

## **CHAPTER 8**

# **RESEARCH RESULTS AND ANALYSIS**

### **8.1 Introduction**

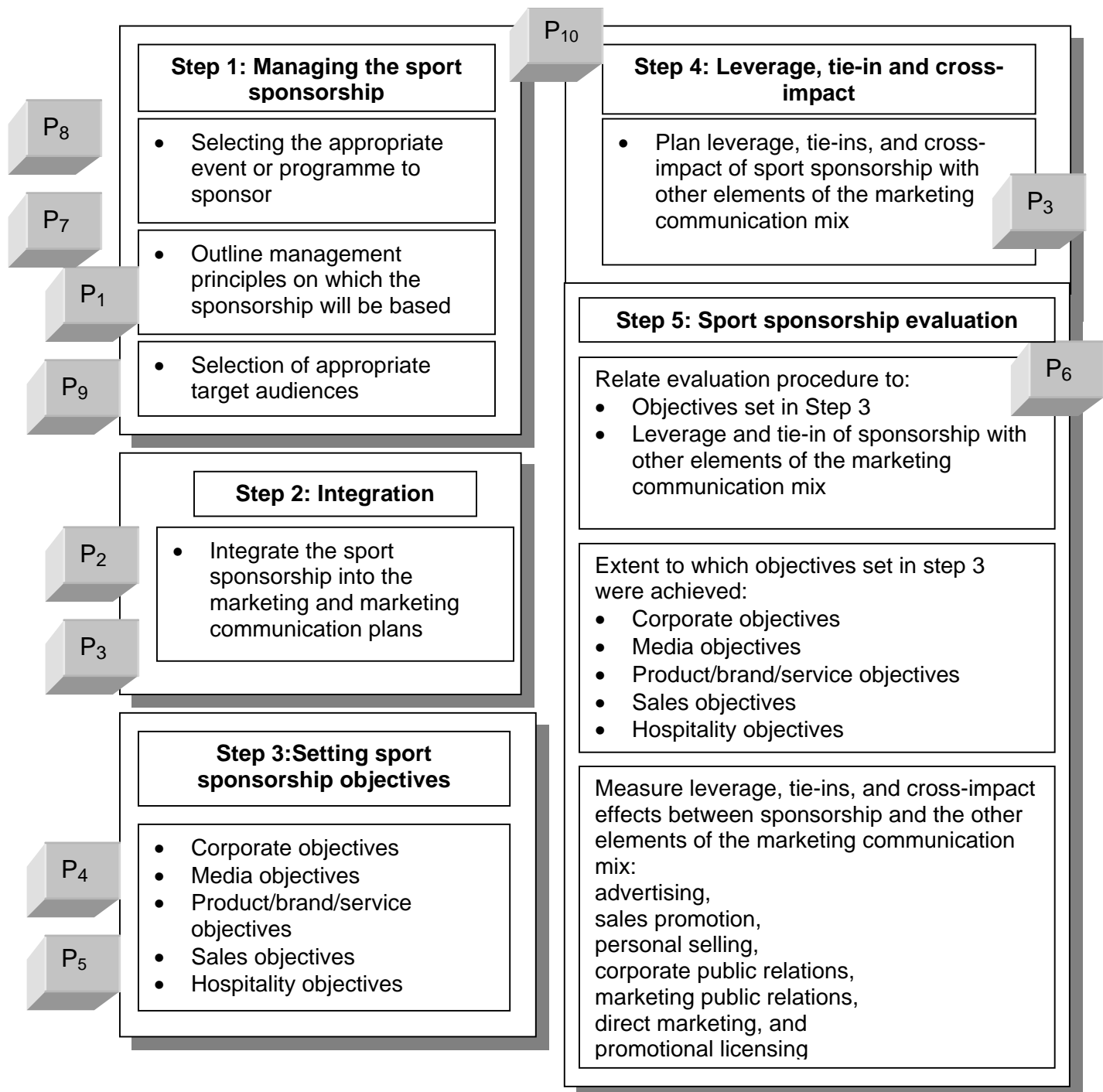
In the previous chapter the research methodology was outlined and discussed. Particular emphasis was placed on outlining how the responses from two groups of respondents (ASOM-members who sponsor sport and the combined entrants to the 1999 and 2000 Raptor Awards Competition) will be analysed to test the applicability of two proposed frameworks for South African sponsors.

In this chapter the two frameworks proposed in Chapter 5 (illustrated in Figures 5.1 and 5.4) will be tested for their application to two groups of South African sponsors, namely ASOM-members who sponsor sport and entrants to the 1999 and 2000 Raptor Awards Competition. A descriptive statistical analysis (Sections 8.3.1 to 8.3.6) and a correlation analysis (Section 8.4.3) of the responses of ASOM-members will be used to test the application of the first and second framework respectively. The information supplied by the entrants to the 1999 and 2000 Raptor Awards will be combined to create a single collection of data that will be qualitatively analysed (Sections 8.4.1 and 8.4.2) to test the application of the second framework.

### **8.2 Research frameworks**

The literature review from Chapters 2 to 5 led to the proposal of two frameworks. The first, (Figure 5.1 - A sport sponsorship management framework from Chapter 5 was adapted to include references to research propositions), illustrates a number of steps and is now labeled as Figure 8.1.

FIGURE 8.1 A PROPOSED SPORT SPONSORSHIP MANAGEMENT FRAMEWORK LINKED TO RESEARCH PROPOSITIONS



- P<sub>1</sub> covers the importance of management principles in sport sponsorships
- P<sub>2</sub> covers the importance of marketing communication principles in sport sponsorships
- P<sub>3</sub> covers the importance of integrating marketing communication variables in sport sponsorships
- P<sub>4</sub> covers the importance of sport sponsorship objectives
- P<sub>5</sub> covers whether the sport sponsorship objectives set by the respondents fit into identified categories
- P<sub>6</sub> covers the importance of sport sponsorship measurement tools
- P<sub>7</sub> covers the importance of scrutinising sponsees
- P<sub>8</sub> covers the importance of criteria to evaluate sport sponsorship proposals
- P<sub>9</sub> covers the importance of prioritising sport sponsorship audiences
- P<sub>10</sub> tests whether the respondents regard the components of this framework as being important

In this chapter the findings of the empirical study on the contents of responses to a questionnaire **and** an analysis of the content of the Raptor Award entry forms will be compared to the two proposed frameworks. It is envisaged that this comparison will determine the applicability and relevance of these frameworks to South African sponsors and also constitute those factors that affect decision-making in sport sponsorships. The second framework will be discussed later in this chapter in Section 8.4.

In Section 8.3.1 to 8.3.5 the research findings of a descriptive statistical analysis will be reported. In Section 8.3.6 the findings will be discussed and compared to the research propositions (as formulated in Chapter 6).

### **8.3 Research findings on Framework 1**

In the first phase members of the Association of Marketers (ASOM) were surveyed on their sport sponsorship attitudes, perceptions, practices and activities by means of a self-administered questionnaire. The data captured from those respondents who returned their questionnaires will be compared to the first framework (Figure 8.1).

The initial response rate was less than expected - only 20 questionnaires were returned. It was later revealed that the ASOM mailing list was in fact somewhat outdated - the member organisations stayed more or less the same but individual mobility of high-ranking and decision-making officials created the problem that questionnaires were sent to individuals who either have either resigned, been transferred or have retired.

The researcher had to track the path of the initial mail shot and had to subsequently re-e-mail and fax a number of questionnaires to particular individuals- eventually 43 (a response rate of 23.9%) useful questionnaires were returned. An additional thirty-two (17.8% of total population) organisations indicated that they were not involved in sponsorship at all. In total a response rate of 41.7% (of total ASOM-members) was achieved.

In the following sections the mean scores of responses will be illustrated in table form. A mean score closer to 5 indicates that the responses indicated a tendency towards “Very important”, while a mean score closer to 1 indicates that the responses slanted towards “Not important”.

Descriptive statistical tables and subsequent discussions in section 8.3.1 to section 8.3.5 serve as a basis for the evaluation of the research propositions in section 8.3.6. The different sections of the questionnaire are included as Appendices 11 to 15.

### 8.3.1 Findings on section 1 of the questionnaire (sponsorship management)

Table 8.1 illustrates how the respondents ranked the statements, listed in Section 1 of the questionnaire (Appendix 11), on sponsorship management from highest importance to lowest importance.

The mean score at “Importance” need some clarification. A mean score of closer to 5 indicates that most respondents were of the opinion that the statement is “Very important”, while a mean score closer to 1 indicates that most respondents were of the opinion that the statement is “Not important”. This will apply to all tables in this chapter where a label or heading, “Importance”, is evident.

**TABLE 8.1 STATEMENTS ON SPORT SPONSORSHIP MANAGEMENT**

STATEMENT		IMPORTANCE (MEAN)	STANDARD DEVIATION
Setting measurable sponsorship objectives	V1	4.81	0.41
Measuring sponsorship effectiveness	V9	4.71	0.52
Assessing how sponsorships fit into the overall corporate plan	V8	4.69	0.53
The benefits that the sponsor gets from sponsorships	V16	4.62	0.78
Image enhancement objectives in sponsorship strategies	V6	4.61	0.63
Creating competitive advantages	V15	4.43	0.93
Establishing measurement details and schedules	V10	4.39	0.75
Reviewing past sponsorship programme performance	V17	4.33	1.02
Senior management's co-ordination of the sponsorship effort	V7	4.20	0.99
Countering competitive ambushes	V14	3.90	1.32
Alliance-building with business partners	V11	3.74	1.06
Assessing competitor sponsorships	V13	3.69	1.02
Profit objectives in sponsorship strategies	V2	3.68	1.12
The influence of government legislation	V12	3.55	1.25
Social responsibility objectives in sponsorship strategies	V4	3.36	0.96
Non-profit objectives in sponsorship strategies	V3	3.053	1.37
A balanced sponsorship portfolio (sport/arts/philanthropy/environment)	V18	3.051	1.3
Philanthropic objectives in sponsorship strategies	V5	2.62	1.21

The following can be deduced from Table 8.1:

- Two statements on objectives (V1) and measurement (V9) scored the highest mean:
  - The highest ranking statement, namely that of *Setting measurable sponsorship objectives* (V1) is important from the perspective emphasised in the literature review chapters i.e. *that sponsorship effectiveness measurement is only possible when proper measurable objectives were set initially*; and
  - The statement on *profit objectives* (V2) is surprisingly lower down the order.
- The statements scoring the lowest means (<3.5) cover aspects such as social responsibility (V4), non-profit objectives (V3), a balanced portfolio (V18) and philanthropy (V5) objectives.

Table 8.2 illustrates those statements on sport sponsorship management that are regarded to be the most important (mean  $\geq$  4.0).

**TABLE 8.2 THE STATEMENTS ON SPORT SPONSORSHIP MANAGEMENT REGARDED TO BE THE MOST IMPORTANT (MEAN SCORE OF  $\geq 4.0$ )**

STATEMENT		MEAN	SD
Setting measurable sponsorship objectives	V1	4.81	0.41
Measuring sponsorship effectiveness	V9	4.71	0.52
Assessing how sponsorships fit into the overall corporate plan	V8	4.69	0.53
The benefits that the sponsor gets from sponsorships	V16	4.62	0.78
Image enhancement objectives in sponsorship strategies	V6	4.61	0.63
Creating competitive advantages	V15	4.43	0.93
Establishing measurement details and schedules	V10	4.39	0.75
Reviewing past sponsorship programme performance	V17	4.33	1.02
Senior management's co-ordination of the sponsorship effort	V7	4.20	0.99

The following must be noted:

- Excluding V7, all of these statements cover objectives and measurement – two of the important aspects discussed in the literature review and subsequently included in Framework 1 (Figure 8.1).

Table 8.3 illustrates how the respondents ranked the statements on marketing and communication aspects concerning sport sponsorships from highest importance to lowest importance.

**TABLE 8.3 STATEMENTS ON MARKETING AND COMMUNICATION ASPECTS CONCERNING SPORT SPONSORSHIPS**

STATEMENT		MEAN	SD
Assessing how sponsorships fit into the product/brand/service plan	V24	4.69	0.53
Assessing how sponsorships fit into the overall corporate communication plan	V25	4.57	0.68
Sponsorships supporting other marketing communication/promotion elements	V26	4.52	0.60
Assessing how sponsorships fit into the overall marketing plan	V23	4.50	0.78
Other marketing communication/promotion elements supporting sponsorships	V27	4.38	0.78
The relationships that sponsorships build with diverse publics	V19	4.02	0.78
Sponsorships playing a role in building relationships in the distribution channel	V20	3.90	0.88
Profitable cause-related marketing opportunities created by sponsorships	V21	3.83	1.16
Non-profitable cause-related marketing opportunities created by sponsorships	V22	2.85	1.00

From table 8.3 the following can be observed:

- The statement on "*sponsorships supporting other marketing communication elements*" (V25) scored higher than the mirror

statement "Other marketing communication elements supporting sponsorships" (V27);

- The statement on sponsorships fitting into the product/brand/service plan (V24) scored higher than the statement on sponsorships fitting into the communication plan (V25) which in turn scored higher than the statement on sponsorship fitting into the marketing plan (V23);
- Cause-related statements (V21 and V22) scored at the bottom of the scale – it is surmised that the reference to “marketing” in the statement caused the low score, because the respondents may have placed more emphasis on sponsorship as part of a communication plan than part of the marketing plan.

Table 8.4 shows how the respondents ranked the statements on integrating marketing communication aspects into sport sponsorships (from highest to lowest importance). Respondents did not add additional variables of their own.

**TABLE 8.4 STATEMENTS ON INTEGRATING MARKETING COMMUNICATION ELEMENTS INTO SPORT SPONSORSHIPS**

MARKETING COMMUNICATION STATEMENT		MEAN	SD
Outdoor signage at the event	V30	4.38	0.87
The corporate logo	V44	4.37	1.27
Product/service/brand advertising	V31	4.34	0.84
Corporate image advertising	V28	4.24	1.20
Publicity activities	V37	4.21	0.72
Branded clothing items	V41	4.10	0.97
Corporate public relations activities	V36	4.02	0.88
Consumer sales promotions	V38	3.90	1.08
Sales force promotions	V40	3.83	1.14
Competitions	V42	3.714	0.97
Product/service/brand launches	V32	3.711	1.09
General outdoor advertising	V29	3.57	0.93
Personal selling activities	V35	3.51	1.10
Direct marketing activities	V34	3.48	1.03
Trade sales promotions	V39	3.46	1.35
Direct response activities	V33	3.23	1.12
Exhibitions	V43	3.22	1.21

From Table 8.4 the following seems noteworthy:

- The high ranking (mean  $\geq 4.0$ ) of *outdoor signage* (V30), *the corporate logo* (V44), *product/service/brand advertising* (V31), *corporate image*

*advertising* (V28), *publicity* (V37), *branded clothing items* (V41) and *corporate public relations* (V36) – these aspects reflect on the marketing communication variables identified in Chapter 5;

- *Publicity* (V37) scored higher than *corporate public relations* (V36) – these aspects were discussed in Chapter 2;
- *Direct marketing* (V34), *trade sales promotions* (V39), *direct response* (V33), and *exhibitions* (V43) (mean < 3.5) were ranked relatively low. These aspects are not generally discussed by most marketing texts as being important marketing communication mix variables – discussed in Chapter 2.

*Ten variables inter alia concerning sales promotions, personal selling, and direct marketing scored a mean score of < 4.0, which indicate that these variables of the marketing communication mix are not often used. The seven marketing communication mix variables regarded to be the most important (mean score  $\geq$  4.0) seem to cover corporate image, branding and public relations.*

### 8.3.2 Findings on section 2 of the questionnaire (sponsorship objectives)

The second section of the questionnaire (Appendix 12) covered the range of sport sponsorship objectives that the respondents regard to be important. In Chapter 5 the main categories of sponsorships included in this section, were identified.

Table 8.5 depicts how respondents regarded the importance of the range of sport sponsorship objectives (Broad corporate, product/brand/service, sales, media, and hospitality) included in section 2 of the questionnaire. An average mean score was also calculated for every category under range of objectives.



**TABLE 8.5 THE RANGE OF SPORT SPONSORSHIP OBJECTIVES  
REGARDED TO BE IMPORTANT BY THE RESPONDENTS**

RANGE OF SPORT SPONSORSHIP OBJECTIVES		IMPORTANCE (MEAN)	SD
<b>A. Broad corporate objectives</b>		<b>Average mean (3.88)</b>	<b>Average SD (0.57)</b>
Promoting corporate image	V52	4.51	1.10
To build goodwill amongst opinion formers	V48	4.40	0.67
Gain competitive advantage through exclusivity	V53	4.39	0.96
Increase public awareness of the company	V46	4.34	1.03
Change public perception of the company	V47	4.20	1.05
Tie the company to the success of a team/event/individual	V55	4.00	0.97
Target specific corporate audiences	V54	3.95	1.29
Expression of community involvement	V45	3.85	0.92
To aid relations with current staff	V50	3.51	1.05
To reassure stockholders	V49	3.30	1.25
To assist staff recruitment	V51	2.23	1.02
<b>B. Product/brand/service-related objectives</b>		<b>Average mean (4.22)</b>	<b>Average SD (0.59)</b>
Strengthen brand preference	V64	4.68	0.66
Build image within the target market (positioning)	V60	4.65	0.63
Increase target market awareness	V61	4.65	0.53
Increase market share	V62	4.54	0.77
Support brand advertising	V63	4.50	0.69
The product/brand/service can be integrated into the event	V58	4.26	0.96
Launch new product/brand/service	V57	3.60	1.29
Explore new market segments	V56	3.56	1.19
Sampling at/during the event	V59	3.55	1.46
<b>C. Sales objectives</b>		<b>Average mean (3.96)</b>	<b>Average SD (0.80)</b>
Strengthen relationships with current customers	V68	4.43	0.68
To aid the sales promotion drive	V67	4.15	1.00
Increase long-run sales	V70	4.05	1.21
Gain new customers	V66	3.98	1.13
To facilitate sales force prospecting	V65	3.60	1.15
Increase short-run sales	V69	3.55	1.17
<b>D. Media coverage</b>		<b>Average mean (4.26)</b>	<b>Average SD (0.60)</b>
Media coverage during the event	V72	4.65	0.58
Increase overall media attention	V75	4.58	0.89
Pre-event media coverage	V71	4.51	0.73
Post-event media coverage	V73	4.33	0.84
To get coverage in a diverse range of media	V74	4.20	1.04
To counter adverse publicity	V76	3.33	1.29
<b>E. Guest hospitality</b>		<b>Average mean (3.66)</b>	<b>Average SD (0.87)</b>
Entertain current customers	V77	4.21	1.08
Entertain prospective customers	V78	4.05	1.12
Entertain suppliers	V79	3.49	1.30
Entertain intermediaries	V81	3.47	1.06
Entertain staff	V80	3.10	1.27

The following must be noted:

- The average mean at each of the categories indicate that media coverage objectives (D) scored the highest (4.26), then product/brand/service-related objectives (B) (4.22), then sales objectives (C) (3.96), then broad corporate objectives (A) (3.88) and lastly corporate hospitality objectives (E) (3.66);
- The product/brand/service-related objectives of - *Strengthen brand preference* (V64), *Build image within the target market (positioning)* (V60), *Increase target market awareness* (V61), *Increase market share* (V62), and *Support brand advertising* (V63) scored  $\geq 4.5$ ;
- The media objectives of - *Media coverage during the event* (V72), *Increase overall media attention* (V75), and *Pre-event media coverage* (V71) scored  $\geq 4.5$ ;
- The corporate objective of - *Promoting the corporate image* (V52) scored higher than 4.5;
- No sales objective scored  $\geq 4.5$ ;
- No guest hospitality objective scored  $\geq 4.5$ ; and
- Two statements on “*staff recruitment*” (V51) and “*entertaining staff*” (V80) scored the lowest – this attitude will be compared to how the respondents prioritised staff/employees as a sponsorship target audience (in Table 8.12).

From Table 8.5 sport sponsorship objectives regarded to be the most important (mean score  $\geq 4.5$ ) are illustrated in Table 8.6.

**TABLE 8.6 RANGE OF SPORT SPONSORSHIP OBJECTIVES IN RANKING ORDER OF IMPORTANCE (MEAN  $\geq$ 4.5)**

<b>SPORT SPONSORSHIP OBJECTIVE</b>		<b>MEAN</b>	<b>SD</b>
Strengthen brand preference	V64	4.68	0.66
Build image within the target market (positioning)	V60	4.65	0.63
Increase target market awareness	V61	4.65	0.53
Media coverage during the event	V72	4.65	0.58
Increase overall media attention	V75	4.58	0.89
Increase market share	V62	4.54	0.77
Promoting corporate image	V52	4.51	1.10
Pre-event media coverage	V71	4.51	0.73
Support brand advertising	V63	4.50	0.69

**From the above it can be assumed that the respondents are more inclined to regard media- AND product/brand/service-related sport sponsorship objectives as being very important.**

### 8.3.3 Findings on section 3 of the questionnaire (sponsorship evaluation)

The third section of the questionnaire (Appendix 13) covered the range of sport sponsorship evaluation tools that the respondents regard to be important. In Chapter 5 main categories of evaluation were identified but the statements were mixed in the questionnaire to eliminate response bias.

Table 8.7 illustrates how the respondents rated the range of sport sponsorship measurement tools according to importance (Even variables - V82, V84, V86, etc. to V162) and how often they use (Uneven variables - V83, V85, V87, etc. to V163) the particular tool. In this table the ranking is from most important to least important.

**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)**

RANGE OF SPORT SPONSORSHIP MEASUREMENT TOOLS	IMPORTANCE		USE	
	Mean	(SD)	Mean	(SD)
Return on investment in Rand value	V156	4.50 (0.73)	V157	3.53 (1.39)
Target market reach effectiveness	V102	4.45 (0.71)	V103	3.76 (1.05)
TV exposure value ( time x advertising rates for 30 sec)	V82	4.375 (0.98)	V83	3.67 (1.35)
Media reach	V90	4.375 (0.67)	V91	3.88 (1.16)
Physical exposure of company branding	V142	4.32 (1.08)	V143	3.70 (1.29)
Product/brand/service awareness	V136	4.29 (0.81)	V137	3.61 (1.41)
Pre-event media coverage	V104	4.29 (0.78)	V105	3.68 (1.32)
Viewership demographics (segments, profiles, figures)	V94	4.25 (0.81)	V95	3.78 (1.07)
Calculating increased business	V158	4.24 (0.78)	V159	2.78 (1.29)
Increase in sponsors' name recall	V120	4.23 (0.83)	V121	3.30 (1.42)
Radio exposure value (time x advertising rates for 30 sec)	V84	4.23 (1.05)	V85	3.49 (1.44)
Readership demographics (segments, profiles, figures)	V92	4.20 (0.84)	V93	3.16 (1.17)
Listenership demographics (segments, profiles, figures)	V96	4.10 ( 0.90)	V97	3.58 (1.20)
Cross impact between sponsorships and sales	V122	4.098 (1.04)	V123	2.70 (1.31)
Measuring customer reaction	V132	4.098 (0.80)	V133	2.91 (1.40)
Cross impact between sponsorships and public relations	V126	4.02 (0.96)	V127	2.65 (1.54)
Cross impact between sponsorships and advertising	V128	4.00 (0.96)	V129	2.91 (1.59)
Rand value of publicity expressed in advertising rates	V86	3.98 (1.14)	V87	3.48 (1.35)
Spectator figures	V106	3.951 (1.05)	V107	3.52 (1.50)
Cross impact between sponsorships and sales promotion	V124	3.950 (1.08)	V125	2.48 (1.39)
Successful integration between different sponsorships	V162	3.950 (0.96)	V163	3.16 (1.32)
Cost accounting of sponsorship elements	V154	3.947 (0.83)	V155	3.26 (1.41)
Post event attitude surveys towards the sponsor	V114	3.87 (0.92)	V115	2.52 (1.26)
Time-trend analyses of corporate image enhancement	V118	3.850 (0.97)	V119	2.81 (1.35)
Continuity of publicity after the event	V98	3.846 (0.93)	V99	3.35 (1.12)
Competitive spend on sponsorships	V150	3.84 (1.17)	V151	3.10 (1.49)
Sponsorship costs compared to other promotion costs	V160	3.83 (0.91)	V161	3.09 (1.40)
Column centimetres in the press	V88	3.80 (1.14)	V89	3.42 (1.46)
Alliance opportunities with other sponsors	V152	3.79 (1.15)	V153	3.13 (1.38)
Effect on community relations	V146	3.78 (1.08)	V147	2.75 (1.30)
Previous sponsorship spend	V148	3.76 (1.23)	V149	3.64 (1.25)
Time-trend analyses of product awareness	V116	3.72 (1.15)	V117	2.60 (1.38)
Cross impact between sponsorships and direct marketing	V130	3.68 (0.97)	V131	2.18 (1.21)
Cost per thousand of audience delivered	V100	3.67 (1.11)	V101	3.09 (1.33)
Product trail opportunities	V134	3.64 (1.09)	V135	2.48 (1.30)
Pre- event attitude surveys towards the sponsor	V112	3.61 (1.07)	V113	2.39 (1.12)
Hospitality success	V144	3.60 (1.26)	V145	2.88 (1.51)
Merchandising success	V140	3.54 (1.25)	V141	2.59 (1.31)
Surveys on staff attitude towards the sponsorship	V108	3.33 (1.19)	V109	2.28 (1.14)
Staff incentives/rewards	V110	3.25 (1.23)	V111	2.61 (1.43)
Promotional licensing success	V138	3.16 (1.24)	V139	2.32 (1.44)

The mean score at “Use” need some clarification. A mean score of closer to 5 indicates that most respondents were “Always” using the tool, while a mean score closer to 1 indicates that most respondents were “Never” using the particular tool.

Respondents had the opportunity to add other evaluation tools than those listed in the questionnaire but no additions were offered.

From Table 8.7 it can be deduced that seventeen measurement tools are regarded to be "very" important (mean score  $\geq 4.0$ ) by sponsors. Eight of these seventeen are used to a "lesser extent" (mean score  $\leq 3.5$ ).

The implication of a high mean score relating to "use" is important. If a measurement tool scored a high "use" mean score it does not necessarily indicate that the particular tool is effective in measuring sponsorship effectiveness. It might indicate that it is easier to use the tool or the sponsor is more comfortable or more familiar with the particular tool.

A low mean score ("use") may be an important indication of which tools:

- are not often used;
- are unfamiliar to most sponsors;
- are too difficult to use;
- are too expensive to use;
- have in the past realised disappointing results, and/or
- need to be developed.

The following must be noted:

- Table 8.7 indicates that statements on the use of cross-impact measurement tools, such as (*direct marketing* V131), (*sales promotion* V125), (*sales* V123), (*advertising* V129) and (*public relations* V127) have mean scores (less than 3.0). In Frameworks 1 and 2 (Figures 8.1 and 8.2) cross-impact effects which were regarded to be crucial factors affecting sport sponsorship decision-making are specified. These low mean scores may indicate that sponsors are less likely to measure the cross-impact between the sponsorship and the following marketing communication variables: *direct marketing*, *sales promotion*, *sales (personal selling)*, *advertising*, and *public relations*. The statement on

“Calculating increased business“ (V159) also realised a surprisingly low mean score (<3.0);

- Tools that realised mean scores (use) of  $\geq 3.35$  were: *Rand value of publicity expressed in advertising rates* (V87 - 3.48), *Continuity of publicity after the event* (V99 - 3.35), *Media reach* (V91 - 3.88), *Viewership demographics (segments, profiles, figures)* (V95 - 3.78), *Spectator figures* (V107 - 3.52), *Column centimetres in the press* (V89 - 3.42). These statements indicate a bias towards media measurement that may indicate that sponsors probably have some technique to quantify the measurement effect of that particular tool.

***It can be assumed that the respondents indicate a tendency towards setting objectives that are more easily measured (either by themselves or advertising/sponsorship or media agencies) through existing measurement techniques or tools (also used to measure effects in other areas of marketing communication – advertising and publicity) - such as:***

- ***Rand value of publicity expressed in advertising rates.***
- ***Continuity of publicity after the event.***
- ***Media reach.***
- ***Viewership demographics (segments, profiles, figures).***
- ***Spectator figures.***
- ***Column centimetres in the press.***

Table 8.8 illustrates a ranking order of sport sponsorship measurement tools ***according to use*** and differs from Table 8.7 that illustrates a ranking order ***according to importance***.

**TABLE 8.8 RANGE OF SPORT SPONSORSHIP MEASUREMENT TOOLS IN RANKING ORDER ACCORDING TO USE (MEAN  $\geq$  3.5)**

RANGE OF SPORT SPONSORSHIP MEASUREMENT TOOLS	USE (Mean)		IMPORTANCE (Mean)	
Media reach	V91	3.88	V90	4.38
Viewership demographics (segments, profiles, figures)	V95	3.78	V94	4.25
Target market reach effectiveness	V103	3.76	V102	4.45
Physical exposure of company branding	V143	3.70	V142	4.32
Pre-event media coverage	V105	3.68	V104	4.29
TV exposure value ( time x advertising rates for 30 sec)	V83	3.67	V82	4.38
Previous sponsorship spend	V149	3.64	V148	3.76
Product/brand/service awareness	V137	3.61	V136	4.29
Listenership demographics (segments, profiles, figures)	V97	3.58	V96	4.10
Return on investment in Rand value	V157	3.53	V156	4.50
Spectator figures	V107	3.52	V106	3.95
Radio exposure value (time x advertising rates for 30 sec)	V85	3.49	V84	4.23
Rand value of publicity expressed in advertising rates	V87	3.48	V86	3.98
Column centimetres in the press	V89	3.42	V88	3.80
Continuity of publicity after the event	V99	3.35	V98	3.85
Increase in sponsors' name recall	V121	3.30	V120	4.23
Cost accounting of sponsorship elements	V155	3.26	V154	3.95
Readership demographics (segments, profiles, figures)	V93	3.16	V92	4.20
Successful integration between different sponsorships	V163	3.16	V162	3.95
Alliance opportunities with other sponsors	V153	3.13	V152	3.79
Competitive spend on sponsorships	V151	3.10	V150	3.84
Sponsorship costs compared to other promotion costs	V161	3.09	V160	3.83
Cost per thousand of audience delivered	V101	3.09	V100	3.67
Measuring customer reaction	V133	2.91	V132	4.10
Cross impact between sponsorships and advertising	V129	2.91	V128	4.00
Hospitality success	V145	2.88	V144	3.60
Time-trend analyses of corporate image enhancement	V119	2.81	V118	3.85
Calculating increased business	V159	2.78	V158	4.24
Effect on community relations	V147	2.75	V146	3.78
Cross impact between sponsorships and sales	V123	2.70	V122	4.10
Cross impact between sponsorships and public relations	V127	2.65	V126	4.02
Staff incentives/rewards	V111	2.61	V110	3.25
Time-trend analyses of product awareness	V117	2.60	V116	3.72
Merchandising success	V141	2.59	V140	3.54
Post event attitude surveys towards the sponsor	V115	2.52	V114	3.87
Cross impact between sponsorships and sales promotion	V125	2.48	V124	3.95
Product trail opportunities	V135	2.48	V134	3.64
Pre- event attitude surveys towards the sponsor	V113	2.39	V112	3.61
Promotional licensing success	V139	2.32	V138	3.16
Surveys on staff attitude towards the sponsorship	V109	2.28	V108	3.33
Cross impact between sponsorships and direct marketing	V131	2.18	V130	3.68

The variable with the highest mean score *according to use* is V91 (*Media reach*). The aim was now to identify those measurement tools that have a high ( $\geq 4.00$ ) “*importance*” mean score and a high ( $\geq 3.5$ ) “*use*” mean score and to



identify whether they indicate a pattern or measure similar concepts such as media coverage.

Those tools that achieved a mean score of  $\geq 3.5$  (arbitrarily chosen by the researcher) are illustrated in Table 8.9.

**TABLE 8.9 SPORT SPONSORSHIP MEASUREMENT TOOLS IN RANKING ORDER ACCORDING TO USE (MEAN SCORE  $\geq 3.5$ )**

SPORT SPONSORSHIP MEASUREMENT TOOLS		Use (Mean $\geq 3.5$ )	Importance (Mean $\geq 4.0$ )
Media reach	V91	3.88	4.38
Viewership demographics (segments, profiles, figures)	V95	3.78	4.25
Target market reach effectiveness	V103	3.76	4.45
Physical exposure of company branding	V143	3.70	4.32
Pre-event media coverage	V105	3.68	4.29
TV exposure value ( time x advertising rates for 30 sec)	V83	3.67	4.38
Product/brand/service awareness	V137	3.61	4.29
Listenership demographics (segments, profiles, figures)	V97	3.58	4.10
Return on investment in Rand value	V157	3.53	4.50

All variables listed in Table 8.9 excluding, V143, V137 and V157, are media coverage-related sport sponsorship measurement tools. It can be argued that V143 (*physical exposure of company branding*) might indirectly be measured through television coverage.

***From Table 8.9 it can be deduced that the respondents are more inclined to use media-measurement tools to measure the effectiveness of their sponsorships.***

8.3.4 Findings on section 4 of the questionnaire (sponsee and audience analysis)

The fourth section of the questionnaire (Appendix 14) covered statements on sponsees, the value of sponsorship proposals and prioritising sponsorship audiences. The aim was to measure the attitude of the respondents towards important sections of Framework 1 (Figure 8.1).



Table 8.10 illustrates the response to the first part of Section 4.1 of the questionnaire.

**TABLE 8.10 SPORT SPONSORS SCRUTINISING SPONSEES**

STATEMENT	MEAN
The sponsee(s) having a marketing plan	4.71
The sponsee(s) having a public relations plan	4.60
Sponsee(s) officials'/administrators'/organisers' behaviour	4.60
The sponsee(s) having a business plan	4.57
The sponsee(s) submitting professional sponsorship proposals	4.52
The sponsee(s) previous success rate	4.40
Participants' (athletes/artists/organisations) behaviour	4.36
Exposure to a large number of spectators	4.36
Exposure to a large number of participants	4.31
Being a broadcast sponsor of an event	3.88
Addressing previously disadvantaged communities	3.80

It can be observed that all statements scored a relatively high mean score.

**A major assumption here is that the opinions expressed indicate that respondents place a high premium on the professionalism and business sense of the sponsees.**

This may indicate that that sport bodies and codes should enhance their marketing orientation and be professional because it seems that sponsors indicate the importance of such behaviour.

Table 8.11 illustrates the respondents' opinion on the importance of criteria to determine the value of sponsorship proposals and covers the second part of Section 4.1 in the questionnaire.

**TABLE 8.11 OPINION ON THE VALUE OF SPORT SPONSORSHIP PROPOSALS**

STATEMENT		MEAN	SD
The strategic fit with product/brand/service image	V180	4.76	0.54
Being able to complement other marketing communication elements	V188	4.63	0.54
The strategic fit with corporate image	V179	4.55	0.91
The opportunity for differentiation	V176	4.54	0.55
Creating opportunities for long term associations	V187	4.49	0.72
Publicity opportunities	V184	4.48	0.60
Budget size required	V175	4.45	0.78
Gaining access to specific event audiences	V178	4.45	0.64
Gaining access to specific target media	V177	4.43	0.72
The extent of media coverage that can be gained	V183	4.40	0.71
Building customer relations	V181	4.38	0.70
Exclusive naming rights	V185	4.33	0.98
The effect on employee morale	V182	3.74	0.89
Executives' personal preferences	V186	2.38	1.18

The following deductions from Table 8.11 can be made:

- Most statements score a high mean.
- There is a higher emphasis on *strategic fit with product/brand/service image* (V180) than *corporate image* (V179).
- The statement on “*being able to complement other marketing communication opportunities*” (V188) indicates the importance of cross-impact, tie-ins and leverage as emphasised by Framework 1 (Figure 8.1) and Framework 2 (Figure 8.2).
- The statements on *creating opportunities for long term associations* (V187) and *building customer relations* (V181) indicate the importance of sport sponsorships as a relationship marketing exercise.
- *The opportunity for differentiation* (V176) emphasises the opinion that sponsorships are effective in creating differentiation opportunities – an increasing failure of other marketing communication variables.
- The statement on *employee morale* (V182) score second lowest - again indicating that employees are not a major sport sponsorship audience – as also deduced from Table 8.12.
- The statement on *executives' personal preferences* was deliberately included in the questionnaire to test the views expressed by authors such as Sleight (1989:9) and Pope (1998:1) in Chapter 5 that personal objectives should not play a role in sport sponsorships. The fact that

the statement did score close to 2.5 is surprising – it was expected that the statement would score closer to 1.

Table 8.12 shows how respondents prioritised the sponsorship audiences included in the questionnaire. Respondents had the option of adding other audiences not included in the questionnaire – no additions were offered.

This table ranks the audiences from most important to least important. The questionnaire required of the respondents to rank the audiences by assigning a score of 1 to the most important to a score of 16 to the least important. A score closer to 1 indicates that, that particular sponsor is the most important.

**TABLE 8.12 SPORT SPONSORSHIP AUDIENCES PRIORITISED**

TARGET AUDIENCE	AVERAGE SCORE
Existing customers	1.87
Potential customers	1.95
General public	3.50
Spectators	4.89
Local community	5.17
Business partners	5.55
Employees	5.76
Participants	5.97
Opinion leaders	6.05
Distribution intermediaries	6.42
Media commentators	6.67
Shareholders	6.97
Business peers	7.06
Competition	7.53
Suppliers	7.61
Government	8.58

***The respondents indicate an important bias towards existing and potential customers.***

### 8.3.5 Findings on section 5 (sponsorship tasks, spread between different sponsorship categories and sponsorship budget)

This section of the questionnaire (Appendix 15) covered an analysis of sponsorship spending and budgeting and opinions on time allocated to sponsorship tasks.

Table 8.13 indicates that sport's share of the total sponsorship spend increased from 1997 to 1999. It has to be noted that many respondents did not supply information on the questionnaire and the information in this table cannot be regarded to reflect a general state of affairs pertaining to sponsorship spending allocation. It does reflect though that the emphasis is on sport sponsorship spending (close to 1:1) against other forms of sponsorship spending (art, environment and philanthropic).

**TABLE 8.13 SPONSORSHIP SPREAD BETWEEN SPORT, ART, ENVIRONMENT AND PHILANTHROPIC**

<b>1997</b>	<b>%</b>
Sport	60.6
Art	24.12
Environment	15.21
Philanthropic	23.25
<b>1998</b>	<b>%</b>
Sport	66.73
Art	25.11
Environment	16.00
Philanthropic	21.41
<b>1999</b>	<b>%</b>
Sport	67.68
Art	30.35
Environment	15.93
Philanthropic	15.82

The percentages don't add up to 100% because average percentages were calculated. The aim was to establish a rough indication of sport sponsorship spending in relation to spending on other forms of sponsorship (Art, environment and philanthropy).

Table 8.14 indicates the allocation of the sport sponsorship as either a percentage of the marketing budget or the communication budget. Respondents had to indicate whether their sponsorship budget is part of the marketing **or** communication and what percentage it contributes to the particular budget.

**TABLE 8.14 SPORT SPONSORSHIP BUDGET ALLOCATED**

<b>% of marketing or communication budget</b>	<b>Average %</b>
Marketing 1997	19.80
Communication 1997	29.25
Marketing 1998	21.71
Communication 1998	28.80
Marketing 1999	22.58
Communication 1999	28.40

The average percentages illustrate nothing significant apart from the fact that in general terms sport sponsorship spending tend to contribute a higher percentage when it is part of the communication budget than when its is part of the marketing budget. The percentages indicate that there is a slight increase in the contribution of sport sponsorships to the marketing budget and a slight decrease in the contribution it makes to the communication budget from 1997 to 1999.

It was illustrated in Table 8.3 that respondents indicated a higher mean score for the statement “*Assessing how sponsorships fit into the overall corporate communication plan*” (V25) than the statement “*Assessing how sponsorships fit into the overall marketing plan*” (V23). This might indicate that sport sponsorship tends to be regarded more as a communication (perhaps marketing communication) activity than a marketing activity.

Table 8.15 depicts how the respondents perceive a sponsorship manager devotes his/her time to particular sport sponsorship tasks.

**TABLE 8.15 TIME DEVOTED TO SPORT SPONSORSHIP MANAGEMENT TASKS**

ACTIVITY	% OF TIME
Sponsorship planning	19.80
Integrating other marketing communication areas into sponsorship programmes	18.70
Creating and finalising sponsorship deals	15.40
Evaluating sponsorship performance	12.20
Evaluation of sponsorship proposals	11.50
Attending events	10.80
Scanning competitive sponsorship activities	6.20
Provide consulting service to sponsees	5.80
	<b>100.00</b>

More than half (54%) of his/her time is devoted to sponsorship planning, integrating other marketing communication areas into sponsorship programmes, and creating and finalising sponsorship deals. The low scores of the last three tasks indicate that sponsorship managers are spending little time on environmental scanning (attending events, scanning competitive sponsorship activities and provide consulting services to sponsees).

### 8.3.6 Research propositions

Ten research propositions (See Chapter 6) were formulated to test the responses generated by the questionnaire in order to determine how applicable Framework 1 is to ASOM-members who sponsor sport.

It must be emphasised that only limited descriptive statistical analysis was possible due to the small sample size and the large number of responses (V1 to V212) required by the questionnaire:

The contents of the tables and the descriptive statistical findings reported in Sections 8.3.1 to 8.3.5 will be used to evaluate the ten propositions. Figure 8.1 depicts where the propositions fit in. Section 5 of the questionnaire does not apply to the framework and the information was required for demographical and background purposes only.

P<sub>1</sub>: ASOM-members who sponsor sport indicate management principles as being important in their sponsorship programmes.

Table 8.2 indicated that the following statements achieved a mean score of  $\geq$  4.0:

- *Setting measurable sponsorship objectives (V1).;*
- *Measuring sponsorship effectiveness (V9).*
- *Assessing how sponsorships fit into the overall corporate plan (V8).*
- *The benefits that the sponsor gets from sponsorships (V16).*
- *Image enhancement objectives in sponsorship strategies (V6).*
- *Creating competitive advantages (V15).*
- *Establishing measurement details and schedules (V10).*
- *Reviewing past sponsorship programme performance (V17).*
- *Senior management's co-ordination of the sponsorship effort (V7).*

**This proposition is accepted** because ASOM-members who sponsor sport indicate management principles as being important in their sponsorship programmes.

P<sub>2</sub>: ASOM-members who sponsor sport indicate marketing and communication principles as being important in the management of their sponsorship programmes.

Table 8.3 illustrated that the following statements achieved a mean score of  $\geq$  4.0:

- *Assessing how sponsorships fit into the product/brand/service plan (V24).*
- *Assessing how sponsorships fit into the overall corporate communication plan (V25).*
- *Sponsorships supporting other marketing communication/promotion elements (V26).*
- *Assessing how sponsorships fit into the overall marketing plan (V23).*

- *Other marketing communication/promotion elements supporting sponsorships (V27).*
- *The relationships that sponsorships build with diverse publics (V19).*

**This proposition is accepted** because ASOM-members who sponsor sport indicate marketing and communication principles as being important in the management of their sponsorship programmes.

P<sub>3</sub>: ASOM-members who sponsor sport indicate that it is important to integrate different marketing communication variables into their sponsorship programmes.

In Table 8.4 it was shown that the following marketing communication variables achieved a mean score of  $\geq 4.0$ .

- *Outdoor signage at the event (V30).*
- *The corporate logo (V44).*
- *Product/service/brand advertising (V31).*
- *Corporate image advertising (V28).*
- *Publicity activities (V37).*
- *Branded clothing items (V41).*
- *Corporate public relations activities (V36).*

**This proposition is accepted** because ASOM-members who sponsor sport indicate that it is important to integrate different marketing communication variables into their sponsorship programmes.

P<sub>4</sub>: ASOM-members who sponsor sport indicate that a wide range of sponsorship objectives is important in their sponsorship programmes.

Table 8.5 showed that the respondents regarded most objectives listed in the questionnaire as important. The lowest mean scores achieved were those assigned to *staff recruitment* (2.23) and *staff entertainment* (3.1). Of a total of 37 statements only 6 achieved a mean score of  $< 3.5$  (over the range of



statements it was arbitrarily decided to use this mean score as a cut-off point). The average mean scores of all five categories (A - broad corporate, B - product/brand/service, C - sales, D - media and E - guest hospitality) were  $\geq 3.5$ .

**This proposition is accepted** because ASOM-members who sponsor sport indicate that a wide range of sponsorship objectives is important in their sponsorship programmes.

P<sub>5</sub>: The sponsorship objectives considered as being important by ASOM-members who sponsor sport fit into the main categories of sponsorship objectives as identified in the literature review.

The range of sponsorship objectives indicated as being important by the respondents (see Table 8.5), reflect those categories (A - broad corporate, B - product/brand/service; C - sales, D - media, and E - guest hospitality) identified in the literature review.

The average mean scores of the five categories were: (A - broad corporate (3.88), B - product/brand/service (4.22); C – sales (3.96), D – media (4.26), and E - guest hospitality (3.66) which indicate that all categories are important to the respondents – all average mean scores were  $\geq 3.5$ .

**This proposition is accepted** because the sponsorship objectives indicated as being important by ASOM-members who sponsor sport fit into the main categories of sponsorship objectives as identified in the literature review.

P<sub>6</sub>: ASOM-members who sponsor sport consider a wide range of measurement tools/techniques as being important in measuring the effectiveness of their sponsorship programmes.

Tables 8.7 to 8.9 and the subsequent discussions illustrate that a wide range of sponsorship measurement tools/techniques is perceived to be important. Of a

total of 41 sponsorship measurement tools listed in the questionnaire only three tools achieved a mean score of  $< 3.5$ , 21 tools achieved a mean score of between 3.5 and 4.0. Seventeen tools achieved a mean score of  $\geq 4.0$ .

**This proposition is accepted** because ASOM-members who sponsor sport consider a wide range of measurement tools/techniques as being important in measuring the effectiveness of their sponsorship programmes.

P<sub>7</sub>: ASOM-members who sponsor sport indicate that it is important to scrutinise sponsees when evaluating sponsee sponsorship proposals.

The range of statements on sponsees regarded to be important by the respondents (illustrated by Table 8.10), indicate that they scrutinise the sponsees.

**This proposition is accepted** because ASOM-members who sponsor sport indicate that it is important to scrutinise sponsees when evaluating sponsee sponsorship proposals.

P<sub>8</sub>: ASOM-members who sponsor sport indicate a range of criteria to be important when determining the value of sponsorship proposals.

The range of criteria considered to be important by the respondents (illustrated by Table 8.11) indicates that the value of sponsee proposals is determined.

**This proposition is accepted** because ASOM-members who sponsor sport consider a range of criteria to be important when determining the value of sponsorship proposals.

P<sub>9</sub>: ASOM-members who sponsor sport indicate a propensity to prioritise the audiences they target in their sponsorship programmes.

Table 8.12 showed that the respondents clearly prioritise their sport sponsorship audiences.

**This proposition is accepted** because ASOM-members who sponsor sport indicate a propensity to prioritise the audiences they target in their sponsorship programmes.

P<sub>10</sub>: ASOM-members who sponsor sport regard the components of Framework 1 as important.

The analysis of the previous propositions (P<sub>1</sub> to P<sub>10</sub>) may lead to the conclusion that all five steps of Framework 1 (Figure 5.1 and replicated in this chapter as Figure 8.1) are regarded to be important and may reflect on how the respondents manage their sport sponsorships.

**This proposition is accepted. It is also concluded that Framework 1 may serve as a starting point to understand the sport sponsorship management process.**

#### **8.4 Research findings on Framework 2**

In the second phase of the research process the practices and activities of two groups of sponsors were qualitatively analysed by means of information disclosed on entry forms to the national sponsorship award competition (The Raptor Awards) organised by ASOM **as well as** more extensive quantitative statistical analysis of the questionnaire responses, additional to the descriptive analysis discussed in Section 8.3. Appendix 11 to 15 contains the different sections included in the final questionnaire.

In this section the application of the second framework (Figure 5.4 in Chapter 5 and replicated as Figure 8.2 in this chapter) will be tested on the two groups of South African sponsors already mentioned. It must be noted that the researcher decided to combine the entry form information of the two Raptor

Award Competitions to create one group of respondents (This competition was introduced in 1999 and a smaller number of entries were received in 2000).

Thirty-one and eleven sport sponsors entered into the 1999 and 2000 Raptor Awards Competitions respectively. There is limited overlapping (three organisations) between the 42 Raptor Award entrants (referred to as one of the groups of sponsors) and the 43 ASOM-members (the second group of sponsors) who returned their questionnaires. In other words, three of the 42 respondents who returned their questionnaires (used to test Framework 1) were also entrants to the Raptor Award Competitions. Most of the entrants specified confidentiality on their entry forms but a description of each entrant is given in Appendix 6. Some organisations (for example cellular) entered more than once. Every entry was regarded as a separate respondent because they had different objectives and different approaches to integrating marketing communication mix elements to achieve a leverage effect. Measurement tools used were very similar. The procedure to analyse the data captured from the combined entry forms and the qualitative comparison to the second framework will be discussed in the following section.

#### 8.4.1 The 1999 and 2000 Raptor Award Competition entry form information

##### a) Entry form categories

The entry form was standardised by the Raptor Awards Organising Committee to the extent that entrants could complete open-ended sections pertaining to the objectives of the sport sponsorship programme, audiences targeted by the sport sponsorship programme, leverage activities before, during and after the sport sponsorship programme, and measuring the effectiveness of the sport sponsorship programme.

##### b) Treatment of entry form information

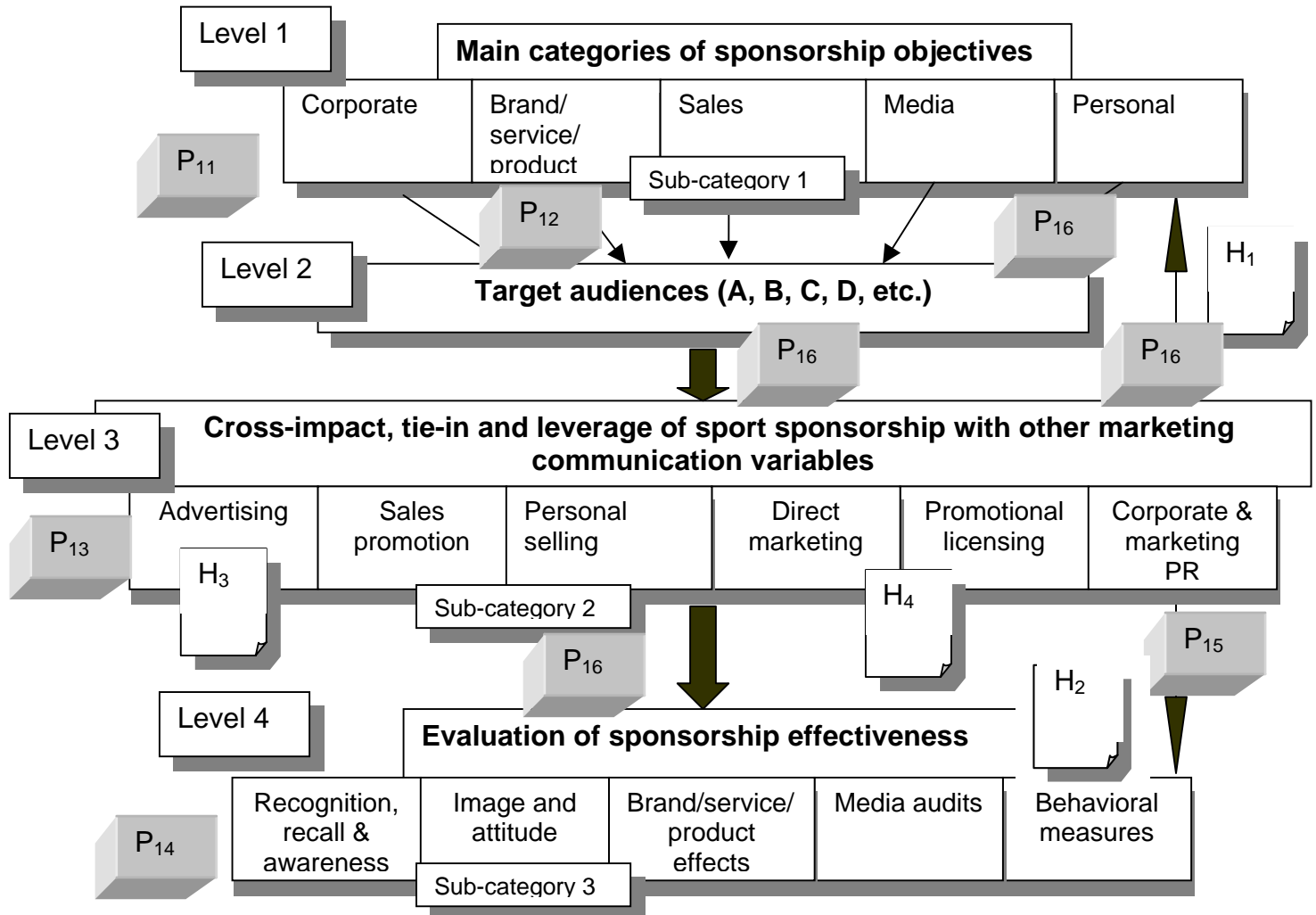
The ASOM-secretariat provided paper copies (after every Award ceremony) of all the entries to the researcher who then had to scrutinise the information

offered by the entrants. The aim was to do a subsequent qualitative analysis of the details of the 42 (31 in 1999 and 11 in 2000) sponsorship programmes in order to evaluate whether the entrants' strategies and activities reflect the relationships illustrated by Framework 2 (Figure 8.2). This framework was adapted from Figure 5.4 to include references to research propositions ( $P_{11}$  -  $P_{16}$ ) and hypotheses ( $H_1$  -  $H_4$ ), and indicates possible relationships between sport sponsorship objectives, audiences, leverage of marketing communication variables in the sponsorship, and sponsorship evaluation. *It was decided to number these propositions from  $P_{11}$  to  $P_{16}$  to eliminate confusion between the propositions ( $P_1$  to  $P_{10}$ ) that were used to evaluate Framework 1 (Figure 8.1).*

Framework 2 depicts the following situation:

- The sponsor sets a range of sponsorship objectives. The objectives fit into the five main categories (corporate, marketing, product/brand /media /personal).
- The sponsor will have to match the most appropriate target audience (A, B, and/or C) to the range of objectives set (corporate, marketing, product/brand/service, media, and/or personal).
- The cross-impact, tie-in and leverage of the sponsorship with the other marketing communication variables (advertising, sales promotion, personal selling, direct marketing, 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 was achieved (depicted by the categories of evaluation namely, recognition, recall, and awareness; image and attitude; brand/service/product effects; media audits; and behavioral measures) and predicted by the range of objectives.

**FIGURE 8.2 RELATIONSHIPS BETWEEN SPORT SPONSORSHIP MANAGEMENT DECISION-MAKING AREAS LINKED TO RESEARCH PROPOSITIONS AND HYPOTHESES (FRAMEWORK 2)**



P<sub>11</sub> covers the main categories of sponsorship objectives, P<sub>12</sub> covers whether audiences are specified in the sponsorship objectives, P<sub>13</sub> covers the extent of cross-impact and leverage activities employed by the respondents, P<sub>14</sub> covers the range of sport sponsorship measurement tools used, P<sub>15</sub> covers the linkage between sponsorship objectives and sponsorship evaluation. P<sub>16</sub> covers all relationships illustrated in the Framework

H<sub>1</sub> covers the correlation between the importance of sport sponsorship objectives and the importance of sport sponsorship measurement tools, H<sub>2</sub> covers the correlation between importance and use of sport sponsorship measurement tools, H<sub>3</sub> covers the correlation between different marketing communication mix elements, and H<sub>4</sub> covers the cross-impact between these elements.

At each of the three levels in Figure 8.2 a sub-category was created pertaining to: Main sport sponsorship objectives (sub-category 1), Cross-impact, tie-in and leverage of sport sponsorship with other marketing communication variables (sub-category 2), and Evaluation of sponsorship effectiveness (sub-category 3). The inclusion of the following variables in each sub-category is based on conclusions made during the theoretical discussion and debated in Chapter 5:

- Sub-category 1: Main sport sponsorship objectives – corporate (including hospitality), brand/service/product, sales, media and personal (Level 1).
- Sub-category 2: Cross-impact, tie-in and leverage of sport sponsorship with other marketing communication variables – advertising, sales promotion, personal selling, direct marketing, promotional licensing, and corporate and marketing public relations (Level 3).
- Sub-category 3: Evaluation of sponsorship effectiveness – Recognition, recall and awareness; image and attitude, brand/service/product; media audits; and behavioural measures (Level 4).

The researcher followed the following procedure to qualitatively analyse the contents of the 1999 and 2000 Raptor Award entry forms:

- A template was created for each category (level) and its sub-category.
- The responses from the entry forms were then fitted and placed by the researcher into the relevant sub-categories - The range of sponsorship objectives was scrutinised first and placed into the template to reflect the most appropriate fit between the objective stated on the entry form and the relevant sub-category - the same procedure was followed to place information on target audiences (Level 2), cross-impact, tie-ins and leverage (Level 3) and evaluation (level 4) into the template. The detail of the entry form information is reflected in Appendix 2 (Summary of 1999 Raptor Award Entries organised by decision-making category), Appendix 3 (Summary of 1999 Raptor Award Entries organised by sponsor), Appendix 4 (Summary of 2000 Raptor Award Entries organised by decision-making category) and Appendix 5 (Summary of 2000 Raptor Award Entries organised by sponsor).

- Subsequently every sub-category was scrutinised to ensure that every response fitted into the correct category.
- A key word was then assigned that reflects the “action” of the activity described by the responses (eg. To raise awareness levels to 15% or increase awareness of the sponsor’s name or enhance awareness of the corporate logo) were categorised as an “awareness”-action in the main corporate objective-category (Level 1). The detail of assigning key words are contained in Appendix 6 (Summary of 1999 Raptor Award Entries organised by grouping responses into categories) and Appendix 7 (Summary of 2000 Raptor Award Entries organised by grouping responses into categories).
- The summaries of Appendix 6 and 7 were combined and grouped together as Appendix 8 (Grouping of 1999 and 2000 Raptor Award organised by grouping responses into categories).
- The key words were combined and counted (Appendix 8) and the findings will be reported in the discussion on evaluating the research propositions (P<sub>11</sub> to P<sub>16</sub>).

In the following section the findings will be discussed to determine whether the range of propositions that were set to test the application of Framework 2 (Figure 8.2) can be rejected or accepted.

As already mentioned the data is qualitative in nature. The aim was not to capture perceptions or attitudes but behaviour i.e. identifying factors that affect sponsorship decision-making among Raptor Award entrants.



#### 8.4.2 Qualitative analysis

In this section the findings of the qualitative analysis of the combined Raptor Award entry forms will be discussed and linked to the propositions formulated in Chapter 6.

It was mentioned in Section 8.4.1 that a key word was assigned that reflects the “action” of the activity described by the responses (eg. To raise *awareness* levels to 15% or increase *awareness* of the sponsor’s name or enhance *awareness* of the corporate logo) were categorised as an “*awareness*”-action in the relevant sub-category (eg. Placed into corporate objectives in sub-category 1 in Level 1).

These key words were counted (Appendix 8 - Summary of 1999 and 2000 Raptor Award entries organised by grouping responses into categories) and the findings will now be reported in the discussion on evaluating the research propositions (P<sub>11</sub> to P<sub>16</sub>).

##### 8.4.2.1 Main categories of sport sponsorship objectives (Level 1 and sub-category 1 in Figure 8.2)

The range of main sport sponsorship objectives (corporate, brand/service/product, sales, and media) set by Raptor Award entrants were compared to those identified in the literature review. It must be noted that guest hospitality was included under corporate objectives.

The key words pertaining to sport sponsorship objectives from Appendix 8 were counted, and the incidence of these key words/actions as placed by the researcher into relevant sub-categories, are shown in Table 8.16. These findings will now be used to evaluate research proposition (P<sub>11</sub>).

**TABLE 8.16 RANGE OF SPORT SPONSORSHIP OBJECTIVES SET BY THE ENTRANTS TO THE 1999 AND 2000 RAPTOR AWARDS**

<b>SPORT SPONSORSHIP OBJECTIVES</b>
<b>Corporate objectives</b>
The following actions were mentioned more than once in the wording of corporate objectives: Awareness (x19), Positioning (x14), Association (x6), Relationships (x5), Image (x4), Reach target market (x3), Hospitality (x3), Own sporting code/title sponsorship (x3), Awareness & brand-building (x2), Development (x2), Differentiate (x2), Long list (x3), and Social upliftment (x2).
The following actions received one mention: Active (being), Association & reinforce, Awareness & identity building, Awareness, image and goodwill, Behaviour change, Brand building, Code (sporting) growth, Commitment, Community empowerment, Community involvement, Community relations, Deliver message, Eliminate previous equity, Equal opportunity, Erode previous sponsor equity, Excitement, Expand market, Fund-raising, Goodwill, Growth of sport & development, Interest create, Involvement strengthen, Launch, Link, Perception, Opportunities to participate, Presence, Recall, Reduce previous equity, ROI maximise, Service level, Social responsibility, Spectator reach, Staff integrate, Staff motivate, and Support sporting body.
<b>Brand/service/product objectives</b>
The following actions were mentioned more than once in the wording of Brand/service/product objectives: Awareness (x12), Image of brand (x5), Goodwill & loyalty (x4), Awareness of brand (x3), Exposure (x3), Awareness & loyalty (x2), Brand promotion (x2), Communicate values (x2), Equity (x2), and Experience product (x2).
The following actions received one mention: Affinity marketing, Align brand, Appeal create, Changes to product, Communicate with customers, Free trail, Link, Loyalty, Participant use, Personality, Positioning, Presence, Promotional project, Recognise logo, Reputation, Service use, and Team as brand
<b>Sales objectives</b>
The following actions were mentioned in the wording of sales objectives: Sales/at event/volume (x9), Market growth/share gain (x4), Service use (x5) and Leverage (x1).

<b>Media objectives</b>
The following actions were mentioned in the wording of media objectives: Media awareness/coverage/publicity (x12), Communicate (x2), Advertising (x1), Broadcast (x1), Clutter avoid (x1) and Media partnership (x1).

**Proposition:**

P<sub>11</sub>: Entrants to the 1999 and 2000 Raptor Awards set objectives that fit into the main categories of sport sponsorship objectives.

**Findings (deduced from Table 8.16)**

*Qualitative evidence from the information supplied on the 1999 and 2000 Raptor Award entry forms indicate that sponsors set objectives that fit into the main categories (Corporate – including hospitality, sales, brand/product/service and media) of sponsorship objectives. There seems to be a bias towards corporate sponsorship awareness, corporate positioning, brand awareness, media awareness/coverage/publicity and exposure and sales volume increase.*

**This proposition is accepted** because entrants to the 1999 and 2000 Raptor Awards set objectives that fit into the main categories of sponsorship objectives.

#### 8.4.2.2 Specified audiences (Level 2 in Figure 8.2)

The entry form required of the respondents to indicate which sponsorship objectives they set and which sponsorship audiences are targeted (in different sections). A qualitative analysis was made on whether the objectives include reference to the intended target audiences.

A separate section was included in Appendix 8 to list the range of audiences targeted by the Raptor Award entrants, because a problem was encountered

when the entry form information was analysed. This finding will now be used to evaluate research proposition (P<sub>12</sub>).

### **Proposition**

P<sub>12</sub>: Entrants to the 1999 and 2000 Raptor Awards specify particular sponsorship audiences in their objectives and measure the desired effects among those audiences.

### **Findings (deduced from Appendix 8)**

*The majority of entrants (75%) to the 1999 and 2000 Raptor Award entry forms did not specify particular sponsorship audiences of their sport sponsorship programmes in the objectives stated on the entry forms.*

*They do specify audiences in a subsequent section of the questionnaire. The researcher is unsure whether the sponsors did this because of the format of the entry form or whether they are not in the habit of specifying the intended audiences whenever they plan their sponsorship programmes. There was an additional section where they were required to specify their audiences and they may have inadvertently excluded direct reference to the specified audiences in the section where they had to list the sponsorship objectives.*

The most important conclusion is that sponsors are inclined to define sponsorship audiences in vague terms. There is a general lack of measurement of desired effects specified among sponsorship audiences. An example is that “awareness” seems to be important in formulating sponsorship objectives, although awareness among “whom” are not always specified.

This situation is illustrated by the high incidence of key words on sport sponsorship measurement tools such as SponsorTrack and Audience Ratings as assigned in Appendix 8. This finding indicates that sponsors are using

general measurement tools such as SponsorTrack and Audience Ratings to measure awareness and media coverage.

*The majority of entrants (75%) to the 1999 and 2000 Raptor Awards did not specify particular sponsorship audiences in their stated objectives, although all entrants did specify the audiences separately from the stated objectives and the desired effects amongst audiences are measured to an extent.*

**This proposition cannot (due to the problem created by the entry form structure) be accepted or rejected although it can be accepted that sport sponsors generally target specific audiences in their sport sponsorship programmes.**

#### 8.4.2.3 Cross-impact, tie-in and leverage of sport sponsorship with other marketing communication variables

The entry form required of the respondent to indicate which marketing communication variables are employed to leverage the effectiveness of the sponsorship. The range of variables used was qualitatively examined from Annexure 8.

The following variables are extensively used: Extensive media campaign, logo signage at event - (advertising); competitions and product promotion - (sales promotions); hospitality - (personal selling); clothing and apparel - (promotional licensing); media relations, internal relations and publicity/press releases – (corporate and marketing PR). Direct marketing is not used extensively.

### **Proposition**

P<sub>13</sub>: Entrants to the 1999 and 2000 Raptor Awards strive to leverage their sponsorship with other variables of the marketing communication mix.

### **Findings (deduced from Appendix 8)**

*Qualitative evidence from the information supplied on the 1999 and 2000 Raptor Award entry forms indicate that sponsors strive to leverage their sponsorship with other variables of the marketing communication variables. There seems to be an emphasis on media coverage that would seem to indicate that the focus is on integrating marketing communication variables that are easier to evaluate (and measure).*

**This proposition is accepted** because entrants to the 1999 and 2000 Raptor Awards indicate that they strive to leverage the effect of their sponsorship with other variables of the marketing communication mix.

#### 8.4.2.4 Sport sponsorship measurement tools (Level 4 and sub-category 2 in Figure 8.2)

The range of sponsorship measurement tools/techniques set by Raptor Award entrants was compared to those identified in the literature review.

Table 8.17 indicates the frequency of key words that describe the range of sport sponsorship tools used by the respondents to measure the effectiveness of their sport sponsorships.

**TABLE 8.17 RANGE OF SPORT SPONSORSHIP MEASUREMENT TOOLS USED BY THE ENTRANTS TO THE 1999 AND 2000 RAPTOR AWARDS**

<b>SPORT SPONSORSHIP MEASUREMENT TOOLS</b>
<b>Behavioural measures</b>
The following evaluation tools were mentioned more than once in the wording of evaluation measures: Web site visitors (number)/hits (x4) and Enhance staff relations (x2).
The following evaluation tools were mentioned once in the wording of evaluation measures: Audience at final event, Compare historical use (by participants) of brand trends, Compare sponsorship amount to calculated return on sponsorship investment, Crowd attendance and participation, Development programme, Event attendance figures, Fundraising targets; Increase caddy standards, Increase in number of entries, Measure effect of staff integration after the merger, Measuring the success of the medal testing programme; and the number of new participants and teachers that pass through the programme, Monitor number of new participants who are using the sponsor's branded race numbers, Number of development players included in national teams, Number of new accounts; PR analysis, Pub promotions, Raise funds for charity, Response to call for entries, Service standards measurement, Sponsor and sport body two-way communication, Track number of cellular calls during competition span; and Transformation ratio changed from 1:9 (Black:White) to 2:1.
<b>Recognition, recall &amp; awareness</b>
The following evaluation tools were mentioned more than once in the wording of evaluation measures: BMI measurement (e.g. SponsorTrack, Sportinfotrack, awareness tracking) (x17), Sponsor awareness (x3), and Visible branding success (x2).
The following evaluation tools were mentioned once in the wording of evaluation measures: AdTrack to measure awareness & likability of TV-ad, Awareness of lightship, Awareness of new products, Awareness of sponsorship, Bateleur research to establish brand awareness and retention, Entry forms from dealer network provided a database of entrants to competition, Event profiling, Exposure on M-Net magazine programme, Increase of new sponsorship awareness compared to decrease of old sponsorship awareness, Link to existing athletic sponsorship, Logo appears at clubs (not previously

<p>allowed), Measure number of exposures through Sponsorstatistik, Measure that the sponsor “owns” the sport, Media campaign and competitions to stimulate awareness and generate exposure, Positioning of corporate brand, and PR evaluation to measure value of exposure.</p>
<p><b>Media audits</b></p>
<p>The following evaluation tools were mentioned more than once in the wording of evaluation measures: Media coverage/exposure/reach (x13), AR measures (x10), Newsclip/press clippings (x5), BMI Mediatrack (x4), Sponsorstatistik (x3), and Equivalent rate card ad values &amp; weightings (x2).</p>
<p>The following evaluation tools were mentioned once in the wording of evaluation measures: BMI and Mediawatch to measure media exposure, Chart-a-clip to track coverage in electronic media, Compare value of media exposure to value of Coca-Cola sign on the Ponte Building in Johannesburg, Constant watch, Coverage type, sponsorship mention, impact of coverage, and comparative advertising cost, Free media analysis, Letters of response generated by the weekly TV-programmes, Logo frequency during TV coverage, Measured (unaudited) potential media value, Measuring print media coverage, Media endorsements, Readership figures of print media used, Spindex measurement of media exposure, TV coverage of 240 minutes on SABC3 and M-Net and monitoring of media clips, and TV-spot and measurement of the value of radio-promotions.</p>
<p><b>Image and attitude</b></p>
<p>The following evaluation tools were mentioned once in the wording of evaluation measures: Bateleur research to track likability, BMI Eventtrack to measure public attitudes and perceptions, Brand image through focus group studies, Communication, discussions and feedback with the National Sports Commission, In-depth interviews with guests who attended the event, Employee feedback was very positive, Listing win-win relationships, Measure internal culture, Survey of and Interviews with members of target market, Verbal feedback from certain target audiences mentioned earlier, and VIP guest feedback after rides in the lightship.</p>
<p><b>Brand/service/ product effects</b></p>
<p>The following evaluation tools were mentioned once in the wording of evaluation measures: Brand awareness rise, Brand exposure, Calculate sales effect of number of consumers participating in sales promotion, Compare actual retail sales increase,</p>



Export sales growth to neighbouring countries, Measure sales, Measured free branding exposure, Measured market share increase, Monthly sales figures (1.5% effect achieved), Number of new clients captured for other products, Number of new sport affinity product accounts, Sales increase at retailers, Sales of branded merchandise, Sales promotion and competition monitoring, State that Return of Investment through leverage of the sponsorship is 5:1 (no indication of how this was calculated), and Substantial deals were clinched.

### **Proposition**

P<sub>14</sub>: Entrants to the 1999 and 2000 Raptor Awards use measurement tools and techniques that fit into the main categories (Behavioural measures; Recognition, recall & awareness; Media audits; Image and attitude; and Brand/service/ product effects) identified in the second framework.

### **Findings (deduced from Table 8.17)**

*Qualitative evidence from the information supplied on the 1999 and 2000 Raptor Award entry forms indicate that sponsors use measurement tools and techniques that fit into the main categories identified in the second framework (Figure 8.2) – behavioral measures; Recognition, recall & awareness measures; Media audits; Image and attitude measures; and Brand/service/ product effects.*

*There is evidence of bias towards media audits. Media coverage/exposure/reach (x13), and AR measures (x10) were substantially mentioned. BMI measurement (e.g. SponsorTrack, Sportinfotrack, and awareness tracking) was mentioned in 17 of the sponsorships. This evidence leads to the conclusion that there is an emphasis on employing those measurement tools that are easier to use. The tendency to extensively use media measurement tools tie in with the incidence of awareness and media-related objectives reported earlier.*

**This proposition is accepted** because entrants to the 1999 and 2000 Raptor Awards use measurement tools and techniques that fit into the main categories identified in the second framework.

#### 8.4.2.5 Linking sport sponsorship objectives to sport sponsorship measurement tools (Level 1 to Level 4 in Figure 8.2)

The entry form requires of the respondent to indicate which sponsorship objectives are set and how the effectiveness of the sponsorship was measured. A qualitative analysis was done to determine whether the objectives set are reflected in the way the effectiveness of the sponsorship was measured.

### **Proposition**

P<sub>15</sub>: There is a direct relationship between the objectives set by the entrants to the 1999 and 2000 Raptor Awards and the tools used to measure the effectiveness of their sponsorships.

### **Findings (deduced from Appendix 8)**

*Limited qualitative evidence is evident from the information supplied on the 1999 and 2000 Raptor Award entry forms that sponsors set quantifiable objectives that can be linked to specific tools to measure the effectiveness of their sponsorships. A face-value analysis of objectives indicates that these respondents set vague objectives and that in general only specific tools are used.*

*The most important conclusion is that sponsors are more inclined to set awareness, sales and media objectives to enable them to measure the effectiveness of their sponsorships by using related awareness (SponsorTrack) and media (Audience Rating) measurement tools.*

**This proposition is accepted (with reservation)** because there is a direct relationship between the objectives set by the entrants to the 1999 and 2000 Raptor Awards and the tools used to measure the effectiveness of their sponsorships. *The researcher expresses some reservation because of the perception that objectives are set to match the available measurement tools.*

#### 8.4.2.6 Evaluation whether Framework 2 (Figure 8.2) applies to entrants to the 1999 and 2000 Raptor Award Competitions

The analysis of the previous propositions (P<sub>11</sub> to P<sub>15</sub>) aims to answer whether the framework is a reflection on the sport sponsorship behaviour of the 1999 and 2000 Raptor Award entrants.

#### **Proposition**

P<sub>16</sub>: The second framework on the relationships between sport sponsorship objectives, audiences, integration of marketing communication variables and sponsorship evaluation postulated in Chapter 5 (Figure 5.4 and Figure 8.2 in this chapter) is applicable to entrants to the 1999 and 2000 Raptor Awards.

#### **Findings (deduced from P<sub>11</sub> to P<sub>16</sub>)**

*Qualitative evidence from the information supplied on the 1999 and 2000 raptor award entry forms indicate that relationships between sport sponsorship objectives, audiences, marketing communication variables and methods of sport sponsorship evaluation exist but that objectives set are often vague and focus on media coverage and awareness measurement. The intended target audiences are not always clearly specified.*

**This proposition is accepted** but the framework needs further refinement. This will be elaborated further in Chapter 9.

A final conclusion on whether Figure 8.2 reflects the sport sponsor decision-making behaviour of the 1999 and 2000 Raptor Award is suggested as follows:

***Qualitative evidence suggests that the 1999 and 2000 Raptor Award entrants:***

- **Set sport sponsorship objectives (Level 1) that fit into sub-category 1.**
- **Specify targeted audiences but do not always mention them in their objectives (Level 2).**
- **Use various marketing communication variables (Level 3) that fit into sub-category 2 to leverage the effectiveness of the sponsorship.**
- **Use measurement tools (Level 4) that fit into sub-category 3 to evaluate the effectiveness of the sport sponsorship programmes.**

***Evidence on the existence of relationships between decision-making at the different levels suggests that the entrants to the 1999 and 2000 Raptor Award Competitions:***

- **Target sponsorship audiences but they are not necessarily specified in written objectives.**
- **Integrate marketing communication variables (which tend to focus on media coverage) to leverage the effectiveness of their sponsorship programmes.**
- **Measurement tools (with a clear tendency towards media coverage and awareness measurement) are used to measure whether the objectives (tendency to relate to awareness and media coverage) were achieved, the desired impact on the audience(s) were achieved, and the leverage effort was successful (in terms of reaching desired awareness levels, calculating audience ratings and comparing media coverage to advertising rates).**

#### 8.4.3 Quantitative analysis

In this section the following question needs to be answered:

Do ASOM-members who sponsor sport indicate similar relationships between sponsorship objectives, integration of marketing communication variables and sponsorship evaluation as those relationships indicated by Framework 2 (Figure 8.2)?

It can be argued from the descriptive statistical findings of Section 8.3.6 that ASOM-members who sponsor sport indicate that they:

- Regard sponsorship objectives that fit into the main categories (broad corporate, sales, product/brand/service-related, media and guest hospitality) identified in the literature review, as being important;
- Specify and target sponsorship audiences;
- Seek cross-impact, tie-in and leverage opportunities by integrating different marketing communication variables into their sponsorships; and
- Regard measurement tools and categories (as identified in the literature review) as being important.

It was decided though, that the need exists to conduct more extensive statistical analysis and testing on the opinions of ASOM-members who sponsor sport, and whether these opinions reflect that these relationships between sport sponsorship objectives, integration of marketing communication variables and sport sponsorship evaluation are important factors in their sponsorship decision-making.

The formulation of four hypotheses was discussed in Chapter 6 and their testing through a correlation analysis will be discussed in the following section.

**H<sub>1</sub>** There is a correlation between the importance of different categories of sponsorship objectives and the importance of different categories of

sponsorship measurement tools (as indicated by ASOM-members who sponsor sport).

A sub-hypothesis would be the following:

There is a correlation between the importance of different categories of sponsorship objectives and the level of use (utilisation) of different categories of sponsorship measurement tools (as indicated by ASOM-members who sponsor sport).

*The reason for formulating a sub-hypothesis for  $H_1$  is that the respondents had to indicate their opinion on how important the different sport sponsorship measurement tools listed in the questionnaire are **AND** they had to indicate how often they use (utilise) those tools. This hypothesis will therefore be tested from both perspectives (importance and utilisation).*

This hypothesis tests for associations between sponsorship objectives and sponsorship evaluation tools. Findings reported earlier in the chapter (Table 8.5) indicate the following: The descriptive statistical analysis on ASOM-member responses suggests that product/service/brand and media objectives, and media measurement tools were favoured. The qualitative research findings on the entrants to the 1999 and 2000 also reported earlier in this chapter (Section 8.4.2.5) suggest that there is a relationship between media and awareness objectives and related measurement tools. A correlation analysis of the responses of the ASOM-members would examine the relationship between sport sponsorship objectives and sport sponsorship measurement tools (to be reported in Section 8.4.3.1).

**H<sub>2</sub>** There is a correlation between the importance of different sponsorship measurement tools and the utilisation of those tools (as indicated by ASOM-members who sponsor sport).

This hypothesis tests for associations between the importance of and the level of utilisation of sport sponsorship evaluation tools. The descriptive statistical

analysis of ASOM-member responses (Table 8.9) suggests that media measurement tools were favoured. It was also suggested that respondents indicate a tendency towards using measurement tools that are easy to use, widely used by agencies, or are also used in other areas of marketing communication such as advertising and publicity. A correlation analysis of the responses of the ASOM-members would examine the association between importance and level of utilisation of the measurement tools.

**H<sub>3</sub>** There is a correlation between the importance of the different variables of the marketing communication mix that can be integrated into the sport sponsorship programmes (as indicated by ASOM-members who sponsor sport).

This hypothesis tests for the relationship between the different variables of the marketing communication mix that can be integrated into the sport sponsorship. The descriptive statistical findings reported earlier in the chapter did not really cover this aspect apart from ranking the list of variables according to their importance (mean scores) in Table 8.4.

**H<sub>4</sub>** There is a correlation between the importance of the cross-impact of the different marketing communication mix variables that can be integrated into the sport sponsorship programmes (as indicated by ASOM-members who sponsor sport).

In Chapter 5 it was suggested that a cross-matrix grid should be compiled that will illustrate the cross-impact effect of the integration of different variables of the marketing communication mix. This hypothesis will test for cross-impact relationships between variables of the marketing communication mix.

Due to the return of only 43 questionnaires from ASOM-members and the length of the instrument (over 200 responses), statistical experts\* at the University of Pretoria suggested that a correlation coefficient analysis should be conducted to statistically test the hypotheses.

\*Me Nina Strydom (Department of Statistics) and Elana Mauer (Department of Information Technology)

#### 8.4.3.1 Correlation coefficient analysis

As stated in Chapter 7 correlation analysis aims to measure the association between two interval-ratio variables. Burns & Bush (1998:551-555) state that Pearson Correlation Coefficients are calculated to detect relevant associations between variables or groups of variables. A score (p-value) must also be evaluated to determine the probability that the correlation  $r$  falls within a desired significant level (previously accepted at 5% where  $\alpha = 0.05$ ).

The correlation coefficient  $r$  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. Of special interest would be those correlation coefficients that are closer to  $\pm 1.00$  which would express that there is some systematic association between the particular variables. The aim is therefore to find associations (through statistical testing of the responses captured from ASOM-members who returned their questionnaires) that can be applied to Framework 2 (Figure 8.2).

The *Rules of Thumb* proposed by Burns & Bush (1998:551-555) and the  $\alpha$  suggested by Aczel (1999:270) will be followed and those correlation coefficients where  $r \geq 0.6000$  and  $p < 0.05$  (significance level of 5% where  $\alpha = 0.05$ ) will be used to discuss associations between variables. There is ostensibly a gap in the table of the *Rules of thumb* between “moderate” and “strong”. “Moderate” ends at  $\pm 0.6$  and “strong” starts at  $\pm 0.61$ . There is an arithmetic gap between  $\pm 0.6$  and  $\pm 0.61$ . The researcher therefore decided to regard all  $r$  scores of  $\geq 0.6$  as being significant from a moderate to strong correlation perspective and would be included in the discussion.



Cooper & Schindler (1998:525) emphasise: "...even when a coefficient is statistically significant, it must be practically meaningful". In the next section a number of tables was compiled by grouping statements/variables and linking them to relevant groups of variables, categories and/or sections of the questionnaire to find meaningful correlations.

The subsequent correlation analysis described in the following section was done to search for appropriate meaning - possible relationships or associations, based on the opinions expressed by ASOM-members who sponsor sport in the questionnaire. The aim is to analyse whether these correlations indicate relationships in the second framework (Figure 8.2).

The statistical analysis and testing of the research propositions that apply to ASOM-members who sponsor sport will be discussed subsequently.

**H<sub>1</sub>** There is a correlation between the importance of different categories of sponsorship objectives and the importance of different categories of sponsorship measurement tools (as indicated by ASOM-members who sponsor sport).

The descriptive statistical analysis reported earlier (Table 8.8) indicated that there are distinctive differences between importance and utilisation concerning sport sponsorship measurement tools. It was argued that the earlier findings could be collaborated by doing a correlation analysis from an "importance" and a "utilisation" perspective.

a) Testing H<sub>1</sub> from an "importance"-perspective

The questionnaire required respondents to indicate:

- The importance of different sport sponsorship objectives (V45 to V81) (divided into five distinct categories – broad corporate, product/service/brand, media, sales and guest hospitality - in section 2 of the questionnaire – see Appendix 12); and

- The importance of a range of sport sponsorship measurement tools (V82 to V162) (on the left-hand side of section 3 in the questionnaire – see Appendix 13).

The direct association between the five categories of sport sponsorship objectives and the range of sport sponsorship measurement tools (from the importance perspective on the left-hand side of section 3 in the questionnaire) was tested by correlation analysis. The sport sponsorship objectives were grouped into categories in the questionnaire. A code was assigned to each category for statistical analysis purposes. The broad corporate objectives-category (V45 to V55) is labeled as Section 2\_1, product/brand/service-related objectives-category (V56 to V64) is labeled as Section 2\_2, sales objectives-category (V65 to V 70) is labeled as Section2\_3, the media coverage objectives-category (V71 to V 76) is labeled as Section 2\_4 and the guest hospitality objectives-category (V77 to V81) is labeled as Section 2\_5.

The average mean score of each of the five objective categories (Section 2\_1 to Section 2\_5) was correlated with the average mean score (importance perspective) of a selected group of sport sponsorship measurement tool variables. These measurement tool variable groups (IT1\_1 to IT1\_5 – where I indicates “importance”) were arbitrarily chosen by the researcher on the assumption that they could be expected to correlate with the particular category of objectives. No empirically proven study could be found to substantiate the inclusion of measurement tools variables into IT1\_1 to IT1\_5 and their compilation was based on the judgment of the researcher.

Table 8.18 illustrates which category of sport sponsorship objectives would be expected to correlate with a selected group of sport sponsorship measurement tools from an “importance”-perspective.

This table was compiled by listing the five categories of sport sponsorship objectives from the questionnaire in the left-hand column. The range of statements included in each category is also listed. In the corresponding right-hand column a range of sport sponsorship measurement tools is listed. The

researcher associated, based on personal judgment, these measurement tools with the sport sponsorship category in the left-hand column (IT1\_1 with Section 2\_1, IT1\_2 with Section 2\_2, IT1\_3 with Section 2\_3, IT1\_4 with Section2\_4 and IT1\_5 with Section 2\_5).

**TABLE 8.18 EXPECTED CORRELATION BETWEEN SPORT SPONSORSHIP OBJECTIVES STATEMENTS AND SPORT SPONSORSHIP MEASUREMENT TOOLS (IMPORTANCE PERSPECTIVE)**

<b>SPORT SPONSORSHIP OBJECTIVES</b>	<b>SPORT SPONSORSHIP MEASUREMENT TOOLS (From importance perspective)</b>
<b>Broad corporate objectives: (Section2_1)</b> V45 Expression of community involvement V46 Increase public awareness of the company V47 Change public perception of the company V48 To build goodwill among opinion formers V49 To reassure stockholders V50 To aid relations with current staff V51 To assist staff recruitment V52 Promoting corporate image V53 Gain competitive advantage through exclusivity V54 Target specific corporate audiences V55 Tie the company to the success of a team/event/individual	<b>Correlate with: (IT1_1)</b> V108 Surveys on staff attitude towards the sponsorship V110 Staff incentives/rewards V112 Pre- event attitude surveys towards the sponsor V114 Post event attitude surveys towards the sponsor V118 Time-trend analyses of corporate image enhancement V120 Increase in sponsors' name recall V126 Cross impact between sponsorships and public relations V146 Effect on community relations V148 Previous sponsorship spend V150 Competitive spend on sponsorships V152 Alliance opportunities with other sponsors V154 Cost accounting of sponsorship elements V160 Sponsorship costs compared to other promotion costs V162 Successful integration between different sponsorships
<b>Product/brand/ service-related objectives: (Section 2_2)</b> V56 Explore new market segments V57 Launch new product/brand/service V58 The product/brand/service can be integrated into the event V59 Sampling at/during the event V60 Build image within the target market (positioning) V61 Increase target market awareness V62 Increase market share V63 Support brand advertising V64 Strengthen brand preference	<b>Correlate with: (IT1_2)</b> V116 Time-trend analyses of product awareness V134 Product trail opportunities V136 Product/brand/service awareness V138 Promotional licensing success V140 Merchandising success V142 Physical exposure of company branding

<p><b>Sales objectives: (Section 2_3)</b>  V65 To facilitate sales-force prospecting  V66 Gain new customers  V67 To aid the sales promotion drive  V68 Strengthen relationships with current customers  V69 Increase short-run sales  V70 Increase long-run sales</p>	<p><b>Correlate with: (IT1_3)</b>  V122 Cross impact between sponsorships and sales  V124 Cross impact between sponsorships and sales promotion  V130 Cross impact between sponsorships and direct marketing  V132 Measuring customer reaction  V156 Return on investment in Rand value  V158 Calculating increased business</p>
<p><b>Media objectives: (Section 2_4)</b>  V71 Pre-event media coverage  V72 Media coverage during the event  V73 Post-event media coverage  V74 To get coverage in a diverse range of media  V75 Increase overall media attention  V76 To counter adverse publicity</p>	<p><b>Correlate with: (IT1_4)</b>  V82 TV exposure value ( time x advertising rates for 30 sec)  V84 Radio exposure value (time x advertising rates for 30 sec)  V86 Rand value of publicity expressed in advertising rates  V88 Column centimetres in the press  V90 Media reach  V92 Readership demographics (segments, profiles, figures)  V94 Viewership demographics (segments, profiles, figures)  V96 Listenership demographics (segments, profiles, figures)  V98 Continuity of publicity after the event  V100 Cost per thousand of audience delivered  V102 Target market reach effectiveness  V104 Pre-event media coverage  V106 Spectator figures  V128 Cross impact between sponsorships and advertising</p>
<p><b>Guest hospitality objectives: (Section 2_5)</b>  V77 Entertain current customers  V78 Entertain prospective customers  V79 Entertain suppliers  V80 Entertain staff  V81 Entertain intermediaries</p>	<p><b>Correlate with: (IT1_5)</b>  V144 Hospitality success</p>

Table 8.19 is a summary of Table 8.18 to illustrate which categories of sport sponsorship objectives (Section 2 in the questionnaire and coded as Section 2\_1 to Section 2\_5) would be expected to correlate strong with a particular range of sport sponsorship measurement tools (Left-hand side of Section 3 in the questionnaire and coded as IT1\_1 to IT1\_5).

The I in the range IT1\_1 to IT1\_5 denotes "Importance". Later, the range UT1\_1 to UT1\_5 will be introduced, where the U denotes "Use" or "Utilisation". In the questionnaire the left-hand side of Section 3 required respondents to

indicate their opinion on the importance of, and the right-hand side measured their opinion on how often they use or utilise, the particular sport sponsorship measurement tool.

**TABLE 8.19 SPORT SPONSORSHIP OBJECTIVES CATEGORIES AND RANGE OF SPORT SPONSORSHIP MEASUREMENT TOOLS (FROM IMPORTANCE PERSPECTIVE) EXPECTED TO CORRELATE**

<b>CATEGORIES OF SPORT SPONSORSHIP OBJECTIVES</b>	<b>SPORT SPONSORSHIP MEASUREMENT TOOLS (FROM IMPORTANCE PERSPECTIVE) EXPECTED TO CORRELATE</b>
<b>Broad corporate objectives</b> V45 – V55 (Section 2_1)	V108, V110, V112, V114, V118, V120, V126, V146, V148, V150, V152, V154, V160, V162 (IT1_1)
<b>Product/brand/service-related objectives</b> V56 – V64 (Section 2_2)	V116, V134, V136, V138, V140, V142 (IT1_2)
<b>Sales objectives</b> V65 – V70 (Section 2_3)	V122, V124, V130, V132, V156, V158 (IT1_3)
<b>Media coverage</b> V71 - V76 (Section 2_4)	V82, V84, V86, V88, V90, V92, V94, V96, V98, V100, V102, V104, 106, V128 (IT1_4)
<b>Guest hospitality</b> V77 – V81 (Section 2_5)	V144 (IT1_5)

A computerised correlation analysis was conducted at the Information Technology Department at the University of Pretoria. A printout of correlation coefficient tables was supplied to the researcher that contained *inter alia* the correlation coefficients and p-values of the requested correlations between the following groups of variables:

- (Section 2\_1) correlated with IT1\_1.
- (Section 2\_2) correlated with IT1\_2.
- (Section 2\_3) correlated with IT1\_3.
- (Section 2\_4) correlated with IT1\_4.
- (Section 2\_5) correlated with IT1\_5.

The correlation tables also included a cross-matrix grid of correlations between all the categories and groups of variables (eg. between Section 2\_1

and IT1\_5). Any significant correlations across categories and groups would also be reported.

Table 8.20 illustrates the correlations between the range of sport sponsorship objectives (Section 2\_1 to Section 2\_5) and the groups of sport sponsorship measurement tool variables (IT1\_1 to IT1\_5) (from an importance-perspective) that the researcher expected would correlate with each other.

The correlation coefficients were then placed in a matrix (Appendix 10 gives an indication of the procedure). Table 8.20 illustrates the matrix.

**TABLE 8.20 CORRELATION COEFFICIENTS BETWEEN SPORT SPONSORSHIP OBJECTIVES CATEGORIES AND RANGE OF SPORT SPONSORSHIP MEASUREMENT TOOLS (FROM IMPORTANCE PERSPECTIVE)**

<b>SPORT SPONSORSHIP OBJECTIVES</b>	<b>SPORT SPONSORSHIP MEASUREMENT TOOLS (FROM IMPORTANCE PERSPECTIVE) EXPECTED TO CORRELATE</b>	<b><i>r</i></b>	<b>p-value</b>
Sect2_1 ( <b>Broad corporate</b> )	IT1_1	0.45063	0.0040
Sect2_2 ( <b>Product/brand/ service-related objectives</b> )	IT1_2 (IT1_1)	<b>0.62782</b> <b>(0.65066)</b>	<b>0.0001</b> <b>(0.0001)</b>
Sect2_3 ( <b>Sales objectives</b> )	IT1_3	<b>0.69698</b>	<b>0.0001</b>
Sect2_4 ( <b>Media coverage</b> )	IT1_4	0.44938	0.0047
Sect2_5 ( <b>Guest hospitality</b> )	IT1_5	0.35418	0.0341

The following correlations emerged (as shown by Table 8.20):

- a **moderate** correlation exists between the (**Product/brand/ service-related**) sport sponsorship objectives and the range of sport sponsorship measurement tools (IT1\_2);

- a **moderate** correlation exists between the **(Product/brand/ service-related)** sport sponsorship objectives and the range of sport sponsorship measurement tools (IT1\_1);
- a **moderate** correlation exists between the **(Sales-related)** sport sponsorship objectives and the range of sport sponsorship measurement tools (IT1\_1);
- a **weak** correlation exists between the **(Broad corporate)** sport sponsorship objectives and the range of sport sponsorship measurement tools (IT1\_1);
- a **weak** correlation exists between the **(Media-related)** sport sponsorship objectives and the range of sport sponsorship measurement tools (IT1\_4);
- a **very weak** correlation exists between the **(Hospitality-related)** sport sponsorship objectives and the range of sport sponsorship measurement tools (IT1\_5).

The finding that a **moderate** correlation exists between the **(Product/brand/ service-related)** sport sponsorship objectives and the range of sport sponsorship measurement tools (IT1\_1) that was expected to correlate with **(Broad corporate)**-related objectives is surprising. This correlation might indicate that an association exists between the importance of a range of measurement tools that can be used to evaluate aspects such as brand awareness, corporate image measurement, sponsors' name recall and setting of objectives relating to branding (either product or corporate branding). There might even be confusion about what the term "branding" exactly means.

These findings indicate that some correlation exist between the importance of groups of sport sponsorship objectives and the importance of groups of sport sponsorship measurement tools.

*These correlations could indicate that there is an association or relationship between those sport sponsorship objectives regarded to be important by ASOM-members who sponsor sport, and those sport sponsorship evaluation tools that are regarded to be important.*

b) Testing  $H_1$  from a “level of use (utilisation)”-perspective

This discussion reflects back on the comment made earlier in this section that a sub-hypothesis could be formulated to test  $H_1$ : “*The reason for formulating a sub-hypothesis for  $H_1$  is that the respondents had to indicate their opinion on how important the different sport sponsorship measurement tools listed in the questionnaire are **AND** they had to indicate how often they use (utilise) those tools*”.

It was therefore argued that this hypothesis would be tested from both perspectives (**importance** and **utilisation**). **Importance** was tested under 8.4.3.1a.

As mentioned earlier the descriptive statistical analysis and Table 8.8 showed that the respondents indicated a difference between the importance of certain measurement tools and the level of utilisation of those tools. In this section  $H_1$  will be tested by using the same procedure as reported in the preceding pages (see 8.4.3.1a) but the responses of ASOM-members will now be evaluated from a “**utilisation**”-perspective.

The questionnaire (See Appendix 12 and 13) required respondents to indicate:

- The importance of different sport sponsorship objectives (V45 to V81) (divided into five distinct categories – broad corporate, product/service/brand, media, sales and guest hospitality - in section 2); and
- How often they use (utilise) the range of sport sponsorship measurement tools (V83 to V163) (on the right-hand side of section 3 in the questionnaire).

The direct association between the five categories of sport sponsorship objectives and the range of sport sponsorship measurement tools (from the utilisation perspective on the right-hand side of section 3 in the questionnaire)



was again tested by correlation analysis. The average mean score of each of the five objective categories (Section 2\_1 to Section 2\_5) were correlated with the average mean score (utilisation perspective) of a selected group of sport sponsorship measurement tool variables. These measurement tool variable groups (UT1\_1 to UT1\_5) were arbitrarily chosen by the researcher on the assumption that they could be expected to correlate with the particular category of sponsorship objectives.

Table 8.21 illustrates which category of sport sponsorship objectives was expected to correlate with a selected group of sport sponsorship measurement tools. The code U in UT1\_1 to UT1\_5 denotes “utilisation”. The statements included in UT1\_1 to UT1\_5 are exactly the same as those listed in Table 8.19 which included the range IT1\_1 to IT1\_5 (“importance perspective”) but Table 8.21 shows that the respondents’ response concerning level of **utilisation** is now being measured.

**TABLE 8.21 EXPECTED CORRELATION BETWEEN SPORT SPONSORSHIP OBJECTIVES STATEMENTS AND SPORT SPONSORSHIP MEASUREMENT TOOLS (UTILISATION PERSPECTIVE)**

<b>SPORT SPONSORSHIP OBJECTIVES</b>	<b>SPORT SPONSORSHIP MEASUREMENT TOOLS (From utilisation perspective)</b>
<p><b>Broad corporate objectives: (Section 2_1)</b></p> <p>V45 Expression of community involvement</p> <p>V46 Increase public awareness of the company</p> <p>V47 Change public perception of the company</p> <p>V48 To build goodwill among opinion formers</p> <p>V49 To reassure stockholders</p> <p>V50 To aid relations with current staff</p> <p>V51 To assist staff recruitment</p> <p>V52 Promoting corporate image</p> <p>V53 Gain competitive advantage through exclusivity</p> <p>V54 Target specific corporate audiences</p> <p>V55 Tie the company to the success of a team/event/individual</p>	<p><b>Correlate with: (UT1_1)</b></p> <p>V109 Surveys on staff attitude towards the sponsorship</p> <p>V111 Staff incentives/rewards</p> <p>V113 Pre- event attitude surveys towards the sponsor</p> <p>V115 Post event attitude surveys towards the sponsor</p> <p>V119 Time-trend analyses of corporate image enhancement</p> <p>V121 Increase in sponsors' name recall</p> <p>V127 Cross impact between sponsorships and public relations</p> <p>V147 Effect on community relations</p> <p>V149 Previous sponsorship spend</p> <p>V151 Competitive spend on sponsorships</p> <p>V153 Alliance opportunities with other sponsors</p> <p>V155 Cost accounting of sponsorship elements</p> <p>V161 Sponsorship costs compared to other promotion costs</p> <p>V163 Successful integration between different sponsorships</p>
<p><b>Product/brand/ service-related objectives: (Section 2_2)</b></p> <p>V56 Explore new market segments</p> <p>V57 Launch new product/brand/service</p> <p>V58 The product/brand/service can be integrated into the event</p> <p>V59 Sampling at/during the event</p> <p>V60 Build image within the target market (positioning)</p> <p>V61 Increase target market awareness</p> <p>V62 Increase market share</p> <p>V63 Support brand advertising</p> <p>V64 Strengthen brand preference</p>	<p><b>Correlate with: (UT1_2)</b></p> <p>V117 Time-trend analyses of product awareness</p> <p>V135 Product trial opportunities</p> <p>V137 Product/brand/service awareness</p> <p>V139 Promotional licensing success</p> <p>V141 Merchandising success</p> <p>V143 Physical exposure of company branding</p>
<p><b>Sales objectives: (Section 2_3)</b></p> <p>V65 To facilitate sales-force prospecting</p> <p>V66 Gain new customers</p> <p>V67 To aid the sales promotion drive</p> <p>V68 Strengthen relationships with current customers</p> <p>V69 Increase short-run sales</p> <p>V70 Increase long-run sales</p>	<p><b>Correlate with: (UT1_3)</b></p> <p>V123 Cross impact between sponsorships and sales</p> <p>V125 Cross impact between sponsorships and sales promotion</p> <p>V131 Cross impact between sponsorships and direct marketing</p> <p>V133 Measuring customer reaction</p> <p>V157 Return on investment in Rand value</p> <p>V159 Calculating increased business</p>

<p><b>Media objectives: (Section 2_4)</b>  V71 Pre-event media coverage  V72 Media coverage during the event  V73 Post-event media coverage  V74 To get coverage in a diverse range of media  V75 Increase overall media attention  V76 To counter adverse publicity</p>	<p><b>Correlate with: (UT1_4)</b>  V83 TV exposure value ( time x advertising rates for 30 sec)  V85 Radio exposure value (time x advertising rates for 30 sec)  V87 Rand value of publicity expressed in advertising rates  V89 Column centimetres in the press  V91 Media reach  V93 Readership demographics (segments, profiles, figures)  V95 Viewership demographics (segments, profiles, figures)  V97 Listenership demographics (segments, profiles, figures)  V99 Continuity of publicity after the event  V101 Cost per thousand of audience delivered  V103 Target market reach effectiveness  V105 Pre-event media coverage  V107 Spectator figures  V129 Cross impact between sponsorships and advertising</p>
<p><b>Guest hospitality objectives: (Section 2_5)</b>  V77 Entertain current customers  V78 Entertain prospective customers  V79 Entertain suppliers  V80 Entertain staff  V81 Entertain intermediaries</p>	<p><b>Correlate with: (UT1_5)</b>  V145 Hospitality success</p>

Table 8.22 is a summary of Table 8.21 to illustrate which categories of sport sponsorship objectives (Section 2 in the questionnaire and coded as Section 2\_1 to Section 2\_5) were expected to correlate strong with a particular range of sport sponsorship measurement tools (right-hand side of Section 3 in the questionnaire and coded as UT1\_1 to UT1\_5) (from a utilisation perspective).

**TABLE 8.22 EXPECTED CORRELATION BETWEEN SPORT SPONSORSHIP OBJECTIVES CATEGORIES AND RANGE OF SPORT SPONSORSHIP MEASUREMENT TOOLS (FROM UTILISATION PERSPECTIVE)**

CATEGORIES OF SPORT SPONSORSHIP OBJECTIVES		SPORT SPONSORSHIP MEASUREMENT TOOLS (FROM UTILISATION PERSPECTIVE) EXPECTED TO CORRELATE
<b>Broad corporate objectives</b> (Section 2_1)	V45 – V55	V109, V111, V113, V115, V119, V121, V127, V147, V149, V151, V153, V155, V161, V163 (UT1_1)
<b>Product/brand/ service-related objectives</b> (Section 2_2)	V56 – V64	V117, V135, V137, V139, V141, V143 (UT1_2)
<b>Sales objectives</b> (Section 2_3)	V65 – V70	V123, V125, V131, V133, V157, V159 (UT1_3)
<b>Media coverage</b> (Section 2_4)	V71 - V76	V83, V85, V87, V89, V91, V93, V95, V97, V99, V101, V103, V105, 107, V129 (IT1_4)
<b>Guest hospitality</b> (Section 2_5)	V77 – V81	V145 (UT1_5)

A computerised correlation analysis was again conducted at the Information Technology Department at the University of Pretoria. A printout of correlation coefficient tables was supplied to the researcher that contained *inter alia* the correlation coefficients and p-values of the requested correlations between the following groups of variables:

- (Section 2\_1) correlated with UT1\_1.
- (Section 2\_2) correlated with UT1\_2.
- (Section 2\_3) correlated with UT1\_3.
- (Section 2\_4) correlated with UT1\_4.

- (Section 2\_5) correlated with UT1\_5.

The correlation tables also included a cross-matrix grid of correlations between all the categories and groups of variables (eg. between Section 2\_1 and UT1\_5). Any significant correlations across categories and groups would also be reported.

The correlation coefficients pertaining to fit into the range where  $r \geq 0.21$  were placed in a matrix as illustrated by Table 8.23 which shows the correlations between the range of sport sponsorship objectives (Section 2\_1 to Section 2\_5) and the groups of sport sponsorship measurement tool variables (UT1\_1 to UT1\_5) (utilisation-perspective) that were expected by the researcher to correlate with each other.

**TABLE 8.23 CORRELATION COEFFICIENTS BETWEEN SPORT SPONSORSHIP OBJECTIVES CATEGORIES AND RANGE OF SPORT SPONSORSHIP MEASUREMENT TOOLS (UTILISATION PERSPECTIVE)**

<b>SPORT SPONSORSHIP OBJECTIVES</b>	<b>SPORT SPONSORSHIP MEASUREMENT TOOLS (UTILISATION PERSPECTIVE) EXPECTED TO CORRELATE</b>	<b><i>r</i></b>	<b>p-value</b>
Sect2_1 ( <b>Broad corporate</b> )	UT1_1	0.29009 <i>Very weak</i>	0.1073
Sect2_2 ( <b>Product/brand/ service-related objectives</b> )	UT1_2	0.02355 <i>None</i>	0.8999
Sect2_3 ( <b>Sales objectives</b> )	UT1_3	0.27441 <i>Very weak</i>	0.1285
Sect2_4 ( <b>Media coverage</b> )	UT1_4	<b>0.48890</b> <b><i>Weak</i></b>	0.0039
Sect2_5 ( <b>Guest hospitality</b> )	UT1_5	0.35907 <i>Very weak</i>	0.0558

The following correlations emerged:

- a **very weak** correlation exists between the (**Broad corporate**) sport sponsorship objectives and the range of sport sponsorship measurement tools (UT1\_1) ( $p > 0.05$ );
- **no** correlation exists between the (**Product/brand/ service-related**) sport sponsorship objectives and the range of sport sponsorship measurement tools (UT1\_2) ( $p > 0.05$ );
- a **very weak** correlation exists between the (**Sales-related**) sport sponsorship objectives and the range of sport sponsorship measurement tools (UT1\_3) ( $p > 0.05$ );
- a **weak** correlation exists between the (**Media-related**) sport sponsorship objectives and the range of sport sponsorship measurement tools (UT1\_4);
- a **very weak** correlation exists between the (**Hospitality-related**) sport sponsorship objectives and the range of sport sponsorship measurement tools (UT1\_5) ( $p > 0.05$ ).

The strongest correlation exists between the (**Media-related**) sport sponsorship objectives (Section 2\_4) and the range of sport sponsorship measurement tools (UT1\_4).

Comparing the correlations from Table 8.20 to those from Table 8.23 indicates that the former correlations are stronger. It can be deduced that the associations from an "**importance**" perspective are stronger than the associations from a "**use or utilisation**" perspective. This finding ties in with the conclusion from the descriptive statistics that some sport sponsorship evaluation tools are regarded as being important but they are used to a lesser degree (Table 8.8). The correlation analysis seems to collaborate that sport sponsorship objectives are set to utilise sport sponsorship evaluation tools that are easier to use or which are more available.

The findings of Section 8.4.3.1a and Section 8.4.3.1b indicate the same relationship between the importance of groups of sport sponsorship objectives, the importance of, and the level of use or utilisation of groups of sport sponsorship measurement tools.

*It can be deduced that these correlations indicate that there is an association or relationship between those sport sponsorship objectives regarded to be important by ASOM-members who sponsor sport, and the utilisation of sport sponsorship evaluation tools.*

**The hypothesis H<sub>1</sub>, namely “There is a correlation between the importance of different categories of sponsorship objectives and the importance of different categories of sponsorship measurement tools (as indicated by ASOM-members who sponsor sport)” is accepted** because evidence was found that a degree of correlation exists between the importance of different categories of sponsorship objectives and the importance of particular groups of sponsorship measurement tools.

Some correlation, although very weak and inconclusive, exists between the importance of different categories of sponsorship objectives and the use (utilisation) of particular groups of sponsorship measurement tools. The sub-hypothesis, namely **“There is a correlation between the importance of different categories of sponsorship objectives and the utilisation of different categories of sponsorship measurement tools (as indicated by ASOM-members who sponsor sport)”**, cannot be readily accepted. Four of the five p-values in Table 8.23 are > 0.05 and exceed the  $\alpha$ -value accepted earlier.

A major assumption was made in 8.4.3.1a and 8.4.3.1b that correlations **were expected** between categories of sport sponsorship objectives (Section 2\_1 to Section 2\_5 and ranges of sport sponsorship measurement tools (IT1\_1 to IT1\_5 and UT1\_1 to UT1\_5). As an addendum to 8.4.3.1a and 8.4.3.1b it was decided to compare the theoretical expectation of the above correlations and the correlation between individual sport sponsorship objective variables and individual sport sponsorship measurement variables. The analysis of variable-to-variable correlations would indicate possible associations between individual objectives and individual measurement tools (from the responses of ASOM-members).

The descriptive statistical analysis reported earlier (Table 8.8) indicated that there are distinctive differences between importance and utilisation concerning sport sponsorship measurement tools. It was argued that the earlier findings could be collaborated by doing a correlation analysis from an “importance” and a “utilisation” perspective. This addendum to 8.4.3.1a and 8.4.3.1b will also be discussed from an **importance**-perspective (8.4.3.1c) and a **utilisation**-perspective (8.4.3.1d)

c) Correlating individual sport sponsorship objective variables to sport sponsorship measurement tools from an “importance”-perspective

The questionnaire required respondents to indicate:

- The importance of different sport sponsorship objectives (V45 to V81) (divided into five distinct categories – broad corporate, product/service/brand, media, sales and guest hospitality - in the five sections 2 of the questionnaire – see Appendix 12); and
- The importance of a range of sport sponsorship measurement tools (V82 to V162) (on the left-hand side of section 3 in the questionnaire – see Appendix 13).

The direct association between all individual variables included in the five categories of sport sponsorship objectives and all the individual variables of sport sponsorship measurement tools (from the importance perspective and



listed on the left-hand side of section 3 in the questionnaire - Appendix 13) was tested by correlation analysis.

As reported under paragraph 8.4.3.1a and 8.4.3.1b, the sport sponsorship objectives were grouped into categories in the questionnaire. A code was assigned for statistical analysis purposes to each category. The broad corporate objectives-category (V45 to V55) is labeled as Section 2\_1, product/brand/service-related objectives-category (V56 to V64) is labeled as Section 2\_2, sales objectives-category (V65 to V 70) is labeled as Section2\_3, the media coverage objectives-category (V71 to V 76) is labeled as Section 2\_4 and the guest hospitality objectives-category (V77 to V81) is labeled as Section 2\_5.

The mean score of all variables of each of the five objective categories (Section 2\_1 to Section 2\_5) was correlated with the mean score (importance perspective) of all sport sponsorship measurement tool variables.

The full correlation table is provided as Appendix 16. Information from this appendix was used to create Table 8.24 that illustrates which individual broad corporate sport sponsorship objectives (Variables V45 to V55) correlated in the range “moderate to strong” (according to the *Rules of Thumb* accepted earlier where  $r \geq 0.6$  and  $p = 0.0001$ ) with individual sport sponsorship measurement tools variables from an “importance”-perspective (Even variables V82, V84, V86,..... to V162).

This table was compiled by listing the variables that correlated “moderate to strong” (where  $r \geq 0.6$ ). In the corresponding column (second) the sport sponsorship measurement tools variable that associated with each particular sport sponsorship objective variable is listed.

**TABLE 8.24 CORRELATION BETWEEN INDIVIDUAL SPORT SPONSORSHIP MEASUREMENT TOOLS AND INDIVIDUAL BROAD CORPORATE SPORT SPONSORSHIP OBJECTIVES**

<b>Sport sponsorship objectives variables (V45 - V55)</b>	<b>Correlate with sport sponsorship measurement variable (V82 - V164)</b>	<b><math>r \geq 0.6</math> and <math>p=0.0001</math></b>
<b>BROAD CORPORATE SPORT SPONSORSHIP OBJECTIVES Section 2_1 (V45 - V55 IN SECTION 2 OF THE QUESTIONNAIRE)</b>		
Increase public awareness of the company (V46)	Continuity of publicity after the event (V98)	0.62656
Increase public awareness of the company (V46)	Physical exposure of company branding (V142)	0.63496
Change public perception of the company (V47)	Continuity of publicity after the event (V98)	0.62656
Promoting corporate image (V52)	Physical exposure of company branding (V142)	0.72090

Table 8.24 illustrates that the respondents indicated an association between the importance of:

- *Increasing public awareness of the company (V46), Changing public perception of the company (V47), and Promoting corporate image (V52)* as sport sponsorship variables within the category of broad corporate sport sponsorship objectives; and
- The importance of the following sport sponsorship measurement tools: *Continuity of publicity after the event (V98)* and *Physical exposure of company branding (V142)*.

It can be deduced that sport sponsorship is an important corporate communication and a publicity-generating vehicle. The sport sponsorship measurement tool variables (V98, V142) were not expected by the researcher to correlate with sport sponsorship objectives (in the category Broad corporate - V45 to V55) (as illustrated by Table 8.18).

Information from Appendix 16 was used to create Table 8.25 that illustrates which individual product/brand/service sport sponsorship objectives (Variables V56 to V64) correlated in the range “moderate to strong” (according to the *Rules of Thumb* accepted earlier where  $r \geq 0.60$  and  $p = 0.0001$ ) with individual sport sponsorship measurement tools variables from an “importance”-perspective (Even variables V82, V84, V86,..... to V162).

This table was compiled by listing the variables that correlated “moderate to strong” (where  $r \geq 0.6$ ). In the corresponding column (second) the sport sponsorship measurement tools variable that associated with each particular sport sponsorship objective variable is listed.

**TABLE 8.25 CORRELATION BETWEEN INDIVIDUAL SPORT SPONSORSHIP MEASUREMENT TOOLS AND INDIVIDUAL PRODUCT/BRAND/SERVICE SPORT SPONSORSHIP OBJECTIVES**

<b>Sport sponsorship variables (V56 - V64)</b>	<b>Correlate with sport sponsorship measurement variable (V82 - V164)</b>	<b><math>r \geq 0.6</math> and <math>p=0.0001</math></b>
<b>PRODUCT/BRAND/SERVICE-RELATED SPORT SPONSORSHIP OBJECTIVES</b>		
<b>Section 2_2 (V56 - V64 IN SECTION 2 OF THE QUESTIONNAIRE)</b>		
Increase target market awareness (V61)	Pre-event media coverage (V104)	0.67722
Increase target market awareness (V61)	Successful integration between different sponsorships (V162)	0.61261
Increase market share (V62)	Cross impact between sponsorships and sales (V122)	0.65104
Increase market share (V62)	Cross impact between sponsorships and direct marketing (V130)	0.63246
Strengthen brand preference (V64)	Product/brand/service awareness (V136)	0.71749

Table 8.25 depicts that the respondents indicated an association between the importance of:

- *Increase target market awareness (V61) with the importance of Pre-event media coverage (V104) AND the Successful integration between different sponsorships (V162);*
- *Increase market share (V62) with the importance of Cross impact between sponsorships and sales (V122) AND the Cross impact between sponsorships and direct marketing (V130,*
- *Strengthen brand preference (V64) with the importance of Product/brand/service awareness (V136)*

Media coverage again emerges as an important measurement tool – even within the range of product/brand/service-related sport sponsorship objectives. The correlation relating to statements on cross-impact (V122 and V130) indicates the link between sport sponsorship objectives, leverage through cross-impact and sport sponsorship measurement. These correlations also indicate the importance of measuring awareness, market share and brand preference.

The sport sponsorship measurement tool variables (V104, V122, V130, and V162) were not expected, by the researcher, to correlate with sport sponsorship objectives (in the category Product/brand/service- V56 to V64) (which was deduced from Table 8.18). Variable V136 was expected to correlate with the category (V56 to V64).

Information from Appendix 16 was used to create Table 8.26 that illustrates which individual sales-related sport sponsorship objectives (Variables V65 to V70) correlated in the range “moderate to strong” (according to the *Rules of Thumb* accepted earlier where  $r \geq 0.60$  and  $p = 0.0001$ ) with individual sport sponsorship measurement tools variables from an “importance”-perspective (Even variables V82, V84, V86,..... to V162).

This table was compiled by listing the variables that correlated “moderate to strong” (where  $r \geq 0.6$ ). In the corresponding column (second) the sport sponsorship measurement tools variable that associated with each particular sport sponsorship objective variable is listed.

**TABLE 8.26 CORRELATION BETWEEN INDIVIDUAL SPORT SPONSORSHIP MEASUREMENT TOOLS AND INDIVIDUAL SALES-RELATED SPORT SPONSORSHIP OBJECTIVES**

<b>Sport sponsorship variables (V65 - V70)</b>	<b>Correlate with sport sponsorship measurement variable (V82 - V164)</b>	<b><math>r \geq 0.6</math> and <math>p=0.0001</math></b>
<b>SALES-RELATED SPONSORSHIP OBJECTIVES</b>		
<b>Section 2_3 (V65- V70 IN SECTION 2 OF THE QUESTIONNAIRE)</b>		
Gain new customers (V66)	Cross impact between sponsorships and sales (V122)	0.70685
To aid the sales promotion drive (V67)	Cross impact between sponsorships and sales (V122)	0.68123
To aid the sales promotion drive (V67)	Cross impact between sponsorships and sales promotion (V124)	0.65015
To aid the sales promotion drive (V67)	Cross impact between sponsorships and advertising (V128)	0.65677
To aid the sales promotion drive (V67)	Calculating increased business (V158)	0.60400

The findings in Table 8.26 show the following correlations between:

- The ability to *gain new customers* (V66) and measuring *the effect of the sponsorship on sales through a cross-impact* (V122) and *calculating new business* (V158); and
- *Aid the sales promotion drive* (V67) as sport sponsorship objective and *Cross-impact between sponsorships and sales* (V122) **AND** *Cross impact between sponsorships and sales promotion* (V124) **AND** *Cross impact between sponsorships and advertising* (V128).

The correlation with the statements on *cross-impact* (V122, V124, V128 and V130) also confirms the link between sport sponsorship objectives, leverage through cross-impact and sport sponsorship measurement.

The sport sponsorship measurement tool variable (V128) was not expected by the researcher to correlate with sport sponsorship objectives (in the category Sales objectives – V65 to V70) (as illustrated by Table 8.18). Variables (V122, V124, and V158) were expected to correlate with the category (V65 to V70).

Information from Appendix 16 was used to create Table 8.27 that illustrates which individual media-related sport sponsorship objectives (Variables V71 to V76) correlated in the range “moderate to strong” (according to the *Rules of Thumb* accepted earlier where  $r \geq 0.60$  and  $p = 0.0001$ ) with individual sport sponsorship measurement tools variables from an “importance”-perspective (Even variables V82, V84, V86,..... to V162).

This table was compiled by listing the variables that correlated “moderate to strong” (where  $r \geq 0.6$ ). In the corresponding column in the middle the sport sponsorship measurement tools variable that associated with each particular sport sponsorship objective variable is listed.

**TABLE 8.27 CORRELATION BETWEEN INDIVIDUAL SPORT SPONSORSHIP MEASUREMENT TOOLS AND INDIVIDUAL MEDIA COVERAGE SPORT SPONSORSHIP OBJECTIVES**

<b>Sport sponsorship variables (V71 - V76)</b>	<b>Correlate with sport sponsorship measurement variable (V82 - V164)</b>	<b><math>r \geq 0.6</math> and <math>p=0.0001</math></b>
<b>MEDIA COVERAGE-RELATED SPORT SPONSORSHIP OBJECTIVES Section 2_4 (V71 - V76 IN SECTION 2 OF THE QUESTIONNAIRE)</b>		
Increase overall media attention (V75)	Continuity of publicity after the event (V98)	0.66421
Increase overall media attention (V75)	Spectator figures (V106)	0.69082
To get coverage in a diverse range of media (V74)	Physical exposure of company branding (V142)	0.64960
Increase overall media attention (V75)	Physical exposure of company branding (V142)	0.76870

Moderate to strong correlations are illustrated in Table 8.27 between:

- *Increase overall media attention (V75), and To get coverage in a diverse range of media (V74) as sport sponsorship objectives AND the corresponding sport sponsorship measurement tools - Continuity of publicity after the event (V98), Spectator figures (V106), Physical exposure of company branding (V142), and Physical exposure of company branding (V142).*

These correlations illustrate the importance of media coverage and attention by continuous publicity, company branding and the number of people that watch the sporting event. It can be assumed that spectator figures were understood by the respondents to include viewers, readers and listeners – hence its importance as a measurement tool in association with media-related objectives.

The researcher did not expect the sport sponsorship measurement tool variable: *Physical exposure of company branding (V142)* to correlate with

sport sponsorship objectives (in the category Media-coverage objectives- V71 to V76) (as deduced from Table 8.18). Variables V98 and V106 were expected to correlate with the category (V71 to V76).

Information from Appendix 16 was used to create Table 8.28 that illustrates which individual guest hospitality related sport sponsorship objectives (Variables V77 to V81) correlated in the range “moderate to strong” (according to the *Rules of Thumb* accepted earlier where  $r \geq 0.60$  and  $p = 0.0001$ ) with individual sport sponsorship measurement tools variables from an “importance”-perspective (Even variables V82, V84, V86,..... to V162).

This table was compiled by listing the variables that correlated “moderate to strong” (where  $r \geq 0.6$ ). In the corresponding column in the middle the sport sponsorship measurement tools variable that associated with each particular sport sponsorship objective variable is listed.

**TABLE 8.28 CORRELATION BETWEEN INDIVIDUAL SPORT SPONSORSHIP MEASUREMENT TOOLS AND INDIVIDUAL GUEST HOSPITALITY SPORT SPONSORSHIP OBJECTIVES**

<b>Sport sponsorship variables (V77 - V81)</b>	<b>Correlate with sport sponsorship measurement variable (V82 - V164)</b>	<b><math>r \geq 0.6</math> and <math>p=0.0001</math></b>
<b>GUEST HOSPITALITY-RELATED SPONSORSHIP OBJECTIVES Section 2_5 (V77- V81 IN SECTION 2 OF THE QUESTIONNAIRE)</b>		

Table 8.28 shows that no correlations could be found in the range “moderate to strong” between guest hospitality sport sponsorship objectives and sport sponsorship measurement tools. Sport sponsorship measurement tool variable V144 was expected to correlate with this category of sport sponsorship objectives.



d) Correlating individual sport sponsorship objective variables to sport sponsorship measurement tools from a “*utilisation*”-perspective

The questionnaire required respondents to indicate:

- The importance of different sport sponsorship objectives (V45 to V81) (divided into five distinct categories – broad corporate, product/service/brand, media, sales and guest hospitality - in the five sections 2 of the questionnaire – see Appendix 12); and
- The importance of a range of sport sponsorship measurement tools (V82 to V162) (on the left-hand side of section 3 in the questionnaire – see Appendix 13).

The direct association between all individual variables included in the five categories of sport sponsorship objectives and all the individual variables of sport sponsorship measurement tools (from the utilisation perspective and listed on the right-hand side of section 3 in the questionnaire) was tested by correlation analysis.

As reported under paragraph 8.4.3.1a and 8.4.3.1b, the sport sponsorship objectives were grouped into categories in the questionnaire. A code was assigned for statistical analysis purposes to each category. The broad corporate objectives-category (V45 to V55) is labeled as Section 2\_1, product/brand/service-related objectives-category (V56 to V64) is labeled as Section 2\_2, sales objectives-category (V65 to V 70) is labeled as Section2\_3, the media coverage objectives-category (V71 to V 76) is labeled as Section 2\_4 and the guest hospitality objectives-category (V77 to V81) is labeled as Section 2\_5.

The mean score of all variables of each of the five objective categories (Section 2\_1 to Section 2\_5) was correlated with the mean score (utilisation perspective) of all sport sponsorship measurement tool variables.

The full correlation table is provided as Appendix 16. The main finding is that **NO MODERATE TO STRONG CORRELATION COULD BE FOUND**

**BETWEEN ANY** individual sport sponsorship objectives (Variables V45 to V81) with individual sport sponsorship measurement tools variables from a “utilisation”-perspective (Uneven variables V83, V85, V87,..... to V163). (e.g. no correlation could be found in the range “moderate to strong” (according to the *Rules of Thumb* accepted earlier where  $r \geq 0.60$  and  $p = 0.0001$ ).

This lack of evidence on the association between individual sport sponsorship objectives variables and sport sponsorship measurement tool variables collaborates all earlier findings that local sponsors regard certain measurement tools as being important but they are unable to utilise any to a great extent.

From Appendix 16 a few other general observations can be made:

- The sport sponsorship measurement tool variable (V98 – *Continuity of publicity after the event*) correlated (varying from weak to moderate) with sport sponsorship objective variables in four of the five categories (the only exclusion is the sales related category) – which emphasises the importance that the respondents place on media coverage.
- The sport sponsorship measurement tool variable (V104 – *Pre-event media coverage*) correlated (varying from weak to moderate) with sport sponsorship objective variables in three of the five categories (the only exclusions are the broad corporate and the sales categories) – which also emphasises the importance that the respondents place on media coverage.
- The sport sponsorship measurement tool variable (V162 – *Successful integration between different sponsorships*) correlated (varying from weak to moderate) with sport sponsorship objective variables in all five categories – which emphasises the importance of leveraging the cross-impact of the entire sponsorship involvement.
- The sport sponsorship measurement tool variable (V142 – *Physical exposure of company branding*) correlated (varying from weak to moderate) with sport sponsorship objective variables in four of the five categories (the only exclusion is the product/brand/service related

category) – which emphasises the importance that the respondents place on the corporate logo, signage and corporate image.

- The only correlations between sport sponsorship measurement tool variables from a utilisation perspective that correlated (although all were weak) with sport sponsorship objective variables over the entire range of five categories were: *Viewership demographics* (V95) (Probably LSM and AR's), *target market reach effectiveness* (V103) (probably AR's and awareness tracking), *spectator figures* (V107), *pre-event attitude surveys* (V113) (probably comparing awareness changes), *product trail opportunities* (V135), *product/brand/service awareness* (V137), and *hospitality success* (V145) - which emphasise the need that sponsors have for the development of useful sport sponsorship measurement tools that can be used to measure the effect of the sport sponsorship beyond media coverage and awareness.

The discussion in Section 8.3.4.1c and 8.3.4.1d does not invalidate the acceptance of the hypothesis, H<sub>1</sub>: ***“There is a correlation between the importance of different categories of sponsorship objectives and the importance of different categories of sponsorship measurement tools (as indicated by ASOM-members who sponsor sport)”, or its sub-hypothesis (from a utilisation-perspective).***

*What this discussion does indicate is that there are correlations between the importance of individual sport sponsorship objectives and the importance of individual sport sponsorship measurement tools (as indicated by ASOM-members who sponsor sport). These correlations indicate that ASOM-members tend to use/apply particular sport sponsorship measurement tools (especially those that are media-coverage-related) over the whole range of sport sponsorship objectives.*

The second hypothesis will now receive attention.

**H<sub>2</sub>** There is a correlation between the importance of different sponsorship measurement tools and the utilisation of those tools (as indicated by ASOM-members who sponsor sport).

Table 8.29 lists those sport sponsorship evaluation techniques/tools where the mean scores were  $\geq 4.00$  (the cut-off mean score was arbitrarily chosen by the researcher).

**TABLE 8.29 RANGE OF SPORT SPONSORSHIP EVALUATION TOOLS REGARDED TO BE IMPORTANT (MEAN  $\geq 4.00$ )**

Importance	Use	SPONSORSHIP EVALUATION TOOLS (MEAN $\geq 4.00$ )
V82	V83	TV exposure value ( time x advertising rates for 30 sec)
V84	V85	Radio exposure value (time x advertising rates for 30 sec)
V90	V91	Media reach
V92	V93	Readership demographics (segments, profiles, figures)
V94	V95	Viewership demographics (segments, profiles, figures)
V96	V97	Listenership demographics (segments, profiles, figures)
V102	V103	Target market reach effectiveness
V104	V105	Pre-event media coverage
V120	V121	Increase in sponsors' name recall
V122	V123	Cross impact between sponsorships and sales
V126	V127	Cross impact between sponsorships and public relations
V128	V129	Cross impact between sponsorships and advertising
V132	V133	Measuring customer reaction
V136	V137	Product/brand/service awareness
V142	V143	Physical exposure of company branding
V156	V157	Return on investment in Rand value
V158	V159	Calculating increased business

The questionnaire required respondents to indicate the importance of a range of sponsorship measurement tools and the extent to which sponsors use these tools. The relationship between use and importance was tested by correlation analysis.

A computerised correlation analysis between the different sport sponsorship evaluation variables (V82 to V163 in Section 3 in the questionnaire – see Appendix 13) was conducted at the Information Technology Department at the University of Pretoria. A printout of correlation coefficient tables was supplied to the researcher that contained *inter alia* the correlation coefficients and p-values of the requested correlations between the groups of variables listed in Table 8.23. The corresponding correlations were placed in a matrix to compile

Table 8.30 that illustrates correlation coefficients relating to those tools listed in Table 8.29 (the tools are in numerical order).

**TABLE 8.30 CORRELATION BETWEEN SPORT SPONSORSHIP EVALUATION STATEMENTS**

<b>Variable / statement (importance)</b>	<b>Correlate with variable / statement (use)</b>	<b><i>r</i></b>	<b>p- value</b>
V82 TV exposure value (time x advertising rates for 30 sec) (Importance)	V83 TV exposure value ( time x advertising rates for 30 sec) (Use)	<b>0.66255</b> <b>Moderate</b>	<b>0.0001</b>
V84 Radio exposure value (time x advertising rates for 30 sec) (Importance)	V85 Radio exposure value (time x advertising rates for 30 sec) (Use)	<b>0.62095</b> <b>Moderate</b>	<b>0.0001</b>
V90 Media reach (Importance)	V91 Media reach (Use)	0.16231 None	0.3748
V92 Readership demographics (segments, profiles, figures) (Importance)	V93 Readership demographics (segments, profiles, figures) (Use)	0.49709 Weak	0.0033
V94 Viewership demographics (segments, profiles, figures) (Importance)	V95 Viewership demographics (segments, profiles, figures) (Use)	0.55815 Weak	0.0009
V96 Listenership demographics (segments, profiles, figures) (Importance)	V97 Listenership demographics (segments, profiles, figures) (Use)	0.52519 Weak	0.0017
V102 Target market reach effectiveness (Importance)	V103 Target market reach effectiveness (Use)	0.12897 None	0.4744
V104 Pre-event media coverage (Importance)	V105 Pre-event media coverage (Use)	0.52850 Weak	0.0013
V120 Increase in sponsors' name recall (Importance)	V121 Increase in sponsors' name recall (Use)	0.49512 Weak	0.0034
V122 Cross impact between sponsorships and sales (Importance)	V123 Cross impact between sponsorships and sales (Use)	0.27639 Very weak	0.4321
V126 Cross impact between sponsorships and public relations (Importance)	V127 Cross impact between sponsorships and public relations (Use)	<b>0.82227</b> <b>Strong</b>	<b>0.0001</b>
V132 Measuring customer reaction (Importance)	V133 Measuring customer reaction (Use)	0.19365 None	0.2802
V136 Product/brand/service awareness (Importance)	V137 Product/brand/service awareness (Use)	0.38074 Very weak	0.0346
V142 Physical exposure of company branding (Importance)	V143 Physical exposure of company branding (Use)	0.62289	0.0001
V156 Return on investment in Rand value (Importance)	V157 Return on investment in Rand value (Use)	0.35365 Very weak	0.0471
V158 Calculating increased business (Importance)	V159 Calculating increased business (Use)	-0.12591 None	0.5073

**( $r \geq 0.81$  and  $p=0.0001$  is regarded as strong)**

From Table 8.30 the following can be observed:

- i) Only one strong correlation emerged.

V126 *Cross impact between sponsorships and public relations (Importance)* with

V127 *Cross impact between sponsorships and public relations (Use)*,  
where  $r = 0.82227$  and  $p = 0.0001$ ;

- ii) Two correlations were moderately strong ( $r > 0.6$  and  $p = 0.001$ ).

V82 *TV exposure value (time x advertising rates for 30 sec) (Importance)* with;

V83 *TV exposure value (time x advertising rates for 30 sec) (Use)*;  
where  $r = 0.66255$  and  $p = 0.0001$ ;

and

V84 *Radio exposure value (time x advertising rates for 30 sec) (Importance)* with;

V85 *Radio exposure value (time x advertising rates for 30 sec) (Use)*;  
where  $r = 0.62095$  and  $p = 0.0001$ .

This finding should be compared to Table 8.8 and Table 8.9 that illustrated the difference between importance and use of sponsorship evaluation tools. It is surmised that ASOM-members find it difficult to associate (or apply) the importance of sponsorship measurement tools to the level of use of those tools. There seems to be some correlation between importance and use of existing media measurement tools (especially television and radio coverage measurement).

**The hypothesis  $H_2$ , namely “There is a correlation between the importance of different sponsorship measurement tools and the utilisation of those tools (as indicated by ASOM-members who sponsor sport)” is accepted** because ASOM-members who sponsor sport do indicate some correlation between those sport sponsorship evaluation tools regarded to be important and the level of utilisation of those tools.

The third hypothesis will now receive attention.

**H<sub>3</sub>** There is a correlation between the importance of the different variables of the marketing communication mix that can be integrated into the sport sponsorship programmes (as indicated by ASOM-members who sponsor sport).

The importance of a number of marketing communication variables, as indicated by the respondents, will be measured to determine their relationship to each other.

A matrix was compiled by listing those statements on integrating marketing communication variables (V28 to 44 in Section 1 of the questionnaire - see Appendix 11). Table 8.31 illustrates which statements are regarded to demonstrate the importance of integrating marketing communication variables into sponsorships. A code ranging from T3\_1 to T3\_7 was assigned to each set of variables:

- T3\_1 is the set of “corporate public relations” statements (V36, V44) on integrating marketing communication variables into sponsorships;
- T3\_2 is the set of “marketing public relations” statements (V32, V37) on integrating marketing communication variables into sponsorships;
- T3\_3 is the set of “advertising” statements (V28, V29, V30, V31) on integrating marketing communication variables into sponsorships;
- T3\_4 is the set of “sales promotion” statements (V38, V39, V40, V41) on integrating marketing communication variables into sponsorships;
- T3\_5 is the set of “personal selling” statements (V35, V43) on integrating marketing communication variables into sponsorships;
- T3\_6 is the set of “promotional licensing” statements (V41) on integrating marketing communication variables into sponsorships; and
- T3\_7 is the set of “direct marketing” statements (V33, V34) on integrating marketing communication variables into sponsorships;

**TABLE 8.31 INTEGRATING MARKETING COMMUNICATION INTO SPORT SPONSORSHIPS**

Variable	Corporate public relations	Marketing public relations	Advertising	Sales promotion	Personal selling	Promotional licensing	Direct marketing
Statements on integrating marketing communication variables into sponsorships	V36, V44	V32, V37	V28, V29, V30, V31	V38, V39, V40, V42,	V35, V43	V41	V33, V34
Code	T3_1	T3_2	T3_3	T3_4	T3_5	T3_6	T3_7

These statements (V) are in section 1.3 of the questionnaire (Appendix 11) where respondents had to indicate their opinion on the importance of integrating certain marketing communication variables into their sponsorships.

No research reports could be found that indicate whether any relationships exist between marketing communication mix variables that are integrated into sport sponsorship programmes. The researcher arbitrarily compiled the range of groups of statements T3\_1 to T3\_5. Every group contains a number of statements that was expected to correlate with the variable listed in the top row of the table (these variables were identified in Chapter 3 as being important in a sport-related marketing communication mix and was subsequently included in Framework 1 (Figure 5.1 and Figure 8.1) and Framework 2 (Figure 5.4 and Figure 8.2).

Table 8.32 illustrates which sport sponsorship measurement tools (even V-numbers indicate an *importance*-perspective and uneven V-numbers indicate a *utilisation*-perspective) were regarded to be significant in indicating the leverage effect of integrating marketing communication variables into sponsorships. These statements are from section 3 of the questionnaire where respondents had to express their opinion on the importance of specific



tools to measure sponsorship effectiveness. The statements were arbitrarily grouped together by the researcher.

**TABLE 8.32            MARKETING COMMUNICATION VARIABLES AND ASSOCIATED SPORT SPONSORSHIP MEASUREMENT TOOLS**

	Corporate public relations	Marketing public relations	Advertising	Sales promotion	Personal selling	Promotional licensing	Direct marketing
<b>Importance of the particular measurement tool</b>	V98, V112, V114, V118, V120, V126	V86, V104, V116	V82, V84, V88, V90, V92, V94, V96, V100, V128	V124	V122	V138	V130
<b>Code</b>	<b>IT2_1</b>	<b>IT2_2</b>	<b>IT2_3</b>	<b>IT2_4</b>	<b>IT2_5</b>	<b>IT2_6</b>	<b>IT2_7</b>
<b>Use of the particular measurement tool</b>	V99, V113, V115, V119, V121, V127	V87, V105, V117	V83, V85, V89, V91, V93, V95, V97, V101, V129	V125	V123	V139	V131
<b>Code</b>	<b>UT2_1</b>	<b>UT2_2</b>	<b>UT2_3</b>	<b>UT2_4</b>	<b>UT2_5</b>	<b>UT2_6</b>	<b>UT2_7</b>

The range of sport sponsorship measurement tools were grouped together and a code was assigned to each group:

- IT2\_1 (from an **importance**-perspective) and UT2\_1 (from a **utilisation**-perspective) are the sets of sport sponsorship measurements tools that were expected to associate with “corporate public relations” statements;
- IT2\_2 (from an **importance**-perspective) and UT2\_2 (from a **utilisation**-perspective) are the sets of sport sponsorship measurements tools that were expected to associate with “marketing public relations” statements;
- IT2\_3 (from an **importance**-perspective) and UT2\_3 (from a **utilisation**-perspective) are the sets of sport sponsorship measurements tools that were expected to associate with “advertising” statements;
- IT2\_4 (from an **importance**-perspective) and UT2\_1 (from a **utilisation**-perspective) are the sets of sport sponsorship measurements tools that were expected to associate with “sales promotion” statements;

- IT2\_5 (from an *importance*-perspective) and UT2\_5 (from a *utilisation*-perspective) are the sets of sport sponsorship measurements tools that were expected to associate with “personal selling” statements;
- IT2\_6 (from an *importance*-perspective) and UT2\_6 (from a *utilisation*-perspective) are the sets of sport sponsorship measurements tools that were expected to associate with “promotional licensing” statements; and
- IT2\_7 (from an *importance*-perspective) and UT2\_7 (from a *utilisation*-perspective) are the sets of sport sponsorship measurements tools that were expected to associate with “direct marketing” statements;

The researcher assumed that the range of statements (IT2\_1 to IT2\_7) would correlate with the relevant marketing communication mix variable (From corporate public relations to direct marketing) in the top row of the table. A particular set of measurement tools (from the importance perspective as depicted in the left-hand side of section 3 of the questionnaire - Appendix 13) is included in each series of variables (IT2\_1 to IT2\_7).

IT2\_1 for example consists of the measurement tool variables (V98, V112, V114, V118, V120, V126) from an “importance”-perspective. A particular set of measurement tools (from the utility perspective as depicted in the right-hand side of section 3 of the questionnaire) is included in each series of variables (UT2\_1 to UT2\_7).

UT2\_1 includes the same variables as IT2\_1 but from a “utilisation”-perspective. IT2\_1 and UT2\_1 for example were expected to associate with the statements on the marketing communication variable “corporate public relations” (T3\_1) and IT2\_7 and UT2\_7 was expected to associate with the statements on “direct marketing” (T3\_7). The aim was to examine possible correlations between integrating marketing communication variables and measuring the effectiveness of such integration.

**A major assumption is made here: Such measurable integration would indicate that a leverage effect is sought in sponsorship decision-making.**

In the absence of specific measurement tools that can be associated with specific marketing communication variables a general correlation analysis was conducted. It must be noted that a ***correlation cannot indicate the scope of the leverage effect but only the existence of an association or relationship between the importance of integrating specific variables and measuring the (leverage) effect of such integration by using specific measurement tools.***

A computerised correlation analysis was conducted at the Information Technology Department at the University of Pretoria. A print-out of correlation coefficient tables was supplied to the researcher which contained *inter alia* the correlation coefficients and p-values of the requested correlations between the groups of variables listed in Table 8.32 from an ***importance***-perspective.

The correlations were placed in a matrix to compile Table 8.33 that indicates the correlation between the importance of integrating marketing communication variables into sponsorships and the measurement tools variables (the ***importance*** range of variables) expected to measure the leverage effect of the integration.

**TABLE 8.33 CORRELATION BETWEEN INTEGRATING MARKETING COMMUNICATION VARIABLES AND MEASURING THE LEVERAGE EFFECT (IMPORTANCE VARIABLES)**

Range	T3_1	T3_2	T3_3	T3_4	T3_5	T3_6	T3_7
Range	IT2_1	IT2_2	IT2_3	IT2_4	IT2_5	IT2_6	IT2_7
<b>r</b>	0.34327 Very weak	0.50771 Weak	0.47057 Weak	0.43996 Weak	0.17590 None	0.33187 Very weak	0.22943 Very weak
<b>p</b>	0.0280	0.0007	0.0019	0.0045	0.2713	0.0448	0.1659

Some degree of correlation is evident. The strongest correlation is between T3\_2 (Statements on marketing public relations) and IT2\_2 (the importance of measurement tools: *Publicity* (V86), *Pre-event media coverage* (V104), and *Product awareness* (V116)). The second strongest correlation is between T3\_3 (Advertising) and IT2\_3 (a range of measurement tools that cover media coverage and media measurement).

The hypothesis  $H_3$ , namely “There is a correlation between the importance of the different variables of the marketing communication mix that can be integrated into the sport sponsorship programmes (as indicated by ASOM-members who sponsor sport)” **is accepted** because a degree of correlation (in Table 8.33) is evident between the range of measurement tools (IT2\_1 to IT 2\_7) and the range of statements on the integration of marketing communication variables (T3\_1 to T3\_7).

The computerised correlation analysis conducted at the Information Technology Department at the University of Pretoria was also used to compile Table 8.34. The correlation coefficient tables supplied to the researcher which contained *inter alia* the correlation coefficients and p-values of the requested correlations between the groups of variables listed in Table 8.32 from a **utilisation**-perspective were placed in a matrix to compile Table 8.34.

This Table shows the correlation between the importance of integrating marketing communication variables into sponsorships and the measurement tools variables (from a **utilisation** perspective).

**TABLE 8.34 CORRELATION BETWEEN INTEGRATING MARKETING COMMUNICATION VARIABLES AND MEASURING THE LEVERAGE EFFECT (UTILISATION OR USE VARIABLES)**

Range	T3_1	T3_2	T3_3	T3_4	T3_5	T3_6	T3_7
Range	UT2_1	UT2_2	UT2_3	UT2_4	UT2_5	UT2_6	UT2_7
<i>r</i>	0.28213 Very weak	0.22736 Very weak	0.45521 Weak	0.37728 Very weak	-0.7378 None	0.16023 None	0.01556 None
<i>p</i>	0.1060	0.1960	0.0053	0.0304	0.6832	0.4154	0.9338

Some degree of correlation is again evident between T3\_2 (Statements on marketing public relations) and UT2\_2 (the use of measurement tools: *Publicity* (V86), *Pre-event media coverage* (V104), and *Product awareness* (V116)). It can be concluded that a further analysis is required to determine which measurement tools can be associated with the integration of different marketing communication variables to measure the leverage effect of such integration.

A possible sub-hypothesis for H<sub>3</sub> (similar to the sub-hypothesis formulated for the H<sub>1</sub>-hypothesis) could also have been formulated: “**There is a correlation between the use of the different variables of the marketing communication mix that can be integrated into the sport sponsorship programmes (as indicated by ASOM-members who sponsor sport)**”. This sub-hypothesis could not be accepted because hardly any degree of correlation is evident between the range of measurement tools (UT2\_1 to UT 2\_7) and the range of statements on the integration of marketing communication variables (T3\_1 to T3\_7) (Table 8.34). Five of the seven p-values in Table 8.34 are >0.05 and exceed the  $\alpha$ -value accepted earlier. This finding again highlights the problem identified earlier in the chapter - that of the difference in importance and use of sport sponsorship measurement tools.

The fourth hypothesis will now receive attention.

**H<sub>4</sub>** There is a correlation between the importance of the cross-impact of the different marketing communication mix variables that can be integrated into the sport sponsorship programmes (as indicated by ASOM-members who sponsor sport).

In Chapter 5 it was suggested that a possible cross-impact matrix between the different variables of the marketing communication mix: (Corporate public relations, marketing public relations, sales promotion, personal selling, promotional licensing and direct marketing) should be compiled. Such a cross-impact might indicate some associations between the integration of the different variables in creating a possible leverage-effect.

This hypothesis therefore covers the association between integrating the different marketing communication variables (that ASOM-members use in their sponsorships).

The following statements in Section 3 of the questionnaire were correlated individually with each of the sport sponsorship measurement tools listed in the questionnaire:

- *Cross-impact between sponsorships and advertising (V128);*
- *Cross-impact between sponsorships and sales (V122);*
- *Cross-impact between sponsorships and public relations (V126);*
- *Cross-impact between sponsorships and sales promotion (V124); and*
- *Cross-impact between sponsorships and direct marketing (V130).*

*No distinction was made between corporate and marketing public relations and a statement on the cross-impact between sponsorships and promotional licensing was not included in the final questionnaire.*

The cross-impact of each of these variables with all the other individual sport sponsorship measurement tools was tested by correlation analysis. The computerised correlation analysis done by the Department of Information Technology at the University of Pretoria provided a matrix of associations that were used to compile Table 8.35 contains the eventual correlations and shows

possible associations (cross-impact) between the different marketing communication mix variables (see Appendix 9).

**TABLE 8.35 POSSIBLE ASSOCIATIONS BETWEEN THE DIFFERENT VARIABLES OF THE MARKETING COMMUNICATION MIX**

Variable / statement		Correlate with variable / statement		<i>r</i>	p-value
V116	Time-trend analyses of product awareness (Importance)	V122	Cross impact between sponsorships and sales (Importance)	0.74917	0.0001
V117	Time-trend analyses of product awareness (Use)	V123	Cross impact between sponsorships and sales (Use)	0.68961	0.0001
V117	Time-trend analyses of product awareness (Use)	V125	Cross impact between sponsorships and sales promotion (Use)	0.69232	0.0001
V119	Time-trend analyses of corporate image enhancement (Use)	V129	Cross impact between sponsorships and advertising (Use)	0.62871	0.0002
V121	Increase in sponsors' name recall (Use)	V129	Cross impact between sponsorships and advertising (Use)	0.65701	0.0001
V122	Cross impact between sponsorships and sales (Importance)	V124	Cross impact between sponsorships and sales promotion (Importance)	0.79328	0.0001
V122	Cross impact between sponsorships and sales (Importance)	V128	Cross impact between sponsorships and advertising (Importance)	0.60224	0.0001
V122	Cross impact between sponsorships and sales (Importance)	V158	Return on investment in Rand value (Importance)	0.61166	0.0001
V123	Cross impact between sponsorships and sales (Use)	V125	Cross impact between sponsorships and sales promotion (Use)	0.85180	0.0001
V124	Cross impact between sponsorships and sales promotion (Importance)	V126	Cross impact between sponsorships and public relations (Importance)	0.66421	0.0001

V124	Cross impact between sponsorships and sales promotion (Importance)	V128	Cross impact between sponsorships and advertising (Importance)	0.66811	0.0001
V126	Cross impact between sponsorships and public relations (Importance)	V128	Cross impact between sponsorships and advertising (Importance)	0.82227	0.0001
V126	Cross impact between sponsorships and public relations (Importance)	V130	Cross impact between sponsorships and direct marketing (Importance)	0.65966	0.0001
V126	Cross impact between sponsorships and public relations (Importance)	V162	Successful integration between different sponsorships (Importance)	0.66011	0.0001
V127	Cross impact between sponsorships and public relations (Use)	V131	Cross impact between sponsorships and direct marketing (Use)	0.60951	0.0002
V127	Cross impact between sponsorships and public relations (Use)	V145	Hospitality success (Use)	0.68942	0.0001
V128	Cross impact between sponsorships and advertising (Importance)	V130	Cross impact between sponsorships and direct marketing (Importance)	0.77448	0.0001
V128	Cross impact between sponsorships and advertising (Importance)	V162	Successful integration between different sponsorships (Importance)	0.62001	0.0001
V129	Cross impact between sponsorships and advertising (Use)	V131	Cross impact between sponsorships and direct marketing (Use)	0.65370	0.0001

*0.6 ≤ r ≤ 0.80 indicate moderate and r ≥ 0.81 indicate strong correlations.*

The strong to moderate correlations evident in Table 8.35 were placed in a matrix to compile Table 8.36 that demonstrates evidence that moderate and strong correlations exist between sport sponsorship and certain marketing communication variables.



**TABLE 8.36 CROSS-IMPACT BETWEEN DIFFERENT MARKETING COMMUNICATION VARIABLES IN SPORT SPONSORSHIPS**

<b>CROSS-IMPACT BETWEEN</b>	<b>X-IMPACT BETWEEN SPONSORSHIP AND PUBLIC RELATIONS</b>	<b>X-IMPACT BETWEEN SPONSORSHIP AND ADVERTISING</b>	<b>X-IMPACT BETWEEN SPONSORSHIP AND SALES PROMOTION</b>
<b>X-IMPACT BETWEEN SPONSORSHIP AND PUBLIC RELATIONS</b>			
<b>X-IMPACT BETWEEN SPONSORSHIP AND ADVERTISING</b>	The importance of <i>0.82227</i> <b>Strong</b>		
<b>X-IMPACT BETWEEN SPONSORSHIP AND SALES PROMOTION</b>	The importance of <i>0.66421</i> <b>Moderate</b>	The importance of <i>0.66811</i> <b>Moderate</b>	
<b>X-IMPACT BETWEEN SPONSORSHIP AND SALES</b>		The importance of <i>0.60224</i> <b>Moderate</b>	The importance of <i>0.79328</i> <b>Moderate</b>  The use of <i>0.85180</i> <b>Strong</b>
<b>X-IMPACT BETWEEN SPONSORSHIP AND DIRECT MARKETING</b>	The importance of <i>0.65966</i> <b>Moderate</b>  The use of <i>0.60951</i> <b>Moderate</b>	The importance of <i>0.77448</i> <b>Moderate</b>  The use of <i>0.65370</i> <b>Moderate</b>	

***A moderate to strong correlation exists where  $r \geq 0.6000$  and  $p = 0.0001$***

Table 8.36 shows moderate to strong correlations between:

- The cross-impact between Public relations and Advertising, Public relations and Sales promotion and Public relations and Direct marketing in sport sponsorships.
- The cross-impact between Advertising and Sales promotion, Advertising and Sales, and Advertising and Direct marketing.
- The cross-impact between Sales promotion and Sales.

It can be concluded that public relations, advertising and sales promotion activities are regarded as important in creating a cross-impact in sport sponsorships.

Results from Table 8.35, that indicate moderate to strong correlations between statements on the cross-impact between sponsorship and various marketing communication variables and individual sport sponsorship measurement tools were placed in a matrix to create Table 8.37.

**TABLE 8.37 CROSS-IMPACT BETWEEN DIFFERENT MARKETING COMMUNICATION VARIABLES AND MEASUREMENT TOOLS**

<b>CROSS-IMPACT</b>	<b>X-impact Sponsorship and sales</b>	<b>X-impact SP and advertising</b>	<b>X-impact between Sponsorship and Public relations</b>
<b>Corporate and Marketing Public relations</b>			Successful integration between different sponsorships (Importance) <i>0.66011</i> <b>Moderate</b>  Hospitality success (Use) <i>0.68942</i> <b>Moderate</b>
<b>Advertising</b>		Time-trend analyses of corporate image enhancement (Use) <i>0.62871</i> <b>Moderate</b>  Increase in sponsors' name recall (Use) <i>0.65701</i> <b>Moderate</b>  Successful integration between different sponsorships (Importance) <i>0.62001</i> <b>Moderate</b>	
<b>Sales promotion</b>	Time-trend analyses of product awareness (Use) <i>0.69232</i> <b>Moderate</b>		
<b>Personal selling / sales</b>	Time-trend analyses of product awareness (Importance) <i>0.74917</i> <b>Moderate</b>  Return on investment in Rand value (Importance) <i>0.61166</i> <b>Moderate</b>		

***A moderate to strong correlation exist where  $r \geq 0.6000$  and  $p = 0.0001$***

After analysing the contents of this table the following conclusions concerning the cross-impact between different marketing communication variables and the sport sponsorship measurement tools that may be associated with measuring the effect of the cross-impact are:

- The cross-impact between sponsorship and public relations indicates an association with the importance of the successful integration between different sponsorships, and the use of a measurement tool to measure hospitality success.
- The cross-impact between sponsorship and advertising indicates an association with the use of time-trend analyses of corporate image enhancement as a measurement tool, the use of the increase in sponsors' name recall, and the importance of the successful integration between different sponsorships.
- The cross-impact between sponsorship and sales promotion indicates an association with the use of time-trend analyses of product awareness as a measurement tool.
- The cross-impact between sponsorship and personal selling/sales indicates an association with the importance of Time-trend analyses of product awareness as a measurement tool and the importance of Return on investment in Rand value.

Table 8.36 and Table 8.37 indicate that evidence was found of **moderate** cross-impact correlations between sponsorship and certain marketing communication variables and certain sponsorship measurement tools.

***The hypothesis  $H_4$ , namely “There is a correlation between the importance of the cross-impact of the different marketing communication mix variables that can be integrated into the sport sponsorship programmes (as indicated by ASOM-members who sponsor sport)”, is accepted.***

At the start of this section the following question was asked:

Do ASOM-members who sponsor sport indicate similar relationships between sponsorship objectives, integration of marketing communication variables and sponsorship evaluation as those relationships indicated by Framework 2 (Figure 8.2)?

***After accepting hypotheses  $H_1$  to  $H_4$  it is concluded that:***

***ASOM-members who sponsor sport indicate similar relationships (although weak) between sponsorship objectives, integration of marketing communication variables and sponsorship evaluation as those relationships depicted by Framework 2 (Figure 8.2).***

#### 8.4.4 Summary of main findings

The main findings of the descriptive statistical analysis can be summarised as follows:

a) Sponsorship management

Statements on objectives and measurement were regarded as very important. These two aspects were discussed in the literature review and subsequently included in Framework 1 (Figure 8.1).

There is some indication that sport sponsorship tends to be regarded more as a communication (perhaps marketing communication) activity than a marketing activity.

b) Management tasks

More than half (54%) of a sponsorship manager's time is devoted to sponsorship planning, integrating other marketing communication areas into sponsorship programmes, and creating and finalising sponsorship deals. There is some indication that sponsorship managers are spending little time

on environmental scanning (attending events, scanning competitive sponsorship activities and providing consulting services to sponsees).

c) Sponsee analysis

Opinions expressed indicate that respondents place a high premium on the professionalism and business sense of the sponsees.

d) Budgeting

Sport sponsorship spending tends to contribute a higher percentage when it is part of the communication budget than when it is part of the marketing budget. Ratio of sport sponsorship spending compared to other forms of sponsorship (arts, environment and philanthropic) is close to 1:1.

e) Audiences

The respondents indicate an important bias towards existing and potential customers and place a lower emphasis on staff.

f) Sponsorship objectives

It was deduced that the respondents are more inclined to regard media- AND product/brand/service-related sport sponsorship objectives as being very important.

g) Marketing and communication management

A number of variables *inter alia* concerning sales promotions, personal selling, and direct marketing are not regarded as important - it might indicate that they are not often used. The most important variables seem to cover corporate image, branding and public relations.

h) Cross-impact, tie-ins and leverage

The analysis may indicate that sponsors are not measuring the cross-impact between the sponsorship and the following marketing communication variables: direct marketing; sales promotion; sales (personal selling); and public relations.

i) Sponsorship evaluation

The analysis indicate that there are substantial differences between the importance and the utilisation of certain measurement tools which are assumed to be caused by the lack of measurement procedures pertaining to these particular measurement tools. The differences also emphasise conceptualisation problems. If a measurement tool is often used it does not necessarily indicate that the particular tool is effective in measuring sponsorship effectiveness.

j) Linking objectives to measurement

Respondents indicate a tendency towards setting objectives that are more easily measured (either by themselves, advertising/sponsorship or media agencies) or through existing measurement techniques or tools. These tools are also used to measure effects in other areas of marketing communication such as advertising and publicity. The respondents are also more inclined to use media tools to measure the effectiveness of their sponsorships.

k) The main findings of the analysis of Framework 1 (Figure 8.1) can be summarised as follows:

A descriptive statistical analysis on questionnaires, returned by ASOM-members who sponsor sport, indicated that Framework 1 (Figure 8.1) applies to their sport sponsorship decision-making. The main finding is that there are substantial differences between the importance, and the utilisation of certain sport sponsorship evaluation tools. These differences may indicate that the

level of utilisation of measurement tools relates to ease of use or how familiar they are with the tool. Media measurement tools seem to be favoured.

- l) The main findings of the analysis of Framework 2 (Figure 8.2) can be summarised as follows:

A qualitative analysis of the contents of the 1999 and 2000 Raptor Award entry forms indicate that Framework 2 (Figure 8.2) applies to their sport sponsorship decision-making. The main findings are that the respondents indicate a tendency toward setting objectives that address corporate image, media and awareness. Sponsorship audiences are not specified in their written objectives, leverage opportunities are actively sought and media and awareness measurement tools dominate.

Other qualitative evidence indicates that relationships between sport sponsorship objectives, audiences, marketing communication variables and evaluation exist but that objectives set are often vague and do not allow for specific measurement. The intended target audiences are not always clearly specified.

A correlation analysis on the responses of ASOM-members indicates that Framework 2 (Figure 8.2) applies to their sport sponsorship decision-making.

## **8.5 Conclusion**

In this chapter the research results and findings were outlined. A descriptive statistical analysis of responses generated by a self-administered questionnaire led to the conclusion that the components of Framework 1 (Figure 8.1) are regarded as important by ASOM-members who sponsors sport. A subsequent correlation analysis of the responses generated by the same questionnaire led to the conclusion that the relationships between sport sponsorship objectives, integration of marketing communication mix elements, and sport sponsorship measurement tools as illustrated by Framework 2 (Figure 8.2) applies to ASOM-members who sponsor sport.

A quantitative analysis of entry form information of the entrants to the 1999 and 2000 Raptor Award Competitions led to the conclusion that Framework 2 (Figure 8.2) also applies to these sponsors.

A summary of findings, conclusions, recommendations and suggestions for future research, and possible limitations to the descriptive statistical testing, qualitative analysis and the correlation analysis will be discussed in Chapter 9.