

CHAPTER 7

RESEARCH METHODOLOGY

"People don't usually do research the way people who write books about research say that people do research", Bachrach (1981) as quoted by Dane (1990:201)

7.1 Introduction

In Chapter 1 it was stated that this thesis is an exploratory study that will eventually lead, through more continuous and perhaps longitudinal research (outside the scope of this thesis), to the development of an instrument that will measure the effectiveness of South African sport sponsorship decisions. The approach was to start from a zero base and to review traditional theories and constructs (Chapters 2 to 5) to develop two proposed frameworks (Figures 5.1 and 5.4). Their relevance and practical application will be tested on two selected groups of sponsorship decision-makers (this chapter).

7.2 Research design

The research design of this thesis is of an exploratory nature. Cooper & Schindler (1998:134) mention that "exploratory research is (unfortunately) linked to old biases about qualitative research, namely subjectiveness, non-representativeness, and non-systematic design. A wiser view is that exploration saves time and money (in future) and should not be slighted because exploration (research) covers areas that may be so new or so vague that a researcher needs to do an exploration just to learn something about the dilemma facing the manager".

Cooper & Schindler (1998:131) also state that "exploratory studies tend toward loose structures with the objective of discovering future research tasks". MacDaniel & Gates (1999:63) mention that exploratory research is usually small-scale research undertaken to define the exact nature of the

problem and to gain a better understanding of the environment within which the problem occurred.

In previous chapters it has been argued that sport marketing and sport sponsorship in particular, has not been extensively researched. In the literature review chapters the arguments of a number of authors led to the conclusion that sponsorship research is still in its infancy - the field is relatively young and most reports are dated in the 1990's. These views and a lack of research reports on South African sponsorship management and decision-making leads therefore to the assumption that relatively little about sport sponsorship management practice is known locally about the issue. The main aim of this study is therefore to analyse the importance of those factors that affect South African sport sponsorship decision-making.

The research process will consist of two distinctive phases that aim to identify and determine the importance of factors that affect sport sponsorship decision-making in South Africa.

In the first phase members of the Association of Marketers (ASOM) will be surveyed on their opinions on the importance of a number of sport sponsorship constructs by means of a self-administered questionnaire. The data captured from those respondents who return their questionnaires will be compared to the contents of all the different sections of the first framework (Figure 5.1). The respondent's opinions on the importance of the different statements would lead to the acceptance, or rejection of, or suggestions for modification of Framework 1 or some of its sections to use as a starting point for future research (identifying future research tasks).

The reasons why ASOM-members were chosen as research subjects and a self-administered questionnaire, as research instrument, will be discussed later in this chapter (section 7.4.2).

In the second phase the practices and activities of sponsors as indicated by information supplied on entry forms to a national sponsorship award

competition, organised by ASOM, will be qualitatively analysed by the researcher. The data captured from analysing the entry forms to the 1999 and 2000 Raptor Awards Competition will be compared to the second framework (Figure 5.4). The respondent's information on their current sport sponsorship decision-making practices will lead to the acceptance, or rejection of, or suggestions for modification of Framework 2 or some of its sections to use as a starting point for future research (identifying future research tasks).

The reasons why the Raptor Award entrants were chosen as research subjects will be discussed later in this chapter. The Raptor Awards were introduced in 1999 and it was hoped that these entry forms and those of the 2000-competition would also capture major sponsors who were not members of ASOM (and who did not participate in the first phase).

The second framework will also be tested to analyse its application to ASOM-members who returned their questionnaires - a statistical testing of questionnaire responses will be done.

Conducting a census among the members of the Association of Marketers and analysing the contents of the Raptor Award entry forms mentioned earlier confirms one of the other reasons for identifying this study as being exploratory in nature - it is envisaged to be on a small-scale.

7.3 The scope of the research

The research process covers a range of stages and is illustrated in Figure 7.1.

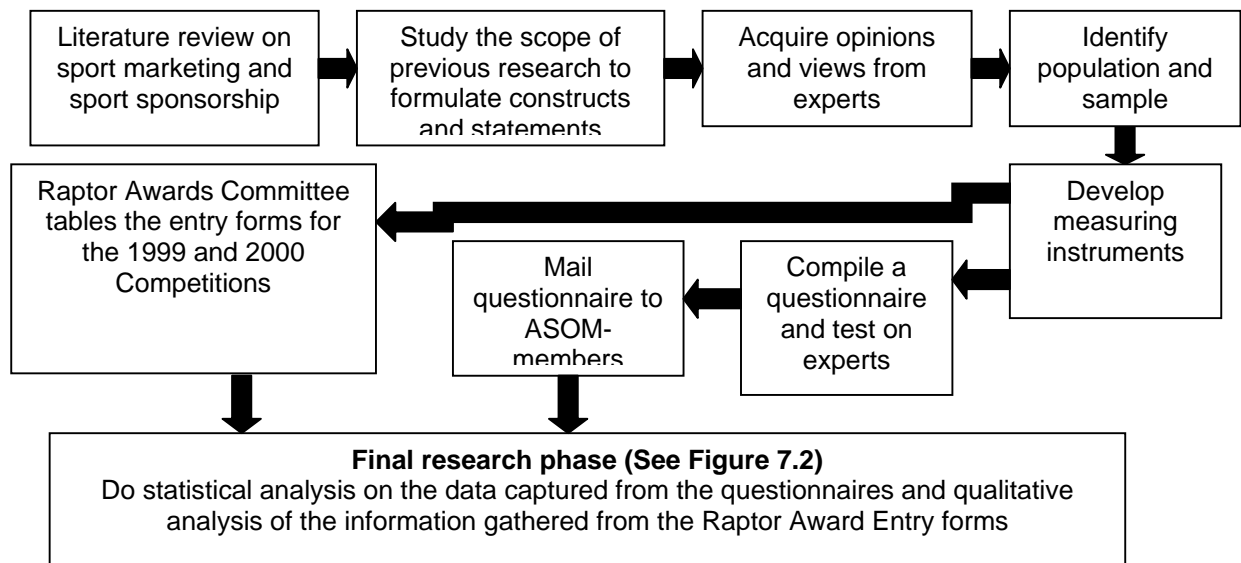
FIGURE 7.1 THE SCOPE OF THE RESEARCH PROCESS

Figure 7.1 can be summarised as follows:

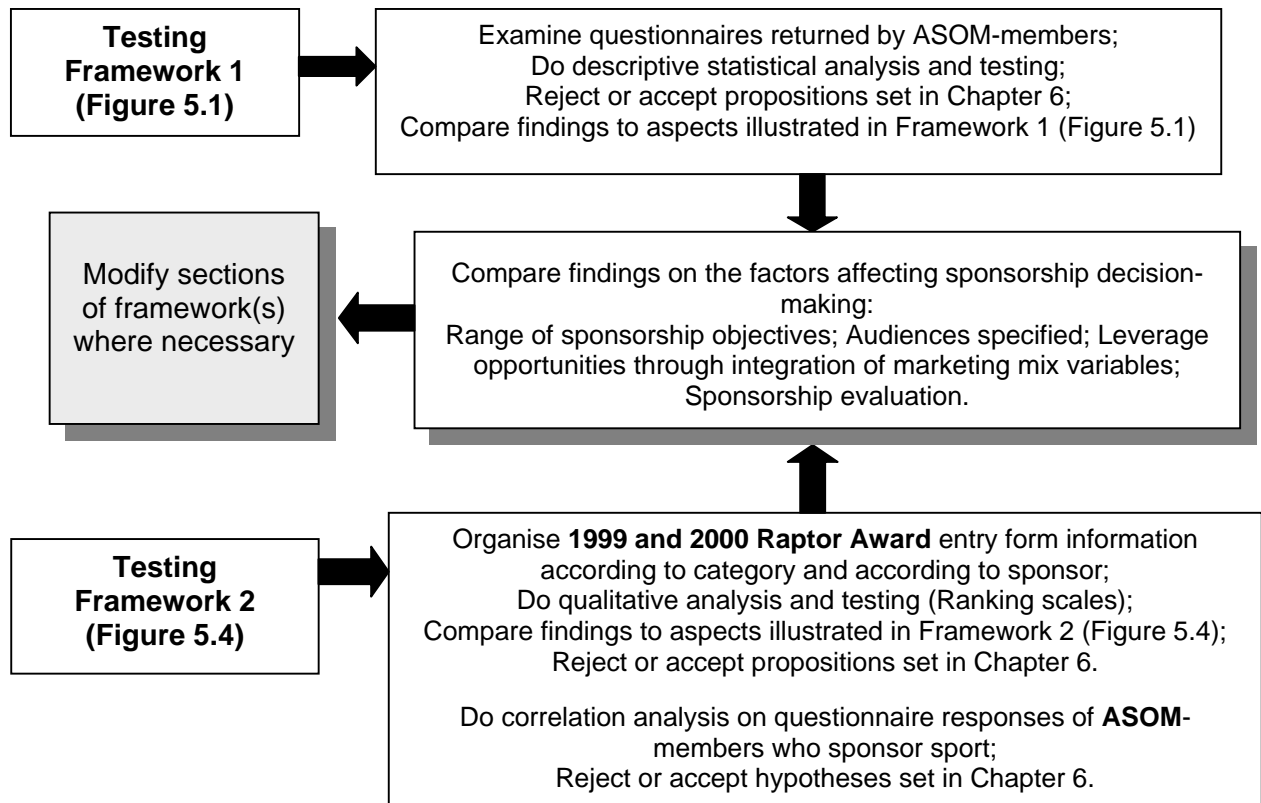
- First - A comprehensive overview of current literature on sport marketing, in general, and sport sponsorship, in particular, provided the academic and theoretical base for this study. This literature review was conducted to generate important theoretical constructs. Views were examined that were deemed to be relevant to the postulation of a framework (Figure 5.1) that illustrates factors that affect sport sponsorship decision-making and a framework (Figure 5.4) that illustrates certain linkages between sponsorship objectives and sponsorship evaluation - as discussed in Chapters 2 to 5.
- Second - the scope and extent of previous research approaches and studies were used to formulate constructs and statements to be included in the research instrument (a self-administered questionnaire) to be discussed later in this chapter.
- Third - the opinions of a number of sport marketing and sport sponsorships experts were sought to generate relevant ideas and focus the research approach.
- Fourth - members of the Association of Marketers (ASOM) who sponsor sport and entrants to the 1999 and 2000 Raptor Awards Competition were selected as sample populations.
- Fifth - theoretical constructs, theories, views and inputs from sport marketing authors and experts were formulated to create statements.

- Sixth - a structured questionnaire (that evaluates the importance of statements) was compiled and tested on those sport marketing and sponsorship experts who indicated their willingness during the previous stage to participate (this was done via e-mail) - the questionnaire was also tested on members of the Sponsorship Portfolio Committee of ASOM.
- Seventh - one of the research instruments, a final questionnaire was mailed to ASOM-members. (These respondents were corporate representatives of organisations. ASOM set a condition that questionnaires were only to be mailed to A-members - marketing managers, brand or product managers. This requirement subsequently proved to be a huge limitation but will be discussed later in this chapter).
- Finally - In the last phase a statistical analysis on the questionnaire responses of ASOM-members and a quantitative analysis of the information gathered from entry forms supplied by entrants for the 1999 and 2000 Raptor Awards Competition (see Figure 7.2) will be done.

The secondary objective of this study is to develop a framework that can be used as a benchmark for further post-thesis research and development that will be addressed in Chapters 8 and 9.

The last step in Figure 7.1 refers to a final research phase that is illustrated in Figure 7.2.

FIGURE 7.2 THE FINAL RESEARCH PHASE FOLLOWED IN THIS THESIS



It is surmised that the two proposed frameworks discussed in Chapter 5 could test local sponsors' understanding and perceptions on how to maximise their sponsorship effectiveness. In the next section the research design to test the practical application of these frameworks will be discussed.

7.4 Research Methodology to test Framework 1

Framework 1 was discussed in Chapter 5. This framework illustrates a number of steps that proposes to explain sport sponsorship management. The following aspects are included in the first framework (Figure 5.1):

- Managing the sport sponsorship;
- Integration of sport sponsorship into the marketing and communication plans;
- Leverage, tie-ins and cross-impact of sport sponsorship with other elements of the marketing communication mix; and
- Evaluating the sport sponsorship.

The first step (Sponsorship management) covers three aspects:

- Formulate decision-criteria to select the appropriate sporting event or programme to sponsor;
- Outline management principles on which the sport sponsorship will be based; and
- Select appropriate target audiences.

The second step illustrates the following:

- Plan and integrate the sport sponsorship into the marketing and marketing communication plans;

The third step covers the setting of sport sponsorship objectives.

The fourth step illustrates that leverage, tie-in and cross-impact opportunities of sport sponsorship with other elements of the marketing communication mix should be planned.

The last step illustrates that sport sponsorship effectiveness should be evaluated.

All five steps will be covered in the final questionnaire (section 7.4.5).

7.4.1 Objectives

The main objective of testing Framework 1 is to study the importance of factors affecting sport sponsorship decisions in South Africa. The main focus areas are the following:

- Those broad corporate and marketing and communication objectives regarded to be important by local sponsors;
- The extent to which local sponsors integrate marketing communication elements in their sponsorships to enhance leveraging opportunities; and

- The range of measurement tools that local sponsors regard as important and the extent to which those tools are used to measure the effectiveness of their sponsorships.

7.4.2 Population and sample

For conceptualisation purposes all South African organisations that sponsor sport should be regarded to be part of the population to be surveyed. For convenience purposes, though, it was decided that:

- it would be too costly, time-consuming and impractical to compile a list of SA organisations who might possibly sponsor sport (ranging from small shops to conglomerates such as Anglo American);
- canvassing them all on whether they are involved in sport sponsorship (possibly also including those who might donate a few Rand to the local tennis club) would be impractical; and
- a subsequent sample on general terms of sponsors who indicated that they were involved in sport sponsorship would be too complex, due to the exploratory nature of this study.

It was subsequently decided to mail the questionnaire to all members of ASOM. The following facts about using ASOM-members as the census-population are important:

- Accessibility to respondents was relatively convenient and cost-effective;
- ASOM made their A-membership mailing list available to the researcher;
- ASOM is the only organisation involved in building a sponsorship network through offering sponsorship workshops, conferences and the Raptor Award Competition that recognises excellence in South African sponsorship management;
- No other data sets that identify sponsors are available; and
- The Sponsorship Portfolio Committee studied sponsorship management and decision-making that led to the conclusion that ASOM-members should

be an appropriate "first group of respondents" in an exploratory study of this nature.

There is no individual or personal membership of ASOM - the members are organisations who are actively involved in marketing. ASOM is therefore a professional body representing the interests of South African marketing organisations.

Being a professional body, whose members are unofficially regarded as being representative of the top South African marketing organisations, the ASOM membership list was deemed to be adequate to serve as the population for this study. The respondents would be representative of senior decision-making individuals in the top management of the member organisation. It was assumed that these individuals would be representative of South African ***sport sponsors*** and that their opinions, views and practices would be a fair reflection of the opinions, views and practices of most major South African ***sport sponsors***.

7.4.3 Information required

The questionnaire endeavours to capture the opinions and perceptions of the respondents on the importance of specified sport sponsorship objectives, the importance of leveraging different marketing communication variables in the sponsorship and on the importance and current level of use of specified sport sponsorship evaluation tools.

The questionnaire is organised in a number of sections requiring of the respondents to indicate on a 5-point Likert-scale their perception of the importance of a number of statements. The questionnaire therefore measures perceptions, attitudes and current sponsorship practises. Limited biographical information is required because it was not envisaged that cross-tabulation would be included in the statistical analysis.

7.4.4 Sampling

The exploratory nature of this study and the decision to conduct a census among the 180 A-members of the Association of Marketers led to the assumption that extensive statistical analysis would not be possible. The use of a convenience census survey can be perceived as a severe limitation because of the ostensible lack of reliability.

Those ASOM-members who return their questionnaires would be regarded as the sample population of "ASOM-members who sponsor sport" as referred to in the discussion on the formulation of research hypotheses and propositions in Chapter 6. ASOM-members who indicate that they are not involved in sport sponsorship would, for statistical purposes, not be included as part of the sample.

7.4.5 Measuring instrument

The decision was made to employ a self-administered questionnaire to test Framework 1. The reasons (based on MacDaniel & Gates, 1999:357) can be summarised as follows:

- It would be easier and cheaper to capture the required information than using a telephone survey; and
- Responses would be recovered in a format that is easier to tabulate, allows statistical treatment and enhances the ability to translate into research findings and conclusions;
- The range of aspects (theoretical constructs, views and statements) covered by the study required a more extensive instrument than being limited to a few over the telephone questions; and
- It was argued that the second phase (Raptor Award Entries analysis) would capture data from those major sponsors who might not return their questionnaires or who are not members of ASOM.

In the following pages the questionnaire process will be discussed.

7.4.5.1 Ensuring face validity of the questionnaire through an experience survey

Cooper & Schindler (1998:136) suggest that an experience survey can be included in an exploratory investigation. This method entails seeking information from persons experienced in the field of study, tapping into their collective knowledge. Dane (1990:257) refers to face validity as consensus that a measure represents a particular concept - it is sometimes called expert validity or validation by consensus. When a measure deals with a representative sample of the various aspects of the concept (in this case sponsorship decision-making), it is called content validity.

To ensure expert and content validity the following procedure was followed:

- a) Sample questions, based on each of the five steps of the first framework (Figure 5.1) were compiled and tested on a number of experts. The following sport marketing and sponsorship experts were identified and e-mailed to solicit their participation in the development of a structured questionnaire:
 - Authors of sport marketing and sponsorship textbooks. The following experts eventually participated or were recommended by authors: Jim Weese, Des Twaites, William Sutton, Penny Moon, David Stotlar, Trevor Slack, and Mel Helitzer (see Bibliography).
 - Members of the Sport Management Association of Australia and New Zealand (SMAANZ) - Laurence Challup, Graham Cuskelly, and Robin McConnell eventually participated.
 - Members of the North American Association of Sport Management.
- b) The questions were also tested on members of the Sponsorship Portfolio Committee of the Association of Marketers (Messrs Derrick Dickens, Warren Lowkum, Ivan May and Peter Ivanoff) and a local marketing expert (Professor Adré Schreuder) to ensure a practical and South African perspective.

The initial feedback from the panel of international experts ranged from general comments to lengthy discussion and debate on which statements should be included/not included and even on how the scaling should be done.

7.4.5.2 The style of the questionnaire

This researcher argued that in the mast of the questionnaire, a range of properly organised categories and appropriate wording would greatly enhance the usefulness of the instrument in measuring what needs to be measured.

a) The mast of the questionnaire

Because the questionnaire is a self-administered one it was argued and concluded that the mast (illustrated in Figure 7.4) needed to contain enough information to enable the respondent to fully grasp how to answer every statement. The mast included information on what the scale entails and a brief discussion on the aspects covered by the column on the right hand side.

A 5-point Likert scale to test relative importance from not important to very important was selected.

FIGURE 7.3 THE EVENTUAL MAST OF THE QUESTIONNAIRE

<ul style="list-style-type: none"> • A score of 5 indicates that the specific statement is <u>very important</u>, while a score of 1 indicates that it is <u>not important</u>. • A score between 5 and 1 indicates your opinion on the different degrees of importance of the statements • Tick in the right hand column when you don't know / are unable to answer 									
The following are statements on sponsorship management. Please indicate your opinion on the importance of:				Not important		Very important			
statement				1	2	3	4	5	Don't know

b) Organising a number of categories

The questionnaire was subsequently divided into a number of categories that correspond to the different steps of the first framework proposed in Chapter 5 and included the following sections:

Section 1: Sponsorship management

- General statements on sponsorship management;
- Marketing and communication statements in sponsorship management; and
- The integration of marketing communication elements into sponsorships.

Section 2: Corporate objectives in sponsorships:

- Broad corporate objectives.
- Product/brand/ service-related objectives.
- Sales objectives.
- Media coverage.
- Hospitality.

Section 3: Current sponsorship evaluation practices

Section 4: Sponsee and audience analysis:

- The evaluation of sponsee sponsorship proposals.

Section 5: Biographical data.

In the next section the contents of the questionnaire will be discussed.

7.4.5.3 The contents of the questionnaire

The following tables illustrate the sections that were included in the final questionnaire.

a) Section 1 (sponsorship management)

This section was eventually outlined in the questionnaire as illustrated by Table 7.1.

TABLE 7.1 QUESTIONNAIRE : SECTION 1

Please circle the appropriate score on a 5 point scale that best expresses your opinion

**Section 1:
Sponsorship
management**

- A score of 5 indicates that the specific statement is very important, while a score of 1 indicates that it is not important.
- A score between 5 and 1 indicates your opinion on the different degrees of importance of the statements
- Tick in the right hand column when you don't know / are unable to answer

The following are statements on sponsorship management. Please indicate your opinion on the importance of:		Not Important					Very important	Don't know
Setting measurable sponsorship objectives	V1	1	2	3	4	5		
Profit objectives in sponsorship strategies	V2	1	2	3	4	5		
Non-profit objectives in sponsorship strategies	V3	1	2	3	4	5		
Social responsibility objectives in sponsorship strategies	V4	1	2	3	4	5		
Philanthropic objectives in sponsorship strategies	V5	1	2	3	4	5		
Image enhancement objectives in sponsorship strategies	V6	1	2	3	4	5		
Senior management's co-ordination of the sponsorship effort	V7	1	2	3	4	5		
Assessing how sponsorships fit into the overall corporate plan	V8	1	2	3	4	5		
Measuring sponsorship effectiveness	V9	1	2	3	4	5		
Establishing measurement details and schedules	V10	1	2	3	4	5		
Alliance-building with business partners	V11	1	2	3	4	5		
The influence of government legislation	V12	1	2	3	4	5		
Assessing competitor sponsorships	V13	1	2	3	4	5		
Countering competitive ambushes	V14	1	2	3	4	5		
Creating competitive advantages	V15	1	2	3	4	5		
The benefits that the sponsor gets from sponsorships	V16	1	2	3	4	5		
Reviewing past sponsorship programme performance	V17	1	2	3	4	5		
A balanced sponsorship portfolio (between sport/ arts/ philanthropy/ environment)	V18	1	2	3	4	5		
The following are statements on marketing and communication. Please indicate your opinion on the importance of:		Not Important					Very important	
The relationships that sponsorships build with diverse publics	V19	1	2	3	4	5		
Sponsorships playing a role in building relationships in the distribution channel	V20	1	2	3	4	5		
Profitable cause-related marketing opportunities created by sponsorships	V21	1	2	3	4	5		
Non-profitable cause-related marketing opportunities created by sponsorships	V22	1	2	3	4	5		
Assessing how sponsorships fit into the overall marketing plan	V23	1	2	3	4	5		
Assessing how sponsorships fit into the product/brand/service plan	V24	1	2	3	4	5		
Assessing how sponsorships fit into the overall corporate communication plan	V25	1	2	3	4	5		
Sponsorships supporting other marketing communication/promotion elements	V26	1	2	3	4	5		
Other marketing communication/promotion elements supporting sponsorships	V27	1	2	3	4	5		
Please indicate your opinion on integrating the following marketing communication elements into your sponsorships:		Not Important					Very important	
Corporate image advertising	V28	1	2	3	4	5		
General outdoor advertising	V29	1	2	3	4	5		
Outdoor signage at the event	V30	1	2	3	4	5		
Product/service/brand advertising	V31	1	2	3	4	5		
Product/service/brand launches	V32	1	2	3	4	5		
Direct response activities	V33	1	2	3	4	5		
Direct marketing activities	V34	1	2	3	4	5		
Personal selling activities	V35	1	2	3	4	5		
Corporate public relations activities	V36	1	2	3	4	5		
Publicity activities	V37	1	2	3	4	5		
Consumer sales promotions	V38	1	2	3	4	5		
Trade sales promotions	V39	1	2	3	4	5		
Sales force promotions	V40	1	2	3	4	5		
Branded clothing items	V41	1	2	3	4	5		
Competitions	V42	1	2	3	4	5		
Exhibitions	V43	1	2	3	4	5		
The corporate logo	V44	1	2	3	4	5		

It should be noted that every statement read as a separate question - e.g.

- **Please indicate your opinion on the importance of:**
 - Setting measurable sponsorship objectives
 - The relationships that sponsorships build with diverse publics
- **Please indicate your opinion on integrating *Corporate image advertising* as a marketing communication element into your sponsorships.**

b) Section 2 (sponsorship objectives)

Table 7.2 illustrates the questionnaire layout of the section on sponsorship objectives:

Respondents were offered the option to add any objectives not listed in this section. It must be noted that guest hospitality was added as a separate entity. The aim is to capture information on the range of sponsorship audiences invited to attend events.

c) Section 3 (sponsorship evaluation)

Table 7.3 illustrates the range of sponsorship evaluation options outlined in the questionnaire.

TABLE 7.2 QUESTIONNAIRE : SECTION 2

Please circle the appropriate score on a 5 point scale that best expresses your opinion

<p>SECTION 2: Corporate objectives in sponsorships</p> <ul style="list-style-type: none"> Please indicate to what extent you consider the following objectives when making sponsorship decisions. 		<ul style="list-style-type: none"> A score of 5 indicates that you deem that specific objective to be <u>very important</u>, while a score of 1 indicates that it is <u>not important</u>. A score between 5 and 1 indicates your opinion on the different degrees of importance of the objectives 					<p>Please tick in the right hand column when you don't know or are unable to answer</p>	
<ul style="list-style-type: none"> Please add any objectives not listed & indicate their level of importance to you: 		Not important					Very important	
Broad corporate objectives								
Expression of community involvement	V45	1	2	3	4	5		
Increase public awareness of the company	V46	1	2	3	4	5		
Change public perception of the company	V47	1	2	3	4	5		
To build goodwill amongst opinion formers	V48	1	2	3	4	5		
To reassure stockholders	V49	1	2	3	4	5		
To aid relations with current staff	V50	1	2	3	4	5		
To assist staff recruitment	V51	1	2	3	4	5		
Promoting corporate image	V52	1	2	3	4	5		
Gain competitive advantage through exclusivity	V53	1	2	3	4	5		
Target specific corporate audiences	V54	1	2	3	4	5		
Tie the company to the success of a team/event/individual	V55	1	2	3	4	5		
Product/brand/service-related objectives								
Explore new market segments	V56	1	2	3	4	5		
Launch new product/brand/service	V57	1	2	3	4	5		
The product/brand/service can be integrated into the event	V58	1	2	3	4	5		
Sampling at/during the event	V59	1	2	3	4	5		
Build image within the target market (positioning)	V60	1	2	3	4	5		
Increase target market awareness	V61	1	2	3	4	5		
Increase market share	V62	1	2	3	4	5		
Support brand advertising	V63	1	2	3	4	5		
Strengthen brand preference	V64	1	2	3	4	5		
Sales objectives								
To facilitate sales-force prospecting	V65	1	2	3	4	5		
Gain new customers	V66	1	2	3	4	5		
To aid the sales promotion drive	V67	1	2	3	4	5		
Strengthen relationships with current customers	V68	1	2	3	4	5		
Increase short-run sales	V69	1	2	3	4	5		
Increase long-run sales	V70	1	2	3	4	5		
Media coverage								
Pre-event media coverage	V71	1	2	3	4	5		
Media coverage during the event	V72	1	2	3	4	5		
Post-event media coverage	V73	1	2	3	4	5		
To get coverage in a diverse range of media	V74	1	2	3	4	5		
Increase overall media attention	V75	1	2	3	4	5		
To counter adverse publicity	V76	1	2	3	4	5		
Guest hospitality								
Entertain current customers	V77	1	2	3	4	5		
Entertain prospective customers	V78	1	2	3	4	5		
Entertain suppliers	V79	1	2	3	4	5		
Entertain staff	V80	1	2	3	4	5		
Entertain intermediaries	V81	1	2	3	4	5		

Respondents had the opportunity to add any evaluation methods not listed here. An added option at this section was to ask respondents to indicate how often they used any of the evaluation methods. The aim was to compare their opinion on the importance of any given method to the level of use.

Some respondents might regard a particular method to be important but due to circumstances were not using it or were using it on a small scale.

d) Section 4 (sponsee analysis)

The range of statements on sponsees and the evaluation of their sponsorship proposals outlined in the questionnaire is illustrated by Table 7.4.

TABLE 7.4 QUESTIONNAIRE : SECTION 4

Please circle the appropriate score on a 5 point scale that best expresses your opinion

4.1 Sponsees and the evaluation of their sponsorship proposals

The following are statements on the sponsees (events, individuals, organisations, groups or teams). Please indicate your opinion about the importance of:		Not Important					Very important				
		1	2	3	4	5	1	2	3	4	5
The sponsee(s) having a business plan	V164	1	2	3	4	5					
The sponsee(s) having a marketing plan	V165	1	2	3	4	5					
The sponsee(s) having a public relations plan	V166	1	2	3	4	5					
The sponsee(s) submitting professional sponsorship proposals	V167	1	2	3	4	5					
The sponsee(s) previous success rate	V168	1	2	3	4	5					
Sponsee(s) officials'/administrators'/organisers' behaviour	V169	1	2	3	4	5					
Participants' (athletes/artists/organisations) behaviour	V170	1	2	3	4	5					
Exposure to a large number of participants	V171	1	2	3	4	5					
Exposure to a large number of spectators	V172	1	2	3	4	5					
Addressing previously disadvantaged communities	V173	1	2	3	4	5					
Being a broadcast sponsor of an event	V174	1	2	3	4	5					

The following are criteria to determine the value of sponsorship proposals (please add your own at the bottom). Please indicate your opinion about the importance of:		Not Important					Very important				
		1	2	3	4	5	1	2	3	4	5
Budget size required	V175	1	2	3	4	5					
The opportunity for differentiation	V176	1	2	3	4	5					
Gaining access to specific target media	V177	1	2	3	4	5					
Gaining access to specific event audiences	V178	1	2	3	4	5					
The strategic fit with corporate image	V179	1	2	3	4	5					
The strategic fit with product/brand/service image	V180	1	2	3	4	5					
Building customer relations	V181	1	2	3	4	5					
The effect on employee morale	V182	1	2	3	4	5					
The extent of media coverage that can be gained	V183	1	2	3	4	5					
Publicity opportunities	V184	1	2	3	4	5					
Exclusive naming rights	V185	1	2	3	4	5					
Executives' personal preferences	V186	1	2	3	4	5					
Creating opportunities for long term associations	V187	1	2	3	4	5					
Being able to complement other marketing communication elements	V188	1	2	3	4	5					

e) Section 4 (Audience priorities)

Table 7.5 illustrates the prioritising of sponsorship audiences targeted by sponsors in their sponsorship programmes, as eventually outlined in the questionnaire.

TABLE 7.5 AUDIENCES TARGETED IN SPONSORSHIP PROGRAMMES

4.2 Please prioritise the audiences you target in your sponsorship programmes

A rank of 1 is the most important, a rank of 2 is the second most important and so on.....

		Audience	Rank			Audience	Rank
V189	1	Existing customers		V190	2	Suppliers	
V191	3	Potential customers		V192	4	Shareholders	
V193	5	General public		V194	6	Local community	
V195	7	Employees		V196	8	Media commentators	
V197	9	Business peers		V198	10	Participants	
V199	11	Spectators		V200	12	Distribution channel partners/intermediaries	
V201	13	Competitors		V202	14	Opinion leaders	
V203	15	Business partners		V204	16	Government	

This section was based on a study by Crowley (1991:15) who listed business peers, media commentators and opinion leaders under business community, but the researcher split them. The researcher also changed *workforce* to *employees* **and** added participants, spectators, distribution channel partners/intermediaries, competitors and business partners.

f) Section 5 (A biographical section)

A biographical section contained the following questions:

- 5.1 Please specify what position you hold in your company:** *i.e. marketing manager, advertising manager, product/brand or service manager, sponsorship manager, sponsorship consultant, public relations manager, agency representative, agency consultant*
-

5.2 Please specify what sector of operation your company is involved in:

Sector	✓	Sector	✓
Service		FMCG	
Motor vehicle/automotive		Financial services	
Non-profit		Banking	
Industrial manufacturer		Liquor/brewing	
Oil/petroleum		Sport equipment manufacturer	
Other: Please specify			

5.3 Please break your total sponsorship spend since 1997 down as a:

% of marketing or communication budget	1997	1998	1999
% of corporate marketing budget	%	%	%
OR			
% of corporate communication budget	%	%	%

5.4 Please break your sponsorship spend since 1997 down according to:

Type of sponsorship	e.g.	1997	1998	1999
Sport	10%	%	%	%
Arts and culture	60%	%	%	%
Environment	10%	%	%	%
Philanthropic *	20%	%	%	%
<i>(Add up to 100%)</i>	100%	100%	100%	100%

* (Donations to charities, non-profit organisations, community service organisations and causes)

In section 5.4 philanthropy was mentioned as an option. This definition of philanthropic sponsorship is based on the definition of Bennett (1998:458) and Mullen (1997:42).

5.5 Please specify your direct & indirect expenditure on sponsorships:

Year	<u>Direct</u> sponsorship expenditure ** (Total Rand spend)	<u>Indirect</u> sponsorship expenditure *** (Total Rand spend)
1997	R	R
1998	R	R
1999	R	R

** Direct sponsorship cost items
(marketing, etc. as sponsorship support)

*** (advertising, sales promotion, PR, direct

5.6 If you had to hire a sponsorship manager today to take over all your current sponsorship-related activities, how would that person's time be divided?

(please allocate percentages that add up to 100%)	Activity	%
	Evaluation of sponsorship proposals	
	Creating and finalising sponsorship deals	
	Sponsorship planning	
	Integrating other marketing communication areas into sponsorship programmes	
	Scanning competitive sponsorship activities	
	Attending events	
	Provide consulting service to sponsees	
	Evaluating sponsorship performance	
	Other: Please specify	

Section 5.6 is based on studies done by Farrelly, Quester & Burton (1997:170) and Liu, Srivastava & Woon (1998:93-112). This last question provided respondents an opportunity to add other job related activities they regard as important.

7.4.6 Statistical treatment

A statistical data-analysis of the questionnaires will be performed and means will be calculated. Underlying trends will also be analysed which will be discussed in the following chapter. It is envisaged that this data-analysis will aid the researcher's aim to substantiate the first framework (Figure 5.1).

In Chapter 6 a number of research hypotheses were formulated and statistical treatment was suggested.

7.5 Research Methodology to test Framework 2

7.5.1 Introduction

It is argued that sponsors should increase their understanding of the relationships between sponsorship objectives and measurement of sponsorship effectiveness. The consequences of the leverage between sponsorship and other marketing communication elements should also be understood.

The second framework (Figure 5.4) illustrates that proper sport sponsorship objective-setting should enable the sport marketer to plan and implement the sport sponsorship and measure the desired effects as specified by the objectives in the first place.

This second framework (Figure 5.4) postulates the following process:

- The sponsor sets a range of sponsorship objectives. The objectives fit into the five main categories (corporate /marketing (product /brand/service) and marketing (sales) /media /personal);
- The sponsor will have to match the most appropriate target audience (A, B, and/or C) to the range of objectives (corporate, marketing, product/brand/service, media, and/or personal) set;
- The cross-impact, tie-in and leverage of the sponsorship with the other marketing communication variables (advertising, sales promotion, personal selling, direct marketing, promotional licensing, and corporate and marketing public relations) are maximised by correctly fitting the sponsorship objectives set to the most appropriate target audiences and implementing the most appropriate levels and mixes of marketing communication variables;
- The effectiveness of the sponsorship is analysed by measuring how well the desired response, depicted by the categories of evaluation (recognition, recall, and awareness; image and attitude; brand /service /product effects; media audits; and behavioural measures) and predicted by the range of objectives were achieved.

This framework's application to South African sponsors will be tested by analysing the contents of the 1999 and 2000 Raptor Award Competition entry forms. Conducting a correlation analysis on the questionnaire responses of ASOM-members who returned their questionnaires will test its further application to ASOM-members who sponsor sport.

7.5.2 The Raptor Awards

This Award recognises excellence in sponsorship and provides information on sponsorship management (market intelligence, marketing objectives, execution method and evaluation in the following sections:

- Best large budget sponsorship (in excess of R3.5 million per annum);
- Best medium budget sponsorship (R500 000 to R3.5 million per annum);
- Best small budget sponsorship (less than R500 000 per annum);
- Best long-term sponsorship (executed for 3 years and more);
- Best first time sponsorship (more than R10 000 per annum).

7.5.2.1 Objectives

It is the contention that sport sponsorship decision-making will be positively affected by the ability of sport sponsors to formulate properly defined sponsorship objectives that enhance leverage opportunities and allow proper effectiveness measurement.

The main argument explored here is that there should be a direct link between these aspects. Objectives should be formulated by specifying audiences, allow leverage between the sponsorship and other marketing communication variables, and allow measurement opportunities. A poor objective is usually vague, does not specify audiences and does not allow for proper measurement (desired outcomes or effect or behavioural change were not specified). The

objective of testing this framework is to determine local sponsors' approach to the argument posed here.

7.5.2.2 Population

Of particular reference to this study was an analysis of those organisations who entered into the sport sponsorship category. ASOM implemented a public relations and mass media campaign to inform sponsors about the Raptor Awards and to invite all sponsors (not only ASOM-members) to enter into the competition.

It was envisaged that the cellular organisations and some of the main financial institutions that are not members of ASOM, would enter a wide range of their sponsorships. The Raptor Award entry form information would therefore enable the researcher to cover a wider spectrum of South African sponsors rather than just depending on those ASOM-members who return their questionnaires (as discussed in section 7.4.2).

7.5.2.3 Information required

Entrants' information on the range of sponsorships set, target audiences specified, leverage opportunities employed through integration of marketing communication variables, and sponsorship measurement aspects will be scrutinised.

Every entry form would be analysed and particular information that pertains to the second framework (linking sponsorship objectives to sponsorship evaluation) would be captured and presented as illustrated by Tables 7.6 to 7.9 (see Appendices 2, 3, 4 and 5):

TABLE 7.6 MAIN CATEGORIES OF SPONSORSHIP OBJECTIVES

Sponsor X	Corporate Including Hospitality	Brand/ service/ product	Sales	Media
Type of organisation and a brief description of the sponsee	List	types of	sponsorship	objectives

Table 7.6 will list those sport sponsorship objectives set by entrants to the 1999 and 2000 Raptor Award Competitions. The aim is to illustrate whether these objectives fit into the five main categories identified in Chapter 5 and how they compare to those objectives regarded to be important by ASOM-members who sponsor sport (Table 7.2).

TABLE 7.7 TARGET AUDIENCES

Sponsor	Target audiences
	Outlining audiences specified

Table 7.7 will list those target audiences specified by the entrants. The aim is to compare these target audiences to those prioritised by ASOM-members who sponsor sport (Table 7.5).

TABLE 7.8 CROSS-IMPACT, TIE-IN AND LEVERAGE OF SPORT SPONSORSHIP WITH OTHER MARKETING COMMUNICATION VARIABLES

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
	Specifying	variables	used	to	leverage the	sponsorship

Table 7.8 lists those marketing communication variables that the respondents specify they use to leverage the effectiveness of their sponsorships. This list will be compared to those marketing communication variables regarded to be important by ASOM-members who sponsor sport (Table 7.1).

TABLE 7.9 EVALUATION OF SPONSORSHIP EFFECTIVENESS

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/product effects	Media audits	Behavioural measures
	List	types	of	evaluation	employed

Table 7.9 lists those types of sport sponsorship evaluation tools employed by the respondents to measure the effectiveness of their sport sponsorships. This information will be compared to those evaluation tools regarded to be important by ASOM-members who sponsor sport (Table 7.3).

The data will be organised in different appendices:

- Summary of 1999 Raptor Award Entries organised by decision-making category (Appendix 2);
- Summary of 1999 Raptor Award Entries organised by sponsor (Appendix 3);
- Summary of 2000 Raptor Award Entries organised by decision-making category (Appendix 4); and
- Summary of 2000 Raptor Award Entries organised by sponsor (Appendix 5).

7.5.2.4 Sampling

No sampling was done. All entrants to the sport category of the Raptor Award Competition were included in the study. The aim is to capture ASOM-members who did not (want to) return their questionnaire and non-ASOM members who are major sport sponsors.

7.5.2.5 Measuring instrument

The data captured from the Raptor Award entry forms will be qualitative in nature. The aim here is not to capture perceptions or attitudes but behaviour - identifying factors that affect sponsorship decision-making among Raptor Award entrants.

No prescribed format was required. Entrants had to load their information on a hard disc supplied by ASOM. Entrants could organise their responses according to their own situation but they had to provide information on: Range of sponsorship objectives, target audiences specified, leverage opportunities created by integration specified marketing communication variables, range of evaluation tools employed and results achieved.

7.5.2.6 Statistical treatment

A descriptive statistical analysis will be performed due to the formulation of a number of research propositions in Chapter 6.

It was stated that descriptive statistical treatment would be limited to basic frequency tables due to the qualitative nature of the information required by the Raptor Award entry form.

A qualitative analysis will be performed on the contents of Raptor Awards entry documents. Underlying trends will be analysed which will be discussed in the following chapter. It is foreseen that this qualitative analysis will aid the researcher's aim to test the applicability of the components of the second framework (Figure 5.4).

7.5.3 Correlation analysis on the questionnaire responses of ASOM-members who sponsor sport

In Section 7.4 the descriptive statistical analysis of the ASOM-questionnaire was discussed in respect of testing the first framework (Figure 5.1). A second

more extensive statistical analysis of the questionnaire responses will also be done.

The hypotheses formulated in Chapter 6 relate to the questionnaire responses of ASOM-members and the aim is to test whether the second framework (Figure 5.4) also applies to ASOM-members who sponsor sport.

To test the hypotheses that apply to ASOM-members who sponsor sport the following important frame of reference must be noted: The hypotheses were compiled to test **correlational relationships**. By labeling the hypotheses as being "correlational", no claim is made that one variable (e.g. sponsorship objectives) causes the other variable (e.g. sponsorship evaluation tools used) to change or take different values. The aim is to establish whether the variables occur in some predictable relationship (direct relationships between variables or difference in importance between variables). Applied to the research focus of this script it would mean that an analysis is made on whether particular sponsorship objectives categories would relate to (or associate with) particular tools used to measure sponsorship objectives.

Healy (1993:391/392) states that researchers rely heavily (almost exclusively) on a statistic called Pearson's r (correlation coefficient) or (Pearson's product moment correlation - Dillon, Madden & Firtle, 1994:466 & McDaniel & Gates, 1999:569) to measure the association for two interval-ratio variables. Burns & Bush (1998:551-555) state that the correlation coefficient is an index number, constrained to fall between the range of -1.0 and +1.0 that communicates both the strength and the direction of association between two variables. The amount of association between two variables is communicated by the absolute size of the correlation coefficient, while its sign communicates the direction of the association.

The acceptance or rejection of hypotheses set in Chapter 6 will depend on the observed (r) and the acceptance of a significance level (α) of 5% (0.05). Aczel (1999:270) state that "type I error probabilities will often be $\alpha = 0.05$ or 0.01".

In this study the following decision rule will be followed: *if $p < 0.05$ then the null hypothesis would be rejected and the stated hypothesis (H_1 or H_2 or H_3 or H_4 - depending on which one is tested at that moment and also depending on the size of the observed r) would be accepted.*

Table 7.10 illustrates the rules of thumb about correlation coefficient size ranges.

TABLE 7.10 RULES OF THUMB ABOUT CORRELATION COEFFICIENT SIZE RANGES

Coefficient range	Strength of association	p-value
± 0.81 to ± 1.00	Strong	The p-value will be stated in conjunction with the desired and observed correlation coefficient (r) in some of the tables in the following chapters. A p-value of <0.05 (significance level of 5%) in conjunction with the observed correlation coefficient (r) value will be used to accept or reject the stated hypothesis.
± 0.61 to ± 0.8	Moderate	
± 0.41 to ± 0.6	Weak	
± 0.21 to ± 0.4	Very weak	
± 0.00 to ± 0.2	None	

Correlation coefficients that are close to zero show that there is no systematic association between the two variables, whereas those that are closer to ± 1.00 express that there is some systematic association between the variables. In Chapter 8 the correlation analysis will be discussed. Of special interest will be the strength of association between variables. Strengths of association over the full spectrum will be significant because it will indicate the strength of relationships and linkages between certain factors that affect sport sponsorship decision-making.

The correlation analysis will aim to determine whether ASOM-members who sponsor sport indicate linkages between sport sponsorship objective-setting, integration of marketing communication mix variable to enhance the leverage effect on the sport sponsorship, and measurement of sport sponsorship effectiveness.

7.6 Conclusion

In this chapter the final research phase was discussed with particular emphasis on testing two frameworks (Framework 1 - Figure 5.1 - that illustrates factors that affect sport sponsorship decision-making and Framework 2 - Figure 5.4 - that illustrates certain relationships between sponsorship objectives and sponsorship evaluation proposed in Chapter 5). A research procedure to test each framework was outlined.

A discussion on the research process included a detailed discussion on the questionnaire design. Emphasis is placed on the fact that the hypotheses have a correlational slant that entails that subsequent correlation coefficients will be calculated (in the next chapter).

In the following chapter the research results will be statistically and qualitatively analysed to link the theoretical foundation of the preceding chapters to certain suggested practical applications.