

CHAPTER 9

CONCLUSIONS, RECOMMENDATIONS AND LIMITATIONS OF THE STUDY

9.1 Introduction

In the previous chapter the research results were discussed. In the final chapter of this thesis the discussion focuses on the main conclusions, recommendations and limitations of this investigation. Final conclusions on factors affecting sport sponsorship decision-making drawn from the research results will also be presented. Recommendations for further research and practical implementation will also be suggested.

A final retrospective evaluation will also be entertained. It will also be established whether the objectives of this thesis, as stated in Chapter 1, were realised.

9.2 Summary of findings, conclusions and recommendations

In this section the main findings reported at the end of Chapter 8 will be discussed to analyse the importance of factors that affect sport sponsorship decision-making in South Africa (pertaining to ASOM-members who sponsor sport and the entrants to the 1999 and 2000 Raptor Award Competitions).

9.2.1 Sport sponsorship management

The ASOM-members regarded objective-setting and measurement of sport sponsorship effectiveness as two of the most important aspects in the management of their sponsorships. In the literature review objective-setting, leverage of the sponsorship through the integration of marketing communication mix variables and the measurement of sport sponsorship effectiveness were highlighted as being important and were subsequently

included as important aspects in Framework 1 (Figure 8.1). The ASOM-members' response confirmed the principle that it is important to link sport sponsorship objectives to the evaluation of the effectiveness of the sport sponsorship.

There is some indication that sport sponsorship tends to be regarded more as a communication (perhaps marketing communication) activity. A general observation from the descriptive analysis of ASOM-members' responses is that, according to the respondents' opinion, assessing how sport sponsorships fit into the product/brand/service plan is more important than how it fits into the overall corporate communication or overall marketing plan. Managerial decision-making therefore seems to focus first on product/brand/service image and awareness and then on broader marketing or communication concerns.

It can be deduced from the main findings of the qualitative analysis of the Raptor Award entries that the entrants set objectives to suit the use of broadly accepted measurement tools. Sponsorship management should devote more time and energy to the development of practices that can properly measure the effectiveness of their sport sponsorships.

9.2.2 Management tasks

The ASOM-members indicated that 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).

Evaluation of sponsorship performance takes up less than 15% of a sponsorship manager's time that might indicate that a major problem area in

sport sponsorship decision-making exists. It is surmised that sport sponsorship managers don't spend enough time on evaluation and are unable to do thorough evaluation, or an external agency does the evaluation on their behalf. This situation also applies to the Raptor Award entrants who clearly indicated that a particular sport marketing research organisation conduct the major share of their sponsorship evaluation.

9.2.3 Sport sponsorship objectives

Discussions on sport sponsorship objectives and sport sponsorship management (9.2.1) may overlap but sport sponsorship objectives will be discussed separately in this section.

It can be deduced that the ASOM-members are more inclined to regard media-, product/brand/service, and corporate image-related sport sponsorship objectives as being important.

It was noted that entrants to the Raptor Award Competitions are inclined to set objectives that are often vague and difficult to quantify or indicate a bias towards setting awareness and media-related objectives. There is also evidence that these sponsors have sponsorship target audiences in mind but that they are not specified by the objectives. A tendency to measure the effectiveness of the sponsorship through awareness and media-related tools also exists.

Both sets of respondents confirmed that they set objectives that fit into the five main categories of sport sponsorship objectives identified in the literature review, namely *broad corporate, product/brand/service, sales, media coverage and guest hospitality*. No clear substantive indication (statement V186 had a mean score of 2.38) was found that the personal motives of top management play a significant part in objective-setting (strong opinions in literature exist that top management influence may still play a part in international sport sponsorship decision-making).

It is suggested that sponsorship managers should set sport sponsorship objectives that:

- are concrete and measurable – merely stating that awareness should increase is not specific enough (the percentage change sought should be stated).
- specify target audience(s) – for example stating that LSM 6 to 8 are main target audiences indicates a lack of focus and poor planning.
- include benchmark measures – the specified target audience's present status concerning response hierarchy variables such as awareness, knowledge, image, attitude, and intentions should be known – only then can the objective state to what degree a change is desired.
- specify a time period – awareness can be changed sooner than achieving repositioning of a brand or corporate image – sponsors who state that repositioning will be successful over a short period of time e.g. three months should rethink their strategy, because repositioning cannot be fully implemented over a few months.

It is also suggested that sponsors should study the categories of sport sponsorship objectives, namely broad corporate, product/brand/service, sales, media coverage, and guest hospitality. It is recommended that the scope of objective-setting should be widened. Corporate communication objectives should be included as a category – some broad corporate objectives such as image enhancement and guest hospitality should be included in this category. The corporate communication category can be further divided into two separate sub-categories, namely corporate public relations and marketing public relations.

This entails that practitioners should familiarise themselves with the differences in the definition, scope and domain of the two sub-categories. Objectives such as brand awareness should be included in the marketing public relations sub-category. This may mean that the product/brand/service category could be shrunk or totally excluded from the set of categories, because the sales-related category exist that can include brand sales or service use expansion (eg. cellular organisations) objectives.

9.2.4 The use of marketing and communication mix variables

Although the leverage effect of integrating marketing communication variables into sponsorship to increase the success of the sponsorship is emphasised, the literature consulted does not really indicate what the conceptualisation of this leverage effect really entails, neither does it provide a clear answer to how this leverage-effect can or should be measured. Because no definitive direction was given in theory P₁₃ was formulated to test whether the respondents indicate that they strive to achieve a leverage effect.

The most important variables used by both sets of respondents seem to cover corporate image, branding and public relations. The importance assigned to these variables confirms the finding that sport sponsorship objectives tend to focus mainly on media coverage and awareness.

A number of variables *inter alia* concerning sales promotions activities, personal selling, and direct marketing are regarded as being of lesser importance by ASOM-members. Raptor Award entrants indicate that they do not often use direct marketing and promotional licensing.

It is recommended that sponsors include in their planning and execution, the use of other marketing communication mix variables and specify the desired cross-impact synergy. The use of database marketing can be used to leverage the impact of other forms of marketing communication. Service organisations such as banks and cellular service providers have customer lists but they (especially Raptor Award entrants) did not really indicate the utilisation of the particulars of their current customers.

9.2.5 Cross-impact, tie-ins and leverage

The analysis of the ASOM-member responses may indicate that sponsors are unable to measure the cross-impact between their sponsorships and the following marketing communication variables: direct marketing; sales

promotion; sales (personal selling); and public relations. This inability points to a major problem. Sponsors do not have the means or access to measurement tools that can measure such cross-impact.

Sponsorship literature emphasises the importance that leverage opportunities should be explored. In other words, the cross-impact effect between the different marketing communication mix variables and sponsorships should contribute to the eventual success of the sport sponsorship. In Chapter 5 it was stated that sponsorship can change consumer behaviour but because of its perceived dependence on media exposure, sponsorship has to be tied-in (create a cross-impact) with other marketing communication variables.

Sponsors should explore how they can leverage the effectiveness of their sponsorships without being too dependent on media coverage – especially those sport sponsors who are involved with sponsees who do not attract major media coverage. Smaller sponsors should therefore focus on how to leverage the effect of their sponsorships by direct contact with their target audiences. Examples would be database marketing, sales promotions and promotional licensing at events.

Linking this argument to the findings observed earlier on the types of sponsorship objectives set by local sponsors, allude to another major problem area. Local sponsorship managers seem to set objectives that tend to focus on media coverage and awareness that do not really reflect a real return on investment. Some Raptor Award entrants mentioned that they follow a seemingly widely accepted general practice, of calculating the value of media coverage (media advertising rates) and then comparing that to the initial sponsorship budget or spend. Some sponsors mentioned that if the value of media coverage exceeds the sponsorship amount then an adequate return on investment was attained.

When sponsorship managers set objectives that aim to measure the cross-impact or leverage effect it appears that hardly any evaluation tool exists that can measure the leverage effect. This leads to the conclusion that sponsors

do not really specify any real leverage effect, apart from stipulating media coverage effects (audience ratings - AR's) and awareness increase ranges (e.g. increase awareness by percentage points).

It is suggested that sponsors endeavour to plan their sport sponsorships and set objectives that address and create measurement opportunities concerning the cross-impact between the integration of different marketing communication variables. The focus should not only be on advertising but on the other marketing communication elements such as corporate and marketing public relations, sales promotion, personal selling, promotional licensing and direct marketing. Proper measurement unfortunately can only be done if sponsorship managers are striving to achieve the maximum value for their sponsorship and through cross-impact effects – and not only rely on media coverage linked to advertising rate calculations.

9.2.6 Sport sponsorship evaluation

An analysis of respondents' views and perceptions indicate a tendency towards using existing measurement techniques or tools that are also used to measure effects in other areas of marketing communication such as advertising and publicity:

- Rand value of publicity expressed in advertising rates.;
- Continuity of publicity after the event.
- Media reach.
- Viewership demographics (segments, profiles, figures).
- Spectator figures.
- Column centimeters in the press.
- Previous sponsorship spend.

Substantial differences, between the importance and the utilisation of certain measurement tools, were assumed to be caused by the lack of access to measurement procedures pertaining to the particular measurement tools listed in the questionnaire. Media measurement tools are favoured and tools to measure cross-impact are least used.

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. It might merely indicate that it is easier to use that particular tool, or the sponsor is more comfortable, or more familiar with the particular tool. Tools that are not often used, might be unfamiliar to most sponsors; are too difficult to use; are too expensive to use; have in the past realised disappointing results, and/or still need to be developed.

The evaluation practices of Raptor Award entrants again confirmed, as already covered in paragraphs 9.2.1 to 9.2.5 that sport sponsorship objectives are set to suit the use of existing evaluation tools.

A major finding is that the range of measurement tools available is not adequate to enable sponsors to clearly and accurately measure the effectiveness of their sponsorships.

It can also be concluded that the evaluation tools to measure sport sponsorship used by Raptor Award entrants, fit into the main categories identified in the literature (*Behavioural measures, Recognition, recall & awareness, Media audits, Image and attitude, and Brand/service/ product effects*) identified in the literature review. The first category, namely "*Behavioural measures*" seems to be the most difficult one to address. It was previously recommended that sponsors should set objectives that specify audiences and also indicate the desired behavioural change sought. When sponsors start setting their objectives in terms of measurable and target specific benchmarks the use or development of behavioural measurement practices will increase. The real return (or non-return?) on sponsorship investment may then be calculated.

More research is particularly needed on exact measures to evaluate sport sponsorship performance. The apparent emphasis on measuring awareness does not add value in terms of whether the sponsorship will increase

measurable marketing effects such as sales. The approach of calculating media coverage and then converting it into equivalent advertising rates is also a matter of conjecture whether such a conversion really indicates a return on investment compared to the sponsorship spend.

It is generally recommended that more discussion should be generated on alternative tools or techniques that can be used to measure sponsorship performance. It is suggested that the spotlight should be placed on measuring the effects of the sport sponsorship. The following **effects** can serve as initial focus areas (an example or application is offered in brackets):

- Brand - (increase preference for the sponsor's brand).;
- Sales - (increase sales).
- Stimuli - (arousal, involvement and pleasure).
- Recall - (*inter alia* increase recall of sponsor's name, logo, slogan).
- Image - (enhance corporate image).
- Positioning - (position new sponsor's involvement).
- Media - (quantity and quality of publicity generated).
- Awareness - (increase sponsorship awareness).
- Relationship - (increase in relationship-building among selected stakeholders).
- Association - (associate sponsor with friendliness, goodness or closeness to community).
- Attitude - (attitude towards sponsee).
- Integrated marketing communication - (ability to integrate a selection of marketing communication mix variables and measuring the effect on each).
- Recognition - (familiarity tracking).

Discussion documents, workshops and conferences should be held to increase the body of knowledge on sport sponsorship in general, but on sport sponsorship evaluation in particular. The *ASOM Sponsorship Guidelines* could play a vital role in the dissemination of information and future editions should include expanded coverage on evaluation tools and techniques such as return

on investment, measures of exposure, awareness, image, sales effectiveness and guest hospitality.

9.2.7 Sponsee analysis

Opinions expressed indicate that respondents place a high premium on the professionalism and business sense of the sponsees. The involvement in a sponsorship is dependent on, perhaps not directly stated, the behaviour of the sponsees which should not negatively affect the image of the sponsor. The emphasis placed by sponsors on media, image and awareness objectives and related measurement underscores the need for ensuring that sponsees should be carefully analysed.

It is suggested that a national study, to the benefit of the entire sponsorship community, should be conducted that will determine the current status concerning the marketing orientation of sport bodies and codes. If a sporting code enhances its marketing orientation sponsors might just reap benefits from increased media coverage, spectator support, and the more professional behaviour of the officials (this correlation is unproven).

9.2.8 Budgeting

The responses from ASOM-members on sport sponsorship spending indicate that it 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.

No conclusive evidence could be found from assessing ASOM-members' responses concerning the leverage ratio between direct sponsorship spending and indirect sponsorship spending because of a poor return in section 5 of the questionnaire. Suffices to say that commentators state that at least R1 to R2 should be spend on supporting the sport sponsorship for every R1 allocated in the direct sport sponsorship budget.

9.2.9 Sport sponsorship audiences

The respondents indicate an important bias towards existing and potential customers and place a lower emphasis on staff. It was alluded to in earlier sections, and it is recommended, that sponsors should devote more time to address the relationship marketing strategy and focus of their sponsorship efforts. If current customers are so important, sponsors should answer why marketing communication mix variables that can specifically be aimed at current customers are not used more often! The focus seems to be on customer acquisition and therefore perhaps the reason for the emphasis on especially television coverage.

It is also recommended that staff should be seen as important stakeholders. Expansive sponsorship spending without parallel communication addressed at employees (who compare sponsorship spending to salary level changes) and customers (who compare sponsorship spending to price levels changes) can seriously harm the image of the sponsor.

9.2.10 Analysis of Framework 1 (Figures 5.1 and 8.1)

A descriptive statistical analysis of the ASOM-members' responses indicated that Framework 1 applies to their sport sponsorship decision-making.

The subsequent acceptance of a number of research propositions led to the conclusion that Framework 1 outlines the factors that affect their sport sponsorship decision-making.

These factors can be summarised as follows:

- Sport sponsorship management is based on setting objectives and measuring effectiveness.

- Certain marketing communication variables such as sales promotions, direct marketing and personal selling are not used as extensively as advertising.
- Sport sponsorship objectives set, indicate a tendency towards media coverage and product/brand/service effects.
- There are substantial differences between the perceived importance of, 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 familiarity with the tool.
- The respondents indicate a tendency towards using measurement tools that are currently used to measure effects in other areas of marketing communication such as advertising and publicity.
- The opinions expressed by the respondents suggest that they place a high premium on the professionalism and business sense of sponsees.
- The respondents display a bias towards existing and potential customers.
- The ratio between sport sponsorship spending and other forms of sponsorship (arts, environment and philanthropic) is close to 1:1.
- Sponsorship managers do not devote as much time to environmental scanning and evaluation as they do to sponsorship planning, managing marketing communication activities and creating sponsorship deals.

9.2.11 Analysis of Framework 2 (Figures 5.4 and 8.2)

The qualitative analysis of the contents of the 1999 and 2000 Raptor Award entry forms and the subsequent acceptance of a number of research propositions confirmed that Framework 2 could be applied to the 43 sponsors who entered the 1999 and 2000 Raptor Award Competitions.

The qualitative evidence from the information supplied on the 1999 and 2000 Raptor Award entry forms indicated that these respondents focus on certain sport sponsorship objectives, audiences, marketing communication variables and evaluation tools used to measure the effectiveness of their sponsorships.

It was therefore concluded that Framework 2 illustrates relationships exist between the factors that affect the sport sponsorship decision-making of Raptor Award entrants. Based on the information supplied on their entry forms, these factors can be summarised as follows:

- The respondents indicate a tendency toward setting corporate image, media and awareness objectives.
- Leverage opportunities are actively sought.
- Media and awareness measurement tools dominate.
- Linkages are sought between sport sponsorship objectives, audiences, the integration of marketing communication variables and the evaluation of sport sponsorships; but objectives set are often vague and do not allow for specific measurement.
- When objectives are clearly specified they tend to focus on media coverage and awareness changes - with a related use of evaluation tools to measure media coverage and awareness changes.
- There is a tendency not to specify the intended target audiences in their written objectives.

The correlation analysis confirmed that ASOM-members who sponsor sport indicate similar relationships (or associations), although weak, between sponsorship objectives, integration of marketing communication variables and sponsorship evaluation than those relationships illustrated in the second framework.

The acceptance of the four research hypotheses confirmed that this framework could also be applied to ASOM-members who sponsor sport. Emphasis was placed on the fact that the hypotheses had a correlational element that warranted the calculation of subsequent correlation coefficients. It can be concluded that Framework 2 is a reflection of factors that affect the sport sponsorship decision-making of ASOM-members who sponsor sport.

9.3 Limitations of this study AND subsequent recommendations AND suggestions

As previously stated this study is at most an exploratory investigation into factors that affect sport sponsorship decision-making in South Africa. Specific limitations exist in the literature review section (Chapters 2 to 5) as well as the empirical investigation chapters (Chapters 6 to 8).

9.3.1 Literature review

The split between corporate public relations and marketing public relations was discussed in the theoretical chapters but the inclusion of both terms in the frameworks might not have been sensible given the perception that sponsorship practitioners would perhaps not agree on the differentiation or are unable to differentiate between the two. In some academic circles differences of opinion also exist.

The debate on leverage, cross-impact and tie-ins is not extensive enough. More discussion is needed on how the cross-impact effect between the integration of marketing communication mix variables can create a leverage effect and how this leverage effect can be measured.

The categories of sport sponsorship evaluation tools may be questioned and needs further theoretical development. It is concluded that these frameworks are useful and did serve the purpose of providing a framework for the research design and methodology.

A concern expressed in the literature review (Chapters 1, 2 and 3) is that sport marketing and sport sponsorship as theoretical constructs are not getting enough attention. It is recommended that a Chair in Sport Marketing should be instituted at a tertiary institution and preferably in a management faculty and not in a Human Movement Department. Such a Chair should be instituted in a Department that offers marketing and communication courses. It is also suggested that copies of the most important sport marketing textbooks, as

mentioned in the literature review chapters, should be included in the management and/or marketing text collections at the libraries of tertiary education institutions.

Sponsorship managers should study, *inter alia*: the variables that could be included in the sport marketing mix and in particular the application of the traditional marketing Ps to a sport marketing mix; the inclusion of sponsorship as a variable in the marketing communication mix by marketing and marketing communication text books; and last but not least the inclusion of content on sport marketing as an application field of marketing in basic marketing text books.

It is finally concluded that this study managed to explore the theoretical construct of sport sponsorship as a variable in the marketing communication mix. Sponsorship, and in particular sport sponsorship, should attract more attention in marketing literature.

9.3.2 Empirical study

The empirical research section has certain limitations:

- The respondents used in this study are not representative of the broad South African sport sponsor population to make a generalisation of the results possible. It is suggested that in future studies a representative sample of all organisations that sponsor sport should be surveyed. The sport bodies and codes should be able to provide a comprehensive list of their sponsors.
- The non-return of 105 out of 180 questionnaires and the fact that only 43 useful returns were received from ASOM-members was disappointing. The small sample certainly made it difficult to construct a more extensive statistical treatment, although the statistical analysis used, was valid.

- The use of the two frameworks to focus the research process is based on an assumption that the contents of the two frameworks “fit” into the frame of reference of the respondents. This has not been tested.
- The list of items included was too long, which may have contributed to the poor return. The large number of responses required (statements V1 to V212) and the return of only 43 questionnaires prohibited the use of more extensive statistical treatment such as factor analysis.

To address some of the limitations **and** recommendations raised here a number of perspectives on future research is discussed in Section 9.4.

9.4 Future research

The following recommendations are put forward:

- 9.4.1 The questionnaire should be adapted and a replication study should be done in 2001 and 2002. Sections 4 and 5 can be omitted and the focus should be on sections 2 and 3 to determine the relationship between sport sponsorship objectives and sport sponsorship evaluation.

The ASOM-membership list can again be used but the researcher should conduct a pre-mail shot analysis to correct the huge number of faulty and out-dated e-mail addresses and particulars of sponsorship decision-makers.

- 9.4.2 The grouping of sport sponsorship variables should be revisited - it is suggested that a new category, namely communication objectives, should be included. Variables presently included under each category, relating to communication, such as image-building, should be critically examined and grouped into this new category. New objectives should also be formulated. It is suggested that the objectives listed in Section 2 of the questionnaire should be expanded.

9.4.3 The two frameworks proposed in the literature review chapters need to be tested again. The frameworks proposed can serve to lay the foundation for further future research tasks on understanding factors that affect sport sponsorship decision-making in South Africa. A larger sample permitting, the suggestion is that structural equation be used to refine and adapt the two frameworks.

9.4.4 Further analysis of the different components (Five steps) outlined in the first framework (Figure 8.1) is needed to facilitate future acceptance and use. This framework serves as a starting point and its application to ASOM-members who sponsor sport is in principle accepted. It is assumed to reflect factors that affect their decision-making in the management of their sport sponsorships.

A particular need exists for this framework to be scrutinised, adapted or (an) alternative model or models be developed that illustrate how sponsorship performance should be evaluated. Existing techniques such as BMI's SponsorTrack and other techniques developed by consultants and research organisations should be scrutinised and used as input in further model-building.

The researcher can benefit by longitudinal testing of the frameworks developed and should play an important part in the future development of theoretically-sound models that hold practical benefits to the industry.

9.4.5 The measurement tool categories covered in the questionnaire, namely (*Behavioural measures; Recognition, recall & awareness; Media audits; Image and attitude; and Brand/service/ product effects*), are theoretically sound but their fit to South African sponsors' frame of reference should be tested.

It is recommended that these categories be replaced by a focus on the possible effects created by the sponsorship programme. These effects can later be placed in categories.

It is therefore suggested that this framework should be made available to ASOM-members and entrants to future Raptor Award Competitions. They would then be able to choose whether they want to plan their sponsorships according to the first framework and present their entry form information according to those categories presented in the second framework.

9.5 Retrospective evaluation

In Chapter 1 it was stated that the main objective of this study is to evaluate the importance of factors that effect South African sport sponsorship decisions. Initially these factors were summarised as follows:

- The range of sport sponsorship objectives.
- Integrating marketing communication elements into sport sponsorships.
- The range of evaluation tools that sponsors use to measure the effectiveness of their sport sponsorships.

It was also stated that a secondary objective is to develop a framework that can be used as a benchmark for further post-thesis research and development. The following was therefore envisaged:

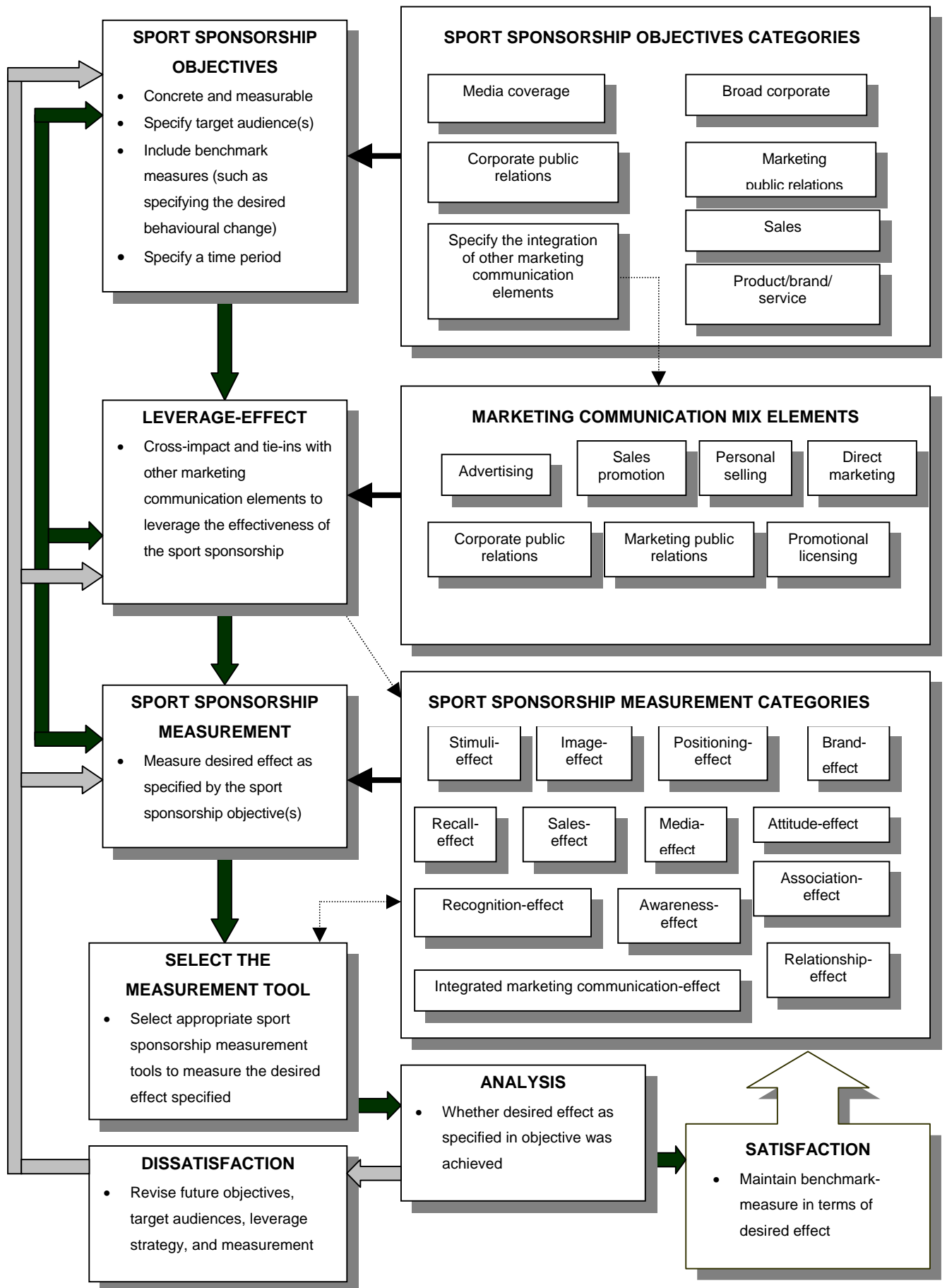
- After evaluating the importance of, and the relationship between, sport sponsorship objectives, the integration of marketing communication mix variables, and the measurement of sport sponsorship effectiveness the intent is to develop a sport sponsorship decision-making model that will integrate sport marketing and sport sponsorship theory and the leverage effect of other elements of the marketing communication on sport sponsorship effectiveness.

Framework 1 (Figure 5.1) needs no major adaptation for the moment, but it is suggested that Framework 2 (Figure 5.4) should be refined especially in the classification of the sport sponsorship objectives and sport sponsorship measurement categories. Certain findings of the empirical study should also be included in a new model and be used as the basis for modification, namely the associations between objectives, integration of marketing communication mix elements, and measurement tools. A revised model of sport sponsorship decision-making is presented in Figure 9.1 for discussion, development and research. After a revision of sport sponsorship objectives and measurement categories had been done, modification of this model can commence.

This model can be summarised as follows:

- A sponsor sets objectives that are concrete and measurable, specify target audience(s), include benchmark measures (such as specifying the desired behavioural change, and specifying a time period).
- The objectives can fit into a combination of sport sponsorship categories (broad corporate, media coverage, corporate public relations, marketing public relations, sales, product/brand/service, and integration of marketing communication elements (it is regarded to be important that the level and approach of this integration should be specified)).
- The cross-impact and tie-ins with a selection of the sport-related marketing communication elements (advertising, sales promotion, personal selling, marketing and corporate public relations, promotional licensing and direct marketing) to leverage the effectiveness of the sport sponsorship should be outlined.
- List the desired effect(s). A combination of the following: brand, sales, image, media, stimuli, positioning, recall, awareness, relationship, attitude, integrated marketing communication, recognition, and association as specified by the sport sponsorship objective(s).

FIGURE 9.1 A MODEL OF SPORT SPONSORSHIP DECISION-MAKING



- Select (or develop) appropriate sport sponsorship measurement tools to measure whether the desired effects were achieved.
- Measure the effect achieved, compare to benchmark-measure(s) specified in objective(s), maintain or revise depending on measurement result.
- The above-mentioned areas should be inter-linked to create a holistic sport sponsorship decision-making approach.

This model, based on some of the research findings reported in Chapter 8, may serve as a framework that can be used as a benchmark for further post-thesis research and development. The sport sponsorship objective and sport sponsorship measurement categories will need the most refinement. It is suggested that these categories be re-worked and tested for practical application and relevance to South African sponsors. An important focus to redesign both frameworks is the third-last step proposed in the previous paragraph, namely: ***Select (or develop) appropriate sport sponsorship measurement tools to measure whether the desired effects were achieved.***

The sport sponsorship decision-making process as outlined in this model, is not yet clearly defined and particular focus in theoretical development, commercial consultation, and sport sponsorship teaching and practice should be placed on setting sport sponsorship objectives that are measurable in terms of the desired leverage effect. This leverage effect should be measurable and quantified in terms of an ***optimal return on sport sponsorship investment.***

A final summary: In this study two frameworks were proposed and their practical application to two sets of respondents were tested - the *primary objective* of this study. A model for sport sponsorship-decision-making, based on the findings, was subsequently proposed - the *secondary objective* of this study. **It can therefore be concluded that the primary and secondary objectives of this study were achieved.**