

University of Pretoria etd

**FACTORS AFFECTING DECISION-MAKING IN
SOUTH AFRICAN SPORT SPONSORSHIPS**

by

CORNELIUS HENDRIK VAN HEERDEN

Submitted in fulfilment of the requirements for the degree

DOCTOR COMMERCII

in the

DEPARTMENT OF MARKETING AND COMMUNICATION MANAGEMENT

FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES

at the

UNIVERSITY OF PRETORIA

PROMOTER: PROFESSOR P J DU PLESSIS

Pretoria

September 2001

**Hierdie proefskrif sou nie moontlik gewees het sonder God se genade
en hulp nie.**

Dankie aan:

Professor Flip du Plessis vir u besielende en deeglike studieleiding - en al die
tye na-ure en oor naweke - om reg te skaaf wat krom was
en tong te gee aan woorde wat stom was

Dankie ook aan:

My ouers

My skoonouers

Mev Elana Mauer van die Departement Inligtingtegnologie

Mev Nina Strydom van die Departement Statistiek

Professor Adré Schreuder, vorige hoof van die Departement Bemarkings- en
Kommunikasiebestuur

Mnre Derrick Dickens, Howard Gabriels en al die personeel van ASOM

Laaste, maar nie die minste nie

Elmarie - jou bydrae en ondersteuning word ook baie waardeer

FACTORS AFFECTING DECISION-MAKING IN SOUTH AFRICAN SPORT SPONSORSHIPS

Abstract

This study explores the theoretical construct of sport sponsorship and where it fits into general marketing and sport marketing theory. The direct expenditure in the local sport sponsorship industry is estimated at close to R2 billion compared to a world-wide figure of \$20 billion, however existing marketing literature is inconclusive about the role of sport sponsorship in the marketing mix.

After debating the contextualisation of sport sponsorship and sport marketing as theoretical constructs it was concluded that sport sponsorship is an element of the marketing communication mix as well as the sport marketing mix. It was also concluded that sport marketing could be regarded as an application field of marketing and should receive more attention among academics and practitioners.

The aim of the empirical part of this study was to evaluate the importance of certain factors that affect sport sponsorship decision-making in South Africa. Such factors are: the relationships between sport sponsorship objectives, leveraging the sport sponsorship through integrating other marketing communication mix variables into the sport sponsorship and measuring the effectiveness of sport sponsorships.

Two frameworks, based on these relationships, were proposed and their application to two sets of respondents, (members of the Association of Marketers (ASOM) and entrants to the 1999 and 2000 Raptor Award Competition - a national competition that awards excellence in sponsorships) were tested.

A descriptive statistical analysis of responses captured from questionnaires returned by ASOM-members led to the conclusion that they regard the components of the first framework as being important.

A qualitative analysis of Raptor Award entry forms and a correlation analysis of questionnaire responses from ASOM-members who sponsor sport indicated that relationships (or associations) exist between sport sponsorship objectives, integration of marketing communication mix variables into the sport sponsorship, and sport sponsorship evaluation - the second framework specifically implies the importance of such relationships.

A major finding was that sport sponsors set a wide-range of objectives and regard a wide range of measurement tools as being important but there is a tendency towards **only** focusing on utilising media coverage and awareness measurement tools. It was deduced that the second framework needs further refinement and should illustrate how sponsorship performance could be measured in terms of the desired effects specified in the sponsorship objectives set by sport sponsors. A revised model of sport sponsorship decision-making was subsequently proposed to serve as a basis for future research and development. It is envisaged that this model should stimulate more debate and research on developing other tools or techniques that can be used to measure sport sponsorship performance.

CURRICULUM VITAE**VAN HEERDEN, CORNELIUS HENDRIK**

Cornelius Hendrik van Heerden matriculated at the Hoër Seunskool Helpmekaar. He obtained the following degrees, all at the University of Pretoria: BSc(Agric)(Agricultural Economics) (1987); BCom(Hons)(Marketing Management) (1990); and MCom(Marketing Management) (1993).

Currently, he is a senior lecturer in Marketing Management at the University of Pretoria. He has read various papers at international and national conferences, published in accredited journals such as *the International Journal of Bank Marketing*, *Communicare* and the *South African Journal of Economic and Management Sciences*.

In his thesis, **Factors affecting decision-making in South African sport sponsorships**, the candidate identifies the importance of sport sponsorship in the marketing communication mix. He develops a framework for research on sport sponsorship decision-making and uses the research findings as a basis to develop a model for sport sponsorship decision-making that may be used by sport sponsors to set proper sport sponsorship objectives, integrate (leverage) marketing communication mix variables into the sport sponsorship, and measure the effectiveness of the sport sponsorship.

This seminal study makes a valuable contribution to the body of knowledge in the discipline of marketing.

TABLE OF CONTENTS

Chapter 1 : INTRODUCTION

		Page
1.1	Introduction	1
1.2	Definitions and rationale	1
1.2.1	The marketing mix	2
1.2.2	The place of sport marketing in general marketing theory	5
1.2.3	Defining sport marketing	6
1.2.4	Sport sponsorship as an element of sport marketing	8
1.2.5	The place of sport sponsorship in the integrated marketing communication mix	8
1.2.6	Structure of the sport industry	10
1.2.7	Size and scope of the SA sport market	11
1.3	Research problem	16
1.4	Objectives of the study	17
1.5	Demarcation of the study	17
1.6	The basic research approach	18
1.7	The importance of, and the need for research on sport marketing in general and sport sponsorship in particular	19
1.7.1	Factors that contributed to the growth and development of the global sport industry	19
1.7.2	Scarcity of academic substance	21
1.7.3	Limited research reports	21
1.7.4	Model-building	22
1.7.5	Relationship between sport marketing and sport sponsorship	23
1.7.6	Issues impacting on sponsorship decision-making	23
1.7.7	The size and scope of the SA sport industry	23
1.8	Structure of the study	24
1.9	Summary	27

Chapter 2 : A LITERATURE REVIEW OF MARKETING DECISION-MAKING VARIABLES

2.1	Introduction	29
2.2	Revisiting the marketing mix	30
2.2.1	Other criticism	30
2.2.2	New Ps	31
2.2.3	The new range of "Ps"	32
2.2.4	Impact on research	37
2.2.5	Impact on training	38
2.3	The sport marketing mix	38
2.3.1	Sport marketing titles	38
2.3.2	Sport marketing texts' viewpoints on sport marketing	40
2.3.3	Basic marketing texts' viewpoints on sport marketing	48
2.3.4	Marketing communication text's viewpoints on sport sponsorship	49
2.4	Revisiting the marketing communication mix	50
2.4.1	The debate about the inclusion of public relations and publicity	63
2.4.2	Marketing public relations	64
2.5	Conclusion	67

Chapter 3 : CONTEXTUALISING SPORT MARKETING AND SPORT SPONSORSHIP

3.1	Introduction	70
3.2	Defining marketing and related constructs	71
3.2.1	A brief perspective on defining marketing and related theoretical constructs	71
3.3	Application or specialised fields of general marketing	74
3.3.1	Services marketing	76
3.3.2	Industrial marketing or business-to-business marketing	76
3.3.3	Retail marketing/retailing - retailing mix/retail mix	76

3.3.4	International marketing	78
3.3.5	Not-for-profit marketing	79
3.4	Sport marketing as an application field of marketing	80
3.4.1	Sport as a product or service has certain unique characteristics	80
3.4.2	A theoretical overview on defining sport marketing	83
3.4.3	Applying theoretical marketing constructs to developing sport marketing constructs	93
3.4.4	Conclusion - Suggestion: Sport marketing is an application field of marketing	119
3.5	Conclusion	120

Chapter 4 : PERSPECTIVES ON SPORT SPONSORSHIP MANAGEMENT AND DECISION-MAKING

4.1	Introduction	123
4.2	Historical perspectives on the growth of sponsorship expenditure	123
4.3	The South African sport sponsorship scenario	127
4.4	Defining the term sport sponsorship	130
4.4.1	Perspectives on defining sport sponsorship	130
4.4.2	Definitions of sport sponsorship from sport marketing text books	131
4.4.3	Definitions from other marketing and marketing communication text books, journals, and periodicals	134
4.5	Research perspectives on sport sponsorship management and decision-making	139
4.5.1	Pope's (1998) views on sponsorship research	139
4.5.2	Hoek's views (in Kitchen, 1999) on sponsorship research	141
4.5.3	The views of Cornwell & Maignan (1998) on international sponsorship research	143
4.6	Conclusion	146

Chapter 5 : A THEORETICAL EVALUATION OF SPORT SPONSORSHIP RESEARCH FRAMEWORKS

5.1	Introduction	148
5.2	Building a framework (Framework 1) to enhance marketers' understanding of sponsorship management and decision-making	149
5.2.1	Step 1: Sport sponsorship management	151
5.2.2	Step 2: Integration	164
5.2.3	Step 3: Setting sport sponsorship objectives	169
5.2.4	Step 4: Plan leverage, tie-ins and cross-impact with other elements of the marketing communication mix	180
5.2.5	Step 5: Evaluating sponsorship effectiveness	184
5.3	Building a framework (Framework 2) to enhance marketers' understanding of the relationships between sport sponsorship management decision areas	196
5.4	Conclusion	198

Chapter 6 : PROBLEM STATEMENT, RESEARCH OBJECTIVES, AND HYPOTHESES / PROPOSITIONS

6.1	Introduction	201
6.2	Problem statement	201
6.3	Objective of the study	202
6.4	Research hypotheses and propositions	203
6.4.1	Research hypotheses or propositions?	203
6.4.2	Testing the two proposed frameworks	204
6.5	Conclusion	213

Chapter 7 : RESEARCH METHODOLOGY

7.1	Introduction	214
7.2	Research design	214
7.3	The scope of the research	216
7.4	Research Methodology to test Framework 1	219
7.4.1	Objectives	220
7.4.2	Population and sample	221
7.4.3	Information required	222
7.4.4	Sampling	223
7.4.5	Measuring instrument	223
7.4.6	Statistical treatment	234
7.5	Research Methodology to test Framework 2	235
7.5.1	Introduction	235
7.5.2	The Raptor Awards	236
7.5.3	Correlation analysis on the questionnaire responses of ASOM- members who sponsor sport	240
7.6	Conclusion	243

Chapter 8 : RESEARCH RESULTS AND ANALYSIS

8.1	Introduction	244
8.2	Research frameworks	244
8.3	Research findings on Framework 1	246
8.3.1	Findings on section 1 of the questionnaire (sponsorship management)	247
8.3.2	Findings on section 2 of the questionnaire (sponsorship objectives)	251
8.3.3	Findings on section 3 of the questionnaire (sponsorship evaluation)	254
8.3.4	Findings on section 4 of the questionnaire (sponsee and audience analysis)	259
8.3.5	Findings on section 5 (sponsorship tasks, spread between different sponsorship categories and sponsorship budget)	263

8.3.6	Research propositions	265
8.4	Research findings on Framework 2	270
8.4.1	The 1999 and 2000 Raptor Award Competition entry form information	271
8.4.2	Qualitative analysis	276
8.4.3	Quantitative analysis	288
8.4.4	Summary of main findings	335
8.5	Conclusion	338

Chapter 9 : CONCLUSIONS, RECOMMENDATIONS AND LIMITATIONS OF THE STUDY

9.1	Introduction	340
9.2	Summary of findings, conclusions and recommendations	340
9.2.1	Sport sponsorship management	340
9.2.2	Management tasks	341
9.2.3	Sport sponsorship objectives	342
9.2.4	The use of marketing and communication mix variables	344
9.2.5	Cross-impact, tie-ins and leverage	344
9.2.6	Sport sponsorship evaluation	346
9.2.7	Sponsee analysis	349
9.2.8	Budgeting	349
9.2.9	Sport sponsorship audiences	350
9.2.10	Analysis of Framework 1 (Figures 5.1 and 8.1)	350
9.2.11	Analysis of Framework 2 (Figures 5.4 and 8.2)	351
9.3	Limitations of this study and subsequent recommendations and suggestions	353
9.3.1	Literature review	353
9.3.2	Empirical study	354
9.4	Future research	355
9.5	Retrospective evaluation	357

FIGURES, TABLES, BIBLIOGRAPHY AND APPENDICES

		Page
10	LIST OF FIGURES	xiv
11	LIST OF TABLES	xv
12	REFERENCES	361
13	APPENDICES	
13.1	APPENDIX 1 SPONSORSHIP BY SPORT CODE IN 1996	
13.2	APPENDIX 2 SUMMARY OF 1999 RAPTOR AWARD ENTRIES ORGANISED BY DECISION-MAKING CATEGORY	
13.3	APPENDIX 3 SUMMARY OF 1999 RAPTOR AWARD ENTRIES ORGANISED BY SPONSOR	
13.4	APPENDIX 4 SUMMARY OF 2000 RAPTOR AWARD ENTRIES ORGANISED BY DECISION-MAKING CATEGORY	
13.5	APPENDIX 5 SUMMARY OF 2000 RAPTOR AWARD ENTRIES ORGANISED BY SPONSOR	
13.6	APPENDIX 6 SUMMARY OF 1999 RAPTOR AWARD ENTRIES ORGANISED BY GROUPING RESPONSES INTO CATEGORIES	
13.7	APPENDIX 7 SUMMARY OF 2000 RAPTOR AWARD ENTRIES ORGANISED BY GROUPING RESPONSES INTO CATEGORIES	
13.8	APPENDIX 8 GROUPING OF 1999 AND 2000 RAPTOR AWARD ORGANISED BY GROUPING RESPONSES INTO CATEGORIES	
13.9	APPENDIX 9 SPONSORSHIP EVALUATION : CORRELATION BETWEEN SPONSORSHIP EVALUATION TOOLS	
13.10	APPENDIX 10 SPONSORSHIP MANAGEMENT : CORRELATION BETWEEN STATEMENTS	
13.11	APPENDIX 11 QUESTIONNAIRE (SECTION 1) SPORT SPONSORSHIP MANAGEMENT	
13.12	APPENDIX 12 QUESTIONNAIRE (SECTION 2) SPORT SPONSORSHIP OBJECTIVES	

- 13.13 APPENDIX 13 QUESTIONNAIRE (SECTION 3) SPORT SPONSORSHIP EVALUATION
- 13.14 APPENDIX 14 QUESTIONNAIRE (SECTION 4) SPORT SPONSORSHIP SPONSEE AND AUDIENCE EVALUATION
- 13.15 APPENDIX 15 QUESTIONNAIRE (SECTION 5) BIOGRAPHICAL INFORMATION
- 13.16 APPENDIX 16 CORRELATION TABLE : INDIVIDUAL SPORT SPONSORSHIP VARIABLES CORRELATING WITH INDIVIDUAL SPORT SPONSORSHIP MEASUREMENT TOOLS

10. LIST OF FIGURES

	Page	
FIGURE 3.1	SPORT INDUSTRY SEGMENT MODEL	90
FIGURE 3.2	THE BUNDLE OF CHARACTERISTICS OF THE SPORT PRODUCT	99
FIGURE 3.3	A REVISED SPORT SERVUCTION SYSTEM	111
FIGURE 5.1	STEPS IN SPORT SPONSORSHIP MANAGEMENT (FRAMEWORK 1)	150
FIGURE 5.2	THE PLACE OF SPONSORSHIPS IN THE MARKETING MIX	166
FIGURE 5.3	INTEGRATING SPONSORSHIP AND OTHER MARKETING COMMUNICATION MIX VARIABLES AT A FICTITIOUS SPORTING EVENT	182
FIGURE 5.4	RELATIONSHIPS BETWEEN SPORT SPONSORSHIP MANAGEMENT DECISION-MAKING AREAS (FRAMEWORK 2)	197
FIGURE 7.1	THE SCOPE OF THE RESEARCH PROCESS	217
FIGURE 7.2	THE FINAL RESEARCH PHASE FOLLOWED IN THIS THESIS	219
FIGURE 7.3	THE EVENTUAL MAST OF THE QUESTIONNAIRE	225
FIGURE 8.1	A PROPOSED SPORT SPONSORSHIP MANAGEMENT FRAMEWORK LINKED TO RESEARCH PROPOSITIONS	245
FIGURE 8.2	RELATIONSHIPS BETWEEN SPORT SPONSORSHIP MANAGEMENT DECISION-MAKING AREAS LINKED TO RESEARCH PROPOSITIONS AND HYPOTHESES (FRAMEWORK 2)	273
FIGURE 9.1	A MODEL OF SPORT SPONSORSHIP DECISION- MAKING	359

11. LIST OF TABLES

		Page
TABLE 1.1	THE SOUTH AFRICAN SPORT MARKET	12
TABLE 1.2	THE SPORT INDUSTRY'S CONTRIBUTION TO THE SA ECONOMY IN 1996	13
TABLE 1.3	SPORT SPECTATOR EXPENDITURE IN 1996	14
TABLE 1.4	ESTIMATED COMMERCIAL EXPENDITURE ON SPORT IN 1996	14
TABLE 1.5	SPONSORSHIP BY SPORT CODE IN 1996	15
TABLE 2.1	AN OVERVIEW OF DIFFERENT MARKETING MIX ELEMENTS (PS)	33
TABLE 2.2	SUMMARY OF SOME OF THE VIEWS ON SPORT MARKETING	40
TABLE 2.3	AN OVERVIEW OF DEFINITIONS AND VIEWS OF SPORT MARKETING FROM BASIC MARKETING TEXT BOOKS	48
TABLE 2.4	AN OVERVIEW OF DEFINITIONS AND VIEWS OF SPORT SPONSORSHIP FROM MARKETING COMMUNICATION OR PROMOTION TEXT BOOKS	50
TABLE 2.5	DIFFERENT APPROACHES TO AND DEFINITIONS OF THE MARKETING COMMUNICATION MIX, PUBLIC RELATIONS AND PUBLICITY IN GENERAL MARKETING TEXTS	51
TABLE 2.6	DIFFERENT APPROACHES AND DEFINITIONS OF THE MARKETING COMMUNICATION MIX, PUBLIC RELATIONS AND PUBLICITY IN MARKETING COMMUNICATION TEXTS AND THEIR VIEWS ON THE INCLUSION OF PUBLICITY AND PUBLIC RELATIONS IN THE MARKETING MIX	60
TABLE 3.1	DIFFERENT VIEWS ON ELEMENTS INCLUDED IN THE MARKETING COMMUNICATION MIX	113

TABLE 4.1	HISTORICAL TRENDS IN SPORT SPONSORSHIP SPENDING IN SOUTH AFRICA	128
TABLE 4.2	THE VIEWS OF SPORT MARKETING AUTHORS IN SPORT MARKETING TEXT BOOKS ON SPONSORSHIP	132
TABLE 5.1	SPORT SPONSORSHIP SPONSEE ANALYSIS	154
TABLE 5.2	EVALUATING SPONSEE'S SPORT SPONSORSHIP PROPOSALS	154
TABLE 5.3	GENERAL STATEMENTS ON SPORT SPONSORSHIP MANAGEMENT	162
TABLE 5.4	SPORT SPONSORSHIP EFFECTS ON DIFFERENT TARGET AUDIENCES	163
TABLE 5.5	CORPORATE OBJECTIVES AND RELATED TARGET AUDIENCES	164
TABLE 5.6	GENERAL STATEMENTS ON MARKETING AND COMMUNICATION ASPECTS OF SPORT SPONSORSHIP MANAGEMENT	168
TABLE 5.7	COMPARING CORPORATE AND PRODUCT/BRAND-RELATED SPORT SPONSORSHIP OBJECTIVES	170
TABLE 5.8	COMPARING CORPORATE AND MARKETING SPORT SPONSORSHIP OBJECTIVES	171
TABLE 5.9	COMPARING SPORT SPONSORSHIP OBJECTIVES SET BY FORTUNE 500 AND OLYMPIC SPONSORS	172
TABLE 5.10	A COMPARISON OF DIFFERENT VIEWS ON SPORT SPONSORSHIP OBJECTIVES	173
TABLE 5.11	A COMPARISON OF SPORT SPONSORSHIP OBJECTIVES AND BENEFITS ACHIEVED	175
TABLE 5.12	MAIN CATEGORIES OF SPORT SPONSORSHIP OBJECTIVES	177
TABLE 5.13	SPORT SPONSORSHIP OBJECTIVES	178
TABLE 5.14	CROSS-IMPACT MATRIX FOR THE DIFFERENT VARIABLES OF THE MARKETING COMMUNICATION MIX	183

TABLE 5.15	MARKETING COMMUNICATION VARIABLES THAT SHOULD BE INTEGRATED INTO A SPORT SPONSORSHIP	184
TABLE 5.16	SPORT SPONSORSHIP EVALUATION PRACTICES	194
TABLE 7.1	QUESTIONNAIRE : SECTION 1	227
TABLE 7.2	QUESTIONNAIRE : SECTION 2	229
TABLE 7.3	QUESTIONNAIRE : SECTION 3	230
TABLE 7.4	QUESTIONNAIRE : SECTION 4	231
TABLE 7.5	AUDIENCES TARGETED IN SPONSORSHIP PROGRAMMES	232
TABLE 7.6	MAIN CATEGORIES OF SPONSORSHIP OBJECTIVES	238
TABLE 7.7	TARGET AUDIENCES	238
TABLE 7.8	CROSS-IMPACT, TIE-IN AND LEVERAGE OF SPORT SPONSORSHIP WITH OTHER MARKETING COMMUNICATION VARIABLES	238
TABLE 7.9	EVALUATION OF SPONSORSHIP EFFECTIVENESS	239
TABLE 7.10	RULES OF THUMB ABOUT CORRELATION COEFFICIENT SIZE RANGES	242
TABLE 8.1	STATEMENTS ON SPORT SPONSORSHIP MANAGEMENT	248
TABLE 8.2	THE STATEMENTS ON SPORT SPONSORSHIP MANAGEMENT REGARDED TO BE THE MOST IMPORTANT (MEAN SCORE OF >4.0)	249
TABLE 8.3	STATEMENTS ON MARKETING AND COMMUNICATION ASPECTS CONCERNING SPORT SPONSORSHIPS	249
TABLE 8.4	STATEMENTS ON INTEGRATING MARKETING COMMUNICATION ELEMENTS INTO SPORT SPONSORSHIPS	250
TABLE 8.5	THE RANGE OF SPORT SPONSORSHIP OBJECTIVES REGARDED TO BE IMPORTANT BY THE RESPONDENTS	252

TABLE 8.6	RANGE OF SPORT SPONSORSHIP OBJECTIVES IN RANKING ORDER OF IMPORTANCE (MEAN ≥ 4.5)	254
TABLE 8.7	RANGE OF SPORT SPONSORSHIP EVALUATION TOOLS REGARDED TO BE IMPORTANT COMPARED TO LEVEL OF USE (STANDARD DEVIATION IN BRACKETS AFTER MEAN SCORE)	255
TABLE 8.8	RANGE OF SPORT SPONSORSHIP MEASUREMENT TOOLS IN RANKING ORDER ACCORDING TO USE (MEAN ≥ 3.5)	258
TABLE 8.9	SPORT SPONSORSHIP MEASUREMENT TOOLS IN RANKING ORDER ACCORDING TO USE (MEAN SCORE ≥ 3.5)	259
TABLE 8.10	SPORT SPONSORS SCRUTINISING SPONSEES	260
TABLE 8.11	OPINION ON THE VALUE OF SPORT SPONSORSHIP PROPOSALS	261
TABLE 8.12	SPORT SPONSORSHIP AUDIENCES PRIORITISED	262
TABLE 8.13	SPONSORSHIP SPREAD BETWEEN SPORT, ART, ENVIRONMENT AND PHILANTHROPIC	263
TABLE 8.14	SPORT SPONSORSHIP BUDGET ALLOCATED	264
TABLE 8.15	TIME DEVOTED TO SPORT SPONSORSHIP MANAGEMENT TASKS	265
TABLE 8.16	MAIN CATEGORIES OF SPORT SPONSORSHIP OBJECTIVES SET BY THE ENTRANTS TO THE 1999 AND 2000 RAPTOR AWARDS	277
TABLE 8.17	RANGE OF SPORT SPONSORSHIP MEASUREMENT TOOLS USED BY THE ENTRANTS TO THE 1999 AND 2000 RAPTOR AWARDS	282
TABLE 8.18	EXPECTED CORRELATION BETWEEN SPORT SPONSORSHIP OBJECTIVES STATEMENTS AND SPORT SPONSORSHIP MEASUREMENT TOOLS (IMPORTANCE PERSPECTIVE)	294

TABLE 8.19	SPORT SPONSORSHIP OBJECTIVES CATEGORIES AND RANGE OF SPORT SPONSORSHIP MEASUREMENT TOOLS (FROM IMPORTANCE PERSPECTIVE) EXPECTED TO CORRELATE	296
TABLE 8.20	CORRELATION COEFFICIENTS BETWEEN SPORT SPONSORSHIP OBJECTIVES CATEGORIES AND RANGE OF SPORT SPONSORSHIP MEASUREMENT TOOLS (FROM IMPORTANCE PERSPECTIVE)	297
TABLE 8.21	EXPECTED CORRELATION BETWEEN SPORT SPONSORSHIP OBJECTIVES STATEMENTS AND SPORT SPONSORSHIP MEASUREMENT TOOLS (UTILISATION PERSPECTIVE)	301
TABLE 8.22	EXPECTED CORRELATION BETWEEN SPORT SPONSORSHIP OBJECTIVES CATEGORIES AND RANGE OF SPORT SPONSORSHIP MEASUREMENT TOOLS (FROM UTILISATION PERSPECTIVE)	303
TABLE 8.23	CORRELATION COEFFICIENTS BETWEEN SPORT SPONSORSHIP OBJECTIVES CATEGORIES AND RANGE OF SPORT SPONSORSHIP MEASUREMENT TOOLS (UTILISATION PERSPECTIVE)	304
TABLE 8.24	CORRELATION BETWEEN INDIVIDUAL SPORT SPONSORSHIP MEASUREMENT TOOLS AND INDIVIDUAL BROAD CORPORATE SPORT SPONSORSHIP OBJECTIVES	309
TABLE 8.25	CORRELATION BETWEEN INDIVIDUAL SPORT SPONSORSHIP MEASUREMENT TOOLS AND INDIVIDUAL PRODUCT/BRAND/SERVICE SPORT SPONSORSHIP OBJECTIVES	310
TABLE 8.26	CORRELATION BETWEEN INDIVIDUAL SPORT SPONSORSHIP MEASUREMENT TOOLS AND INDIVIDUAL SALES-RELATED SPORT SPONSORSHIP OBJECTIVES	312

TABLE 8.27	CORRELATION BETWEEN INDIVIDUAL SPORT SPONSORSHIP MEASUREMENT TOOLS AND INDIVIDUAL MEDIA COVERAGE SPORT SPONSORSHIP OBJECTIVES	314
TABLE 8.28	CORRELATION BETWEEN INDIVIDUAL SPORT SPONSORSHIP MEASUREMENT TOOLS AND INDIVIDUAL GUEST HOSPITALITY SPORT SPONSORSHIP OBJECTIVES	315
TABLE 8.29	RANGE OF SPONSORSHIP EVALUATION TOOLS REGARDED TO BE IMPORTANT (MEAN ≥ 4.00)	319
TABLE 8.30	CORRELATION BETWEEN SPORT SPONSORSHIP EVALUATION STATEMENTS	320
TABLE 8:31	INTEGRATING MARKETING COMMUNICATION INTO SPORT SPONSORSHIPS	323
TABLE 8:32	MARKETING COMMUNICATION VARIABLES AND ASSOCIATED SPORT SPONSORSHIP MEASUREMENT TOOLS	324
TABLE 8.33	CORRELATION BETWEEN INTEGRATING MARKETING COMMUNICATION VARIABLES AND MEASURING THE LEVERAGE EFFECT (IMPORTANCE VARIABLES)	327
TABLE 8.34	CORRELATION BETWEEN INTEGRATING MARKETING COMMUNICATION VARIABLES AND MEASURING THE LEVERAGE EFFECT (UTILISATION OR USE VARIABLES)	328
TABLE 8.35	POSSIBLE ASSOCIATIONS BETWEEN THE DIFFERENT VARIABLES OF THE MARKETING COMMUNICATION MIX	330
TABLE 8.36	CROSS-IMPACT BETWEEN DIFFERENT MARKETING COMMUNICATION VARIABLES IN SPORT SPONSORSHIPS	332
TABLE 8.37	CROSS-IMPACT BETWEEN DIFFERENT MARKETING COMMUNICATION VARIABLES AND MEASUREMENT TOOLS	333