

An analysis of sport sponsorship management in South Africa - implications for Africa?

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ABSTRACT: The aim of this paper is to establish a framework that may contribute to African sport manager's understanding of sport sponsorship management and decision-making. In this paper a number of focus areas, that outlines the sport sponsorship management and decision-making process, are proposed. These focus areas are:

- Sport sponsorship management principles
- Management tasks
- Budgeting
- Sport sponsorship objectives
- Sponsored property analysis
- Sport sponsorship audiences
- The use of marketing and communication mix variables
- Cross-impact, tie-ins and leverage
- Sport sponsorship evaluation

A survey among main South African sponsors analysed their decision-making approach within each of the focus areas. The findings are analysed and possible applications to the rest of Africa are proposed.

Key words: sport sponsorship management, objectives, leverage, and measurement.

INTRODUCTION

The South African sport sponsorship industry is quite substantial in money terms: Total sport sponsorship expenditure grew from \$11.3 million in 1985 to just under \$200 million in 2000 (Ad Focus, 2001).

Sponsorship is a highly flexible form of marketing communication and can be tailored to meet a wide range of corporate, marketing, and public relations objectives. Sponsorship is particularly effective when it is integrated with other integrated marketing communication elements in a comprehensive campaign. In 2000, 14% of all marketing expenditure in South Africa was spent on sponsorship or event management that indicates its importance as a marketing communication tool (Koenderman, 2000:87). Currently sport attracts approximately 70% of all sponsorship expenditure in South Africa. Other sponsorship areas identified by the Association of Marketers (2002) were arts, entertainment and social investment (cause-related, environment, education and philanthropy).

Sponsorship can be defined as the provision of resources (e.g., money, people, equipment) by an organisation (the sponsor) directly to a sponsored property (sport, arts and culture, environment) to enable the sponsored property to pursue some activity (e.g. participation by the individual or event management by the sponsored property) in return for certain sponsorship rights (Mullin, Hardy & Sutton, 2000:255) which need to be included in a sponsorship agreement. The sponsorship should be contemplated in terms of the sponsor's marketing communication strategy (cross-impact and leverage between sponsorship and other marketing communication variables employed before, during, and after the sponsorship campaign), and which can be expressed in terms of corporate, marketing, sales and/or media objectives and measured in terms of linking the objectives to the desired outcome in terms of return on investment in monetary and non-monetary terms (van Heerden, 2001:145).

OBJECTIVE OF THE STUDY

The main objective of this study was to measure the range and extent of South African sport sponsorship decisions. Desk research could not find any substantial evidence on how sponsorship decisions are made and whether

sport sponsorship involvement holds any measurable marketing and communication outcomes in terms of *inter alia* profit, market share, sales volume, return on investment and image enhancement, apart from the research conducted by consultants who in any case never publish their findings in scientific journals.

Understanding the linkages between sponsorship objectives and the leverage between sponsorship and other marketing communication elements and being able to model the appropriate effectiveness of sponsorship involvement are areas that need thorough investigation.

No reference to an empirically tested and widely used instrument designed to describe the South African sponsorship decision process could be found. This paper will therefore serve as a seminal first step in exploring sponsorship decision-making among a selection of important South African sponsors and it will also offer subsequent comments on possible implications for the African continent in general.

RESEARCH METHODOLOGY

A quantitative study obtained the opinions of 43 (response rate of 41.7%) members of the South African marketing industry body, namely the Association of Marketers (ASOM)* on the importance of generic sport sponsorship decision-making statements by means of a self-administered questionnaire. The respondents had to indicate on a 5-point Likert scale how important they regard particular aspects - ranging from very important (5) to not important (1). Forty-two respondents, representing some of the main sponsors, eventually participated in the survey.

* (Note – ASOM has recently been transformed into the Marketing Federation of Southern Africa).

The statements included in the questionnaire were based on statements from the following studies:

General statements on marketing and communication aspects of sponsorship management	Fry, Keim & Meiners (1982); d'Astous & Bitz (1995); Copeland, Frisby & McCarville (1996); Kitchen (1996); Farrelly, Quester & Burton (1997); Lee, Sandler & Shani (1997); Mullen (1997); Vignali (1997); Doust (1998); Erdogan & Kitchen (1998); Rowley (1998); and Thwaites & Carruthers (1998).
General statements on sponsorship management	Fry, Keim & Meiners (1982); d'Astous & Bitz (1995); Copeland <i>et al</i> (1996); Kitchen (1996); Farrelly <i>et al</i> (1997); Lee <i>et al</i> (1997); Mullen (1997); Vignali (1997); Doust (1998); Erdogan & Kitchen (1998); Rowley (1998); and Thwaites & Carruthers (1998).
General statements on sport sponsorship objectives	Armstrong (1988); Cornwell (1995); Ensor (1987); Erdogan & Kitchen (1998); Gardner & Shuman (1986); Irwin & Asimakopoulos (1992); Irwin & Sutton (1994); Javalgi, Traylor, Gross & Lampman (1994); Komorofski & Biemond (1996); Kuzma, Shanklin & McCally Jr (1993); Mescon & Tilson (1987); McCook, Turco, & Riley (1999); Pope & Voges (1994); Pope (1999); Sandler & Shani (1993); Stotlar (1993); Stotlar & Kadlecsek (1993); Witcher, Gordon, Craigen, Culligan & Harvey (1991); Yeo (1989); and Wilson (1997).
General statements on marketing communication variables that should be integrated into a sport sponsorship	Fry <i>et al</i> (1982); d'Astous & Bitz (1995); Copeland <i>et al</i> (1996); Kitchen (1996); Farrelly <i>et al</i> (1997); Lee <i>et al</i> (1997); Mullen (1997); Vignali (1997); Doust (1998); Erdogan & Kitchen (1998); Rowley (1998); and Thwaites & Carruthers (1998).
General statements on measuring the effectiveness of sport sponsorships	Sleight (1989); Meenaghan (1991); Arani (1992); and Kinney & McDaniel (1996)

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

Sample questions, based on these sets of statements were compiled and tested on a number of experts. The following sport marketing and sponsorship experts were identified and e-mailed to solicit their participation in the development of a structured questionnaire:

- Authors of sport marketing and sponsorship textbooks. The following experts eventually participated or were recommended by authors: Jim Weese, Des Twaites, William Sutton, Penny Moon, David Stotlar, Trevor Slack, and Mel Helitzer.

- Members of the Sport Management Association of Australia and New Zealand (SMAANZ) - Laurence Challup, Graham Cuskelly, and Robin McConnell eventually participated.
- Members of the North American Association of Sport Management.

The questions were also tested on members of the Sponsorship Portfolio Committee of the Association of Marketers (Messrs Derrick Dickens, Warren Lowkum, Ivan May and Peter Ivanoff) and a local marketing expert (Professor Adré Schreuder) to ensure a practical and South African perspective.

The questionnaire was organised in a number of sections requiring of the respondents to indicate on a 5-point Likert-scale their perception of the importance of a number of statements. The questionnaire therefore measured perceptions, attitudes and current sponsorship practises.

ANALYSIS OF DATA

The respondent's opinions on the importance of the different statements included in the questionnaire were surveyed. A statistical data-analysis of the responses was performed and means were calculated. Although more in-depth statistical analysis was conducted to determine the relationships between constructs such as the correlation between objectives set and type of evaluation utilised this paper will only report on the analysis of underlying trends based on the respondents' views on how important they regard certain aspects and the level of utilisation of certain sponsorship measurement tools.

RESULTS AND DISCUSSION

The main research findings and subsequent implications for African managers are outlined below.

Sport sponsorship management principles

The respondents regarded objective setting (mean = 4.81) and measurement of sport sponsorship effectiveness (mean = 4.71) as two of the most important aspects in the management of their sponsorships. This response confirmed the principle that it is important to link sport sponsorship objectives to the evaluation of the effectiveness of the sport sponsorship. Philanthropic objectives in sponsorship strategies (mean = 2.62) and non-profit objectives in sponsorship strategies (mean = 3.053) were regarded as least important

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 the responses is that, assessing how sport sponsorships fit into the product/brand/service plan (mean = 4.69) is more important than how it fits into the overall corporate communication (mean = 4.57) or overall marketing plan (mean = 4.50). Managerial decision-making therefore seems to focus first on product/brand/service image and awareness and then on broader marketing or communication concerns.

African sponsorship managers should clearly distinguish between how sponsorship contributes to marketing efforts and communication efforts.

Management tasks

The respondents 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 - 11%; scanning competitive sponsorship activities – 6.2%; and providing consulting services to the sponsored property – 5.8%).

Evaluation of sponsorship performance takes up less than 15% of a sponsorship manager's time which might indicate the existence of a problem area in sport sponsorship decision-making - 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.

It is suggested that ***African sponsorship managers*** include a focus on environmental scanning and the research and development of sport sponsorship measurement tools in their job descriptions.

Budgeting

The respondents views on sport sponsorship spending indicate that expenditure tends to contribute a higher percentage (28-29%), when it is part of the communication budget than, when it is part of the marketing budget (19-20%).

No conclusive evidence could be found concerning the leverage ratio between direct sponsorship spending and indirect sponsorship spending because of a poor return in that particular section of the questionnaire.

African managers should take note that commentators such as Koenderman (2000) states that at least \$1 to \$2 should be spend on supporting the sport sponsorship for every \$1 allocated in the direct sport sponsorship budget.

Sport sponsorship objectives

It was deduced from the research findings that the respondents are more inclined to regard media- (mean = 4.6) and corporate image-related sport sponsorship objectives (mean = 4.5) as being important. To assist staff recruitment (mean = 2.23) and entertain staff (mean = 3.1) scored the lowest on importance.

The respondents confirmed that they set objectives that fit into the five main categories of sport sponsorship objectives identified by international experts (Sandler & Shani, 1993; Pope, 1999:1), namely *broad corporate, product/brand/service, sales, media coverage and guest hospitality*. No substantial evidence 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 ***African 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 customers 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 ***African 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 **African 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 exists that can include brand sales or the expansion of service utilisation (eg. cellular organisations who aim to attract more customers or who encourage their current customers to increase their call rate) objectives.

Sponsored property analysis

Opinions expressed indicate that respondents place a high premium on the professionalism and business sense of the sponsored property. Statements on the following scored high on importance: The sponsored property having a marketing plan (mean = 4.71); the sponsored property having a public relations plan (mean = 4.6); and sponsored property officials' /administrators' /organisers' behaviour (mean = 4.6).

The involvement in a sponsorship is dependent on, perhaps not directly stated, the behaviour of the sponsored property that 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 sponsored properties should be carefully analysed.

It is suggested that a national study should be conducted in **every African country** that will determine the current status concerning the marketing orientation of sport bodies and codes in that country.

Sport sponsorship audiences

The respondents indicate an important bias towards existing and potential customers (ranked first and second with an average score of 1.8 and 1.9 – *a score of 1 would be an indication of being the most important audience*) and place a lower emphasis on staff (ranked seventh with an average score of 6 – *a score of 10 would be an indication of being the least important audience*).

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 considered 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 suggested that ***African decision-makers*** should regard current customers and staff as important internal 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.

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, many sources consulted (Hansen & Scotwin, 1995; Jobber, 1995; Shimp, 1997; Hoek as cited in Kitchen (1999); Brassington & Pettitt, 2000; and Koenderman, 2000) do not really indicate what the conceptualisation of this leverage effect really entails, neither do they provide a clear answer to how this leverage-effect can or should be measured.

The most important variables used by both sets of respondents seem to cover corporate image, branding and public relations (mean score ≥ 4.0). 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 (mean < 3.5) are regarded as being of lesser importance by the respondents.

It is recommended that **African sponsors** include in their planning and execution, the use of other marketing communication mix variables such as public relations, direct marketing, sales promotions, and publicity and specify the desired cross-impact synergy between each of these variables. 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 can utilise their customer lists to great effect.

Cross-impact, tie-ins and leverage

The analysis of the responses indicated that South African 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. These constructs scored high on importance (mean > 3.5) but low on use (mean < 2.5). 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. Van Heerden (2001) concluded 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.

African 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 sponsored properties 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. A major concern to any **African sponsor** should be when spectators, fans and supporters cannot afford to buy team and sponsored event-clothing items.

Linking this argument to the findings observed earlier on the types of sponsorship objectives set by local sponsors, allude to another major problem area. South African 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. It seems that local sponsors 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 expenditure. Some sponsors might even argue 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. Therefore sponsors resort to not really specifying any real leverage effect; apart from stipulating media coverage effects (such as audience ratings - AR's); and awareness increase ranges (e.g. increase awareness by percentage points).

It is suggested that **African 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 **African sponsorship managers** are serious about getting maximum value for their sponsorship dollar through cross-impact effects – and not only rely on media coverage linked to advertising rate calculations.

Sport sponsorship evaluation

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

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

These constructs scored high on importance (mean > 3.8) and high on use (mean > 3.4).

Substantial differences, found between the importance (mean > 4.0) and the utilisation of certain measurement tools (mean < 3.5), were assumed to be caused by the lack of access to measurement procedures pertaining to the particular measurement tools listed in the questionnaire. Such examples are: Cross impact between sponsorships and sales; measuring customer reaction; cross impact between sponsorships and public relations; and cross impact between sponsorships and advertising.

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 either be unfamiliar to most sponsors; too difficult to use; too expensive to use; have in the past realised disappointing results, and/or still need to be developed.

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.

More research is particularly needed on exact measures to **evaluate sport sponsorship performance in Africa**. 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 expenditure.

It is generally recommended that more discussion should be generated on alternative tools or techniques that can be used to **measure sponsorship performance in Africa**. It is suggested that the spotlight should be placed on measuring the effects of the sport sponsorship.

Discussion documents, workshops and conferences should be held to increase the **African body of knowledge on sport sponsorship** in general, but on sport sponsorship evaluation in particular. The *Sponsorship Guidelines* (1998) and *Sponsorship Guidelines - An investment in Sponsorship* (2002) compiled by the Association of Marketers and now administered by the Marketing Federation of Southern Africa in South Africa could play a vital role in the

dissemination of information throughout Africa and future editions should especially include expanded coverage on evaluation tools and techniques.

CONCLUSIONS

The following conclusions are made about the sport sponsorship decision-making of South African sponsors:

- 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 gaps between the perceived importance of, and the utilisation of certain sport sponsorship evaluation tools. These gaps 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 sponsored properties.
- The respondents display a bias towards existing and potential customers.
- The split between sport sponsorship spending and other forms of sponsorship (arts, environment and philanthropic) is close to 60:40.
- 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.

African sport sponsorship managers should study these conclusions and adapt their own decision-making to suit the needs of their companies and their sponsored properties.

The following general recommendations are proposed:

African sport sponsors should analyse whether their sponsorships are:

- Socially responsible;
- Building relationships with stakeholder groups other than customers such as the broad community;
- Communicating the value of the sponsorship to emerging market segments;
and
- Creating community experiences that will benefit the image of the sponsor and the sporting body or event.

African sponsors should show that it is not merely marketing a successful brand, but that the brand is part of a wider beneficial involvement in the society of which the consumer is a participating member.

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QUESTIONNAIRE : SECTION 1

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

Section 1: Sponsorship management

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

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

QUESTIONNAIRE : SECTION 2

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

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

QUESTIONNAIRE : SECTION 3

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

Please circle the appropriate score on a 5 point scale that best expresses your opinion										
SECTION 3: Current sponsorships evaluation practices	<ul style="list-style-type: none"> • A score of 5 indicates that it is very important while a score of 1 indicates that it is not important • A score between 5 and 1 indicates your opinion on the different degrees of importance of the techniques to evaluate sponsorships 					<ul style="list-style-type: none"> • Indicate at each of the techniques whether you always (5) or never (1) use that technique to evaluate the effectiveness of your sponsorships. • A score between 5 & 1 indicates your frequency of use. 				
		Not important	Very important	Never	Always					
TV exposure value (time x advertising rates for 30 sec)	V82	1	2	3	4	5				
Radio exposure value (time x advertising rates for 30 sec)	V84	1	2	3	4	5				
Rand value of publicity expressed in advertising rates	V86	1	2	3	4	5				
Column centimetres in the press	V88	1	2	3	4	5				
Media reach	V90	1	2	3	4	5				
Readership demographics (segments, profiles, figures)	V92	1	2	3	4	5				
Viewership demographics (segments, profiles, figures)	V94	1	2	3	4	5				
Listenership demographics (segments, profiles, figures)	V96	1	2	3	4	5				
Continuity of publicity after the event	V98	1	2	3	4	5				
Cost per thousand of audience delivered	V100	1	2	3	4	5				
Target market reach effectiveness	V102	1	2	3	4	5				
Pre-event media coverage	V104	1	2	3	4	5				
Spectator figures	V106	1	2	3	4	5				
Surveys on staff attitude towards the sponsorship	V108	1	2	3	4	5				
Staff incentives/rewards	V110	1	2	3	4	5				
Pre- event attitude surveys towards the sponsor	V112	1	2	3	4	5				
Post event attitude surveys towards the sponsor	V114	1	2	3	4	5				
Time-trend analyses of product awareness	V116	1	2	3	4	5				
Time-trend analyses of corporate image enhancement	V118	1	2	3	4	5				
Increase in sponsors' name recall	V120	1	2	3	4	5				
Cross impact between sponsorships and sales	V122	1	2	3	4	5				
Cross impact between sponsorships and sales promotion	V124	1	2	3	4	5				
Cross impact between sponsorships and public relations	V126	1	2	3	4	5				
Cross impact between sponsorships and advertising	V128	1	2	3	4	5				
Cross impact between sponsorships and direct marketing	V130	1	2	3	4	5				
Measuring customer reaction	V132	1	2	3	4	5				
Product trail opportunities	V134	1	2	3	4	5				
Product/brand/service awareness	V136	1	2	3	4	5				
Promotional licensing success	V138	1	2	3	4	5				
Merchandising success	V140	1	2	3	4	5				
Physical exposure of company branding	V142	1	2	3	4	5				
Hospitality success	V144	1	2	3	4	5				
Effect on community relations	V146	1	2	3	4	5				
Previous sponsorship spend	V148	1	2	3	4	5				
Competitive spend on sponsorships	V150	1	2	3	4	5				
Alliance opportunities with other sponsors	V152	1	2	3	4	5				
Cost accounting of sponsorship elements	V154	1	2	3	4	5				
Return on investment in Rand value	V156	1	2	3	4	5				
Calculating increased business	V158	1	2	3	4	5				
Sponsorship costs compared to other promotion costs	V160	1	2	3	4	5				
Successful integration between different sponsorships	V162	1	2	3	4	5				
	V83	1	2	3	4	5				
	V85	1	2	3	4	5				
	V87	1	2	3	4	5				
	V89	1	2	3	4	5				
	V91	1	2	3	4	5				
	V93	1	2	3	4	5				
	V95	1	2	3	4	5				
	V97	1	2	3	4	5				
	V99	1	2	3	4	5				
	V101	1	2	3	4	5				
	V103	1	2	3	4	5				
	V105	1	2	3	4	5				
	V107	1	2	3	4	5				
	V109	1	2	3	4	5				
	V111	1	2	3	4	5				
	V113	1	2	3	4	5				
	V115	1	2	3	4	5				
	V117	1	2	3	4	5				
	V119	1	2	3	4	5				
	V121	1	2	3	4	5				
	V123	1	2	3	4	5				
	V125	1	2	3	4	5				
	V127	1	2	3	4	5				
	V129	1	2	3	4	5				
	V131	1	2	3	4	5				
	V133	1	2	3	4	5				
	V135	1	2	3	4	5				
	V137	1	2	3	4	5				
	V139	1	2	3	4	5				
	V141	1	2	3	4	5				
	V143	1	2	3	4	5				
	V145	1	2	3	4	5				
	V147	1	2	3	4	5				
	V149	1	2	3	4	5				
	V151	1	2	3	4	5				
	V153	1	2	3	4	5				
	V155	1	2	3	4	5				
	V157	1	2	3	4	5				
	V159	1	2	3	4	5				
	V161	1	2	3	4	5				
	V163	1	2	3	4	5				