respondents.

Important to note that, the most representative group were between 18 and 35 years old (53,5%). 25,1% were between 35 and 45 years and while 21,5 % were respondents from the older age group (older than 45 years old).

Regarding monthly household income, respondents were almost equally dispersed on the fourth possible answers. In general, respondents had high monthly household incomes, as 73,1 % reported earning over 1500€, while 25,1% reported earning under 1500€.

Finally, the respondents were highly educated, as 67,1 % possesses a college degree. 29,3 % possesses a high school degree and interesting to note that only 3,6 % of respondents possess a middle or elementary school degree.

Tennis Fans and Event Visit

Out of 331 respondents, about 88% considered themselves as tennis fans, while about 12% do not. Concerning the presence in the tournament, either in the current year's tournament or the two previous editions, 66,5% of respondents indicated that already went or are in the event while 33,5% until the moment of the response never had the opportunity to go to Estoril Open. These results are presented in figures 7 and 8. Regarding the young segment about 67% said that had visited Estoril Open at least once, which means have a similar result comparing to the overall respondents. (Appendix 22)

Figure 7- Went to Estoril Open

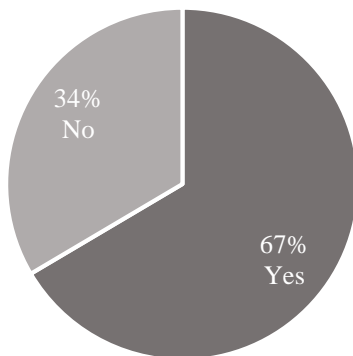
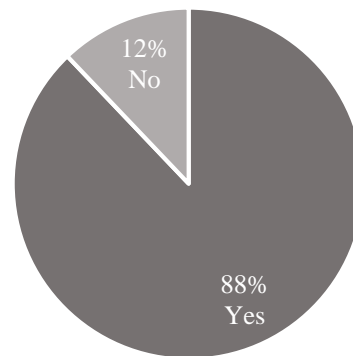


Figure 8- Tennis Fans

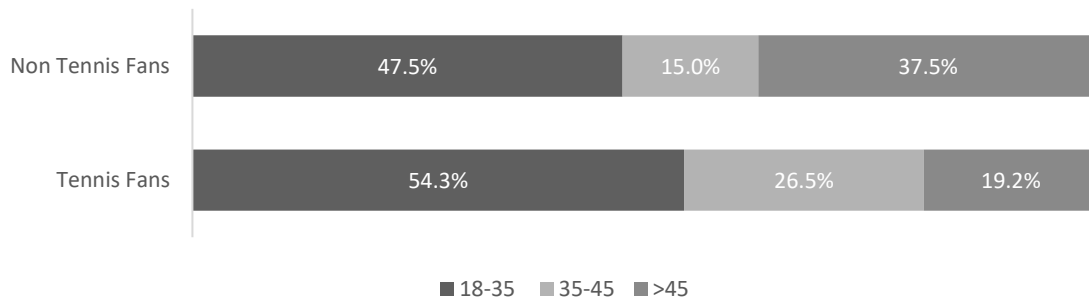


Tennis Fans Characteristics

Tennis fans are an important respondents group for this research, especially for Millennium BPC that is targeting this same segment through this communication strategy. An in-depth socio-demographic analysis to them was done.

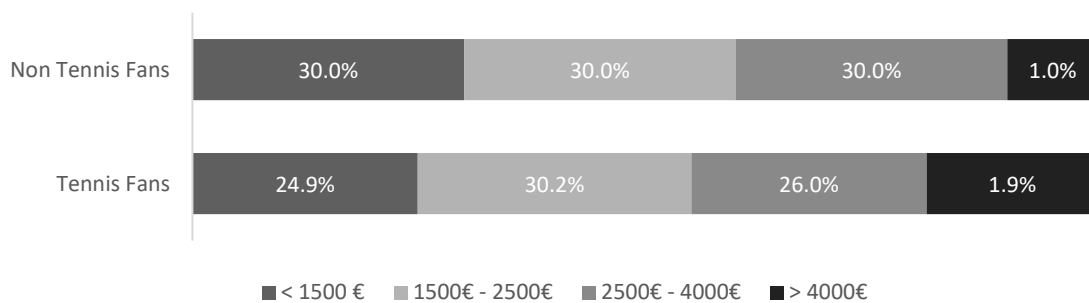
More than a half of tennis fans are young, having an age between 18 and 35 years old. Only about 19% are from the older age group. When comparing non-tennis fans, it is possible to see a clear difference. Non-tennis fans are a more aged segment. Indeed, Millennium BCP wanted to reach a young segment.

Figure 9- Tennis Fans Age



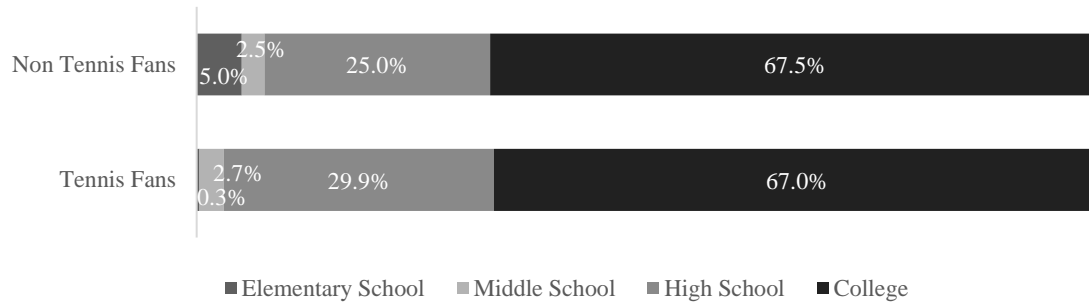
In terms of monthly household income, most of the tennis fans have high incomes, about 56,2 % earns between 1500 € and 4000€, which are similar values to non-tennis fans. Here is interesting to note that tennis fans are more waged than non-tennis fans when comparing the percentage of respondents in the last category of monthly household income. Indeed, Millennium BCP wanted to reach a *Prestige* segment.

Figure 10- Tennis Fans Monthly Household Income



Regarding Education, it is clear that tennis fans are well-educated people, of which 67% have a college degree, and about 30% completed the High School. When comparing the two types of respondents, is possible to observe that tennis fans are in overall more educated that non-tennis fans. However, the difference is not substantial. Indeed, as said before Millennium BCP wanted to reach a *Prestige* segment.

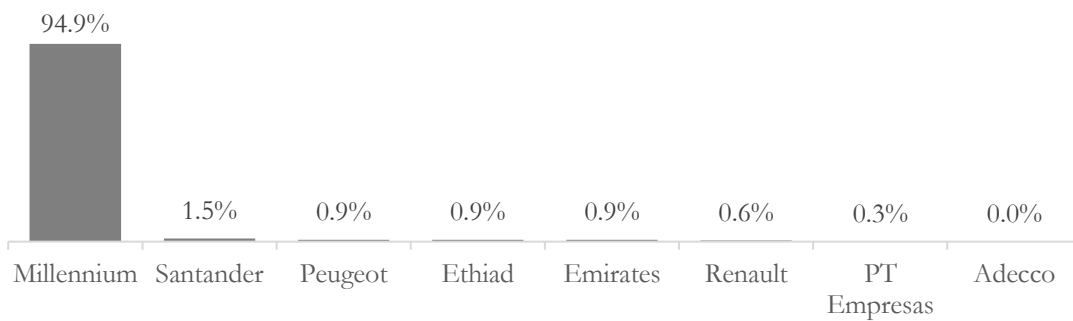
Figure 11- Tennis Fans Education



Sponsor Awareness

Question three assessed the ability of respondents to select, from a list (aided recall), the main sponsor of the tournament. The list was composed by four of the actual sponsors and four companies that did not sponsor the event, and that are direct competitors of the actual sponsors. The actual sponsors are: Millennium BCP, Peugeot, Emirates and PT Empresas. Results are presented in figure 12.

Figure 12- Sponsors Recall



Overall, the results show that respondents were able to correctly identify the main sponsor of the event. Millennium BCP obtained around 95% of answers, establishing a huge difference from other possible answers. In 2015 and 2016, Millennium BCP had also been the brand with the most percentage of recognition with 92% and 95% respectively (values given by Millennium BCP).

Santander Totta was the second company with more answers, about 1,5%, and Adecco did not have any answers. Interesting here to note the fact that, besides Santander Totta, other companies that did not sponsor the event still received recognition as main sponsors, which is a natural outcome in sponsorship categories where there is intense competition. (Bennett et al. 2006)

However, as seen, the majority of respondents were able to identify the main sponsor which can be a good indication for the company and the capacity to recognize it than its competitor is an important finding for marketers. (Bennett et al. 2006)

It is worth noting that 87.5 % of non-fans correctly recognized Millennium BCP as the main sponsor of Estoril Open and that only 4.1 % of fans did not identify the right main sponsor. Similarly, 89.2% of respondents that never could visit the tournament correctly recognized Millennium BCP as the main sponsor, while almost 98% of people that already visited Estoril Open was clearly able to identify the correct sponsor. (Table 5)

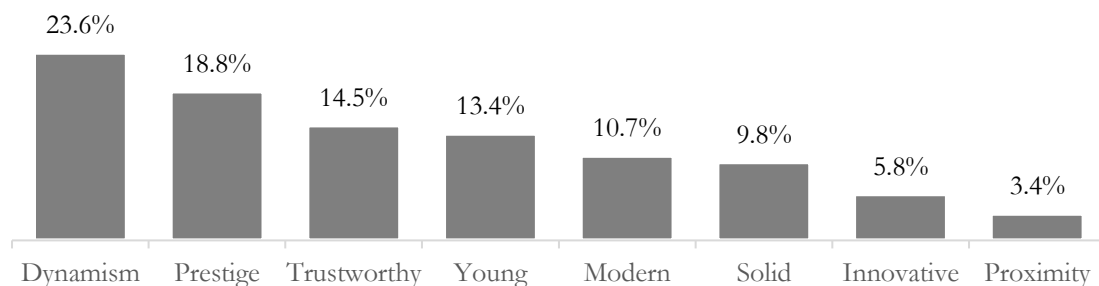
Table 5-Millennium BCP Recall

	Tennis Fan		Event Visited	
	No	Yes	No	Yes
Millennium BCP (% in Fan/Event)	87.5%	95.9%	89.2%	97.7%
Total	100%	100%	100%	100%

Values

In question, four respondents were asked to select from three values from a list that they would relate to tennis. The list was composed by eight values retrieved from Millennium BCP corporate values: Modern, Prestige, Dynamic, Young, Innovative, Trustworthy, Solid, Proximity. The most chosen value was Dynamic with 23.6% of the answers, followed by Prestige with 18.8% of the answers. Values as Trustworthy and Young had 14.5% and 13.4%, respectively. Respondents did not relate values as Proximity and Innovative with this sport. Results are presented in figure 13.

Figure 13- Tennis Values



Then in question five, respondents were asked about their beliefs regarding the transmitted values (the same used in question four) by a company when sponsoring Estoril Open. Respondents were asked the extent to which they agree, disagree, or were not sure about the eight values. The summary of the results is presented in table 6.

Table 6- Sponsor Values

Value	Disagree	Not Sure	Agree
Modern	7.5%	26.9%	65.6%
Prestige	3.9%	13.6%	82.5%
Dynamic	13.9%	37.2%	47.7%
Young	3.3%	15.1%	80.4%
Innovative	7.2%	23.6%	68.7%
Trustworthy	10.5%	28.7%	60.8%
Solid	9%	24.2%	66.5%
Proximity	11.2%	29.3%	59.5%

Results indicate that respondents have positive beliefs about the values transmitted by a company when sponsoring Estoril Open. Nevertheless, there are two values that the majority of respondents considered that companies show when decide to sponsor an event like Estoril Open. These values are Prestige and Young, with over 80% of positive responses. Respondents also think that a company shows that is modern, solid and innovative when sponsoring Estoril Open. On the contrary, about 37% of respondents are unsure about the transmission of a value as dynamic, and about 14% disagree about this transmission. Dynamic was the value with more negative feelings of all the eight values. Similarly, Proximity was not so valued by respondents.

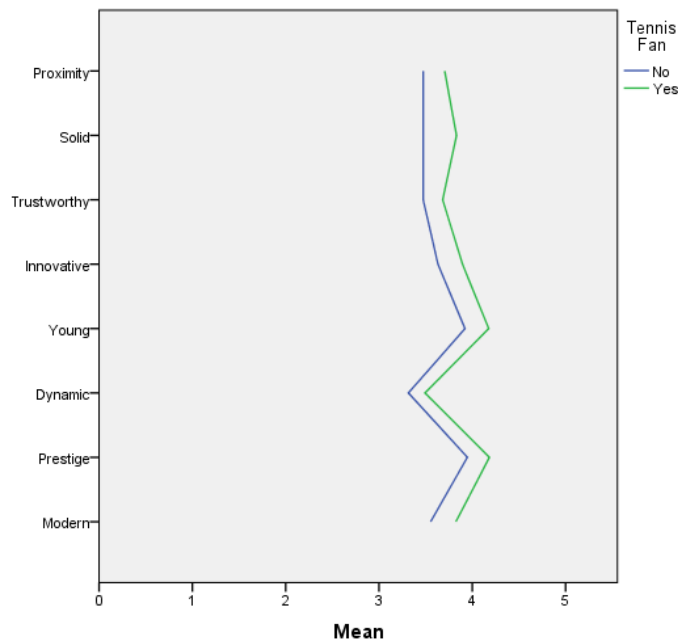
Moreover, the younger respondents (18-35 years old), had similar beliefs about the values transmitted by the bank when sponsoring the event. Actually, the three values that they agreed to be transmitted were the same as all the sample: Prestige, Young and Innovative. Although, they believed that the Young value is the most communicated at the event, with 83.4% of responses and the prestige one is the second. Equally important to note that the Modern value is more associated to the event by the young segment with 69.4% of the answer and the Dynamic value is the one with less percentage of positive answers. Results are presented at table 7.

Table 7- Sponsor Values in 18-35 segment

Value	Agree
Modern (% in 18-35 years old)	69.4%
Prestige (% in 18-35 years old)	82.5%
Dynamic (% in 18-35 years old)	48%
Young (% in 18-35 years old)	83.4%
Innovative (% in 18-35 years old)	75.5%
Trustworthy (% in 18-35 years old)	60.4%
Solid (% in 18-35 years old)	63.9%
Proximity (% in 18-35 years old)	58.2%

Regarding tennis fans perception of values transmitted in the event, it is possible to see in the figure below that there an evidence of almost no difference between being or not being a tennis fans response. To confirm this evidence a Mann-Whitney test was performed. The results demonstrate that the distribution is only not the same for the solid value. (Appendix 21)

Figure 14 - Tennis Fans Values - Mean



Attitude Towards Sponsors

In the second section of question five respondents were asked the extent to which they agree, disagree or were not sure about two topics: (1) whether they thought it was good for companies to sponsor the tournament and if it influences the way they feel about the company; (2) whether they were more likely to purchase a company's products/services if it sponsored the tournament.

Results show that respondents have positive feelings about who sponsors the event. In detail, 74% of all respondents believe that it is good for a company to sponsor Estoril Open as it will influence the way they look at this company. Additionally, the majority of respondents (57.4%) agreed that their purchase intentions are influenced by the fact of a company sponsoring Estoril Open. The summary of these results is presented in table 8.

Table 8- Attitudes Toward Sponsors

Topic	Disagree	Not Sure	Agree
Good to sponsor & Influence attitude toward sponsor	5.7%	19.3%	74%
Influence purchase intentions	13%	29.6%	57.4%

When correlating these two items, it is possible to understand that more than a half of the respondents (51,8%) have strong feelings about who sponsors the event, thinking they are doing a good sponsorship and that will influence the way they look to the sponsoring company and lead to a product or service purchase. (Appendix15)

For the purpose of understanding, if respondents that agree with the values as Young, Prestige, Modern and Innovative (the ones that respondents have stronger feelings about) are also more prone to purchase products/services of the sponsoring company, a crosstabulation between these items was performed. A summary of the results is presented in table 9, 10, 11 and 12, in the percentage of the total.

Table 9- Purchase Intentions/Important Values

Influence Purchase Young	Agree	Strongly Agree
Agree	20.8%	5.2%
Strongly Agree	11.33%	13.8%

Regarding the value Young, more than a half of the respondents (about 51%), considers that this kind of sponsorship makes a company looking younger and that will also be more available to purchase its products or services. Interesting to note that, when cross-tabulating only the responses for the 18-35 years old (Appendix 17), the result is the same, and higher than the result for the 35-45 years old. Even though, the older age group segment is the one with the highest result.

Table 10-Purchase Intentions/Important Values

Influence Purchase Modern	Agree	Strongly Agree
Agree	18.7%	6%
Strongly Agree	8.2%	10%

In turn, with the Modern responses is possible to understand that 42,9% of respondents are more prone to purchase products and thinks the sponsoring company as modern. Here, the age group segment from 18 to 35 years old is the one with the highest result (46,9%). (Appendix 17)

Table 11-Purchase Intentions/Important Values

Influence Purchase Prestige	Agree	Strongly Agree
Agree	16.6%	5.7%
Strongly Agree	17.2%	12.4%

Regarding the value Prestige, 51,9% of respondents think a company as prestigious when sponsoring Estoril open and will be more available to buy its products or services. Again, the older age group is the segment with the highest results, in this case almost 60%, leading that they are really close to purchasing action. (Appendix 17)

Table 12-Purchase Intentions/Important Values

Influence Purchase Innovative	Agree	Strongly Agree
Agree	19.7%	7%
Strongly Agree	7%	9.7%

Lastly, only 43,4% of respondents considered a company innovative and that this sponsorship will influence their purchase intention. Important to note that despite these global result, the younger age group had a higher result about 47%. (Appendix 17)

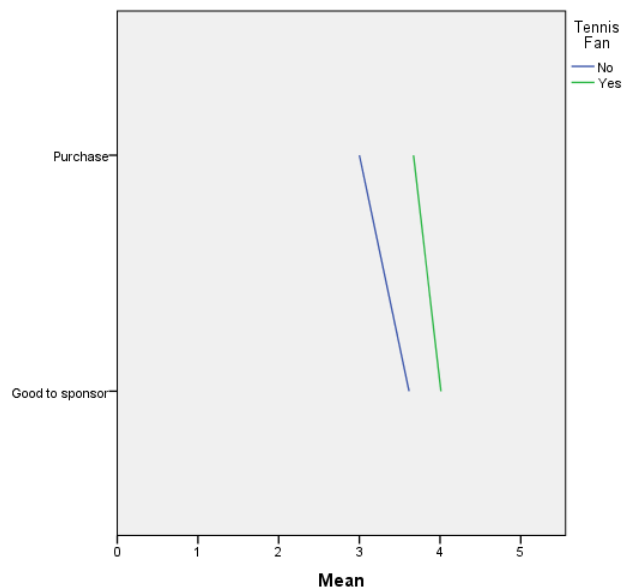
Another important factor is to be physically present at a tennis event, what may influence the way attendees look at the companies (Slåtten et al., 2014) although the results of the Person Chi-Square test (significance level > 0,05) (Appendix 18) performed for these variables show that there is no relationship between them.

Identically, it was tested if respondents that already went to Estoril Open, will have a higher probability of purchasing products or services of the sponsoring company. After performing a Person Chi-Square Test (significance level > 0,05) (Appendix 18) it was possible to see that these two variables are independent of each other, meaning that there is no direct relationship between going or not going to the event and purchase or not purchase a service from the sponsor of Estoril Open.

Being a tennis fan or not may also be a reason to influence attitudes toward brands that sponsor an event that these people are attending or watching. Using the Chi-Square test of association between tennis fans and influence purchase intentions, we can see a clear association between the two variables (significance level < 0,05) which proves it is a dependent relationship. (Appendix 18) Similarly, a Person Chi-Square test showed that considering as good the sponsorship of Estoril Open made by a company is directly related to the fact of be or not a tennis fan. (significance level < 0,05) (Appendix 18) Furthermore, looking at the corresponding crosstabs, it is noticed that tennis fans are much closer to take action than the non-fans and have more positive attitudes to the brands. Furthermore, to be sure of these results a Mann-Whitney Test was performed, in order to understand if the distribution of the level of agreement of the attitudes towards the brands that are represented by “Purchase” and “Good to sponsor” is the same for the two populations: groups of tennis fans and no tennis fans. Firstly, by looking in Figure 15

is possible to see a difference between the groups, with tennis fans having a higher level of agreement. The results of test confirm this analysis. With a significance level smaller than 0,05 (Appendix 21) it is possible to conclude that the distributions are different, with tennis fans agreeing more with the possibility to purchase products from the sponsoring firm and think the sponsorship as good.

Figure 15 - Tennis and Non- Tennis Fans Attitudes Distribution



Millennium BCP as sponsor

Question six is included in a section of the survey where Millennium BCP is already presented as the main sponsor of the event. Here, respondents were asked if their preference about Millennium BCP has increased after the Sponsorship to Estoril Open. Results (Figure 17) show that the majority of respondents did not increase their preference about Millennium BCP.

In order to better segment the answers, respondents were also asked if they were a current Millennium BCP customer or not, which as is possible to see in figure 16, Millennium BCP customers represent about 32% of the respondents.

Figure 16- Millennium BCP Customers

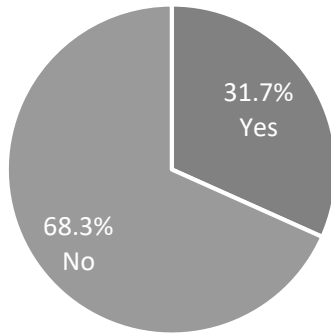
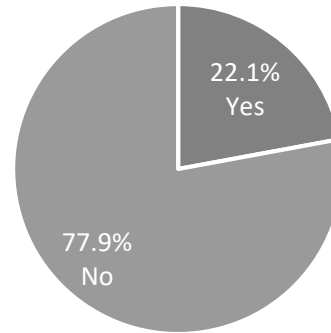


Figure 17- Increased Preference



Furthermore, looking at the correlations of table 13, it is possible to understand that almost 82% of non-customers did not increase their preference for Millennium BCP after this sponsorship, while 18% thinks Millennium BCP as a better bank organization now. In the same way, the highest proportion of current customers did not increase their preference, but about 31% of respondents are now more satisfied Millennium BCP clients. In order to confirm these findings, a Person Chi-Square test was performed between these two variables (significance level < 0,05) (Appendix 18), and the result was the expected: Being a Millennium BCP customer and increase the preference of this bank is directly related. The two variables are dependent.

Table 13- Increased Preference on Customers

		Customer	
		No	Yes
Increased Preference (% in Client)	No	81.9%	69.5%
	Yes	18.1%	30.5%
Total		100%	100%

From the ones who visited the event, only 14,2% increased its preference for Millennium BCP, while 8% of respondents that were never at Estoril increased its preference for Millennium BCP, as well. The majority of respondents have already assisted some tennis games at Estoril and did not increase its preference for the bank. (Table 14) The Person Chi-Square test shows that these two variables are independent (significance level > 0,05). (Appendix 18)

Table 14- Increased Preference by event visit

		Visited Event	
		No	Yes
Increased Preference	No	25.7%	52.3%
	Yes	7.9%	14.2%

Interesting to note at appendix 19 that out of 12,1% of non-tennis fans, about 5% of them are customers of Millennium BCP while about 7% are not.

Regarding the values that respondents have stronger beliefs, it is possible to understand which ones are more valuable by customers or non-customers, by looking at table 15. Almost 87% of customers, believed that a company is prestigious and young when sponsoring Millennium Estoril Open, although only about 68% thinks it as innovative. In turn, Non- customers results indicate that almost 70% of them thinks that a company is showing its capacity to innovate when sponsoring Millennium Estoril Open. This is the only value where Non-Customers had stronger beliefs than Customers.

Table 15- Values by Customer

	Prestige (Agree)	Modern (Agree)	Young (Agree)	Innovative (Agree)
Customer	85.8%	70.5%	86.7%	67.7%
Non-Customer	81%	63.3%	78.8%	69.8%

(% in Client/Non-Client)

6.5 Results Discussion

Reach the defined target & Get involved in the community

Millennium BCP wanted to reach a young *Prestige* segment, and the demographic results indicate that most of the people are from a younger age group, have high monthly incomes and have a good academic knowledge. So, first of all, these data can be important for companies as Millennium BCP, who would see such a large demographic as enticing (Bennett et al., 2006) Although, the sponsorship and its communication also reach individuals that do not fit the defined target.

As seen in literature review sporting events can create a sense of community or belonging, joining people with common purposes or identities. Tennis fans assume here the role of a niche community in Portugal, and Millennium BCP tried to get involved with them by starting sponsoring Estoril Open when it was to be canceled, due lack of investment. Although, it is assumed as a limitation the fact of being somehow difficult to measure the satisfaction of tennis fans when Millennium BCP decided to sponsor Estoril Open.

Firstly, research question 1 aimed to understand if Millennium BCP were close to its target and confirmed if tennis fans are part of a *Prestige* segment and these were confirmed. Interesting to note that tennis fans that answer the survey are highly educated, of which 70% frequented a college degree, and they live in families with high monthly incomes (about 75% of tennis fans have a monthly household income above 1500 €).

Then, tennis fans results demonstrate that they are creating a solid bond with the event. Tennis fans as a group are more prone to buy products or services from the sponsoring brand of the event and in general, have positive attitudes toward the brand. Furthermore, 63% of tennis fans have already visited Millennium Estoril Open before, which means they enjoyed past time in the event and are coming back. These conclusions help answer the second point of research question one, positively. Although when tennis fans know that Millennium BCP is the sponsoring firm, only 24% have increased their preference, while a minority of non-tennis fans increased their preference. This last conclusion was already suggested by (Slåtten et al., 2014) stating that may exist individuals that may not like the event but still may respond positively to it.

In summary, there is evidence that the sponsorship was somehow effective on building an affinity with the tennis community and a clear evidence of reaching the defined target.

Recognition from the audience/Sponsorship Awareness

Research question two aimed to understand if respondents were able to recognize Millennium BCP as the major sponsor of the event and the obtained data generated promising results for Millennium BCP. Almost all respondents correctly identified that it was the main sponsor of the event. These results can also be enhanced by the fact of a large part of non-tennis fans and respondents that did not attend the event at least once, being able to correctly identify Millennium BCP as the main sponsor of Estoril Open. These findings are also consistent with several studies that found significant recognition rates among sports consumers. (Bennett et al., 2006)

Thus, these findings can be seen as meaningful once the ability to recognize sponsors is a critical phase of sponsorship activation and may translate into positive effects, such as: favorable disposition, image transfer, fan involvement, goodwill and purchase intentions. (Bennett et al., 2006)

Interesting to note that the second company with more aided recall was also a banking company, that can be related to the fact of many banking institutions being sponsoring tennis events in last years as seen in the Literature Review on a study of IEG, and that the non-main sponsors had significantly lower level of awareness, as studied by Garland et al. (2008).

Important to note that this good result was also achieved in 2015 and 2016 with 92% and the same 95% of recognition in previous researches made by Millennium BCP in the last two editions of this event.

In summary, there is strong evidence that Millennium BCP sponsorship was effective in increasing the level of its awareness.

Brand Image

The more Estoril Open is able to show clear values, the higher the chance of a consumer 's having positive attitude towards it, and consequently the higher level of effective sponsorship that can be achieved. (Slåtten et al., 2014) Millennium BCP strategy for this sponsorship involved enhancing some corporate values that show the company as Modern, Young, and Dynamic. Here there is lack of evidence that these three values were associated with tennis by respondents, once dynamism was highly referred but values as Young or Modern not so much. Which means maybe Millennium BCP is not

communicating the right values through the event (research question three) or at least is not being effective, as desired. This is important since, as observed by Slåtten et al. (2014) in other research applied to other event, individuals who perceive a low fit level between the event's image (Estoril Open) and its sponsor may have worse attitudes toward the sponsoring brand.

Although, when respondents were asked to give their opinion about the values transmitted by a company when sponsoring Estoril Open, it is notorious that respondents have positive beliefs. Interesting to note that on the contrary of values associated with tennis, Dynamic was the value that most people disagree to be transmitted when sponsoring Estoril Open, while values as Young or Modern were very considered. Moreover, the younger segment, that is the main target of this communication had the same perception of this values transmission. Results of tennis fans do not have substantial differences from non-tennis fans, whereas the comparison between Millennium BCP customers and non-customers responses reveal that customers have more positive beliefs than non-customers. Actually, Millennium BCP customers are the segment with the highest percentage of positive responses, which means they are in agreement with the brand positioning, but by the fact of not being so effective with non-costumers demonstrate that Millennium BCP should make some extra effort once non-costumers may have a lack of knowledge about Millennium BCP brand.

When comparing these results to other researches done internally by Millennium BCP, it is possible to see that Dynamic was very associated before but not so much this year and that in a general way the main values that most people agree to be transmitted in this event and impact brand image, still be the same: Prestige, Modern, Young and Innovative.

In summary, the impact of the sponsorship on transmitting all the defined values is uncertain.

Attitudes Toward Sponsors

Consumer attitudes toward sponsorship reflect consistently favorable or unfavorable response to a sponsorship (Bennett et al., 2006), and as seen respondents indicated a positive response to the possibility of a company sponsor Estoril Open. Most of them indicated that they thought it was good to sponsor Estoril Open and that their attitudes about the sponsoring company will be positively affected. Thus, research question four is also positively answered.

Addressing the generic link between sponsorship and “sales activity,” respondents were more likely to purchase services from the sponsoring organization. These findings are supported by several studies that suggest sports event sponsorship can influence purchase intentions such as the ones done by Bennett et al. (2006) or Meenaghan (2001). So, point two of the research question four can be confirmed. It is also possible to conclude, that most of the respondents that see Millennium BCP as a young and a prestigious brand are more prone to purchase services or products from it, and actually when looking at the main target of this sponsorship, the young segment, the results are more encouraging since they are the age group with higher probability of taking a purchase action when they agree that the sponsoring company is Modern or Innovative.

This data is important for Millennium BCP because it supports the effectiveness of their sponsorship in reaching an affluent audience and influencing their attitudes and purchase decisions. Furthermore, this data can also be used by Estoril Open organization, to approach future sponsors or influence new proposals for the current sponsors.

It is also possible to conclude that generally, attitudes toward sponsors are not influenced if respondents visited the event or not. (Point three of research question four)

Slåtten et al. (2014) found that the more time people spend at an event, the more likely it is for them to relate positively to, or to generate positive associations toward the event. In fact, on-site activation help consumers to recognize their association with the sponsored properties, (Fullerton, 2010) although the analyzed data did not confirm this paradigm, showing there is no direct relationship between these two variables, i.e., respondents that went to Estoril Open did not generate stronger beliefs than the ones who did not attend the event or vice versa.

The impact of mere exposure on behavioral outcomes as purchase intention was minimal when tested by Kim et al., (2015). Indeed, in this research the two variables were tested and confirmed this paradigm, demonstrating that there is no relationship between them.

Highly involved consumers relate to sporting events on a deep level and their attitudes toward sponsorship are usually a good indicator of this commitment (Bennett et al., 2006). The researched data confirms this paradigm since tennis fans have more purchase intentions than non-fans and in overall have more positive attitudes to the sponsoring brands. Therefore, these results are driven by tennis fans’ involvement with tennis. As

seen by (Nassis et al., 2014), the involvement with a sport reveals the strong influence on attitudes and behavioral intentions toward the sponsor of Estoril Open.

Thus, these results are relevant for Millennium BCP managers and may show them an opportunity to renew or produce other sponsorships in events with the same demographics, exploring additional sales and increase revenue. Finally, there is strong evidence that Millennium BCP sponsorship was effective on positively influence the respondents' attitudes and behaviors.

Preference

Here preference is defined as those interviewed' personal pre-disposition toward the brand, i.e., all other factors being the same, respondents will choose Millennium BCP instead of other competitors. (Verity, 2002)

As a result of the survey, the majority of respondents did not increase the preference for Millennium BCP, suggesting that there is a low level of effectiveness of the sponsorship at this level even when evaluating responses from Millennium BCP customers and non-customers separately). This did not necessarily mean that customers who did not prefer Millennium BCP did not purchase from Millennium BCP, this data not allow this deduction. Conversely, last year results, exhibited below (Table 16), indicate that the increased preference level towards Millennium BCP, especially in the non-customers segment was higher and it is known (but with figures not disclosed) that suffered a slight growth from 2015.

Despite this decrease in the “increased preference” growth, this result is positive, since more 22% of respondents have stated that increase its level of preference towards Millennium BCP.

Moreover, without guidelines for the expected value of the increased preference, these results need to be seen as something positive. Thus, it does not mean the others respondents have decreased their preference, it may not have changed and remained at the same level of previous years.

Table 16- Preference Growth

	2015	2016	2017
Increase Preference (% in Total)	not available	33% ↗	22% ↘
Increase Preference (% in Client)	not available	38% ↗	31% ↘

↗ ↘ - Variation from last year

Despite different opinions and different research conclusions on the sponsor ubiquity (what events a sponsor actually chooses to sponsor), some authors state that firms that sponsor a large number of different types of events can lead to a loss perception of consistency. Indeed, Millennium BCP has a diversified strategy of sponsoring a different kind of events. The most recent ones and that are being sponsored at the same period are Portuguese Football cups and Music Festivals. This may be a reason to better understand the preference results of this year. Another possibility to explain this decrease is the historical fact: Millennium BCP started sponsoring Estoril Open in 2015 (and saved it from bankruptcy) and this may have boosted the preference of clients and potential clients, while nowadays the option for being a sponsor of this event may have lost the impact on consumer minds.

In summary, there is evidence that Millennium BCP sponsorship was effective in increasing its preference levels.

Final Outcome

The last step of the process involves generating the outcomes of the sponsorship, through the objectives' analysis. It is a summary of the previous sections and is presented in table 17 below. The summary includes a brief description of each objective and the result based on the four-ranking level created by Norm O'Reilly research (2014).

The four levels are:

- Yes: Objective achieved as desired;
- Partial: Considerable but incomplete evidence of success;
- Limited: Low levels of success, often uncertain;
- No: No evidence of success.

Table 17- Objectives Evaluation Summary

<i>Objective</i>	<i>Objective Obtained</i>
(1) Getting Involved in the community	Partial
(2) Reach a Young <i>Prestige</i> Segment	
Reach the Target	Yes
Recognition & Awareness	Yes
Millennium BCP values transmission	Partial
Influence Attitudes & Behaviors	Yes
Increase Preference of Millennium BPC	Partial
(3) Build Corporate Relations	N/A

All things considered, it is possible to conclude that two analyzed objectives were partially achieved.

First of all, Millennium BCP studied very well the target that they wanted to reach and found out what kind of people were present at Estoril in a tennis event or at least this target has a general interest in sports as tennis. As results show, there was a predominance of young and young adults which fits the parameters defined by Millennium BCP. There was also a majority of tennis fans. Indeed, tennis fans fit very well the demographics of the young *Prestige* segment that Millennium BCP is targeting.

Then, this sponsorship was also able to arouse interest in tennis, where Millennium BCP took an important role towards the major tennis event in Portugal. Although, tennis fans' preference levels for the bank are still a point to review and with the potential to raise up.

Secondly, the sponsorship was clearly very effective in increasing awareness of Millennium BCP brand, increasing its level of notoriety since the beginning of the sponsorship. Then, values transmission seems to be not so consistent as desired. Although, the levels of agreement towards each value transmitted when sponsoring the event are high.

Finally, Millennium BCP strategy seems to be effective in influencing attitudes and behaviors of its target, meaning that these individuals probably perceive a high level of consistency between the event's image and Millennium BCP. Moreover, McAlister et al.

(2012) research suggests that the first organization sponsoring a new annual event may have enhanced equity, which can help understand the positive results here. However, as said before, preference levels had a slight decrease in terms of growth, and there is still potential to increase this factor in the future. These positive results can also be explained by a cumulative impact, once Millennium BCP is working on this sponsorship since 2015.

On balance, if there is a corporate intention to still connect to sport-related values, and once Estoril Open sponsorship is having good results regarding institutional communication, Millennium BCP should renew the contract for another couple of years. This will allow to improve the results on a brand image that are still of uncertain achievement and lead to a maximum level of awareness, that people, in general, will call the event of Millennium Estoril Open spontaneously. Preference levels can also be increased with key and well-planned activation.

7. Implementation and Recommendations for Millennium BCP

In this chapter, the focus is on the way Millennium BCP should implement its sponsorship evaluation and some recommendations for an improved evaluation and recommendations to increment its results.

Regarding implementation process of this kind of assessment, Millennium BCP should start to allocate the necessary amount from the budget for sponsorship evaluation. Then, regarding the process, it should somehow follow the steps indicated in this research framework.

First, well-defined objectives (i.e., formulate the objectives in a SMART (Specific, Measurable, Attainable, Realistic and Time-scaled)), and an important target segmentation should be completed before the sponsorship, and then in the evaluation process is more a question of articulate and list them. Indeed, Millennium BCP has already completed this phase internally. Furthermore, for Millennium BCP, the target group involved current and potential customers, but it may also include employees, distributors, suppliers and other stakeholders of the firm. In the evaluation process, Millennium BCP can articulate objectives that are explicitly stated and those that are implicitly understood but might not be articulated in the sponsorship contract.

The second step, after collecting all the data concerning the Estoril Open sponsorship (such as sponsorship contract, sponsor and sponsee inputs, other information), it is important to establish metrics, selecting the best ones and best methods to evaluate each of the defined objectives or the same objective that will reach multiple publics.

The third step will involve gathering data, through running the chosen methods. Moreover, lastly, it is time for Millennium BCP to interpret outcomes, impacts and calculate the overall result. This evaluation process can be done internally by Millennium BCP collaborators or subcontracted to an agency/consultant that will be entirely focused on the evaluation project. In the second option, it will be of utmost importance that all the confidential/internal information that Millennium BCP have on the sponsorship be moved for the agency/consultant.

It will also be important for a company as Millennium BCP to compare the gained benefits of the sponsorship with the costs to achieve them.

Some recommendations are provided to improve the implementation process and improve results:

For instance, it is important that the sponsorship contract includes an evaluation clause so that sufficient budget for it is allocated. Additionally, the measurable objectives should be a priority, to efficiently allocate metrics and methods. The definition of the metrics and methods is a major step of the evaluation process.

Then, there are objectives that only have results further in time, so the evaluation should be planned for medium/long-term, both for evaluation and implementation. For example, it is recommended that Millennium BCP implement a post-event survey in order to do an evaluation exercise for the customer acquisition objectives (some secondary objectives of this sponsorship) in 12-18 months' time to determine if longer-term impacts were generated while the short-term results on this are challenging to measure.

Moreover, Millennium BCP should prioritize sponsorship for future branding objectives since results on this research show sponsorship to be effective in awareness but not so much in branding. Millennium BCP should do a better usage of the allocated spaces to communicate inside the event and outside the event, and communicate the right values that they want to be transmitted. If well communicated, these values will remain in consumer minds. For instance, Millennium BCP's communication is shown below.

Figure 18- Millennium BCP Advertising



Source: Primeiro Serviço Magazine, Millennium Estoril Open 2017

The communication above has a slogan that means “Here with you”. This transmits a Proximity value. Indeed, this value is important for Millennium BCP, but looking at the branding intentions on sponsoring Estoril Open, Millennium BCP should review this communication and try to communicate the Dynamism value that had poor results on this

research. Along with this option, compelling and active activation strategies inside the event will allow having a dynamic brand profile. ATMs can also work as communication tools beyond its revenue -generation function.

Millennium BCP has several branches throughout Portugal, but inside the event, there was no institutional stand focused on share banking information and also to attract new customers. To remember, the results of this research indicates that 45% of the respondents (Appendix 8) already visited the event and were not Millennium BCP customers, meaning that exists here an enormous potential target for Millennium BCP to explore. Actually, some of the respondents, asked during the survey fill where were the Millennium BCP institutional stand (there were only one for playing digital tennis, for entertainment in the Smash Area). For this will be important to have professional staff on the stand or at least have promoters with a good pre-event training.

There are also some activations trends that Millennium BCP can apply in its strategies such as using social media activations such as on Twitter and Facebook. This strategy will have positive adherence from the young segment that Millennium BCP is targeting. Thus, this strategy can increase involvement and strengthen long-term relationships. (O'Reilly and Horning, 2013)

Furthermore, as seen the ubiquity of a sponsor may negatively influence the preference levels. Perhaps Millennium BCP should not sponsor football at the same time as tennis since both sports transmit different values and the target groups are completely different. Football is a mass sport with a very extensive target while tennis, as seen, is a niche sport with a more defined target group (the same that Millennium BCP is looking for the *Prestige* segment).

8. Conclusions

8.1 Main Conclusions

Millennium BCP, when decided to sponsor Estoril Open, had its motivations, and as seen were a communication reason with an indirect business purpose. Also, the choice for this event happened because of the congruence and conformity with the bank strategy, goals and target segment.

Millennium Estoril Open Sponsorship is indeed, a potential property with international value, besides its importance for Millennium BCP in reaching their national targets. Thus, it is important for Millennium BCP but also for the event's organization, to maximize the value in sponsorship relationship through an efficient sponsorship evaluation. As seen, the basis of everything is which objectives Millennium BCP want to achieve when reaching its defined target, so it is crucial to set the objectives and make them clearly throughout the organization. (Verity, 2002) Without them will be impossible to track any sponsorship performance, not forgetting the metrics that will be essential for proceeding with the goal-by-goal evaluation.

In summary, the results provide interesting figures for Millennium BCP. First of all, there is a target market fit between the event and the defined target of Millennium BCP for this marketing strategy. Then, findings indicate that the advertising efforts done during the past three years were effective in increasing awareness of the brand, as respondents were able to recall Millennium BCP as the main sponsor of the event and expressed positive attitudes toward it. Brand Image is still in a period of values transmission, and this event has potential to increase the effectiveness on this level, in order to endorse the values that Millennium BCP outlined. Preference levels are also increasing since the beginning of the sponsorship, although slowing down in the last year. Since the event is growing and its number of attendees, interested people in tennis and tv transmissions are increasing as well, these findings are encouraging for the continuity of the sponsorship of Millennium Estoril Open.

As a whole, the results indicate that the Millennium BCP sponsorship on Estoril Open was effective, with most of the findings being consistent over the last three years and that should be renewed for the next couple of years, meaning that will be a potential possibility to achieve the objectives that were only partially reached. Furthermore, McAlister et al. (2012) found that long-standing sponsors continue to benefit from consumers associating

their brand with the sponsored event, even after the sponsorship agreement has officially finished, which can be important for the future of Millennium BCP if still targeting a young *Prestige* segment.

8.2 Limitations and Future Research

The current research is no exception and was performed under some limitations that are important to be mentioned. First, the sampling method used restricts generalizations of the achieved results, due to the absence of accurately random sample selection process, meaning that the results are specific to the sample of the population studied. So, as said before this research is considered as an exploratory study.

Second, there are difficulties in measuring intent to purchase since the respondents' capability to express if the intent will actually translate into behavior is hard to determine. Indeed, a positive attitude towards a brand assumed by the respondent in the survey may not be translated in a real purchase action. Although, where sales data is not available, intent to purchase is the next best measure available. (O'Reilly & Madill, 2011)

Third, in the banking sector is somehow difficult to understand what is a sale, making it more difficult for respondents to answer questions about purchase intentions and consequently for Millennium BCP and other banking institutions to measure impact in sales and which metrics to use.

Fourth, is assumed that the questionnaire has its own limitations. In fact, it was evident that "Community Involvement" goal was harder to be measured through the questionnaire. Here, arises the issue of the questionnaire that only reflects one or two of the studied metrics/methods in the literature review. By using more metrics, a deeper analysis can be achieved.

Fifth, the resources needed to perform a complete evaluation are significant. These are human and financial. Furthermore, the time needed to carry out this kind of evaluation, with pre-event, event, post-event and possibly long-term assessments, it is also a constraint.

Despite the previous limitations, this research can be used as a basis for future sponsorship evaluations. A number of additional recommendations were developed to ensure sponsorship evaluation on other stated objectives.

Firstly, a hospitality suite survey and/or host interviews should be taken, when the available resources are at the researcher's disposal. This will allow evaluating the "Build Corporate Relations" objective. In addition, secondary objectives' evaluation will allow to perform a more exhaustive sponsorship evaluation and consequently generate a more complete outcome. Thus, better decisions can be taken. Examples of secondary objectives' evaluation are listed below:

- Evaluate "Increase Sales/Customer Acquisition" through an in-branch customer survey;

- Evaluate "Enhance Employee Motivation" through an internal survey in Millennium BCP;

- Evaluate "Block Competition" through interviews with Sponsorship Directors from other banks operating in Portugal;

- Evaluate "Globalization" (especially the improve the brand image in Poland) through a mass market survey for Millennium BCP target market in Poland.

Finally, it will also be interesting to make this evaluation including the sponsee side, its objectives and what went wrong or what points were defined in the sponsorship contract but were not met. (O'Reilly & Madill, 2011) Thus, an overall evaluation of the sponsorship can be achieved.

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10. Appendices

10.1 Appendix 1: Millennium Estoril Open Prize Money

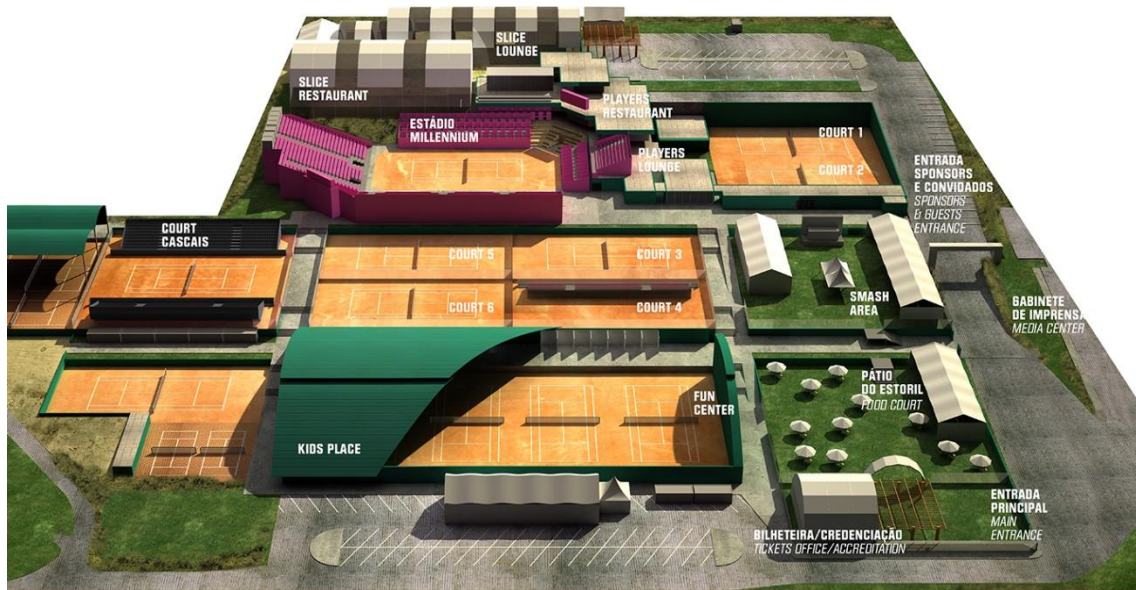



CLUBE TÊNIS ESTORIL
29 ABRIL - 7 MAIO 2017

SINGULARES		PARES			
	PONTOS ATP	PRIZE MONEY		PONTOS ATP	PRIZE MONEY
<i>vencedor</i>	250	€85,945	<i>vencedor</i>	250	€26,110
<i>finalista</i>	150	€45,265	<i>finalista</i>	150	€13,730
<i>semi-finalista</i>	90	€24,520	<i>semi-finalista</i>	90	€7,440
<i>quartos-final</i>	45	€13,970	<i>quartos-final</i>	45	€4,260
<i>oitavos-final</i>	20	€8,230	<i>oitavos-final</i>	-	€2,490
<i>primeira ronda</i>	-	€4,875	<i>primeira ronda</i>	-	-
<i>qualificado</i>	12	-	<i>qualificado</i>	-	-
<i>qualifying 2ª ronda</i>	6	€2,195	<i>qualifying 2ª ronda</i>	-	-
<i>qualifying 1ª ronda</i>	-	€1,100	<i>qualifying 1ª ronda</i>	-	-

Source: Millennium Estoril Open Website

10.2 Appendix 2: Millennium Estoril Open Map



Source: Primeiro Serviço Magazine

10.3 Appendix 3: Millennium Estoril Open Tickets Price

PACKS		BANCADAS <small>Assento fixo, com proteção igual para todos os sectores.</small>	PREMIUM SEATS <small>Primeira fila da bancada, com assento reclinável.</small>
PACK TORNEIO <small>29 Abril, 7 Maio (8 dias)</small>		€181	€228
PACK FINAIS <small>6 e 7 Maio (2 dias)</small>		€55	€80

BILHETES DIÁRIOS		BANCADAS <small>Assento fixo, com proteção igual para todos os sectores.</small>	PREMIUM SEATS <small>Primeira fila da bancada, com assento reclinável.</small>	BILHETE RECINTO
29 ABRIL <small>sábado</small>		€5	€10	€5
30 ABRIL <small>domingo</small>		€5	€10	€5
1 MAIO <small>segunda</small>		€10	€15	€5
2 MAIO <small>terça</small>		€10	€15	€5
3 MAIO <small>quarta</small>	Dia Noite 2 secções	€15 €15 €25	€20 €20 €35	€5 €5
4 MAIO <small>quinta</small>	Dia Noite 2 secções	€20 €20 €35	€25 €25 €43	€5 €5
6 MAIO <small>sabá</small>	Dia Noite 2 secções	€25 €25 €43	€35 €35 €50	€5 €5
8 MAIO <small>sábado</small>		€30	€45	€5
7 MAIO <small>domingo</small>		€35	€50	€5

Source: Millennium Estoril Open Website

10.4 Appendix 4: Millennium BCP Interview

Date: 3rd March of 2017

Duration: 1h 30 min

Interviewee: Paulo Santos Silva

Function: Institutional Communication Director

Interview Script: Question 1: How is Millennium BCP's overall strategy for sponsorships?

Question 2: Which is the main target group that Millennium BCP want to reach through this strategy?

Question 3: Which are the main objectives that Millennium BCP want to achieve through this strategy?

Question 4: Is it possible to quantify the objectives? Are there any reference points? Are Millennium BCP already evaluating the sponsorship?

Question 5: Is Millennium BCP happy with the Estoril Open agreement until now?

Question 6: Which are the benefits of being the main sponsor of Estoril Open?

Note: It was opted to not record or reproduce all the interview, for confidentiality motives and as asked by the interviewee.

10.5 Appendix 5: Online Survey (Portuguese Version)



The introduction screen features a red background with a yellow wave graphic. It includes the 'ESTORIL OPEN 2017' logo in two locations. The central text explains the survey's purpose and provides a 'Vamos lá!' button with a 'pressionar ENTER' instruction.

ESTORIL OPEN 2017

Sou aluno do Mestrado de Marketing do ISCTE e estou a avaliar a eficácia de patrocínios em eventos desportivos. Agradeço que pudesse responder a este curto questionário, dura cerca de 2 minutos. As respostas são totalmente anónimas. Obrigado!

Vamos lá! pressionar ENTER

1 → Considera-se um fã da modalidade Ténis?*

S Sim

N Não

2 → Já esteve no evento Estoril Open?*

S Sim

N Não

3 → Qual das seguintes marcas é a principal patrocinadora do torneio?*

- | | |
|---|--|
| <input type="radio"/> A Santander Totta | <input type="radio"/> B Millennium BCP |
| <input type="radio"/> C Peugeot | <input type="radio"/> D Renault |
| <input type="radio"/> E Emirates | <input type="radio"/> F Ethiad Airways |
| <input type="radio"/> G PT Empresas | <input type="radio"/> H Adecco |

4 → **Quais os valores que associa á modalidade desportiva Ténis? ***

(Escolha 3)

Podem ser seleccionadas várias opções

A Moderno

B Jovem

C Dinamismo

D Prestígio

E Inovador

F Confiança

G Solidez

H Proximidade

5 → **8. Para cada uma das seguintes afirmações, identifique com uma cruz (X), a medida em que concorda, discorda ou não tem certeza.**

Sendo 1- Discordo Totalmente, 3-Não Concordo nem Discordo e 5- Concordo Totalmente

Continuar

pressionar ENTER

a. **Ao patrocinar o Estoril Open, uma empresa demonstra que é moderna.**

1	2	3	4	5
---	---	---	---	---

Discordo Totalmente

Não Discordo nem Concordo

Concordo Totalmente

b. **Ao patrocinar o Estoril Open, uma empresa demonstra que tem prestígio.**

1	2	3	4	5
---	---	---	---	---

Discordo Totalmente

Não Discordo nem Concordo

Concordo Totalmente

c. Ao patrocinar o Estoril Open, uma empresa demonstra que é jovem.

1	2	3	4	5
---	---	---	---	---

Discordo Totalmente

Não Discordo nem Concordo

Concordo Totalmente

d. Ao patrocinar o Estoril Open, uma empresa demonstra que é dinâmica.

1	2	3	4	5
---	---	---	---	---

Discordo Totalmente

Não Discordo nem Concordo

Concordo Totalmente

e. Ao patrocinar o Estoril Open, uma empresa demonstra que é inovadora.

1	2	3	4	5
---	---	---	---	---

Discordo Totalmente

Não Discordo nem Concordo

Concordo Totalmente

f. Ao patrocinar o Estoril Open, uma empresa demonstra que é de confiança.

1	2	3	4	5
---	---	---	---	---

Discordo Totalmente

Não Discordo nem Concordo

Concordo Totalmente

g. Ao patrocinar o Estoril Open, uma empresa demonstra que é sólida.

1	2	3	4	5
---	---	---	---	---

Discordo Totalmente

Não Discordo nem Concordo

Concordo Totalmente

h. Ao patrocinar o Estoril Open, uma empresa demonstra que está próxima dos clientes.

1	2	3	4	5
---	---	---	---	---

Discordo Totalmente

Não Discordo nem Concordo

Concordo Totalmente

i. Patrocinar o Estoril Open é bom para as empresas e influencia a forma como as vejo.

1	2	3	4	5
---	---	---	---	---

Discordo Totalmente

Não Discordo nem Concordo

Concordo Totalmente

j. Patrocinar o Estoril Open aumenta a minha probabilidade de adquirir produtos das marcas patrocinadoras.

1	2	3	4	5
---	---	---	---	---

Discordo Totalmente

Não Discordo nem Concordo

Concordo Totalmente

6 → Desde 2015, o Estoril Open passou a ter como principal patrocinador o Millennium BCP, passando a denominar-se como Millennium Estoril Open.

Continuar

pressionar ENTER

a. A sua preferência pelo Millennium BCP aumentou após este patrocínio? *

S Sim

N Não

b. É cliente do Millennium BCP? *

S Sim

N Não

7 → Qual é a sua idade? *

A 18-35

B 35-45

C > 45

8 → Qual é o rendimento do seu agregado familiar? *

A < 1500 €

B 1500€ - 2500€

C 2500€ - 4000€

D > 4000€

9 → Quais são as suas habilitações literárias? *

A Primário

B Básico

C Secundário

D Universitário

10.6 Appendix 6: Online Survey (English Version)



The image shows the introduction screen of an online survey. It features a red background with a yellow wave graphic. In the top right corner, there is a yellow box with the text "ESTORIL OPEN 2017". In the center, there is a smaller yellow box with the same text. Below this, a white text block reads: "Hi! I am an ISCTE's Master Student and I am evaluating the sponsorships effectiveness of sports events. The survey will take 2 minutes and the answers are anonymous. Thank you for being able to reply to this short questionnaire. Thank you!". At the bottom center, there is a yellow button with the text "Let's Go!" and "press ENTER" next to it.

ESTORIL OPEN 2017

Hi! I am an ISCTE's Master Student and I am evaluating the sponsorships effectiveness of sports events. The survey will take 2 minutes and the answers are anonymous. Thank you for being able to reply to this short questionnaire. Thank you!

Let's Go! press ENTER

1 → Do you consider yourself a tennis fan?*

Yes

No

2 → Have you ever been in Estoril Open?*

Yes

No

2 → Have you ever been in Estoril Open?*

Yes

No

4 → Which values do you relate to tennis?*

(Choose 3 options)

Choose as many as you like

A Modern

B Young

C Dynamism

D Prestige

E Inovative

F Trustworthy

G Solid

H Proximity

5 → For each of the following statements, identify, the extent to which you agree, disagree or are unsure

Being: 1- Totally Disagree, 3-Do not Agree or Disagree and 5- Totally Agree

Continue

press ENTER

a. By sponsoring Estoril Open, a company shows that it is modern.

1	2	3	4	5
---	---	---	---	---

Totally Disagree

Do not Agree or Disagree

Totally Agree

b. By sponsoring Estoril Open, a company shows that have prestige.

1	2	3	4	5
---	---	---	---	---

Totally Disagree

Do not Agree or Disagree

Totally Agree

c. By sponsoring Estoril Open, a company shows that it is dynamic.

1	2	3	4	5
---	---	---	---	---

Totally Disagree

Do not Agree or Disagree

Totally Agree

d. By sponsoring Estoril Open, a company shows that it is young.

1	2	3	4	5
---	---	---	---	---

Totally Disagree

Do not Agree or Disagree

Totally Agree

e. By sponsoring Estoril Open, a company shows that it is innovative.

1	2	3	4	5
---	---	---	---	---

Totally Disagree

Do not Agree or Disagree

Totally Agree

f. By sponsoring Estoril Open, a company shows that it is trustworthy.

1	2	3	4	5
---	---	---	---	---

Totally Disagree

Do not Agree or Disagree

Totally Agree

g. By sponsoring Estoril Open, a company shows that it is solid.

1	2	3	4	5
---	---	---	---	---

Totally Disagree

Do not Agree or Disagree

Totally Agree

h. By sponsoring Estoril Open, a company shows that it is close to its customers.

1	2	3	4	5
---	---	---	---	---

Totally Disagree

Do not Agree or Disagree

Totally Agree

6 → Since 2015, Estoril Open started to have as its main sponsor Millennium BCP, renaming it as Millennium Estoril Open.

Continue

press ENTER

a. Has your preference for Millennium BCP increased after this sponsorship?*

Y Yes

N No

b. Are you a Millennium BCP customer?*

Y Yes

N No

7 → What is your age?*

A 18-35

B 35-45

C > 45

8 → What is your household income?*

A < 1500 €

B 1500€ - 2500€

C 2500€ - 4000€

D > 4000€

9 → What is your educational qualification?*

A Elementary School

B Middle School

C High School

D College

10.7 Appendix 7: Demographic Frequencies

Rendimento

		Frequência	Porcentagem	Porcentagem válida	Porcentagem cumulativa
Válido	< 1500€	83	25,1	25,5	25,5
	1500€- 2500€	98	29,6	30,2	55,7
	2500€- 4000€	86	26,0	26,5	82,2
	>4000€	58	17,5	17,8	100,0
	Total	325	98,2	100,0	
Omisso	Sistema	6	1,8		
Total		331	100,0		

Idade

		Frequência	Porcentagem	Porcentagem válida	Porcentagem cumulativa
Válido	18-35	177	53,5	53,5	53,5
	35-45	83	25,1	25,1	78,5
	>45	71	21,5	21,5	100,0
	Total	331	100,0	100,0	

Habilitações

		Frequência	Porcentagem	Porcentagem válida	Porcentagem cumulativa
Válido	Ensino Primário	3	,9	,9	,9
	Ensino Básico	9	2,7	2,7	3,6
	Ensino Secundário	97	29,3	29,3	32,9
	Ensino Universitário	222	67,1	67,1	100,0
	Total	331	100,0	100,0	

10.8 Appendix 8: Fan and Event Frequencies

Fã

		Frequência	Porcentagem	Porcentagem válida	Porcentagem cumulativa
Válido	Não	40	12,1	12,1	12,1
	Sim	291	87,9	87,9	100,0
	Total	331	100,0	100,0	

Evento

		Frequência	Porcentagem	Porcentagem válida	Porcentagem cumulativa
Válido	Não	111	33,5	33,5	33,5
	Sim	220	66,5	66,5	100,0
	Total	331	100,0	100,0	

10.9 Appendix 9: Tennis Fans Demographics

Tabulação cruzada Fã * Idade

			Idade			Total
			18-35	35-45	>45	
Fã	Não	Contagem	19	6	15	40
		% em Fã	47,5%	15,0%	37,5%	100,0%
		% em Idade	10,7%	7,2%	21,1%	12,1%
		% do Total	5,7%	1,8%	4,5%	12,1%
	Sim	Contagem	158	77	56	291
		% em Fã	54,3%	26,5%	19,2%	100,0%
		% em Idade	89,3%	92,8%	78,9%	87,9%
		% do Total	47,7%	23,3%	16,9%	87,9%
Total	Contagem	177	83	71	331	
	% em Fã	53,5%	25,1%	21,5%	100,0%	
	% em Idade	100,0%	100,0%	100,0%	100,0%	
	% do Total	53,5%	25,1%	21,5%	100,0%	

Tabulação cruzada Fã * Rendimento

			Rendimento				Total
			< 1500€	1500€- 2500 €	2500€- 4000 €	>4000€	
Fã	Não	Contagem	12	12	12	4	40
		% em Fã	30,0%	30,0%	30,0%	10,0%	100,0%
		% em Rendimento	14,5%	12,2%	14,0%	6,9%	12,3%
		% do Total	3,7%	3,7%	3,7%	1,2%	12,3%
	Sim	Contagem	71	86	74	54	285
		% em Fã	24,9%	30,2%	26,0%	18,9%	100,0%
		% em Rendimento	85,5%	87,8%	86,0%	93,1%	87,7%
		% do Total	21,8%	26,5%	22,8%	16,6%	87,7%
Total	Contagem	83	98	86	58	325	
	% em Fã	25,5%	30,2%	26,5%	17,8%	100,0%	
	% em Rendimento	100,0%	100,0%	100,0%	100,0%	100,0%	
	% do Total	25,5%	30,2%	26,5%	17,8%	100,0%	

Tabulação cruzada Fã * Habilitações

			Habilitações				Total
			Ensino Primário	Ensino Básico	Ensino Secundário	Ensino Universitário	
Fã	Não	Contagem	2	1	10	27	40
		% em Fã	5,0%	2,5%	25,0%	67,5%	100,0%
		% em Habilitações	66,7%	11,1%	10,3%	12,2%	12,1%
		% do Total	0,6%	0,3%	3,0%	8,2%	12,1%
	Sim	Contagem	1	8	87	195	291
		% em Fã	0,3%	2,7%	29,9%	67,0%	100,0%
		% em Habilitações	33,3%	88,9%	89,7%	87,8%	87,9%
		% do Total	0,3%	2,4%	26,3%	58,9%	87,9%
Total	Contagem	3	9	97	222	331	
	% em Fã	0,9%	2,7%	29,3%	67,1%	100,0%	
	% em Habilitações	100,0%	100,0%	100,0%	100,0%	100,0%	
	% do Total	0,9%	2,7%	29,3%	67,1%	100,0%	

10.10 Appendix 10: Sponsors Recall

Patrocinador

		Frequência	Porcentagem	Porcentagem válida	Porcentagem cumulativa
Válido	Santander	5	1,5	1,5	1,5
	Millennium	314	94,9	94,9	96,4
	Renault	2	,6	,6	97,0
	Peugeot	3	,9	,9	97,9
	Ethiad	3	,9	,9	98,8
	Emirates	3	,9	,9	99,7
	PT Empresas	1	,3	,3	100,0
	Total	331	100,0	100,0	

10.11 Appendix 11: Millennium BCP Recall

Tabulação cruzada Patrocinador * Fã

Contagem

		Fã		Total
		Não	Sim	
Patrocinador	Santander	0	5	5
	Millennium	35	279	314
	Renault	2	0	2
	Peugeot	1	2	3
	Ethiad	1	2	3
	Emirates	1	2	3
	PT Empresas	0	1	1
Total	40	291	331	

Tabulação cruzada Patrocinador * Evento

Contagem

		Evento		Total
		Não	Sim	
Patrocinador	Santander	2	3	5
	Millennium	99	215	314
	Renault	2	0	2
	Peugeot	2	1	3
	Ethiad	2	1	3
	Emirates	3	0	3
	PT Empresas	1	0	1
	Total	111	220	331

10.12 Appendix 12: Tennis Values Frequencies

\$ValoresTénis Frequências

		Respostas		Porcentagem de casos
		N	Porcentagem	
\$ValoresTénis ^a	Moderno	92	10,7%	27,8%
	Prestigio	162	18,8%	48,9%
	Dinamismo	204	23,6%	61,6%
	Jovem2	116	13,4%	35,0%
	Inovador	50	5,8%	15,1%
	Confiança2	125	14,5%	37,8%
	Solidez	85	9,8%	25,7%
	Proximidade	29	3,4%	8,8%
Total	863	100,0%	260,7%	

a. Grupo de dicotomia tabulado no valor 1.

10.13 Appendix 13: Sponsor Values Beliefs

Moderna

		Frequência	Porcentagem	Porcentagem válida	Porcentagem cumulativa
Válido	Discordo Totalmente	14	4,2	4,2	4,2
	Discordo	11	3,3	3,3	7,6
	Não concordo nem Discordo	89	26,9	26,9	34,4
	Concordo	134	40,5	40,5	74,9
	Concordo Totalmente	83	25,1	25,1	100,0
	Total	331	100,0	100,0	

Prestígio

		Frequência	Porcentagem	Porcentagem válida	Porcentagem cumulativa
Válido	Discordo Totalmente	9	2,7	2,7	2,7
	Discordo	4	1,2	1,2	3,9
	Não concordo nem Discordo	45	13,6	13,6	17,5
	Concordo	144	43,5	43,5	61,0
	Concordo Totalmente	129	39,0	39,0	100,0
	Total	331	100,0	100,0	

Dinâmica

		Frequência	Porcentagem	Porcentagem válida	Porcentagem cumulativa
Válido	Discordo Totalmente	16	4,8	4,9	4,9
	Discordo	30	9,1	9,2	14,1
	Não concordo nem Discordo	123	37,2	37,6	51,7
	Concordo	100	30,2	30,6	82,3
	Concordo Totalmente	58	17,5	17,7	100,0
	Total	327	98,8	100,0	
Omisso	Sistema	4	1,2		
Total		331	100,0		

Jovem

		Frequência	Porcentagem	Porcentagem válida	Porcentagem cumulativa
Válido	Discordo Totalmente	6	1,8	1,8	1,8
	Discordo	5	1,5	1,5	3,4
	Não concordo nem Discordo	50	15,1	15,3	18,7
	Concordo	143	43,2	43,7	62,4
	Concordo Totalmente	123	37,2	37,6	100,0
	Total	327	98,8	100,0	
Omisso	Sistema	4	1,2		
Total		331	100,0		

Inovadora

		Frequência	Porcentagem	Porcentagem válida	Porcentagem cumulativa
Válido	Discordo Totalmente	6	1,8	1,8	1,8
	Discordo	18	5,4	5,5	7,3
	Não concordo nem Discordo	78	23,6	23,6	30,9
	Concordo	143	43,2	43,3	74,2
	Concordo Totalmente	85	25,7	25,8	100,0
	Total	330	99,7	100,0	
Omisso	Sistema	1	,3		
Total		331	100,0		

Confiança

		Frequência	Porcentagem	Porcentagem válida	Porcentagem cumulativa
Válido	Discordo Totalmente	22	6,6	6,6	6,6
	Discordo	13	3,9	3,9	10,6
	Não concordo nem Discordo	95	28,7	28,7	39,3
	Concordo	129	39,0	39,0	78,2
	Concordo Totalmente	72	21,8	21,8	100,0
	Total	331	100,0	100,0	

Sólida

		Frequência	Porcentagem	Porcentagem válida	Porcentagem cumulativa
Válido	Discordo Totalmente	12	3,6	3,6	3,6
	Discordo	18	5,4	5,5	9,1
	Não concordo nem Discordo	80	24,2	24,2	33,3
	Concordo	135	40,8	40,9	74,2
	Concordo Totalmente	85	25,7	25,8	100,0
	Total	330	99,7	100,0	
Omisso	Sistema	1	,3		
Total		331	100,0		

Próxima

		Frequência	Porcentagem	Porcentagem válida	Porcentagem cumulativa
Válido	Discordo Totalmente	13	3,9	3,9	3,9
	Discordo	24	7,3	7,3	11,2
	Não concordo nem Discordo	97	29,3	29,3	40,5
	Concordo	117	35,3	35,3	75,8
	Concordo Totalmente	80	24,2	24,2	100,0
	Total	331	100,0	100,0	

10.14 Appendix 14: Sponsor Values Beliefs (in segment 18-35 years)

Tabulação cruzada Idade * Moderna

			Moderna					Total
			Discordo Totalmente	Discordo	Não concordo nem Discordo	Concordo	Concordo Totalmente	
Idade	18-35	Contagem	5	4	45	73	50	177
		% em Idade	2,8%	2,3%	25,4%	41,2%	28,2%	100,0%
		% em Moderna	35,7%	36,4%	50,6%	54,5%	60,2%	53,5%
		% do Total	1,5%	1,2%	13,6%	22,1%	15,1%	53,5%
	35-45	Contagem	4	4	31	31	13	83
		% em Idade	4,8%	4,8%	37,3%	37,3%	15,7%	100,0%
		% em Moderna	28,6%	36,4%	34,8%	23,1%	15,7%	25,1%
		% do Total	1,2%	1,2%	9,4%	9,4%	3,9%	25,1%
	>45	Contagem	5	3	13	30	20	71
		% em Idade	7,0%	4,2%	18,3%	42,3%	28,2%	100,0%
		% em Moderna	35,7%	27,3%	14,6%	22,4%	24,1%	21,5%
		% do Total	1,5%	0,9%	3,9%	9,1%	6,0%	21,5%
Total		Contagem	14	11	89	134	83	331
		% em Idade	4,2%	3,3%	26,9%	40,5%	25,1%	100,0%
		% em Moderna	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%
		% do Total	4,2%	3,3%	26,9%	40,5%	25,1%	100,0%

Tabulação cruzada Idade * Prestígio

			Prestígio				Total	
			Discordo Totalmente	Discordo	Não concordo nem Discordo	Concordo		Concordo Totalmente
Idade	18-35	Contagem	4	1	26	79	67	177
		% em Idade	2,3%	0,6%	14,7%	44,6%	37,9%	100,0%
		% em Prestígio	44,4%	25,0%	57,8%	54,9%	51,9%	53,5%
		% do Total	1,2%	0,3%	7,9%	23,9%	20,2%	53,5%
	35-45	Contagem	2	2	12	38	29	83
		% em Idade	2,4%	2,4%	14,5%	45,8%	34,9%	100,0%
		% em Prestígio	22,2%	50,0%	26,7%	26,4%	22,5%	25,1%
		% do Total	0,6%	0,6%	3,6%	11,5%	8,8%	25,1%
	>45	Contagem	3	1	7	27	33	71
		% em Idade	4,2%	1,4%	9,9%	38,0%	46,5%	100,0%
		% em Prestígio	33,3%	25,0%	15,6%	18,8%	25,6%	21,5%
		% do Total	0,9%	0,3%	2,1%	8,2%	10,0%	21,5%
Total	Contagem	9	4	45	144	129	331	
	% em Idade	2,7%	1,2%	13,6%	43,5%	39,0%	100,0%	
	% em Prestígio	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
	% do Total	2,7%	1,2%	13,6%	43,5%	39,0%	100,0%	

Tabulação cruzada Idade * Dinâmica

			Dinâmica				Total	
			Discordo Totalmente	Discordo	Não concordo nem Discordo	Concordo		Concordo Totalmente
Idade	18-35	Contagem	7	20	64	50	34	175
		% em Idade	4,0%	11,4%	36,6%	28,6%	19,4%	100,0%
		% em Dinâmica	43,8%	66,7%	52,0%	50,0%	58,6%	53,5%
		% do Total	2,1%	6,1%	19,6%	15,3%	10,4%	53,5%
	35-45	Contagem	5	5	37	26	10	83
		% em Idade	6,0%	6,0%	44,6%	31,3%	12,0%	100,0%
		% em Dinâmica	31,3%	16,7%	30,1%	26,0%	17,2%	25,4%
		% do Total	1,5%	1,5%	11,3%	8,0%	3,1%	25,4%
	>45	Contagem	4	5	22	24	14	69
		% em Idade	5,8%	7,2%	31,9%	34,8%	20,3%	100,0%
		% em Dinâmica	25,0%	16,7%	17,9%	24,0%	24,1%	21,1%
		% do Total	1,2%	1,5%	6,7%	7,3%	4,3%	21,1%
Total	Contagem	16	30	123	100	58	327	
	% em Idade	4,9%	9,2%	37,6%	30,6%	17,7%	100,0%	
	% em Dinâmica	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
	% do Total	4,9%	9,2%	37,6%	30,6%	17,7%	100,0%	

Tabulação cruzada Idade * Jovem

			Jovem				Total	
			Discordo Totalmente	Discordo	Não concordo nem Discordo	Concordo		Concordo Totalmente
Idade	18-35	Contagem	3	1	25	77	68	174
		% em Idade	1,7%	0,6%	14,4%	44,3%	39,1%	100,0%
		% em Jovem	50,0%	20,0%	50,0%	53,8%	55,3%	53,2%
		% do Total	0,9%	0,3%	7,6%	23,5%	20,8%	53,2%
	35-45	Contagem	0	3	13	42	25	83
		% em Idade	0,0%	3,6%	15,7%	50,6%	30,1%	100,0%
		% em Jovem	0,0%	60,0%	26,0%	29,4%	20,3%	25,4%
		% do Total	0,0%	0,9%	4,0%	12,8%	7,6%	25,4%
	>45	Contagem	3	1	12	24	30	70
		% em Idade	4,3%	1,4%	17,1%	34,3%	42,9%	100,0%
		% em Jovem	50,0%	20,0%	24,0%	16,8%	24,4%	21,4%
		% do Total	0,9%	0,3%	3,7%	7,3%	9,2%	21,4%
Total	Contagem	6	5	50	143	123	327	
	% em Idade	1,8%	1,5%	15,3%	43,7%	37,6%	100,0%	
	% em Jovem	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
	% do Total	1,8%	1,5%	15,3%	43,7%	37,6%	100,0%	

Tabulação cruzada Idade * Inovadora

			Inovadora				Total	
			Discordo Totalmente	Discordo	Não concordo nem Discordo	Concordo		Concordo Totalmente
Idade	18-35	Contagem	2	7	34	84	49	176
		% em Idade	1,1%	4,0%	19,3%	47,7%	27,8%	100,0%
		% em Inovadora	33,3%	38,9%	43,6%	58,7%	57,6%	53,3%
		% do Total	0,6%	2,1%	10,3%	25,5%	14,8%	53,3%
	35-45	Contagem	1	7	23	35	17	83
		% em Idade	1,2%	8,4%	27,7%	42,2%	20,5%	100,0%
		% em Inovadora	16,7%	38,9%	29,5%	24,5%	20,0%	25,2%
		% do Total	0,3%	2,1%	7,0%	10,6%	5,2%	25,2%
	>45	Contagem	3	4	21	24	19	71
		% em Idade	4,2%	5,6%	29,6%	33,8%	26,8%	100,0%
		% em Inovadora	50,0%	22,2%	26,9%	16,8%	22,4%	21,5%
		% do Total	0,9%	1,2%	6,4%	7,3%	5,8%	21,5%
Total	Contagem	6	18	78	143	85	330	
	% em Idade	1,8%	5,5%	23,6%	43,3%	25,8%	100,0%	
	% em Inovadora	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
	% do Total	1,8%	5,5%	23,6%	43,3%	25,8%	100,0%	

Tabulação cruzada Idade * Confiança

			Confiança				Total	
			Discordo Totalmente	Discordo	Não concordo nem Discordo	Concordo		Concordo Totalmente
Idade	18-35	Contagem	13	8	49	70	37	177
		% em Idade	7,3%	4,5%	27,7%	39,5%	20,9%	100,0%
		% em Confiança	59,1%	61,5%	51,6%	54,3%	51,4%	53,5%
		% do Total	3,9%	2,4%	14,8%	21,1%	11,2%	53,5%
	35-45	Contagem	6	3	26	31	17	83
		% em Idade	7,2%	3,6%	31,3%	37,3%	20,5%	100,0%
		% em Confiança	27,3%	23,1%	27,4%	24,0%	23,6%	25,1%
		% do Total	1,8%	0,9%	7,9%	9,4%	5,1%	25,1%
	>45	Contagem	3	2	20	28	18	71
		% em Idade	4,2%	2,8%	28,2%	39,4%	25,4%	100,0%
		% em Confiança	13,6%	15,4%	21,1%	21,7%	25,0%	21,5%
		% do Total	0,9%	0,6%	6,0%	8,5%	5,4%	21,5%
Total	Contagem	22	13	95	129	72	331	
	% em Idade	6,6%	3,9%	28,7%	39,0%	21,8%	100,0%	
	% em Confiança	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
	% do Total	6,6%	3,9%	28,7%	39,0%	21,8%	100,0%	

Tabulação cruzada Idade * Sólida

			Sólida				Total	
			Discordo Totalmente	Discordo	Não concordo nem Discordo	Concordo		Concordo Totalmente
Idade	18-35	Contagem	7	9	48	67	46	177
		% em Idade	4,0%	5,1%	27,1%	37,9%	26,0%	100,0%
		% em Sólida	58,3%	50,0%	60,0%	49,6%	54,1%	53,6%
		% do Total	2,1%	2,7%	14,5%	20,3%	13,9%	53,6%
	35-45	Contagem	2	7	16	38	19	82
		% em Idade	2,4%	8,5%	19,5%	46,3%	23,2%	100,0%
		% em Sólida	16,7%	38,9%	20,0%	28,1%	22,4%	24,8%
		% do Total	0,6%	2,1%	4,8%	11,5%	5,8%	24,8%
	>45	Contagem	3	2	16	30	20	71
		% em Idade	4,2%	2,8%	22,5%	42,3%	28,2%	100,0%
		% em Sólida	25,0%	11,1%	20,0%	22,2%	23,5%	21,5%
		% do Total	0,9%	0,6%	4,8%	9,1%	6,1%	21,5%
Total	Contagem	12	18	80	135	85	330	
	% em Idade	3,6%	5,5%	24,2%	40,9%	25,8%	100,0%	
	% em Sólida	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
	% do Total	3,6%	5,5%	24,2%	40,9%	25,8%	100,0%	

Tabulação cruzada Idade * Próxima

			Próxima				Total	
			Discordo Totalmente	Discordo	Não concordo nem Discordo	Concordo		Concordo Totalmente
Idade	18-35	Contagem	5	15	54	57	46	177
		% em Idade	2,8%	8,5%	30,5%	32,2%	26,0%	100,0%
		% em Próxima	38,5%	62,5%	55,7%	48,7%	57,5%	53,5%
		% do Total	1,5%	4,5%	16,3%	17,2%	13,9%	53,5%
	35-45	Contagem	4	7	25	32	15	83
		% em Idade	4,8%	8,4%	30,1%	38,6%	18,1%	100,0%
		% em Próxima	30,8%	29,2%	25,8%	27,4%	18,8%	25,1%
		% do Total	1,2%	2,1%	7,6%	9,7%	4,5%	25,1%
	>45	Contagem	4	2	18	28	19	71
		% em Idade	5,6%	2,8%	25,4%	39,4%	26,8%	100,0%
		% em Próxima	30,8%	8,3%	18,6%	23,9%	23,8%	21,5%
		% do Total	1,2%	0,6%	5,4%	8,5%	5,7%	21,5%
Total	Contagem	13	24	97	117	80	331	
	% em Idade	3,9%	7,3%	29,3%	35,3%	24,2%	100,0%	
	% em Próxima	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
	% do Total	3,9%	7,3%	29,3%	35,3%	24,2%	100,0%	

10.15 Appendix 15: Attitude Toward Sponsors Frequencies

Bom

		Frequência	Porcentagem	Porcentagem válida	Porcentagem cumulativa
Válido	Discordo Totalmente	12	3,6	3,7	3,7
	Discordo	7	2,1	2,1	5,8
	Não concordo nem Discordo	64	19,3	19,5	25,3
	Concordo	143	43,2	43,6	68,9
	Concordo Totalmente	102	30,8	31,1	100,0
	Total	328	99,1	100,0	
Omisso	Sistema	3	,9		
Total		331	100,0		

Adquirir

		Frequência	Porcentagem	Porcentagem válida	Porcentagem cumulativa
Válido	Discordo Totalmente	18	5,4	5,4	5,4
	Discordo	25	7,6	7,6	13,0
	Não concordo nem Discordo	98	29,6	29,6	42,6
	Concordo	124	37,5	37,5	80,1
	Concordo Totalmente	66	19,9	19,9	100,0
	Total	331	100,0	100,0	

10.16 Appendix 16: Crosstabulation on Attitudes Toward Sponsors

Tabulação cruzada Bom * Adquirir

			Adquirir					Total
			Discordo Totalmente	Discordo	Não concordo nem Discordo	Concordo	Concordo Totalmente	
Bom	Discordo Totalmente	Contagem	4	4	1	2	1	12
		% em Bom	33,3%	33,3%	8,3%	16,7%	8,3%	100,0%
		% em Adquirir	22,2%	16,0%	1,0%	1,6%	1,5%	3,7%
		% do Total	1,2%	1,2%	0,3%	0,6%	0,3%	3,7%
	Discordo	Contagem	2	4	1	0	0	7
		% em Bom	28,6%	57,1%	14,3%	0,0%	0,0%	100,0%
		% em Adquirir	11,1%	16,0%	1,0%	0,0%	0,0%	2,1%
		% do Total	0,6%	1,2%	0,3%	0,0%	0,0%	2,1%
	Não concordo nem Discordo	Contagem	5	7	36	12	4	64
		% em Bom	7,8%	10,9%	56,3%	18,8%	6,3%	100,0%
		% em Adquirir	27,8%	28,0%	37,5%	9,8%	6,1%	19,5%
		% do Total	1,5%	2,1%	11,0%	3,7%	1,2%	19,5%
Concordo	Contagem	6	9	44	70	14	143	
	% em Bom	4,2%	6,3%	30,8%	49,0%	9,8%	100,0%	
	% em Adquirir	33,3%	36,0%	45,8%	56,9%	21,2%	43,6%	
	% do Total	1,8%	2,7%	13,4%	21,3%	4,3%	43,6%	
Concordo Totalmente	Contagem	1	1	14	39	47	102	
	% em Bom	1,0%	1,0%	13,7%	38,2%	46,1%	100,0%	
	% em Adquirir	5,6%	4,0%	14,6%	31,7%	71,2%	31,1%	
	% do Total	0,3%	0,3%	4,3%	11,9%	14,3%	31,1%	
Total	Contagem	18	25	96	123	66	328	
	% em Bom	5,5%	7,6%	29,3%	37,5%	20,1%	100,0%	
	% em Adquirir	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
	% do Total	5,5%	7,6%	29,3%	37,5%	20,1%	100,0%	

10.17 Appendix 17: Crosstabulations on Purchase Intentions/Values and

Age

Value Young:

Tabulação cruzada Jovem * Adquirir * Idade

Idade			Adquirir				Total	
			Discordo Totalmente	Discordo	Não concordo nem Discordo	Concordo		Concordo Totalmente
18-35	Jovem	Discordo Totalmente	Contagem	3	0	0	0	3
			% em Jovem	100,0%	0,0%	0,0%	0,0%	100,0%
			% em Adquirir	27,3%	0,0%	0,0%	0,0%	1,7%
	% do Total	1,7%	0,0%	0,0%	0,0%	0,6%		
	Discordo	Contagem	0	0	0	0	1	
		% em Jovem	0,0%	0,0%	0,0%	0,0%	100,0%	
		% em Adquirir	0,0%	0,0%	0,0%	0,0%	2,3%	
	% do Total	0,0%	0,0%	0,0%	0,0%	0,6%		
	Não concordo nem Discordo	Contagem	3	2	10	9	25	
		% em Jovem	12,0%	8,0%	40,0%	36,0%	4,0%	
		% em Adquirir	27,3%	15,4%	20,0%	16,1%	2,3%	
	% do Total	1,7%	1,1%	5,7%	5,2%	14,4%		
	Concordo	Contagem	3	7	25	30	12	
		% em Jovem	3,9%	9,1%	32,5%	39,0%	15,6%	
		% em Adquirir	27,3%	53,8%	50,0%	53,6%	27,3%	
% do Total	1,7%	4,0%	14,4%	17,2%	6,9%			
Concordo Totalmente	Contagem	2	4	15	17	30		
	% em Jovem	2,9%	5,9%	22,1%	25,0%	44,1%		
	% em Adquirir	18,2%	30,8%	30,0%	30,4%	68,2%		
% do Total	1,1%	2,3%	8,6%	9,8%	17,2%			
Total	Contagem	11	13	50	56	44		
	% em Jovem	6,3%	7,5%	28,7%	32,2%	25,3%		
	% em Adquirir	100,0%	100,0%	100,0%	100,0%	100,0%		
% do Total	6,3%	7,5%	28,7%	32,2%	25,3%			
35-45	Jovem	Discordo	Contagem	0	1	1	1	3
			% em Jovem	0,0%	33,3%	33,3%	33,3%	0,0%
			% em Adquirir	0,0%	20,0%	3,6%	2,6%	0,0%
	% do Total	0,0%	1,2%	1,2%	1,2%	0,0%		
	Não concordo nem Discordo	Contagem	1	1	7	3	13	
		% em Jovem	7,7%	7,7%	53,8%	23,1%	7,7%	
		% em Adquirir	20,0%	20,0%	25,0%	7,9%	14,3%	
	% do Total	1,2%	1,2%	8,4%	3,6%	1,2%		
	Concordo	Contagem	2	3	11	25	1	
		% em Jovem	4,8%	7,1%	26,2%	59,5%	2,4%	
		% em Adquirir	40,0%	60,0%	39,3%	65,8%	14,3%	
	% do Total	2,4%	3,6%	13,3%	30,1%	1,2%		
	Concordo Totalmente	Contagem	2	0	9	9	5	
		% em Jovem	8,0%	0,0%	36,0%	36,0%	20,0%	
		% em Adquirir	40,0%	0,0%	32,1%	23,7%	71,4%	
% do Total	2,4%	0,0%	10,8%	10,8%	6,0%			
Total	Contagem	5	5	28	38	7		
	% em Jovem	6,0%	6,0%	33,7%	45,8%	8,4%		
	% em Adquirir	100,0%	100,0%	100,0%	100,0%	100,0%		
% do Total	6,0%	6,0%	33,7%	45,8%	8,4%			
>45	Jovem	Discordo Totalmente	Contagem	2	0	0	1	3
			% em Jovem	66,7%	0,0%	0,0%	33,3%	0,0%
			% em Adquirir	100,0%	0,0%	0,0%	3,6%	0,0%
	% do Total	2,9%	0,0%	0,0%	1,4%	0,0%		
	Discordo	Contagem	0	0	1	0	1	
		% em Jovem	0,0%	0,0%	100,0%	0,0%	100,0%	
		% em Adquirir	0,0%	0,0%	5,3%	0,0%	1,4%	
	% do Total	0,0%	0,0%	1,4%	0,0%	0,0%		
	Não concordo nem Discordo	Contagem	0	4	4	3	12	
		% em Jovem	0,0%	33,3%	33,3%	25,0%	8,3%	
		% em Adquirir	0,0%	66,7%	21,1%	10,7%	6,7%	
	% do Total	0,0%	5,7%	5,7%	4,3%	1,4%		
	Concordo	Contagem	0	1	6	13	4	
		% em Jovem	0,0%	4,2%	25,0%	54,2%	16,7%	
		% em Adquirir	0,0%	16,7%	31,6%	46,4%	26,7%	
% do Total	0,0%	1,4%	8,6%	18,6%	5,7%			
Concordo Totalmente	Contagem	0	1	8	11	10		
	% em Jovem	0,0%	3,3%	26,7%	36,7%	33,3%		
	% em Adquirir	0,0%	16,7%	42,1%	39,3%	66,7%		
% do Total	0,0%	1,4%	11,4%	15,7%	14,3%			
Total	Contagem	2	6	19	28	15		
	% em Jovem	2,9%	8,6%	27,1%	40,0%	21,4%		
	% em Adquirir	100,0%	100,0%	100,0%	100,0%	100,0%		
% do Total	2,9%	8,6%	27,1%	40,0%	21,4%			
Total	Jovem	Discordo Totalmente	Contagem	5	0	0	1	6
			% em Jovem	83,3%	0,0%	0,0%	16,7%	0,0%
			% em Adquirir	27,8%	0,0%	0,0%	0,8%	0,0%
	% do Total	1,5%	0,0%	0,0%	0,3%	0,0%		
	Discordo	Contagem	0	1	2	1	5	
		% em Jovem	0,0%	20,0%	40,0%	20,0%	20,0%	
		% em Adquirir	0,0%	4,2%	2,1%	0,8%	1,5%	
	% do Total	0,0%	0,3%	0,6%	0,3%	1,5%		
	Não concordo nem Discordo	Contagem	4	7	21	15	50	
		% em Jovem	8,0%	14,0%	42,0%	30,0%	6,0%	
		% em Adquirir	22,2%	29,2%	21,6%	12,3%	4,5%	
	% do Total	1,2%	2,1%	6,4%	4,6%	15,3%		
	Concordo	Contagem	5	11	42	68	17	
		% em Jovem	3,5%	7,7%	29,4%	47,6%	11,9%	
		% em Adquirir	27,8%	45,8%	43,3%	55,7%	25,8%	
% do Total	1,5%	3,4%	12,8%	20,8%	5,2%			
Concordo Totalmente	Contagem	4	5	32	37	45		
	% em Jovem	3,3%	4,1%	28,0%	30,1%	36,6%		
	% em Adquirir	22,2%	20,8%	33,0%	30,3%	68,2%		
% do Total	1,2%	1,5%	9,8%	11,3%	13,8%			
Total	Contagem	18	24	97	122	66		
	% em Jovem	5,5%	7,3%	29,7%	37,3%	20,2%		
	% em Adquirir	100,0%	100,0%	100,0%	100,0%	100,0%		
% do Total	5,5%	7,3%	29,7%	37,3%	20,2%			

Value Modern:

Tabulação cruzada Moderna * Adquirir * Idade

Idade	Moderna			Adquirir					Total
				Discordo Totalmente	Discordo	Não concordo nem Discordo	Concordo	Concordo Totalmente	
18-35	Discordo Totalmente	Contagem	2	1	2	0	0	5	
		% em Moderna	40,0%	20,0%	40,0%	0,0%	0,0%	100,0%	
		% em Adquirir	18,2%	7,1%	3,9%	0,0%	0,0%	2,8%	
	% do Total	1,1%	0,6%	1,1%	0,0%	0,0%	2,8%		
	Discordo	Contagem	1	1	1	1	0	4	
		% em Moderna	25,0%	25,0%	25,0%	25,0%	0,0%	100,0%	
		% em Adquirir	9,1%	7,1%	2,0%	1,8%	0,0%	2,3%	
	% do Total	0,6%	0,6%	0,6%	0,6%	0,0%	2,3%		
	Não concordo nem Discordo	Contagem	3	5	20	11	6	45	
		% em Moderna	6,7%	11,1%	44,4%	24,4%	13,3%	100,0%	
		% em Adquirir	27,3%	35,7%	39,2%	19,3%	13,6%	25,4%	
	% do Total	1,7%	2,8%	11,3%	6,2%	3,4%	25,4%		
	Concordo	Contagem	3	6	15	35	14	73	
		% em Moderna	4,1%	8,2%	20,5%	47,9%	19,2%	100,0%	
% em Adquirir		27,3%	42,9%	29,4%	61,4%	31,8%	41,2%		
% do Total	1,7%	3,4%	8,5%	18,8%	7,9%	41,2%			
Concordo Totalmente	Contagem	2	1	13	10	24	50		
	% em Moderna	4,0%	2,0%	26,0%	20,0%	48,0%	100,0%		
	% em Adquirir	18,2%	7,1%	25,5%	17,5%	54,5%	28,2%		
% do Total	1,1%	0,6%	7,3%	5,6%	13,6%	28,2%			
Total	Contagem	11	14	51	57	44	177		
	% em Moderna	6,2%	7,9%	28,8%	32,2%	24,9%	100,0%		
	% em Adquirir	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%		
	% do Total	6,2%	7,9%	28,8%	32,2%	24,9%	100,0%		
35-45	Discordo Totalmente	Contagem	0	1	0	1	2	4	
		% em Moderna	0,0%	25,0%	0,0%	25,0%	50,0%	100,0%	
		% em Adquirir	0,0%	20,0%	0,0%	2,6%	28,6%	4,8%	
	% do Total	0,0%	1,2%	0,0%	1,2%	2,4%	4,8%		
	Discordo	Contagem	0	0	2	2	0	4	
		% em Moderna	0,0%	0,0%	50,0%	50,0%	0,0%	100,0%	
		% em Adquirir	0,0%	0,0%	7,1%	5,3%	0,0%	4,8%	
	% do Total	0,0%	0,0%	2,4%	2,4%	0,0%	4,8%		
	Não concordo nem Discordo	Contagem	2	2	13	12	2	31	
		% em Moderna	6,5%	6,5%	41,9%	38,7%	6,5%	100,0%	
		% em Adquirir	40,0%	40,0%	46,4%	31,6%	28,6%	37,3%	
	% do Total	2,4%	2,4%	15,7%	14,5%	2,4%	37,3%		
	Concordo	Contagem	2	2	10	15	2	31	
		% em Moderna	6,5%	6,5%	32,3%	48,4%	6,5%	100,0%	
% em Adquirir		40,0%	40,0%	35,7%	39,5%	28,6%	37,3%		
% do Total	2,4%	2,4%	12,0%	18,1%	2,4%	37,3%			
Concordo Totalmente	Contagem	1	0	3	8	1	13		
	% em Moderna	7,7%	0,0%	23,1%	61,5%	7,7%	100,0%		
	% em Adquirir	20,0%	0,0%	10,7%	21,1%	14,3%	15,7%		
% do Total	1,2%	0,0%	3,6%	9,6%	1,2%	15,7%			
Total	Contagem	5	5	28	38	7	83		
	% em Moderna	6,0%	6,0%	33,7%	45,8%	8,4%	100,0%		
	% em Adquirir	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%		
	% do Total	6,0%	6,0%	33,7%	45,8%	8,4%	100,0%		
>45	Discordo Totalmente	Contagem	2	0	1	1	1	5	
		% em Moderna	40,0%	0,0%	20,0%	20,0%	20,0%	100,0%	
		% em Adquirir	100,0%	0,0%	5,3%	3,4%	6,7%	7,0%	
	% do Total	2,8%	0,0%	1,4%	1,4%	1,4%	7,0%		
	Discordo	Contagem	0	1	0	2	0	3	
		% em Moderna	0,0%	33,3%	0,0%	66,7%	0,0%	100,0%	
		% em Adquirir	0,0%	16,7%	0,0%	6,9%	0,0%	4,2%	
	% do Total	0,0%	1,4%	0,0%	2,8%	0,0%	4,2%		
	Não concordo nem Discordo	Contagem	0	2	4	5	2	13	
		% em Moderna	0,0%	15,4%	30,8%	38,5%	15,4%	100,0%	
		% em Adquirir	0,0%	33,3%	21,1%	17,2%	13,3%	18,3%	
	% do Total	0,0%	2,8%	5,6%	7,0%	2,8%	18,3%		
	Concordo	Contagem	0	3	11	12	4	30	
		% em Moderna	0,0%	10,0%	36,7%	40,0%	13,3%	100,0%	
% em Adquirir		0,0%	50,0%	57,9%	41,4%	26,7%	42,3%		
% do Total	0,0%	4,2%	15,5%	16,9%	5,6%	42,3%			
Concordo Totalmente	Contagem	0	0	3	9	8	20		
	% em Moderna	0,0%	0,0%	15,0%	45,0%	40,0%	100,0%		
	% em Adquirir	0,0%	0,0%	15,8%	31,0%	53,3%	28,2%		
% do Total	0,0%	0,0%	4,2%	12,7%	11,3%	28,2%			
Total	Contagem	2	6	19	29	15	71		
	% em Moderna	2,8%	8,5%	26,8%	40,8%	21,1%	100,0%		
	% em Adquirir	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%		
	% do Total	2,8%	8,5%	26,8%	40,8%	21,1%	100,0%		
Total	Discordo Totalmente	Contagem	4	2	3	2	3	14	
		% em Moderna	28,6%	14,3%	21,4%	14,3%	21,4%	100,0%	
		% em Adquirir	22,2%	8,0%	3,1%	1,6%	4,5%	4,2%	
	% do Total	1,2%	0,6%	0,9%	0,6%	0,9%	4,2%		
	Discordo	Contagem	1	2	3	5	0	11	
		% em Moderna	9,1%	18,2%	27,3%	45,5%	0,0%	100,0%	
		% em Adquirir	5,6%	8,0%	3,1%	4,0%	0,0%	3,3%	
	% do Total	0,3%	0,6%	0,9%	1,5%	0,0%	3,3%		
	Não concordo nem Discordo	Contagem	5	9	37	28	10	89	
		% em Moderna	5,6%	10,1%	41,6%	31,5%	11,2%	100,0%	
		% em Adquirir	27,8%	36,0%	37,8%	22,6%	15,2%	26,9%	
	% do Total	1,5%	2,7%	11,2%	8,5%	3,0%	26,9%		
	Concordo	Contagem	5	11	36	62	20	134	
		% em Moderna	3,7%	8,2%	26,9%	48,3%	14,9%	100,0%	
% em Adquirir		27,8%	44,0%	36,7%	50,0%	30,3%	40,5%		
% do Total	1,5%	3,3%	10,9%	18,7%	6,0%	40,5%			
Concordo Totalmente	Contagem	3	1	19	27	33	83		
	% em Moderna	3,6%	1,2%	22,9%	32,5%	39,8%	100,0%		
	% em Adquirir	16,7%	4,0%	19,4%	21,8%	50,0%	25,1%		
% do Total	0,9%	0,3%	5,7%	8,2%	10,0%	25,1%			
Total	Contagem	18	25	98	124	66	331		
	% em Moderna	5,4%	7,6%	29,6%	37,5%	19,9%	100,0%		
	% em Adquirir	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%		
	% do Total	5,4%	7,6%	29,6%	37,5%	19,9%	100,0%		

Value Prestige:

Tabulação cruzada Prestigio * Adquirir * Idade

Idade	Prestigio	Discordo Totalmente	Discordo	Adquirir			Concordo Totalmente	Total	
				Discordo Totalmente	Discordo	Não concordo nem Discordo			Concordo
18-35	Prestigio	Discordo Totalmente	Contagem	1	0	2	0	1	4
			% em Prestigio	25,0%	0,0%	50,0%	0,0%	25,0%	100,0%
			% em Adquirir	9,1%	0,0%	3,9%	0,0%	2,3%	2,3%
	% do Total	0,6%	0,0%	1,1%	0,0%	0,6%	2,3%		
	Discordo	Discordo Totalmente	Contagem	0	0	0	1	0	1
			% em Prestigio	0,0%	0,0%	0,0%	100,0%	0,0%	100,0%
			% em Adquirir	0,0%	0,0%	0,0%	1,8%	0,0%	0,6%
	% do Total	0,0%	0,0%	0,0%	0,6%	0,0%	0,6%		
	Não concordo nem Discordo	Discordo Totalmente	Contagem	4	3	8	8	3	26
			% em Prestigio	15,4%	11,5%	30,8%	30,8%	11,5%	100,0%
			% em Adquirir	38,4%	21,4%	15,7%	14,0%	6,8%	14,7%
	% do Total	2,3%	1,7%	4,5%	4,5%	1,7%	14,7%		
	Concordo	Discordo Totalmente	Contagem	3	9	28	28	15	79
			% em Prestigio	3,8%	11,4%	32,9%	32,9%	19,0%	100,0%
			% em Adquirir	27,3%	64,3%	51,0%	45,6%	34,1%	44,6%
% do Total	1,7%	5,1%	14,7%	14,7%	8,5%	44,6%			
Concordo Totalmente	Discordo Totalmente	Contagem	3	2	15	22	25	67	
		% em Prestigio	4,5%	3,0%	22,4%	32,8%	37,3%	100,0%	
		% em Adquirir	27,3%	14,3%	29,4%	38,6%	56,8%	37,9%	
% do Total	1,7%	1,1%	8,5%	12,4%	14,1%	37,9%			
Total	Discordo Totalmente	Contagem	11	14	51	57	44	177	
		% em Prestigio	6,2%	7,9%	28,8%	32,2%	24,9%	100,0%	
		% em Adquirir	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
		% do Total	6,2%	7,9%	28,8%	32,2%	24,9%	100,0%	
35-45	Prestigio	Discordo Totalmente	Contagem	0	0	1	1	0	2
			% em Prestigio	0,0%	0,0%	50,0%	50,0%	0,0%	100,0%
			% em Adquirir	0,0%	0,0%	3,6%	2,6%	0,0%	2,4%
	% do Total	0,0%	0,0%	1,2%	1,2%	0,0%	2,4%		
	Discordo	Discordo Totalmente	Contagem	0	1	1	0	0	2
			% em Prestigio	0,0%	50,0%	50,0%	0,0%	0,0%	100,0%
			% em Adquirir	0,0%	20,0%	3,6%	0,0%	0,0%	2,4%
	% do Total	0,0%	1,2%	1,2%	0,0%	0,0%	2,4%		
	Não concordo nem Discordo	Discordo Totalmente	Contagem	3	2	6	0	1	12
			% em Prestigio	25,0%	16,7%	50,0%	0,0%	8,3%	100,0%
			% em Adquirir	60,0%	40,0%	21,4%	0,0%	14,3%	14,5%
	% do Total	3,6%	2,4%	7,2%	0,0%	1,2%	14,5%		
	Concordo	Discordo Totalmente	Contagem	2	2	13	19	2	38
			% em Prestigio	5,3%	5,3%	34,2%	50,0%	5,3%	100,0%
			% em Adquirir	40,0%	40,0%	46,4%	50,0%	28,6%	45,8%
% do Total	2,4%	2,4%	15,7%	22,9%	2,4%	45,8%			
Concordo Totalmente	Discordo Totalmente	Contagem	0	0	7	18	4	29	
		% em Prestigio	0,0%	0,0%	24,1%	62,1%	13,8%	100,0%	
		% em Adquirir	0,0%	0,0%	25,0%	47,4%	57,1%	34,9%	
% do Total	0,0%	0,0%	8,4%	21,7%	4,8%	34,9%			
Total	Discordo Totalmente	Contagem	5	5	28	38	7	83	
		% em Prestigio	6,0%	6,0%	33,7%	45,8%	8,4%	100,0%	
		% em Adquirir	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
		% do Total	6,0%	6,0%	33,7%	45,8%	8,4%	100,0%	
>45	Prestigio	Discordo Totalmente	Contagem	2	0	0	1	0	3
			% em Prestigio	66,7%	0,0%	0,0%	33,3%	0,0%	100,0%
			% em Adquirir	100,0%	0,0%	0,0%	3,4%	0,0%	4,2%
	% do Total	2,8%	0,0%	0,0%	1,4%	0,0%	4,2%		
	Discordo	Discordo Totalmente	Contagem	0	1	0	0	0	1
			% em Prestigio	0,0%	100,0%	0,0%	0,0%	0,0%	100,0%
			% em Adquirir	0,0%	16,7%	0,0%	0,0%	0,0%	1,4%
	% do Total	0,0%	1,4%	0,0%	0,0%	0,0%	1,4%		
	Não concordo nem Discordo	Discordo Totalmente	Contagem	0	2	3	1	1	7
			% em Prestigio	0,0%	28,6%	42,9%	14,3%	14,3%	100,0%
			% em Adquirir	0,0%	33,3%	15,8%	3,4%	6,7%	9,9%
	% do Total	0,0%	2,8%	4,2%	1,4%	1,4%	9,9%		
	Concordo	Discordo Totalmente	Contagem	0	3	12	10	2	27
			% em Prestigio	0,0%	11,1%	44,4%	37,0%	7,4%	100,0%
			% em Adquirir	0,0%	50,0%	63,2%	34,5%	13,3%	38,0%
% do Total	0,0%	4,2%	16,9%	14,1%	2,8%	38,0%			
Concordo Totalmente	Discordo Totalmente	Contagem	0	0	4	17	12	33	
		% em Prestigio	0,0%	0,0%	12,1%	51,5%	36,4%	100,0%	
		% em Adquirir	0,0%	0,0%	21,1%	58,6%	80,0%	46,5%	
% do Total	0,0%	0,0%	5,6%	23,9%	16,9%	46,5%			
Total	Discordo Totalmente	Contagem	2	6	19	29	15	71	
		% em Prestigio	2,8%	8,5%	26,8%	40,8%	21,1%	100,0%	
		% em Adquirir	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
		% do Total	2,8%	8,5%	26,8%	40,8%	21,1%	100,0%	
Total	Prestigio	Discordo Totalmente	Contagem	3	0	3	2	1	9
			% em Prestigio	33,3%	0,0%	33,3%	22,2%	11,1%	100,0%
			% em Adquirir	16,7%	0,0%	3,1%	1,6%	1,5%	2,7%
	% do Total	0,9%	0,0%	0,9%	0,6%	0,3%	2,7%		
	Discordo	Discordo Totalmente	Contagem	0	2	1	1	0	4
			% em Prestigio	0,0%	50,0%	25,0%	25,0%	0,0%	100,0%
			% em Adquirir	0,0%	8,0%	1,0%	0,8%	0,0%	1,2%
	% do Total	0,0%	0,6%	0,3%	0,3%	0,0%	1,2%		
	Não concordo nem Discordo	Discordo Totalmente	Contagem	7	7	17	9	5	45
			% em Prestigio	15,6%	15,6%	37,8%	20,0%	11,1%	100,0%
			% em Adquirir	38,9%	28,0%	17,3%	7,3%	7,6%	13,6%
	% do Total	2,1%	2,1%	5,1%	2,7%	1,5%	13,6%		
	Concordo	Discordo Totalmente	Contagem	5	14	51	55	19	144
			% em Prestigio	3,5%	9,7%	35,4%	38,2%	13,2%	100,0%
			% em Adquirir	27,8%	56,0%	52,0%	44,4%	28,8%	43,5%
% do Total	1,5%	4,2%	15,4%	16,6%	5,7%	43,5%			
Concordo Totalmente	Discordo Totalmente	Contagem	3	2	26	57	41	129	
		% em Prestigio	2,3%	1,6%	20,2%	44,2%	31,8%	100,0%	
		% em Adquirir	16,7%	9,0%	26,5%	46,0%	62,1%	39,0%	
% do Total	0,9%	0,6%	7,9%	17,2%	12,4%	39,0%			
Total	Discordo Totalmente	Contagem	18	25	98	124	66	331	
		% em Prestigio	5,4%	7,6%	29,6%	37,5%	19,9%	100,0%	
		% em Adquirir	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
		% do Total	5,4%	7,6%	29,6%	37,5%	19,9%	100,0%	

Value Innovative:

Tabulação cruzada Inovadora * Adquirir * Idade

Idade	Inovadora	Discordo Totalmente	Contagem	Adquirir				Total		
				Discordo Totalmente	Discordo	Não concordo nem Discordo	Concordo		Concordo Totalmente	
18-35	Inovadora	Discordo Totalmente	Contagem	1	0	1	0	0	2	
			% em Inovadora	50,0%	0,0%	50,0%	0,0%	0,0%	100,0%	
			% em Adquirir	9,1%	0,0%	2,0%	0,0%	0,0%	1,1%	
			% do Total	0,6%	0,0%	0,6%	0,0%	0,0%	1,1%	
	Discordo	Discordo	Discordo	Contagem	2	2	1	0	2	7
				% em Inovadora	28,6%	28,6%	14,3%	0,0%	28,6%	100,0%
				% em Adquirir	18,2%	14,3%	2,0%	0,0%	4,5%	4,0%
				% do Total	1,1%	1,1%	0,6%	0,0%	1,1%	4,0%
	Não concordo nem Discordo	Discordo	Discordo	Contagem	2	3	14	12	3	34
				% em Inovadora	5,9%	8,8%	41,2%	35,3%	8,8%	100,0%
				% em Adquirir	18,2%	21,4%	27,5%	21,4%	6,8%	19,3%
				% do Total	1,1%	1,7%	8,0%	6,8%	1,7%	19,3%
	Concordo	Discordo	Discordo	Contagem	4	6	21	35	18	84
				% em Inovadora	4,8%	7,1%	25,0%	41,7%	21,4%	100,0%
				% em Adquirir	36,4%	42,9%	41,2%	62,5%	40,9%	47,7%
% do Total				2,3%	3,4%	11,9%	19,9%	10,2%	47,7%	
Concordo Totalmente	Discordo	Discordo	Contagem	2	3	14	9	21	49	
			% em Inovadora	4,1%	6,1%	28,6%	18,4%	42,9%	100,0%	
			% em Adquirir	18,2%	21,4%	27,5%	16,1%	47,7%	27,8%	
			% do Total	1,1%	1,7%	8,0%	5,1%	11,9%	27,8%	
Total	Discordo	Discordo	Contagem	11	14	51	56	44	176	
			% em Inovadora	6,3%	8,0%	29,0%	31,8%	25,0%	100,0%	
			% em Adquirir	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
			% do Total	6,3%	8,0%	29,0%	31,8%	25,0%	100,0%	
35-45	Inovadora	Discordo Totalmente	Contagem	0	1	0	0	0	1	
			% em Inovadora	0,0%	100,0%	0,0%	0,0%	0,0%	100,0%	
			% em Adquirir	0,0%	20,0%	0,0%	0,0%	0,0%	1,2%	
			% do Total	0,0%	1,2%	0,0%	0,0%	0,0%	1,2%	
	Discordo	Discordo	Discordo	Contagem	0	1	2	4	0	7
				% em Inovadora	0,0%	14,3%	28,6%	57,1%	0,0%	100,0%
				% em Adquirir	0,0%	20,0%	7,1%	10,5%	0,0%	8,4%
				% do Total	0,0%	1,2%	2,4%	4,8%	0,0%	8,4%
	Não concordo nem Discordo	Discordo	Discordo	Contagem	1	3	11	8	0	23
				% em Inovadora	4,3%	13,0%	47,8%	34,8%	0,0%	100,0%
				% em Adquirir	20,0%	60,0%	39,3%	21,1%	0,0%	27,7%
				% do Total	1,2%	3,6%	13,3%	9,6%	0,0%	27,7%
	Concordo	Discordo	Discordo	Contagem	2	0	12	19	2	35
				% em Inovadora	5,7%	0,0%	34,3%	54,3%	5,7%	100,0%
				% em Adquirir	40,0%	0,0%	42,9%	50,0%	28,6%	42,2%
% do Total				2,4%	0,0%	14,5%	22,9%	2,4%	42,2%	
Concordo Totalmente	Discordo	Discordo	Contagem	2	0	3	7	5	17	
			% em Inovadora	11,8%	0,0%	17,6%	41,2%	29,4%	100,0%	
			% em Adquirir	40,0%	0,0%	10,7%	18,4%	71,4%	20,5%	
			% do Total	2,4%	0,0%	3,6%	8,4%	6,0%	20,5%	
Total	Discordo	Discordo	Contagem	5	5	28	38	7	83	
			% em Inovadora	6,0%	6,0%	33,7%	45,8%	8,4%	100,0%	
			% em Adquirir	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
			% do Total	6,0%	6,0%	33,7%	45,8%	8,4%	100,0%	
>45	Inovadora	Discordo Totalmente	Contagem	2	0	0	1	0	3	
			% em Inovadora	66,7%	0,0%	0,0%	33,3%	0,0%	100,0%	
			% em Adquirir	100,0%	0,0%	0,0%	3,4%	0,0%	4,2%	
			% do Total	2,8%	0,0%	0,0%	1,4%	0,0%	4,2%	
	Discordo	Discordo	Discordo	Contagem	0	0	1	2	1	4
				% em Inovadora	0,0%	0,0%	25,0%	50,0%	25,0%	100,0%
				% em Adquirir	0,0%	0,0%	5,3%	6,9%	6,7%	5,6%
				% do Total	0,0%	0,0%	1,4%	2,8%	1,4%	5,6%
	Não concordo nem Discordo	Discordo	Discordo	Contagem	0	4	4	8	5	21
				% em Inovadora	0,0%	19,0%	19,0%	38,1%	23,8%	100,0%
				% em Adquirir	0,0%	66,7%	21,1%	27,6%	33,3%	29,6%
				% do Total	0,0%	5,6%	5,6%	11,3%	7,0%	29,6%
	Concordo	Discordo	Discordo	Contagem	0	2	8	11	3	24
				% em Inovadora	0,0%	8,3%	33,3%	45,8%	12,5%	100,0%
				% em Adquirir	0,0%	33,3%	42,1%	37,9%	20,0%	33,8%
% do Total				0,0%	2,8%	11,3%	15,5%	4,2%	33,8%	
Concordo Totalmente	Discordo	Discordo	Contagem	0	0	6	7	6	19	
			% em Inovadora	0,0%	0,0%	31,6%	36,8%	31,6%	100,0%	
			% em Adquirir	0,0%	0,0%	31,6%	24,1%	40,0%	26,8%	
			% do Total	0,0%	0,0%	8,5%	9,9%	8,5%	26,8%	
Total	Discordo	Discordo	Contagem	2	6	19	29	15	71	
			% em Inovadora	2,8%	8,5%	26,8%	40,8%	21,1%	100,0%	
			% em Adquirir	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
			% do Total	2,8%	8,5%	26,8%	40,8%	21,1%	100,0%	
Total	Inovadora	Discordo Totalmente	Contagem	3	1	1	1	0	6	
			% em Inovadora	50,0%	16,7%	16,7%	16,7%	0,0%	100,0%	
			% em Adquirir	16,7%	4,0%	1,0%	0,8%	0,0%	1,8%	
			% do Total	0,9%	0,3%	0,3%	0,3%	0,0%	1,8%	
	Discordo	Discordo	Discordo	Contagem	2	3	4	6	3	18
				% em Inovadora	11,1%	16,7%	22,2%	33,3%	16,7%	100,0%
				% em Adquirir	11,1%	12,0%	4,1%	4,9%	4,5%	5,5%
				% do Total	0,6%	0,9%	1,2%	1,8%	0,9%	5,5%
	Não concordo nem Discordo	Discordo	Discordo	Contagem	3	10	29	28	8	78
				% em Inovadora	3,8%	12,8%	37,2%	35,9%	10,3%	100,0%
				% em Adquirir	16,7%	40,0%	29,6%	22,8%	12,1%	23,6%
				% do Total	0,9%	3,0%	8,8%	8,5%	2,4%	23,6%
	Concordo	Discordo	Discordo	Contagem	6	8	41	65	23	143
				% em Inovadora	4,2%	5,6%	28,7%	45,5%	16,1%	100,0%
				% em Adquirir	33,3%	32,0%	41,8%	52,8%	34,8%	43,3%
% do Total				1,8%	2,4%	12,4%	19,7%	7,0%	43,3%	
Concordo Totalmente	Discordo	Discordo	Contagem	4	3	23	23	32	85	
			% em Inovadora	4,7%	3,5%	27,1%	27,1%	37,6%	100,0%	
			% em Adquirir	22,2%	12,0%	23,5%	18,7%	48,5%	25,8%	
			% do Total	1,2%	0,9%	7,0%	7,0%	9,7%	25,8%	
Total	Discordo	Discordo	Contagem	18	25	98	123	66	330	
			% em Inovadora	5,5%	7,6%	29,7%	37,3%	20,0%	100,0%	
			% em Adquirir	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
			% do Total	5,5%	7,6%	29,7%	37,3%	20,0%	100,0%	

10.18 Appendix 18: Pearson Chi Square Tests

Between Event Presence and Attitudes:

Tabulação cruzada Evento * Bom

			Bom					Total
			Discordo Totalmente	Discordo	Não concordo nem Discordo	Concordo	Concordo Totalmente	
Evento	Não	Contagem	2	4	19	54	31	110
		% em Evento	1,8%	3,6%	17,3%	49,1%	28,2%	100,0%
		% em Bom	16,7%	57,1%	29,7%	37,8%	30,4%	33,5%
		% do Total	0,6%	1,2%	5,8%	16,5%	9,5%	33,5%
	Sim	Contagem	10	3	45	89	71	218
		% em Evento	4,6%	1,4%	20,6%	40,8%	32,6%	100,0%
		% em Bom	83,3%	42,9%	70,3%	62,2%	69,6%	66,5%
		% do Total	3,0%	0,9%	13,7%	27,1%	21,6%	66,5%
	Total	Contagem	12	7	64	143	102	328
% em Evento		3,7%	2,1%	19,5%	43,6%	31,1%	100,0%	
% em Bom		100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
% do Total		3,7%	2,1%	19,5%	43,6%	31,1%	100,0%	

Testes qui-quadrado

	Valor	gl	Significância Assintótica (Bilateral)
Qui-quadrado de Pearson	5,306 ^a	4	,257
Razão de verossimilhança	5,376	4	,251
Associação Linear por Linear	,061	1	,805
Nº de Casos Válidos	328		

a. 3 células (30,0%) esperavam uma contagem menor que 5. A contagem mínima esperada é 2,35.

Tabulação cruzada Fã * Adquirir

			Adquirir					Total
			Discordo Totalmente	Discordo	Não concordo nem Discordo	Concordo	Concordo Totalmente	
Fã	Não	Contagem	3	10	13	11	3	40
		% em Fã	7,5%	25,0%	32,5%	27,5%	7,5%	100,0%
		% em Adquirir	16,7%	40,0%	13,3%	8,9%	4,5%	12,1%
		% do Total	0,9%	3,0%	3,9%	3,3%	0,9%	12,1%
	Sim	Contagem	15	15	85	113	63	291
		% em Fã	5,2%	5,2%	29,2%	38,8%	21,6%	100,0%
		% em Adquirir	83,3%	60,0%	86,7%	91,1%	95,5%	87,9%
		% do Total	4,5%	4,5%	25,7%	34,1%	19,0%	87,9%
	Total	Contagem	18	25	98	124	66	331
% em Fã		5,4%	7,6%	29,6%	37,5%	19,9%	100,0%	
% em Adquirir		100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
% do Total		5,4%	7,6%	29,6%	37,5%	19,9%	100,0%	

Testes qui-quadrado

	Valor	gl	Significância Assintótica (Bilateral)
Qui-quadrado de Pearson	2,389 ^a	4	,665
Razão de verossimilhança	2,473	4	,649
Associação Linear por Linear	,004	1	,947
Nº de Casos Válidos	331		

a. 0 células (,0%) esperavam uma contagem menor que 5. A contagem mínima esperada é 6,04.

Between Fan and Attitudes:

Crosstab

Contagem

		Bom				Total	
		Discordo Totalmente	Discordo	Não concordo nem Discordo	Concordo		Concordo Totalmente
Fã	Não	2	3	9	19	6	39
	Sim	10	4	55	124	96	289
Total		12	7	64	143	102	328

Testes qui-quadrado

	Valor	gl	Significância Assintótica (Bilateral)
Qui-quadrado de Pearson	10,737 ^a	4	,030
Razão de verossimilhança	9,216	4	,056
Associação Linear por Linear	5,814	1	,016
Nº de Casos Válidos	328		

a. 2 células (20,0%) esperavam uma contagem menor que 5. A contagem mínima esperada é ,83.

Crosstab

Contagem

		Adquirir				Total	
		Discordo Totalmente	Discordo	Não concordo nem Discordo	Concordo		Concordo Totalmente
Fã	Não	3	10	13	11	3	40
	Sim	15	15	85	113	63	291
Total		18	25	98	124	66	331

Testes qui-quadrado

	Valor	gl	Significância Assintótica (Bilateral)
Qui-quadrado de Pearson	23,558 ^a	4	,000
Razão de verossimilhança	18,739	4	,001
Associação Linear por Linear	12,910	1	,000
Nº de Casos Válidos	331		

a. 2 células (20,0%) esperavam uma contagem menor que 5. A contagem mínima esperada é 2,18.

Between Preference and Event Visit:

Tabulação cruzada Preferência * Evento

		Evento		Total	
		Não	Sim		
Preferência	Não	Contagem	85	173	258
		% do Total	25,7%	52,3%	77,9%
	Sim	Contagem	26	47	73
		% do Total	7,9%	14,2%	22,1%
Total		Contagem	111	220	331
		% do Total	33,5%	66,5%	100,0%

Testes qui-quadrado

	Valor	gl	Significância Assintótica (Bilateral)	Sig exata (2 lados)	Sig exata (1 lado)
Qui-quadrado de Pearson	,182 ^a	1	,670		
Correção de continuidade ^b	,082	1	,775		
Razão de verossimilhança	,181	1	,671		
Teste Exato de Fisher				,676	,384
Associação Linear por Linear	,182	1	,670		
Nº de Casos Válidos	331				

a. 0 células (,0%) esperavam uma contagem menor que 5. A contagem mínima esperada é 24,48.

b. Computado apenas para uma tabela 2x2

Between Preference and Customer:

Tabulação cruzada Cliente * Preferência

		Preferência		Total	
		Não	Sim		
Cliente	Não	Contagem	185	41	226
		% em Cliente	81,9%	18,1%	100,0%
		% em Preferência	71,7%	56,2%	68,3%
		% do Total	55,9%	12,4%	68,3%
	Sim	Contagem	73	32	105
		% em Cliente	69,5%	30,5%	100,0%
		% em Preferência	28,3%	43,8%	31,7%
		% do Total	22,1%	9,7%	31,7%
Total		Contagem	258	73	331
		% em Cliente	77,9%	22,1%	100,0%
		% em Preferência	100,0%	100,0%	100,0%
		% do Total	77,9%	22,1%	100,0%

Testes qui-quadrado

	Valor	gl	Significância Assintótica (Bilateral)	Sig exata (2 lados)	Sig exata (1 lado)
Qui-quadrado de Pearson	6,345 ^a	1	,012		
Correção de continuidade ^b	5,648	1	,017		
Razão de verossimilhança	6,113	1	,013		
Teste Exato de Fisher				,015	,010
Associação Linear por Linear	6,326	1	,012		
Nº de Casos Válidos	331				

a. 0 células (,0%) esperavam uma contagem menor que 5. A contagem mínima esperada é 23,16.

b. Computado apenas para uma tabela 2x2

10.19 Appendix 19: Preference and Millennium BCP Frequencies

Preferência

		Frequência	Porcentagem	Porcentagem válida	Porcentagem cumulativa
Válido	Não	258	77,9	77,9	77,9
	Sim	73	22,1	22,1	100,0
	Total	331	100,0	100,0	

Cliente

		Frequência	Porcentagem	Porcentagem válida	Porcentagem cumulativa
Válido	Não	226	68,3	68,3	68,3
	Sim	105	31,7	31,7	100,0
	Total	331	100,0	100,0	

Appendix 20: Fan and Customer Crosstabulation

Tabulação cruzada Fã * Cliente

			Cliente		Total
			Não	Sim	
Fã	Não	Contagem	23	17	40
		% em Fã	57,5%	42,5%	100,0%
		% em Cliente	10,2%	16,2%	12,1%
		% do Total	6,9%	5,1%	12,1%
	Sim	Contagem	203	88	291
		% em Fã	69,8%	30,2%	100,0%
		% em Cliente	89,8%	83,8%	87,9%
		% do Total	61,3%	26,6%	87,9%
Total	Contagem	226	105	331	
	% em Fã	68,3%	31,7%	100,0%	
	% em Cliente	100,0%	100,0%	100,0%	
	% do Total	68,3%	31,7%	100,0%	

10.20 Appendix 20: Values and Customer Crosstabulation

Tabulação cruzada Dinâmica * Cliente

			Cliente		Total
			Não	Sim	
Dinâmica	Discordo Totalmente	Contagem	13	3	16
		% em Dinâmica	81,3%	18,8%	100,0%
		% em Cliente	5,8%	2,9%	4,9%
		% do Total	4,0%	0,9%	4,9%
	Discordo	Contagem	20	10	30
		% em Dinâmica	66,7%	33,3%	100,0%
		% em Cliente	9,0%	9,6%	9,2%
		% do Total	6,1%	3,1%	9,2%
	Não concordo nem Discordo	Contagem	85	38	123
		% em Dinâmica	69,1%	30,9%	100,0%
		% em Cliente	38,1%	36,5%	37,6%
		% do Total	26,0%	11,6%	37,6%
	Concordo	Contagem	70	30	100
		% em Dinâmica	70,0%	30,0%	100,0%
		% em Cliente	31,4%	28,8%	30,6%
		% do Total	21,4%	9,2%	30,6%
Concordo Totalmente	Contagem	35	23	58	
	% em Dinâmica	60,3%	39,7%	100,0%	
	% em Cliente	15,7%	22,1%	17,7%	
	% do Total	10,7%	7,0%	17,7%	
Total	Contagem	223	104	327	
	% em Dinâmica	68,2%	31,8%	100,0%	
	% em Cliente	100,0%	100,0%	100,0%	
	% do Total	68,2%	31,8%	100,0%	

Tabulação cruzada Confiança * Cliente

			Cliente		Total
			Não	Sim	
Confiança	Discordo Totalmente	Contagem	17	5	22
		% em Confiança	77,3%	22,7%	100,0%
		% em Cliente	7,5%	4,8%	6,6%
		% do Total	5,1%	1,5%	6,6%
	Discordo	Contagem	7	6	13
		% em Confiança	53,8%	46,2%	100,0%
		% em Cliente	3,1%	5,7%	3,9%
		% do Total	2,1%	1,8%	3,9%
	Não concordo nem Discordo	Contagem	67	28	95
		% em Confiança	70,5%	29,5%	100,0%
		% em Cliente	29,6%	26,7%	28,7%
		% do Total	20,2%	8,5%	28,7%
	Concordo	Contagem	86	43	129
		% em Confiança	66,7%	33,3%	100,0%
		% em Cliente	38,1%	41,0%	39,0%
		% do Total	26,0%	13,0%	39,0%
Concordo Totalmente	Contagem	49	23	72	
	% em Confiança	68,1%	31,9%	100,0%	
	% em Cliente	21,7%	21,9%	21,8%	
	% do Total	14,8%	6,9%	21,8%	
Total	Contagem	226	105	331	
	% em Confiança	68,3%	31,7%	100,0%	
	% em Cliente	100,0%	100,0%	100,0%	
	% do Total	68,3%	31,7%	100,0%	

Tabulação cruzada Sólida ^ Cliente

			Cliente		Total
			Não	Sim	
Sólida	Discordo Totalmente	Contagem	6	6	12
		% em Sólida	50,0%	50,0%	100,0%
		% em Cliente	2,7%	5,7%	3,6%
		% do Total	1,8%	1,8%	3,6%
	Discordo	Contagem	12	6	18
		% em Sólida	66,7%	33,3%	100,0%
		% em Cliente	5,3%	5,7%	5,5%
		% do Total	3,6%	1,8%	5,5%
	Não concordo nem Discordo	Contagem	58	22	80
		% em Sólida	72,5%	27,5%	100,0%
		% em Cliente	25,8%	21,0%	24,2%
		% do Total	17,6%	6,7%	24,2%
Concordo	Contagem	95	40	135	
	% em Sólida	70,4%	29,6%	100,0%	
	% em Cliente	42,2%	38,1%	40,9%	
	% do Total	28,8%	12,1%	40,9%	
Concordo Totalmente	Contagem	54	31	85	
	% em Sólida	63,5%	36,5%	100,0%	
	% em Cliente	24,0%	29,5%	25,8%	
	% do Total	16,4%	9,4%	25,8%	
Total	Contagem	225	105	330	
	% em Sólida	68,2%	31,8%	100,0%	
	% em Cliente	100,0%	100,0%	100,0%	
	% do Total	68,2%	31,8%	100,0%	

Tabulação cruzada Próxima ^ Cliente

			Cliente		Total
			Não	Sim	
Próxima	Discordo Totalmente	Contagem	9	4	13
		% em Próxima	69,2%	30,8%	100,0%
		% em Cliente	4,0%	3,8%	3,9%
		% do Total	2,7%	1,2%	3,9%
	Discordo	Contagem	14	10	24
		% em Próxima	58,3%	41,7%	100,0%
		% em Cliente	6,2%	9,5%	7,3%
		% do Total	4,2%	3,0%	7,3%
	Não concordo nem Discordo	Contagem	68	29	97
		% em Próxima	70,1%	29,9%	100,0%
		% em Cliente	30,1%	27,6%	29,3%
		% do Total	20,5%	8,8%	29,3%
Concordo	Contagem	78	39	117	
	% em Próxima	66,7%	33,3%	100,0%	
	% em Cliente	34,5%	37,1%	35,3%	
	% do Total	23,6%	11,8%	35,3%	
Concordo Totalmente	Contagem	57	23	80	
	% em Próxima	71,3%	28,7%	100,0%	
	% em Cliente	25,2%	21,9%	24,2%	
	% do Total	17,2%	6,9%	24,2%	
Total	Contagem	226	105	331	
	% em Próxima	68,3%	31,7%	100,0%	
	% em Cliente	100,0%	100,0%	100,0%	
	% do Total	68,3%	31,7%	100,0%	

Tabulação cruzada Evento ^ Cliente

			Cliente		Total
			Não	Sim	
Evento	Não	Contagem	77	34	111
		% do Total	23,3%	10,3%	33,5%
	Sim	Contagem	149	71	220
		% do Total	45,0%	21,5%	66,5%
Total		Contagem	226	105	331
		% do Total	68,3%	31,7%	100,0%

10.21 Appendix 21: Mann-Whitney Tests

Postos

Fã		N	Posto Médio	Soma de Postos
Bom	Não	39	131,65	5134,50
	Sim	289	168,93	48821,50
	Total	328		
Adquirir	Não	40	116,88	4675,00
	Sim	291	172,75	50271,00
	Total	331		

Estatísticas de teste^a

	Bom	Adquirir
U de Mann-Whitney	4354,500	3855,000
Wilcoxon W	5134,500	4675,000
Z	-2,457	-3,624
Significância Assint. (Bilateral)	,014	,000

a. Variável de Agrupamento: Fã

Postos

	Fã	N	Posto Médio	Soma de Postos
Moderna	Não	40	150,39	6015,50
	Sim	291	168,15	48930,50
	Total	331		
Prestígio	Não	40	143,73	5749,00
	Sim	291	169,06	49197,00
	Total	331		
Dinâmica	Não	39	154,92	6042,00
	Sim	288	165,23	47586,00
	Total	327		
Jovem	Não	38	141,97	5395,00
	Sim	289	166,90	48233,00
	Total	327		
Inovadora	Não	40	144,74	5789,50
	Sim	290	168,36	48825,50
	Total	330		
Confiança	Não	40	147,65	5906,00
	Sim	291	168,52	49040,00
	Total	331		
Sólida	Não	40	134,49	5379,50
	Sim	290	169,78	49235,50
	Total	330		
Próxima	Não	40	150,79	6031,50
	Sim	291	168,09	48914,50
	Total	331		

Estatísticas de teste^a

	Moderna	Prestígio	Dinâmica	Jovem	Inovadora	Confiança	Sólida	Próxima
U de Mann-Whitney	5195,500	4929,000	5262,000	4654,000	4969,500	5086,000	4559,500	5211,500
Wilcoxon W	6015,500	5749,000	6042,000	5395,000	5789,500	5906,000	5379,500	6031,500
Z	-1,161	-1,697	-,669	-1,648	-1,558	-1,358	-2,312	-1,120
Significância Assint. (Bilateral)	,246	,090	,503	,099	,119	,174	,021	,263

a. Variável de Agrupamento: Fã

10.22 Appendix 22: Crosstabulation on Event and Age

Tabulação cruzada Idade * Evento

			Evento		Total
			Não	Sim	
Idade	18-35	Contagem	59	118	177
		% em Idade	33,3%	66,7%	100,0%
		% em Evento	53,2%	53,6%	53,5%
		% do Total	17,8%	35,6%	53,5%
	35-45	Contagem	29	54	83
		% em Idade	34,9%	65,1%	100,0%
		% em Evento	26,1%	24,5%	25,1%
		% do Total	8,8%	16,3%	25,1%
	>45	Contagem	23	48	71
		% em Idade	32,4%	67,6%	100,0%
		% em Evento	20,7%	21,8%	21,5%
		% do Total	6,9%	14,5%	21,5%
Total		Contagem	111	220	331
		% em Idade	33,5%	66,5%	100,0%
		% em Evento	100,0%	100,0%	100,0%
		% do Total	33,5%	66,5%	100,0%